



Holland
MICHIGAN



Annual Budget

Fiscal Year 2020

WINDMILL ISLAND GARDENS

A beautiful oasis on the edge of downtown Holland, Windmill Island Gardens features an authentic, working Dutch windmill named "De Zwaan" (the Swan) that was brought over from the Netherlands in 1964. The windmill, which reaches 125 feet from the ground to the top of the blades, towers over 36 acres of gardens, dikes, canals and picnic areas. As of 2018 the windmill is on the National Register of Historic Places and features a State of Michigan historical marker.

This past year Windmill Island Gardens received several infrastructure updates including a new bike/walking path along the causeway, replacement of the 50-year old water main and a significant amount of repaving. A large amount of the funding was raised through community donations that were raised at the same time as funds to repair the windmill in 2013/14.

In addition to the windmill, there is plenty to experience at the Island including:

- Beautiful Gardens - Over 100,000 tulips bloom each spring in large fields and smaller beds. After Tulip Time, there are dozens of varieties of annuals and perennials cascading into bloom throughout the spring and summer. Each year there is a different garden theme with corresponding plantings and events.
- The Posthouse Visitor Center - an exact replica of a 14th century wayside inn. Inside you can view a Welkom Movie about the Island, rest in our Gathering Space, and view other Dutch exhibits.
- The Vier Kolommen (Four Columns) Street Organ – Learn how our antique Amsterdam street organ works and enjoy a song or two from our variety of music books.
- Antique Kiddie Carousel - Kids will love a ride on the carousel that features hand-carved and painted wooden horses. It is located next to our Playground & Children's Garden.
- Little Netherlands display - Enjoy the miniature display which models a Dutch village from days gone by. Early settlers to the Holland area built the display that includes canal houses, windmills and boats.
- Visit the Molenwinkel shop inside De Zwaan for our stone ground flour or our Gift Shop for an assortment of Dutch treats and souvenirs.

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For the Fiscal Year
July 1, 2019 - June 30, 2020

Prepared in accordance with Chapter 9, Section 9.4 through 9.5 of the Charter of the City of Holland
and State of Michigan Public Act 2 of 1968, as amended through Public Act 493 of 2000

HOLLAND CITY COUNCIL

Nancy De Boer
Wayne Klomparens
Quincy Byrd
Myron Trethewey
Jay Peters
Raul Garcia
Brian Lynn
Scott Corbin
David Hoekstra

Mayor
Council Member, At Large
Council Member, At Large
Council Member, First Ward
Council Member, Second Ward
Council Member, Third Ward
Council Member, Fourth Ward
Council Member, Fifth Ward
Council Member, Sixth Ward

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Holland
MICHIGAN

BUDGET OVERVIEW

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- > FINANCIAL POLICIES
- > BUDGET PROCESS & CALENDAR
- > ANNUAL BUDGET RESOLUTION

Organizational Vision and Mission Statements

In 2006, the City Council developed a vision statement.

Vision Statement

A vibrant, world class community in a beautiful lakefront environment where people work together celebrate community and realize dreams.

Mission Statement

Maximize Livability.

Belief Statement

As employees of the City of Holland, we will . . .

- Maintain respect for each other and the public.
- Foster a progressive environment where employees are strongly encouraged to reach their full potential.
- Perform each responsibility with pride and integrity.
- Continually improve channels of communications both internally and externally.
- Encourage participation by all in the development and improvement of services.
- Strive for excellence and satisfaction in public services.
- Recognize our strengths and weakness and how we can learn from them.
- Build upon our diversity and experiences as we prepare for the future.

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CITY MANAGER BUDGET MESSAGE:

May 1, 2019

Honorable Mayor Nancy De Boer and Members of City Council:

It is my pleasure to submit the Fiscal Year 2020 Budget (July 1, 2019 to June 30, 2020). As discussed at the City Council Advance in January, this document represents the City's Vision, Mission, and Values, and works in combination with the Strategic and Business Plan to provide the citizens of Holland with the best possible programs and services for the dollars appropriated to **Maximize Livability** in the City of Holland.

The budget reflects the dedicated efforts of the Mayor and Council, City Manager, Department Directors, Finance Office, and various boards and citizen advisory committees. This budget and multi-year financial plan would not have been possible without the help of Finance Director Tim Vagle, Assistant Finance Director Michelle Price, their entire Finance Team, the Leadership Team, and the City's dedicated and professional staff. Please do not hesitate to call upon myself or Tim Vagle with any questions.

Long Term Focus:

The focus of this budget has been to construct FY 20 in the context of and with constant attention to the long term financial health of the City. It has been said that the best organizations make more decisions for 5 to 10 **years** in the future, rather than decisions for the next 5 to 10 **days**. Your priorities from Council Advance speak to this commitment and provided us clear direction. We believe this budget provides for the citizens of Holland in FY 20, but as importantly continues to build upon the wise decisions of the past to ensure the ongoing sustainability and health of the City into the future.

Some key considerations in maintaining the City's long term fiscal health, most of which ranked highly in Council priorities, include:

- Grow the tax base, with special attention to redevelopment, downtown development, and housing policy;
- Provide for our infrastructure through the Municipal Capital Improvement Fund (MCIF), developing a comprehensive 50-year approach to our assets and funding streams;
- Continue to monitor and work previously adopted strategies related to liabilities in our pension and other post employment benefits (OPEB);
- Continue to build relationships and partnerships with other government, business, and non-profit partners;
- Strategically utilize targeted funding from the Holland Board of Public Works (HBPW) to achieve these long term fiscal goals.

While this document provides, in line with past practice, a Five-Year Financial Plan, specific attention is consistently being paid to key points in our future beyond five years. One specific example is the ongoing analysis of the City debt service, identifying opportunities to eventually shift millage capacity for debt service back to general operations. Another example is projecting targeted funding from the HBPW, using caution to avoid reliance on this funding source for operations. In strategic managing with a long term focus to these key points in time, the City will be able provide future leadership the continued ability to provide citizens the high level of programs and services we provide today.

Executive Summary:

Within the long term context, the overall intent of this budget is to provide the citizens of Holland with the best possible programs and services within the City's financial means. Tax base growth after adjustments continues to be modest at 3.53% and State Revenue Sharing is still lower than historic levels. With corrections in Personal Property Tax reimbursements and adjustments in HBPW funding, however, we were able to allocate increased funding for the MCIF.

The total budget sources are \$188,499,353 and uses of \$150,330,303. This is a balanced budget, with various fund balances increasing by a total of \$25,618,684. These funds will support numerous capital improvement projects and several operating budgets.

The General City operations account for \$54,291,213 in sources, excluding use of fund balances, and \$61,421,113 in uses. The City's BPW utilities account for \$134,208,140 in sources, excluding use of fund balances, and \$88,909,190 in uses.

The total General Fund expenditures are recommended to be \$23,484,634 to be paid for by revenues of \$23,484,634. A projected operating surplus/fund balance from FY 19 in the amount \$183,600 will be transferred to the budget stabilization for use in FY 20 to offset any operating loss of the Holland Civic Center Place (HCCP) beyond the \$200,000 base level that has been used historically to support this amenity. An adjusted transfer of \$719,025 is included to balance the HCCP budget in FY 19.

General Fund revenues will be 2.5% less than FY 19 and General Fund expenditures will also be 2.5% less. A one-time distribution correction from the State to reimburse the City for losses in Personal Property Tax revenues was received in FY 19 and allocated to purchase a new fire truck. There is a slight adjustment to the millage rate, some growth in taxable value, and a 1.5% increase in State Revenue Sharing. Collective Bargaining Agreements require a 2.5% pay increase, which is also recommended to non-union employees.

This year's budget is intended to:

1. Fund City Council goals established in January 2019, such as sharpening our focus on growing our tax base through multiple means including Waterfront Holland/downtown development/housing policy/Unified Development Ordinance, funding our infrastructure in the MCIF, and creating a new source of funding to encourage regional partnerships;
2. Retain prior year overall City property tax millage rates;
3. Preserve targeted Fund Balance levels in current and five-year projections;
4. Cover debt service costs (including the 9th Street Parking Deck) while shifting some millage capacity to operational needs, and continuing to identify and preserve future opportunities to do the same;
5. Operate Holland Board of Public Works utilities with no increase in rates for electric, 3.6% increase in wastewater and 1.9% increase in water rates;
6. Maintain City infrastructure with numerous street and facility improvement projects, all while increasing the funding for future projects;
7. Continue the successful practice to provide baseline improvement funding for parks and buildings as unbudgeted needs arise;
8. Provide transitional funding for the still new management structure and re-opening of the renovated HCCP;
9. Continue sustainability goals with funding for Holland Energy Fund.

The summary below of significant budgetary changes and recommendations for the General Fund in FY 20 illustrates revenue and expenditure differences from the FY 19 budget.

Major Changes in General Fund Revenue from FY 19

Property Tax Revenues	\$803,282
(Millage rate adjusted from 7.7317 to 8.1817)	
Additional Dividend from HBPW	\$213,750
Net Transfers from Other Funds	(\$35,300)
Michigan Personal Property Tax Reimbursement	(\$1,273,356)
Reduction in Permit and Other Fees	(\$80,000)
Other Various Departmental Revenues	<u>(\$238,093)</u>
Total Major New General Fund Revenues	(\$609,717)

Major Changes in General Fund Expenditures from FY 19

Employee Costs	\$1,056,629
Transfer to Civic Center	(\$409,025)
Fire Truck Fund (increase from FY18)	(\$950,000)
Net Transfers Out	(\$514,290)
Other Various Departmental Expenditures	\$206,969
Total Major New General Fund Costs	(\$609,717)

The differences between changes in revenues and expenditures relate primarily to the one-time receipt of Personal Property Tax loss reimbursement omitted from the FY 18 distribution. The corresponding FY 19 transfer to the Fire Equipment Replacement Fund allows for acquisition of a new aerial truck in FY 20 from that Fund. One factor in FY 20 employee costs is attributable to pension costs as earnings and other assumptions are factored into required Defined Benefit contributions even though all DB groups are closed to new hires. Finally there are general inflationary increases and various one-time expenditures that are included throughout the budget.

Key Variables:

While not exhaustive, there are many key variables that help to propose a balanced budget, but also a budget that focuses on our long term financial health.

Fund Balance: This budget is intended to have no impact on the General Fund Balance. The Budget Stabilization Fund still retains \$200,000 that was transferred in a prior FY as part of the City's succession plan to address the planned retirement of the current Finance Director. The BSF also receives a transfer from operating surplus from FY 19 to offset any operating loss from the HCCP beyond the budgeted \$200,000 base. When the projected General Fund Balance of \$3,704,962 is combined with the Budget Stabilization Fund Balance of \$997,590 there is approximately \$4,702,552 million available, or 19.8% of annual expenditures.

Millage Rate: This budget includes a slight increase (.45) in the FY 19 operating millage rate from 7.7317 to 8.1817 in FY 20. That amount was reduced from the Debt Service millage, which is able to meet all debt payments while retaining an appropriate fund balance of \$193,435.

HBPW Transfers: FY 19 included an increase in the percentage used to calculate the dividend or transfer payment, now referred to as the retail operations transfer. This adjustment and resulting transfer assisted greatly in providing for a balanced FY 19 budget, but also in providing for stability in FY 20 and beyond. FY 20 introduces an additional transfer payment, referred to as the wholesale operations transfer. Because this wholesale transfer is both volatile in nature and has a likely sunset to it, we are strongly advising that this amount not be used for operational purposes. Rather, aligned with Council Advance priorities, this wholesale transfer is divided in two parts. First, an amount (\$565,516) is dedicated to the MCIF. Second, an amount (\$377,010) has been reserved in MCIF to encourage regional partnerships, specifically to conduct studies to evaluate, assist in the transition to a new partnership, or to assist in funding any capital component of such a partnership. We believe that using a very targeted and strategic approach with this wholesale transfer will benefit the City (and larger community) in achieving the long term financial stability we desire.

Staffing Investments: The 2017 Management, Organizational, Staffing and Efficiency Study (MOSES) was largely implemented in FY 19. Human Resources and other leadership team staff will continue to reference the MOSES study moving forward. Overall staffing, at current population and service provision levels, are at or near needed levels. This will continue to be a primary long term focus, however, as growth in tax base and State Revenue Sharing will likely not be able to provide for the maintenance and/or growth in staffing levels necessitated by growth and changes in our community. Regaining millage capacity for operations and further exploring regional partnerships should be two main strategies to help address this issue moving forward.

FY 20 invests in our employees in many ways, including;

- Implementing MOSES recommendations in Parks and Recreation, adding a new full-time Assistant Parks and Recreation Director, adding a full-time Irrigation Technician, increasing a Parks/Cemetery administration position from part-time to full-time, and reorganizing the Clerk's Office to have two full-time and three part-time staff;
- Including funds for Human Resources to hire a consultant to complete a wage and classification study, and include funds to implement any changes resulting from that study. The intent would be to conduct such a study on a recurring basis (approximately every five years), to maintain our compensation levels with market conditions and comparable employers;
- Providing a cost-of-living increase of 2.5% and health insurance increases of 8%;
- Implementation of the final change in the retiree health care savings plan, offering the choice to existing non-union employees to substitute the new defined contribution style savings plan for the existing defined benefit style option.
- Part-time B regular employees will be receiving Paid Time Off (PTO) benefits depending on number of hours worked per year.

Five-Year Financial Plan: The attached five-year financial summary reflects a "guarded stability" in the General Fund in the next five years. This assumes conservative growth in property tax revenues, similar conservative growth in State Revenue Sharing, and flat transfers in from HBPW retail operations. As discussed earlier, we look forward to FY 22-23 as operating millage could be adjusted to cover any deficits, as a substantial amount of debt will be paid off. This will free up some debt millage capacity which could be allocated as needed. The Five-Year General Fund Financial Plan does not reflect this potential revenue, rather assumes current millage rate allocation. In the coming years we will continue to focus on the MCIF to determine annual funding requirements and the resulting impact on our long term financial plan.

Fire Aerial Truck: Additional monies were set aside during FY 19, so the purchase of a fire aerial truck is planned in FY 20 at a budgeted amount of \$1,400,000.

Closing Comment:

The budget process has been very time consuming, but very educational for your first-year City Manager. As mentioned previously, the budget reflects the Mission, Vision and Values of our City. Our goal was to build a budget that is sustainable in the long term, that continues to allow us to provide essential services to Holland residents, and reflects our core values as a City. This was all done with the foundation of the Council priorities provided at the beginning of the process.

It has been an honor and privilege to work closely with Tim Vagle, Michelle Price, the rest of the Finance Team, the Leadership Team, staff at City Hall and City Council throughout the budget process and beyond. The great people in this organization have made my time at City Hall rewarding and enjoyable. Our team looks forward to a prosperous fiscal year 2020.

Respectfully Submitted,



Keith Van Beek
City Manager

Attachments

- A. Five-Year Financial Plan
- B. 2018 Municipal Tax Rate Survey

GENERAL FUND

Attachment A

FIVE YEAR FORECAST: FISCAL YEAR 2020 - 2024

The following table outlines the City of Holland's Five-Year Forecast for General Fund revenues and expenditures for Fiscal Year 2020 through 2024. It is used for long-term financial planning and annual budgeting. Many unknown variables are involved in the development of this forecast, for example, the rate of future growth in assessed valuation of taxable properties. The forecast shows the potential for challenging budget preparations after FY22, due to projected expenditures growing faster than revenues.

The assumptions for some of the main categories are:

REVENUES -

Property Taxes

- . Operating millage rate will remain at 8.1817 mills
- . Assumes 2% growth in property tax valuation in FY20 and thereafter

Intergovernmental

- . State Shared Revenue assumes a 2% increase each fiscal year

Charges for Services / Licenses & Permits

- . Assumes a 4% increase each year

Transfers from Other Funds

- . HBPW dividend to General Fund will remain at \$6.25 million for retail operations

EXPENDITURES -

Personnel Services

- . Assumes 2.5% increase in wages in FY20, 2% thereafter, which is consistent with tax growth
- . Health Insurance - 8% increase in premiums for FY20 and 7% increases in FY21-24
- . Pension Contribution - 5% increases are projected due to earnings assumption changes

Other Expenditures

- . Assumes a 2% increase for supplies, contractual expenditures will remain flat and a 1.8% increase for miscellaneous expenditures

Transfers Out

- . This budget will fund operations for the Civic Center Place, estimating a decrease after FY20

Contingencies

- . Assumes annual contributions to WEMET Grant and funding for Compensated Absences

GENERAL FUND

Attachment A

FIVE YEAR FORECAST: FISCAL YEAR 2020 - 2024

Description	FY-2020 Adopted	FY-2021 Projected	FY-2022 Projected	FY-2023 Projected	FY-2024 Projected
Property Taxes	\$ 9,714,315	\$ 10,073,601	\$ 10,365,073	\$ 10,662,374	\$ 10,965,621
Intergovernmental	4,313,987	4,400,267	4,488,272	4,578,037	4,669,598
Licenses & Permits	754,300	784,472	815,851	848,485	882,424
Charges for Services	1,715,395	1,784,011	1,855,371	1,929,586	2,006,770
Fines & Forfeits	155,600	155,600	155,600	155,600	155,600
Interest & Rents	523,700	450,000	475,000	500,000	525,000
Other Revenue	7,600	25,000	25,000	25,000	25,000
Transfers from Other Funds	<u>6,299,737</u>	<u>6,250,000</u>	<u>6,250,000</u>	<u>6,250,000</u>	<u>6,250,000</u>
Total Operating Revenue	<u>\$ 23,484,634</u>	<u>\$ 23,922,951</u>	<u>\$ 24,430,167</u>	<u>\$ 24,949,082</u>	<u>\$ 25,480,013</u>
Personnel Services	\$ 16,177,857	\$ 17,035,549	\$ 17,545,795	\$ 18,071,123	\$ 18,618,472
Other Operating Expenditures	5,955,845	6,059,857	6,150,515	6,242,322	6,335,293
Capital Outlay	110,700	65,000	75,000	75,000	75,000
Transfers Out	660,000	350,000	350,000	350,000	350,000
Contingencies	<u>580,232</u>	<u>260,000</u>	<u>265,000</u>	<u>270,000</u>	<u>270,000</u>
Total Operating Expenditures	<u>\$ 23,484,634</u>	<u>\$ 23,770,406</u>	<u>\$ 24,386,310</u>	<u>\$ 25,008,445</u>	<u>\$ 25,648,765</u>
Net Increase (Decrease) from Operations	<u>-</u>	<u>152,545</u>	<u>43,857</u>	<u>(59,363)</u>	<u>(168,752)</u>
Projected Ending Fund Balance	<u><u>\$ 3,704,962</u></u>	<u><u>\$ 3,857,507</u></u>	<u><u>\$ 3,901,364</u></u>	<u><u>\$ 3,842,001</u></u>	<u><u>\$ 3,673,249</u></u>

Attachment B: 2018 Municipal Tax Rate Survey

2018 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES)¹ March 28, 2019						
City	Parcel Count 2015	(Estimated) Population 2015 Census	Income Tax City²	Total City Millage Rate 2018	Rate Rank City Millage	Property Taxes 2018 (City Only)³
Oak Park	11,913	29,752	No	35.5834	55	\$ 2,435.22
Inkster	11,948	24,672	No	35.4014	54	\$ 2,422.77
Detroit*	384,597	677,116	Yes	31.5827	53	\$ 2,161.43
Eastpointe	n/a	32,657	No	29.3356	52	\$ 2,007.64
Taylor	25,764	61,568	No	28.5409	51	\$ 1,953.25
Warren	61,385	135,358	No	27.6642	50	\$ 1,893.25
Southfield	30,360	73,156	No	27.0727	49	\$ 1,852.77
Southgate	11,666	29,330	No	26.9456	48	\$ 1,844.08
Dearborn	37,412	95,171	No	26.57	47	\$ 1,818.37
Madison Heights	13,177	30,198	No	25.7213	46	\$ 1,760.29
St. Clair Shores	28,833	59,903	No	25.2168	45	\$ 1,725.76
Allen Park	13,707	27,425	No	24.9776	44	\$ 1,709.39
Hamtramck*	n/a	22,002	Yes	24.8564	43	\$ 1,701.10
Roseville	20,468	47,637	No	24.0968	42	\$ 1,649.11
Dearborn Heights	26,000	56,145	No	23.5673	41	\$ 1,612.88
Ferndale	11,192	20,177	No	23.3756	40	\$ 1,599.76
Wyandotte	11,421	25,156	No	22.75	39	\$ 1,556.94
East Lansing	9,197	48,471	No	22.1267	38	\$ 1,514.28
Garden City	12,645	26,920	No	22.0121	37	\$ 1,506.44
Bay City	15,400	33,917	No	21.4615	36	\$ 1,468.76
Port Huron*	12,942	29,293	Yes	20.6798	35	\$ 1,415.26
Lincoln Park	15,358	37,012	No	20.1476	34	\$ 1,378.84
Lansing*	48,101	115,056	Yes	19.7	33	\$ 1,348.21
Flint*	58,577	98,310	Yes	19.1	32	\$ 1,307.15
Westland	30,563	82,000	No	18.8798	31	\$ 1,292.08
Royal Oak	27,791	59,008	No	18.6234	30	\$ 1,274.53
Pontiac*	n/a	59,917	Yes	18.4935	29	\$ 1,265.64
Monroe	9,325	20,092	No	18.0095	28	\$ 1,232.52
Jackson*	15,973	33,133	Yes	17.3389	27	\$ 1,186.62
Marquette	7,772	21,297	No	17.3202	26	\$ 1,185.34
Sterling Heights	48,255	132,052	No	17.1804	25	\$ 1,175.78
Mount Pleasant	6,434	26,060	No	16.25	24	\$ 1,112.10
Ann Arbor	36,650	117,070	No	15.8885	23	\$ 1,087.36
Battle Creek*	23,987	51,589	Yes	15.749	22	\$ 1,077.81
Midland	18,602	42,200	No	15.1385	21	\$ 1,036.03
Saginaw*	27,719	49,347	Yes	14.883	20	\$ 1,018.55
Adrian	8,137	20,857	No	14.6039	19	\$ 999.45
Farmington Hills	30,500	81,330	No	14.5794	18	\$ 997.77
Birmingham	11,281	20,691	No	14.5142	17	\$ 993.31
Livonia	44,773	94,635	No	13.8927	16	\$ 950.77

**2018 MUNICIPAL TAX RATE COMPARISON
(OF SELECTED MICHIGAN CITIES)¹
March 28, 2019**

Holland	13,565	33,742	No	13.8692	15	\$ 949.17
Kalamazoo	26,752	76,041	No	13.8	14	\$ 944.43
Burton	13,749	28,788	No	13.4838	13	\$ 922.79
Muskegon*	16,619	38,401	Yes	13.0899	12	\$ 895.83
Romulus	11,253	23,417	No	12.9327	11	\$ 885.08
Wyoming	25,652	75,275	No	12.1192	10	\$ 829.40
Auburn Hills	8,366	22,672	No	11.2998	9	\$ 773.32
Norton Shores	12,232	24,208	No	10.95	8	\$ 749.39
Portage	19,372	48,177	No	10.8205	7	\$ 740.52
Novi	21,022	58,723	No	10.5376	6	\$ 721.16
Rochester Hills	27,460	73,424	No	10.4605	5	\$ 715.89
Troy	n/a	83,280	No	10.2964	4	\$ 704.65
Kentwood	18,122	51,357	No	9.6066	3	\$ 657.45
Grand Rapids*	66,455	195,097	Yes	8.971	2	\$ 613.95
Walker*	9,573	24,647	Yes	1.336	1	\$ 91.43

¹This report was prepared by the City of Holland Assessing Office using information from the Michigan Department of Treasury for selected Michigan cities. The selection criterion was a population of at least 20,000 people. Estimated population provided by 2015 US Census Bureau. Millages issued by other authorities were excluded. For example, the Holland Area Community Swimming Pool Authority millage was not included in the rate for Holland.

²With the exception of Detroit, Highland Park, Grand Rapids, and Saginaw, cities with an income tax levy 1% on residents and .5% on non-residents. Detroit levies 2.4% on residents and 1.2% on non-residents. Highland Park levies 2% on residents and 1% on non-residents. Grand Rapids and Saginaw levy 1.5% on residents and .75% on non-residents. Tax rates provided by the Michigan Department of Treasury.

³These taxes are based on a taxable value of **\$68,437**, which is the average taxable value of a single-family residence in the City of Holland for 2018.

Community Profile: Holland, Michigan

The City of Holland is located near the shores of Lake Michigan, in the southwest corner of Ottawa County and the northwest corner of Allegan County. According to the 2010 census the population was 33,051. This places Holland as the 53rd largest municipality in Michigan and the largest city in Ottawa County. City limits span 17.5 square miles, with 9.1 located in Ottawa County and 8.4 in Allegan County. The City of Holland is located 30 miles southwest of Grand Rapids, 186 miles northwest of Detroit and 150 northeast of Chicago Illinois.



History

Holland was settled in 1847 by Dutch Calvinist separatists, under the leadership of Dr. Albertus VanRaalte. Dire economic conditions in the Netherlands compelled them to emigrate, while their desire for religious freedom led them to unite and settle together as a group.

VanRaalte and his colony settled on land in the middle of the Ottawa Indians Old Wing Mission Colony near the Black River where it streamed to Black Lake (now Lake Macatawa), which led to Lake Michigan. Joint occupation by the two communities caused much strife. Eventually, the Dutch settlers purchased the land from the natives, who moved north in an effort to preserve their way of life and culture.

In Holland's early history, VanRaalte was a spiritual leader, as well as overseeing political, education and financial matters. In 1847 VanRaalte established a congregation of the Reformed Church in America, which would later be called the First Reformed Church of Holland.

On March 25, 1867, Holland was incorporated as a City with Isaac Cappon being the first mayor. The city suffered a major fire on October 8-9, 1871, the same time as the Great Chicago Fire and the very deadly Peshtigo Fire in Wisconsin. Because of the Great Michigan Fire (which included the Port Huron Fire of 1871), Manistee and Port Huron, Michigan also burned at the same time.

Holland was known as the "City of Churches". There are approximately 170 churches in the greater Holland area, many of which are with the Reformed Church in America and Christian Reformed Church in North America denominations. The city is home to the church that started the trend of the "What Would Jesus Do?" bracelets in 1989.

Culture

The city's Dutch heritage is a part of its cultural identity. The Tulip Time Festival in May and various Dutch-themed attractions welcome thousands of tourists annually, giving the local economy a boost. The Holland Museum displays exhibits about the City's history, the Cappon House Museum immerses visitors in the daily life of Isaac Cappon and his large family, and the Settlers Museum contains working class relics from the 19th century. Holland's downtown is listed in the National Register of Historic Places. Fiesta and Tulipanes Latino Art & Film Festival celebrate the Latino contribution to the culture.

Community Profile: Holland, Michigan

Tourism

Holland enjoys tourism during all seasons, helping local businesses thrive. The Tulip Time Festival, which began in 1930, is the city's most popular celebration and one of the top 20 festivals in the world. Each May visitors from all over the world enjoy the multiple Dutch themed parades, Dutch dancers, concerts and multiple attractions. Currently, employees for various entities plant over six million tulips for the festival; along city streets, in parks, outside municipal buildings and at tourist attractions like Dutch Village, Windmill Island Gardens and Veldheer Tulip Gardens. Windmill Island Gardens also features a 250-year-old DeZwaan Dutch Windmill, a historical landmark. Citizens and tourists celebrate Fiesta on the Saturday nearest Cinco de Mayo, which typically coincides with opening weekend for the Tulip Time Festival. Fiesta features Latino entertainment, a carnival, various exhibits and plenty of food. The downtown area features buildings with brick facades, flower-lined streets, boutiques and art galleries to complement a diverse selection of locally owned small businesses and restaurants.

Holland State Park, in nearby Park Township, is a popular destination for all; offering swimming, fishing, boating, picnicking and camping. At the park, a channel connects Lake Macatawa and Lake Michigan. The often-photographed Holland Harbor Light ("Big Red") sits at the entrance of the channel.

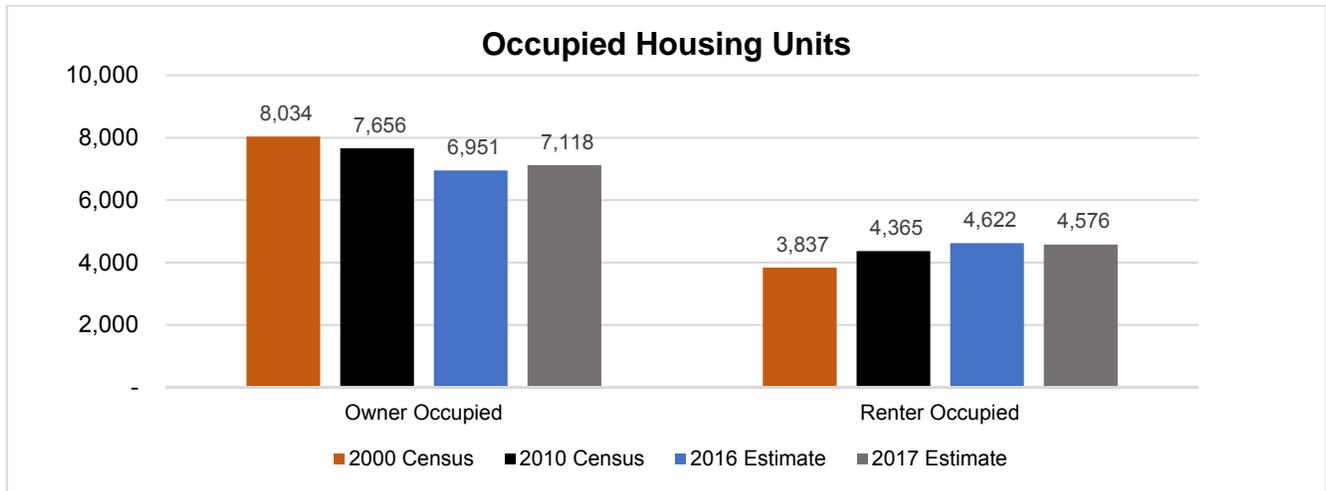
Fodor's Travel includes Holland on the list of "America's 25 Cutest Main Streets in Small(er) Towns. In 2018, Architectural Digest named Holland as Michigan's "Prettiest Town". In 2017 and 2018, WalletHub.com ranked Holland first in "Best Small Cities for Starting a Business". Pure Michigan lists the Tulip Time Festival as one of the 20+ Things to Do in Michigan: Your Ultimate Spring Bucket List.



Community Profile: Holland, Michigan

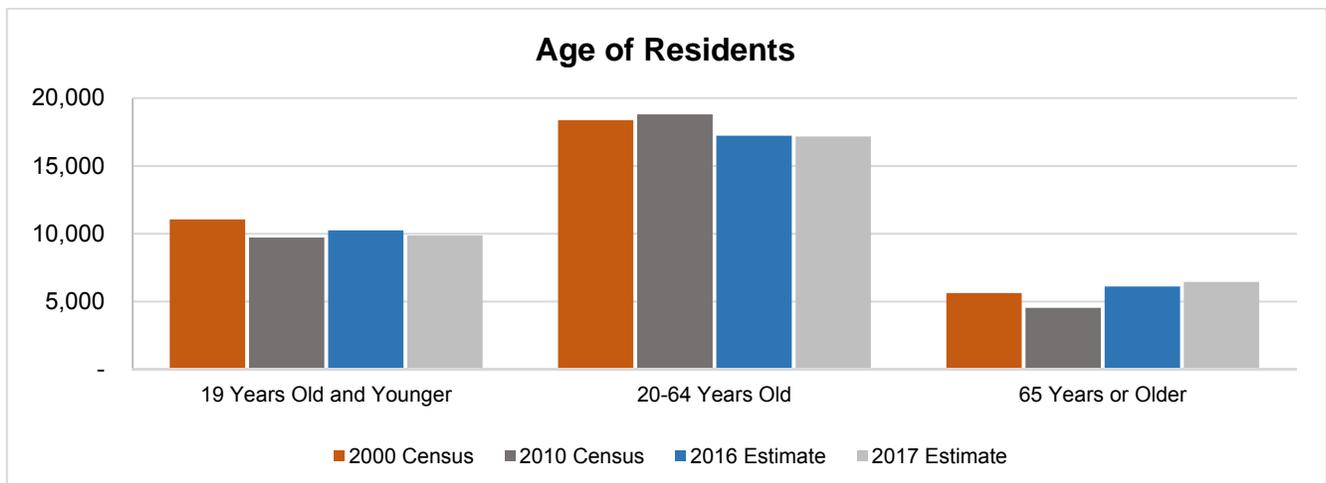
Housing

Holland offers a wide variety of housing options to meet the needs of local residents. Available housing includes single-family homes, duplexes, condominiums and multiple family apartments. Rental housing, both furnished and unfurnished, is available throughout the City with the units near Hope College area reserved for students.

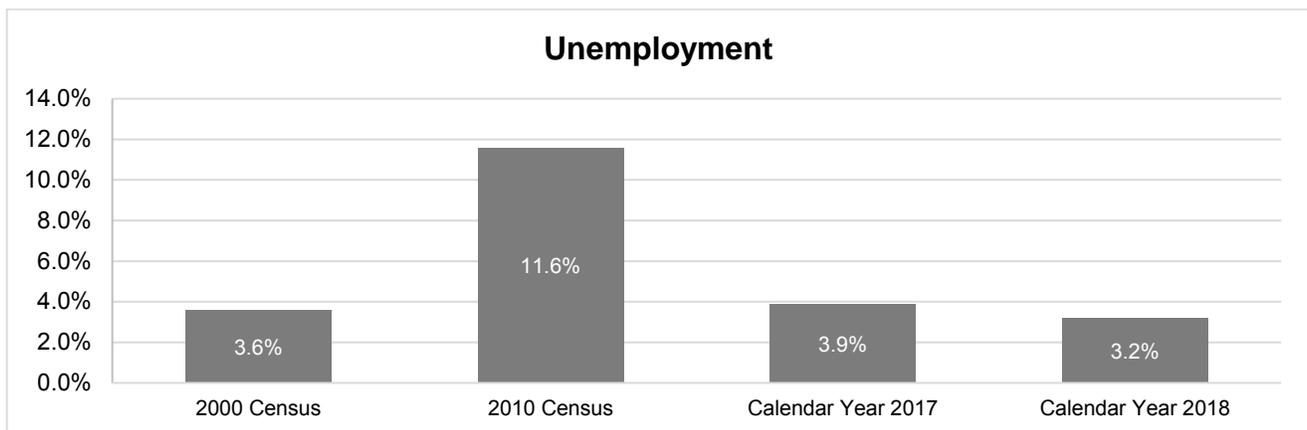
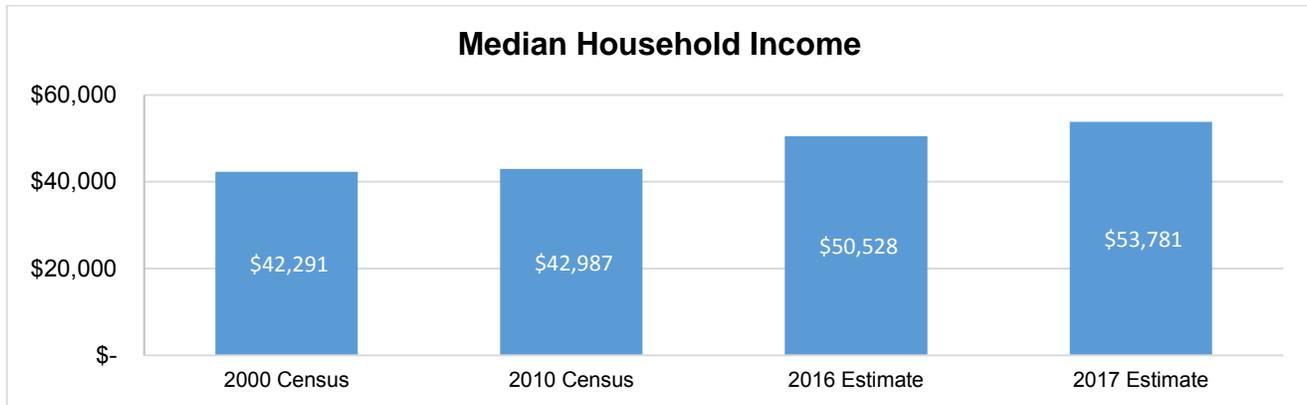


Economy and Population Statistics

Holland has a diversified industrial sector that includes manufacturing in areas such as office systems and furniture, auto and truck parts, boats, aluminum extrusion, food manufacturing, wind energy components and lithium-ion batteries. Some of the top taxpayers are ARC Holland Real Estate Holdings, Haworth, Lumir and Holland Waverly LLC. A list of the top 10 taxpayers is included in the "Property Tax" section. The city also offers several options for banking, insurance, realtors, advertising agencies, employment services and consulting firms to meet the needs of visitors and residents.



Community Profile: Holland, Michigan



Higher Education

There are a variety of higher education institutions located in the City of Holland. Most notably, Hope College and Western Theological Seminary. Other schools include satellite campuses for Grand Valley State University, Davenport University and Grand Rapids Community College. With this wide array of higher educational opportunities, Holland provides an exceptional opportunity for young adults and professionals to continue their education.

<u>Education Levels:</u>	<u>2000 Census</u>	<u>2010 Census</u>	<u>2016 Estimate</u>	<u>2017 Estimate</u>
Percent of persons who completed four years of high school or more	78.5%	83.9%	86.8%	87.6%
Percent of persons who completed four years of college or more	26.9%	31.6%	29.2%	31.6%

Community Profile: Holland, Michigan

Medical Facilities

Holland is fortunate to have a large and noteworthy hospital to handle the medical needs of its community. Holland Hospital was established in 1917. It is also one of the major employers in the area and serves the needs of more than 400,000 people on an annual basis. Some of the major awards accredited to Holland Hospital include Healthgrades 50 Best Hospitals, Truven Top 100 Hospitals, Healthgrades Outstanding Patient Experience and Healthgrades Distinguished Hospital for Clinical Excellence.

Transportation

Macatawa Area Transportation Authority (MAX) provides public bus transportation for citizens living in the city and surrounding townships. With the relatively proximity of places to go in the city and outside, MAX offers citizens a safe and reliable form of public transportation. Amtrak service (the *Pere Marquette*) offers regular service between Grand Rapids and Chicago.

The recreational Park Township Airport and the corporate and charter jet West Michigan Regional Airport offer air service. Neither facility can schedule commercial carriers; the nearest airport with this type of service is Gerald R. Ford International Airport in Grand Rapids.

Several highways are near Holland, allowing for faster travel to surrounding areas. They include I-196 (Gerald R Ford Freeway), BL I-196, US-31, M-40 and A-2.

Utilities

The Holland Board of Public Works (HBPW) is responsible for supplying utilities to residents in the City of Holland and surrounding areas. Established in 1893, the purpose is to provide reliable and economical electric, water and wastewater treatment services while also maintaining environmental responsibility. The award winning Holland Energy Park, a natural gas power plant, opened in October 2017. Hot water in the cooling systems supplies heat to the 602,000 square foot snowmelt system.

Natural gas is supplied by Semco Energy.

Miscellaneous Community Statistics

Date of incorporation: 1867
Form of government: Council – City Manager
Population Data:

<u>Year</u>	<u>Population</u>
1950	15,858
1960	24,916
1970	26,337
1980	26,281
1990	30,745
2000	35,048
2010	33,051

Public Services:

Number of street lights	2,535
Miles of streets	149.0
Street resurfacing	8.8 miles

Fire:

Number of stations	3
Emergency responses	3,863
Inspections	130

Police:

Physical arrests	1,093
Parking violations	2,909
Traffic violations	2,600

Water:

Average daily consumption	13,802 (thousands of gallons)
Miles of water mains	250.0
Daily capacity	38,500 (thousands of gallons)

Wastewater:

Average daily consumption	7,895 (thousands of gallons)
Miles of sanitary sewers	184.3
Miles of storm sewers	152.0
Daily capacity	14,400 (thousands of gallons)

Parks & Recreation:

Number of cemeteries	2
Number of parks	23
Baseball/softball diamonds	10
Soccer fields	11
Swimming pools	1
Tennis Courts	11
Pickleball Courts	10
Nature centers	1
Community centers	1

Source: Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2018 and U.S. Census Bureau.

FINANCIAL INFORMATION

ADJUSTMENTS TO THE BUDGET

During a fiscal year, circumstances may result in changes to department spending priorities. At the beginning of each year, appropriations are made at the fund and department level, as adopted by City Council in May. Budget amendments are made throughout the fiscal year based on specific council action; individual amendments are approved at virtually every meeting. Mid-year amendments are approved in December to revise wage budgets by the Cost-of-Living Allowance granted in July. Year-end amendments are approved in June for governmental funds; to make sure expenditures do not exceed appropriations at the legal level of budgetary control. The City Manager has been authorized by City Council to approve amendments within each department of the General Fund, up to a maximum of \$10,000.

ACCOUNTING BASIS OF THE BUDGET

The basis of budgeting mirrors the basis of accounting. Governmental fund types are budgeted using the modified-accrual basis; these include the General Fund, Special Revenue Funds, General Debt Service Funds and Capital Project Funds.

Proprietary fund types are budgeted using the full accrual basis; these include Enterprise and Internal Service Funds. The following exception is followed:

- The budget basis includes expenditures for capital outlay, which are not considered expenses on the accrual basis of accounting.

BASIS OF ACCOUNTING

All governmental type funds and trust funds use modified-accrual basis of accounting. Revenues that are measurable and available for funding current appropriations are recognized when earned. All other revenues are recognized when cash is received, except revenues of a material amount that have not been received at the normal time of receipt are accrued, and revenues received in advance are deferred. Expenditures are recorded when a liability is incurred; except general obligation debt principal & interest maturities that are recorded at the time of payment.

Proprietary type funds use the full accrual basis of accounting under which revenues are recognized when earned and expenses are recognized and recorded as a liability when incurred.

BUDGETARY AND FINANCIAL POLICIES

BALANCED BUDGET

The General Fund budget will be balanced each fiscal year. The City considers the budget balanced when total revenues are equal to or exceeds total expenditures. For FY-2018 the City's General Fund budget is balanced, with the use of fund balance.

MULTI-YEAR FINANCIAL PROJECTIONS

To support the City's budgetary planning and decision making process, its financial situation and key factors impacting recurring revenues and expenditures will be analyzed. The annual budget will include a 5-year General Fund projection, with major assumptions identified.

BUDGET PROCESS BASED ON AN ANNUAL CYCLE

As required by the City Charter, an annual budget will be adopted by council in the month of May. Budgeting on an annual basis provides time to review revenue sources, develop solutions to identified problems and discuss priorities. An annual budget process also allows management to effectively plan and implement changes.

CASH AND INVESTMENTS

Cash and investments will be maintained in accordance with the City Charter and the adopted investment policy will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity and financial return on principal.

REVENUE POLICIES

Diversification – The City shall attempt to achieve diversified, reliable and stable sources of revenue to support the general operating budget. Management will vigilantly seek new sources, to include grants made available by local, state and federal government agencies.

User Fees – The fees and charges are associated with recovering the cost of providing a service. Each is reviewed annually and modified to reflect the changing costs of providing the service; City Council approves the rates for the ensuing calendar year in the month of December.

Collections – The City will follow an aggressive approach toward collection of past due taxes receivable and all other types of receivables.

Non-recurring revenue – This type of revenue is received only one time or for a very limited time. This type of revenue is not considered stable and will not be used to fund ongoing operations. Instead, it will be used for one-time uses, including capital and other one-time expenditures, increasing reserves or paying down unfunded liabilities.

CAPITAL PROJECTS

Capital Improvement Plan Development - The City shall annually update a six-year projection plan of capital projects (including major renovations to infrastructure assets), to be used as a guideline for short-term and long-term capital budgeting.

Proposed projects will be reviewed and prioritized for accuracy of cost and consistency with the City's goals and objectives. Staff will be diligent in searching for possible outside funding sources that may provide financial assistance for its capital projects; and at the same time reduce the need for issuance of new and additional debt.

Future operating and maintenance costs associated with new projects will be forecasted and included in the appropriate operating budget.

DEBT MANAGEMENT

Bond Rating - The City will make every attempt to maintain a high bond rating, for the purpose of minimizing borrowing costs and preserve access to credit.

Debt Capacity – An analysis showing the new issue combined with current debt impacts the City's debt capacity will accompany every future bond issue proposal.

General Obligation Debt – General Obligation Debt, which is supported by property tax revenues that grow in proportion to the City’s assessed valuation and/or property tax increases, will be utilized to make the principal and interest payments on the bonds. Other types of debt may be issued when it is supported by a dedicated revenue source (i.e. revenue bonds paid by utility rates).

Defeasance of Bonds - The City shall review potential cost savings that may be achieved through refunding of existing debt at lower interest rates.

Inter-fund Loans – The City will consider loans from one fund to another as an alternative to installment loans and/or bond issuance. When evaluating inter-fund borrowing the financial health of the lending fund will be closely reviewed, as well as the future cash flow projections for the fund borrowing the money.

FUND BALANCE

General Fund - A minimum fund balance of 15.0% of the General Fund adopted budget expenditures shall be maintained in the General and Budget Stabilization Fund. The minimum balance represents about two months of expenditures. Projected fund balance at the end of Fiscal Year 2019 is at 20.6% and Fiscal Year 2020 is at 19.8%.

All Other Funds – Each fund of the City represents a stand-alone financial operation and has its own operating characteristics, financial capabilities and constraints. The level of reserves needed for each fund is based on the financial and operating characteristics.

Reserves - As a part of the budgeting process, the City Council has made the decision to maintain designated cash reserve balances in certain Internal Service Funds for the future purchases of capital outlay.

FINANCIAL REPORTING POLICIES

Accounting and Reporting Methods – The City’s accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

Comprehensive Annual Financial Report (CAFR) – The City’s CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should comply with GAAP, demonstrate compliance with finance related legal and contractual provisions minimize ambiguities and potentials for misleading inference. The audit opinion will be included with the City’s CAFR.

Distinguished Budget Awards Program – The City’s Fiscal Year 2020 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2019 submission, its sixteenth consecutive award.

Internal Controls – Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

Fiscal Monitoring – Financial reports present actual expenditures to the budget on a monthly and cumulative basis. Major revenue sources are monitored quarterly, noting the status of each revenue source as compared to the budget.

Monthly reports are presented to the City Manager and City Council indicating the status of actual revenues and expenditures as compared to the budget on a monthly and cumulative basis. Notice will be given if action is necessary to maintain the City’s financial position.

THE BUDGET PROCESS

The City of Holland's fiscal year covers the period of July 1 through June 30. The budgeting process begins in the month of January when City Council and Holland Board of Public Works board members meet with citizens in an informal setting. Citizens have two opportunities to provide feedback and input at these meetings (known as "Coffee with Council").

Following these meetings, the Leadership Team meets for their annual retreat to discuss department priorities and concerns. The distribution of the budget preparation materials to Leadership Team members coincides with this meeting.

Finally, City Council members gather for an "Advance" to review the concerns and priorities of the Leadership Team and citizens. They establish the operating services and capital project priorities during this gathering to guide the City Manager during budget preparation.

OPERATING SERVICES

Under the present administrative structure, operations are organized into the following groups:

- Administration
- Fiscal Services
- Public Safety
- Transportation
- Community & Neighborhood Services
- Parks & Recreation
- Downtown Group
- Utility Funds (Board of Public Works)
- Internal Services

While the Department Directors prepare budget requests, the Finance Office staff estimates General Fund unallocated revenue and calculates wage and fringe benefit costs for all employees. Once the Finance Office receives the budget requests, staff reviews the data, makes corrections as necessary and prints the financial reports for the City Manager, Finance Director and Department Director to discuss. The City Manager may make adjustments to department requests, then the Finance Office staff prepares the City Manager's Recommended Budget to be presented to City Council at the first meeting in April.

CAPITAL PROJECTS

For capital improvement projects, a perpetual six-year development plan is updated periodically during the months of July through December by Department Directors, City Manager, Utilities Manager, Boards & Committees, and City Council. The plan includes streets, utilities, and municipal capital projects. Requests for projects to begin in FY-2020 are submitted in late January, to be incorporated into the plan.

BUDGET CALENDAR

Fiscal Year 2019-20

Coffee with City Council & HBPW Board	Jan 9 and 12, 2019
Leadership Team Annual Retreat	Jan 18, 2019
Budget packets distributed to Leadership Team	Jan 18, 2019
City Council Advance	Jan 26, 2019
Leadership Team submit Action Plans to City Manager	Jan 31, 2019
Computer equipment requests submitted to Tech Services	Jan 31, 2019
Personnel reclassification requests submitted to HR Director	Jan 31, 2019
City Council approves Budget Calendar with extension	Feb 6, 2019
City Manager and HR Director make recommendations regarding wages, reclassifications and union negotiations	Feb 8, 2019
Leadership Team submit budgets to Finance Office	Feb 11, 2019
Finance Office assembles budgets	Feb 11 – Mar 1, 2019
City Manager reviews budgets with Leadership Team members	Feb 19 – Mar 8, 2019
City Manager & Budget Team make final decisions	Mar 11 - 15, 2019
Finance Office prepares proposed budget document	Mar 18 - Apr 5, 2019
Proposed budget formally submitted to City Council and date of public hearing is set	Apr 10, 2019
City Council budget study sessions	Apr 10 and 11, 2019
Public hearing held on Proposed Budget; and formal adoption of FY-2020 Budget Resolution	May 1, 2019

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2019 - JUNE 30, 2020

May 1, 2019

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2019-20 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

WHEREAS, the proposed budget document has been placed on file for public inspection at Herrick District Library, Office of the City Clerk and the City of Holland website; and

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 1, 2019 in the Council Chambers of City Hall, located at 270 River Avenue, Holland, to give interested citizens an opportunity to be heard;

THEREFORE, BE IT RESOLVED, that the City Council does hereby adopt the Annual Budget, of Estimated Revenues and Appropriations, by organizational unit, for all funds as therein presented, to include any modifications approved at the time of the public hearing, in accordance with requirements as set forth in Section 9.5 of the Holland City Charter and State of Michigan Act 621 of 1978, as amended, for the fiscal year July 1, 2019 through June 30, 2020; and

BE IT FURTHER RESOLVED, that the authorized employment positions and classifications are adopted as summarized in the personnel schedules of each fund and/or organizational unit, and any additional changes shall be the result of separate action of the City Council; and

BE IT FURTHER RESOLVED, that the compensation plans for all officials and employees shall be adopted as a separate action of the City Council; and

BE IT FURTHER RESOLVED, that any changes to fee and rate structures for various types of sales, services, uses or privileges, excluding utility rates, shall be adopted as a separate action of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager is hereby authorized to make appropriation transfer adjustments from the *Contingencies* account of their respectively administered funds, and appropriation transfer adjustments within organization units of the same fund, and that individual appropriation transfer adjustments from a *Contingencies* account or within organizational units which exceed \$10,000 may be authorized only by action of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager is hereby authorized to administer appropriation adjustments to budgets of the fiscal year 2018-19, to the extent that such adjustments do not exceed the *2018-19 Revised Estimates*, as outlined in the fiscal year 2019-20 annual budget; and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2019 will be liquidated and re-established as of July 1, 2019. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2019-20, directly from *Fund Balance–Undesignated*, equal to re-established encumbrances.

BE IT FURTHER RESOLVED, that the City of Holland's property tax millage levy against all classes of assessable property, at *taxable valuations* as approved by the Boards of Commissioners for Ottawa and Allegan counties, the State Tax Commission, and anticipated adjustments of the Michigan Tax Tribunal, for the fiscal year July 1, 2019 - June 30, 2020 is adopted as follows:

<u>Designated Purpose</u>	<u>Property Tax Millage</u>	
	<u>Rate</u>	<u>Amount</u>
CITY OF HOLLAND		
<u>Operating:</u>		
– General Government Operations	8.1817	\$ 9,010,542
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement Projects	0.0500	55,065
– Street Development & Improvement Projects	1.2000	1,321,565
– Municipal Capital Projects	0.1599	176,099
<u>Debt Service Obligations:</u>		
– General Obligation Debt	4.1790	4,802,124
<u>Total Property Tax Millage Levy</u>	<u>13.7706</u>	<u>15,365,395</u>
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	<u>0.0986</u>	<u>108,589</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>13.8692</u>	<u>\$ 15,473,984</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.6034</u>	<u>\$ 219,088</u>

BE IT FURTHER RESOLVED, that the West Michigan Airport Authority (WMAA) millage rate is still subject to revision due to county equalization. If the WMAA rates are revised by County Equalization or board action prior to July 1, 2019, then the City of Holland – Municipal Capital Projects rate will also be revised an equal amount; the total millage rate will remain at 13.8692 mills.

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that in accordance with State of Michigan Public Act 30 funds from the Budget Stabilization Fund are hereby authorized to be appropriated as follows:

Fiscal Year 2018-19: \$25,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2018).

Fiscal Year 2019-20: \$25,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2019) and \$250,000 is appropriated for a transfer to the Civic Center Place Fund.

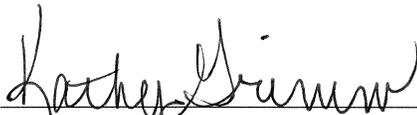
BE IT FURTHER RESOLVED, that at the end of the fiscal year ending June 30, 2019, in the event unexpended appropriations exist in the General Fund, the Finance Director, with the written approval of the City Manager, is authorized to transfer some or all of the funds from the unexpended appropriations to the Municipal Capital Improvement Fund.

RESOLUTION APPROVING WATER, WASTE WATER, AND ELECTRIC TARIFFS AND RATES

Pursuant to Section 12.17 of the Holland City Charter, the City Council is empowered to approve all rates to be charged for all public utilities under the control of the Holland Board of Public Works (HBPW). Pursuant to the Charter, the HBPW is empowered to operate the electric and water utilities and the City Council, by resolution, has designated the HBPW to operate the waste water utility. The City Council has been presented with tariffs for the above utilities on rate sheets which are attached as Exhibit A for an increase for bills issued on or after July 1, 2019 for the water and waste water utilities; and for waste water surcharge rates and pollution control fees for bills issued on or after July 1, 2019.

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Holland approves the tariff rates for electric, water and waste water utilities as delineated on the attached Exhibit A with the effective dates of such increases as specified above.

I hereby certify that this is a summarization of the Fiscal Year 2019-20 budget as adopted by the Holland City Council on May 1, 2019.

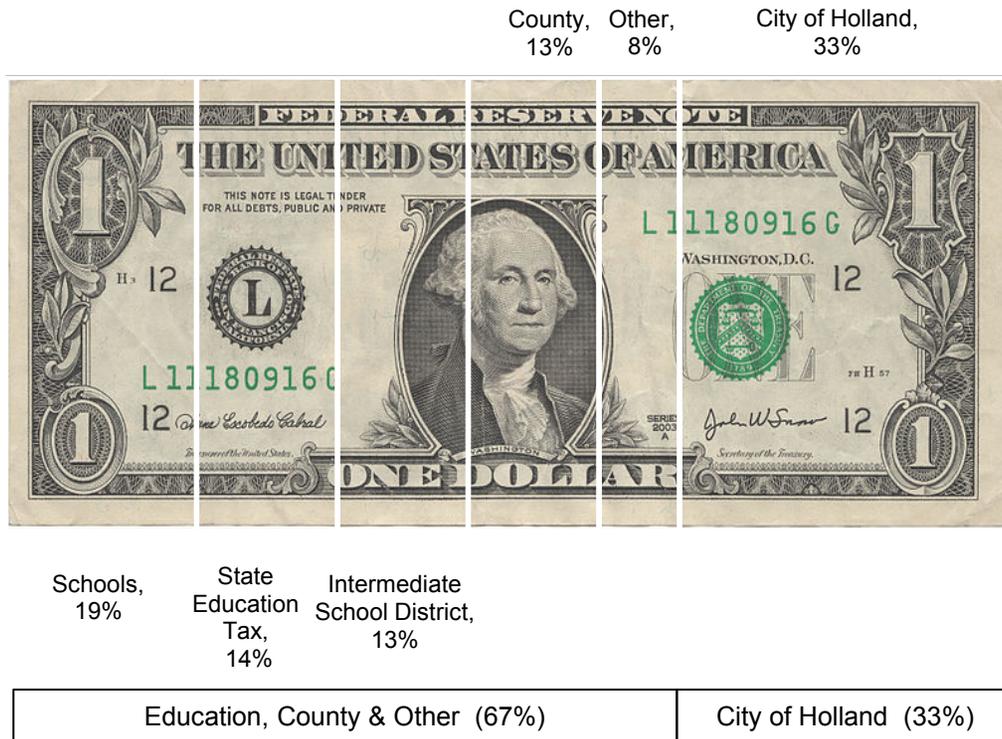


Kathy Grimm
Deputy City Clerk

City of Holland

Average Property Tax Distribution

Principal Resident Properties



Property taxes account for 41% of General Fund revenues. Only \$0.33 of every tax dollar paid stays with the City of Holland, to fund the services provided to citizens. The above graph shows the distribution of the City's property tax dollars.

"Other" includes distribution to: Macatawa Area Express Transportation Authority, West Michigan Regional Airport Authority, Herrick District Library and the Holland Area Community Swimming Pool Authority.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2018 AND 2019

-- BY PROPERTY CLASSIFICATION --

	Tax Year		Increase (Decrease)	
	2018	2019	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
<u>Residential</u>				
Real Property + NEZ (\$2,637,076)	\$ 624,543,695	\$ 659,618,577	\$ 35,074,882	5.62%
<u>Business</u>				
<u>Real Property:</u>				
- Industrial	\$ 126,776,599	\$ 134,421,297	\$ 7,644,698	6.03%
- Commercial	277,124,046	286,787,730	9,663,684	3.49%
- Agricultural	1,187,319	1,265,313	77,994	6.57%
- Developmental	533,252	540,405	7,153	1.34%
- <u>Total Business Real Property</u>	\$ 405,621,216	\$ 423,014,745	\$ 17,393,529	4.29%
<u>Personal Property:</u>				
- Industrial	\$ 61,115,800	\$ 50,982,600	\$ (10,133,200)	-16.58%
- Commercial	40,481,700	39,405,500	(1,076,200)	-2.66%
- Utilities	9,154,600	9,548,600	394,000	4.30%
- <u>Total Business Personal Property</u>	\$ 110,752,100	\$ 99,936,700	\$ (10,815,400)	-9.77%
<u>Total Business Property</u>	\$ 516,373,316	\$ 522,951,445	\$ 6,578,129	1.27%
<u>Total Regular Assessment Roll</u>	\$ 1,140,917,011	\$ 1,182,570,022	\$ 41,653,011	3.65%

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

@ Regular Valuations

Real Property:

- New	\$ 17,554,294	\$ 22,662,067	\$ 5,107,773	29.10%
- Rehabilitated	402,840	402,840	-	0.00%
- <u>Total Real Property</u>	\$ 17,957,134	\$ 23,064,907	\$ 5,107,773	28.44%

Personal Property:

- New	\$ 10,226,900	\$ 8,329,100	\$ (1,897,800)	-18.56%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	\$ 10,226,900	\$ 8,329,100	\$ (1,897,800)	-18.56%

Total Real and Personal Property

	\$ 28,184,034	\$ 31,394,007	\$ 3,209,973	11.39%
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@ Taxable Valuation Equivalency

	\$ 14,293,437	\$ 15,898,424	\$ 1,604,987	11.23%
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COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll + NEZ	\$ 1,140,917,011	\$ 1,182,570,022	\$ 41,653,011	3.65%
Tax Abatement Assessment Roll (IFT)	14,293,437	15,898,424	\$ 1,604,987	11.23%
<u>Grand Total</u>	\$ 1,155,210,448	\$ 1,198,468,446	\$ 43,257,998	3.74%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2019 (fiscal year 2020), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2019 (fiscal year 2020) amount to \$43,245,665.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2019 (fiscal year 2020), P.A. 376 Tool & Die abatements amount to \$3,945,216

For tax year 2019 (fiscal year 2020), P.A. 376 Michigan Strategic Fund abatements amount to \$45,414,837.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2019

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property + NEZ (\$2,637,076)	\$ 974,046,039	\$ 108,587,283	\$ - 0 -	\$ 1,082,633,322
Personal Property	56,843,800	43,084,400	8,500	99,936,700
Total	<u>\$ 1,030,889,839</u>	<u>\$ 151,671,683</u>	<u>\$ 8,500</u>	<u>\$ 1,182,570,022</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 13,332,415	\$ 17,658,752	\$ - 0 -	\$ 30,991,167
Rehabilitated Property	402,840	- 0 -	- 0 -	402,840
Total	<u>\$ 13,735,255</u>	<u>\$ 17,658,752</u>	<u>\$ - 0 -</u>	<u>\$ 31,394,007</u>
<u>Valuation for Budgeting Purposes</u>	<u>\$ 7,069,048</u>	<u>\$ 8,829,376</u>	<u>\$ - 0 -</u>	<u>\$ 15,898,424</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 1,037,958,887</u>	<u>\$ 160,501,059</u>	<u>\$ 8,500</u>	<u>\$ 1,198,468,446</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>County Of</u>		
	<u>Ottawa</u>	<u>Allegan</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property + NEZ (\$2,637,076)	\$ 749,668,119	\$ 332,965,203	\$ 1,082,633,322
Personal Property	42,150,400	57,786,300	99,936,700
Total	<u>\$ 791,818,519</u>	<u>\$ 390,751,503</u>	<u>\$ 1,182,570,022</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 3,723,537	\$ 27,267,630	\$ 30,991,167
Rehabilitated Property	69,700	333,140	402,840
Total	<u>\$ 3,793,237</u>	<u>\$ 27,600,770</u>	<u>\$ 31,394,007</u>
<u>Valuation for Budgeting Purposes</u>	<u>\$ 1,931,469</u>	<u>\$ 13,966,955</u>	<u>\$ 15,898,424</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 793,749,988</u>	<u>\$ 404,718,458</u>	<u>\$ 1,198,468,446</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2019 (fiscal year 2020), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2019 (fiscal year 2020) amount to \$43,245,665.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2019 (fiscal year 2020), P.A. 376 Tool & Die abatements amount to \$3,945,216.

For tax year 2019 (fiscal year 2020), P.A. 376 Michigan Strategic Fund abatements amount to \$45,414,837.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2018 AND 2019

-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2018		TAX YEAR 2019	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
<u>Residential Property</u>				
Regular Assessment Roll:				
Real Property + NEZ (\$2,637,076)	\$ 589,349,885		\$ 659,618,577	
Total - All Residential Property	\$ 589,349,885	52.65%	\$ 659,618,577	55.04%
<u>Business Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 385,823,621		\$ 423,014,745	
- Personal Property	\$ 128,984,000		\$ 99,936,700	
- Total	\$ 514,807,621		\$ 522,951,445	
IFT Abatement Assessment Roll:				
- Real Property	\$ 8,219,779		\$ 11,733,874	
- Personal Property	\$ 7,061,600		\$ 4,164,550	
- Total	\$ 15,281,379		\$ 15,898,424	
Total - All Business Property	\$ 530,089,000	47.35%	\$ 538,849,869	44.96%
<u>Grand Total - All Property</u>	\$ 1,119,438,885	100.00%	\$ 1,198,468,446	100.00%
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	\$ 983,393,285	87.85%	\$ 1,094,367,196	91.31%
Total - All Personal Property	136,045,600	12.15%	104,101,250	8.69%
Grand Total - All Property	\$ 1,119,438,885	100.00%	\$ 1,198,468,446	100.00%
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS				
<p>For tax year 2019 (fiscal year 2020), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2019 (fiscal year 2020) amount to \$43,245,665.</p>				
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE				
<p>For tax year 2019 (fiscal year 2020), P.A. 376 Tool & Die abatements amount to \$3,945,216.</p> <p>For tax year 2019 (fiscal year 2020), P.A. 376 Michigan Strategic Fund abatements amount to \$45,414,837.</p>				

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2019

-- BY PROPERTY TYPE --

<u>Property Type</u>	<u>Assessed Valuation</u>	<u>Taxable Valuation</u>	<u>Difference</u>
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
<u>Residential Property</u>			
Regular Assessment Roll + NEZ:	\$ 861,806,000	\$ 659,618,577	\$ 202,187,423
Land Bank Assessment Roll:			
- Total	\$ -	\$ -	\$ -
- Total (Taxable Equivalency)	\$ -	\$ -	\$ -
Total - All Residential Property (Taxable Equivalency)	\$ 861,806,000	\$ 659,618,577	\$ 202,187,423
<u>Business Property</u>			
Regular Assessment Roll:	\$ 600,971,700	\$ 522,951,445	\$ 78,020,255
Land Bank Assessment Roll:			
- Total	\$ -	\$ -	\$ -
- Total (Taxable Equivalency)	\$ -	\$ -	\$ -
IFT Abatement Assessment Roll:			
- Real Property	\$ 28,012,900	\$ 22,662,067	\$ 5,350,833
- Real Rehab Property	\$ 402,900	\$ 402,840	\$ 60
- Personal Property	8,329,100	8,329,100	\$ -
- Total	\$ 36,744,900	\$ 31,394,007	\$ 5,350,893
- Total (Taxable Equivalency)	\$ 18,573,900	\$ 15,898,424	\$ 2,675,477
Total - All Business Property (Taxable Equivalency)	\$ 619,545,600	\$ 538,849,869	\$ 80,695,732
Grand Total - All Property	\$ 1,481,351,600	\$ 1,198,468,446	\$ 282,883,155
			Reduction Percentage 19.10%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2019 (fiscal year 2020), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2019 (fiscal year 2020) amount to \$43,245,665.

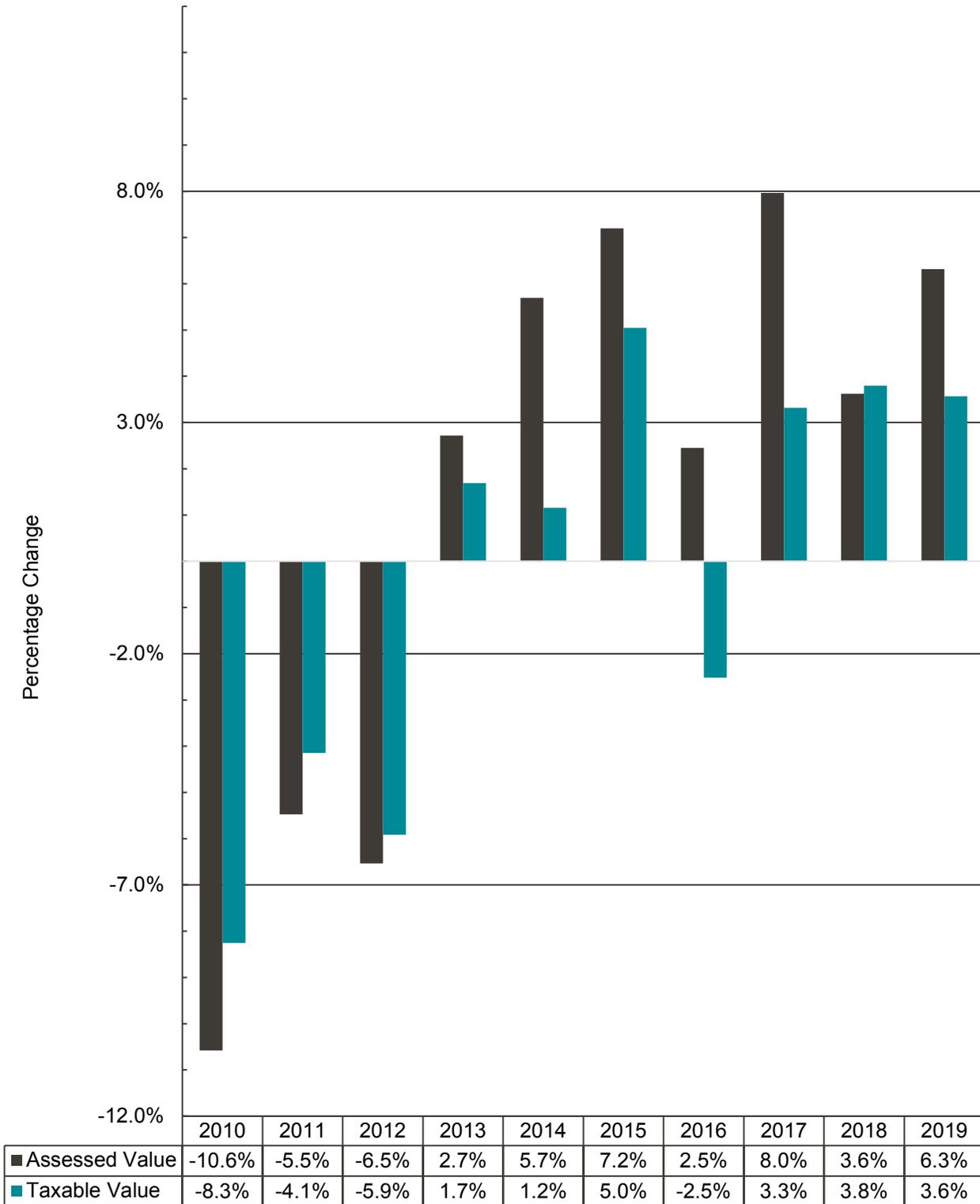
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2019 (fiscal year 2020), P.A. 376 Tool & Die abatements amount to \$3,945,216.

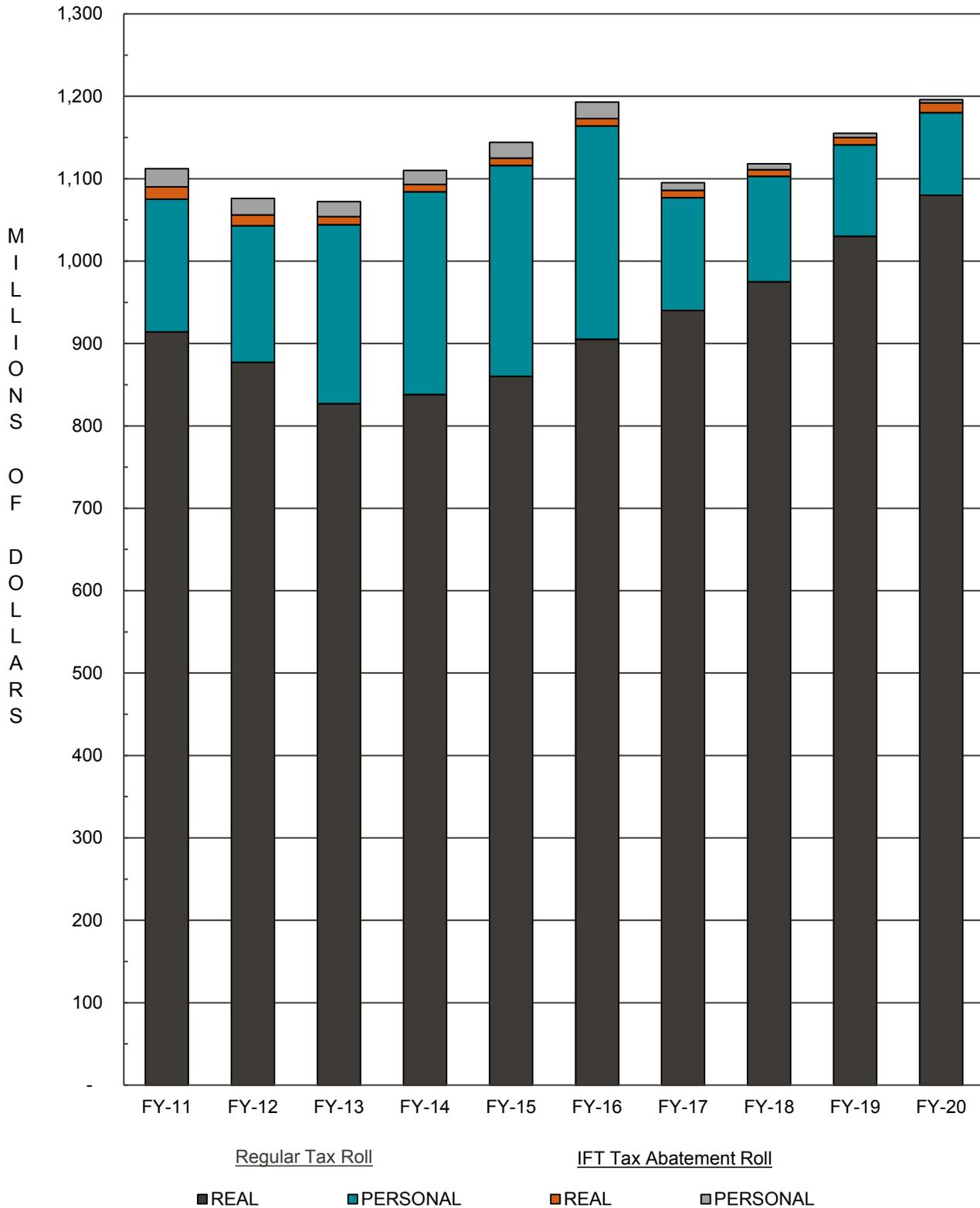
For tax year 2019 (fiscal year 2020), P.A. 376 Michigan Strategic Fund abatements amount to \$45,414,837.

PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2010-2019

(Ad-Valorem parcels not including LG and other Ren Zone's)



CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION

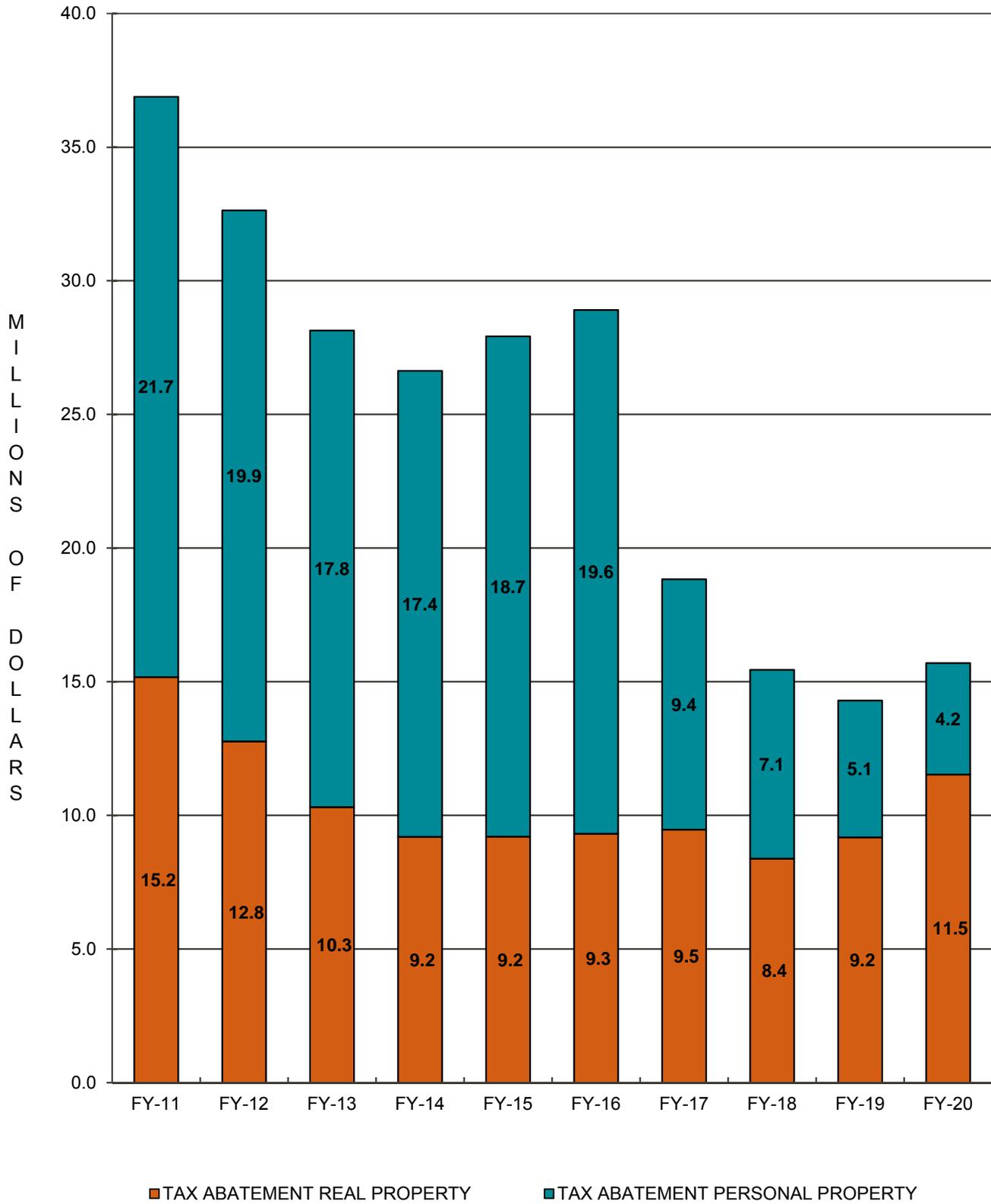


NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND

IFT ABATED PROPERTY ASSESSMENTS

(in Millions of Taxable equivency)



BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2019 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	8th-9th St. River to Pine (GDK) see note		156 W 11th St. (WSF 2015 LLC)		Crescent Shores (561 Crescent Dr)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
-Capital Levies:								
Property Acquisition	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
Street Improv.	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
Sidewalk Improv.	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
Municipal Cap.Improv.	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	Y	716,649
Road Improvements	---	-----	---	-----	---	-----	Y	716,649
Emergency 911	---	-----	---	-----	---	-----	Y	716,649
<u>COUNTY OF OTTAWA</u>								
Operating	Y	5,326,985	Y	2,706,779	Y	5,700,915	---	-----
Parks and Emergency 911	Y	5,326,985	Y	2,706,779	Y	5,700,915	---	-----
Roads and CMH	Y	5,326,985	Y	2,706,779	Y	5,700,915	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
Special Education	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
Vocational Education	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,219,785	Y	364,203	Y	1,260,066	Y	359,349
Bldg & Site Sinking Fd	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	5,326,985	Y	2,706,779	Y	5,700,915	Y	716,649

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2019 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	573 Columbia Ave. (Baker-Lofts)		154 E 15th St. (Minit Mart)		7th Street (City Parking Deck)		146 River Ave. (Scrap Yard Lofts)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
-Capital Levies:								
Property Acquisition	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Street Improv.	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Sidewalk Improv.	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Municipal Cap.Improv.	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	---	-----
Road Improvements	---	-----	---	-----	---	-----	---	-----
Emergency 911	---	-----	---	-----	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Parks and Emergency 911	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Roads and CMH	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Special Education	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
Vocational Education	Y	8,512,353	Y	65,692	Y	17,801,785	Y	1,733,485
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	N	- 0 -	Y	17,801,785	Y	1,733,485
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	Y	17,801,785	Y	1,733,485
<u>STATE OF MICHIGAN</u>								
State Education Tax	N	- 0 -	N	- 0 -	Y	17,801,785	Y	1,733,485

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2019 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	380 W 16th St. (DeBoer Bakkerij)		1 W 5th St. (Uptown)		Grand Totals	State average millage rates used for NEZ parcels per State requirements.
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Captured Taxable Valuation	
<u>CITY OF HOLLAND</u>						
-Debt Service Levies:						
Gen.Obligation Debt	N	- 0 -	N	- 0 -	- 0 -	
-Operating Levies:						
General	Y	211,601	Y	- 0 -	42,776,244	
-Capital Levies:						
Property Acquisition	Y	211,601	Y	- 0 -	42,776,244	
Street Improv.	Y	211,601	Y	- 0 -	42,776,244	
Sidewalk Improv.	Y	211,601	Y	- 0 -	42,776,244	
Municipal Cap.Improv.	Y	211,601	Y	- 0 -	42,776,244	
-All Other:						
Special Assessments	N	- 0 -	N	- 0 -	- 0 -	
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	- 0 -	
D.D.A. Operating	N	- 0 -	N	- 0 -	- 0 -	
1% Tax Admin Fee	N	- 0 -	N	- 0 -	- 0 -	
<u>MACATAWA TRANS. AUTH.</u>						
Operating	Y	211,601	Y	- 0 -	42,776,244	
<u>WEST MI AIRPOR AUTH.</u>						
Operating	Y	211,601	Y	- 0 -	42,776,244	
<u>DISTRICT LIBRARY</u>						
Debt Service	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	211,601	Y	- 0 -	42,776,244	
<u>COMMUNITY POOL</u>						
Debt	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	211,601	Y	- 0 -	42,776,244	
<u>COUNTY OF ALLEGAN</u>						
Operating	---	-----	---	-----	716,649	
Road Improvements	---	-----	---	-----	716,649	
Emergency 911	---	-----	---	-----	716,649	
<u>COUNTY OF OTTAWA</u>						
Operating	Y	211,601	Y	- 0 -	28,220,257	
Parks and Emergency 911	Y	211,601	Y	- 0 -	28,220,257	
Roads and CMH	Y	211,601	Y	- 0 -	28,220,257	
<u>INTERMEDIATE SCHOOL</u>						
General Education	Y	211,601	Y	- 0 -	42,776,244	
Special Education	Y	211,601	Y	- 0 -	42,776,244	
Vocational Education	Y	211,601	Y	- 0 -	42,776,244	
<u>HOLLAND SCHOOL</u>						
Debt	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	211,601	N	- 0 -	23,950,274	
Bldg & Site Sinking Fd	Y	211,601	N	- 0 -	34,198,199	
<u>STATE OF MICHIGAN</u>						
State Education Tax	Y	211,601	N	- 0 -	34,198,199	

PROPERTY TAX LEVY
MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2019-20

	Tax Year 2018	Tax Year 2019	Increase (Decrease)	
	FY 2018-19	FY 2019-20	Amount	Percent
PROPERTY TAX MILLAGE RATES				
<u>City of Holland</u>				
- Operating Levies:				
General	7.7317	8.1817	0.4500	5.82%
Total Operating	7.7317	8.1817	0.4500	5.82%
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
Street Improvement Projects	1.2000	1.2000	0.0000	0.00%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.1599	0.1599 (1)	0.0000	0.00%
Total Capital	1.4099	1.4099	0.0000	0.00%
- Debt Service Levies:				
General Obligation Debt	4.6290	4.1790	(0.4500)	- 9.72%
- Total City of Holland	13.7706	13.7706	(0.0000)	- 0.00%
<u>Airport Authority</u>	0.0986	0.0986 (1)	0.0000	0.00%
<u>Total Millage Levy Rate</u>	13.8692	13.8692	(0.0000)	- 0.00%

PROPERTY TAX MILLAGE AMOUNTS				
<u>City of Holland</u>				
- Operating Levies:				
General	8,224,639	9,010,542	785,903	9.56%
Total Operating	\$ 8,224,639	\$ 9,010,542	\$ 785,903	9.56%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,276,507	1,321,565	45,058	3.53%
Sidewalk Improvement Projects	53,188	55,065	1,877	3.53%
Municipal Capital Projects	170,095	176,099	6,004	3.53%
Total Capital	\$ 1,499,790	\$ 1,552,729	\$ 52,939	3.53%
- Debt Service Levies:				
General Obligation Debt *	5,033,536	4,802,124	(231,412)	- 4.60%
- Total City of Holland	\$ 14,757,965	\$ 15,365,395	\$ 607,430	4.12%
<u>Airport Authority</u>	104,886	108,589	3,703	3.53%
<u>Total Millage Levy Amount</u>	\$ 14,862,851	\$ 15,473,984	\$ 611,133	4.11%

* Brownfield Captures Are Not Excluded From Debt Service Levies

(1) Final Adjusted Millage Rate Per County Equalization

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2018	Tax Year 2019		
	FY 2018-19	FY 2019-20	Change	
Regular Roll (Includes Frozen NEZ)	\$ 1,140,917,011	\$ 1,182,570,022	\$ 41,653,011	3.65%
- Less Renaissance Zones				
- STM Manufacturing Tool & Die	(269,435)	(128,556)	140,879	
- Buhler Prince	(2,517,365)	(2,571,603)	(54,238)	
- LG Chem/Compact Power	(44,929,498)	(42,742,309)	2,187,189	
Subtotal Renaissance Zones	(47,716,298)	(45,442,468)	2,273,830	
- Less Brownfields:				
- 665 East 48th Street (Lifesavers)	(258,145)	(716,649)	(458,504)	
- 573 Columbia Ave (Baker-Lofts)	(8,134,722)	(8,512,353)	(377,631)	
- 146 River Ave (Scrap Yard Lofts)	(1,526,109)	(1,733,485)	(207,376)	
- 7th Street Project (Parking Deck)	(16,986,890)	(17,801,785)	(814,895)	
- 561 Crescent Drive (Crescent Shores)	(4,997,767)	(5,700,915)	(703,148)	
- 154 East 15th Street (Minit Mart)	(69,719)	(65,962)	3,757	
- 380 West 16th Street (DeBoer Bakeri)	(23,262)	(211,061)	(187,799)	
- 156 West 11th Street (Wash School)	(3,668,855)	(2,706,779)	962,076	
- West 8th Street (GDK)	(2,023,829)	(5,326,985)	(3,303,156)	
- West 5th Street (Uptown)	- 0 -	(469,691)	(469,691)	
Subtotal Brownfields	(37,689,298)	(43,245,665)	(5,556,367)	
- Less Smartzone	(2,910,824)	(4,558,333)	(1,647,509)	
- Less Landbank	(27,241)	- 0 -	27,241	
Subtotal Regular Roll	1,052,573,350	1,089,323,556	\$ 36,750,206	3.49%
Tax Abatement Roll (Expressed at Equivalency)	14,092,017	15,898,424	1,806,407	12.82%
- Less Renaissance Zones			- 0 -	
- STM Manufacturing Tool & Die	(207,969)	(100,757)	107,212	
- Buhler Prince	(1,261,070)	(1,144,300)	116,770	
- LG Chem/Compact Power	(1,440,750)	(2,672,528)	(1,231,778)	
Subtotal Renaissance Zones	(2,909,789)	(3,917,585)	(1,007,796)	
Subtotal Abatement Roll	11,182,228	11,980,839	\$ 798,611	7.14%
Total - All Rolls Adjusted	\$ 1,063,755,578	\$ 1,101,304,395	\$ 37,548,817	3.53%
Valuation to Add Back to Debt Levies	40,600,122	47,803,998	7,203,876	17.74%
Valuation of Brownfields/Renaissance Zones/Smart	88,315,385	97,164,051	8,848,666	10.02%

FY19 Note - the adjustments in the formulas of the Debt Services levies (City) of \$40,600,122 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies.

The total FY19 Taxable Valuation used for Debt Service computation is \$1,104,355,700.

FY20 Note - the adjustments in the formulas of the Debt Services levies (City) of \$47,803,998 relate to

the Brownfield & Smartzone captured portions which is not applicable to be deducted from the debt service levies.

The total FY20 Taxable Valuation used for Debt Service computation is \$1,149,108,393

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2019-20

Taxing Jurisdiction	2019 Taxable Value		2019-20 Millage		Projected 1% Administration Fee
	Within City of Holland		Rates	Amounts	
City of Holland	\$ 1,150,454,021		13.7692	\$ 15,840,832	\$ 158,408
- Unfrozen NEZ Property	869,450		13.7692	11,972	120
Special Assessments/Operating Assessments				700,000	7,000
Downtown Development Authority	135,323,618		1.6034	216,978	2,170
Herrick District Library	1,151,323,471		1.4750	1,698,202	16,982
West Michigan Airport Authority	1,151,323,471		0.0986	113,520	1,135
State of Michigan	1,091,860,021		6.0000	6,551,160	65,512
- Commercial Personal Property	39,323,500		6.0000	235,941	2,359
- Industrial Personal Property	20,139,950		- 0 -	- 0 -	0
Holland Public School District:					
- Principal Residence Exempt Properties (a)	558,594,263		7.9431	4,436,970	44,370
- Non-Principal Residence Properties	424,851,221		25.6659	10,904,189	109,042
- Commercial Personal Property	35,223,550		13.6659	481,362	4,814
- Industrial Personal Property	12,832,650		7.9431	101,931	1,019
- Renaissance Zones - Debt Only	4,860,203		6.7000	32,563	326
Hamilton Community School District:					
- Principal Residence Exempt Properties (a)	20,757,213		4.5000	93,407	934
- Non-Principal Residence Properties	87,648,824		22.5000	1,972,099	19,721
- Commercial Personal Property	4,099,950		10.5000	43,049	430
- Industrial Personal Property	7,307,300		4.5000	32,883	329
- Renaissance Zones - Debt Only	49,403,644		4.5000	222,316	2,223
Zeeland Public School District:					
- Principal Residence Exempt Properties (a)	- 0 -		8.8500	- 0 -	- 0 -
- Non-Principal Residence Properties	8,500		26.8500	228	2
Ottawa Intermediate School District	1,151,323,471		5.4577	6,283,578	62,836
Holland Area Community Pool Authority	1,031,501,684		1.1434	1,179,419	11,794
MAX Authority	1,151,323,471		0.3921	451,434	4,514
County of Allegan	336,487,656		6.0708	2,042,749	20,427
County of Ottawa	734,048,146		5.1525	3,782,183	37,822
- Unfrozen NEZ Property	869,450		5.1525	4,480	45
Total				<u>\$ 57,428,966</u>	<u>\$ 574,290</u>

Additional Notes

(a) The taxable valuation of "Principal Residence Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2019. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

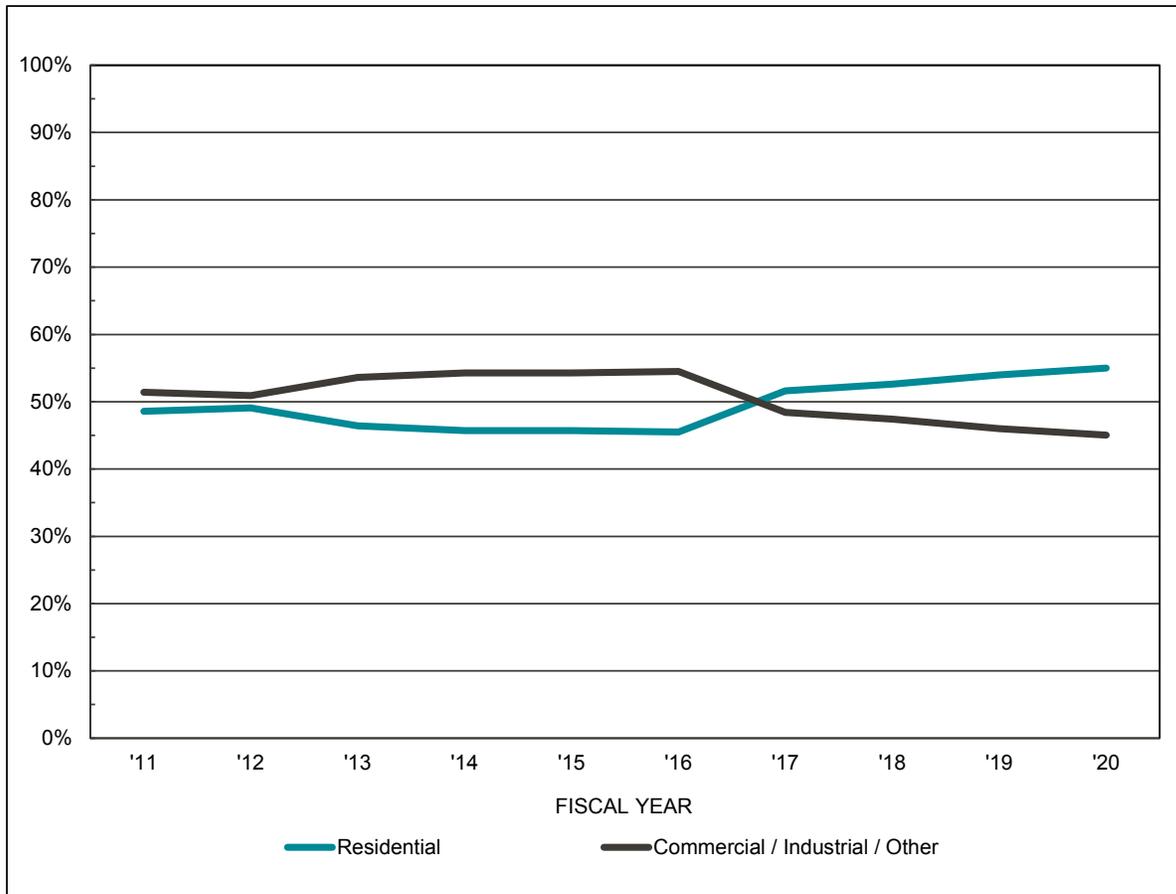
Valuations are adjusted downward by the LG Chem Renaissance Zone - school debt shown separately.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2018-19 AND FISCAL YEAR 2019-20

	Tax Year 2018 FY 2018-19	Tax Year 2019 FY 2019-20	Increase (Decrease)	
			Amount	Percent
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 121,673,922	\$ 126,944,780	\$ 5,270,858	4.33%
- Personal Property	7,264,400	6,661,600	(602,800)	-8.30%
- Total	\$ 128,938,322	\$ 133,606,380	\$ 4,668,058	3.62%
Tax Abatement Roll				
- Real Property (includes NEZ)	\$ 1,006,467	\$ 2,631,776	\$ 1,625,309	161.49%
- Personal Property	874,400	802,700	(71,700)	-8.20%
- Total:	\$ 1,880,867	\$ 3,434,476	\$ 1,553,609	82.60%
- Total (Taxing Equivalency):	\$ 1,443,667	\$ 3,033,126	1,589,459	110.10%
Total Assessment Rolls	\$ 130,381,989	\$ 136,639,506	\$ 6,257,517	4.80%
<u>PROPERTY TAX MILLAGE RATE LEVY</u>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.6034	1.6034	- 0 -	0.00%
<u>PROPERTY TAX MILLAGE AMOUNT LEVY</u>				
<u>Operating Levy</u>				
- For Operations & Maintenance	\$ 209,054	\$ 219,088	\$ 10,033	4.80%

**PROPERTY CLASSIFICATIONS EXPRESSED AS A PERCENTAGE
OF ANNUAL PROPERTY VALUATION OF TOTAL CITY
(Includes Real & Personal Properties of Regular Tax Roll,
plus Tax Abatement Properties at Taxable Equivalency Values)**

	TY2010 FY-11	TY2011 FY-12	TY2012 FY-13	TY2013 FY-14	TY2014 FY-15	TY2015 FY-16	TY2016 FY-17	TY2017 FY-18	TY2018 FY-19	TY2019 FY-20
Agricultural	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Commercial	26.0%	25.3%	24.0%	23.0%	22.0%	23.4%	27.0%	27.3%	27.5%	27.3%
Industrial	24.7%	24.8%	28.6%	30.5%	31.5%	30.3%	20.5%	19.2%	17.5%	16.8%
Residential	48.6%	49.1%	46.4%	45.7%	45.7%	45.5%	51.6%	52.6%	54.0%	55.0%
Utility	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%	0.7%	0.8%	0.8%
Developmental	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.04%
Total	100.0%									



**MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES**

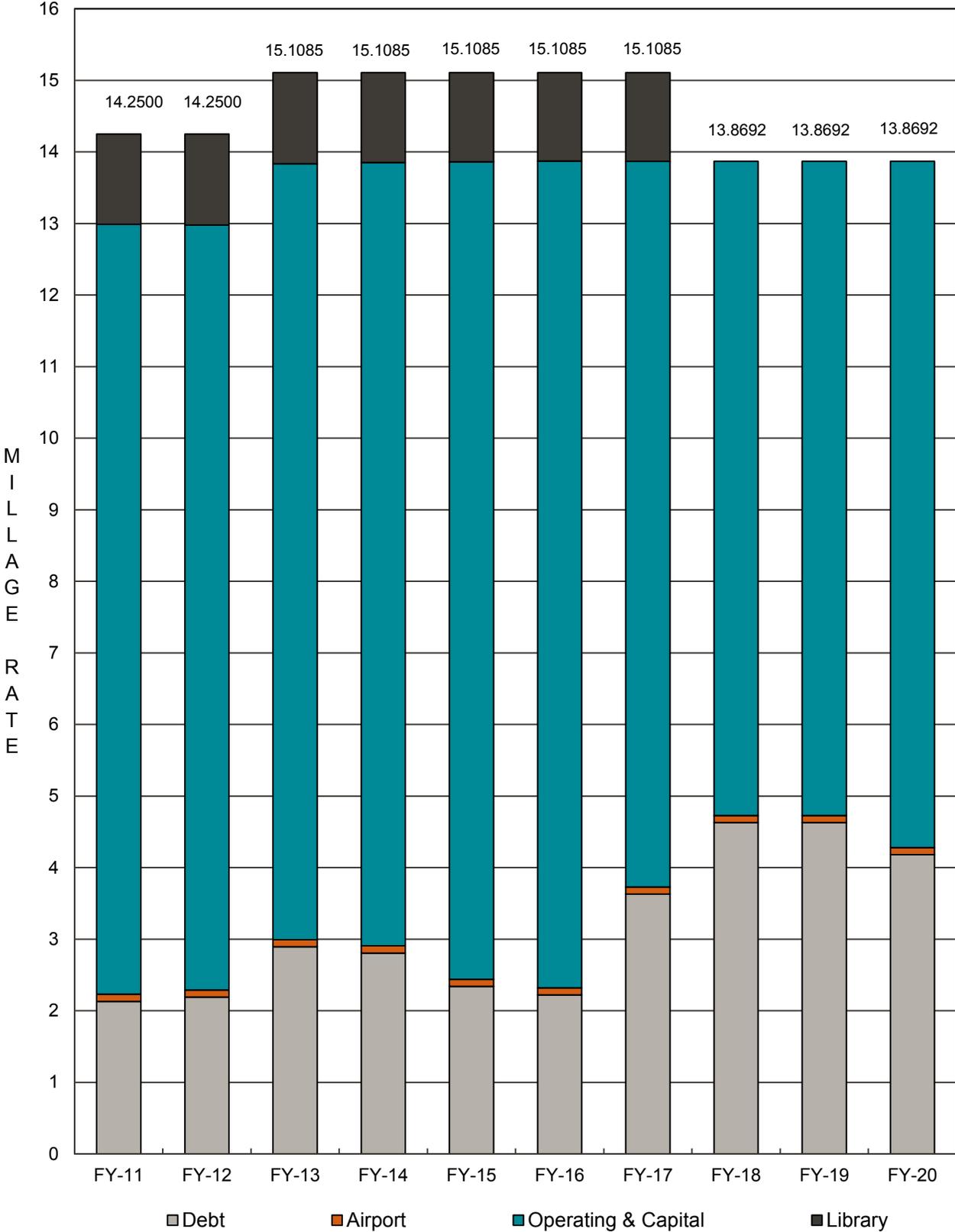
Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO		Capital Projects				MAX	West		Total	
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Michigan Airport Authority	Herrick District Library		
2001	1.1000	8.9389	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3938	14.1827	0.00%
2002	1.1108	8.8389	0.2500	1.0000	0.2500	1.1000	0.2500	0.0000	1.3830	14.1827	0.00%
2003	1.3620	9.0000	0.1000	0.9500	0.1000	0.8876	0.2234	0.0000	1.3770	14.0000	-1.29%
2004	1.5000	9.2421	0.1000	1.0000	0.1000	0.5000	0.2000	0.0000	1.3579	14.0000	0.00%
2005	2.0000	9.4590	0.0500	1.0000	0.0500	0.0000	0.1000	0.0000	1.3410	14.0000	0.00%
2006	2.0910	9.4337	0.0000	1.0000	0.0500	0.0000	0.1000	0.0000	1.3253	14.0000	0.00%
2007	1.9586	9.5188	0.0000	1.0000	0.0500	0.0142	0.1473	0.0000	1.3111	14.0000	0.00%
2008	1.8551	9.3361	0.0000	1.0000	0.0500	0.2977	0.0000	0.0000	1.3111	13.8500	-1.07%
2009	1.9504	9.3361	0.0000	1.0000	0.0500	0.2049	0.0000	0.1000 *	1.3086	13.9500	0.72%
2010	1.6379	9.5000	0.0000	1.0000	0.0500	0.4079	0.0000	0.1000	1.2542	13.9500	0.00%
2011	2.1277	9.5089	0.0000	1.0000	0.0500	0.2000	0.0000	0.1000	1.2634	14.2500	2.15%
2012	2.1946	9.5000	0.0000	1.0000	0.0500	0.1371	0.0000	0.1000	1.2683	14.2500	0.00%
2013	2.8936	9.6585	0.0000	1.0000	0.0500	0.1343	0.0000	0.1000	1.2721	15.1085	6.02%
2014	2.8069	9.6585	0.0000	1.0000	0.0500	0.2351	0.0000	0.1000	1.2580	15.1085	0.00%
2015	2.3400	9.5000	0.0000	1.3669	0.0500	0.4945	0.0000	0.1000	1.2571	15.1085	0.00%
2016	2.2198	9.5000	0.0000	1.4268	0.0500	0.5765	0.0000	0.0992	1.2362	15.1085	0.00%
2017	3.6290	8.3494	0.0000	1.4268	0.0500	0.3155	0.0000	0.0992	1.2386	15.1085	0.00%
2018	4.6290	7.5064	0.0000	1.4268	0.0500	0.1585	0.0000	0.0985	0.0000 *	13.8692	-8.20%
2019	4.6290	7.7317	0.0000	1.2000	0.0500	0.1599	0.0000	0.0986	0.0000	13.8692	0.00%
2020	4.1790	8.1817	0.0000	1.2000	0.0500	0.1599	0.0000	0.0986	0.0000	13.8692	0.00%

NOTES AND COMMENTS TO ABOVE MILLAGE RATES:

* The Municipal Airport became West Michigan Airport Authority (area-wide) effective with calendar year 2008. The City continues to levy millage for the airport and submits payment of taxes as collected (per terms of agreement).

* Herrick District Library became it's own taxing authority effective with calendar year 2017.

CITY OF HOLLAND PROPERTY TAX MILLAGE RATES



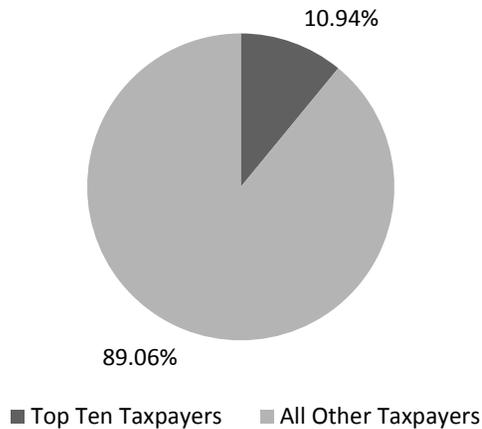
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
 TAX YEAR 2019 (FY-2020)
 CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 32,210,200	3.01%
2. Haworth Inc	Office Furniture Manufacturing	19,531,311	1.82%
3. Lumir LLC	Real Estate Holdings	12,721,632	1.19%
4. Holland Waverly LLC	Automotive Parts Manufacturing	11,759,477	1.10%
5. Hotel Holdings Holland DTW LLC	Hotel	7,633,528	0.71%
6. Challenge Mfg. Company	Automotive Parts Manufacturing	7,623,134	0.65%
7. Holland Southview LLC	Automotive Parts Manufacturing	6,997,900	0.63%
8. Gen 123 Properties LLC	Yacht Manufacturing	6,769,500	0.62%
9. Semco Energy	Utility	6,600,900	0.71%
10. New West Michigan Ind INV LLC	Automotive Parts Manufacturing	5,260,502	0.49%
Totals		<u>\$ 117,108,084</u>	<u>10.94%</u>

2019 Total Taxable Value is \$1,149,805,813 which includes IFT's at equivalency valuation. The abatements are taxed at approximately one-half the tax rate. Taxpayer valuations of Renaissance Zones are excluded.

Concentration of Taxpayers





Holland
MICHIGAN

BUDGET SUMMARY

- > SUMMARY OF BUDGETED FINANCIAL DATA:
 - BUDGET FUND STRUCTURE
 - DEPARTMENT / FUND RELATIONSHIP
 - FUND DESCRIPTIONS
 - SUMMARY OF BUDGET BY FUND TYPE
 - 3 YEAR COMPARISON OF FUNDING SOURCES & USES
 - SUMMARY OF CHANGES IN FUND EQUITY
 - TRENDS OF SIGNIFICANT REVENUES

BUDGET FUND STRUCTURE

CITY OF HOLLAND

Governmental Funds

General Fund* (Modified Accrual)

-incl. Budget Stabilization

Special Revenue Funds (Modified Accrual)

- MVH Major Streets Fund
- MVH Local Streets Fund
- Allegan County Road Tax Fund
- Ottawa County Road Tax Fund
- Street Improvements Reserve Fund
- Downtown Public Parking Fund
- Downtown Snowmelt System Fund
- Principal Shopping District Fund
- Cable TV Public Access Fund
- Herrick District Library Taxation Fund
- Police Criminal Justice Training Fund
- Revolving Cash Assistance Fund
- Dangerous Structures Fund
- Holland Energy Fund

Debt Service Funds (Modified Accrual)

- General Obligation Fund
- Building Authority Fund
- Special Assessment Fund
- Act 99 Fund

Capital Project Funds (Modified Accrual)

- Bridge Fund
- Drain Fund
- Street Fund
- Sidewalk Fund
- Municipal Capital Improvement Fund

Permanent Funds (Modified Accrual)

-Cemetery Perpetual Care Fund

Component Units (Modified Accrual)

- Brownfield Redevelopment Authority Funds
- Downtown Development Authority Fund
- Holland Historical Trust Fund
- SmartZone Fund

Proprietary Funds

Enterprise Funds (Full Accrual)

- Solid Waste Recycling Fund
- Windmill Island Gardens Fund
- Depot Operations Fund
- Municipal Airport Facilities Management Fund
- Civic Center Place Fund
- Police Employees Benefit Fund
- City Hall Employees Benefit Fund
- Transportation Employees Benefit Fund
- Parks & Recreation Employees Benefit Fund
- Electric Utility Fund*
- Wastewater Utility Fund*
- Water Utility Fund

Internal Service Funds (Full Accrual)

- Technology Services Fund
- Fuel Dispensing Fund
- Postage Services Fund
- Telephony Services Fund
- Centralized Vehicle / Equipment Fund
- Fire Vehicle and Equipment Fund
- Compensated Absences Fund
- Workers Compensation Insurance Fund
- Employee Disability Insurance Fund
- Employee Health and Dental Insurance Fund
- Vehicle Insurance Fund
- Property Insurance Fund
- Liability Insurance Fund

Note: The Basis of Budgeting, which mimics the Basis of Accounting, is indicated for each fund type. Fund Type definitions can be found in the glossary.

* Considered a major fund for budgetary purposes.

DEPARTMENT / FUND RELATIONSHIP

Department	Governmental			Proprietary		
	General Fund	Capital Projects	Other Govt.	Utility Funds	Other Enterprise	Internal Service
City Council	x					
City Manager	x		x			
Elections	x					
Finance	x					x
Assessor	x					
Clerk	x					
Human Resources	x				x	x
Treasurer	x					
City Hall & Grounds	x					
Cemetery	x					
Board & Commissions	x					
Planning & Zoning	x					
Public Safety - Police	x		x		x	
Public Safety - Fire	x					x
Environmental Health	x					
Construction Inspections	x				x	
Streets Division	x		x		x	
Engineering Management	x	x	x			
Housing & Neighborhoods	x					
Economic Development	x					
Human Relations	x					
International Relations	x					
Youth Services	x					
Recreation	x					
Parks	x				x	
DeGraaf Nature Center	x					
8th St Market	x					
Downtown Holland			x			
Solid Waste Recycling					x	
Windmill Island Gardens					x	
Civic Center Place					x	
Water				x		
Electric				x		
Wastewater				x		
Technology Services			x			x
Vehicle & Equipment Mntc						x

The table shows which funds each Department is a part of.

FUND DESCRIPTIONS

GENERAL FUND

The General Fund is a governmental fund and represents the basic and primary operating fund of general government operations. This fund records financial resources used for day-to-day general government service activities, such as City Administration, Public Safety, Community & Neighborhood Services and Parks & Recreation Services. Certain activities, programs and projects are financed and recorded in other funds, in accordance with legal restrictions and by *Governmental Accounting Standards Board (GASB)* requirements.

The General Fund receives the majority of its financing from four primary sources: property taxes, state shared revenues, fees & charges for services and an annual transfer from the City's Electric Utility Fund as authorized by City Charter provisions.

The informal policy is to maintain the fund balance within a 7.5% to 15% range of the ensuing year's adopted budget appropriation for this fund. This is in addition to the balance in the Budget Stabilization reserve.

GENERAL FUND - BUDGET STABILIZATION

Pursuant to Michigan P.A. 30 of 1978, the City Council adopted Ordinance No. 757 that became effective June 25, 1980, authorizing the establishment of a *Budget Stabilization Reserve*.

By City Ordinance and State of Michigan statutes, the balance in this fund may be used to meet General Fund operating deficits, to alleviate the reduction of levels of essential services (if so desired by City Council), or offset costs incurred as the result of natural disasters. In recent years this fund has been used to directly fund prior years' portions of Michigan Tax Tribunal stipulated taxpayer refunds and make transfers to offset General Fund state revenue sharing reductions and the loss of personal property tax revenue.

As part of the annual budgeting process, the balance of this reserve is examined and, as much as possible, maintained at 10% of the General Fund operating appropriations for the upcoming fiscal year. Each year the balance may be adjusted by transferring money from or to the General Fund.

PERMANENT FUNDS

Permanent Fund are governmental funds reporting upon legally restricted resources to the extent only earnings, and not principal, may be used for purposed supporting the government's programs and benefit the citizens.

CEMETERY PERPETUAL CARE FUND

This fund provides financial accountability for fifty percent of revenues from the sale of cemetery lots (including perpetual care service). Revenues accumulate in the fund, with the cash balance being continuously invested. The principal within this fund (represented by accumulated revenues of cemetery lot sales) is designated as non-expendable. Legally appropriated amounts of the expendable fund balance may be transferred to capital projects that are specific to enhancements and/or development of municipal cemetery facilities.

FUND DESCRIPTIONS

SPECIAL REVENUE FUNDS

Special Revenue funds are governmental funds that account for proceeds of specific revenue sources (other than those for major capital projects), which are legally restricted to expenditures for specified purposes.

MOTOR VEHICLE HIGHWAY MAJOR STREETS FUND

The Major Street Fund is established pursuant to State of Michigan P.A. 51 of 1951, as amended. Its purpose is to receive formula distributions from the Michigan Transportation Fund. Funding is also received from the State's Local Road Program (also known as Build Michigan) and State P.A. 48 Metro Act Maintenance Fee payments.

These revenues are required to be expended for maintenance and/or construction of designated *major* streets and bridges. The local government is allowed to transfer a portion of these revenues to the Local Street Fund for use on designated *local* streets & bridges (ref: Michigan Public Act 51 of 1951, as amended).

MOTOR VEHICLE HIGHWAY LOCAL STREETS FUND

The Local Street Fund is established pursuant to State of Michigan P.A. 51 of 1951, as amended. Its purpose is to receive formula distributions from the Michigan Transportation Fund. Funding is also received from the State's Local Road Program (also known as Build Michigan).

Revenues are required to be expended for maintenance and/or construction of designated *local* streets and bridges. All outlays for construction of *local streets* must be matched dollar-for-dollar with locally derived sources (ref: Michigan Public Act 51 of 1951, as amended).

ALLEGAN & OTTAWA COUNTY ROAD TAX FUNDS

These funds receive a portion of a county-wide, voted property tax millage; distribution is based on the taxable value of the City located in the County, compared to the taxable value of the entire County. Outlays are in the form of interfund transfers to designated street, bridge, and right-of-way projects located within the corresponding county.

STREET IMPROVEMENTS RESERVE FUND

Primary funding is attained from a property tax levy. Funding can also be provided in the form of bond proceeds when debt is issued for a construction project. Outlays are in the form of interfund transfers for streets, bridges, and right-of-way projects.

DOWNTOWN PUBLIC PARKING FUND

The downtown area includes several municipally-owned public parking lots and two parking structures. Various privately-owned parking lots, some of which are leased to the City of Holland for use as public parking facilities, are also available downtown.

The primary revenue source is an annual operating assessment levied against property owners within a designated downtown district that receive direct or indirect benefit from the parking lots. Expenditures include routine maintenance and upkeep of public parking lots and parking decks, lease payments on privately-owned lots and minor capital projects.

DOWNTOWN SNOWMELT SYSTEM FUND

Revenues are received from an annual operating special assessment levied against property owners within a designated downtown district benefiting from the snowmelt system. Public space assessments for the City Police and Ottawa County Court Complex parking lot and parking deck, the 8th Street Market Area, and the 7th Street & 9th Street Parking Decks are also received. Additionally, transfers-in are received from the Motor Vehicle Highway Major Streets Fund and the Parking System Fund. Expenditures include operating and maintaining the snowmelt system.

FUND DESCRIPTIONS

PRINCIPAL SHOPPING DISTRICT FUND

This fund promotes the downtown shopping district via a coordinated effort of marketing and special events. Revenues are received from an annual operating assessment levied against property owners within a designated downtown district that benefit from the PSD and from special event fees. Expenditures include advertising & marketing, consultants and special events designed to benefit the downtown.

CABLE TV PUBLIC ACCESS FUND

In accordance with terms of a licensing agreement with the cable television firms, Comcast, Inc. and AT&T, Inc. and Michigan Public Act 480 of 2006 entitled the *Uniform Video Services Local Franchise Act*, the City of Holland receives an annual franchise fee equal to five percent of gross subscriber revenues. Expenditures include operating costs associated with providing local cable television programming services and enhancements to communications technology to meet the informational needs of the City.

HERRICK DISTRICT LIBRARY TAXATION FUND

Herrick Public Library (municipally-owned by City of Holland) became *Herrick District Library* (a separate area-wide library entity) in 1997. Rather than the library entity imposing its own tax levy, the intergovernmental contractual arrangement provides that the City and the three adjacent townships that make up the library district levy an identical tax millage rate and each taxing unit will pay the collected taxes to the library district. Effective July 1, 2017 Herrick District Library became a taxing authority. Delinquent receivables in this fund are for tax year 2016 and prior.

POLICE CRIMINAL JUSTICE TRAINING FUND

State of Michigan Act 302 of 1982 requires district courts to impose an added assessment on civil infractions under the Michigan Vehicle Code, with a few exceptions. The assessments are in addition to the fines and court costs ordered to be paid and forwarded to the State of Michigan. The State distributes 60% of assessments to local governments based upon the number of full-time police officers currently employed. The funding is required to supplement training appropriations in the Public Safety Police Division. The funding is not in the form of a grant.

REVOLVING CASH ASSISTANCE FUND

This fund provides upfront working capital assistance for construction projects for which special assessment bonds are issued. This fund receives significant reimbursement revenue from long term special assessment installment payments.

DANGEROUS STRUCTURES FUND

Various sections and sub-sections within Chapters 6, 14, 15 and 19 of the City Ordinance Code establish local government authority for actions to be taken regarding housing and business properties that are considered to be 'dangerous structures'. Legal actions the city government may impose include the right to secure, fix or demolish such properties if the property owner of record does not take appropriate action in a timely manner. In such instances, the City submits an invoice to the property owner for reimbursement of costs incurred.

HOLLAND ENERGY FUND

The Holland Energy Fund is a Michigan non-profit corporation as authorized by the Home Rule Cities Act and the Municipal Utility Residential Clean Energy Program Act. The board of directors consist of three members of the City Council and up to two members of the Holland Board of Public Works. Activities include facilitating and/or financing building energy labeling and retrofit homes, commercial and industrial facilities in the City with energy conservation measures.

FUND DESCRIPTIONS

DEBT SERVICE FUNDS

Debt Service Funds are governmental funds that account for financial resources accumulated to provide payment of principal, interest and fees on general obligation, limited tax general obligation, building authority and special assessment debt.

GENERAL OBLIGATION AND BUILDING AUTHORITY DEBT FUNDS

The fund accounts for revenues from property taxes, internal transfers-in and investments used for payment of principal and interest of the general obligation bonds sold.

SPECIAL ASSESSMENT DEBT FUND

This fund accounts for revenue paid by property owners in designated districts that are used to pay the principal and interest on special assessment debt.

ACT 99 DEBT FUND

This fund accounts for revenue from property taxes and is used to pay the installment payments due on the loan used to pay for energy upgrades to City facilities.

CAPITAL PROJECT FUNDS

Capital Project Funds are governmental funds that account for financial resources designated for the acquisition or construction of major capital assets (other than those projects financed by proprietary funds).

CAPITAL PROJECT FUNDS

Capital Project Funds are established for new construction or major improvements to municipal facilities, equipment and infrastructure. Projects are frequently multi-year with reserves established to assure project financing requirements are met.

Financing for capital projects is derived from various sources, including property taxes and special assessments, grants from government and non-government agencies, inter-fund transfers and contributions from the private sector. Larger projects may require financing through the issuance of debt instruments.

Each capital project fund supports multi-year revenues and expenditures spanning inception to completion. For annual financial reporting purposes, revenue and expenditures are also recognized by fiscal year. Open budget balances at fiscal year end are carried forward to the ensuing fiscal year.

FUND DESCRIPTIONS

ENTERPRISE FUNDS

Enterprise Funds are proprietary funds that account for operations (a) financed and operated in a manner similar to private-sector business entities – where the intent of the governing body is that expenses (including depreciation and debts service) of providing goods or services to the general public be financed primarily through user charges; or, (b) where the governing body has issued debt backed solely by fees and charges and/or there is a legal requirement to recover all costs.

SOLID WASTE RECYCLING FUND

This fund accounts for the revenue and expenses associated with a mandatory refuse and recycling pickup program for all single-family residences, as well as multi-family residential units.

WINDMILL ISLAND GARDENS FUND

This fund accounts for the revenue and expenses associated with operating a public attraction, referred to as Windmill Island, that features an imported authentic operating windmill from the Netherlands. The revenue base consists of admission fees, concession fees, and other miscellaneous revenues; along with an annual General Fund transfer to subsidize operating deficits, if needed.

DEPOT OPERATIONS FUND

The City of Holland owns and leases out a renovated railroad depot located on the main street of the downtown area. Per agreement, the MAX Transportation Authority operates and maintains the building and grounds and also receives related rental income from the other tenants.

MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

On January 18, 2007, the City of Holland adopted a resolution to form the West Michigan Airport Authority along with Holland Charter Township, Park Township and the City of Zeeland. The tax levy up to 0.1 mill was approved by voters in all jurisdictions, except Holland Charter Township, in May 2008. Rather than the airport entity imposing its own tax levy, the intergovernmental contractual arrangement provides that the City and two adjacent jurisdictions (composing the airport authority) each levy an identical tax millage rate for the airport, and each taxing unit will pay the collected taxes to the Authority. The City's portion of this tax levy is accounted for by this fund.

Capital assets formerly acquired by the City of Holland, prior to the formation of the Authority, remain under the City's ownership and continue to be accounted for in this City fund. These City owned assets are leased to the Authority for their use, operation and maintenance. The Authority contracts with the City for managerial staff, fiscal agent services and some minor administrative costs which continue to be accounted for in this fund.

CIVIC CENTER PLACE FUND

Effective July 1, 2018 this fund accounts for the revenues and expenses associated with the daily operations of the newly renovated Civic Center Place. The majority of revenue will be generated by VenuWorks, the firm contracted to manage the events booked at the facility. Operating deficits will be subsidized by a transfer from the General Fund.

FUND DESCRIPTIONS

EMPLOYEE BENEFIT FUNDS

The City Hall, Police, Transportation and Parks & Recreation facilities provide a coffee shop / lunch room for staff. These funds provide accountability for the financial transactions. Revenues are from merchandise sales and payroll deductions. Expenses include the purchase of inventory items and costs associated with recognition of special events (retirements, marriages, birth of baby and employee accomplishments).

ELECTRIC UTILITY FUND

Mandated by chapter 12 of the City Charter, the Electric Utility Fund provides financial accountability for a municipally-owned electric generating facility and distribution system that supplies electrical power to residential, commercial, industrial, and other users. Fiber Optics (broadband) is also supplied to a limited customer base. The City has entered into agreements with several of the surrounding governmental jurisdictions to supply electrical power to various residential, commercial, and industrial areas outside of the City.

WASTEWATER UTILITY FUND

The Wastewater Utility Fund provides financial accountability for a municipally-owned sewage treatment facility and collection system that services residential, commercial, industrial, and other users within the City of Holland.

In 1979, a joint agreement was established between the City of Holland and surrounding townships to expand the sewage treatment plant and provide sewage collection services to an expanded area. In 1994 and 1995 these same governing units took action to construct another large expansion of the treatment plant capacity to service the ever-increasing volumes of sewage treatment requirements.

WATER UTILITY FUND

Mandated by chapter 12 of the Holland City Charter, the Water Utility Fund provides financial accountability for a municipally-owned water treatment facility and distribution system that supplies water too residential, commercial, industrial and other users within the City of Holland. The City of Holland has entered into joint agreements with several of the surrounding governmental jurisdictions for the sale and distribution of water to various areas outside of the City.

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of services provided by one department to the other departments of the City, and possibly to other governmental units, on a cost reimbursement basis. These funds are established and operated as a proprietary type operation, providing accountability for all financial activity.

TECHNOLOGY SERVICES FUND

The Technology Services Department provides computer-processing capabilities to all departments; and to a small extent, other local area governmental units. To recover the cost of operations, user fees are charged to departments for computer usage plus a surcharge for the purpose of accumulating reserves for future purchases.

FUEL DISPENSING FUND

The *City of Holland, Holland Public School District and Macatawa Area Transportation Authority* share the operating, maintenance, and capital costs for underground storage tanks and automated fuel dispensing systems. This fund accounts for the purchase of fuel used by their vehicles and equipment. User fees are charged to cover costs.

POSTAGE SERVICES FUND

This fund accounts for the fees charged to departments for postage used and the cost of postage meter.

TELEPHONY SERVICES FUND

This fund accounts for the cost of communication using the telephone system. Also captured are operating costs across all departments for usage of cellular phones, pager units, broadband fiber as well as modems for computers and credit card validation machines. Departments are charged user fees to recover costs plus a surcharge for the purpose of accumulating a reserve for future purchases.

CENTRALIZED VEHICLE / EQUIPMENT FUND

This fund accounts for the costs associated with maintaining the City's vehicles and equipment. Departments using the vehicles and equipment on a daily basis pay an annual lease. Certain vehicles are available for use as needed; department users are charged a per mile fee to recover costs.

FIRE VEHICLE AND EQUIPMENT FUND

This fund accounts for cash reserves to be used for purchase of additional or replacement emergency vehicles, and for major renovations to emergency vehicles. Primary financing for this fund is an annual operating transfer from the General Fund.

COMPENSATED ABSENCES FUND

This fund is used to account for the liabilities related to accumulated vacation, paid time off, unused sick pay, time off in lieu of holiday (fire union), comp time and related mandatory fringes across the General Fund and Special Revenue

FUND DESCRIPTIONS

WORKERS COMPENSATION INSURANCE FUND

This fund accounts for the premiums paid by departments, according to the wages paid employees and the rates provided by Accident Fund. Expenses of the fund include commercial insurance premiums on the current policy and medical claims retroactive to a time when the City's workers' compensation coverage was partially self-insured. All medical claims related to the time when the City was partially self-insured have reached the stop-loss limit so reimbursement from the commercial insurance carrier is received.

EMPLOYEE DISABILITY INSURANCE FUND

The City of Holland provides a short-term disability income protection coverage through a fully self-funded plan, with the City acting as the administrator. Revenues to this fund are generated from a combination of internally-developed premium charges (short-term) and commercial carrier rates (long-term) to various departments and funds. Expenses include disability income claims, as well as commercial insurance premiums for long-term income protection.

EMPLOYEE HEALTH AND DENTAL INSUARNC E FUND

Medical/dental insurance is provided for full-time employees and dependents, as well as for retirees, through a partially self-funded plan. Revenues to this fund are generated primarily from internal premium charges to departments and funds, employees and retirees. Expenses include payments for claims, administrative claim-handling fees and commercial insurance premiums for stop-loss coverages.

VEHICLE INSURANCE FUND

The City of Holland partially self-insures for the cost of repairs or replacement to its damaged vehicles, other than fire emergency vehicles. Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for self-retention vehicle damage claims, as well as commercial insurance premiums for stop-loss coverage.

PROPERTY INSURANCE FUND

The City of Holland partially self-insures coverage for the cost of repairs or replacement to its damaged property (other than vehicles). Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for self-retention property damage claims, as well as commercial insurance premiums for stop-loss coverage.

LIABILITY INSURANCE FUND

The City of Holland partially self-insures coverage for the cost of General Liability claims against the City. Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for payment of liability claims of the general public related to injuries and/or damaged property resulting from administrative errors & omissions, faulty design, negligence, carelessness, etc. Expenses also include commercial insurance premiums for stop loss coverage.

FUND DESCRIPTIONS

COMPONENT UNIT FUNDS

A component unit is a legally separate entity that satisfies at least one of the following criteria:

- The primary government (City of Holland) is financially accountable for the legally separate entity.
 - The nature and significance of the relationship between the primary government and the legally separate entity is such that to exclude the entity from the financial reporting entity would render the financial statements misleading or incomplete.
-

BROWNFIELD REDEVELOPMENT AUTHORITY FUNDS

The Brownfield Redevelopment Authority Financing Act, State of Michigan P.A. 381 of 1996, as amended, establishes a method for municipalities to facilitate and promote revitalization of environmentally contaminated and/or blighted and functionally obsolete sites. A separate fund is established for each approved project site, to record revenues from Tax Increment Financing 'captured property taxes'; and to record reimbursement payments to project developers for authorized redevelopment expenditure outlays.

DOWNTOWN DEVELOPMENT AUTHORITY FUND

The Downtown Development Authority (DDA) Fund was established in May 1984 with adoption of City Ordinance Number 757, under authority granted by State of Michigan, Public Act 197 of 1975, as amended. The Main Street Program, is the mechanism used for administering operations and programs, under direction of a board of directors.

At the current time funding is accomplished with a district wide tax levy. Expenses are related to programs for low interest loans to improve both exteriors and interiors of downtown buildings; recruitment of new businesses; improved ambiance for shoppers such as assistance with window displays, a sidewalk hanging banners program, improved shopping atmosphere through new and expanded decorations and music, underground electrical expansion programs; and presentations to area groups and news media promoting the downtown area.

HOLLAND HISTORICAL TRUST FUND

Holland Historical Trust is a Michigan non-profit corporation with its own board of directors that is not appointed by the Holland City Council. Primary revenue sources include an annual contribution from the City of Holland - General Fund and bequests from the private sector. The portion of this fund that represents accumulated bequests – with limitations placed upon use of the contributed principal – is established as non-expendable. This fund provides financial accountability for the administration, operations and general maintenance of four local area historical buildings: Holland Museum, Holland Armory (currently offices), Cappon House and the Settlers House. The buildings, with the exception of the Armory, are owned by the City of Holland.

SMARTZONE FUND

The Holland Local Development Finance Authority (LDFA) was created in October 2014, pursuant to State of Michigan P.A. 281 of 1986. The board consists of four City of Holland appointees, three Holland Charter Township appointees, one Ottawa County appointee, two West Ottawa Schools appointees, two Holland Public Schools appointees and six Ex-Officio members. The operating purpose is to eliminate the causes of unemployment, underemployment, joblessness, recruitment, retention and to promote economic growth in Holland, through the capture of certain taxes in the SmartZone area.

CITY OF HOLLAND

SUMMARY OF 2020 BUDGET AND ESTIMATED FUND BALANCE

GOVERNMENTAL-TYPE FUNDS

	GENERAL FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS
FUND EQUITY - PROJECTED BEGINNING BALANCE						
As of July 1, 2019	\$ 4,977,552	\$ 122,716	\$ 2,585,552	\$ 588,872	\$ 389,905	\$ 2,576,795
FUNDING SOURCES						
Taxes & Special Assessments	9,714,315	-	2,147,980	5,269,312	231,172	1,833,064
Intergovernmental	4,313,987	-	6,169,702	-	373,089	316,875
Licenses and Permits	754,300	-	78,000	-	-	4,350
Charges for Services	1,715,395	44,000	581,050	-	-	116,900
Fines and Forfeits	155,600	-	-	-	-	-
Interest & Rents	523,700	500	66,944	36,405	11,000	55,258
Other	7,600	20,000	903,400	1,897,891	1,619,414	556,813
Total Financing Sources	17,184,897	64,500	9,947,076	7,203,608	2,234,675	2,883,260
FUNDING USES						
Management & Admin	2,619,768	-	318,366	-	-	-
Fiscal Services	1,457,443	-	434,000	-	-	263,075
Public Safety	11,260,904	-	10,450	-	-	-
Transportation	1,474,082	-	5,050,197	-	-	-
Community & Neighborhood	1,743,039	-	12,400	-	-	558,672
Parks & Recreation	4,095,174	-	200	-	-	945,196
Downtown Group	199,224	-	624,182	-	-	209,993
General Debt Service	-	-	-	8,184,074	-	-
Internal Services	-	-	-	-	-	-
Capital Projects	-	-	-	-	4,991,000	-
Utilities	-	-	-	-	-	-
Total Financing Uses	22,849,634	-	6,449,795	8,184,074	4,991,000	1,976,936
Sources Over (Under) Uses	(5,664,737)	64,500	3,497,281	(980,466)	(2,756,325)	906,324
OTHER FUNDING SOURCES (USES)						
Transfers In	6,299,737	-	971,098	601,529	4,598,526	100,000
Transfers Out	(910,000)	(20,500)	(4,011,382)	(8,000)	(375,000)	(499,732)
Net Change in Fund Equity	(275,000)	44,000	456,997	(386,937)	1,467,201	506,592
FUND EQUITY - PROJECTED ENDING BALANCE						
As of June 30, 2020	\$ 4,702,552	\$ 166,716	\$ 3,042,549	\$ 201,935	\$ 1,857,106	\$ 3,083,387

CITY OF HOLLAND

SUMMARY OF 2020 BUDGET AND ESTIMATED FUND BALANCE

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 408,735,972	\$ 13,436,859	\$ 433,414,223
108,591	-	19,304,434
-	-	11,173,653
-	-	836,650
133,949,862	1,882,500	138,289,707
-	-	155,600
3,211,848	2,159,968	6,065,623
215,268	7,453,300	12,673,686
<u>137,485,569</u>	<u>11,495,768</u>	<u>188,499,353</u>
-	-	2,938,134
6,500	-	2,161,018
3,250	100,000	11,374,604
619,507	2,410,028	9,553,814
2,104,550	-	4,418,661
200	-	5,040,770
1,647,584	-	2,680,983
-	-	8,184,074
-	9,118,913	9,118,913
-	-	4,991,000
102,418,698	-	102,418,698
<u>106,800,289</u>	<u>11,628,941</u>	<u>162,880,669</u>
<u>30,685,280</u>	<u>(133,173)</u>	<u>25,618,684</u>
560,000	350,000	13,480,890
(7,656,276)	-	(13,480,890)
<u>23,589,004</u>	<u>216,827</u>	<u>25,618,684</u>
<u>\$ 432,324,976</u>	<u>\$ 13,653,686</u>	<u>\$ 459,032,907</u>

FUND EQUITY - PROJECTED BEGINNING BALANCE
As of July 1, 2019

FUNDING SOURCES

Taxes & Special Assessments
Intergovernmental
Licenses and Permits
Charges for Services
Fines and Forfeits
Interest & Rents
Other
Total Financing Sources

FUNDING USES

Management & Admin
Fiscal Services
Public Safety
Transportation
Community & Neighborhood
Parks & Recreation
Downtown Group
General Debt Service
Internal Services
Capital Projects
Utilities
Total Financing Uses

Sources Over (Under) Uses

OTHER FUNDING SOURCES (USES)

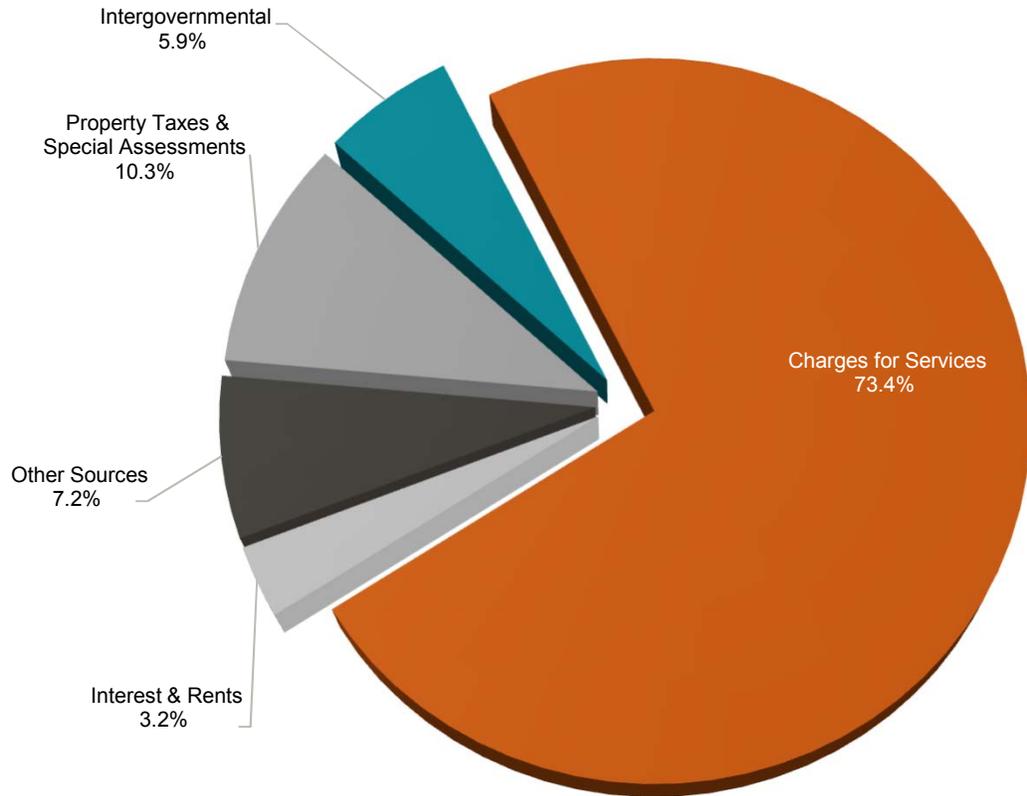
Transfers In
Transfers Out

Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE
As of June 30, 2020

(Concluded)

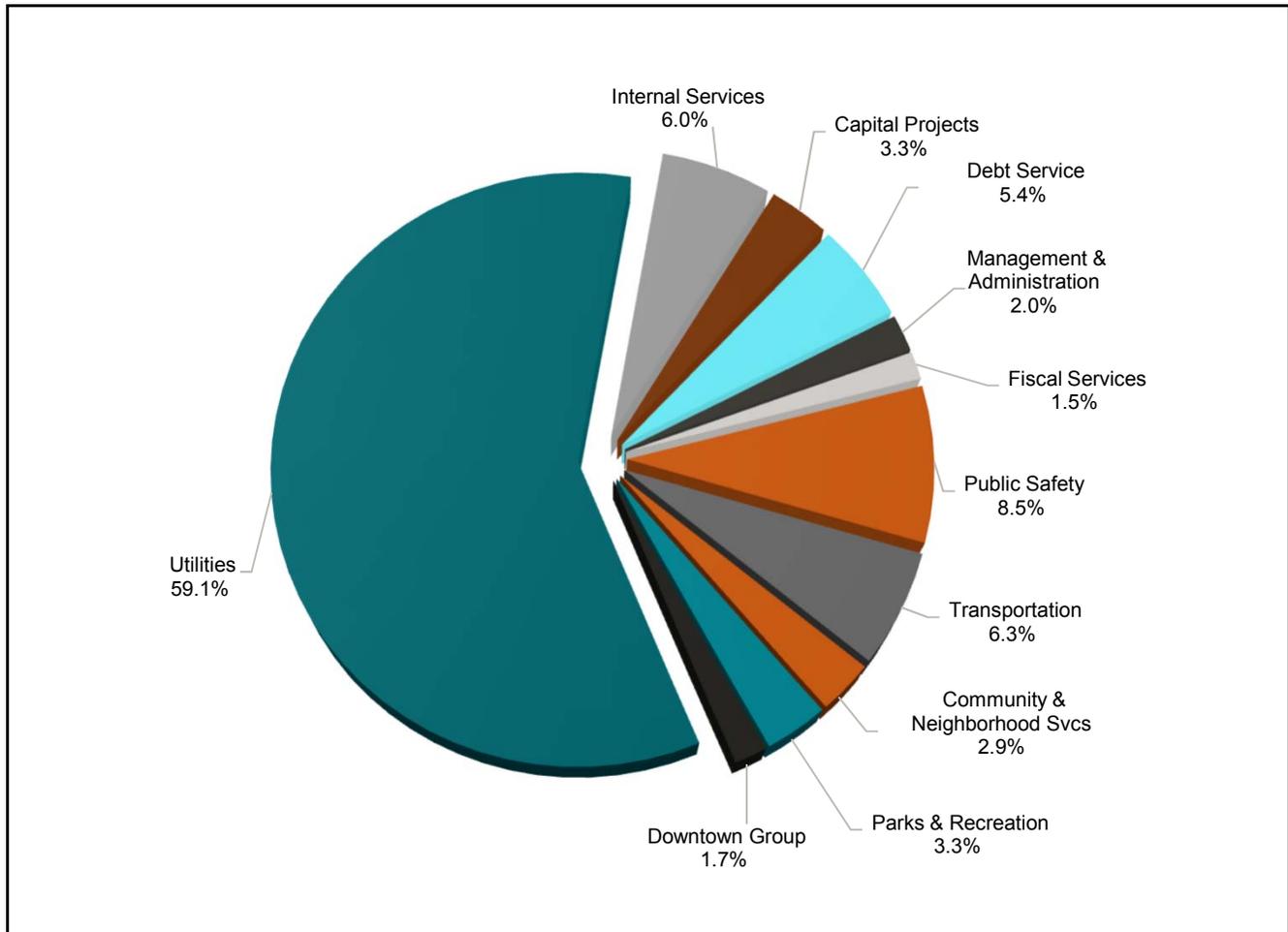
SOURCES ACROSS ALL FUND TYPES



	FY-2019 Adopted Budget	FY-2020 Adopted Budget	Budget Change From FY-2020 to FY-2019	
Property Taxes & Special Assessments	18,541,209	19,304,434	763,225	4.0%
Intergovernmental	9,260,370	11,173,653	1,913,283	17.1%
Charges for Services	132,405,491	138,289,707	5,884,216	4.3%
Interest & Rents	4,011,231	6,065,623	2,054,392	33.9%
Other Sources	13,296,678	13,665,936	369,258	2.7%
Total Financing Sources	\$ 177,514,979	\$ 188,499,353	\$ 10,984,374	6.2%

Note: Excludes Transfers In

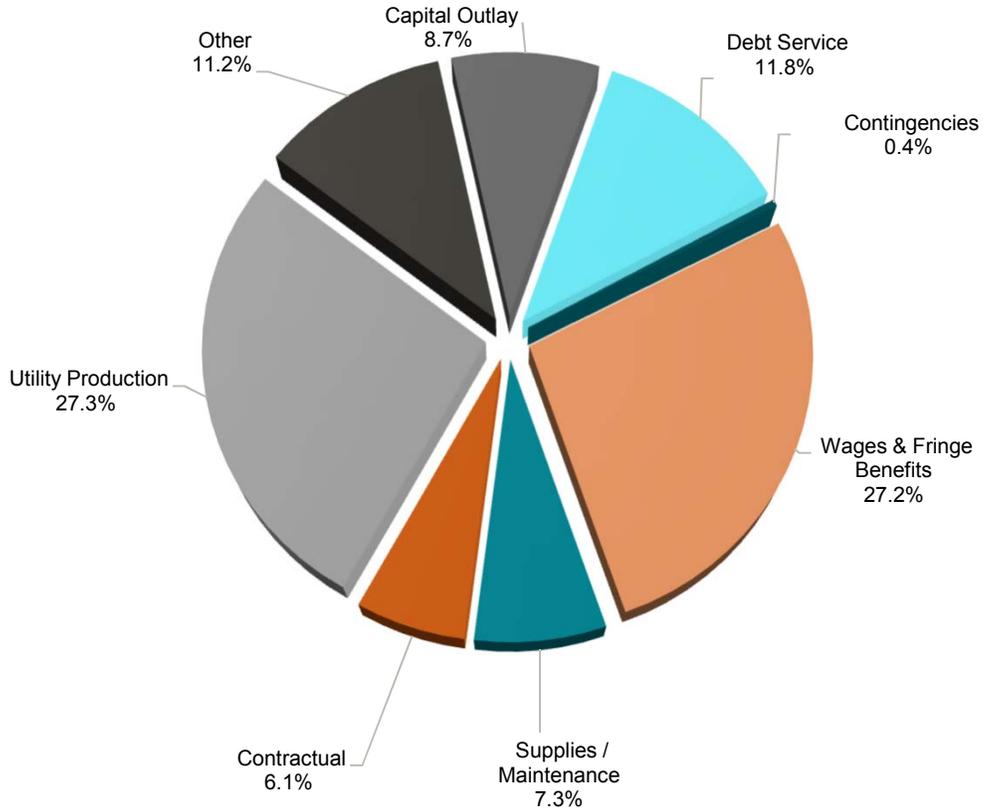
USES ACROSS ALL FUND TYPES BY FUNCTION



	FY-2019 Adopted Budget	FY-2020 Adopted Budget	Budget Change From FY-2020 to FY-2019	
Management & Administration	2,796,467	2,938,134	141,667	4.8%
Fiscal Services	1,480,358	2,161,018	680,660	31.5%
Public Safety	10,581,504	12,674,604	2,093,100	16.5%
Transportation	8,762,511	9,487,414	724,903	7.6%
Community & Neighborhood Svcs	4,369,217	4,418,661	49,444	1.1%
Parks & Recreation	4,750,281	4,934,187	183,906	3.7%
Downtown Group	3,395,188	2,592,983	(802,205)	-30.9%
Utilities	92,549,977	88,909,190	(3,640,787)	-4.1%
Internal Services	7,693,936	9,039,038	1,345,102	14.9%
Capital Projects	13,782,000	4,991,000	(8,791,000)	-176.1%
Debt Service	7,943,940	8,184,074	240,134	2.9%
Total Financing Uses	\$ 158,105,379	\$ 150,330,303	\$ (7,775,076)	-5.2%

Note: Excludes Transfers Out and Depreciation

USES ACROSS ALL FUND TYPES BY CLASSIFICATION



	FY-2019 Adopted Budget	FY-2020 Adopted Budget	Budget Change From FY-2020 to FY-2019	
Wages & Fringe Benefits	39,317,810	40,920,375	1,602,565	3.9%
Supplies / Maintenance	9,468,951	11,042,564	1,573,613	14.3%
Contractual	7,814,653	9,077,659	1,263,006	13.9%
Utility Production	40,629,547	41,062,637	433,090	1.1%
Other	15,978,547	16,845,590	867,043	5.1%
Capital Outlay	26,849,213	13,086,113	(13,763,100)	-105.2%
Debt Service	17,517,424	17,715,133	197,709	1.1%
Contingencies	529,234	580,232	50,998	8.8%
Total Financing Uses	\$ 158,105,379	\$ 150,330,303	\$ (7,775,076)	-5.2%

Note: Excludes Transfers Out and Depreciation

CITY OF HOLLAND

THREE YEAR COMPARISON BY FUND

	FUNDING SOURCES			FUNDING USES		
	Actual FY-2018	Revised Estimate FY-2019	Adopted FY-2020	Actual FY-2018	Revised Estimate FY-2019	Adopted FY-2020
<u>GENERAL FUND</u>						
Operating	21,960,307	24,094,351	23,484,634	21,960,307	24,094,351	23,484,634
Budget Stabilization	-	183,600	-	2,510	25,000	275,000
Subtotal	\$ 21,960,307	\$ 24,277,951	\$ 23,484,634	\$ 21,962,817	\$ 24,119,351	\$ 23,759,634
<u>PERMANENT FUND</u>						
Cemetery Perpetual Care	59,407	72,800	64,500	19,507	1,675,632	20,500
<u>SPECIAL REVENUE FUNDS</u>						
Motor Vehicle Highway Major Streets	3,627,004	4,036,659	3,732,885	3,592,097	3,872,825	3,824,733
Motor Vehicle Highway Local Streets	1,343,864	1,527,575	1,613,725	1,343,864	1,527,575	1,613,725
Allegan County Road Tax	331,682	519,575	508,000	646,072	764,924	350,000
Ottawa County Road Tax	343,095	341,100	345,100	350,050	330,100	350,100
Street Improvements Reserve	1,528,009	1,458,569	2,799,928	1,852,982	1,281,848	2,391,000
Downtown Public Parking	251,149	255,948	262,197	304,298	307,289	298,355
Downtown Snowmelt System	379,191	353,284	364,913	376,349	370,035	371,603
Principal Shopping District	299,603	316,907	326,400	247,090	303,386	336,245
CATV TV Public Access	475,573	470,600	472,200	481,337	648,767	468,366
Herrick District Library Taxation	200	300	300	196	275	200
Police Criminal Justice Training	9,849	10,450	10,450	9,476	10,000	10,450
Revolving Cash Assistance	152,245	203,565	124,976	-	119,839	-
Dangerous Structures	2,943	12,000	12,000	24	22,200	12,400
Holland Energy Fund	303,433	350,000	345,100	225,998	254,600	434,000
Subtotal	\$ 9,047,840	\$ 9,856,532	\$ 10,918,174	\$ 9,429,833	\$ 9,813,663	\$ 10,461,177
<u>DEBT SERVICE FUNDS</u>						
Taxation & Cash Control	5,608,814	8,478,676	7,461,691	5,852,752	8,316,116	7,848,393
Building Authority Bonds	1,484,574	138,918	-	1,484,413	153,000	-
Act 99 Purchase Agreement	335,681	335,681	335,681	335,681	335,681	335,681
Special Assessment Bonds	9,024	8,183	7,765	8,002	8,500	8,000
Subtotal	\$ 7,438,093	\$ 8,961,458	\$ 7,805,137	\$ 7,680,848	\$ 8,813,297	\$ 8,192,074
<u>CAPITAL PROJECTS</u>						
Municipal Capital Improvements	2,185,245	11,706,049	3,281,633	12,114,486	16,705,902	1,780,000
Sidewalk Improvements	177,770	115,275	110,568	175,286	85,731	145,000
Street Improvements	3,078,102	2,594,772	3,441,000	3,078,102	2,594,772	3,441,000
Subtotal	\$ 5,441,117	\$ 14,416,096	\$ 6,833,201	\$ 15,367,874	\$ 19,386,405	\$ 5,366,000
<u>COMPONENT UNITS</u>						
Downtown Development Authority	253,485	223,548	219,250	201,152	248,761	224,993
Brownfield Redevelopment Authority	1,566,683	1,404,670	1,638,137	1,024,157	1,838,177	1,043,404
SmartZone	82,088	149,280	263,075	30,584	158,244	263,075
Holland Historical Trust	942,582	824,881	862,798	785,027	903,965	945,196
Subtotal	\$ 2,844,838	\$ 2,602,379	\$ 2,983,260	\$ 2,040,920	\$ 3,149,147	\$ 2,476,668
GOVERNMENTAL FUNDS TOTAL	\$ 46,791,602	\$ 60,187,216	\$ 52,088,906	\$ 56,501,799	\$ 66,957,495	\$ 50,276,053

CITY OF HOLLAND

THREE YEAR COMPARISON BY FUND

	FUNDING SOURCES			FUNDING USES		
	Actual FY-2018	Revised		Actual FY-2018	Revised	
		Estimate FY-2019	Adopted FY-2020		Estimate FY-2019	Adopted FY-2020
ENTERPRISE FUNDS						
Solid Waste Recycling	1,933,153	2,098,515	2,119,200	1,935,889	1,998,809	2,104,550
Windmill Island Gardens	1,143,153	2,280,041	999,000	1,007,432	2,514,789	1,131,380
Depot Operations	1	1	1	24,363	24,400	24,400
Municipal Airport Facilities Management	133,675	141,655	149,748	578,828	586,655	593,257
Civic Center Place	-	729,025	560,000	-	728,339	558,204
Police Employees Benefit	3,358	3,410	3,410	3,799	3,250	3,250
City Hall Employees Benefit	4,697	4,500	4,600	5,450	5,400	6,500
Transportation Employees Benefit	1,403	1,470	1,470	1,668	2,050	1,850
Park & Cemetery Employees Benefit	163	95	-	181	300	200
Electric Utility	108,963,438	103,615,089	110,325,753	95,626,891	112,373,778	92,004,852
Wastewater Utility	14,973,372	12,098,981	12,281,978	11,480,334	11,496,121	11,993,925
Water Utility	10,829,520	11,301,170	11,600,409	11,615,386	13,246,843	13,071,853
Subtotal	\$ 137,985,933	\$ 132,273,952	\$ 138,045,569	\$ 122,280,221	\$ 142,980,734	\$ 121,494,221
INTERNAL SERVICES FUNDS						
Technology Services	922,790	823,670	680,900	798,010	835,371	883,337
Fuel Dispensing	684,601	739,100	779,100	694,356	748,065	788,035
Postage Services	19,457	24,380	23,270	19,276	23,575	22,700
Telephony Services	123,421	124,375	131,375	140,646	142,998	151,250
Centralized Vehicle / Equipment	2,494,129	2,597,779	2,600,923	3,246,063	3,357,160	3,373,028
Fire Vehicle and Equipment	142,763	1,207,500	257,500	281,427	209,807	1,500,000
Compensated Absences	(195,210)	52,000	52,000	(195,210)	52,000	52,000
Workers Compensation Insurance	403,105	419,400	430,000	401,306	391,573	410,000
Employee Disability Insurance	116,650	128,100	129,500	118,446	105,700	108,700
Employee Health & Dental Insurance	6,406,957	6,465,225	6,489,900	6,440,460	6,216,510	6,468,091
Vehicle Insurance	102,970	118,479	113,200	87,374	124,579	91,500
Property Insurance	38,079	32,084	32,800	33,495	35,196	36,500
Liability Insurance	124,542	122,700	125,300	148,750	132,400	144,800
Subtotal	\$ 11,384,254	\$ 12,854,792	\$ 11,845,768	\$ 12,214,399	\$ 12,374,934	\$ 14,029,941
PROPRIETARY FUNDS TOTAL	\$ 149,370,187	\$ 145,128,744	\$ 149,891,337	\$ 134,494,620	\$ 155,355,668	\$ 135,524,162
TOTAL	\$ 196,161,789	\$ 205,315,960	\$ 201,980,243	\$ 190,996,419	\$ 222,313,163	\$ 185,800,215

Note - Summary excludes amount included in the Taxation & Cash Control Fund Taxes (Sources) and Principal/Interest Maturities (Uses) that is transferred to the Building Authority and Act 99 Purchase Agreement Funds.

CITY OF HOLLAND

SUMMARY OF CHANGES IN FUND EQUITY

	Estimated Fund Equity 07/01/2019	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2020	Change	% Change
<u>GENERAL FUND</u>						
Operating	3,704,962	23,484,634	23,484,634	3,704,962	-	0.0%
Budget Stabilization ⁽¹⁾	1,272,590	-	275,000	997,590	(275,000)	-21.6%
Subtotal	4,977,552	23,484,634	23,759,634	4,702,552	(275,000)	-5.5%
<u>PERMANENT FUND</u>						
Cemetery Perpetual Care ⁽⁴⁾	122,716	64,500	20,500	166,716	44,000	35.9%
<u>SPECIAL REVENUE FUNDS</u>						
Motor Vehicle Highway Major Streets	964,452	3,732,885	3,824,733	872,604	(91,848)	-9.5%
Motor Vehicle Highway Local Streets	2,000	1,613,725	1,613,725	2,000	-	0.0%
Allegan County Road Tax ⁽⁴⁾	63,809	508,000	350,000	221,809	158,000	247.6%
Ottawa County Road Tax ⁽²⁾	12,361	345,100	350,100	7,361	(5,000)	-40.5%
Street Improvements Reserve ⁽⁴⁾	195,741	2,799,928	2,391,000	604,669	408,928	208.9%
Downtown Public Parking ⁽¹⁾	202,023	262,197	298,355	165,865	(36,158)	-17.9%
Downtown Snowmelt System ⁽¹⁾	37,108	364,913	371,603	30,418	(6,690)	-18.0%
Principal Shopping District	117,364	326,400	336,245	107,519	(9,845)	-8.4%
CATV TV Public Access	231,976	472,200	468,366	235,810	3,834	1.7%
Herrick District Library Taxation	29	300	200	129	100	0.0%
Police Criminal Justice Training	6,560	10,450	10,450	6,560	-	0.0%
Revolving Cash Assistance ⁽⁴⁾	422,721	124,976	-	547,697	124,976	29.6%
Dangerous Structures	19,781	12,000	12,400	19,381	(400)	-2.0%
Holland Energy Fund ⁽¹⁾	309,627	345,100	434,000	220,727	(88,900)	-28.7%
Subtotal	2,585,552	10,918,174	10,461,177	3,042,549	456,997	17.7%
<u>DEBT SERVICE FUNDS</u>						
Taxation & Cash Control ⁽⁵⁾	588,143	7,461,691	7,848,393	201,441	(386,702)	-65.8%
Act 99 Purchase Agreement	-	335,681	335,681	-	-	0.0%
Special Assessment Bonds ⁽⁵⁾	729	7,765	8,000	494	(235)	-32.2%
Subtotal	588,872	7,805,137	8,192,074	201,935	(386,937)	-65.7%
<u>CAPITAL PROJECTS</u>						
Municipal Capital Improvements ⁽⁴⁾	299,490	3,281,633	1,780,000	1,801,123	1,501,633	501.4%
Sidewalk Improvements ⁽²⁾	36,642	110,568	145,000	2,210	(34,432)	-94.0%
Street Improvements	53,773	3,441,000	3,441,000	53,773	-	0.0%
Subtotal	389,905	6,833,201	5,366,000	1,857,106	1,467,201	376.3%
<u>COMPONENT UNITS</u>						
Downtown Development Authority	161,308	219,250	224,993	155,565	(5,743)	-3.6%
Brownfield Redevelopment Authority ⁽⁴⁾	570,215	1,638,137	1,043,404	1,164,948	594,733	104.3%
SmartZone	61,502	263,075	263,075	61,502	-	0.0%
Holland Historical Trust	1,783,770	862,798	945,196	1,701,372	(82,398)	-4.6%
Subtotal	2,576,795	2,983,260	2,476,668	3,083,387	506,592	19.7%

CITY OF HOLLAND

SUMMARY OF CHANGES IN FUND EQUITY

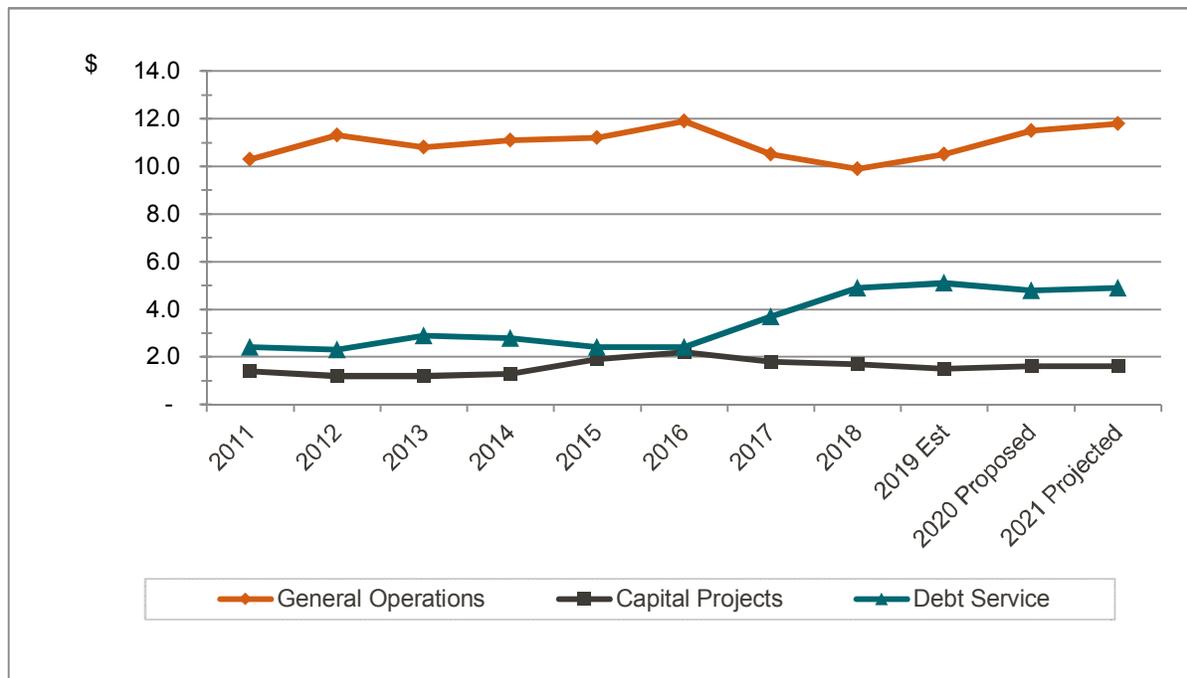
	Estimated Fund Equity 07/01/2019	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2020	Change	% Change
<u>ENTERPRISE FUNDS</u>						
Solid Waste Recycling	1,221,647	2,119,200	2,104,550	1,236,297	14,650	1.2%
Windmill Island Gardens	3,740,084	999,000	1,089,380	3,649,704	(90,380)	-2.4%
Depot Operations	699,682	1	24,400	675,283	(24,399)	-3.5%
Municipal Airport Facilities Management	8,537,894	149,748	593,257	8,094,385	(443,509)	-5.2%
Civic Center Place ⁽³⁾	686	560,000	558,204	2,482	1,796	261.8%
Police Employees Benefit ⁽³⁾	186	3,410	3,250	346	160	86.0%
City Hall Employees Benefit ⁽¹⁾	5,356	4,600	6,500	3,456	(1,900)	-35.5%
Transportation Employees Benefit ⁽¹⁾	928	1,470	1,850	548	(380)	-41.0%
Park & Cemetery Employees Benefit ⁽¹⁾	254	-	200	54	(200)	-78.7%
Electric Utility	269,040,229	110,325,753	91,138,489	288,227,493	19,187,264	7.1%
Wastewater Utility	71,135,837	12,281,978	11,321,565	72,096,250	960,413	1.4%
Water Utility	54,353,189	11,600,409	7,614,920	58,338,678	3,985,489	7.3%
Subtotal	408,735,972	138,045,569	114,456,565	432,324,976	23,589,004	5.8%
<u>INTERNAL SERVICES FUNDS</u>						
Technology Services ⁽¹⁾	771,161	680,900	845,337	606,724	(164,437)	-21.3%
Fuel Dispensing	281,950	779,100	788,035	273,015	(8,935)	-3.2%
Postage Services	8,828	23,270	22,700	9,398	570	6.5%
Telephony Services ⁽¹⁾	43,690	131,375	151,250	23,815	(19,875)	-45.5%
Centralized Vehicle / Equipment	5,334,005	2,600,923	2,410,028	5,524,900	190,895	3.6%
Fire Vehicle and Equipment	2,600,194	257,500	100,000	2,757,694	157,500	6.1%
Compensated Absences	-	52,000	52,000	-	-	0.0%
Workers Compensation Insurance	592,464	430,000	410,000	612,464	20,000	3.4%
Employee Disability Insurance ⁽³⁾	134,600	129,500	108,700	155,400	20,800	15.5%
Employee Health & Dental Insurance	2,800,740	6,489,900	6,468,091	2,822,549	21,809	0.8%
Vehicle Insurance	298,047	113,200	91,500	319,747	21,700	7.3%
Property Insurance	382,667	32,800	36,500	378,967	(3,700)	-1.0%
Liability Insurance ⁽¹⁾	188,513	125,300	144,800	169,013	(19,500)	-10.3%
Subtotal	13,436,859	11,845,768	11,628,941	13,653,686	216,827	1.6%
TOTAL	\$ 433,414,223	\$ 201,980,243	\$ 176,361,559	\$ 459,032,907	\$ 25,618,684	5.9%

Explanation of Change in Fund Equity Greater than 10%:

- (1) Planned use of fund equity for operating costs.
- (2) Planned use of fund equity for capital projects.
- (3) Planned accumulation of fund equity to finance future operating costs.
- (4) Planned accumulation of fund equity to finance future capital projects.
- (5) Planned use of fund equity for debt service payments.

MAJOR REVENUE SOURCE ANALYSIS

PROPERTY TAXES (MILLIONS OF DOLLARS)



Property Taxes represent the primary revenue source for General Municipal Operations and General Obligation Debt Service. A portion of the tax millage is also used to fund Municipal and Street Capital Projects.

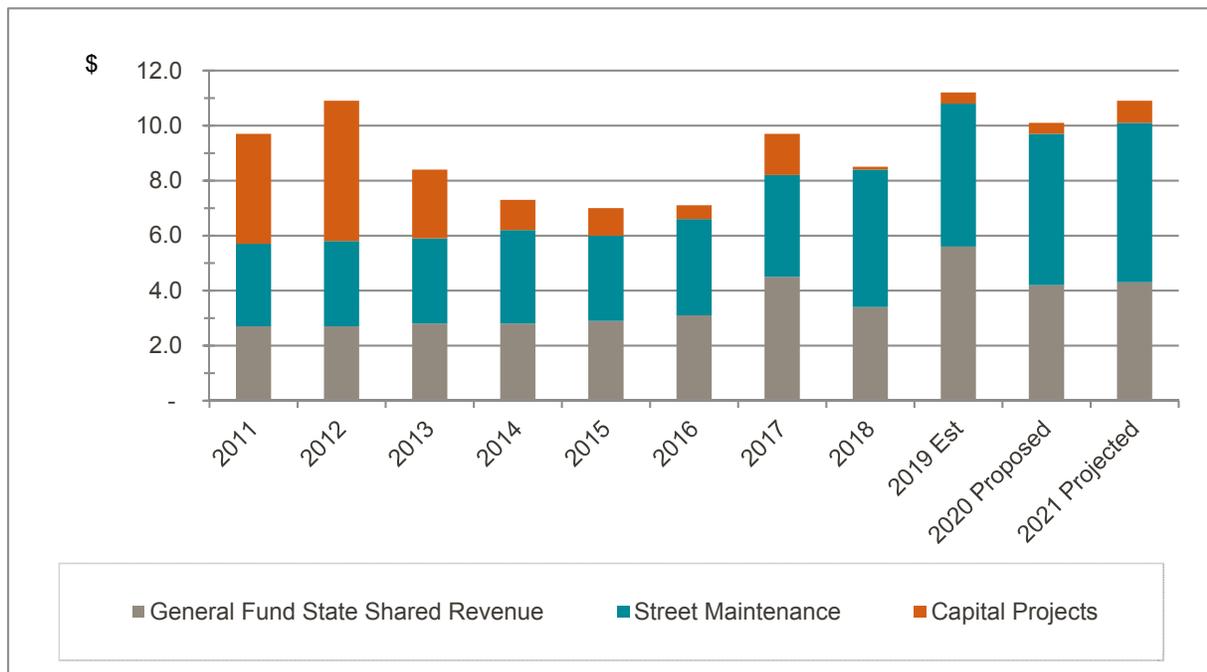
The City of Holland's taxable valuation base increased 3.53.% in Fiscal Year 2020 and is projected to increase 2.0% in Fiscal Year 2021. The original millage rate authorized by City Charter of 17.5 has been reduced to 15.452 by the Headlee Rollback. As a general guideline City Council prefers to levy a tax rate not to exceed 14.00 mills. After reallocation of the rates among classification types, the property tax millage rates for Fiscal Year 2020 are:

- General Operations: 8.1817 mills
- Capital Projects: 1.4099 mills
- Debt Service: 4.1790 mills

The West Michigan Airport Authority (WMAA) is comprised of the City of Holland, Park Township and City of Zeeland. Residents of these municipalities voted to approve a .1000 millage to fund the Authority's operations. The WMAA is not it's own taxing authority therefore this millage is levied by the City of Holland. This rate is in addition to one listed above.

MAJOR REVENUE SOURCE ANALYSIS

INTERGOVERNMENTAL - REVENUE SHARING & GRANTS (MILLIONS OF DOLLARS)



State Shared Revenue

State shared revenue from sales tax is authorized by the state constitution and/or state statutes, providing funding for local units of government. This revenue source is subject to volatility and unpredictability, especially during economic swings. Since 2011 revenue has increased 58%, with another 2.0% increase projected for Fiscal Year 2021. The replacement revenue for personal property tax loss, via an Essential Services Agreement, is included in this category.

Street Maintenance

Funding for street maintenance comes from:

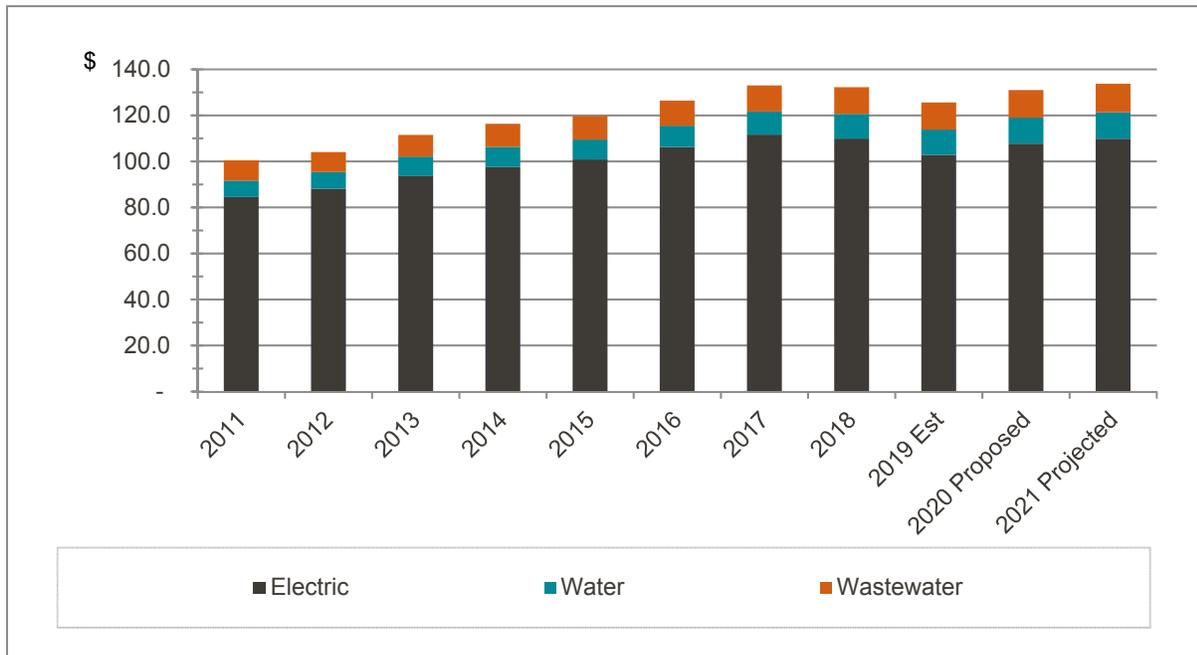
- State revenue sharing from the gas & weight tax, projected 5% increase for Fiscal Year 2021.
- Annual maintenance fee payment as provided by Public Act 48 of 2002; Metro Authority
- Allegan & Ottawa County revenue sharing from the Road & Bridge Tax. This is a voted county tax requiring period voter re-approval; projected to increase 2.0% in Fiscal Year 2021.

Federal and State Grants for Capital Projects

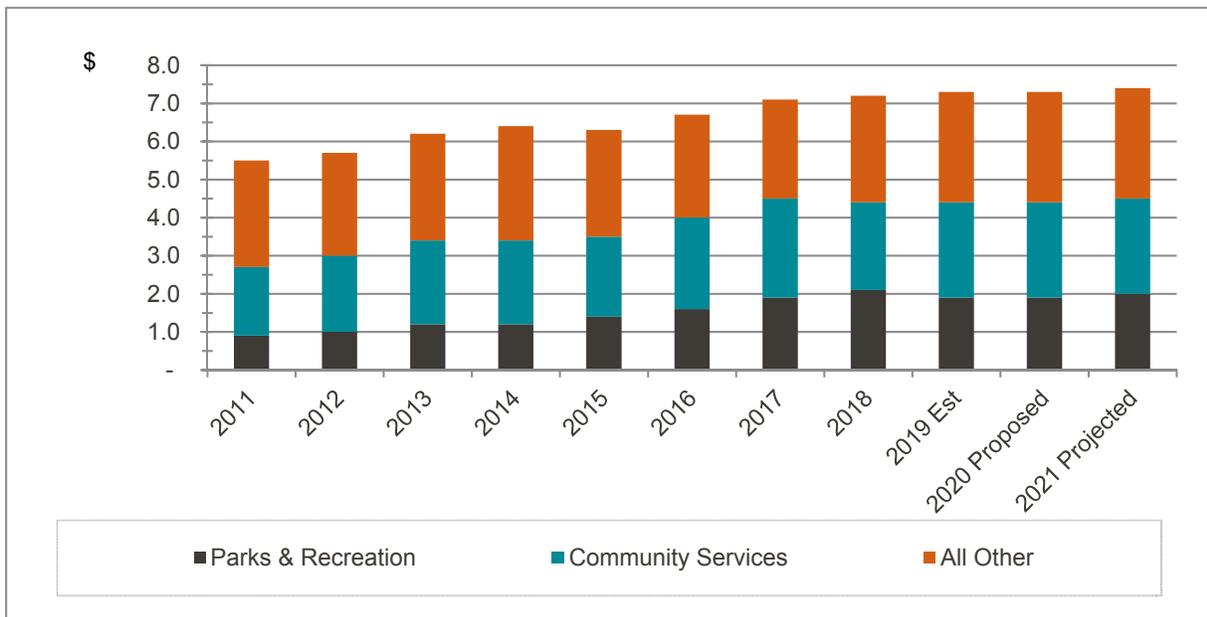
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time and non-recurring in nature. The projected amount for Fiscal Year 2021 is based on an estimate included in the six (6) year plan.

MAJOR REVENUE SOURCE ANALYSIS

CHARGES FOR SERVICES - UTILITIES (MILLIONS OF DOLLARS)



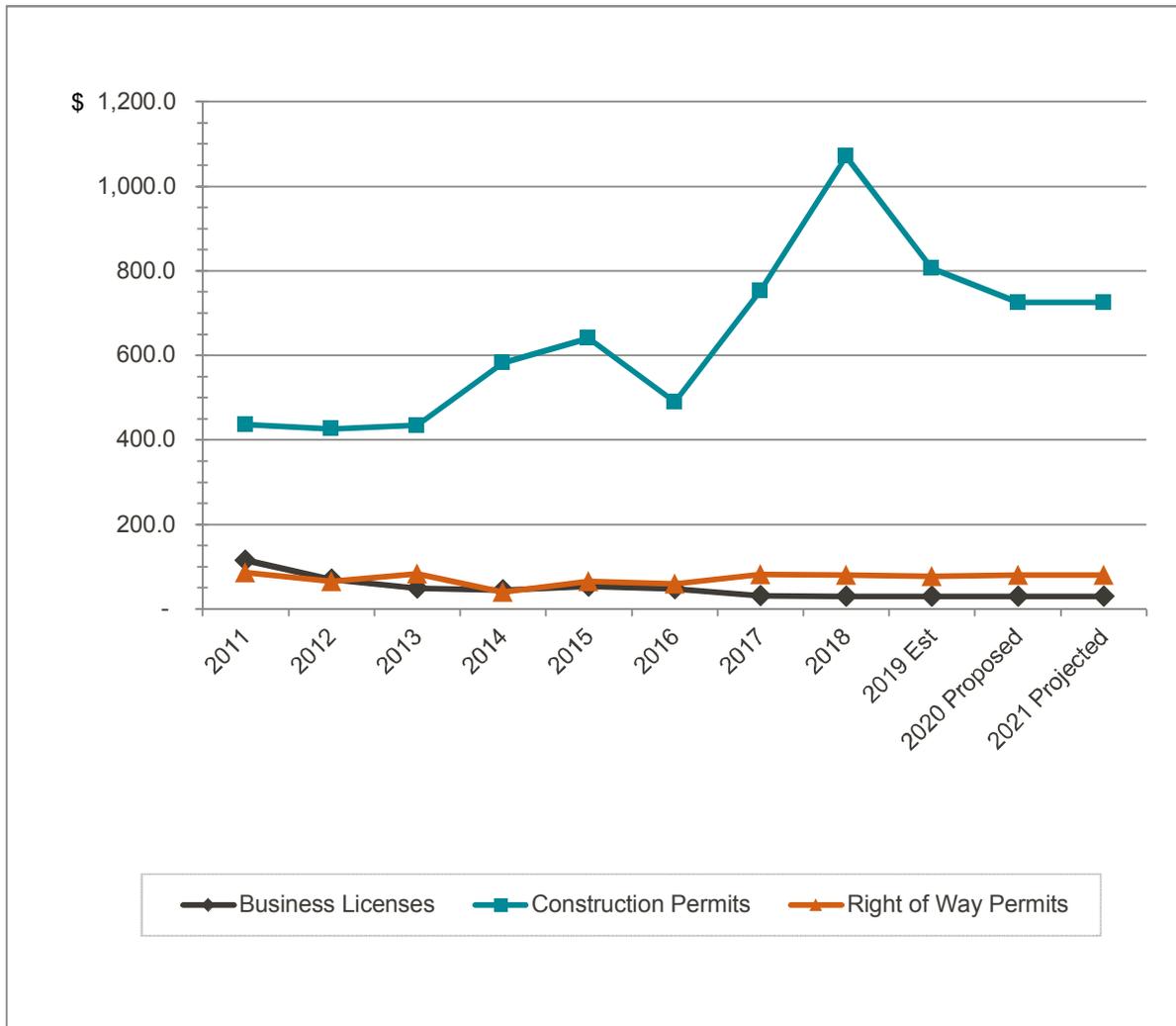
CHARGES FOR SERVICES - OTHER THAN UTILITIES (MILLIONS OF DOLLARS)



Charges for Services is the largest single revenue source. Customer charges for the municipal utilities comprise 70% of all revenue sources. Anticipated rate changes for Fiscal Year 2021 include 2.0% for electric, 2.0% for water and 4.0% for wastewater. The Community Services, Parks & Recreation and Other revenue is projected to increase 2% in Fiscal Year 2021.

MAJOR REVENUE SOURCE ANALYSIS

LICENSES & PERMITS (THOUSANDS OF DOLLARS)



Licenses & Permits do not represent a material source of revenue, but it is significant enough to reflect an illustration of trends over time. This revenue is very volatile and the amount received depends on the condition of the economy.

Projection for Fiscal Year 2021 revenue is to remain the same as Fiscal Year 2020.



Holland
MICHIGAN

GENERAL FUND SUMMARY

- > FUND SUMMARY - OPERATING & BUDGET STABILIZATION

- > FUND SUMMARY - OPERATING

- > OPERATING FUNDING SOURCES

- > OPERATING FUNDING USES

- > 10-YEAR HISTORY

The General Fund is the basic and primary operating fund of general government operations. Departments and activities of the General Fund are included throughout the Group tabs of the budget document.

GENERAL FUND

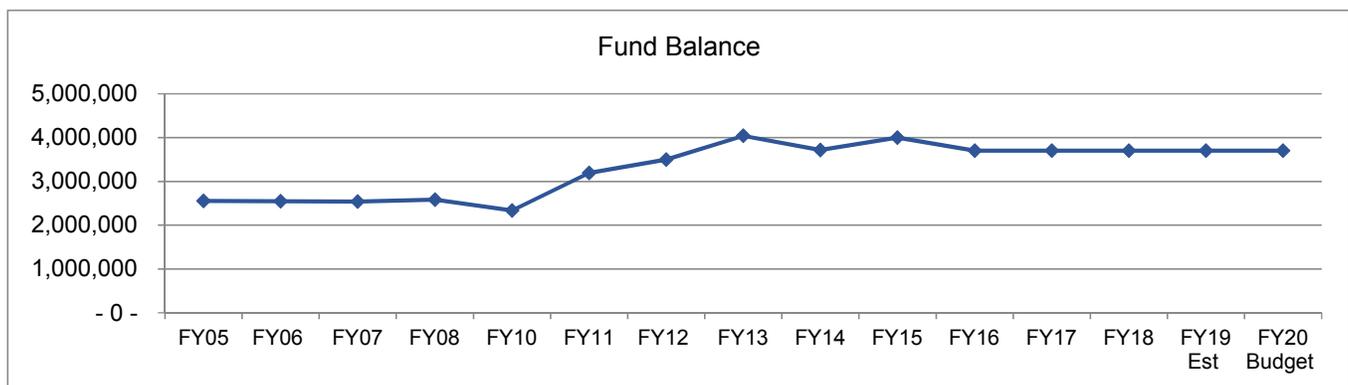
OPERATING AND BUDGET STABILIZATION FUND SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Estimate	FY-2020 Adopted
Funding Sources:					
Operating	21,928,588	21,960,307	23,404,735	24,094,351	23,484,634
Budget Stabilization	200,000	-	-	183,600	-
TOTAL FUNDING SOURCES	22,128,588	21,960,307	23,404,735	24,277,951	23,484,634
Funding Uses:					
Operating	21,928,588	21,960,307	23,404,735	24,094,351	23,484,634
Budget Stabilization	47,286	2,510	25,000	25,000	275,000
TOTAL FUNDING USES	21,975,874	21,962,817	23,429,735	24,119,351	23,759,634
Net Increase (Decrease)	152,714	(2,510)	(25,000)	158,600	(275,000)
FUND BALANCE - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667
- Budget Stabilization	1,116,500	1,113,990	1,088,990	1,272,590	997,590
Unreserved:					
- Designated-Market Adj.	-	-	-	-	-
- Undesignated	3,699,295	3,699,295	3,699,295	3,699,295	3,699,295
Total Ending Fund Balance	\$ 4,821,462	\$ 4,818,952	\$ 4,793,952	\$ 4,977,552	\$ 4,702,552
Change from Prior Fiscal Year	-6.3%	-0.1%	-0.5%	3.3%	-5.5%
Fund Balance as a Percentage					
of Funding Uses	21.9%	21.9%	20.5%	20.6%	19.8%

GENERAL FUND

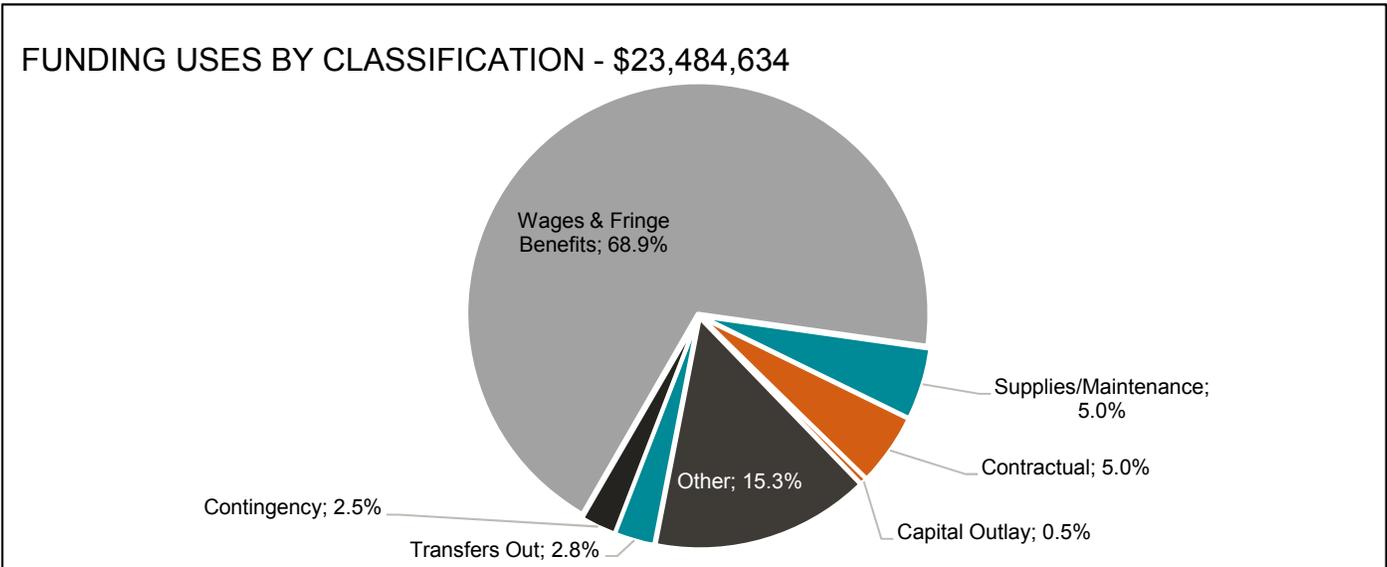
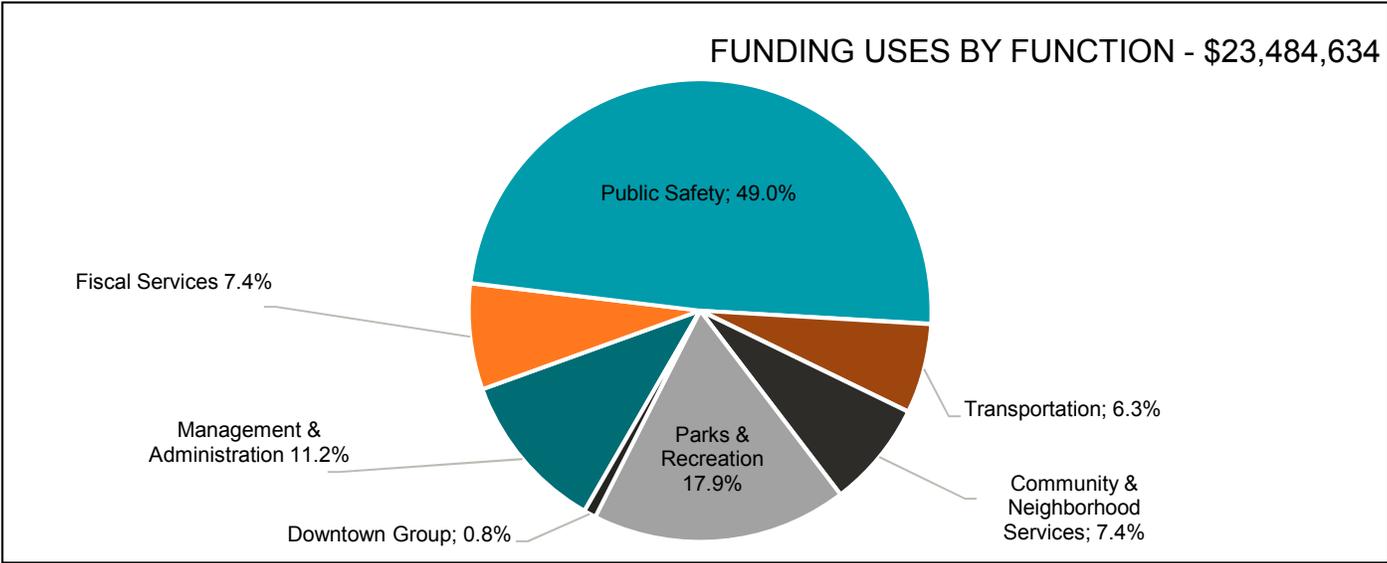
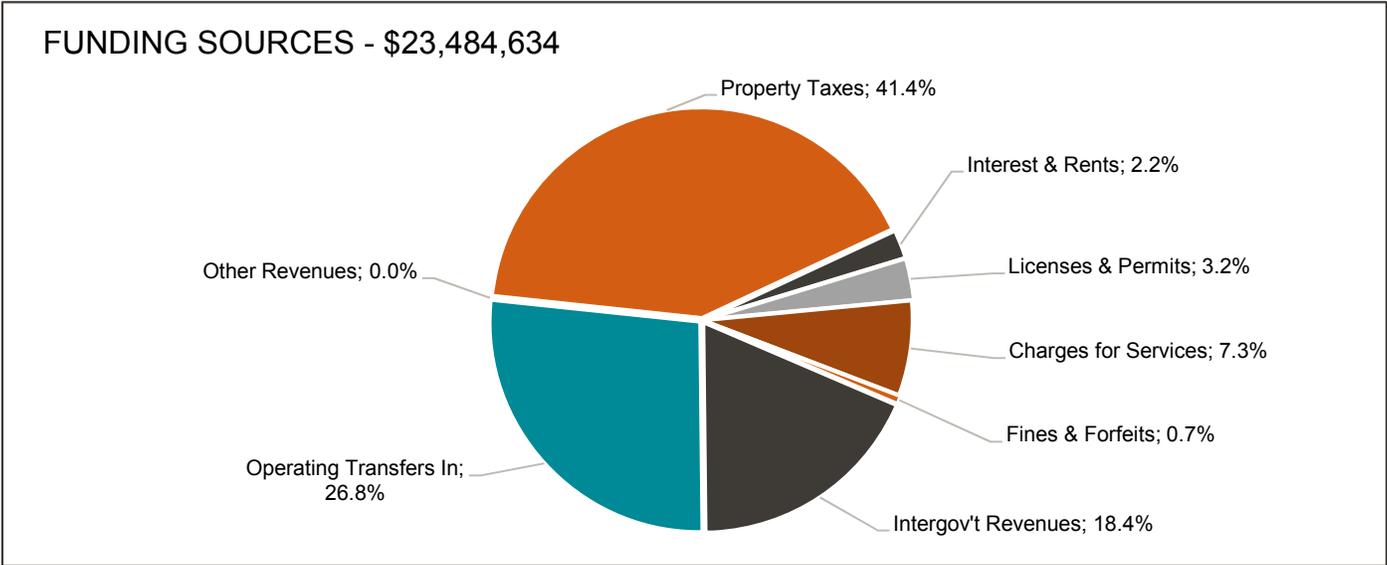
OPERATING - FUND SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Estimate	FY-2020 Adopted
TOTAL FUNDING SOURCES	21,928,588	21,960,307	23,404,735	24,094,351	23,484,634
TOTAL FUNDING USES	21,928,588	21,960,307	23,404,735	24,094,351	23,484,634
Net Increase (Decrease)	-	-	-	-	-
FUND BALANCE - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667
Unreserved:					
- Undesignated	3,699,295	3,699,295	3,699,295	3,699,295	3,699,295
Total Ending Fund Balance	\$ 3,704,962	\$ 3,704,962	\$ 3,704,962	\$ 3,704,962	\$ 3,704,962
Change from Prior Fiscal Year	0.0%	0.0%	0.0%	0.0%	0.0%
Fund Balance as a Percentage of Funding Uses	16.9%	16.9%	15.8%	15.4%	15.8%



This presentation is a summary of all General Fund department activities, found in the Management & Administration, Fiscal Services, Public Safety, Transportation, Community & Neighborhood Services, Parks & Recreation and Downtown group tabs.

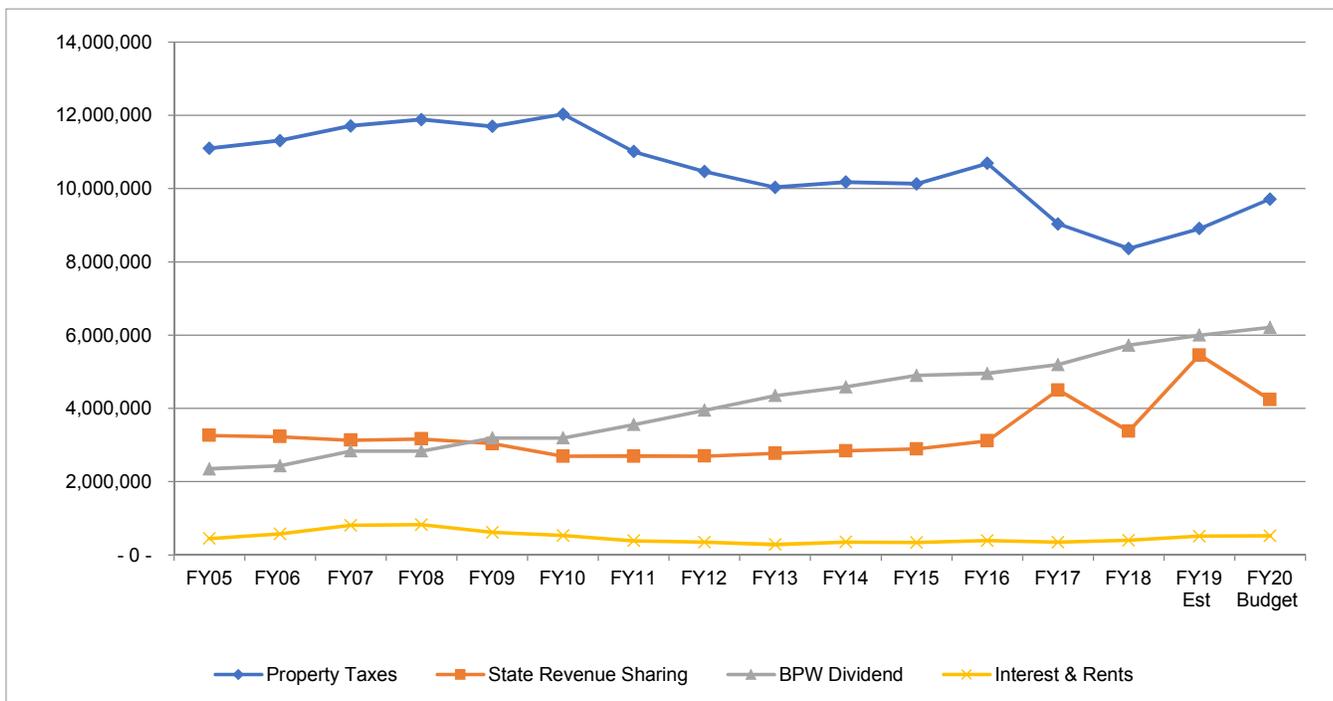
GENERAL FUND - OPERATING



GENERAL FUND

OPERATING - FUNDING SOURCES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Estimate	FY-2020 Adopted	FY-19 Amended to FY-20
Taxes, Special Assessments	\$ 9,036,247	\$ 8,367,823	\$ 8,905,632	\$ 8,911,033	\$ 9,714,315	9.1%
Licenses & Permits	783,080	1,098,803	706,200	834,300	754,300	6.8%
Federal Grants	28,217	35,059	31,000	26,273	26,000	-16.1%
State Revenue Sharing	4,504,584	3,378,996	5,354,643	5,460,343	4,237,987	-20.9%
Local Unit Contributions	36,125	43,591	50,000	50,000	50,000	0.0%
Charges for Services	1,657,964	1,807,769	1,663,045	1,692,812	1,715,395	3.1%
Fines & Forfeits	142,051	131,898	136,600	170,600	155,600	13.9%
Interests & Rents	351,756	400,290	426,100	516,550	523,700	22.9%
Other Revenue	59,392	28,448	5,500	311,425	7,600	38.2%
Transfers from Other Funds	5,329,172	6,667,630	6,126,015	6,121,015	6,299,737	2.8%
Total Funding Sources	\$ 21,928,588	\$ 21,960,307	\$ 23,404,735	\$ 24,094,351	\$ 23,484,634	0.3%
Change from Previous Year	1.2%	0.1%	6.6%	9.7%	-2.5%	



GENERAL FUND

OPERATING - FUNDING USES BY FUNCTION

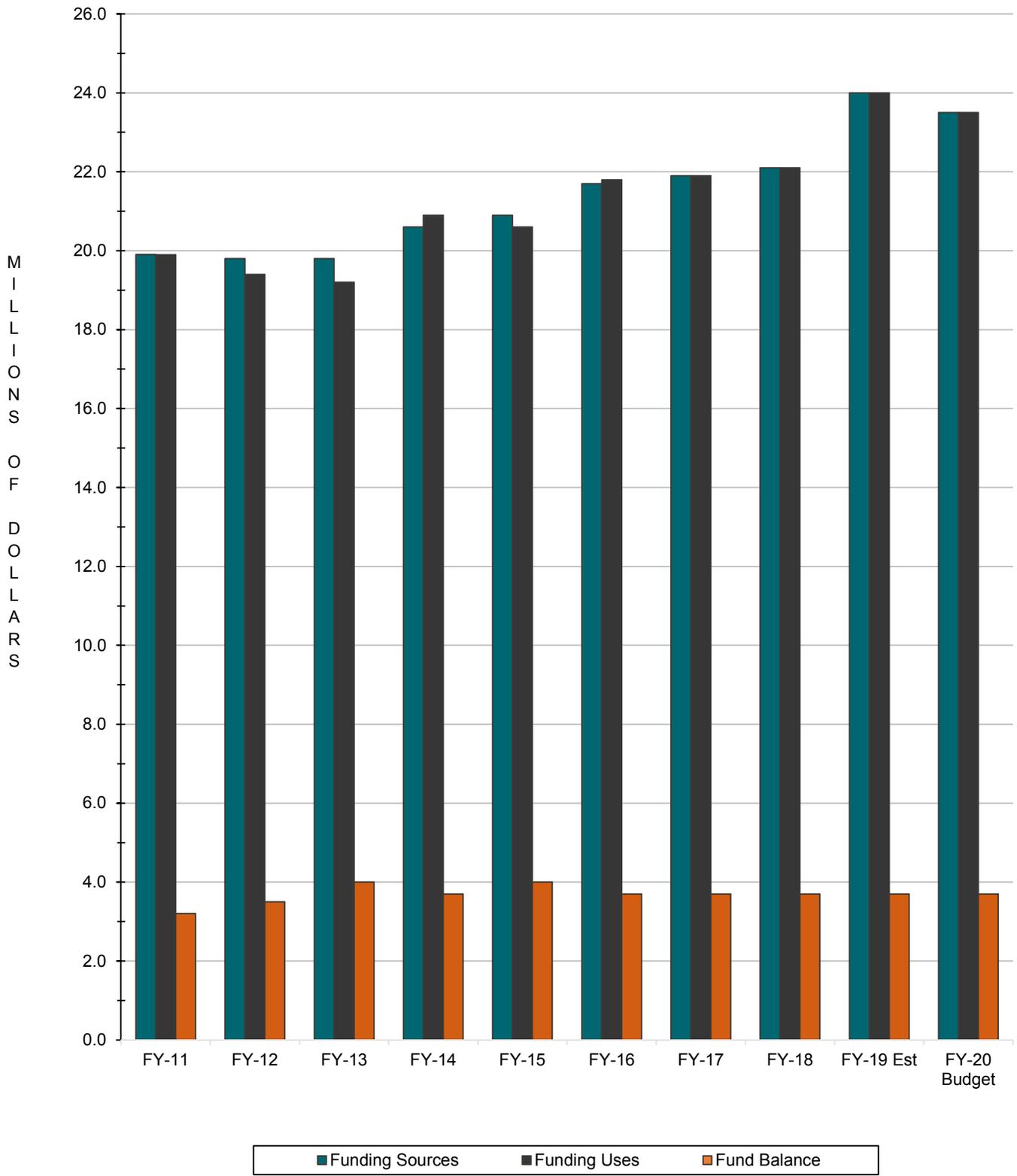
Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Estimate	FY-2020 Adopted	FY-19 Amended to FY-20
<u>Management & Administration</u>						
City Council	253,008	216,229	219,678	208,290	238,354	8.5%
City Manager	346,294	427,414	353,288	355,057	467,199	32.2%
Elections / Voter Registration	86,756	54,096	91,035	102,355	74,627	-18.0%
City Attorney	193,553	221,307	193,600	238,600	238,600	23.2%
City Clerk	291,492	264,571	327,087	298,903	294,799	-9.9%
Human Resources	328,559	460,319	377,044	370,235	444,118	17.8%
Board & Commissions	6,970	6,725	9,002	7,272	12,176	35.3%
Economic Devel. Assistance	61,789	70,651	66,157	60,947	60,359	-8.8%
Human Relations Commission	74,374	99,347	136,299	119,484	123,468	-9.4%
International Relations Commission	35,336	32,110	35,900	37,901	46,376	29.2%
Youth Services	23,422	28,000	37,916	32,315	39,460	4.1%
Contingencies Appropriation	-	-	286,336	50,000	580,232	102.6%
Function Subtotal	1,701,553	1,880,769	2,133,342	1,881,359	2,619,768	22.8%
<u>Fiscal Services</u>						
Finance Office	524,025	545,881	611,670	601,526	620,753	1.5%
Independent Audit	42,670	47,914	46,350	45,210	50,225	8.4%
Property Assessing Office	411,364	405,934	472,064	454,529	462,741	-2.0%
Treasurer's Office	177,271	177,240	201,926	200,202	208,724	3.4%
Unallocated Insurance	87,808	88,249	90,000	86,900	90,000	0.0%
Transfers to Other Funds	1,607,438	1,200,049	566,650	1,233,315	310,000	-45.3%
Function Subtotal	2,850,576	2,465,267	1,988,660	2,621,682	1,742,443	-12.4%
<u>Public Safety</u>						
Management	786,142	760,696	838,485	834,670	881,640	5.1%
Police Division	6,630,268	6,696,139	6,961,853	6,836,618	7,179,682	3.1%
Fire Division	2,839,248	2,821,910	3,876,009	3,844,945	3,027,657	-21.9%
Facilities	360,232	380,859	379,620	402,390	421,925	11.1%
Function Subtotal	10,615,890	10,659,604	12,055,967	11,918,623	11,510,904	-4.5%
<u>Transportation</u>						
Street Division	1,009,484	1,083,294	1,155,639	1,203,298	1,223,867	5.9%
Transportation Mgmt/Engineering	165,410	199,468	251,827	218,269	250,215	-0.6%
Function Subtotal	1,174,894	1,282,762	1,407,466	1,421,567	1,474,082	4.7%

GENERAL FUND

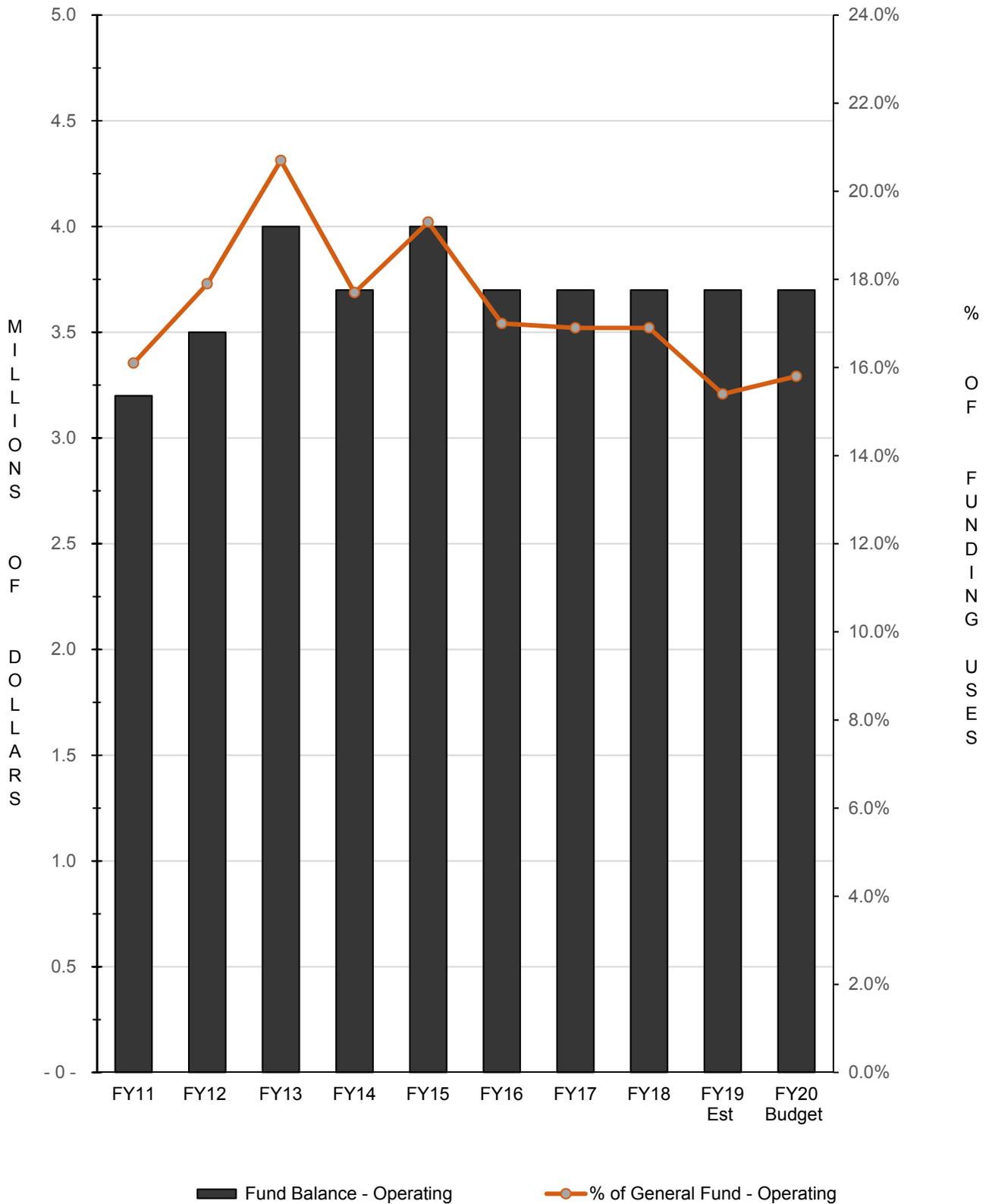
OPERATING - FUNDING USES BY FUNCTION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Estimate	FY-2020 Adopted	FY-19 Amended to FY-20
<u>Community & Neighborhood Services</u>						
Planning & Zoning	141,572	164,796	285,172	291,802	332,390	16.6%
Environmental Health & Inspections	402,648	400,936	434,182	429,998	441,423	1.7%
Construction Inspections	615,223	620,752	708,022	723,440	787,787	11.3%
Social Assistance	30,000	40,000	40,000	40,000	40,000	0.0%
Housing & Neighborhoods	221,582	234,338	257,018	242,850	141,439	-45.0%
Function Subtotal	<u>1,411,025</u>	<u>1,460,822</u>	<u>1,724,394</u>	<u>1,728,090</u>	<u>1,743,039</u>	1.1%
<u>Parks & Recreation</u>						
City Hall	186,876	168,208	185,115	210,891	266,519	44.0%
Cemetery	512,184	516,987	528,622	526,166	536,319	1.5%
Parks & Recreation Administration	58,072	61,808	65,500	65,316	66,477	1.5%
Recreation	1,049,459	1,130,253	1,119,055	1,180,338	1,265,697	13.1%
Parks	1,631,502	1,571,317	1,737,683	2,070,242	1,908,647	9.8%
DeGraaf Nature Center	303,247	405,168	163,045	164,137	42,215	-74.1%
Cultural Activities Assistance	108,814	108,848	109,300	109,250	109,300	0.0%
Function Subtotal	<u>3,850,154</u>	<u>3,962,589</u>	<u>3,908,320</u>	<u>4,326,340</u>	<u>4,195,174</u>	7.3%
<u>Downtown Group</u>						
8th Street Market	149,170	171,072	186,586	196,690	199,224	6.8%
Civic Center	175,326	77,422	-	-	-	0.0%
Function Subtotal	<u>324,496</u>	<u>248,494</u>	<u>186,586</u>	<u>196,690</u>	<u>199,224</u>	6.8%
Total Funding Uses	<u>\$ 21,928,588</u>	<u>\$ 21,960,307</u>	<u>\$ 23,404,735</u>	<u>\$ 24,094,351</u>	<u>\$ 23,484,634</u>	0.3%
Change from Previous Year	0.4%	0.1%	6.6%	9.7%	-2.5%	

GENERAL FUND



GENERAL FUND - FUND BALANCE





Holland
MICHIGAN

SUMMARY OF ALL GROUPS

Description	FY-2020 Adopted Budget
- - FUNDING USES ACROSS FUNDS - -	
FUND TYPES -	
General	\$ 23,759,634
Permanent	20,500
Special Revenue	10,461,177
Debt Service	8,192,074
Capital Projects	5,366,000
Enterprise	121,494,221
Internal Service	14,029,941
Component Unit	2,476,668
FUND TYPE - TOTALS	\$ 185,800,215
- - FUNDING SOURCES & USES - -	
FUNDING SOURCES -	
Taxes & Special Assessments	19,304,434
Licenses & Permits	836,650
Intergovernmental	11,173,653
Charges for Services	138,289,707
Fines & Forfeits	155,600
Interest & Rents	6,065,623
Other	12,673,686
Transfers In	13,480,890
TOTAL SOURCES	\$ 201,980,243
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 26,386,544
* Benefits - Includes NonWorking Wages	12,258,703
* Mandatory Employer Costs	2,275,128
Other Current Expenditures -	
* Supplies / Maintenance	11,042,564
* Contractual	9,077,659
* Utility Production	41,062,637
* Other	16,845,590
Capital Outlay	13,086,113
Debt Service Payments	
* Principal Maturities	9,153,433
* Interest & Fee Payments	8,561,700
Transfers Out	13,480,890
Depreciation Expense	21,989,022
Contingencies	580,232
TOTAL USES	\$ 185,800,215
Personnel Services Total Amount	
	\$ 40,920,375
* Full-Time Positions	362.75
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	57.15

SUMMARY OF ALL GROUPS

	General Fund Unallocated	Debt Service Funds	Total Excluded from Groups	Ten Groups	Grand Total
- - FUNDING USES ACROSS FUNDS - -					
FUND TYPES -					
General	\$ -	\$ -	\$ -	\$ 23,759,634	\$ 23,759,634
Permanent	-	-	-	20,500	20,500
Special Revenue	-	-	-	10,461,177	10,461,177
Debt Service	-	8,192,074	8,192,074	-	8,192,074
Capital Projects	-	-	-	5,366,000	5,366,000
Enterprise	-	-	-	121,494,221	121,494,221
Internal Service	-	-	-	14,029,941	14,029,941
Component Unit	-	-	-	2,476,668	2,476,668
FUND TYPE - TOTALS	<u>\$ -</u>	<u>\$ 8,192,074</u>	<u>\$ 8,192,074</u>	<u>\$ 177,608,141</u>	<u>\$ 185,800,215</u>
- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Taxes & Special Assessments	9,714,315	5,269,312	14,983,627	4,320,807	19,304,434
Licenses & Permits	1,200	-	1,200	835,450	836,650
Intergovernmental	4,237,987	-	4,237,987	6,935,666	11,173,653
Charges for Services	58,500	-	58,500	138,231,207	138,289,707
Fines & Forfeits	-	-	-	155,600	155,600
Interest & Rents	265,000	36,405	301,405	5,764,218	6,065,623
Other	1,000	1,897,891	1,898,891	10,774,795	12,673,686
Transfers In	6,263,750	601,529	6,865,279	6,615,611	13,480,890
TOTAL SOURCES	<u>\$ 20,541,752</u>	<u>\$ 7,805,137</u>	<u>\$ 28,346,889</u>	<u>\$ 173,633,354</u>	<u>\$ 201,980,243</u>
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working		-	-	26,386,544	26,386,544
* Benefits - Includes NonWorking Wages		-	-	12,258,703	12,258,703
* Mandatory Employer Costs		-	-	2,275,128	2,275,128
Other Current Expenditures -					
* Supplies / Maintenance		-	-	11,042,564	11,042,564
* Contractual		-	-	9,077,659	9,077,659
* Utility Production		-	-	41,062,637	41,062,637
* Other		500	500	16,845,090	16,845,590
Capital Outlay			-	13,086,113	13,086,113
Debt Service Payments					
* Principal Maturities		6,084,790	6,084,790	3,068,643	9,153,433
* Interest & Fee Payments		2,098,784	2,098,784	6,462,916	8,561,700
Transfers Out		8,000	8,000	13,472,890	13,480,890
Depreciation Expense		-	-	21,989,022	21,989,022
Contingencies		-	-	580,232	580,232
TOTAL USES	<u>\$ -</u>	<u>\$ 8,192,074</u>	<u>\$ 8,192,074</u>	<u>\$ 177,608,141</u>	<u>\$ 185,800,215</u>

Note - The summary excludes the Act 99 Purchase Agreement Rental Receipt & Debt Payment of \$335,681 as this amount is already included in the Taxation & Cash Control Fund Taxes (Sources) and Principal/Interest Maturities (Uses).

SUMMARY OF ALL GROUPS

Description	General Fund	HBPW Utility Funds	All Other Funds	FY-2020 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 9,714,315	\$ -	\$ 9,590,119	\$ 19,304,434
Licenses & Permits	754,300	-	82,350	836,650
Intergovernmental	4,313,987	-	6,859,666	11,173,653
Charges for Services	1,715,395	130,904,905	5,669,407	138,289,707
Fines & Forfeits	155,600	-	-	155,600
Interest & Rents	523,700	3,095,717	2,446,206	6,065,623
Other	7,600	207,518	12,458,568	12,673,686
Transfers In	6,299,737	-	7,181,153	13,480,890
TOTAL SOURCES	\$ 23,484,634	\$ 134,208,140	\$ 44,287,469	\$ 201,980,243
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 10,650,272	\$ 12,771,183	\$ 2,965,089	\$ 26,386,544
* Benefits - Includes NonWorking Wages	4,723,835	6,347,690	1,187,178	12,258,703
* Mandatory Employer Costs	803,750	1,176,586	294,792	2,275,128
Other Current Expenditures -				
* Supplies / Maintenance	1,182,361	7,064,275	2,795,928	11,042,564
* Contractual	1,185,515	4,525,377	3,366,767	9,077,659
* Utility Production	-	41,062,637	-	41,062,637
* Other	3,612,969	2,502,870	10,729,751	16,845,590
Capital Outlay	110,700	3,927,013	9,048,400	13,086,113
Debt Service Payments				
* Principal Maturities	-	3,068,643	6,084,790	9,153,433
* Interest & Fee Payments	-	6,462,916	2,098,784	8,561,700
Transfers Out	910,000	7,656,276	4,914,614	13,480,890
Depreciation Expense	-	20,505,164	1,483,858	21,989,022
Contingencies	580,232	-	-	580,232
TOTAL USES	\$ 23,759,634	\$ 117,070,630	\$ 44,969,951	\$ 185,800,215

- - STAFFING - -

Personnel Services Total Amount	\$ 16,177,857	\$ 20,295,459	\$ 4,447,059	\$ 40,920,375
* Full-Time Positions				362.75
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				57.15



Holland
MICHIGAN

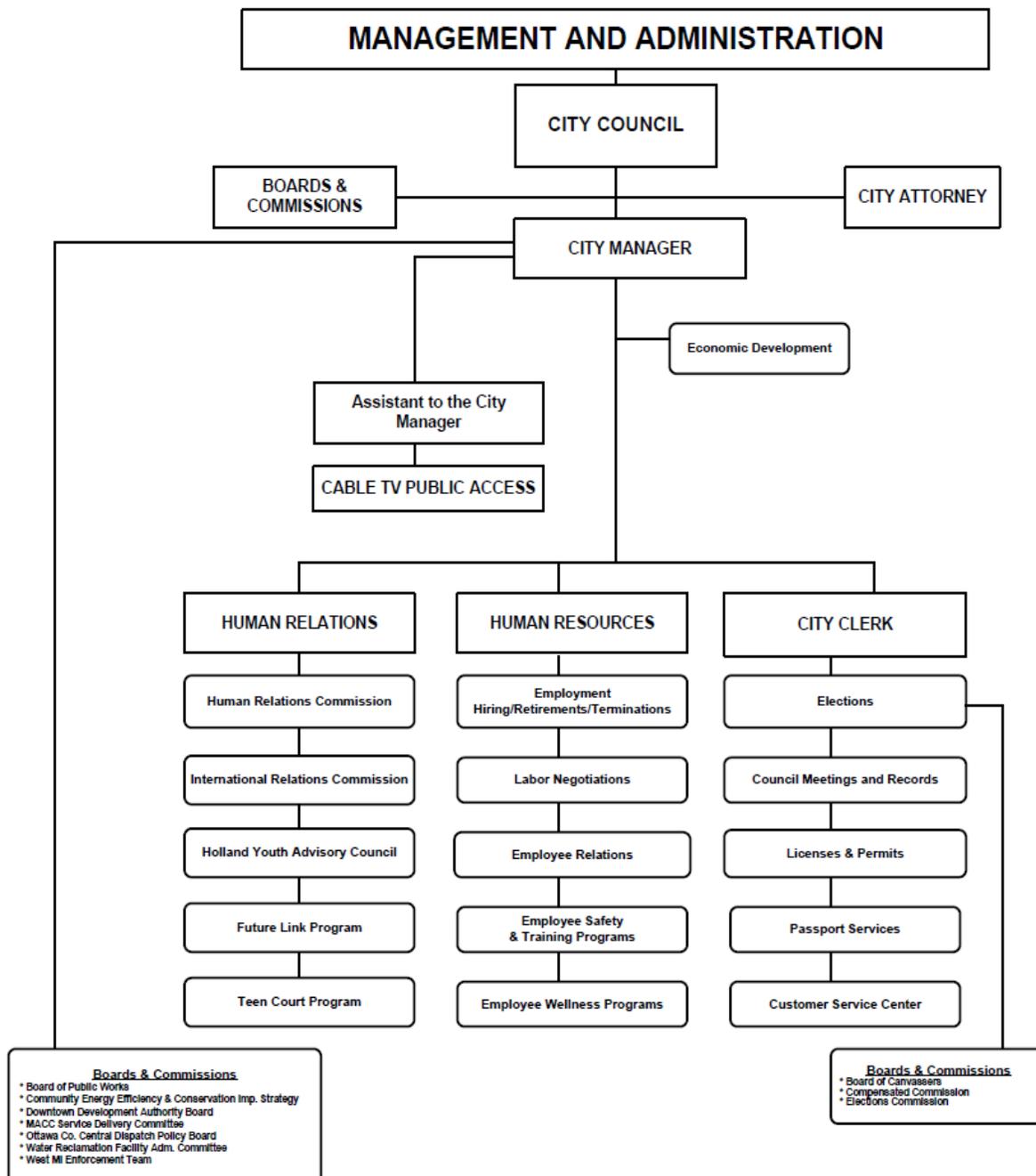
MANAGEMENT & ADMINISTRATION

INTRODUCTION

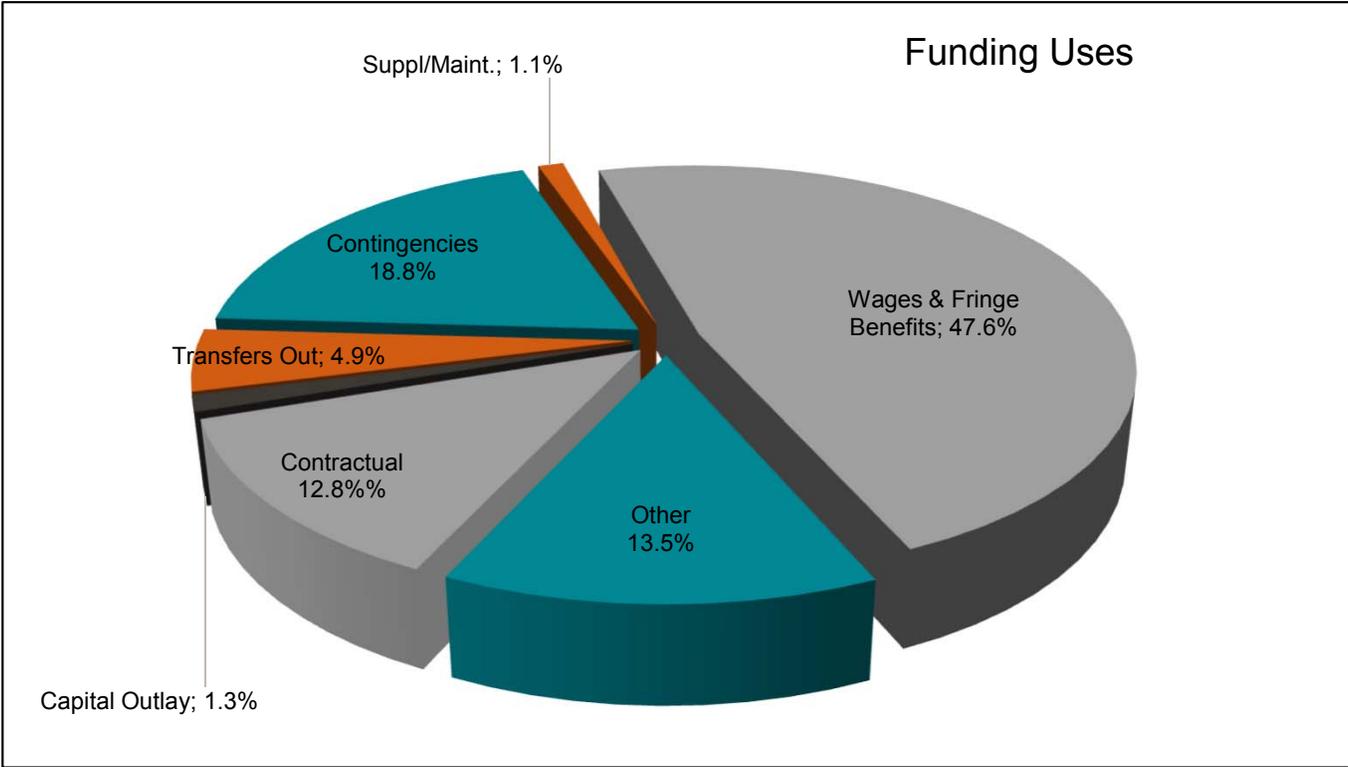
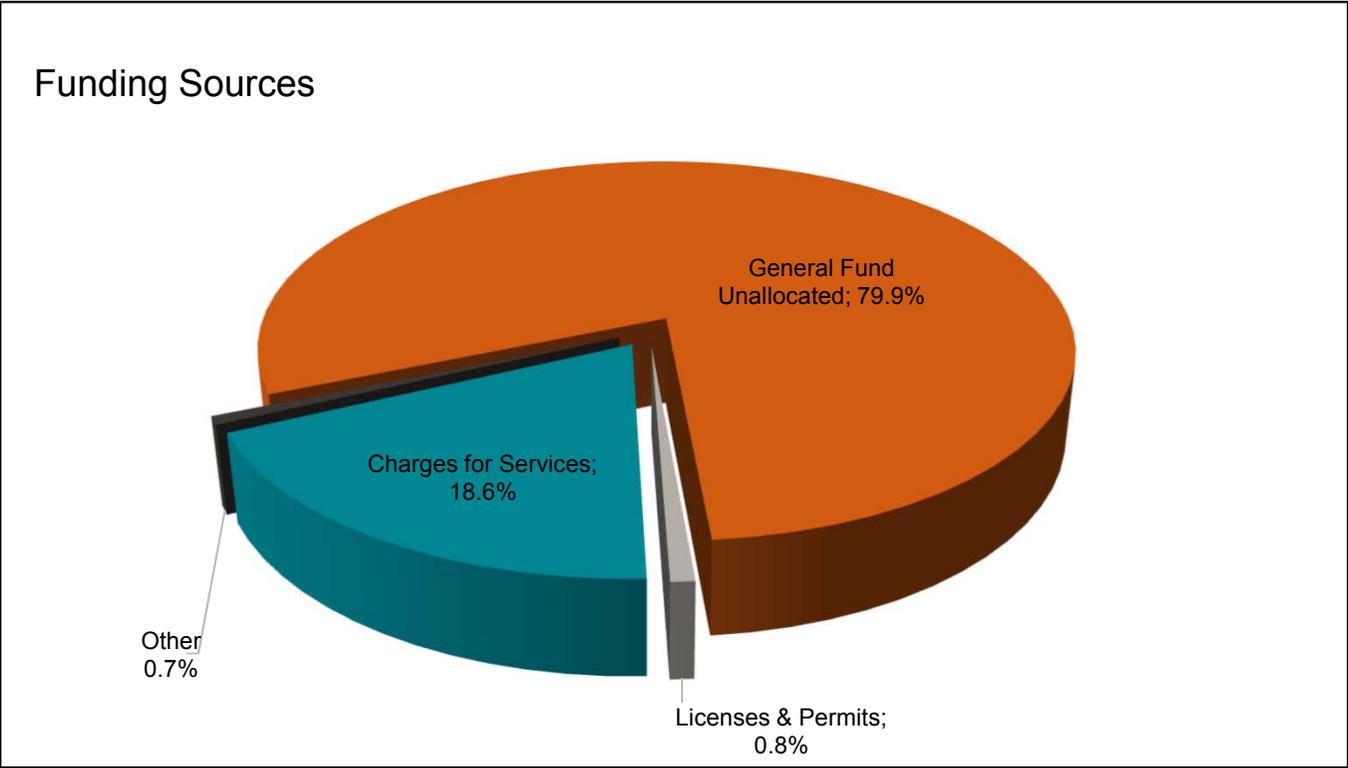
The City Manager is appointed by City Council. He is the Chief Administrative Officer for the City and is responsible for the Management and Administration group shown below. This group is responsible for the implementation of legislative responsibilities through adoption of ordinances and establishment of policies. This includes communications to citizens and overall management of the general city and its employees.

For more information please visit: <https://www.cityofholland.com/generalpage/management-administrative-services>

GROUP ORGANIZATION CHART



MANAGEMENT & ADMINISTRATION



MANAGEMENT & ADMINISTRATION

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,701,553	\$ 1,880,769	\$ 2,133,342	\$ 1,881,359	\$ 2,619,768
Special Revenue	471,948	481,337	473,608	648,767	468,366
TOTAL FUND TYPE	\$ 2,173,501	\$ 2,362,106	\$ 2,606,950	\$ 2,530,126	\$ 3,088,134

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ 989	\$ -	\$ -	\$ -
Licenses & Permits	25,607	25,221	25,000	25,000	25,000
Charges for Services	542,713	563,716	566,200	575,300	574,700
Interest & Rents	2,008	3,744	2,200	3,400	3,000
Other	170	3,933	7,000	1,000	3,000
Transfers In	4,234	3,563	14,715	14,715	15,487
TOTAL SOURCES	\$ 574,732	\$ 601,166	\$ 615,115	\$ 619,415	\$ 621,187

FUNDING USES -

Personnel Services -					
* Salaries & Wages - Working	\$ 789,225	\$ 837,737	\$ 949,095	\$ 929,588	\$ 998,530
* Benefits - Incl. NonWorking Wages	236,910	336,284	310,060	326,330	388,320
* Mandatory Employer Costs	61,530	70,237	78,876	76,140	83,198
Other Current Expenditures -					
* Supplies / Maintenance	59,013	43,577	44,000	36,745	34,400
* Contractual Expenditures	382,013	484,883	331,950	368,700	397,300
* Other	390,735	373,479	419,633	362,423	416,754
Capital Outlay	19,075	15,909	12,000	14,200	39,400
Transfers Out	235,000	200,000	175,000	366,000	150,000
Contingencies	-	-	286,336	50,000	580,232
TOTAL USES	\$ 2,173,501	\$ 2,362,106	\$ 2,606,950	\$ 2,530,126	\$ 3,088,134

- - STAFFING - -

Personnel Services Total Amount	\$ 1,087,665	\$ 1,244,258	\$ 1,338,031	\$ 1,332,058	\$ 1,470,048
* Full-Time Positions	9.25	10.50	11.50	10.55	11.55
* Part-Time Positions @ F.T.E.	6.70	5.95	7.30	6.65	6.10
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00	9.00

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

DESCRIPTION

Serves as the legislative branch of the Holland City government; establishing final policy decisions affecting City government using a cooperative effort with the Holland Board of Public Works, citizen advisory commissions, special task forces and neighborhood organizations. Works to develop a strong residential, commercial and industrial network to enhance and sustain the social, economic and cultural quality of life for citizens. Participates in the Macatawa Area Coordinating Council to continue strengthening cooperation of the Holland/Zeeland area governmental units.

ACTION PLAN

FY 2019

In order to identify priorities to give direction to staff, Council members vote on their highest priorities each year at an annual Advance event. The City Council held its 2018 Advance on Saturday, January 27, 2018. The priorities that received support via a modified dotocracy process were:

Rank	Priorities (0 – 5 Points System)	
1	James DeYoung Property Vision Development	35
2	City Manager	34
3	Operations and Maintenance Funding for Snowmelt – Residential Arteries	29
3	Maintenance of Facilities	29
5	Staffing Study Recommendations	28
5	Public Safety Resources, Staff and Equipment	28
5	Continued Long-Term Financial Planning	28
5	Senior Leadership Succession Planning	28
5	Community-Wide Inclusion and Diversity	28
10	Growhouse Final Plan	27
11	Consider a Housing Commission or Task Force, Including Regional Representation	26

- James DeYoung Vision Development.
 - Council established a structure to manage the “Waterfront Holland” process, and the community has been effectively engaged to determine a vision and principles for the Holland waterfront of the future.
 - Budget is being utilized, both at City and BPW, to facilitate this process.
- City Manager.
 - Council hired a new city manager and Keith Van Beek began his duties in April 2018.
 - Governance training was completed with a consultant through the summer and fall.
- Operations and Maintenance Funding for Snowmelt (\$50,000).
 - Council adopted a new policy regarding snowmelt operations in residential areas.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

- Maintenance of Facilities.
 - MCIF dollars were set aside and being used to improve and maintain facilities.
 - Staffing changes to designate a supervisor and coordination of staff at all facilities.
- Staffing Study Recommendations.
 - Completed implementation of a majority of MOSES recommendations and made a full report to Council.
- Public Safety Resources, Staff and Equipment.
 - Council approved recommended plan to provide additional funding and purchase fire aerial truck in FY 2020.
- Continued Long-Term Financial Planning.
 - Continue to evaluate current trends and focus revenue and expenditure management towards long-term issues.
- Senior Leadership Succession Planning.
 - Continued priority of Human Resources and department directors, with several areas of success.
- Community-Wide Inclusion and Diversity.
 - Human Relations Department successfully completed 13 feedback loops on inclusion. Presented to Council and will continue to implement findings and feedback from those conversations across City services.
- Growhouse Final Plan.
 - New growhouse approved by Council and being constructed.
- Consider a Housing Commission or Task Force with Regional Representation.
 - Moving forward with Housing Policy documents at the City and strong relationship with Housing Next in these efforts.
 - Working closely with Housing Next, Ottawa County and possibly MACC to evaluate options for making housing a regional and not just a city priority.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

FY 2020

In order to identify priorities to give direction to staff, Council members vote on their highest priorities each year at an annual Advance event. The City Council held its 2019 Advance on Saturday, January 26, 2019. Priorities receiving support via a weighted scoring process were:

City Council Advance				
January 26, 2019				
Category Ranking				
Broad Category	Weighted Vote	Objective	# of Votes	Weighted Vote
Financial	34	Long-Term 50-Year Municipal Capital Improvement Fund	8	106
		Grow Tax Base	7	105
		Economic Development - Comprehensive Plan	5	78
		Housing Policy / Abatements - Includes Affordable Housing	5	73
		Pension OPEB Plans	3	54
		Business Abatements	3	40
		Fiscal Policies - Cash Reserve Policy and More	2	31
		Tax Rate (Freeze)	1	18
Connections with Stakeholders	20	Regional Partnerships	7	88
		Diversity and Inclusion - LGBTQ+	3	50
		Provision of Fire Services	2	34
		Communications with Schools	4	30
		Community Policing	3	29
		Citizen Leadership Academy	5	26
		Increase Civic Engagement	2	21
		Regional Consortium - Housing /Transportation/Other	4	20
		Process for Requests / Support from Council	3	16
		Neighborhood Connectors	2	11
		Utilities Into Townships	2	10
		Water Trails	2	5
		Promote and Market Holland	1	3
Organization	19	Review Committees and Purpose	8	88
		Evaluate Boards and Commissions - Recruit / Membership	6	55
		Governance Training - Complete / Continued, Ongoing Funding	5	42
		MOSES Study	4	38
		Council: Training, Budget for Community Events	4	33
		Staff Performance Evaluation Program	3	29
		Staff Training (Cultural Intelligence, Safety, Succession, etc.)	2	21
		City Council Policy Development	2	18
		Artificial Intelligence - Monitor and Keep Pace	1	14
Services / Livability	17	Downtown Development	6	109
		Future of Downtown - Space Making, Retail, Parking, etc.	6	79
		Redevelopment: UDO	5	73
		Ice Rink	4	41
		Snowmelt Planning and Funding	5	40
		Waterfront Holland	6	38
		Broadband Evaluation	5	38
		Recreation - Parks Plan - Accessibility	4	34
		Recycling	5	33
		Community Energy Plan: Coordinate Strategy/Next Steps	5	31
		Neighborhood Community Centers	2	29
		Bike Share	2	28
		US-31 Corridor	3	27
		Multimodal Transportation: Plan Expansion	3	26
		Greenhouse Solution	4	24
		Recreation Center	2	24
		Dog Park	3	22
		Tree Canopy	2	18
		Centennial Christmas Lights	1	18
		Electric Plan Guidance / Support	2	11
		Sidewalk and Streets - Maintenance and Infrastructure	2	9
		Stormwater / Water Quality	0	0
		Holland Civic Center Place - Monitor / Evaluate	0	0

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Number of Regular Scheduled Legislative Sessions	24	24	24	24
	Number of Special Called Legislative Sessions	5	4	5	5
	Number of Study Sessions	24	21	20	24
	Number of Council Actions (Calendar Year)	716	739	717	720
	Number of Ordinances Adopted	19	51	36	43
	*Facebook Posts on Legislative-Policy-Related	8	8	4	5
	Post Reach (Post is Viewed in Users Newsfeed)	20,091	22,000	22,500	23,000

*Data from Public Information Coordinator

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-	
General Fund Unallocated Revenue		253,008		216,229		219,678		208,290	238,354
TOTAL SOURCES	\$	253,008	\$	216,229	\$	219,678	\$	208,290	\$ 238,354

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	68,409	\$	70,410	\$	70,900	\$	70,200	\$	74,650
* Benefits - Incl. NonWorking Wages		4,595		3,807		3,543		4,149		4,693
* Mandatory Employer Costs		5,776		5,416		5,487		5,451		5,851

Other Current Expenditures -

* Supplies / Maintenance		3,262		2,248		2,200		750		1,400
* Contractual		12,078		14,880		8,000		7,000		28,000
* Other		158,888		119,468		129,548		120,740		123,760

TOTAL USES	\$	253,008	\$	216,229	\$	219,678	\$	208,290	\$	238,354
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- - STAFFING - -

Personnel Services Total Amount	\$	78,780	\$	79,633	\$	79,930	\$	79,800	\$	85,194
* Full-Time Positions		0.20		0.20		0.20		0.20		0.20
* Elected Officials		9.00		9.00		9.00		9.00		9.00

MANAGEMENT & ADMINISTRATION

CITY MANAGER

DESCRIPTION

Improves the service and program capabilities of the City organizations through effective and efficient forecasting and planning of financial, staffing and material needs. Assists City Council in developing the services and program needs; implements the services and programs through continual evaluation of the organization and structure of the City while monitoring and coaching performance to maximize livability in the City of Holland.

ACTION PLAN

FY 2019

- Holland Civic Center Place (HCCP).
 - Completion of building construction and site improvements. (Project completed)
 - Establish initial programming. (HCCP Board in place and VenuWorks Management operating)
- Organization.
 - New City Manager in place.
 - Assistant to the City Manager Matt VanDyken promoted to Assistant City Manager.
 - Hired City Clerk Kathy Mitchell, working on new recommendation moving forward.
 - Have budget for Deputy and transition plan for Finance Director, to be implemented when Finance Director establishes retirement date.
 - Aligned Downtown organization under Assistant City Manager, have budget for coordinator position.
 - Snowmelt Policy adopted by Council, and plan for capital funding downtown being pursued.
 - Success legislatively in getting PPT error fixed, still closely monitoring risk of additional PPT losses.
- James DeYoung/waterfront/north downtown area planning effort.
 - Waterfront Holland planning process significantly underway.
 - Capital snowmelt funding plan for downtown being pursued.
 - Downtown Traffic Study completed.
 - Engineering for 6th Street reconstruction underway.
- Renovation/transformation of greenhouse.
 - Growhouse approved by Council and being constructed.
 - Working with Evergreen Commons on possibilities for greenhouse.
- Significantly increase minority representation on Boards/Commissions/Committees.
 - We will resume tracking this information.

FY 2020

- Develop and implement Council Strategic and Business Plan.
- Bring back for Council approval Governance Framework and Process Manual.
- Onboard new Assistant to the City Manager.
- Complete retrofit of Mayor / Manager Office suite, including new furniture in the training room.
- Adopt and begin implementation of Housing Policy documents.
- Implement review of boards / commissions / committees with report and recommendations back to Council.
- Implement improvements to Municipal Capital Improvement Fund planning.
- Build regional partnerships and present to Council opportunities to further collaborate.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY MANAGER

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		346,294		427,414		353,288		355,057	467,199	
TOTAL SOURCES	\$	346,294	\$	427,414	\$	353,288	\$	355,057	\$	467,199

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	197,932	\$	190,602	\$	197,675	\$	204,350	\$	267,250
* Benefits - Incl. NonWorking Wages		77,373		70,999		102,593		106,565		139,238
* Mandatory Employer Costs		16,584		17,562		17,795		18,665		22,961

Other Current Expenditures -

* Supplies / Maintenance		3,200		3,880		3,000		800		1,450
* Contractual		417		100,234		1,000		1,200		5,000
* Other		50,788		44,137		31,225		23,477		31,300

TOTAL USES	\$	346,294	\$	427,414	\$	353,288	\$	355,057	\$	467,199
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- - STAFFING - -

Personnel Services Total Amount	\$	291,889	\$	279,163	\$	318,063	\$	329,580	\$	429,449
* Full-Time Positions		2.05		2.35		3.35		2.45		3.45
* Part-Time Positions @ F.T.E.		0.85		0.10		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

DESCRIPTION

Conducts regular and special elections as State law and City Charter mandate, at the lowest possible cost and as effectively and accurately as possible. Process and maintain voter registrations in cooperation with the State of Michigan Qualified Voter File. Work with and in cooperation with the Ottawa and Allegan County Clerks during elections. Ensure the City of Holland City Clerk staff and City of Holland Election Inspectors receive election training.

ACTION PLAN

FY 2019

- Provide supplies, materials, voting machines and trained staff at various polling places for elections during State Primary - August 2018, General - November 2018, and Special - Holland Schools or other proposals - probable May 2019. Process voters, tabulate results and submit results to the Counties.
 - Successful elections in August and November 2018. Preparing for Holland Pool Authority Special Election in May 2019.
- Recruit inspectors from both major political parties. Train and certify all inspectors on the use of the new voting equipment. Provide additional training for inspectors on the use of the E-Poll book.
 - On-going.
 - Card sent to current inspectors for 2019 elections to request availability.
 - Training session for workers provided inhouse vs traveling to the county.
- Purchase various election equipment to replace privacy screens for all polling locations.
 - Purchased 8 privacy booths.
 - Olive Township gifted 7 privacy booths, in October.
- Maintain a strong working relationship with local schools, senior centers, and Hope College, to help with informing voters and prospective voters of all elections and procedures. Increase use of social media for elections information.
 - Complete.
 - Coordinated with League of Women Voters and Herrick Public Library.
- Coordinate more with the Allegan County Clerk.
- In collaboration with Holland Public Safety, establish safety plans at all polling locations.
 - October 1, 2018

FY 2020

- Adapt staffing and procedures to changes in election law - Proposal 3, to allow same day voter registration on election day.

MANAGEMENT & ADMINISTRATION

ELECTIONS / VOTER REGISTRATION

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Number of Registered Voters for November Election	25,250	24,993	25,028	25,000
	August	24,183	24,624	24,732	25,000
	May	24,325	24,375	25,000	25,000
	Total Number of Elections	3	3	3	4
	Regular	2	2	2	3
	Special	1	1	1	1
	Average Number of Election Workers per Precinct	5	5	5	5
	Voting Station Election Officials				
	Chairperson	16	16	16	16
	Election Worker	65	65	65	65
	Voter Turnout				
	August	5,917	3,712	6,692	-
	November	15,260	5,954	13,470	-
	February	-	-	-	-
	May	2,698	2,200	2,000	3,000
	Absentee Voters				
	* August	1,520	*68	1,607	1,000
	November	3,286	1,503	2,986	4,500
	February	-	-	-	4,500
	May	1,156	1,083	1,000	1,200
Efficiency	% Turnout per Election				
	August	24.47%	15.07%	27.06%	0.00%
	November	60.44%	23.82%	53.82%	0.00%
	February	-	-	-	-
	May	11.09%	0.00%	0.00%	0.00%

*August - Ward 3 only 68 absentee voters.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS / VOTER REGISTRATION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 10,553	\$ 13,850	\$ 15,000	\$ 15,000	\$ 15,000
General Fund Unallocated Revenue	76,203	40,246	76,035	87,355	59,627
TOTAL SOURCES	\$ 86,756	\$ 54,096	\$ 91,035	\$ 102,355	\$ 74,627

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 67,291	\$ 27,950	\$ 63,500	\$ 71,700	\$ 47,200
* Benefits - Incl. NonWorking Wages	111	19	50	100	100
* Mandatory Employer Costs	1,360	415	560	730	552

Other Current Expenditures -

* Supplies / Maintenance	8,776	8,040	8,000	8,000	8,500
* Contractual	2,940	7,376	12,000	14,800	12,000
* Other	6,278	10,296	6,925	7,025	6,275

TOTAL USES	\$ 86,756	\$ 54,096	\$ 91,035	\$ 102,355	\$ 74,627
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- - STAFFING - -

Personnel Services Total Amount	\$ 68,762	\$ 28,384	\$ 64,110	\$ 72,530	\$ 47,852
* Full-Time Positions	0.00	0.00	0.00	0.00	0.00
* Part-Time Positions @ F.T.E.	2.25	0.95	2.00	2.10	1.50

MANAGEMENT & ADMINISTRATION

CITY ATTORNEY

DESCRIPTION

Provides legal services to City Council, City staff, boards and advisory commissions; ensures City departments perform in accordance with the City Charter and Code, state statutes, federal laws and regulations. Prosecutes for City Ordinance violations and defends the City in litigations.

ACTION PLAN

FY 2019

- To provide legal advice and assistance to the risk management program, especially in regard to the Michigan Municipal League's approach to liability defense and the risk retention exposures of self-funding for insurance coverages.
- To wrap up various contested commercial property tax assessments, heard before the Michigan Tax Tribunal and / or the State Court of Appeals.
- To provide the City Council with an annual review and status report on all pending litigations.
- To provide only the level of legal services desired by the client:
 - Provide templates to enable greater customer service with less delay for re-occurring agreements.
 - Approve re-occurring contracts as to form if minimal changes are made year-to-year.
 - Reduce overall legal expenses associated with the above efficiency improvements.

FY 2020

- To provide legal advice and assistance to the risk management program, especially in regard to the Michigan Municipal League's approach to liability defense and the risk retention exposures of self-funding for insurance coverages.
- To wrap up various contested commercial property tax assessments, heard before the Michigan Tax Tribunal and / or the State Court of Appeals.
- To provide the City Council with an annual review and status report on all pending litigations.
- To provide only the level of legal services desired by the client.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY ATTORNEY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		193,553		221,307		193,600		238,600
TOTAL SOURCES	\$	193,553	\$	221,307	\$	193,600	\$	238,600

FUNDING USES -

Other Current Expenditures -

* Contractual	\$	193,553	\$	221,307	\$	193,600	\$	238,600
TOTAL USES	\$	193,553	\$	221,307	\$	193,600	\$	238,600

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CITY CLERK

DESCRIPTION

Establish, provide, and maintain administrative services as mandated by City Charter, local ordinances, state statute, City Council and the City Manager for the public and departments, boards, commissions of the City; and to preserve and protect all public documents of the City.

ACTION PLAN

FY 2019

- Hire new City Clerk Before July 1, 2018.
 - Clerk hired 8/6/18.
- Evaluate Clerk's Office.
 - In process/ongoing.
- Enhance oversight of insurance requirements in regards to contracts.
 - Clerk's office tracking COI with current staffing. Have not expanded to oversight of requirements.
- Assist all departments with records management for paper documents; conduct an accurate inventory of stored documents.
 - In process.
- Continuous education for the Deputy Clerk to obtain Masters Certification.
 - Deputy Clerk to attend Masters Certification.
- Evaluate Passport Program.
 - Saturday hours discontinued due to high number of no-shows, lack of interest and safety concerns. Program continues to bring in strong revenue, during regular business hours. With new website, will need to evaluate feasibility of on-line scheduling system.
- Hold Passport Fair at the Civic Center Place.
 - No longer feasible with daily turnout at Clerk's office and extra staffing required. In addition, concern for proper lighting for pictures and opportunity for error.

FY 2020

- Update Plat Map to be available for use online with links to property documents.
- Assist all departments with records management for paper documents; conduct an accurate inventory of stored documents.
- Continue the 50% funding of Customer Service personnel, shared with CNS, and increase services to the community and develop as central resource for all of City Hall.
- Continued education for Deputy Clerk to obtain Masters Certification.

MANAGEMENT & ADMINISTRATION

CITY CLERK

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Licenses & Applications				
	Business Licenses and Permits Issued	314	287	300	300
	Passports	1,008	2,306	2,103	2,204
	Ordinances				
	Ordinance Adopted	19	51	36	43
	Total Council Meetings - Regular, Special, & Closed	56	53	50	50
	Compensation Commission Meetings	1	-	1	-

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 25,607	\$ 25,221	\$ 25,000	\$ 25,000	\$ 25,000
Charges for Services	35,732	76,470	76,200	80,750	90,500
General Fund Unallocated Revenue	230,153	162,880	225,887	193,153	179,299
TOTAL SOURCES	\$ 291,492	\$ 264,571	\$ 327,087	\$ 298,903	\$ 294,799

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 177,166	\$ 163,065	\$ 193,247	\$ 176,900	\$ 181,000
* Benefits - Incl. NonWorking Wages	55,908	43,104	61,207	52,975	60,538
* Mandatory Employer Costs	13,878	13,548	16,263	14,960	15,066

Other Current Expenditures -

* Supplies / Maintenance	7,890	7,166	7,300	7,300	7,600
* Contractual	4,211	652	4,900	5,800	4,400
* Other	32,439	37,036	44,170	40,968	26,195

TOTAL USES	\$ 291,492	\$ 264,571	\$ 327,087	\$ 298,903	\$ 294,799
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- - STAFFING - -

Personnel Services Total Amount	\$ 246,952	\$ 219,717	\$ 270,717	\$ 244,835	\$ 256,604
* Full-Time Positions	2.00	2.00	2.00	2.00	2.00
* Part-Time Positions @ F.T.E.	2.50	2.55	2.65	2.45	2.55

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

DESCRIPTION

Provides professional leadership in all areas of Human Resources for the City of Holland. Work closely with management and employees to promote positive connection through consistent and non-bias policies and procedures, facilitating clear communication and maintaining a high level of quality performance in: employment, labor relations, safety, employee and supervisory training, benefit management and administration, employee performance evaluations, fringe benefit administration, wellness administration, position evaluations, succession planning, and numerous other priorities.

ACTION PLAN

FY 2019

- Reduce Work Related Injuries through several different avenues, such as: continued safety training and education efforts through our partnership with Holland BPW, utilizing tools through the City's Workers Compensation insurance carrier and Workplace Health provider, and tying wellness incentives to the City's safety program. All of this will involve the safety committee's efforts and initiatives. Ongoing. Estimated date of completion is May 2019.
 - The City had 23 less Workers Compensation claims, when compared to the previous calendar year, and 2 less MIOSHA recordable incidents.
 - A group of 11 employees from various City departments now make up the Central Safety Team (CST) and are implementing safety trainings onsite, purchased new safety equipment, and began communicating important safety information to all City employees via a quarterly newsletter.
 - Through the City's Worker's Compensation insurer's website, employees are now offered Wellness Program credits when safety training is completed online.
 - Human Resources is now more involved in the Parks and Recreation seasonal employee orientation process and has a strong focus on safety training, as part of this process.
- Improve the City's new hire onboarding and orientation program. This will create a consistent and positive experience for new talent and streamline our internal processes.
 - The Human Resources (HR) Team launched a new electronic onboarding tool, which includes an updated welcome video and electronically fillable new hire paperwork, for all new employees to receive once hired. This change has streamlined the onboarding process and improved efficiencies between the HR and Payroll Departments. The new hire through face to face orientation process was improved by including blood borne pathogens training as well as communicating other mandatory information. Estimated completion is January 2019.
- Implement a formal succession plan for each City Department. This customized approach will meet the unique needs of each department, as we begin to plan for the future, capitalizing the strengths and ambitions of our current employees, and identifying potential gaps throughout the organization. These gaps can help to guide our future hiring strategies and recruiting efforts.
 - A lot of work has been done in this area, but more informally than originally anticipated. The Human Resources Department has been conducting meetings with Department Directors and hiring managers to discover the needs of the departments going forward, had conversations with staff who are nearing retirement, conducted "stay interviews" for key employees, and offered some training opportunities to keep employees growing and engaged. Estimated completion is October 2019.
- Provide employees more online resources for health and wellness programming. Implement an open enrollment online tool through existing City technology, encourage and educate employees to take advantage of Priority Health web tools, such as virtual visits, MyHealth, WebMD, and offer wellness training tools and incentives.
 - The health and wellness programing have been improved over the course of the year, through a new partnership with a local wellness company, and close relationship with our medical plan

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

provider, to meet the needs and interests of City's employees. Not only have these changes made the wellness program less cumbersome, but it has also improved the compliance rate, and helped employees to engage directly with their primary care physician. The Wellness Committee continues to meet throughout the year to discuss concerns/employee feedback, ideas, and continuous improvement.

- More employees took advantage of the Priority Health web tools and the City will be hosting a MyHealth lunch and learn session in early 2019 to educate and promote these resources even more.
- We were unable to move the City's benefit open enrollment process from paper to online, due to some barriers with the current technology. We will continue to work with our payroll system provider and the City's Information Technology Department, to remove those barriers and find a way to accomplish this goal in the future.

FY 2020

- A training framework to address leadership development, succession planning, and employee engagement opportunities. This will include assessment, workforce analysis, and a customized approach to building a formal training program/curriculum. The framework will include: in-house, online, and regional training partnerships/resources. Significant increase to the training budget approximately \$30,000.
- Research and Design a cost-effective basic benefit package for City's non-seasonal part time employees, to meet the new Michigan Paid Medical Leave Act and to retain and attract part time talent. Increase the budget.
- Central Safety Team charter creation and safety program enhancements for all City employees to participate in throughout the year - ongoing. No budgetary impact.
- Build and launch an online benefit open enrollment tool, by utilizing current technology. Possible budgetary impact, but not significant.

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Number of Employees (Full-Time and Part-Time A)	176	177	181	183
	Number of New Hires (Full-time and Part-Time A)	13	14	16	17
	Number of Labor Contract Settlements	2	-	-	-
	Number of Recordable Work Compensation Claims (Calendar Year)	21	19	17	15
	Number of Lost Time Accidents (Calendar Year)	2	5	2	2
	Number of Lost Days (Calendar Year)	203	290	200	190

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		328,559		460,319		377,044		370,235
TOTAL SOURCES	\$	328,559	\$	460,319	\$	377,044	\$	370,235
				\$		370,235		\$
								444,118

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	82,606	\$	127,354	\$	147,848	\$	137,793	\$	146,980
* Benefits - Incl. NonWorking Wages		35,975		150,560		73,248		82,071		87,638
* Mandatory Employer Costs		7,779		11,580		14,117		13,140		13,943

Other Current Expenditures -

* Supplies / Maintenance		4,454		3,692		3,800		1,325		2,250
* Contractual		166,331		125,156		73,000		82,500		90,000
* Other		31,414		41,977		65,031		53,406		103,307

TOTAL USES	\$	328,559	\$	460,319	\$	377,044	\$	370,235	\$	444,118
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- - STAFFING - -

Personnel Services Total Amount	\$	126,360	\$	289,494	\$	235,213	\$	233,004	\$	248,561
* Full-Time Positions		1.60		2.60		2.60		2.60		2.60
* Part-Time Positions @ F.T.E.		0.15		0.40		0.60		0.10		0.00

MANAGEMENT & ADMINISTRATION

BOARDS AND COMMISSIONS

DESCRIPTION

Builds a robust non-appointed volunteer services program to promote volunteerism for city events and special initiatives.

ACTION PLAN

FY 2019

- Finalize orientation process and package.
 - Completed.
- Plan one “Thank You” volunteer appreciation event.
 - Pending.

FY 2020

- Formalize volunteer orientation.
- Build more robust plan to recruit for boards and commission.
- Neighborhood Citizen “Learn About Your City Boards & Commissions”.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	CVS Boards/Project/Program Volunteers				
	Boards and Commissions Volunteers	220	208	235	235
	Females	80	83	80	85
	Minorities	25	23	25	25
	DeGraaf Nature Center Volunteers	200	200	150	200
	Teen Court Coordinator, Jurors and Assistants	70	*	90	90
	Victims Services Unit	18	*	20	20
	Recreation Dept. Volunteers	260	389	280	280
	Youth Council Volunteers	55	*	40	40
	*Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	125	*	125	125
	Total	948	797	940	990
	CVS/Boards/Project/Program Hours				
	Boards and Commissions	4,950	2,274	5,000	2,323
	DeGraaf Nature Center Volunteers	1,110	200	1,200	200
	Teen Court Coordinator, Jurors and Assistants	150	*	400	400
	Victims Services Unit Volunteers	560	*	400	400
	Recreation Dept. Volunteers	3,350	6,734	4,480	4,480
	Youth Council Volunteers	920	*	650	650
	*Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	750	475	750	475
	Total	11,790	9,683	12,880	8,928

* All Data is estimated: Employee turnover

* DeGraaf Nature Center is now managed by Outdoor Discovery Center

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		6,970		6,725		9,002		7,272
TOTAL SOURCES	\$	6,970	\$	6,725	\$	9,002	\$	7,272
			\$		\$		\$	12,176

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	4,204	\$	3,999	\$	4,200	\$	4,300	\$	4,400
* Benefits - Incl. NonWorking Wages		2,298		1,904		2,121		2,093		2,347
* Mandatory Employer Costs		322		298		356		354		379

Other Current Expenditures -

* Supplies / Maintenance		2		101		400		-		700
* Contractual		-		40		900		-		1,000
* Other		144		383		1,025		525		3,350

TOTAL USES	\$	6,970	\$	6,725	\$	9,002	\$	7,272	\$	12,176
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- - STAFFING - -

Personnel Services Total Amount	\$	6,824	\$	6,201	\$	6,677	\$	6,747	\$	7,126
* Full-Time Positions		0.10		0.10		0.10		0.10		0.10
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

ECONOMIC DEVELOPMENT ASSISTANCE

DESCRIPTION

Fosters an environment where businesses desire to locate, expand and remain; providing quality of life that is attractive to area businesses' existing and potential employees Collaborates with area organizations to provide a strong and dynamic region from an economic perspective, utilizing the financial tools available to the City to retain and attract businesses. Offers a diverse economic base that is responsive to the inevitable changes in the marketplace. Establishes a local point of contact in City Hall who is actively in communication with the City's businesses and works to assist small businesses and start-ups.

ACTION PLAN

FY 2019

- To continue collaboration and support of Lakeshore Advantage to enhance economic opportunity in the City and area. (\$50,000).
 - The partnership with Lakeshore Advantage remains strong and is the primary investment and strategy of the City in economic development.
- Provide in kind fiscal services to Lakeshore Advantage and the LDFA/SmartZone including accounting, coordination of the audit, funds management and coordination of insurance coverage. (No out of pocket costs are anticipated)
 - Maintaining these in-kind services for the LDFA/SmartZone is an appropriate and strategic way to stay connected with the activities of the SmartZone and monitor opportunities to use the SmartZone to the benefit of the City.
- To work with the Community & Neighborhood Services Department and the City Manager's Office to become a Redevelopment Ready Community (RRC) including updates to the Master Land Use Plan and Zoning Ordinance.
 - The work towards RRC status continues, as does work on the Unified Development Ordinance (UDO) which both position the City for further development and additions to our tax base.

FY 2020

- Continue our collaboration and further strengthen our partnership with Lakeshore Advantage. Develop an annual reporting opportunity for Lakeshore Advantage to present on their work representing the City, perhaps when approving the contract for their services appropriated at \$50,000.
- Continue providing in-kind fiscal services supporting the LDFA/SmartZone including; accounting, coordination of the audit, funds management and coordination of insurance coverage.
- Complete work with the Community & Neighborhood Services Department to become a Redevelopment Ready Community.
- Complete the hire and on-boarding of a new Assistant to the City Manager position. This position will assist in the area of economic development, partnering with Lakeshore Advantage to have a local point of contact for business and address any gaps that might exist in supporting our business community.
- With the assistance of Lakeshore Advantage, further analyze and take advantage of Opportunity Zone designations as a financial tool to retain and attract business investments.
- Complete a review of existing policies related to financial tools and abatement programs available for business.

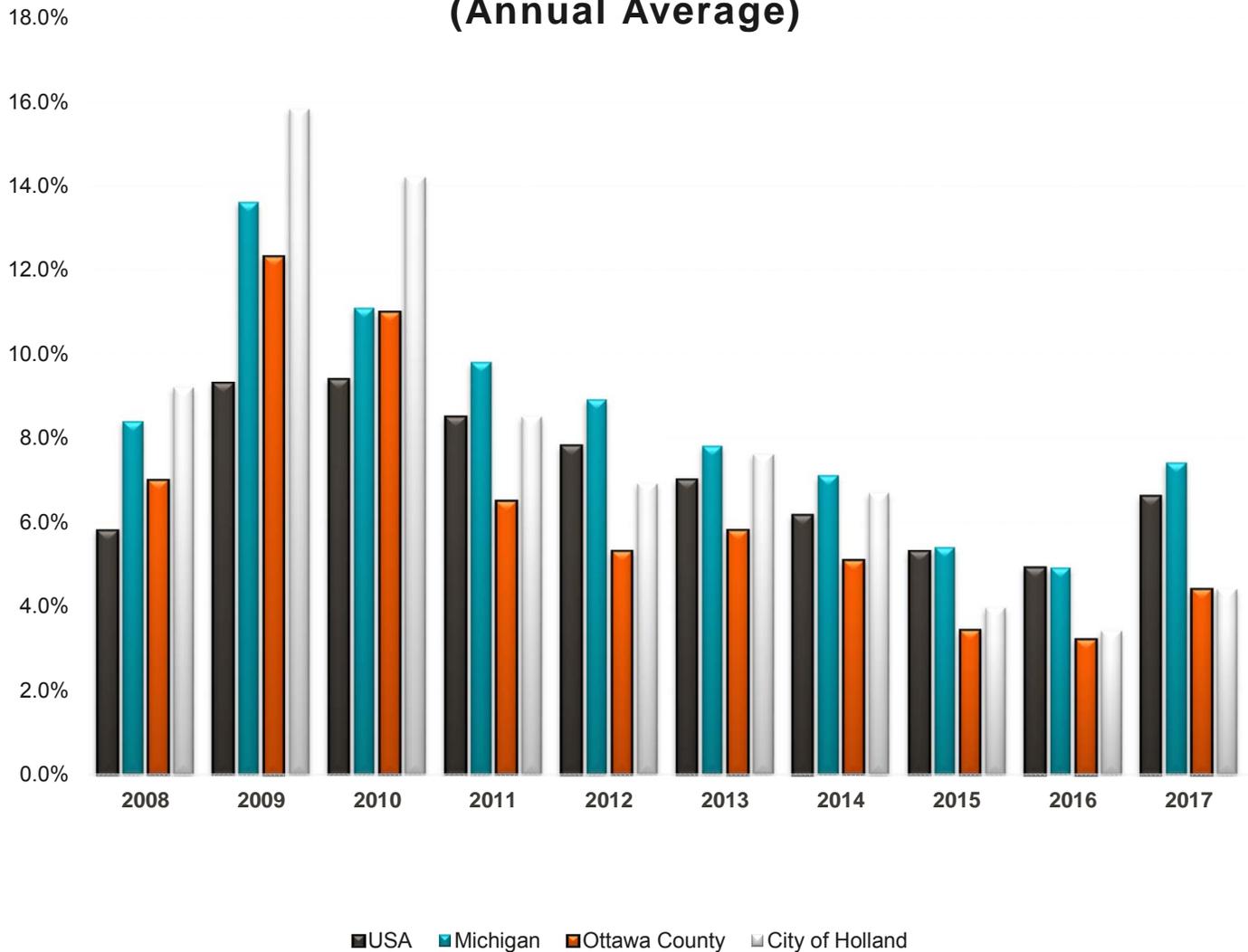
MANAGEMENT & ADMINISTRATION

ECONOMIC DEVELOPMENT ASSISTANCE

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Brownfield Projects Adopted / Amended	2	2	2	2
	Brownfield Projects Actively Capturing Tax Dollars	9	10	11	13
	Tax Abatement Projects	5	5	9*	5
	Neighborhood Enterprise Zones Created	2	2	0	0

* 2 transfers

Comparison of Unemployment Rates (Annual Average)



MANAGEMENT & ADMINISTRATION

GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 11,450	\$ 5,200	\$ 4,300	\$ 13,350	\$ 3,000
Transfers In	4,234	3,563	14,715	14,715	15,487
General Fund Unallocated Revenue	46,105	61,888	47,142	32,882	41,872
TOTAL SOURCES	\$ 61,789	\$ 70,651	\$ 66,157	\$ 60,947	\$ 60,359

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 4,981	\$ 5,498	\$ 5,150	\$ 5,100	\$ 5,175
* Benefits - Incl. NonWorking Wages	2,844	2,827	3,224	3,307	3,428
* Mandatory Employer Costs	419	453	483	455	481

Other Current Expenditures -

* Supplies / Maintenance	-	-	200	-	-
* Contractual	363	10,363	5,050	-	-
* Other	53,182	51,510	52,050	52,085	51,275

TOTAL USES	\$ 61,789	\$ 70,651	\$ 66,157	\$ 60,947	\$ 60,359
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- - STAFFING - -

Personnel Services Total Amount	\$ 8,244	\$ 8,778	\$ 8,857	\$ 8,862	\$ 9,084
* Full-Time Positions	0.10	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS

DESCRIPTION

Recognize and respond to inequity and injustice in our community.

ACTION PLAN

FY 2019

The Human Relations Commission will focus on implementing initiatives that educate and bring awareness to social justice concerns facing our community. Our focus will be to facilitate constructive community dialogue.

- Update Crisis Response Plan.
 - Completed annually.
- Engage community dialogue that promotes, social justice, cultural understanding, and builds bridges in our community.
 - Ongoing.
- Prepare the Title VI and Title VII federal mandate compliance reports.
 - Completed annually.
- Implement Annual Community Network for Education (CNE) strategic plan and develop Partnership for Youth and Family Success.
 - Monthly planning process to be completed October 2019.
- Facilitate Faith Leadership Initiative.
 - On-going, quarterly.
- Expand the Diversity Rocks the Books initiative.
 - Annually, March 2019.
- Facilitated Inclusive Cities Phase I: Community and stakeholder Feedback Loops.
 - Phase I - completed.
 - Phase II- pending
- Board and Commission training and recruitment.
 - Ongoing.
- Complete annual training module and execute one community and staff training.
 - Pending.

FY 2020

- Implement Neighborhood Initiatives based on feedback from IC feedback loops.
- Develop a collaborative for Voter Education, especially for underserved communities.
- Develop Communication Plan for the Census 2020 targeted for underserved communities.
- Fundraise and execute the second year of the Holland Future Links collaboration with Holland Boys

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS

and Girls Club.

- Update Crisis Response Plan.
- Engage community dialogue that promote social justice, cultural understanding, and builds bridges in our community.
- Prepare Title VI and Title VII federal mandate compliance report.
- Community Network for Education: Jefferson Schools Roll Out: Partnership for Youth and Family Success.
- Facilitate Faith Leadership Initiative.
- Continued Expansion of the Diversity Rocks the Books Initiative.
- Roll Out Inclusive Cities Report - Phase II.
- Tenant / Landlord Community Training Roll Out. Intentionally reach to tenants and other community stakeholders.
- Social Justice Awards/MLK Day programming.
- Host at least three state meetings at City Hall. (LLEAD, Women's Commission, SHIGA, and congressional candidates)
- Develop Department SOPs.
- Cross-train team and engage in outside training.

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Total Complaints and Request for Information	296	272	272	272
	By Service Area:				
	Education	1	3	3	3
	Employment	5	11	11	11
	Housing - HRC	152	120	120	120
	Housing - CNS	72	103	103	103
	Government/Community				
	Consumer	13	13	13	13
	Public Services / Accommodations	31	14	14	14
	Welfare Eligibility	3	7	7	7
	Teen Court	3	-	-	-
	Immigration/ DACA	16	1	1	1

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		74,374		99,347		136,299		119,484
TOTAL SOURCES	\$	74,374	\$	99,347	\$	136,299	\$	119,484
			\$	123,468			\$	123,468

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	41,029	\$	61,095	\$	65,075	\$	65,645	\$	67,125
* Benefits - Incl. NonWorking Wages		12,828		13,942		13,889		16,415		20,426
* Mandatory Employer Costs		3,282		4,778		5,495		5,430		5,627

Other Current Expenditures -

* Supplies / Maintenance		1,095		2,604		3,300		3,170		3,200
* Contractual		960		906		16,200		6,200		3,000
* Other		15,180		16,022		32,340		22,624		24,090

TOTAL USES	\$	74,374	\$	99,347	\$	136,299	\$	119,484	\$	123,468
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- - STAFFING - -

Personnel Services Total Amount	\$	57,139	\$	79,815	\$	84,459	\$	87,490	\$	93,178
* Full-Time Positions		0.70		0.70		0.70		0.70		0.70
* Part-Time Positions @ F.T.E.		0.00		0.45		0.50		0.50		0.50

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS

DESCRIPTION

Build and maintain meaningful relationships between the people of Holland and the wider world through cultural, educational and professional contact. International Relations Commission Values: Respect, Reliability, Collaboration, and Hospitality. Commit to the highest levels of courtesy and fairness for those who serve on this commission and those whom this commission serves. Fulfill our commitments to Holland residents, its government, and our local and global partners. Seek great ideas and resources in our community and beyond our borders, strive to make Holland a welcoming community for everyone.

ACTION PLAN

FY 2019

- Provide the community and government of Holland with opportunities for education, support and advice on multiculturalism and international values.
 - Complete annually.
 - World Affairs Council: Great Decisions Great Discussions.
 - Reel Time Film Series: American Influence in the World.
 - Quarterly Film Series: Reel Time Film Series.
- Fundraising and develop Advisory Board for the 2019 International Festival and dedication of the Fountain.
 - Project Completion August 2019.
- Immigration Advocacy/Awareness.
 - February 2019. Ongoing.

FY 2020

- Renewal of Sister City Agreement with Queretaro.
- Quarterly Film Series: Reel Time Film Series: American Influence in the World.
- Develop student exchange program in partnership with local school.
- Develop continued opportunities for World Affairs Council collaboration.
- Plan and fundraise for the 2nd International Festival of Holland.
- Greater downtown engagement, community partnerships.

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Regular Meetings with Regional Econo Develop Org	-	1	1	1
	Attain Coverage of IRC Programming in Traditional Media	5	15	15	15
	Increase Social Media Presence and Update Regularly	14	-	-	-
	Develop & Update Website for International Festival	-	1	1	1
	Participate in Tulip Time Parade - IRC Members Only	6	4	6	6
	IRC Members Attend Governor's Luncheon	2	2	2	2
	Participate in World Affairs Council Programming	3	8	8	8
	*Attend Mexican Consulate Activities	1	-	1	1
	**Host Queretaro Delegation	-	-	1	-
	Citizen Cultural Tour	1	-	1	-
	*Youth Cultural Exchange	-	-	-	1
	Promote IRC Membership	3	3	4	4
	The New American Life Series	4	4	4	4
	International Festival Fundraising	-	18,000	25,000	-
	International Festival Event Planning	1	1	1	1

*New event for FY18 & FY19

**Queretaro Fountain Fixed

MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		35,336		32,110		35,900		37,901	46,376	
TOTAL SOURCES	\$	35,336	\$	32,110	\$	35,900	\$	37,901	\$	46,376

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	17,412	\$	18,635	\$	19,000	\$	19,000	\$	19,150
* Benefits - Incl. NonWorking Wages		5,489		5,975		5,954		6,770		8,508
* Mandatory Employer Costs		1,407		1,488		1,666		1,615		1,668

Other Current Expenditures -

* Supplies / Maintenance		116		141		2,050		2,150		2,750
* Contractual		464		84		500		500		1,000
* Other		10,448		5,787		6,730		7,866		13,300

TOTAL USES	\$	35,336	\$	32,110	\$	35,900	\$	37,901	\$	46,376
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- - STAFFING - -

Personnel Services Total Amount	\$	24,308	\$	26,098	\$	26,620	\$	27,385	\$	29,326
* Full-Time Positions		0.30		0.30		0.30		0.30		0.30
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

DESCRIPTION

The Holland Youth Advisory Council (HYAC), in partnership with other community leaders, develops the leadership skills of ourselves and others. Provide advice regarding youth issues, serves the community and promotes youth participation and civic involvement.

ACTION PLAN

FY 2019

- The Holland Youth Advisory Council will send three youth leaders to the National Youth Leadership Council summer training.
 - June 2019.
- Collaborate with local health organizations to complete the 2nd Annual Mental Health Awareness campaign for youth in the community.
 - April 2019.
- Execute annual Sweat for your Brains 5K Run/Walk.
 - April 2019.
- Planning and implementation of the Senior Prom.
 - April 2019.
- The Social Services committee will develop CWIT youth birthday boxes.
 - May 2019.
- The Recreation Committee will implement First Annual Easter Egg Hunt and the Youth Scavenger Hunt planned.
 - April - May 2019.
- Teen Court. Develop measurement tool for the truancy program.
 - June - July 2019.
- End of Year Incoming/Outgoing HYAC Leadership Conference. Leadership Conference will focus on those initiatives that youth are facing in our community.
 - June - August 2019.
- Day-to-day operations lead of the Holland Future Links program.
 - Annually Completed.

FY2020

- The Holland Youth Advisory Council will send three youth leaders to the National Youth Leadership Council summer training.
- Collaborate with local health organizations to complete the 3rd Annual Mental Health Awareness campaign for youth in the community.
- Execute annual Sweat for your Brains 5K Run/Walk.
- Plan and implement specific programming for the Senior Prom community event.
- Develop CWIT youth birthday boxes.

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

- Implement 2nd Annual Easter Egg Hunt and Annual Youth Scavenger Hunt planned.
- Measure success of the truancy cases.
- Execute HYAC Leadership Conference: End of Year Incoming/Outgoing HYAC Scholars.
- Streamline Holland Future Links.

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Holland Youth Advisory Council (HYAC) Total Members	54	38	45	45
	Females	28	22	23	23
	Males	26	16	22	22
	Minorities	17	14	17	17
	Special Events Committee	8	10	10	10
	Recreation Committee	8	9	9	9
	Social Services Committee	10	9	9	9
	Youth on Adult Boards	21	20	18	18
	HYAC Core	9	9	9	9
	Planned Events by HYAC				
	Recreation Committee				
	Lip Sync Battles ¹	1	1	1	1
	Easter Egg Hunt ²	-	1	1	1
	Youth Scavenger Hunt	1	1	1	1
	HYAC Social Event	1	1	1	1
	Social Services Committee				
	Energy Wars ³	1			
	CWIT Birthday Boxes	-	-	1	1
	Holland Rescue Mission Coffees ⁴	1	1	1	1
	Senior Prom	-	1	1	1
	Special Events Committee				
	Mental Health Awareness Speaker's Bureau	1	1	1	1
	5k Run/Walk Mental Health Awareness	1	1	1	1
	Mental Health Community Education	1	1	1	1
	HYAC Core				
	Mayor's Round table	1	1	1	1
	Total High School Students Involved	67	55	60	60
	Teen Court - Number of Cases	13	10	13	13

Lip Sync Battle Replaced by 1st Annual Easter Egg Hunt ¹

Easter Egg Hunt ²

Energy Wars Replaced by CWIT Boxes ³

Ongoing activity, pending collaboration with Holland Rescue Mission and local coffee houses ⁴

MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ 989	\$ -	\$ -	\$ -
Other	-	300	-	-	-
General Fund Unallocated Revenue	23,422	27,700	37,916	32,315	39,460
TOTAL SOURCES	\$ 23,422	\$ 28,000	\$ 37,916	\$ 32,315	\$ 39,460

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 14,602	\$ 20,536	\$ 23,400	\$ 19,000	\$ 25,000
* Benefits - Incl. NonWorking Wages	-	-	-	750	775
* Mandatory Employer Costs	423	1,485	1,816	1,015	1,935

Other Current Expenditures -

* Supplies / Maintenance	730	519	2,150	2,050	2,750
* Contractual	696	-	1,900	1,600	1,900
* Other	6,971	5,460	8,650	7,900	7,100

TOTAL USES	\$ 23,422	\$ 28,000	\$ 37,916	\$ 32,315	\$ 39,460
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- - STAFFING - -

Personnel Services Total Amount	\$ 15,025	\$ 22,021	\$ 25,216	\$ 20,765	\$ 27,710
* Full-Time Positions	0.00	0.00	0.00	0.00	0.00
* Part-Time Positions @ F.T.E.	0.50	0.60	0.65	0.65	0.65

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CONTINGENCIES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		-		-	286,336		50,000	580,232
TOTAL SOURCES	\$	-	\$	-	\$ 286,336	\$	50,000	\$ 580,232

FUNDING USES -

Contingencies	\$	-	\$	-	286,336	\$	50,000	\$ 580,232
TOTAL USES	\$	-	\$	-	286,336	\$	50,000	\$ 580,232

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Televised Programs				
	Government Meetings	59	64	68	68
	Staff Produced	220	170	172	175
	Producer Shows	828	756	750	740
	Online Video Hits				
	YouTube	123,474	104,022	106,000	107,000
	Vimeo	12,997	14,204	14,500	15,000
	Facebook (30 Seconds or More)	1,674,135	1,004,463	1,050,000	1,100,000
	Facebook (3 Seconds +)	400,000	-	-	-

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 484,978	\$ 468,196	\$ 470,700	\$ 466,200	\$ 466,200
Interest & Rents	2,008	3,744	2,200	3,400	3,000
Other	170	3,633	7,000	1,000	3,000
TOTAL SOURCES	\$ 487,156	\$ 475,573	\$ 479,900	\$ 470,600	\$ 472,200

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 113,593	\$ 148,593	\$ 159,100	\$ 155,600	\$ 160,600
* Benefits - Incl. NonWorking Wages	39,489	43,147	44,231	51,135	60,629
* Mandatory Employer Costs	10,300	13,214	14,838	14,325	14,735

Other Current Expenditures -

* Supplies / Maintenance	29,488	15,186	11,600	11,200	3,800
* Contractual	-	3,885	14,900	10,500	12,400
* Other	25,003	41,403	41,939	25,807	26,802
Capital Outlay	19,075	15,909	12,000	14,200	39,400
Transfers Out	235,000	200,000	175,000	366,000	150,000

TOTAL USES	\$ 471,948	\$ 481,337	\$ 473,608	\$ 648,767	\$ 468,366
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 15,208	\$ (5,764)	\$ 6,292	\$ (178,167)	\$ 3,834
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	415,907	410,143	416,435	231,976	235,810
TOTAL FUND EQUITY	\$ 415,907	\$ 410,143	\$ 416,435	\$ 231,976	\$ 235,810

- - STAFFING - -

Personnel Services Total Amount	\$ 163,382	\$ 204,954	\$ 218,169	\$ 221,060	\$ 235,964
* Full-Time Positions	2.20	2.15	2.15	2.10	2.10
* Part-Time Positions @ F.T.E.	0.45	0.90	0.90	0.85	0.90

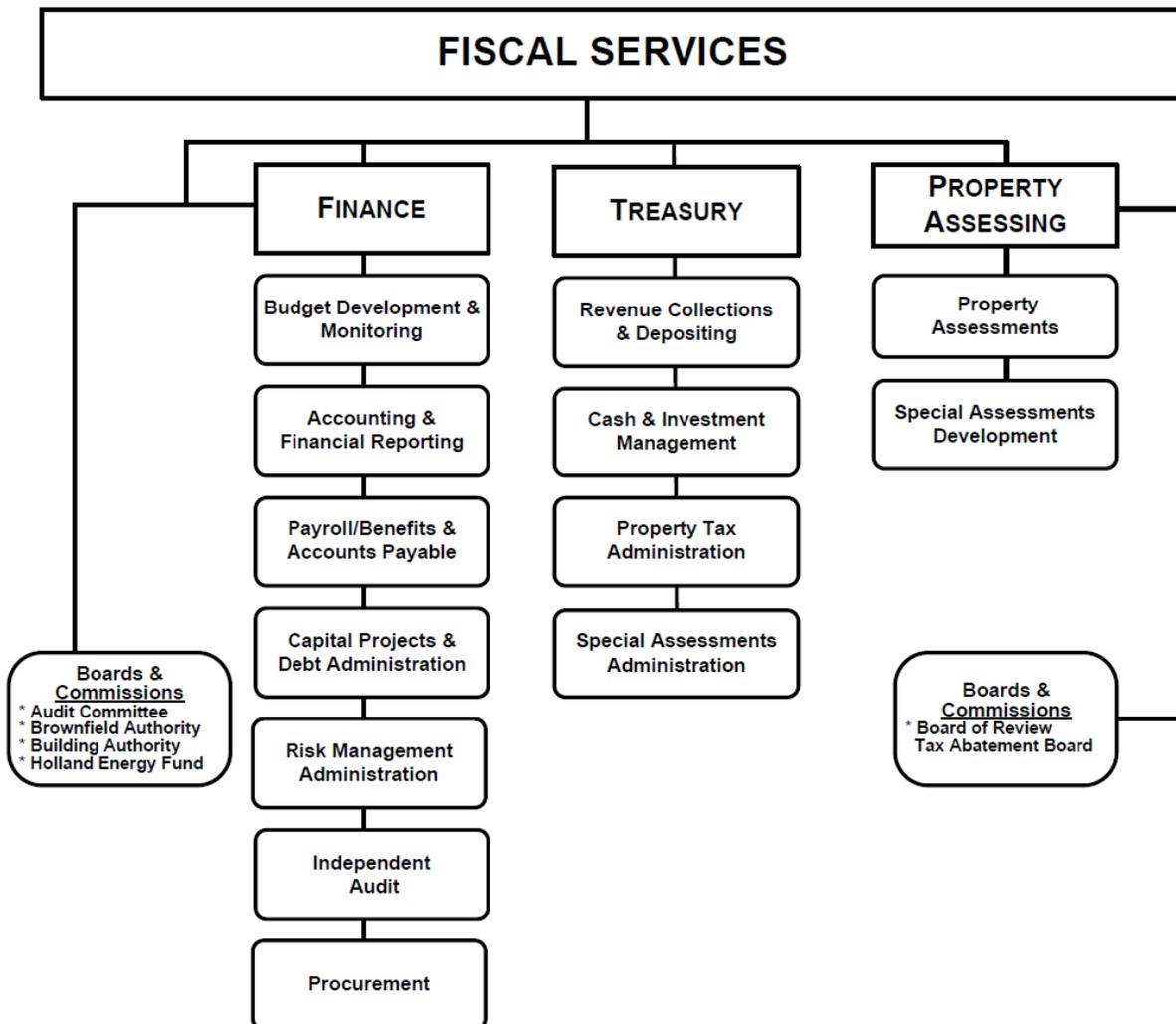
FISCAL SERVICES

INTRODUCTION

The Fiscal Services Group consists of three departments: Finance, Treasurer and Assessor. These departments provide a broad array of financial services such as financial planning and budgeting, routine reporting of the City's financial activities, processing and depositing all revenue, managing cash, investments and debt service; assessing property within the city limits, levying property taxes and special assessments in accordance with city charter and state statutes and maintain a procurement system.

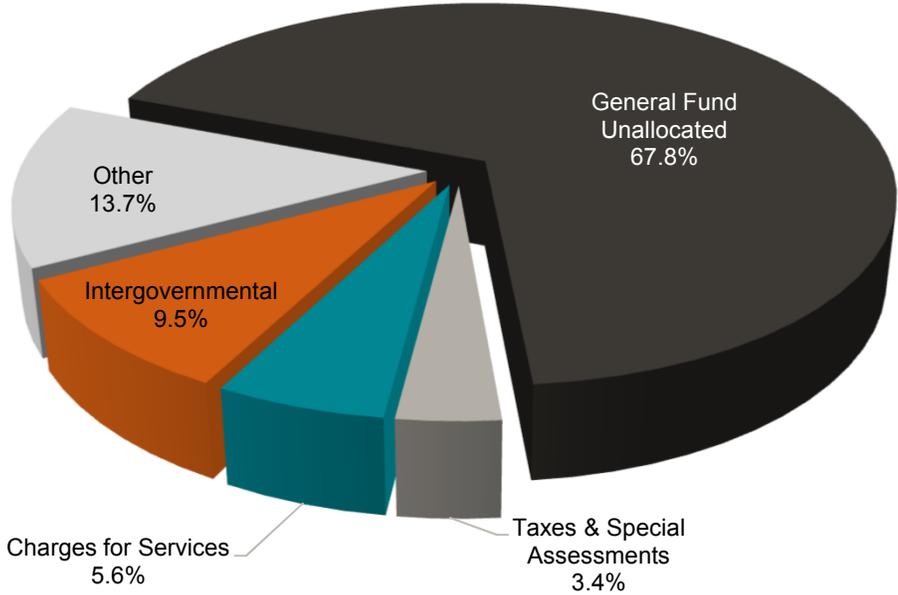
For more information please visit: <https://www.cityofholland.com/generalpage/fiscal-services>

GROUP ORGANIZATION CHART

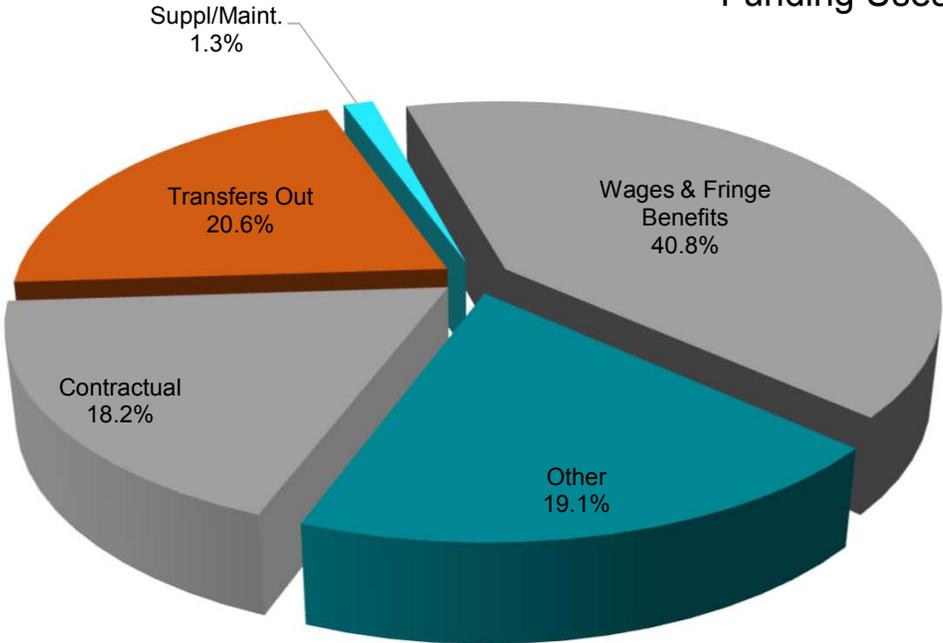


FISCAL SERVICES

Funding Sources



Funding Uses



FISCAL SERVICES

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 2,897,862	\$ 2,467,777	\$ 2,013,660	\$ 2,646,682	\$ 2,017,443
Special Revenue Funds	923,097	225,998	510,039	374,439	434,000
Enterprise Funds	3,853	5,450	5,000	5,400	6,500
Component Unit	104	30,584	159,200	158,244	263,075
TOTAL - ALL FUND TYPES	\$ 3,824,916	\$ 2,729,809	\$ 2,687,899	\$ 3,184,765	\$ 2,721,018

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 621,920	\$ 132,152	\$ 120,355	\$ 177,279	\$ 94,282
Intergovernmental	18,986	83,755	158,400	147,280	261,575
Charges for Services	130,794	127,853	138,275	136,525	155,045
Interest & Rents	20,501	20,535	20,930	28,386	32,394
Other	283,338	29,663	35,000	50,000	70,000
Transfers In	250,000	274,240	300,000	483,600	275,000
TOTAL SOURCES	\$ 1,325,539	\$ 668,198	\$ 772,960	\$ 1,023,070	\$ 888,296

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 624,060	\$ 630,211	\$ 694,065	\$ 680,965	\$ 698,706
* Benefits - Incl. NonWorking Wages	265,066	276,366	322,345	314,969	344,898
* Mandatory Employer Costs	55,545	55,700	65,692	62,965	66,335
Other Current Expenditures -					
* Supplies / Maintenance	32,747	33,447	34,850	35,230	35,450
* Contractual Items	164,488	164,246	388,850	327,950	495,450
* Other	416,138	369,790	495,608	409,532	520,179
Transfers Out	2,266,872	1,200,049	686,489	1,353,154	560,000
TOTAL USES	\$ 3,824,916	\$ 2,729,809	\$ 2,687,899	\$ 3,184,765	\$ 2,721,018

- - STAFFING - -

Personnel Services Total Amount	\$ 944,671	\$ 962,277	\$ 1,082,102	\$ 1,058,899	\$ 1,109,939
* Full-Time Positions	11.90	11.90	12.90	12.15	12.15
* Part-Time Positions @ F.T.E.	1.30	1.15	1.15	1.00	1.10

FISCAL SERVICES

FINANCE, TREASURER & ASSESSING

DESCRIPTION

Provides accounting and budgeting for financial transactions; assesses property, audits financial information, collects property taxes and other revenues, evaluates and manages risk and secures the necessary insurance policies. Invests surplus funds, oversees debt issuance, processes payroll and accounts payable. Provides financial reporting and other information to City Council and management to assist with decision making, while delivering excellent service to internal and external customers.

ACTION PLAN

FY 2019

- Update Purchasing Ordinance and Policy.
 - Amended Purchasing Ordinance on April 17, 2019 Council agenda.
- Educate staff on creating and using Business Analytics templates.
 - Has not been started.
- Update Departmental Succession Plan after the City Manager is on board and all re-structuring has been implemented.
 - In December 2018, City Council approved hiring a Municipal Accountant I early to begin training in anticipation of the Assistant Treasurer's retirement in August 2018. New candidate will begin work on April 8. Review of staff responsibilities will be done for possible reallocation of duties.

FY 2020

- Implement Updated Purchasing Policies including Organizational Training.
- Integrate new staff and continue succession strategies senior Finance staff.
- Allocate more staff resources to Civic Center fiscal operations.
- Utilize existing software more effectively.

FISCAL SERVICES

GENERAL FUND - FINANCE & TREASURER

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Accounts Payable Invoices Paid - City	10,119	10,750	10,100	10,000
	Accounts Payable Invoices Paid - As Fiscal Agent	3,156	2,975	2,800	2,700
	Purchase Orders Issued - City	1,113	1,143	1,000	700
	Purchase Orders Issued - Fiscal Agent	48	63	45	48
	Bid Requests Issued	39	25	35	25
	Investment Portfolio - City at FY end (incl. HEF & SmartZone) *	\$35,742,483	\$28,112,270	\$26,000,000	\$26,000,000
	Investment Portfolio - Fiscal Agent at FY end	\$9,553,909	\$12,500,000	\$15,100,000	\$13,750,000
	Utility Billings Processed for Holland Board of Public Works	2,997	2,720	2,550	2,600
	Dog Licenses Issued on behalf of Ottawa County	80	53	60	65
	Number of Cash Receipts Collected - City	27,714	27,479	27,250	27,000
	Value of Cash Receipts Collected - City	\$81,621,748	\$76,472,268	\$76,210,000	\$76,000,000
	Number of Cash Receipts Collected - Fiscal Agent	7,458	7,806	8,000	8,000
	Value of Cash Receipts Collected - Fiscal Agent	\$5,506,255	\$4,517,910	\$4,300,000	\$4,300,000
	Number of Delinquent Personal Property Taxes	55	53	61	58
	Efficiency	Average Days to Compile Monthly Financial Statements	25	25	20
Property Tax Billings Processed On Time		96%	92%	92%	91%
W-2s and 1099s mailed & online before Jan 31 - City		100%	100%	100%	100%
W-2s and 1099s mailed & online before Jan 31 - Fiscal Agent		100%	100%	100%	100%
Employees receiving Payroll via ACH - City		85%	89%	90%	90%
Employees receiving Payroll via ACH - Fiscal Agent		85%	89%	90%	90%
Accounts Payable Invoices Paid Net 30 days - City		100%	100%	100%	100%
Accounts Payable Invoices Paid Net 30 days - Fiscal Agent		100%	100%	100%	100%
Delinquent Personal Property Taxes Collected		88%	85%	85%	90%
Bank Reconciliations Completed w/in 30 Days - City		92%	87%	90%	95%
Bank Reconciliations Completed w/in 30 Days - Fiscal Agent		96%	95%	95%	95%
Years Received G.F.O.A. Budget Award		15	16	17	18
Bond Rating - Standard and Poor's		AA	AA	AA	AA
Bond Rating - Dun & Bradstreet		Aa3	Aa4	Aa5	Aa6

* FY17 holding Civic Center bond issue during construction

* FY18 moved cemetery perpetual care non-expendable funds to CFHZ

* FY19 Purchasing Policy changed and threshold for Purchase Orders changed from \$500 to \$1,000

FISCAL SERVICES

GENERAL FUND - FINANCE

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 82,900	\$ 78,073	\$ 84,060	\$ 84,060	\$ 97,460
General Fund Unallocated Revenue	441,125	467,808	527,610	517,466	523,293
TOTAL SOURCES	\$ 524,025	\$ 545,881	\$ 611,670	\$ 601,526	\$ 620,753

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 314,068	\$ 317,093	\$ 345,292	\$ 338,242	\$ 345,171
* Benefits - Incl. NonWorking Wages	123,147	130,772	164,258	161,390	173,606
* Mandatory Employer Costs	27,675	27,558	32,226	30,900	32,207

Other Current Expenditures -

* Supplies / Maintenance	12,483	11,982	11,600	11,600	11,700
* Contractual	7,275	6,207	6,550	6,600	6,100
* Other	39,377	52,269	51,744	52,794	51,969

TOTAL USES	\$ 524,025	\$ 545,881	\$ 611,670	\$ 601,526	\$ 620,753
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- - STAFFING - -

Personnel Services Total Amount	\$ 464,890	\$ 475,423	\$ 541,776	\$ 530,532	\$ 550,984
* Full-Time Positions	5.50	5.50	6.50	5.75	5.75
* Part-Time Positions @ F.T.E.	0.80	0.60	0.60	0.60	0.60

FISCAL SERVICES

GENERAL FUND - TREASURER

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 38,739	\$ 41,863	\$ 45,565	\$ 44,915	\$ 49,935
General Fund Unallocated Revenue	138,532	135,377	156,361	155,287	158,789
TOTAL SOURCES	\$ 177,271	\$ 177,240	\$ 201,926	\$ 200,202	\$ 208,724

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 78,484	\$ 79,879	\$ 88,773	\$ 88,073	\$ 92,385
* Benefits - Incl. NonWorking Wages	43,365	43,252	48,813	47,779	53,420
* Mandatory Employer Costs	7,639	7,783	9,480	9,090	9,736

Other Current Expenditures -

* Supplies / Maintenance	8,911	10,061	10,800	10,800	10,800
* Contractual	18,452	15,413	19,500	19,500	19,500
* Other	20,420	20,852	24,560	24,960	22,883

TOTAL USES	\$ 177,271	\$ 177,240	\$ 201,926	\$ 200,202	\$ 208,724
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- - STAFFING - -

Personnel Services Total Amount	\$ 129,488	\$ 130,914	\$ 147,066	\$ 144,942	\$ 155,541
* Full-Time Positions	2.30	2.30	2.30	2.30	2.30
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

FISCAL SERVICES

GENERAL FUND - ASSESSING

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Total Properties	13,425	13,500	-	-
	Special Assessment Projects (New/Ongoing)	1/3	1/3	1/3	1/3
	Board of Review Appeals:				
	Board of Review Meeting Minutes	3	3	3	3
	*Appointments	25	56	28	30
	*Letters	10	2	10	5
	*Recommendations	141	89	140	140
	Total Parcels Appealed	176	147	178	175
	MTT Assessment Appeal Properties				
	Full Tribunal	3	4	3	3
Small Claims Division	2	-	1	-	

*May reflect more than one parcel being appealed

FISCAL SERVICES

GENERAL FUND - ASSESSING

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 5,660	\$ 3,299	\$ 4,250	\$ 3,150	\$ 3,150
General Fund Unallocated Revenue	405,704	402,635	467,814	451,379	459,591
TOTAL SOURCES	\$ 411,364	\$ 405,934	\$ 472,064	\$ 454,529	\$ 462,741

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 231,508	\$ 233,239	\$ 260,000	\$ 254,650	\$ 261,150
* Benefits - To Incl. NonWorking Wages	98,554	102,342	109,274	105,800	117,872
* Mandatory Employer Costs	20,231	20,359	23,986	22,975	24,392

Other Current Expenditures -

* Supplies / Maintenance	9,268	9,025	10,400	10,400	10,400
* Contractual	15,407	6,198	35,600	30,600	23,600
* Other	36,396	34,771	32,804	30,104	25,327

TOTAL USES	\$ 411,364	\$ 405,934	\$ 472,064	\$ 454,529	\$ 462,741
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- - STAFFING - -

Personnel Services Total Amount	\$ 350,293	\$ 355,940	\$ 393,260	\$ 383,425	\$ 403,414
* Full-Time Positions	4.10	4.10	4.10	4.10	4.10
* Part-Time Positions @ F.T.E.	0.50	0.55	0.55	0.40	0.50

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Audit Coordinated				
	General City	1	1	1	1
	As Fiscal Agent:	1	1	1	1
	Herrick District Library	1	1	1	1
	Holland Energy Fund	1	1	1	1
	Macatawa Area Transportation Authority	1	1	1	1
	West Michigan Airport Authority	1	1	1	1
	Holland Smart Zone Local Development Authority	1	1	1	1
	Audit Committee Meetings Held	2	1	1	2
Efficiency	Years Received G.F.O.A. CAFR Award	27	28	29	30

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ 2,500	\$ -	\$ -	\$ -
General Fund Unallocated Revenue	<u>42,670</u>	<u>45,414</u>	<u>46,350</u>	<u>45,210</u>	<u>50,225</u>
TOTAL SOURCES	<u>\$ 42,670</u>	<u>\$ 47,914</u>	<u>\$ 46,350</u>	<u>\$ 45,210</u>	<u>\$ 50,225</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 43	\$ -	\$ 50	\$ 30	\$ 50
* Contractual	41,497	46,484	45,100	43,750	48,675
* Other	<u>1,130</u>	<u>1,430</u>	<u>1,200</u>	<u>1,430</u>	<u>1,500</u>
TOTAL USES	<u>\$ 42,670</u>	<u>\$ 47,914</u>	<u>\$ 46,350</u>	<u>\$ 45,210</u>	<u>\$ 50,225</u>

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		87,808		88,249		90,000		86,900
TOTAL SOURCES	\$	87,808	\$	88,249	\$	90,000	\$	86,900
			\$		\$		\$	90,000

FUNDING USES -

Other Current Expenditures -

* Other	\$	87,808	\$	88,249	\$	90,000	\$	86,900	\$	90,000
TOTAL USES	\$	87,808	\$	88,249	\$	90,000	\$	86,900	\$	90,000

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		1,607,438		1,200,049		566,650		1,233,315	310,000	
TOTAL SOURCES	\$	1,607,438	\$	1,200,049	\$	566,650	\$	1,233,315	\$	310,000

FUNDING USES -

Transfers Out	\$	1,607,438	\$	1,200,049	\$	566,650	\$	1,233,315	\$	310,000
TOTAL USES	\$	1,607,438	\$	1,200,049	\$	566,650	\$	1,233,315	\$	310,000

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - BUDGET STABILIZATION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Transfers In	\$ 200,000	\$ -	\$ -	\$ 183,600	\$ -
TOTAL SOURCES	\$ 200,000	\$ -	\$ -	\$ 183,600	\$ -

FUNDING USES -

Other	\$ 47,286	\$ 2,510	\$ 25,000	\$ 25,000	\$ 25,000
Transfers Out	-	-	-	-	250,000
TOTAL USES	\$ 47,286	\$ 2,510	\$ 25,000	\$ 25,000	\$ 275,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 152,714	\$ (2,510)	\$ (25,000)	\$ 158,600	\$ (275,000)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,116,500	1,113,990	1,088,990	1,272,590	997,590
TOTAL FUND EQUITY	\$ 1,116,500	\$ 1,113,990	\$ 1,088,990	\$ 1,272,590	\$ 997,590

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 2,375,963
Projected FY-2020 Fund Equity - General Fund Operating and Budget Stabilization	4,702,552
Projected FY-2020 Fund Equity as a Percentage of General Fund Expenditures	19.8%

FISCAL SERVICES

REVOLVING CASH ASSISTANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 621,920	\$ 132,152	\$ 120,355	\$ 177,279	\$ 94,282
Interest & Rents	19,490	19,593	19,970	26,286	30,694
Other	-	-	-	-	-
Transfers In	-	500	-	-	-
TOTAL SOURCES	<u>\$ 641,410</u>	<u>\$ 152,245</u>	<u>\$ 140,325</u>	<u>\$ 203,565</u>	<u>\$ 124,976</u>

FUNDING USES -

Transfers Out	\$ 659,434	\$ -	\$ 119,839	\$ 119,839	\$ -
TOTAL USES	<u>\$ 659,434</u>	<u>\$ -</u>	<u>\$ 119,839</u>	<u>\$ 119,839</u>	<u>\$ -</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (18,024)	\$ 152,245	\$ 20,486	\$ 83,726	\$ 124,976
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	186,750	338,995	359,481	422,721	547,697
TOTAL FUND EQUITY	<u>\$ 186,750</u>	<u>\$ 338,995</u>	<u>\$ 359,481</u>	<u>\$ 422,721</u>	<u>\$ 547,697</u>

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,495	\$ 4,618	\$ 4,400	\$ 4,400	\$ 4,500
Interest & Rents	44	79	60	100	100
Other	-	-	-	-	-
TOTAL SOURCES	\$ 3,539	\$ 4,697	\$ 4,460	\$ 4,500	\$ 4,600

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 2,042	\$ 2,356	\$ 2,000	\$ 2,400	\$ 2,500
* Other	1,811	3,094	3,000	3,000	4,000
TOTAL USES	\$ 3,853	\$ 5,450	\$ 5,000	\$ 5,400	\$ 6,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (314)	\$ (753)	\$ (540)	\$ (900)	\$ (1,900)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	7,009	6,256	5,716	5,356	3,456
TOTAL FUND EQUITY	\$ 7,009	\$ 6,256	\$ 5,716	\$ 5,356	\$ 3,456

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

HOLLAND ENERGY FUND

DESCRIPTION

Creates and administers programs to realize goals established in Holland's forty-year Community Energy Plan. Current programs facilitate and finances building energy labeling and retrofits homes, commercial and industrial facilities within the City limits with energy conservation measures.

ACTION PLAN

FY 2019

- Calculate and compare current carbon footprint reduction progress to metrics established in the Community Energy Plan.
 - The calculation is in progress and should be completed by June 30, 2019.
- Provide program oversight and fund incentives for the Home Energy Retrofit Program to upgrade 200 homes.
 - It is feasible that 100 homes will be retrofitted in FY2019 budget cycle.
- Provide On-Bill loans for 100 homes.
 - It is feasible that 50 homes will receive On-Bill loans in FY2019 budget cycle.

FY 2020

- Provide program oversight and fund incentives for the Home Energy Retrofit Program for 125 homes and 15 EV charging units.
- Provide On-Bill loans for 75 homes.
- Seek grant and other external fund development options to expand program funding.

FISCAL SERVICES
HOLLAND ENERGY FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 887	\$ 30	\$ 100	\$ -	\$ 100
Other	283,338	29,663	35,000	50,000	70,000
Transfers In	50,000	273,740	300,000	300,000	275,000
TOTAL SOURCES	\$ 334,225	\$ 303,433	\$ 335,100	\$ 350,000	\$ 345,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ -	\$ 23	\$ -	\$ -	\$ -
* Contractual	81,753	72,152	138,200	83,600	152,000
* Other	181,910	153,823	252,000	171,000	282,000
TOTAL USES	\$ 263,663	\$ 225,998	\$ 390,200	\$ 254,600	\$ 434,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 70,562	\$ 77,435	\$ (55,100)	\$ 95,400	\$ (88,900)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	136,792	214,227	159,127	309,627	220,727
TOTAL FUND EQUITY	\$ 136,792	\$ 214,227	\$ 159,127	\$ 309,627	\$ 220,727

- - STAFFING - -

Positions: Not Applicable

HOLLAND SMARTZONE

LOCAL DEVELOPMENT FINANCE AUTHORITY

DESCRIPTION

SmartZonesSM are distinct geographical locations in Michigan where technology-based firms, entrepreneurs, and researchers locate in close proximity to assets, creating a cluster of community institutions. Enabled by [Michigan Public Act 281 of 1986, as amended](#) (PA 281), SmartZonesSM are an economic development tool that allows the capture of increased property tax dollars for investment within the SmartZoneSM to foster development and attraction of technology-based businesses and jobs. Additionally, SmartZonesSM promote collaboration between governments, universities, industries, and other entities. The Holland Satellite SmartZoneSM LDFA was established in 2015 by the City of Holland, Michigan State University, Holland Charter Township, and Lakeshore Advantage.

ACTION PLAN

FY 2020

- Establish Satellite Office in downtown Holland to facilitate open office hours for the Director of SURGE and to engage entrepreneurs.
- Conduct ten Meetup events.
- Partner with Founder Co to engage and support entrepreneurs.
- Entrepreneur Support Network (ESN) will support ten projects for startups and provide grants up to \$2,000 each if located within SmartZone boundaries.
- Enhance Union Platform which is an online community for entrepreneurial collaboration, discussion, mentor network and ESN matchmaking.
- Distribute a portion of revenues for infrastructure projects in City of Holland and Holland Charter Township.

FISCAL SERVICES

SMARTZONE - LOCAL DEVELOPMENT FINANCE AUTHORITY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 18,986	\$ 81,255	\$ 158,400	\$ 147,280	\$ 261,575
Interest & Rents	80	833	800	2,000	1,500
TOTAL SOURCES	\$ 19,066	\$ 82,088	\$ 159,200	\$ 149,280	\$ 263,075

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ -	\$ -	\$ -	\$ -	-
* Contractual	104	17,792	143,900	143,900	245,575
* Other	-	12,792	15,300	14,344	17,500
TOTAL USES	\$ 104	\$ 30,584	\$ 159,200	\$ 158,244	\$ 263,075

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 18,962	\$ 51,504	\$ -	\$ (8,964)	-
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	-
Undesignated / Unreserved	-	70,466	70,466	61,502	61,502
TOTAL FUND EQUITY	\$ 18,962	\$ 70,466	\$ 70,466	\$ 61,502	\$ 61,502

- - STAFFING - -

Positions: Not Applicable

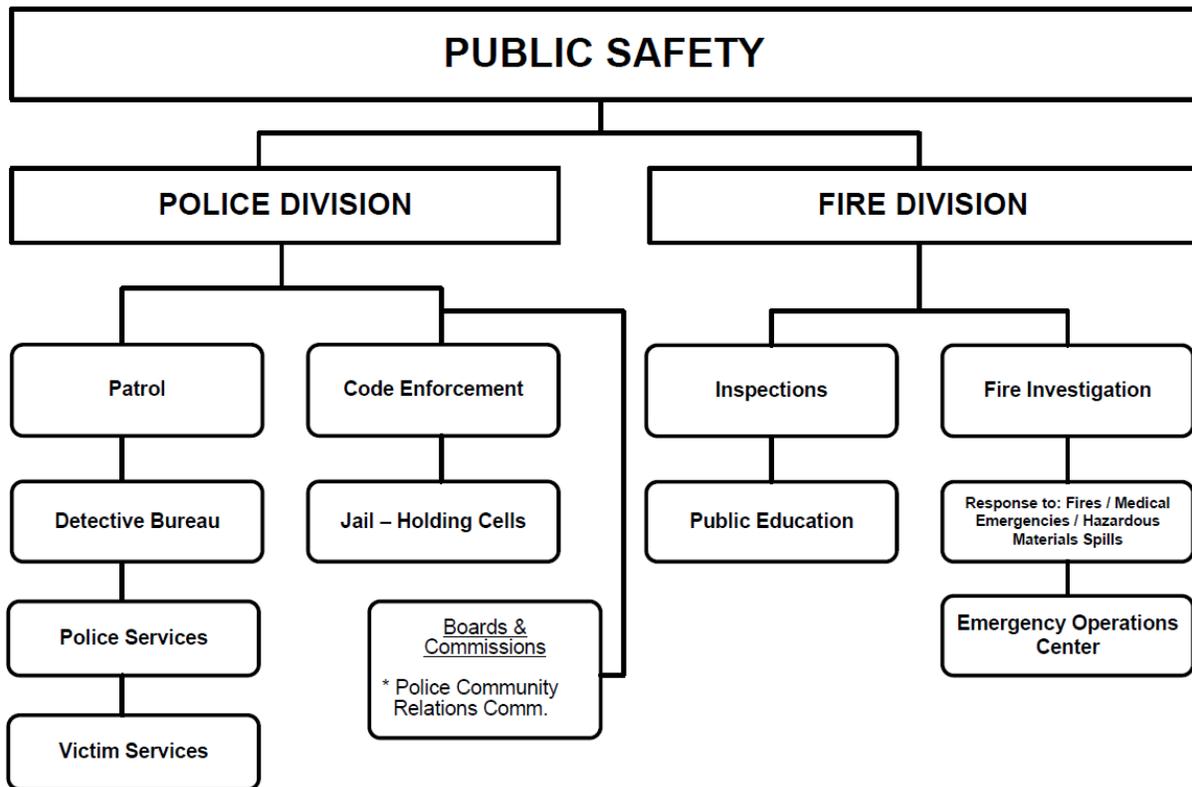
PUBLIC SAFETY

INTRODUCTION

The Public Safety Group is comprised of a Police and Fire Division and is managed by an administrative team. These divisions provide an array of services including: police patrol, traffic enforcement, parking and code enforcement, police and fire investigations, community engagement, citywide emergency preparedness, fire operations, inspections and fire safety.

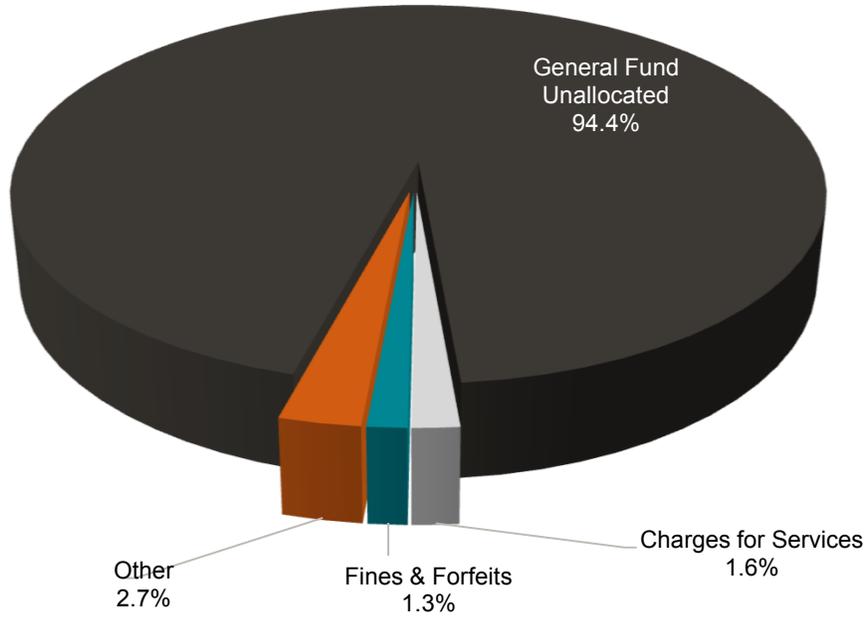
For more information please visit: <https://www.cityofholland.com/generalpage/public-safety>

GROUP ORGANIZATION CHART

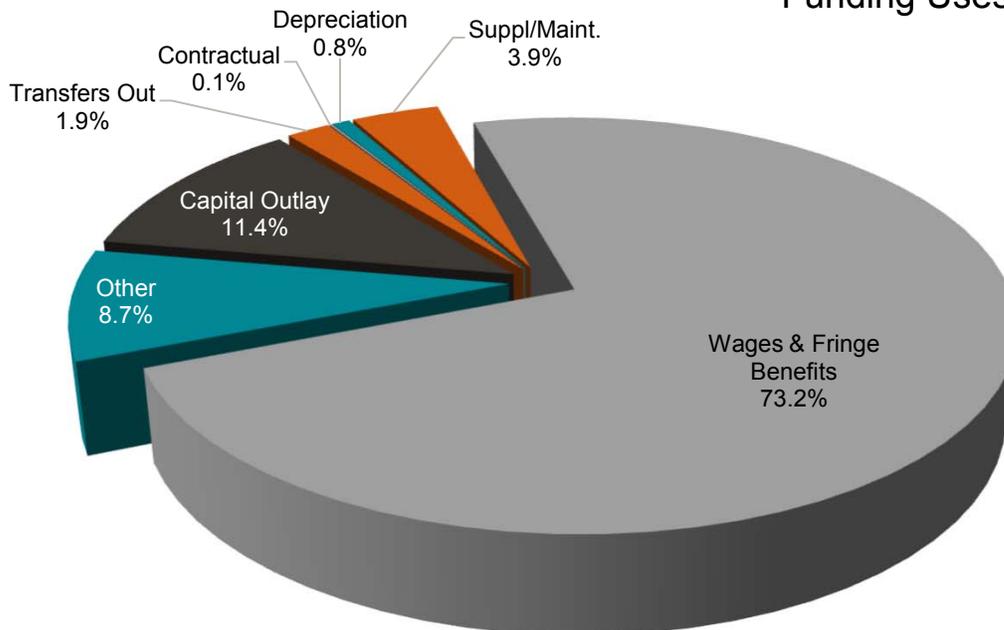


PUBLIC SAFETY

Funding Sources



Funding Uses



PUBLIC SAFETY

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 10,615,890	\$ 10,659,604	\$ 12,055,967	\$ 11,918,623	\$ 11,510,904
Special Revenue	8,309	9,476	10,450	10,000	10,450
Enterprise	3,870	3,799	3,300	3,250	3,250
Internal Service	114,993	281,427	203,405	209,807	1,500,000
TOTAL - ALL FUND TYPES	\$ 10,743,062	\$ 10,954,306	\$ 12,273,122	\$ 12,141,680	\$ 13,024,604

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 47,102	\$ 53,440	\$ 60,450	\$ 60,723	\$ 60,450
Charges for Services	123,994	153,507	161,650	170,100	185,100
Fines & Forfeits	142,905	129,083	136,000	170,000	155,000
Interest & Rents	1,272	4,049	2,010	7,510	7,510
Other	1,704	38,718	500	500	500
Transfers In	100,000	100,000	1,200,000	1,200,000	250,000
TOTAL SOURCES	\$ 416,977	\$ 478,797	\$ 1,560,610	\$ 1,608,833	\$ 658,560

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,189,564	\$ 5,554,461	\$ 6,064,597	\$ 5,828,400	\$ 6,231,911
* Benefits - Incl. NonWorking Wages	3,376,395	2,900,199	2,701,173	2,786,390	2,942,079
* Mandatory Employer Costs	282,941	310,406	342,346	339,440	362,506
Other Current Expenditures -					
* Supplies / Maintenance	481,720	520,171	479,636	489,008	502,536
* Contractual Expenditures	23,636	22,410	25,150	25,480	14,675
* Other	1,125,615	1,212,697	1,220,361	1,229,344	1,131,947
Capital Outlay	72,744	242,535	129,859	143,618	1,488,950
Transfers Out	100,000	100,000	1,200,000	1,200,000	250,000
Depreciation Expense	90,447	91,427	110,000	100,000	100,000
TOTAL USES	\$ 10,743,062	\$ 10,954,306	\$ 12,273,122	\$ 12,141,680	\$ 13,024,604

- - STAFFING - -

Personnel Services Total Amount	\$ 8,848,900	\$ 8,765,066	\$ 9,108,116	\$ 8,954,230	\$ 9,536,496
* Full-Time Positions	83.00	84.50	85.00	85.25	85.25
* Part-Time Positions @ F.T.E.	30.00	30.00	30.00	30.00	30.00
* Part-Paid Fire Positions (Not @ F.T.E.)	9.65	9.70	9.70	9.80	9.80

PUBLIC SAFETY

POLICE & FIRE DIVISIONS

DESCRIPTION

Three divisions comprise Public Safety - Management, Police and Fire. They provide leadership and direction by maintaining an environment of continuous learning along with promoting teamwork, honesty, and integrity while delivering effective and efficient public safety to the citizens of Holland.

ACTION PLAN

FY 2019

- Purchase and installation of a new police shooting range. The current range system is no longer operational and the vendor is out of business.
 - Starts in spring or summer 2019 & continues into FY 19-20. Cost \$75,000.
- Year-one of two-year project to purchase pedestrian barricades as a joint county-wide sharing project.
 - Ongoing, with FY 2019 representing year-two. Cost \$40,000.
- Complete department-wide employee Brain Health program.
 - Paid from General Fund Police Division FY 2019 Budget.
- Increase recruitment and retention efforts toward part-paid firefighters and police reserve officers.
 - Ongoing.
- Command succession planning. Work with Human Resources to develop benefit strategies to increase interest in future command positions.
 - Ongoing.
- Continuing to fund unique community policing training opportunities, programs, and capital requests to facilitate community trust and relationship building. Our goal is to continue to expand in this area through innovative ideas and community involvement. The ability to have specified funding helps tremendously with growth and innovative advancements with our community policing philosophies.
 - Ongoing - Funded by community donations and budget request of \$9,000.

FY 2020

- Purchase new aerial fire apparatus to replace existing truck. The General Fund Fire Division Budget and Fire Vehicle Replacement Fund will pay for the \$1.3 million truck to be ordered in July 2019.
- Update schedule and create strategies for long-term funding for fire vehicle replacements.

PUBLIC SAFETY

POLICE DIVISION

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Police Calls				
	Part I Criminal Offenses	2,552	2,269	2,300	2,300
	Part II Criminal Offenses	2,307	2,234	2,300	2,300
	Service Calls	12,139	12,606	12,700	12,700
	Total Police Calls	16,998	17,109	17,300	17,300
	Accidents Reported				
	Injury	241	213	200	200
	Property Damage	1,359	1,174	1,200	1,200
	Fatalities	2	5	3	3
	Total Crashes Investigated	1,602	1,392	1,403	1,403
	Bookings/Arrests				
	Adult Arrests	1,154	1,044	1,050	1,050
	Juvenile Arrests	358	200	200	200
	Court Commitments / Transfers	599	1,023	1,000	1,000
	Total Bookings	2,111	2,267	2,250	2,250
	Police Vehicle Report				
	Total Miles Driven	393,662	382,195	390,000	390,000
	Preventable Cruiser Accidents	8	8	8	8
	Non-Preventable Accidents	3	2	2	2
	Training				
	Total Hours-FTO, Reserve, & Regular Officers	11,087	11,356	12,000	12,000
	Animal Complaints Investigated	-	575	575	575
	Court Citations Issued	2,600	2,636	2,700	2,700
	Written Warnings not sent to Court	831	771	800	800
	Parking Enforcement				
	Overnight Violations	2,559	2,638	3,200	3,200
	Handicapped Violations	21	29	30	30
Yard Parking	94	55	50	50	
Ordinance Violations	235	283	300	300	
Total Parking Enforcement	2,909	3,005	3,580	3,580	
Parking Fines Collected	\$ 59,745	\$ 67,756	\$ 85,000	\$ 85,000	

PUBLIC SAFETY
POLICE DIVISION

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Park Patrol - Total Incidents	5	14	15	15
	Abandoned Vehicles	-	237	230	230
	Found/Recovered Bicycles	233	290	280	280
Efficiency	% on Call Response Time				
	10 Minutes & Under	86.1%	Not available	Not available	Not available
	5 Minutes & Under	64.5%	Not available	Not available	Not available
	% of Collections on Parking Enforcement	4.9%	4.4%	4.2%	4.2%

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES

Crime Calls



Accident Crashes



Sworn Officers Per 1,000 Population



Department Expenditures per 1,000 Population



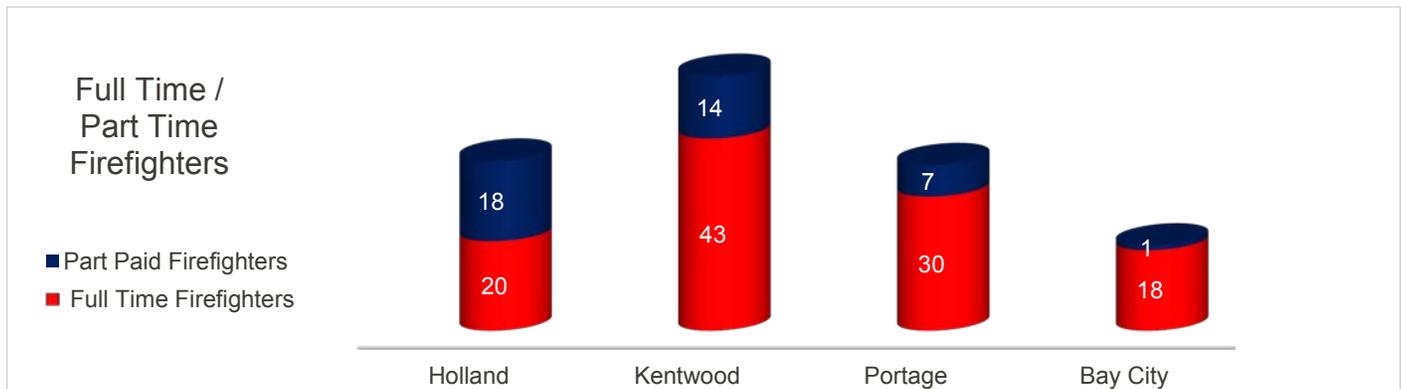
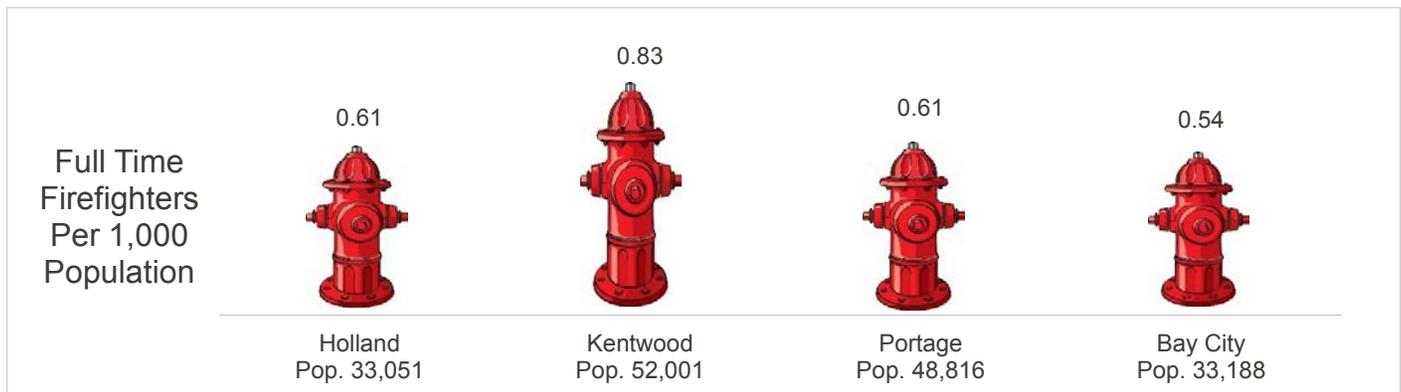
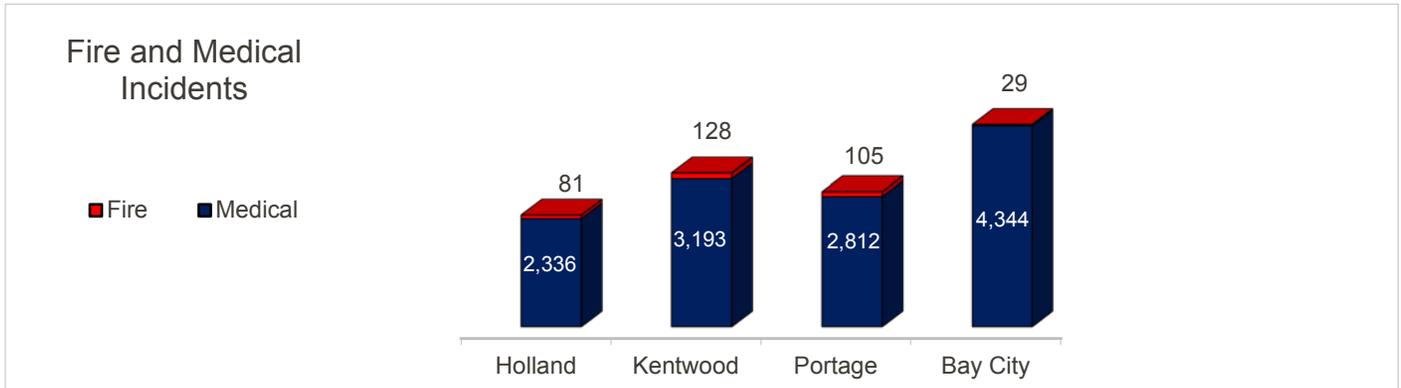
Note: Comparable Michigan Cities, Based on Calendar Year 2018 Data and 2017 Population Census.

PUBLIC SAFETY

FIRE DIVISION

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Total Fire Incidents	111	85	96	102
	Structure Fires	53	40	40	40
	Outside of Structure Fires	7	7	2	6
	Vehicle Fires	19	12	20	20
	Vegetation Fires	6	9	16	16
	Refuse Fires	10	11	11	12
	Explosion with no After-Fire	12	3	4	5
	Fire or Explosion not Otherwise Classified	4	3	3	3
	Medical Emergencies	2,368	2,414	2,500	2,600
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	145	146	148	150
	Service Calls	350	388	390	400
	Good Intent Calls	430	433	430	430
	False Alarms/Alarm Malfunctions	342	396	392	390
	Other/Miscellaneous Calls	3	1	-	2
	Total Incidents	3,749	3,863	4,052	4,176
	Change from Previous Year	6.35%	3.04%	4.89%	3.06%
	Value of Property Exposed to Fire	\$ 36,764,350	\$ 97,697,450	\$ 50,000,000	\$ 50,000,000
	Combined Real and Personal Property Lost	\$ 793,070	\$ 895,515	\$ 800,000	\$ 800,000
	Percent of Exposed Property Saved	97.84%	99.08%	98.40%	98.40%
	Training and Safety Activities				
	Total Personnel-Hours Spent in Training	2,912	3,243	3,300	3,500
	Civilian Fire-Related Injuries	6	4	5	2
	Firefighter Duty-Related Injuries	1	2	2	1
	Fire Prevention Activities				
	Fire Code Inspections Performed	114	130	150	150
	Fire Investigations Conducted	11	10	10	10
	Outside Fire Prevention Programs Presented	-	-	-	-
	Child Passenger Safety Seat Installations & Inspections	43	28	20	15
	Insurance Service Office Rating	3	3	3	3
	Number of Fire Stations	3	3	3	3
Fire Hydrant Maintenance & Flowing	1,739	1,739	-	-	
Emergency Management					
Conduct Emergency Warning Systems Tests	9	9	9	9	
Maintain and Update City Emergency Plan	1	1	1	1	
Department Head Semi-Annual Tabletop Exercises	-	-	1	1	
Plan and Implement City Emergency Plan Test Exercise	-	-	-	1	

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES



Note: Comparable Michigan Cities, Based on Department Calendar Year 2018 Data and 2017 U.S. Census Bureau Data.

PUBLIC SAFETY

GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 36,828	\$ 43,591	\$ 50,000	\$ 50,273	\$ 50,000
Charges for Services	121,240	150,153	158,310	166,700	181,700
Fines & Forfeits	142,905	129,083	136,000	170,000	155,000
Other	1,379	-	500	500	500
General Fund Unallocated Revenue	10,313,538	10,336,777	11,711,157	11,531,150	11,123,704
TOTAL SOURCES	\$ 10,615,890	\$ 10,659,604	\$ 12,055,967	\$ 11,918,623	\$ 11,510,904

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,189,564	\$ 5,554,461	\$ 6,064,597	\$ 5,828,400	\$ 6,231,911
* Benefits - Incl. NonWorking Wages	3,376,395	2,900,199	2,701,173	2,786,390	2,942,079
* Mandatory Employer Costs	282,941	310,406	342,346	339,440	362,506

Other Current Expenditures -

* Supplies / Maintenance	478,950	516,822	476,536	486,008	499,536
* Contractual	23,636	22,410	25,150	25,480	14,675
* Other	1,116,206	1,202,771	1,209,711	1,219,094	1,121,247
Capital Outlay	48,198	52,535	36,454	33,811	88,950
Transfers Out	100,000	100,000	1,200,000	1,200,000	250,000
TOTAL USES	\$ 10,615,890	\$ 10,659,604	\$ 12,055,967	\$ 11,918,623	\$ 11,510,904

- - STAFFING - -

Personnel Services Total Amount	\$ 8,848,900	\$ 8,765,066	\$ 9,108,116	\$ 8,954,230	\$ 9,536,496
* Full-Time Positions	83.00	84.50	85.00	85.25	85.25
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.65	9.70	9.70	9.80	9.80

PUBLIC SAFETY

POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 10,274	\$ 9,849	\$ 10,450	\$ 10,450	\$ 10,450
TOTAL SOURCES	<u>\$ 10,274</u>	<u>\$ 9,849</u>	<u>\$ 10,450</u>	<u>\$ 10,450</u>	<u>\$ 10,450</u>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 8,309	\$ 9,476	\$ 10,450	\$ 10,000	\$ 10,450
TOTAL USES	<u>\$ 8,309</u>	<u>\$ 9,476</u>	<u>\$ 10,450</u>	<u>\$ 10,000</u>	<u>\$ 10,450</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,965	\$ 373	\$ -	\$ 450	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	5,737	6,110	6,110	6,560	6,560
TOTAL FUND EQUITY	<u>\$ 5,737</u>	<u>\$ 6,110</u>	<u>\$ 6,110</u>	<u>\$ 6,560</u>	<u>\$ 6,560</u>

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

POLICE EMPLOYEES BENEFIT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,754	\$ 3,354	\$ 3,340	\$ 3,400	\$ 3,400
Interest & Rents	9	4	10	10	10
Other	325	-	-	-	-
TOTAL SOURCES	\$ 3,088	\$ 3,358	\$ 3,350	\$ 3,410	\$ 3,410

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,770	\$ 3,349	\$ 3,100	\$ 3,000	\$ 3,000
* Other	1,100	450	200	250	250
TOTAL USES	\$ 3,870	\$ 3,799	\$ 3,300	\$ 3,250	\$ 3,250

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (782)	\$ (441)	\$ 50	\$ 160	\$ 160
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	467	26	76	186	346
TOTAL FUND EQUITY	\$ 467	\$ 26	\$ 76	\$ 186	\$ 346

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

FIRE VEHICLE AND EQUIPMENT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,263	\$ 4,045	\$ 2,000	\$ 7,500	\$ 7,500
Other	-	38,718	-	-	-
Transfers In	100,000	100,000	1,200,000	1,200,000	250,000
TOTAL SOURCES	\$ 101,263	\$ 142,763	\$ 1,202,000	\$ 1,207,500	\$ 257,500

FUNDING USES -

Capital Outlay	\$ 24,546	\$ 190,000	\$ 93,405	\$ 109,807	\$ 1,400,000
Depreciation Expense	90,447	91,427	110,000	100,000	100,000
TOTAL USES	\$ 114,993	\$ 281,427	\$ 203,405	\$ 209,807	\$ 1,500,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 10,816	\$ 51,336	\$ 1,092,000	\$ 1,107,500	\$ 157,500
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,169,312	\$ 1,267,285	\$ 1,250,690	\$ 1,277,092	\$ 2,577,092
Undesignated / Unreserved	272,046	225,409	1,334,004	1,323,102	180,602
TOTAL FUND EQUITY	\$ 1,441,358	\$ 1,492,694	\$ 2,584,694	\$ 2,600,194	\$ 2,757,694

- - STAFFING - -

Positions: Not Applicable



Holland
MICHIGAN

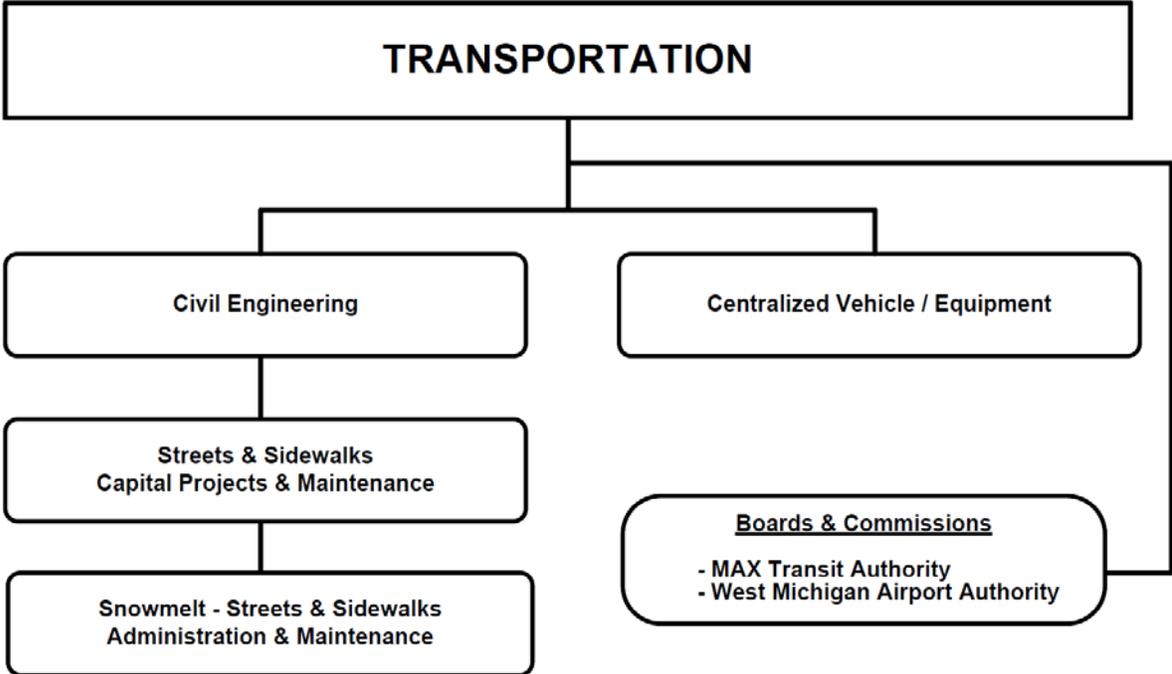
TRANSPORTATION

INTRODUCTION

The Transportation Group is responsible for all activities related to the provision, maintenance and upgrade of the city's transportation network. The overall objective is to provide a quality, efficient and diversified network, that includes the maintenance and enhancement of city streets, alleys, sidewalks and storm drain systems.

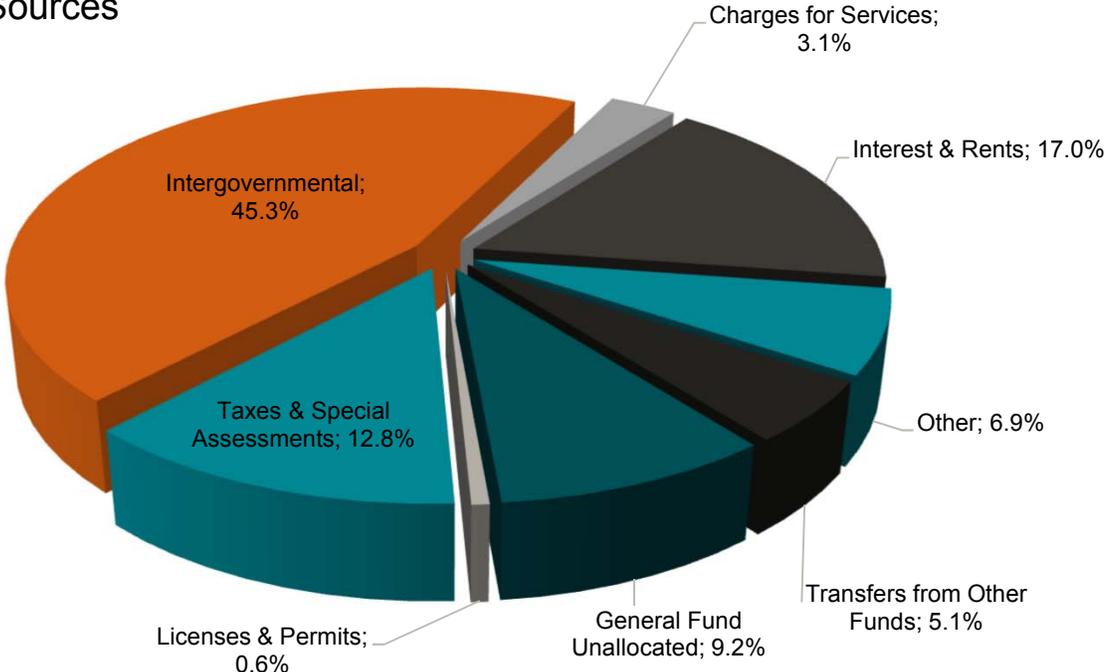
For more information please visit: <https://www.cityofholland.com/generalpage/transportation-services>

GROUP ORGANIZATION CHART

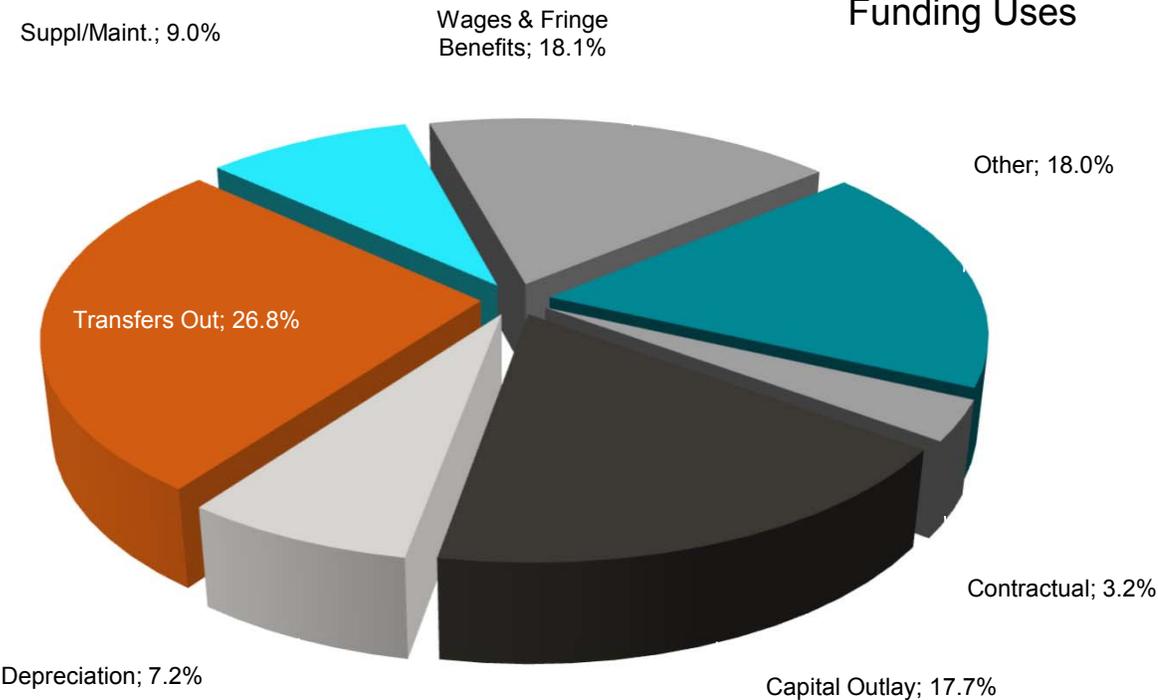


TRANSPORTATION

Funding Sources



Funding Uses



TRANSPORTATION

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,174,894	\$ 1,282,762	\$ 1,407,466	\$ 1,421,567	\$ 1,474,082
Special Revenue	6,046,769	8,161,414	8,121,531	8,147,307	8,901,161
Enterprise	594,254	604,859	610,435	613,105	619,507
Internal Service	2,822,742	3,246,063	3,290,018	3,357,160	3,373,028
TOTAL - ALL FUND TYPES	\$ 10,638,659	\$ 13,295,098	\$ 13,429,450	\$ 13,539,139	\$ 14,367,778

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,800,210	\$ 1,857,508	\$ 1,676,996	\$ 1,672,394	\$ 1,733,692
Intergovernmental	4,372,636	5,041,715	5,135,250	5,801,864	6,159,252
Licenses & Permits	81,732	80,341	84,000	77,000	80,000
Charges for Services	341,873	346,050	372,593	416,005	423,207
Fines & Forfeits	-	50	100	100	100
Interest & Rents	2,009,805	2,338,913	2,183,100	2,265,300	2,304,544
Other	49,172	79,593	166,000	237,826	943,100
Transfers In	1,433,594	647,483	685,758	720,903	696,098
TOTAL SOURCES	\$ 10,089,022	\$ 10,391,653	\$ 10,303,797	\$ 11,191,392	\$ 12,339,993

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,238,549	\$ 1,382,527	\$ 1,575,750	\$ 1,458,220	\$ 1,622,175
* Benefits - Incl. NonWorking Wages	653,016	643,041	766,962	726,100	786,880
* Mandatory Employer Costs	137,185	154,147	184,415	169,257	188,655
Other Current Expenditures -					
* Supplies / Maintenance	1,059,346	1,151,388	1,288,873	1,264,146	1,297,725
* Contractual	347,213	343,088	494,100	571,370	452,680
* Other	2,239,018	2,499,213	2,379,361	2,508,280	2,591,299
Capital Outlay	934,663	2,740,030	2,291,193	2,688,193	2,548,000
Transfers Out	3,069,328	3,356,329	3,479,256	3,124,173	3,850,964
Depreciation Expense	960,341	1,025,335	969,540	1,029,400	1,029,400
TOTAL USES	\$ 10,638,659	\$ 13,295,098	\$ 13,429,450	\$ 13,539,139	\$ 14,367,778

- - STAFFING - -

Personnel Services Total Amount	\$ 2,028,750	\$ 2,179,715	\$ 2,527,127	\$ 2,353,577	\$ 2,597,710
* Full-Time Positions	27.20	27.30	27.30	27.32	27.32
* Part-Time Positons @ F.T.E.	3.45	3.35	3.55	3.70	4.50

TRANSPORTATION

STREETS DIVISION

DESCRIPTION

Maintains and enhances the City's street system, alleys, sidewalks, and storm drain systems; provides construction administration and design for City capital projects relating to the transportation network. Negotiates and administers transportation contracts between the City and the Michigan Department of Transportation (MDOT), and other funding from county, state, and federal programs.

Provides recordkeeping for the transit facilities, maintains vehicles and equipment leased to various departments and maintains a financing mechanism for the replacement of vehicles and equipment.

ACTION PLAN

FY 2019

- Plan for staffing turnover resulting from impending retirements in both the streets department and vehicle maintenance.
 - Ongoing.
- Work with the Macatawa Area Coordinating Council (MACC) on the downtown traffic study will be completed at the end of FY 2018. FY 2019 to include planning for implementation of the traffic study recommendations.
 - Traffic Study nearly complete. Beginning to look at implementation.
- Continue to complete non-motorized improvements within the City. Continue annual concrete sidewalk restoration program and continue to resurface HMA pathways. Proceed with sidewalk infill where appropriate.
 - Ongoing.
- Continue implementation of City's Stormwater Management Master Plan; and to work with County Drain Commissions and Inter-County Drain Boards on identifying issues and sources of funding for significant drainage courses within the community.
 - Ongoing. Stormwater ordinance adopted.
- Work with GIS to expand asset management and explore the possibility of tracking complaints with ERSI software.
 - Ongoing. Expanding asset management to sidewalk network. Look to work with the BPW regarding ERSI software implementation.
- Explore funding opportunities for the reconstruction of 6th Street between Columbia Avenue and River Avenue including College Avenue between 8th Street and 6th Street.
 - Ongoing.
- Begin electronically archiving full size plans with new scanner/plotter/copier combo machine.
 - Complete by 2019.

TRANSPORTATION

STREETS DIVISION

FY 2020

- Take advantage of staff turnover and increase training opportunities, particularly for our storm drain crew to increase capabilities.
- Implement electronic parts scanner in vehicle maintenance.
- Increase flexibility with staffing replacements and plan for overlaps and adjustments to job descriptions.

TRANSPORTATION

STREETS DIVISION

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunk line Miles)	148.97	149.32	149.38	149.88
	Mileage per MDOT Act 51 Approved Map:				
	Major Streets	56.88	56.88	56.88	56.88
	Local Streets	92.09	92.44	92.50	93.00
	Street Cut Permits Issued For Utility Repair or New Construction	363	300	325	350
	Amount of Asphalt Used for Street Patching and Repairing (in Tons - Reflects January to December)	922	2,125	2,200	2,500
	Amount of Salt Used for Winter Road Maintenance (in Tons) Calendar Year	2,695	2,412	2,600	2,600
	Amount Liquid Deicing Used - Winter Road Maintenance (in Gallons) Calendar Year	22,610	14,362	15,000	15,000
	Number of Street Sweeper Hours Operated (Reflects January to December)	2,474	2,676	2,500	2,500
		CY2017 Actual	CY2018 Actual	CY2019 Projected	CY2020 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (Personnel and Equipment)	\$ 130,506	\$ 177,603	\$ 135,000	\$ 135,000
	Removal Costs	\$ 21,326	\$ 35,053	\$ 28,000	\$ 25,000
	Number of Loads to Republic / BS&G	800	988	750	600
Number of Loads to City Compost Site (Approx.)	400	400	450	600	
Number of Hours Worked by Streets Division Personnel	1867	2210	2000	2000	
Spring Cleanup:					
Streets Division Costs (Personnel and Equipment)	\$ 69,413	\$ 70,000	\$ 72,000	\$ 75,000	
Removal Costs	\$ 18,358	\$ 20,000	\$ 21,000	\$ 22,000	
Number of Hours Worked by Streets Division Personnel	960	950	950	950	

TRANSPORTATION

GENERAL FUND - STREETS DIVISION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,730	\$ 7,985	\$ 7,500	\$ 6,000	\$ 6,500
Licenses & Permits	1,700	2,400	2,000	2,000	2,000
Fines & Forfeits	-	50	100	100	100
Interest & Rents	187,200	196,560	202,500	202,500	209,600
Other	-	-	-	125	100
General Fund Unallocated Revenue	817,854	876,299	943,539	992,573	1,005,567
TOTAL SOURCES	\$ 1,009,484	\$ 1,083,294	\$ 1,155,639	\$ 1,203,298	\$ 1,223,867

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 173,304	\$ 173,326	\$ 236,600	\$ 203,800	\$ 236,600
* Benefits - Incl. NonWorking Wages	6,697	33,369	58,513	88,550	68,692
* Mandatory Employer Costs	33,359	34,716	42,840	40,240	44,767

Other Current Expenditures -

* Supplies / Maintenance	50,708	63,955	76,350	78,055	87,250
* Contractual Expenditures	101,063	89,304	98,900	106,320	105,130
* Other	644,353	678,944	632,236	676,133	681,428

Capital Outlay

Capital Outlay	-	9,680	10,200	10,200	-
TOTAL USES	\$ 1,009,484	\$ 1,083,294	\$ 1,155,639	\$ 1,203,298	\$ 1,223,867

- - STAFFING - -

Personnel Services Total Amount	\$ 213,360	\$ 241,411	\$ 337,953	\$ 332,590	\$ 350,059
Full-Time Positions	16.65	16.65	16.65	16.66	16.66
Part-Time Positions @ F.T.E.	1.05	1.00	1.00	1.45	1.50

NOTE: The majority of time for these positions is charged directly to the Motor Vehicle Highway Funds.

TRANSPORTATION

MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	CY2017 Actual	CY2018 Actual	CY2019 Projected	CY2020 Projected
Workload	Calendar Year				
	Construction Projects in Process	10	9	10	10
	Total Miles of Streets Reconstructed	2.06	1.87	1.00	1.25
	Total Miles of Streets Resurfaced	4.66	6.87	8.00	7.25
	Total Miles of Path Construction or Resurfacing	0.90	0.65	0.50	0.50
	Sidewalk Repair Activities in Square Feet	12,000	5,600	15,000	20,000

TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,545	\$ 2,605	\$ 3,000	\$ 3,000	\$ 5,000
General Fund Unallocated Revenue	161,865	196,863	248,827	215,269	245,215
TOTAL SOURCES	\$ 165,410	\$ 199,468	\$ 251,827	\$ 218,269	\$ 250,215

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 78,109	\$ 107,346	\$ 137,475	\$ 111,300	\$ 122,500
* Benefits - Incl. NonWorking Wages	42,740	38,880	55,879	50,175	58,716
* Mandatory Employer Costs	8,762	12,402	14,154	11,675	13,134

Other Current Expenditures -

* Supplies / Maintenance	4,890	5,583	3,850	3,650	3,850
* Contractual	500	65	2,000	3,000	5,000
* Other	30,409	35,192	38,469	38,469	37,015

Capital Outlay

Capital Outlay	-	-	-	-	10,000
TOTAL USES	\$ 165,410	\$ 199,468	\$ 251,827	\$ 218,269	\$ 250,215

- - STAFFING - -

Personnel Services Total Amount	\$ 129,611	\$ 158,628	\$ 207,508	\$ 173,150	\$ 194,350
Full-Time Positions	3.35	3.35	3.35	3.35	3.35
Part-Time Positions @ F.T.E.	0.35	0.35	0.35	0.35	0.55

TRANSPORTATION

MOTOR VEHICLE HIGHWAY MAJOR STREETS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,718,224	\$ 3,500,265	\$ 3,347,550	\$ 3,914,033	\$ 3,692,885
Licenses & Permits	36,468	22,370	30,000	30,000	30,000
Interest & Rents	(1,265)	12,640	6,000	15,000	10,000
Other	-	-	-	77,626	-
Transfers In	-	91,729	-	-	-
TOTAL SOURCES	\$ 2,753,427	\$ 3,627,004	\$ 3,383,550	\$ 4,036,659	\$ 3,732,885

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 257,990	\$ 329,306	\$ 374,200	\$ 325,400	\$ 371,700
* Benefits - Incl. NonWorking Wages	183,573	190,686	213,800	172,575	210,125
* Mandatory Employer Costs	22,752	30,260	38,200	31,650	37,825

Other Current Expenditures -

* Supplies / Maintenance	179,691	169,177	228,500	193,300	210,500
* Contractual	182,344	177,944	283,800	346,450	232,900
* Other	430,691	566,748	504,900	528,155	569,075

Capital Outlay	195,154	1,763,771	1,273,250	1,670,250	1,575,000
Transfers Out	557,154	364,205	569,900	605,045	617,608
TOTAL USES	\$ 2,009,349	\$ 3,592,097	\$ 3,486,550	\$ 3,872,825	\$ 3,824,733

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 744,078	\$ 34,907	\$ (103,000)	\$ 163,834	\$ (91,848)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	765,711	800,618	697,618	964,452	872,604
TOTAL FUND EQUITY	\$ 765,711	\$ 800,618	\$ 697,618	\$ 964,452	\$ 872,604

- - STAFFING - -

NOTE: The time of several positions listed under General Fund - Street O&M Dept 'Staffing' is charged to this fund.

TRANSPORTATION

MOTOR VEHICLE HIGHWAY LOCAL STREETS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 693,882	\$ 830,604	\$ 867,700	\$ 876,530	\$ 947,117
Licenses & Permits	43,564	55,571	52,000	45,000	48,000
Interest & Rents	450	1,755	1,000	1,000	1,000
Transfers In	557,154	455,934	569,900	605,045	617,608
TOTAL SOURCES	\$ 1,295,050	\$ 1,343,864	\$ 1,490,600	\$ 1,527,575	\$ 1,613,725

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 314,677	\$ 340,550	\$ 389,900	\$ 370,850	\$ 404,700
* Benefits - Incl. NonWorking Wages	234,125	199,408	224,225	202,200	230,575
* Mandatory Employer Costs	27,911	31,374	39,825	36,175	41,350

Other Current Expenditures -

* Supplies / Maintenance	196,187	174,273	241,500	249,000	250,500
* Contractual	56,483	60,532	100,200	106,600	100,600
* Other	465,667	537,727	493,000	559,500	586,000

Capital Outlay

Capital Outlay	-	-	3,250	3,250	-
FUNDING USES - TOTALS	\$ 1,295,050	\$ 1,343,864	\$ 1,491,900	\$ 1,527,575	\$ 1,613,725

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ (1,300)	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	2,000	2,000	700	2,000	2,000
TOTAL FUND EQUITY	\$ 2,000	\$ 2,000	\$ 700	\$ 2,000	\$ 2,000

- - STAFFING - -

NOTE: The time of several positions listed under General Fund - Street O&M Dept 'Staffing' is charged to this fund.

TRANSPORTATION

ALLEGAN COUNTY ROAD TAX FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 376,834	\$ 326,067	\$ 450,000	\$ 505,000	\$ 505,000
Interest & Rents	1,661	5,615	7,000	6,500	3,000
Other	-	-	-	8,075	-
TOTAL SOURCES	\$ 378,495	\$ 331,682	\$ 457,000	\$ 519,575	\$ 508,000

FUNDING USES -

Transfers Out	\$ 162,881	\$ 646,072	\$ 907,000	\$ 764,924	\$ 350,000
TOTAL USES	\$ 162,881	\$ 646,072	\$ 907,000	\$ 764,924	\$ 350,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 215,614	\$ (314,390)	\$ (450,000)	\$ (245,349)	\$ 158,000
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	623,548	309,158	(140,842)	63,809	221,809
TOTAL FUND EQUITY	\$ 623,548	\$ 309,158	\$ (140,842)	\$ 63,809	\$ 221,809

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

OTTAWA COUNTY ROAD TAX FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 335,430	\$ 341,756	\$ 350,000	\$ 341,000	\$ 345,000
Interest & Rents	(117)	1,339	100	100	100
TOTAL SOURCES	\$ 335,313	\$ 343,095	\$ 350,100	\$ 341,100	\$ 345,100

FUNDING USES -

Other Current Expenditures -

* Other	\$ 1,371	\$ 50	\$ 100	\$ 100	\$ 100
Transfers Out	330,000	350,000	330,000	330,000	350,000
TOTAL USES	\$ 331,371	\$ 350,050	\$ 330,100	\$ 330,100	\$ 350,100

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 3,942	\$ (6,955)	\$ 20,000	\$ 11,000	\$ (5,000)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	8,316	1,361	21,361	12,361	7,361
TOTAL FUND EQUITY	\$ 8,316	\$ 1,361	\$ 21,361	\$ 12,361	\$ 7,361

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

DESCRIPTION

This fund is established to provide a reserve account, built up by an annual appropriation augmented by investment income, to be used to help fund major street and bridge infrastructure improvement projects that might not otherwise be possible out of annual operating and state gas tax revenues. Allocations from this fund are made by Council, and may be used in conjunction with other funding sources in the undertaking of any street and infrastructure project.

ACTION PLAN

FY 2019

- Provide funding to assist with the implementation of the Five-Year Street Improvement plan outlined in the Capital Improvements section of the budget.
 - Done.
- To direct revenues from this fund toward capital improvements outlined in the Engineering and Street sections of the General Fund.
 - Done.

FY 2020

- In November of 2015, the State of Michigan approved a series of bills aimed at increasing road funding. Many of these bills took effect on January 1, 2017 and included increases in vehicle registration fees and gas taxes to generate the additional revenue. As a result, road funding revenues from the State are expected to increase year over year through FY 2019 and possibly beyond. Current fund balances within our streets funds are very low, in part, as a result of the once in a generation opportunity to expand our snowmelt system with a series of construction projects downtown. With the downtown projects now concluded, the aim for our streets program is to maintain a 20-year life cycle on our street network (on average). This amounts to resurfacing or reconstructing at least 7 to 8 miles per year. Our plans for road construction over the next two years and beyond meets this threshold, with the ultimate goal of obtaining an average overall PASER rating of 6 (good condition) for our entire street network. In addition, balances in our street funds need to be increased from their current low levels. Moving forward, the intent is to fulfill both of these goals, improving the condition of our street network and increase balances in our street's funds.
- Current fund balances are low, in part, as a result of the once in a generation opportunity to expand our snowmelt system with a series of construction projects downtown. With the downtown projects now concluded, the aim for our streets program is to maintain a 20-year life cycle on our street network (on average). This amounts to resurfacing or reconstructing at least 7 to 8 miles per year. Our plans for road construction over the next two years and beyond meets this threshold, with the ultimate goal of obtaining an average overall PASER rating of 6 (good condition) for our entire street network. Balances in our street funds need to be increased from their current low levels. Moving forward, the intent is to fulfill both of these goals, improving the condition of our street network and increasing the balances in our street's funds, however, if increases to road funding revenue beyond FY 2019 do not materialize, increases to fund balances are not likely.
- Continue to meet mileage and PASER goals and monitor projected state funding increases to build back some balance in the fund.

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,431,085	\$ 1,464,160	\$ 1,275,141	\$ 1,275,025	\$ 1,321,606
Intergovernmental	248,266	43,023	120,000	165,301	669,250
Interest & Rents	52	-	3,000	-	-
Other	-	9,351	-	-	791,000
Transfers In	666,809	11,475	18,243	18,243	18,072
TOTAL SOURCES	\$ 2,346,212	\$ 1,528,009	\$ 1,416,384	\$ 1,458,569	\$ 2,799,928

FUNDING USES -

Other Current Expenditures -

* Other	\$ -	\$ 7,283	\$ -	\$ -	\$ -
Transfers Out	2,019,193	1,845,699	1,530,000	1,281,848	2,391,000
TOTAL USES	\$ 2,019,193	\$ 1,852,982	\$ 1,530,000	\$ 1,281,848	\$ 2,391,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 327,019	\$ (324,973)	\$ (113,616)	\$ 176,721	\$ 408,928
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	343,993	19,020	(94,596)	195,741	604,669
TOTAL FUND EQUITY	\$ 343,993	\$ 19,020	\$ (94,596)	\$ 195,741	\$ 604,669

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM FUND

DESCRIPTION

Provides downtown and downtown neighborhoods with an efficient Snowmelt system that enables a snow-free environment during the winter months; promoting the use of the downtown area by the community.

ACTION PLAN

FY 2019

- Develop long-term snowmelt planning and financing strategy utilizing the downtown snowmelt vision map developed by the planning, downtown and transportation staff.
 - Underway.
- Participate with snowmelt distribution improvements associated with the following developments.
 - Completed:
 - Condos at 4th Street & Central Avenue – Brownfield.
 - In Progress:
 - Commercial building at 7th Street & College Avenue.
 - Church at 9th Street & College Avenue.
- Design snowmelt improvements associated with the reconstruction of 6th Street. Project to include snow melted sidewalk connection between existing network at 7th Street & Columbia Avenue and Freedom Village.
 - In Process.
- Plan ahead for next major street reconstruction project that will involve snowmelt improvements. Possibly the reconstruction of Columbia Avenue south of 9th Street or 10th Street west of Lincoln Avenue.
 - In Process.

FY 2020

- Participate with snowmelt distribution improvements associated with the following:
 - South side of 7th Street from College to Columbia.
 - East side of Columbia from 7th to 6th Street extended to Freedom Village.
 - Development at River and 11th Street.
- Create small snowmelt engineering fund to evaluate future snowmelt possibilities.
- Begin meeting with stakeholders and planning for 10th Street project scheduled for construction year 2021.

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 270,188	\$ 293,563	\$ 297,805	\$ 292,669	\$ 303,495
Interest & Rents	220	808	500	500	1,000
Other	-	25,000	-	-	-
Transfers In	9,534	59,820	60,115	60,115	60,418
TOTAL SOURCES	\$ 279,942	\$ 379,191	\$ 358,420	\$ 353,284	\$ 364,913

FUNDING USES -

Other Current Expenditures -

* Other	\$ 228,925	\$ 226,071	\$ 233,625	\$ 227,679	\$ 229,247
Transfers Out	-	150,278	142,356	142,356	142,356
TOTAL USES	\$ 228,925	\$ 376,349	\$ 375,981	\$ 370,035	\$ 371,603

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 51,017	\$ 2,842	\$ (17,561)	\$ (16,751)	\$ (6,690)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	51,017	53,859	36,298	37,108	30,418
TOTAL FUND EQUITY	\$ 51,017	\$ 53,859	\$ 36,298	\$ 37,108	\$ 30,418

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

DEPOT OPERATIONS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
TOTAL SOURCES	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1

FUNDING USES -

Depreciation Expense	\$ 24,539	\$ 24,363	\$ 24,540	\$ 24,400	\$ 24,400
TOTAL USES	\$ 24,539	\$ 24,363	\$ 24,540	\$ 24,400	\$ 24,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (24,538)	\$ (24,362)	\$ (24,539)	\$ (24,399)	\$ (24,399)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 748,434	\$ 724,071	\$ 699,531	\$ 699,671	\$ 675,271
Undesignated / Unreserved	9	10	11	11	12
TOTAL FUND EQUITY	\$ 748,443	\$ 724,081	\$ 699,542	\$ 699,682	\$ 675,283

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

DESCRIPTION

Provides recordkeeping for City financing sources and uses in association with the West Michigan Airport Authority daily operation.

ACTION PLAN

FY 2019

- Account for wages and fringe benefits incurred by City staff while working on Authority business.
- Account for property tax collection and pay to the Authority.
- Account for City owned capital assets used by the Authority.
 - On-going.

FY 2020

- Account for wages and fringe benefits incurred by City staff while working on Authority business.
- Account for property tax collection and pay to the Authority.
- Account for City owned capital assets used by the Authority.

TRANSPORTATION

MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 98,937	\$ 99,785	\$ 104,050	\$ 104,700	\$ 108,591
Charges for Services	25,047	33,890	34,643	36,955	41,157
TOTAL SOURCES	\$ 123,984	\$ 133,675	\$ 138,693	\$ 141,655	\$ 149,748

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 20,529	\$ 27,867	\$ 28,925	\$ 30,250	\$ 33,300
* Benefits - Incl. NonWorking Wages	2,884	4,390	3,743	4,350	5,017
* Mandatory Employer Costs	1,565	2,104	2,427	2,355	2,840

Other Current Expenditures -

* Other	97,877	99,743	104,050	104,700	107,100
Depreciation Expense	444,724	444,724	445,000	445,000	445,000
TOTAL USES	\$ 567,579	\$ 578,828	\$ 584,145	\$ 586,655	\$ 593,257

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (443,595)	\$ (445,153)	\$ (445,452)	\$ (445,000)	\$ (443,509)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 9,424,648	\$ 8,979,924	\$ 8,534,924	\$ 8,534,924	\$ 8,089,924
Undesignated / Unreserved	3,399	2,970	2,518	2,970	4,461
TOTAL FUND EQUITY	\$ 9,428,047	\$ 8,982,894	\$ 8,537,442	\$ 8,537,894	\$ 8,094,385

- - STAFFING - -

Personnel Services Total Amount	\$ 24,978	\$ 34,361	\$ 35,095	\$ 36,955	\$ 41,157
Full-Time Positions	0.20	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.35	0.35	0.35	0.35	0.35

TRANSPORTATION

TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,347	\$ 1,384	\$ 1,350	\$ 1,450	\$ 1,450
Interest & Rents	12	19	20	20	20
TOTAL SOURCES	<u>\$ 1,359</u>	<u>\$ 1,403</u>	<u>\$ 1,370</u>	<u>\$ 1,470</u>	<u>\$ 1,470</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 554	\$ 468	\$ 500	\$ 800	\$ 600
* Other	1,582	1,200	1,250	1,250	1,250
TOTAL USES	<u>\$ 2,136</u>	<u>\$ 1,668</u>	<u>\$ 1,750</u>	<u>\$ 2,050</u>	<u>\$ 1,850</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (777)	\$ (265)	\$ (380)	\$ (580)	\$ (380)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,773	1,508	1,128	928	548
TOTAL FUND EQUITY	<u>\$ 1,773</u>	<u>\$ 1,508</u>	<u>\$ 1,128</u>	<u>\$ 928</u>	<u>\$ 548</u>

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	General Motor Pool				
	Vehicles	65	65	65	65
	Equipment	73	73	73	73
	Two Way Radios	37	37	37	37
	Street				
	Vehicles	29	30	30	30
	Equipment	85	86	86	87
	Two Way Radios	47	48	48	49
	Police				
	Vehicles	24	25	25	25
	Macatawa Area Express				
	*Vehicles (Maintenance Only, Purchase excluded)	38	40	40	41
	Fire				
	Vehicles (Maintenance Only, Purchase excluded)	8	8	8	9
	Total				
	Vehicles (not Including MAX or Fire)	118	120	120	121
	Equipment	158	159	159	160
Two Way Radios	84	85	85	86	

*FY17 & FY18 projected 34 buses & 4 support vehicles

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 309,204	\$ 300,186	\$ 326,100	\$ 368,600	\$ 369,100
Interest & Rents	1,821,591	2,120,176	1,962,979	2,039,679	2,079,823
Other	49,172	45,242	166,000	152,000	152,000
Transfers In	200,097	28,525	37,500	37,500	-
TOTAL SOURCES	\$ 2,380,064	\$ 2,494,129	\$ 2,492,579	\$ 2,597,779	\$ 2,600,923

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 393,940	\$ 404,132	\$ 408,650	\$ 416,620	\$ 453,375
* Benefits - Incl. NonWorking Wages	182,997	176,308	210,802	208,250	213,755
* Mandatory Employer Costs	42,836	43,291	46,969	47,162	48,739

Other Current Expenditures -

* Supplies / Maintenance	627,316	737,932	738,173	739,341	745,025
* Contractual	6,823	7,960	9,200	9,000	9,050
* Other	338,143	353,538	371,731	372,294	380,084
Capital Outlay	739,509	966,579	1,004,493	1,004,493	963,000
Transfers Out	100	75	-	-	-
Depreciation Expense	491,078	556,248	500,000	560,000	560,000

TOTAL USES	\$ 2,822,742	\$ 3,246,063	\$ 3,290,018	\$ 3,357,160	\$ 3,373,028
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 296,831	\$ 214,645	\$ 207,054	\$ 245,112	\$ 190,895
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ENDING BALANCE -

Reserved for Asset Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Net Investment in Capital Assets	3,529,535	3,809,479	4,147,972	4,101,972	4,352,972
Undesignated / Unreserved	1,044,713	979,414	847,975	932,033	871,928
TOTAL FUND EQUITY	\$ 4,874,248	\$ 5,088,893	\$ 5,295,947	\$ 5,334,005	\$ 5,524,900

- - STAFFING - -

Personnel Services Total Amount	\$ 619,773	\$ 623,731	\$ 666,421	\$ 672,032	\$ 715,869
Full-Time Positions	7.00	7.00	7.00	7.01	7.01
Part-Time Positions @ F.T.E.	1.70	1.65	1.85	1.55	2.10



Holland
MICHIGAN

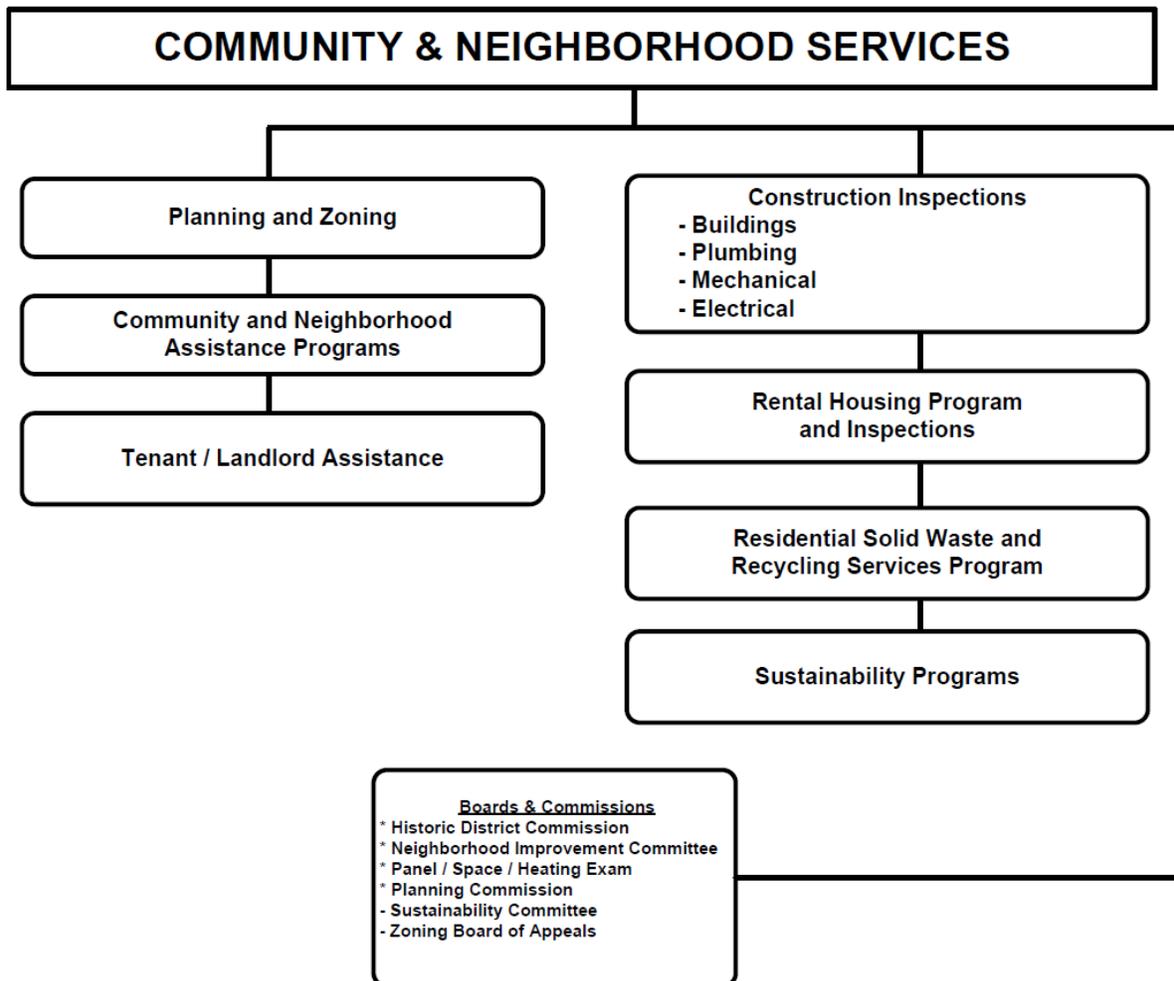
COMMUNITY & NEIGHBORHOOD SERVICES

INTRODUCTION

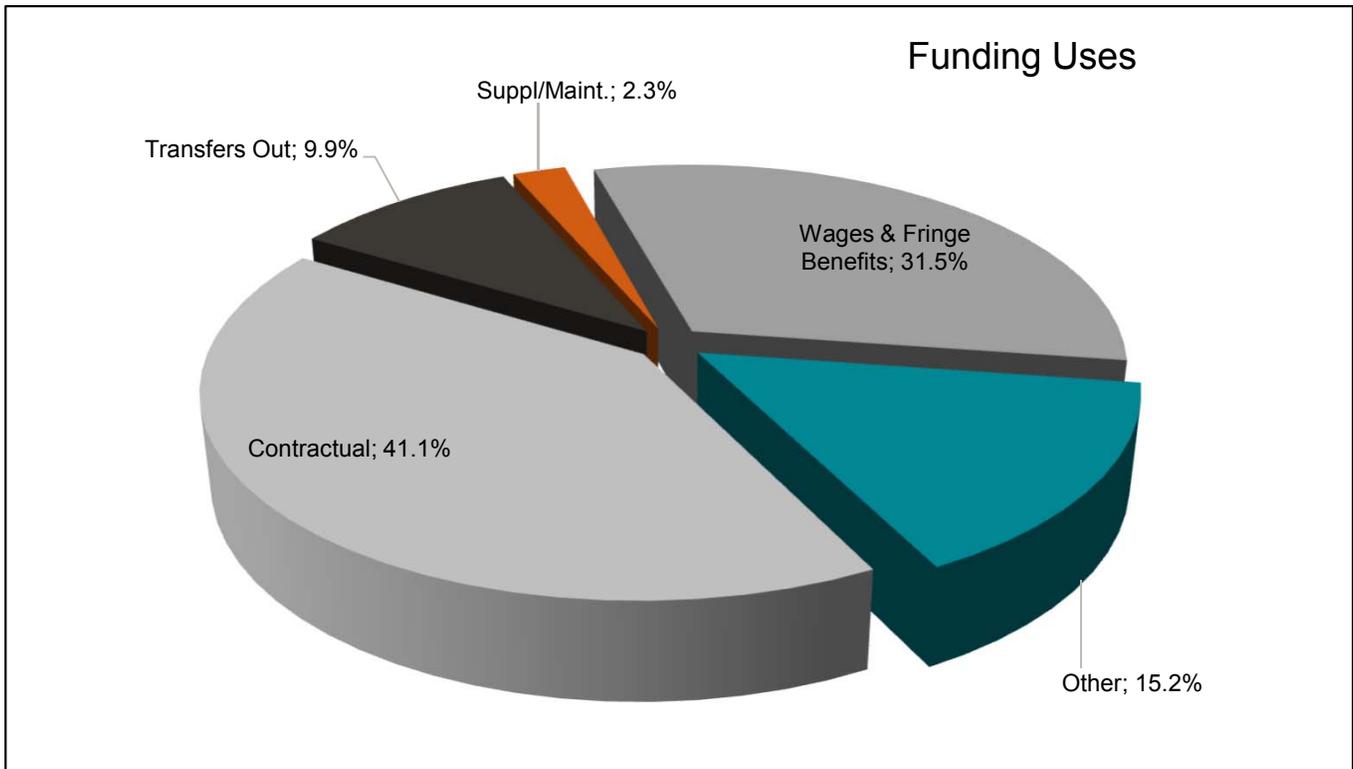
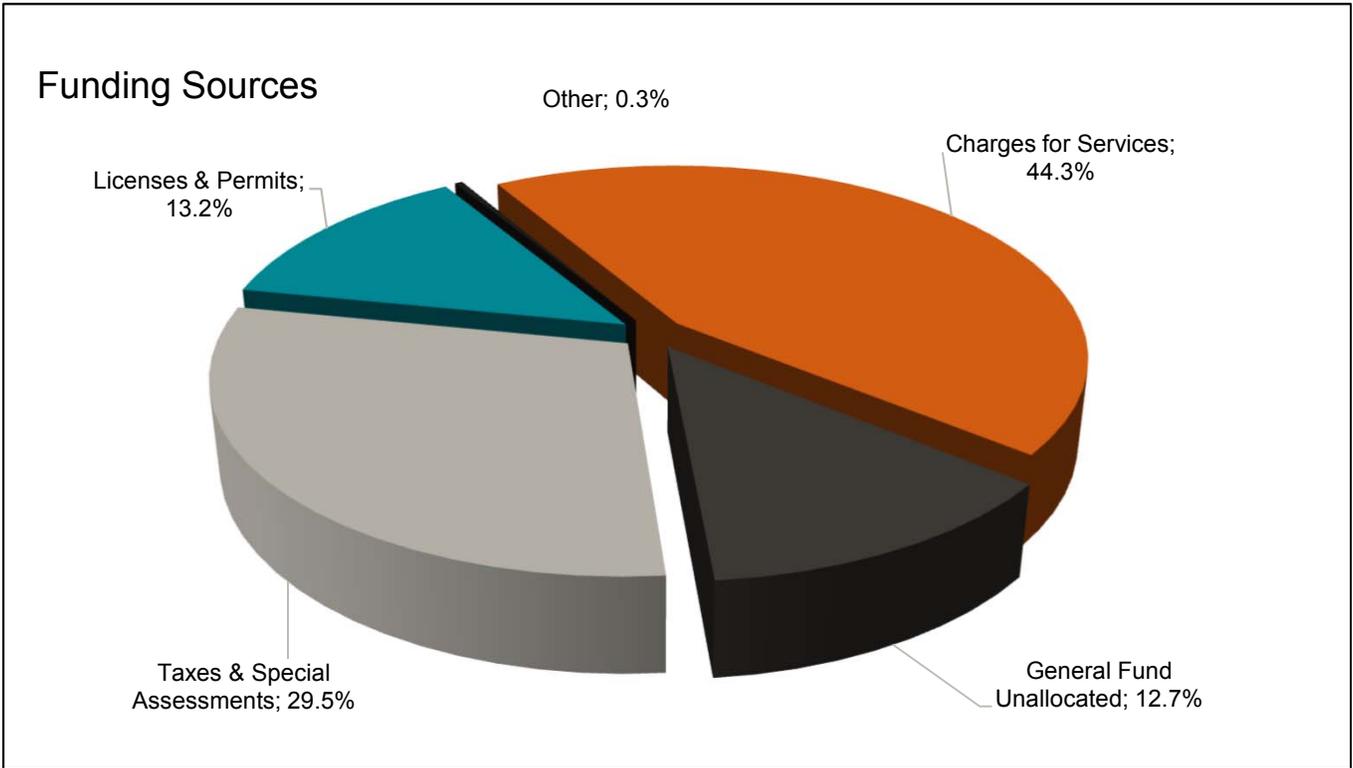
The Community and Neighborhood Services Group includes the five departments shown below. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community, with an emphasis on residential neighborhood improvements and maintenance of diversified and viable downtown, commercial and industrial areas.

For more information please visit: <https://www.cityofholland.com/generalpage/community-neighborhood-services>

GROUP ORGANIZATION CHART



COMMUNITY & NEIGHBORHOOD SERVICES



COMMUNITY & NEIGHBORHOOD SERVICES

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,411,025	\$ 1,460,822	\$ 1,724,394	\$ 1,728,090	\$ 1,743,039
Special Revenue	56,905	24	23,200	22,200	12,400
Enterprise	1,723,085	1,935,889	1,920,178	1,998,809	2,104,550
Component Unit	1,136,763	1,024,157	1,944,075	1,838,177	1,043,404
TOTAL ACROSS FUND TYPES	\$ 4,327,778	\$ 4,420,892	\$ 5,611,847	\$ 5,587,276	\$ 4,903,393

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,237,195	\$ 1,440,399	\$ 1,457,474	\$ 1,385,601	\$ 1,626,264
Licenses & Permits	754,368	1,070,172	677,700	806,100	726,100
Intergovernmental	15,092	16,899	6,520	5,411	300
Charges for Services	2,508,117	2,250,896	1,708,900	2,421,550	2,440,750
Fines & Forfeits	(854)	2,765	500	500	500
Interest & Rents	7,756	22,960	12,019	19,660	18,573
Other	296,000	-	-	-	-
Transfers In	94,804	94,864	-	13	-
TOTAL SOURCES	\$ 4,912,478	\$ 4,898,955	\$ 3,863,113	\$ 4,638,835	\$ 4,812,487

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 812,033	\$ 857,720	\$ 924,846	\$ 934,043	\$ 967,039
* Benefits - Incl. NonWorking Wages	359,333	369,827	442,897	439,981	485,578
* Mandatory Employer Costs	70,874	74,806	86,763	85,335	90,337
Other Current Expenditures -					
* Supplies / Maintenance	109,885	105,988	121,500	113,300	114,200
* Contractual	1,638,277	1,808,844	1,870,053	1,962,745	2,014,600
* Other	962,077	815,115	970,565	879,987	746,907
Transfers Out	375,299	388,592	1,195,223	1,171,885	484,732
TOTAL USES	\$ 4,327,778	\$ 4,420,892	\$ 5,611,847	\$ 5,587,276	\$ 4,903,393

- - STAFFING - -

Personnel Services Total Amount	\$ 1,242,240	\$ 1,302,353	\$ 1,454,506	\$ 1,459,359	\$ 1,542,954
Positions: Full-Time	14.95	14.85	15.85	16.35	16.35
Positions: Part-Time @ F.T.E.	2.65	2.50	2.70	2.80	3.00

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

DESCRIPTION

Coordinates a comprehensive approach to community planning and design, focusing on the needs and goals of the community to provide the best conditions for living, working, learning and recreation. Assists in preparing and implementing policies, plans, and ordinances, striving for high quality neighborhoods.

ACTION PLAN

FY 2019

- Completion of Chapter 39 Zoning and Chapter 33 Subdivisions re-write into a Unified Land Use Development Code format. Budget Impact \$37,500.
 - Ongoing into 2020.
- Meet with Holland Township planning staff to discuss land use coordination opportunities for the Waverly Road/Chicago Drive/8th Street area. Anticipate completion by October 2018.
 - No action to date, discontinued for 2020. Holland Township has commenced with the process to update their Master Plan and we anticipate coordinating with them as a part of the process.
- Implementation of short-term improvements such as: the planting of right-of-way trees, crosswalk striping, filling in sidewalk gaps, and on-street striping for parking. Anticipate completion by November 2018.
 - Ongoing into 2020. A short-term and long-term improvements and implementation plan was completed by CNS in June 2018. Continue ongoing work with Transportation Services as it relates to snowmelt, sidewalk gaps and other infrastructure improvements.
- Establish a Steering Committee and a Planning Work Group to undertake charrettes and other land planning exercises regarding future land uses and development scenarios associated with the repurposing of the JDY Power Plant property. Budget Impact \$25,000.
 - Ongoing into 2020 with anticipated completion by December 2019.
- Implementation of the adopted 2017 City of Holland Master Plan inclusive but not limited to mixed-use development opportunities along the River Avenue and Michigan Avenue corridor and along the Waverly Road corridor; developing an Airport Business District; and further implementation of sustainable infrastructure best practices.
 - Ongoing into 2020.

FY 2020

- Anticipate completion of Chapter 39 Zoning and Chapter 33 Subdivisions re-write into a Unified Land Use Development Code by December 2019. Obtain additional consultant services to enhance UDO via neighborhood facilitation, graphic design, implementation training, etc. Budget Impact \$10,000.
- 6th Street Corridor area, continue work with the Transportation Services Department, private property, and business owners and proposed improvements such as planting of trees in the street right-of-way, filling in sidewalk gaps, private property investment, and future snowmelt opportunities.

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

- Continue the multi-faceted work of the Waterfront Holland Visioning process to undertake charrettes and other land planning exercises regarding future land uses and development scenarios associated with the repurposing of the JDY Power Plant property as well as other potential development opportunities in the Waterfront Holland area. Budget Impact \$50,000.
- Provide all Unified Development Ordinance (UDO) users with an online viewing platform that intertwines technology and planning best practices to offer interactive, user-centric zoning maps and flexible design enhancements to property view what will be a graphic-rich ordinance. This would enable UDO data to be updated on General Code's ecode360 online platform and link to the Visual Zoning tools. Budget Impact: \$25,000.

COMMUNITY & NEIGHBORHOOD SERVICES

HISTORIC PRESERVATION

DESCRIPTION

In an effort to preserve significant architectural and historic resources throughout the City, the Historic District Commission and staff work with residents, property owners, and City Commissions to provide education, direction and project approvals within the historic districts.

ACTION PLAN

FY 2019

- Review and update the contractual agreement between the City of Holland and the Holland Historic Trust.
 - Anticipate completion by the end of this fiscal year.
- Review and streamline the Historic District Commission and Building Official permitting process to include revising the Historic District Commission Design Guidelines and clarifying review and approval procedures for each project.
 - Ongoing into 2020, with suggested updates listed under 2020.

FY 2020

- Review and coordinate the Historic District Commission and building division permitting process to clarify roles, create standard process and approval procedures for buildings in the historic districts.
- Update and revise Historic District Design Guidelines.
- Write Certified Local Government grant for one neighborhood Intensive level survey.

COMMUNITY & NEIGHBORHOOD SERVICES

SUSTAINABILITY

DESCRIPTION

Internalize and implement a Sustainability lens for City programs, projects, and plans and incorporate sustainable planning as a foundational element of increasing livability throughout the City.

ACTION PLAN

FY 2020

- Identify holistic opportunities to expand sustainability initiatives throughout the City as an organization and the greater community.
- Begin reviewing opportunities for the development of a formalized Sustainability Plan.
- Review the opportunity to set minimum renewable energy targets for City facilities and vehicle fleets.
- Expand the sustainability framework and project planning to include a racial and social equity review lens.

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Planning Commission				
	Site Plan Reviews				
	Approvals	15	16	10	15
	Extensions	-	-	1	-
	Amendments	10	15	15	5
	Approved Administrative Non-Res Sq. Ft.	70,210	65,405	400,750	100,000
	Approved Non-Res Sq. Ft. (PC)	299,025	299,789	299,250	300,000
	New Construction	13	19	20	20
	Additions	3	2	2	2
	Approved Residential Units	75	290	766	600
	Infill Review (Commission)	1	2	-	-
	Infill Review (by Staff)	16	7	13	5
	Recommendations to City Council				
	Rezoning	8	2	5	2
	Text Amendments	2	13	10	5
	Street Vacations	-	-	2	1
	Master Plan Amendments	1	-	1	1
	Other	2	2	2	2
	Review of Zoning Board of Appeals Referrals	-	-	-	-
	Study Session Items	16	24	15	15
	Historic District Commission				
	Community Education Sessions	-	-	1	2
	Certificates of Appropriateness Reviewed	37	-	65	60
	Certificates of Appropriateness Approved	36	-	61	57

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 13,805	\$ 10,495	\$ 8,900	\$ 9,900	\$ 8,900
General Fund Unallocated Revenue	127,767	154,301	276,272	281,902	323,490
TOTAL SOURCES	\$ 141,572	\$ 164,796	\$ 285,172	\$ 291,802	\$ 332,390

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 84,599	\$ 88,129	\$ 124,550	\$ 132,230	\$ 173,500
* Benefits - Incl. NonWorking Wages	24,780	37,881	46,247	47,425	71,714
* Mandatory Employer Costs	7,271	7,428	11,025	11,405	15,726

Other Current Expenditures -

* Supplies / Maintenance	4,240	4,422	4,200	4,900	5,100
* Contractual	7,180	5,464	77,600	77,900	43,800
* Other	13,502	21,472	21,550	17,942	22,550

TOTAL USES	\$ 141,572	\$ 164,796	\$ 285,172	\$ 291,802	\$ 332,390
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- - STAFFING - -

Personnel Services Total Amount	\$ 116,650	\$ 133,438	\$ 181,822	\$ 191,060	\$ 260,940
Full-Time Positions	1.60	1.60	1.70	2.70	2.95
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.60	0.90

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

DESCRIPTION

Protects and improves the environment and well-being of Holland's citizens health, safety and welfare by regulating, inspecting and investigating existing structures, including the electrical, mechanical and plumbing system to ensure all remains in compliance with City Ordinances.

ACTION PLAN

FY-2019

ZONING

- Participate in the re-vamping of the zoning ordinance (Chapter 39).
 - UDO process is ongoing with Planning Staff, ongoing into 2020.

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- Use staff to address expired rental housing certificates, and be in line with the requirements of the ordinance, completing one inspection every three years. (Two-year goal to have no expired certificates)
 - Ongoing into 2020 with one new housing inspector hired in October 2018. Currently at 85% compliance.
- Investigate unregistered short-term rental properties and ensure all properties meet the City Code requirements as adopted by City Council.
 - Ongoing into 2020 with staff and a signed contract with Host Compliance for ongoing research of online advertisements.
- Work with the Department of Public Safety to ensure that all public lodging facilities maintain compliance with the City Ordinances.
 - Ongoing into 2020.

FY-2020

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- Increase code enforcement activities by pro-actively searching out code violations and ensuring compliance with City Ordinances.

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Rental Housing - Initial Inspections - Properties	438	359	600	500
	Rental Housing - Initial Inspections - Units	801	1,022	1,300	1,100
	Public Lodging Facility - Annual + Complaints	25	36	36	15
	Land Use Permits	237	256	250	250
	Inoperable Vehicles - Violations Corrected	306	311	320	330
	Garbage and Rubbish - Investigations	375	662	400	350
	Weeds - Investigations	1,058	565	800	800
	Point of Sale Smoke Detectors	522	503	520	520
	Home Business Inspections	2	2	2	2
	Home Business Type I Renewals	-	4	4	4
	NEZ Inspections	-	-	2	2
	Vacant and Abandoned Registration	17	6	5	5
	Monthly Fire Inspections - Vacant and Abandoned	149	51	50	45
	Vacant Recheck - Rental and Other than Vacant and Abandoned	14	11	8	10
	Pre-Sale Inspections	18	5	5	8
	Vacant Occupancy Inspections	20	12	8	12
	Vacant Other Inspections	36	31	30	30

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 17,078	\$ 19,794	\$ 17,700	\$ 16,100	\$ 16,100
Charges for Services	302,535	279,024	295,400	287,150	289,150
Fines & Forfeits	(1,657)	200	300	300	300
General Fund Unallocated Revenue	84,692	101,918	120,782	126,448	135,873
TOTAL SOURCES	\$ 402,648	\$ 400,936	\$ 434,182	\$ 429,998	\$ 441,423

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 211,469	\$ 217,996	\$ 224,775	\$ 221,750	\$ 232,500
* Benefits - Incl. NonWorking Wages	110,102	108,032	122,114	123,500	135,144
* Mandatory Employer Costs	18,678	19,947	21,985	21,065	22,935

Other Current Expenditures -

* Supplies / Maintenance	6,680	5,899	6,300	6,600	6,600
* Contractual	14,641	13,789	15,300	13,200	13,600
* Other	41,078	35,273	43,708	43,883	30,644

TOTAL USES	\$ 402,648	\$ 400,936	\$ 434,182	\$ 429,998	\$ 441,423
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- - STAFFING - -

Personnel Services Total Amount	\$ 340,249	\$ 345,975	\$ 368,874	\$ 366,315	\$ 390,579
Full-Time Positions	4.36	4.36	4.66	4.68	4.68
Part-Time Positions @ F.T.E.	0.00	0.00	0.20	0.00	0.00

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

DESCRIPTION

Protects and improves the environment and well-being of Holland's citizens health, safety and welfare by regulating, inspecting and investigating existing structures, including the electrical, mechanical and plumbing system to ensure all remains in compliance with the State Construction Code.

ACTION PLAN

FY 2019

- Determine succession planning opportunities and opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
 - Ongoing into 2020.
- Continue to provide mechanical and plumbing inspections for Zeeland City.
 - Ongoing into 2020.
- Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
 - Ongoing into 2020.
- Provide additional attention to neglected data to maintain efficiencies.
 - Ongoing into 2020.
- Hire Assistant Director to assist in the management of the department.
 - Assistant Director hired August 2018, complete.

FY 2020

- Determine succession planning opportunities and opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
- Continue to provide mechanical and plumbing inspections for Zeeland City.
- Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
- Provide additional attention to neglected data to maintain efficiencies.

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Plumbing - Permits	724	448	500	500
	Mechanical - Permits	470	733	600	600
	Electrical - Permits	760	674	750	750
	Building - Permits	634	728	700	700
	Building - Construction Valuation	\$ 77,755,021	\$103,240,744	\$ 80,000,000	\$ 85,000,000
	Holland Township Mechanical Inspections Contract	1,635	197	65	-
	Zeeland City Mechanical & Plumbing Insp Contract	327	328	180	180

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 737,290	\$ 1,050,378	\$ 660,000	\$ 790,000	\$ 710,000
Charges for Services	114,780	33,720	17,600	20,000	18,500
Fines & Forfeits	803	2,565	200	200	200
General Fund Unallocated Revenue	(237,650)	(465,911)	30,222	(86,760)	59,087
TOTAL SOURCES	\$ 615,223	\$ 620,752	\$ 708,022	\$ 723,440	\$ 787,787

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 330,054	\$ 331,256	\$ 362,705	\$ 375,575	\$ 402,300
* Benefits - Incl. NonWorking Wages	135,436	139,342	180,560	172,885	210,011
* Mandatory Employer Costs	27,568	28,539	34,357	34,080	37,925

Other Current Expenditures -

* Supplies / Maintenance	37,884	32,805	31,800	36,900	36,900
* Contractual	39,204	35,003	42,200	48,200	48,200
* Other	45,077	53,807	56,400	55,800	52,451

TOTAL USES	\$ 615,223	\$ 620,752	\$ 708,022	\$ 723,440	\$ 787,787
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- - STAFFING - -

Personnel Services Total Amount	\$ 493,058	\$ 499,137	\$ 577,622	\$ 582,540	\$ 650,236
Full-Time Positions	5.82	5.82	6.22	6.20	6.50
Part-Time Positions @ F.T.E.	1.60	1.40	1.40	1.40	1.40

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		30,000		40,000		40,000		40,000
TOTAL SOURCES	\$	30,000	\$	40,000	\$	40,000	\$	40,000

FUNDING USES -

Other Current Expenditures -

* Other		30,000		40,000		40,000		40,000
TOTAL USES	\$	30,000	\$	40,000	\$	40,000	\$	40,000

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

DESCRIPTION

Provides administration to improve the physical and social structures in Hollands' neighborhoods, facilitates communication and collaboration among neighborhood-based groups and promotes improvement initiatives.

ACTION PLAN

FY 2019

- Contract with four Neighborhood Groups to provide continuing support for neighborhood improvement and development activities with one to one matching grants of up to \$10,000 for the Neighborhood Connectors. Total budget impact \$40,000 from the general fund.
 - Ongoing into 2020. Communication and collaboration between staff and representatives from the neighborhood groups.
- Continue collaboration with Ottawa Housing Next and other affordable housing groups, and increase the number of affordable housing units.
 - Ongoing into 2020. Staff and the Neighborhood Improvement Committee have met with the Director of Ottawa Housing Next to begin identifying specific actions the City of Holland can take to facilitate affordable housing. It is anticipated the NIC will make recommendations on affordable housing options.
- Update the Neighborhood Improvement Strategy with an intentional public participation process. Budget Impact \$2,000.
 - Ongoing into 2020. The process has commenced with the Neighborhood Improvement Committee with the intent of completing the process by the end of the fiscal year.
- Completion of MEDC Redevelopment-Ready Community Certification to facilitate new housing and community development.
 - Ongoing into 2020 with an expected completion date of December 2019.
- Continuation of the Home Energy Retrofit Program with a goal of retrofitting 200 homes.
 - Ongoing into 2020.

FY 2020

- Explore the creation of new Neighborhood Connector groups to represent other areas of the City, not currently served. Such as Montello Park, Maplewood and South Washington Avenue corridor. Total budget impact \$10,000.

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Social/Human Relations Activities:				
	Coordinate Fair Housing Activities with the Fair Housing Center of West MI				
	Fair Housing Workshop Breakfast	1	1	1	1
	Complaint Based or Survey Tests	8	8	7	7
	1-3 Hr. Class for Industry Personnel	2	2	2	2
	# of Education/Outreach hours for Protected Classes for Social Svcs Agencies	13	12	10	10
	Coordinate with and Promote Visibility of Neighborhood Groups:				
	Hold Meetings with Neighborhood Connectors	10	8	10	10
	Provide grants for connectors to support community development work	3	4	4	4
	City Staff Landlord/Tenant Liaison*				
	Hold 1 Tenant Workshop	1	1	1	1
	Hold 1 Landlord Workshop	1	1	1	1
	Tenant/Landlord Inquiries	141	136	142	142
	Provide Neighborhood Mini Grants				
	Neighbor LED Initiative	4	3	4	4
Neighborhood Celebrations					
Annual National Night Out Celebration	1	1	1	1	
Serve as a Liaison for the Neighborhood Commercial Districts					
Member of the Washington Square Business Improvement District Board	-	3	4	4	
Graffiti Complaints	48	18	20	20	

*Transferred to Human Relations Dept.

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

	Administrative and Operational Activities	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Physical Outreach				
	CDBG funding for repairs/improvements				
	Assist single family owner occupied homes	34	0	0	0
	General funding for enhancements				
	Assist owner-occupied homes	9	0	0	0
	Social/Human Relations Activities				
	Funding for design services				
	Architectural and landscape design services in target area	3	0	0	0
	Home Energy Retrofit program: CDBG FUNDED				
	Assist homes energy audits & energy efficiency home repairs	1	0	0	0
Home Energy Retrofit program: OTHER FUNDING (I.E. PRIVATE/ON BILL)	50	0	0	0	

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		221,582		234,338		257,018		242,850
TOTAL SOURCES	\$	221,582	\$	234,338	\$	257,018	\$	242,850
				\$		242,850	\$	141,439

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	123,509	\$	145,842	\$	141,888	\$	134,800	\$	75,840
* Benefits - Incl. NonWorking Wages		64,099		52,143		66,238		64,675		27,867
* Mandatory Employer Costs		12,444		13,329		13,903		13,475		6,882

Other Current Expenditures -

* Supplies / Maintenance		1,434		1,013		1,200		1,100		1,200
* Contractual		2,590		464		8,000		4,900		7,400
* Other		17,506		21,547		25,789		23,900		22,250

TOTAL USES	\$	221,582	\$	234,338	\$	257,018	\$	242,850	\$	141,439
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- - STAFFING - -

Personnel Services Total Amount	\$	200,052	\$	211,314	\$	222,029	\$	212,950	\$	110,589
Full-Time Positions		1.90		1.90		2.00		1.50		0.75
Part-Time Positions @ F.T.E.		0.75		0.80		0.80		0.80		0.70

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

DESCRIPTION

Proceeds with the repair or demolition of dangerous structures to protect the health, safety, and welfare of occupants, neighbors, and the general public.

ACTION PLAN

FY 2019

- Respond per state statute.
 - Ongoing into 2020.

FY 2020

- Respond per state statute.

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Number of Dangerous Structures Public Hearings	3	-	3	3
	Number of Housing Board of Appeals Public Hearings	3	-	2	2
	Number Repaired by the City	3	-	2	2
	City Cost of Repairs/Demolition	\$ 50,476	\$ -	\$ 20,000	\$ 30,000
	Number of Vacant Properties	3	-	1	1
	Non-Rental Properties	3	-	3	3
	Residential	3	-	3	3

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 73,663	\$ 2,943	\$ 12,000	\$ 12,000	\$ 12,000
Transfers In	10,304	-	-	-	-
TOTAL SOURCES	\$ 83,967	\$ 2,943	\$ 12,000	\$ 12,000	\$ 12,000

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 71	\$ 6	\$ 300	\$ 300	\$ 300
* Contractual	1,983	-	2,600	1,600	2,100
* Other	54,851	18	10,000	10,000	10,000
Transfers Out	-	-	10,300	10,300	-
TOTAL USES	\$ 56,905	\$ 24	\$ 23,200	\$ 22,200	\$ 12,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 27,062	\$ 2,919	\$ (11,200)	\$ (10,200)	\$ (400)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	27,062	29,981	18,781	19,781	19,381
TOTAL FUND EQUITY	\$ 27,062	\$ 29,981	\$ 18,781	\$ 19,781	\$ 19,381

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

DESCRIPTION

Provides programs, education and resources to allow for cost efficient and environmentally responsible management of refuse and recycling for all city residents and businesses.

ACTION PLAN

FY 2019

- Upon completion of the Residential Waste Audit, identify and report on performance metrics to better measure work output and better allocate limited resources as it relates to our Solid Waste and Recycling Program.
 - Completed. Residential Waste Audit has been completed and a Materials Management Task Force has been created.
- Study and begin preparations for a comprehensive sustainable materials management plan.
 - Ongoing into 2020.
- Successfully transition Solid Waste billing and Customer Service to the Holland Board of Public Works.
 - Completed.
- Work with hauler for 2018-2023 Solid Waste Agreement on all aspects of this new contract including a Residential Waste Audit.
 - Ongoing into 2020 with continual management of the contract.
- Expand metrics and establish a diversion goal contingent on the Waste Audit.
 - Ongoing into 2020 with the Materials Management Task Force.

FY 2020

- The Materials Management Task Force will review the findings of the Waste Audit and begin identifying short-term, mid-term, and long-term goals for landfill diversion and increased recycling opportunities.
- Expand education and outreach efforts related to residential recycling and landfill diversion based on recommendations from the Materials Management Task Force.
- Preparation and awarding of a new refuse and recycling contract for City facilities. The current contract expires on June 30, 2020. New bid packages to be released August 2019.

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Project Pride				
	*Pounds trash collected through coupons redeemed	724,080	927,180	750,000	755,000
	Coupons redeemed	1,557	1,822	2,000	2,000
	Recyclable Materials				
	Pounds of recyclable materials not sent to landfill	2,732,000	3,741,520	3,750,000	3,755,000
	Curb Side Recycling				
	Type of Waste Recycles in Pounds				
	Fiber	2,533,901	2,581,649	2,645,000	2,700,000
	Newsprint	1,615,821	1,646,269	1,700,000	1,750,000
	Corrugated	918,080	935,380	945,000	950,000
	Total Commingle	880,916	1,010,210	1,065,000	1,126,000
	Dairy plastic - #1 & #2 Colored	389,356	246,940	300,000	350,000
	Aluminum	28,644	14,966	15,000	16,000
	Steel Cans	183,616	187,076	190,000	195,000
	Glass	279,300	561,228	560,000	565,000
	Total Pounds Collected Curbside	3,414,817	3,591,859	3,710,000	3,826,000
	Refuse				
	1 Bag/month	174	170	165	160
	2 Bag/month	93	63	50	40
	32 Gallon weekly	2,413	2,664	2,677	2,687
	65 Gallon weekly	3,333	3,589	3,600	3,600
	90 Gallon weekly	2,625	2,986	3,000	3,100
	-	-	2,028	2,030	2,035
	Total Refuse	8,638	11,500	11,522	11,622
	Multi Family - 2 Yard	9	6	6	7
	Multi Family - 4 Yard	-	1	1	1
	Multi Family - 6 Yard	3	3	3	3
	Total Yard Multi Family	12	10	10	11
Multi Family - 4 Units	8	7	7	7	
Multi Family - 8 Units	3	2	2	2	
Multi Family - 12 Units	1	-	-	-	
Multi Family - 16 Units		1	1	1	
Total Unit Multi Family	12	10	10	10	

All above information based on Chef Container reports

* Estimated

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,003,334	\$ 1,924,714	\$ 1,375,000	\$ 2,092,500	\$ 2,112,200
Interest & Rents	2,276	8,439	4,000	6,015	7,000
Other	296,000	-	-	-	-
TOTAL SOURCES	\$ 2,301,610	\$ 1,933,153	\$ 1,379,000	\$ 2,098,515	\$ 2,119,200

FUNDING USES -

Personnel Service Expenses

* Salaries & Wages - Working	\$ 62,402	\$ 74,497	\$ 70,928	\$ 69,688	\$ 82,899
* Benefits - Incl. NonWorking Wages	24,916	32,429	27,738	31,496	40,842
* Mandatory Employer Costs	4,913	5,563	5,493	5,310	6,869

Other Current Expenses

* Supplies / Maintenance	59,576	61,843	77,700	63,500	64,100
* Contractual	1,572,679	1,754,124	1,724,353	1,816,945	1,899,500
* Other	(1,401)	7,433	13,966	11,870	10,340

TOTAL USES	\$ 1,723,085	\$ 1,935,889	\$ 1,920,178	\$ 1,998,809	\$ 2,104,550
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 578,525	\$ (2,736)	\$ (541,178)	\$ 99,706	\$ 14,650
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ENDING BALANCE -

Designated / Reserved:	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved:	1,124,677	1,121,941	580,763	1,221,647	1,236,297
TOTAL FUND EQUITY	\$ 1,124,677	\$ 1,121,941	\$ 580,763	\$ 1,221,647	\$ 1,236,297

- - STAFFING - -

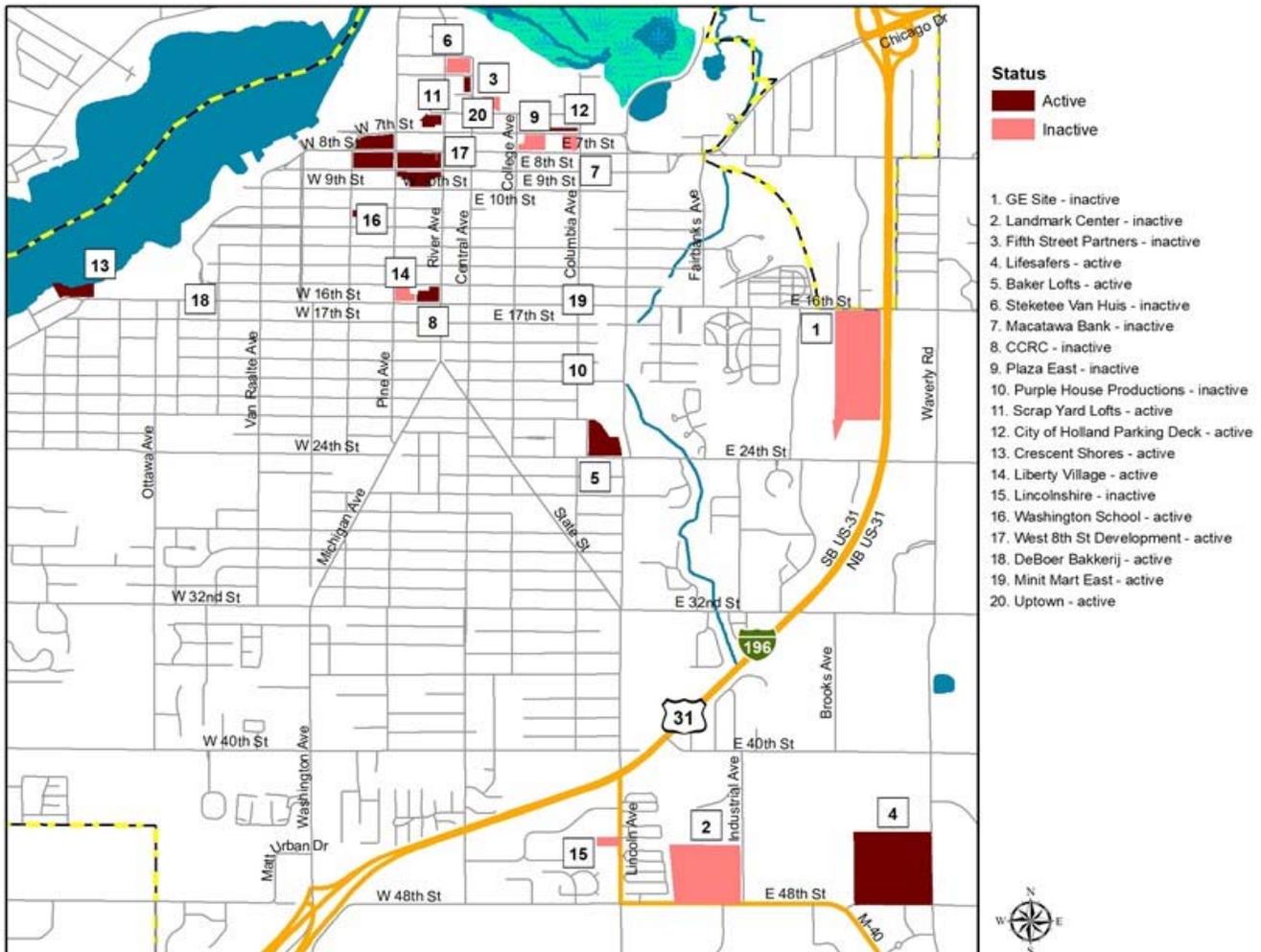
Personnel Services Total Amount	\$ 92,231	\$ 112,489	\$ 104,159	\$ 106,494	\$ 130,610
Full-Time Positions	1.27	1.17	1.27	1.27	1.47
Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Number of Active Projects (Capturing Taxes)	9	10	11	13
	Number of Active Projects (Not Capturing Taxes)	3	4	1	2
	Total Number of Active Projects	12	14	12	15
	Taxable Valuation Capture (IFT at Equivalency)	\$ 30,289,778	\$ 34,924,361	\$ 42,776,244	\$ 45,000,000

City of Holland - Brownfield Sites



COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,237,195	\$ 1,440,399	\$ 1,457,474	\$ 1,385,601	\$ 1,626,264
Intergovernmental	15,092	16,899	6,520	5,411	300
Interest & Rents	5,480	14,521	8,019	13,645	11,573
Transfers In	84,500	94,864	-	13	-
TOTAL SOURCES	\$ 1,342,267	\$ 1,566,683	\$ 1,472,013	\$ 1,404,670	\$ 1,638,137

FUNDING USES -

Other Current Expenditures -					
* Other	\$ 761,464	\$ 635,565	\$ 759,152	\$ 676,592	\$ 558,672
Transfers Out	375,299	388,592	1,184,923	1,161,585	484,732
TOTAL USES	\$ 1,136,763	\$ 1,024,157	\$ 1,944,075	\$ 1,838,177	\$ 1,043,404

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 205,504	\$ 542,526	\$ (472,062)	\$ (433,507)	\$ 594,733
ENDING FUND EQUITY -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	461,196	1,003,722	531,660	570,215	1,164,948
TOTAL FUND EQUITY	\$ 461,196	\$ 1,003,722	\$ 531,660	\$ 570,215	\$ 1,164,948

- - STAFFING - -

Positions: Not Applicable



Holland
MICHIGAN

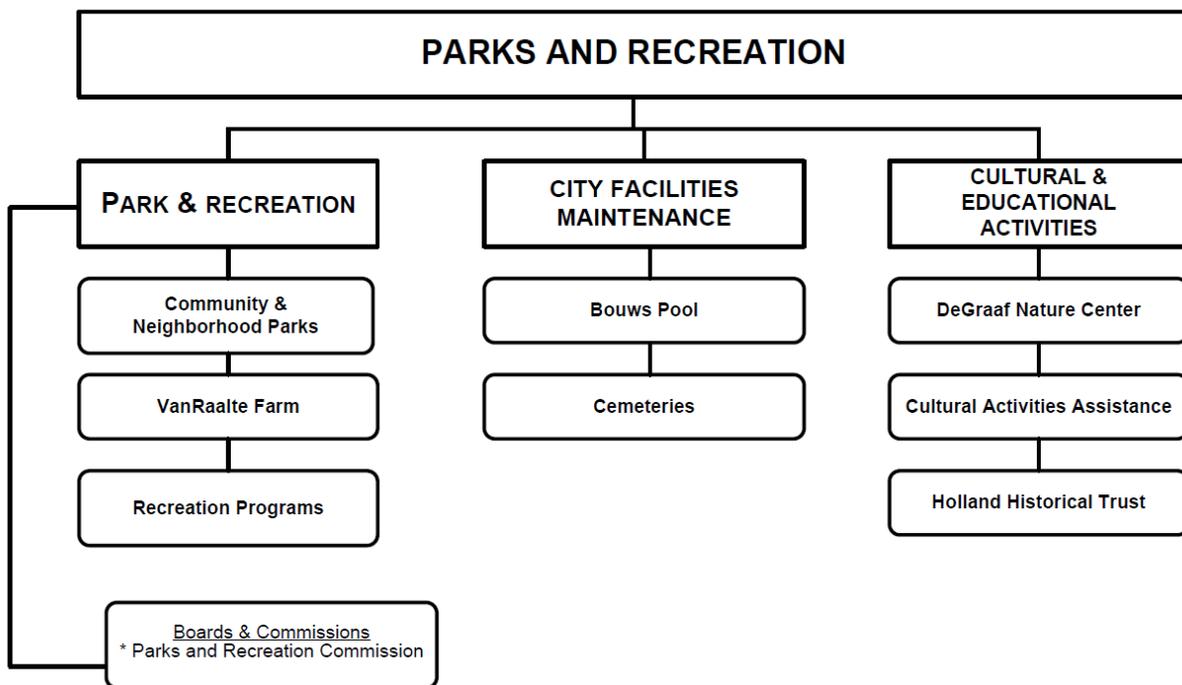
PARKS & RECREATION

INTRODUCTION

The Parks & Recreation Group is responsible for the coordination and quality of all recreational and cultural opportunities for city residents, and for the maintenance of all facilities. The overall objective is to provide safe, functional and beautiful facilities that can be utilized by all age groups.

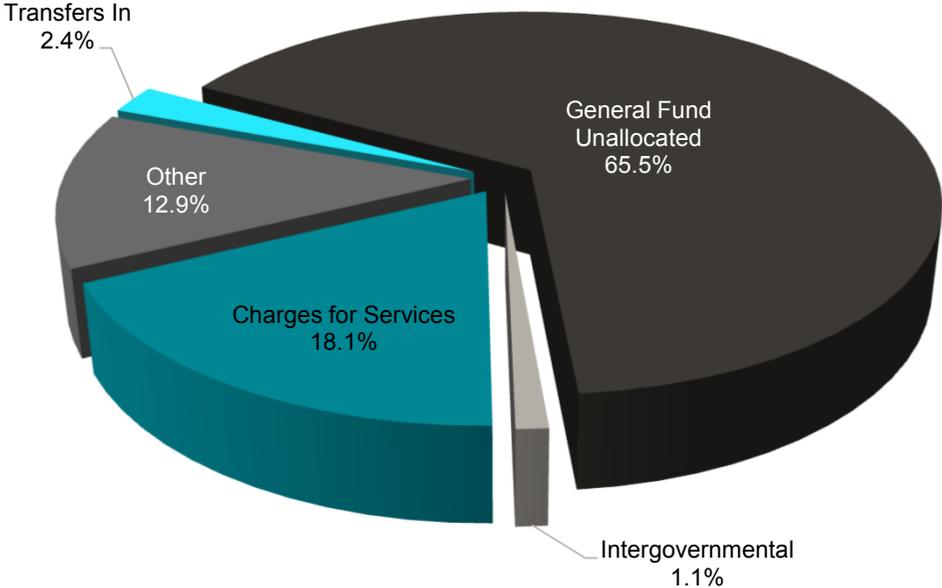
For more information please visit: <https://www.cityofholland.com/generalpage/parks-recreation>

GROUP ORGANIZATION CHART

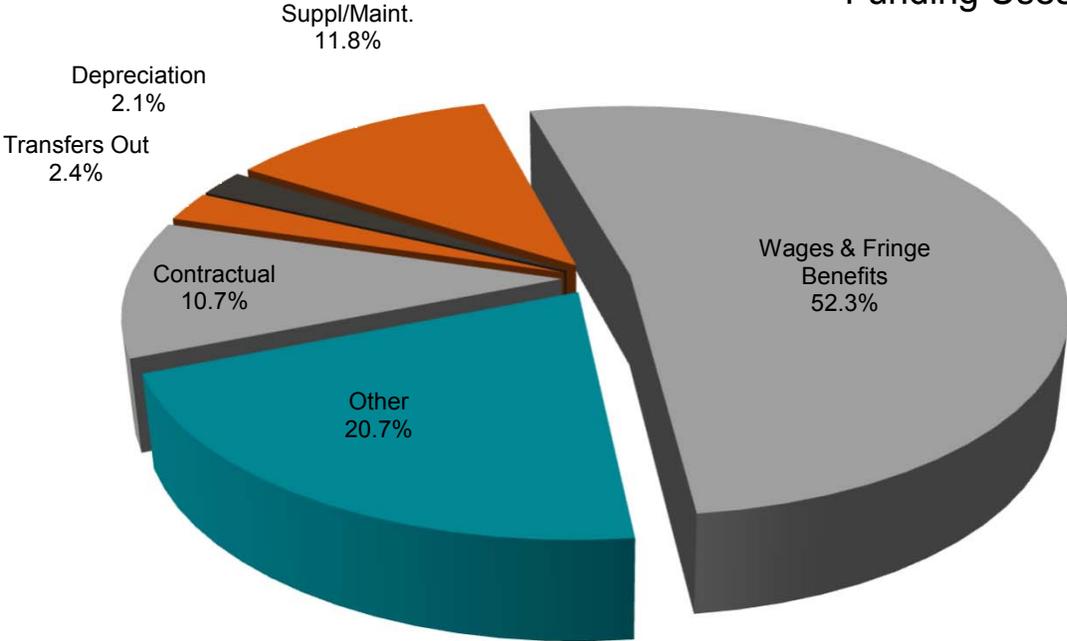


PARKS & RECREATION

Funding Sources



Funding Uses



PARKS & RECREATION

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES-

General Fund	\$ 3,850,154	\$ 3,962,589	\$ 3,908,320	\$ 4,326,340	\$ 4,195,174
Permanent	14,938	19,507	26,000	1,675,632	20,500
Special Revenue Funds	1,253,796	196	-	275	200
Enterprise Funds	160	181	300	300	200
Component Unit	755,488	785,027	903,965	903,965	945,196
TOTAL- ALL FUND TYPES	\$ 5,874,536	\$ 4,767,500	\$ 4,838,585	\$ 6,906,512	\$ 5,161,270

-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,253,696	\$ 125	\$ -	\$ 300	\$ 300
Intergovernmental	50,000	50,000	40,000	40,000	55,000
Charges for Services	925,965	1,030,384	927,010	943,097	924,900
Interest & Rents	123,382	126,479	108,022	116,472	86,785
Other	243,780	642,922	537,564	537,564	576,813
Transfers In	115,038	119,582	126,000	121,000	120,500
TOTAL SOURCES	\$ 2,711,861	\$ 1,969,492	\$ 1,738,596	\$ 1,758,433	\$ 1,764,298

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,651,146	\$ 1,758,113	\$ 1,811,049	\$ 1,800,402	\$ 1,932,010
* Benefits - Incl. NonWorking Wages	419,358	430,628	458,636	496,528	573,538
* Mandatory Employer Costs	171,363	178,959	183,879	189,685	196,113
Other Current Expenditures -					
* Supplies / Maintenance	570,952	537,529	546,125	557,680	597,833
* Contractual	606,340	662,365	550,710	579,514	552,865
* Other	2,206,512	972,947	1,000,011	3,000,327	1,070,078
Capital Outlay	20,501	-	55,274	54,400	11,750
Transfers Out	115,035	119,507	126,000	121,075	120,500
Depreciation Expense	113,329	107,452	106,901	106,901	106,583
TOTAL USES	\$ 5,874,536	\$ 4,767,500	\$ 4,838,585	\$ 6,906,512	\$ 5,161,270

-- STAFFING --

Personnel Services Total Amount	\$ 2,241,867	\$ 2,367,700	\$ 2,453,564	\$ 2,486,615	\$ 2,701,661
* Full-Time Positions	22.45	24.90	24.90	23.83	26.08
* Part-Time Positions @ F.T.E.	22.50	21.50	20.80	18.75	17.20

PARKS & RECREATION

CITY HALL & GROUNDS

DESCRIPTION

Maintains the structure which serves as a focal point for City government and the citizens of the community in a manner which represents the quality of the community, and provide the most economical and efficient space for the needs of municipal government, including its citizen boards, commissions, and committees.

ACTION PLAN

FY 2019

- Re-caulk, re-mortar, and seal exterior stone, brick, and concrete around the building, to prevent water from entering.
 - To be completed by June 2019.
- Finish entry door repairs.
 - Completed in October 2018.
- Investigate and develop a work ticket system for maintenance at City Hall and other facilities throughout the City. Staff investigated various options, but could not find the perfect system.
 - Will continue to pursue, and complete by June 2019.

FY 2020

- Evaluate and determine which trees should be removed and replaced in parking lot, and update landscaping.
 - To be completed by Spring 2020.
- Continue to develop safety strategies and upgrades to City Hall; possibly including new door locks, cameras, updated concierge desk location.
 - To be completed by June 2020.
- Develop a plan to repair/refurbish copper gutter system, and soffit fascia.
 - To be completed by June 2020.
- Design and develop plans for new entry steps for River Ave. entrance.
 - To be completed by December 2019.

PARKS & RECREATION

GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenues		186,876		168,208		185,115		210,891	266,519	
TOTAL SOURCES	\$	186,876	\$	168,208	\$	185,115	\$	210,891	\$	266,519

FUNDING USES -

Personnel Services										
* Salaries & Wages - Working	\$	18,324	\$	13,976	\$	24,355	\$	32,738	\$	53,900
* Benefits - Incl. NonWorking Wages		5,729		(450)		3,278		8,050		28,686
* Mandatory Employer Costs		1,945		1,320		2,432		3,180		6,258
Other Current Expenditures										
* Supplies / Maintenance		42,895		39,105		35,300		46,300		42,125
* Contractual		44,335		43,519		45,800		45,565		60,600
* Other		73,648		70,738		73,950		75,058		74,950
TOTAL USES	\$	186,876	\$	168,208	\$	185,115	\$	210,891	\$	266,519

- - STAFFING - -

Personnel Services Total Amount	\$	25,998	\$	14,846	\$	30,065	\$	43,968	\$	88,844
Full-Time Positions		0.40		0.10		0.10		1.15		1.15
Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

PARKS & RECREATION

PARKS & CEMETERIES

DESCRIPTION

Enhances the community by providing outstanding and safe, functional, beautiful parks and cemeteries facilities; developments facilities for the preservation of the natural beauty of the City and for the enjoyment of all age groups.

ACTION PLAN

FY 2019

- Develop improvement plan for Lakeview School Park. This will be a collaborative project with Laketown Township.
 - Completed in September 2018.
- Develop a Five-Year Master Plan for the Parks and Recreation Department. The current plan expires December 31, 2018.
 - Adopted by City Council January 2019.
- Construct a new greenhouse and/or renovate existing greenhouse.
 - Will be completed by June 1, 2019.
- Renovate the interior of the Columbarium at Pilgrim Home Cemetery. Improvements will include new paint, lighting, and decorations.
 - Staff is meeting with consultants currently, to be completed before Memorial Day 2019.

FY 2020

- Purchase and install 2-3 vault toilets at various parks that have year-round use. Possibly Kollen Park and Van Raalte Farm.
 - To be completed by Spring 2020.
- Develop a work ticket/time keeping system for department.
 - To be completed by June 2020.
- Improve Bouws Pool amenities, and create a more accessible entrance to Pool.
 - To be completed by June 2020.
- Begin playground replacement program. Work on public/private collaboration to get this completed. Develop list of most needed units for replacement for future replacement.
 - To be completed by June 2020.

PARKS & RECREATION

CEMETERIES

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Lot Sales				
	Pilgrim Home Cemetery	83	88	98	89
	Graafschap Cemetery	29	32	50	37
	Burials				
	Pilgrim Home Cemetery - Annual				
	Graveside Services	127	107	106	113
	Drop Services	59	35	56	50
	Total Pilgrim Home Cemetery Burials	186	142	162	163
	Full Body Burial	124	87	88	99
	Cremation Burial	62	55	74	64
	Total Burials	186	142	162	163
	Percentage of Cremation Burial to Full Body Burial	50.00%	63.22%	84.09%	64.65%
	Graafschap Cemetery - Annual				
	Graveside Services	36	35	48	39
	Drop Services	13	12	14	13
	Total Graafschap Cemetery Burials	49	47	62	52
	Full Body Burial	34	34	47	39
	Cremation Burial	15	13	15	3
	Total Burials	49	47	62	42
	Percentage of Cremation Burial to Full Body Burial	44.12%	38.24%	31.91%	7.69%
	Marker Foundation Installations:				
	Pilgrim Home Cemetery	184	120	175	159
	Graafschap Cemetery	56	50	60	55
Niche Sales					
Pilgrim Home Cemetery	3	3	7	4	

PARKS & RECREATION

PARKS

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Forestry Activities:				
	Trees Planted	401	7	100	75
	Trees Trimmed	1,070	1,153	1,400	1,200
	Trees Removed	282	270	130	150
	Stump Removal	234	167	200	150
	Tulip Beds & Lanes - Annual Tulip Plantings	316,500	328,500	328,520	328,520
	Greenhouse Plantings (Currently at Capacity)	100,000	100,000	100,000	100,000
	Total Area Maintained by Park Personnel (Acres)	385	385	416	416
Number of Events in Park Facilities	105	151	100	100	

PARKS & RECREATION

GENERAL FUND - CEMETERIES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 249,816	\$ 249,317	\$ 269,000	\$ 275,800	\$ 280,000
Transfers In	14,938	19,507	26,000	21,000	20,500
General Fund Unallocated Revenues	247,430	248,163	233,622	229,366	235,819
TOTAL SOURCES	\$ 512,184	\$ 516,987	\$ 528,622	\$ 526,166	\$ 536,319

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 189,863	\$ 203,719	\$ 196,379	\$ 192,100	\$ 186,400
* Benefits - Incl. NonWorking Wages	63,973	47,968	62,137	61,450	80,872
* Mandatory Employer Costs	18,893	19,975	21,059	19,445	19,275

Other Current Expenditures -

* Supplies / Maintenance	46,436	46,634	40,250	40,459	44,000
* Contractual	70,306	69,474	67,200	67,265	67,310
* Other	117,212	129,217	131,597	135,447	133,462
Capital Outlay	5,501	-	10,000	10,000	5,000

TOTAL USES	\$ 512,184	\$ 516,987	\$ 528,622	\$ 526,166	\$ 536,319
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-- STAFFING --

Personnel Services Total Amount	\$ 272,729	\$ 271,662	\$ 279,575	\$ 272,995	\$ 286,547
Full-Time Positions	2.85	2.85	2.85	2.75	3.25
Part-Time Positions @ F.T.E.	3.05	2.65	2.65	1.95	1.25

PARKS & RECREATION

GENERAL FUND - PARKS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 45,224	\$ 51,403	\$ 48,000	\$ 68,000	\$ 63,000
Interest & Rents	25,404	22,857	20,600	20,600	20,600
Other	15,000	73	2,000	2,000	-
General Fund Unallocated Revenues	1,545,874	1,496,984	1,667,083	1,979,642	1,825,047
TOTAL SOURCES	\$ 1,631,502	\$ 1,571,317	\$ 1,737,683	\$ 2,070,242	\$ 1,908,647

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 684,962	\$ 654,848	\$ 715,575	\$ 663,650	\$ 741,810
* Benefits - Incl. NonWorking Wages	175,454	177,263	196,251	223,400	243,175
* Mandatory Employer Costs	73,448	66,457	73,814	78,055	75,340

Other Current Expenditures -

* Supplies / Maintenance	195,190	183,211	193,950	193,200	199,550
* Contractual	94,290	102,692	106,800	118,625	125,600
* Other	393,158	386,846	406,893	748,912	516,422

Capital Outlay	15,000	-	44,400	44,400	6,750
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TOTAL USES	\$ 1,631,502	\$ 1,571,317	\$ 1,737,683	\$ 2,070,242	\$ 1,908,647
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-- STAFFING --

Personnel Service Total Amount	\$ 933,864	\$ 898,568	\$ 985,640	\$ 965,105	\$ 1,060,325
Full-Time Positions	8.25	8.55	8.55	7.00	8.00
Part-Time Positions @ F.T.E.	14.20	14.00	14.00	14.20	14.20

PARKS & RECREATION

GENERAL FUND - PARKS AND RECREATION ADMINISTRATION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenues		58,072		61,808		65,500		65,316
TOTAL SOURCES	\$	58,072	\$	61,808	\$	65,500	\$	65,316
				\$		65,316		\$
								66,477

FUNDING USES -

Personnel Services -								
* Salaries & Wages - Working	\$	35,924	\$	38,754	\$	38,875	\$	38,825
* Benefits - Incl. NonWorking Wages		15,551		16,750		18,532		18,733
* Mandatory Employer Costs		3,277		3,482		3,893		3,758
Other Current Expenditures -								
* Supplies / Maintenance		1,071		1,038		2,100		2,100
* Other		2,249		1,784		2,100		1,900
TOTAL USES	\$	58,072	\$	61,808	\$	65,500	\$	65,316
								\$
								66,477

-- STAFFING --

Personnel Services Total Amount	\$	54,752	\$	58,986	\$	61,300	\$	61,316	\$	62,477
Full-Time Positions		0.50		0.50		0.50		0.50		0.50
Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

PARKS & RECREATION

RECREATION

DESCRIPTION

Provides various recreational and leisure time activities, which appeal to citizens of all ages and interests. Assures proper and adequate supervision at facilities and keeps them in good working condition to provide the participants with safe enjoyable activities.

ACTION PLAN

FY 2019

- Evaluate the current mission, vision and goals for the Holland Recreation. Include staff input for determining if a new mission, vision and goals are needed for Holland Recreation.
 - December 2018 - Staff has started a monthly meeting on vision planning and setting goals for the future. Included in these meetings are discussions on the mission.
- Create a Marketing Plan for the Recreation Division
 - September 2018 - Completed and constantly evaluating to stay up to date with current trends.
- Develop five (5) new Special Event programs for Holland Recreation
 - December 2018 - Completed with the following special events: Cosmetology Camp, Movie at the Civic, Art class in the Park, Senior Prom and Coloring Contests.

FY 2020

- Adopt a formal cost recovery goal for recreation programs so staff have a baseline for budgeting and planning.
 - In discussion.
- Plans for a Community Recreation Center; including design, funding and implementation.
- Implement Lakeview School Park Master Plan for construction.
 - April 2020
- Evaluate athletic facilities and put together a plan to update, repair, replace, or resurface. Maplewood Youth Complex ball fields, Matt Urban Sports Complex basketball courts, Moran Park Pickleball and Tennis Courts, etc.
 - May 2020

PARKS & RECREATION

GENERAL FUND - RECREATION

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Youth Athletic Programs	2,976	3,315	4,095	4,095
	Adult Athletic Programs	6,578	6,435	8,211	8,411
	Family Special Events	12,595	12,870	12,830	13,240
	Non-Athletic Youth Programs	1,500	1,267	100	100
	Bouws Pool Attendance	13,338	11,662	14,000	14,000

PARKS & RECREATION

GENERAL FUND - RECREATION

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 349,619	\$ 367,325	\$ 423,800	\$ 402,537	\$ 424,100
Interest & Rents	21,021	21,469	26,000	28,450	28,500
General Fund Unallocated Revenues	678,819	741,459	669,255	749,351	813,097
TOTAL SOURCES	\$ 1,049,459	\$ 1,130,253	\$ 1,119,055	\$ 1,180,338	\$ 1,265,697

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 364,273	\$ 418,669	\$ 428,925	\$ 465,363	\$ 537,425
* Benefits - Incl. NonWorking Wages	98,717	123,063	106,109	112,350	155,945
* Mandatory Employer Costs	34,725	40,871	39,987	42,507	53,212

Other Current Expenditures -

* Supplies / Maintenance	189,143	174,096	161,626	162,108	175,300
* Contractual	206,534	217,765	204,300	221,958	181,460
* Other	156,067	155,789	177,234	176,052	162,355

Capital Outlay

Capital Outlay	-	-	874	-	-
TOTAL USES	\$ 1,049,459	\$ 1,130,253	\$ 1,119,055	\$ 1,180,338	\$ 1,265,697

-- STAFFING --

Personnel Services Total Amount	\$ 497,715	\$ 582,603	\$ 575,021	\$ 620,220	\$ 746,582
Full-Time Positions	4.50	5.95	4.95	5.66	6.16
Part-Time Postions @ F.T.E.	1.25	0.75	0.75	0.45	0.50

PARKS & RECREATION

DEGRAAF NATURE CENTER

DESCRIPTION

Provides nature, environmental, conservation and historical learning experiences in an outdoor classroom supplementing and enhancing classroom teaching. Plans and implements a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. Fosters a greater appreciation of nature and our relationship to it, while providing a place for people to relax and enjoy.

ACTION PLAN

FY 2019

- Explore a more formal connection between the Holland Public Schools and the education programs offered at the nature center- working with the needs of the schools and their budgets. Either students come to the nature center or we work out on-site programming.
 - Staff met with HPS, and now the Outdoor Discovery Center (ODC) is taking over those conversations with all schools.
- Design and plan new trail signage for the Van Raalte Farm.
 - Parks staff will be working with the ODC on this signage project. June 2020.
- Design and create a “free-play” trail in the meadow at the nature center. The goal is to make available a safe outdoor play area for families and young children.
 - ODC will be making recommendations on whether or not to pursue this project. Spring 2019.
- Plant perennial wildflower beds in the new landscaping areas around the parking lot. One garden will be labeled and located by the entry. Themes for the gardens include butterfly and hummingbird gardens. Work with Horticultural Club and Garden Club to get assistance in the planning and planting.
 - To be completed in the Spring of 2019.

FY 2020

- Replace/refurbish a few of the animal enclosures at DeGraaf. To Be Determined by the ODC, Fall 2019.
- Repair/replace portions of the boardwalk around the DeGraaf Nature Center property, Fall 2019.
- Replace flooring in restrooms at DeGraaf, Spring 2020.

PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 132,425	\$ 229,960	\$ 50,160	\$ 41,970	\$ -
Other	9,096	5,229	-	-	-
General Fund Unallocated Revenues	161,726	169,979	112,885	122,167	42,215
TOTAL SOURCES	\$ 303,247	\$ 405,168	\$ 163,045	\$ 164,137	\$ 42,215

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 145,214	\$ 152,011	\$ 60,940	\$ 61,726	\$ 11,375
* Benefits - Incl. NonWorking Wages	39,784	42,006	31,295	31,511	691
* Mandatory Employer Costs	14,662	15,267	7,694	7,740	1,120

Other Current Expenditures -

* Supplies / Maintenance	21,030	23,047	7,849	8,463	6,000
* Contractual	57,083	144,939	30,110	29,601	165
* Other	25,474	27,898	25,157	25,096	22,864

Capital Outlay

	-	-	-	-	-
TOTAL USES	\$ 303,247	\$ 405,168	\$ 163,045	\$ 164,137	\$ 42,215

-- STAFFING --

Personnel Services Total Amount	\$ 199,660	\$ 209,284	\$ 99,929	\$ 100,977	\$ 13,186
Full-Time Positions	1.95	1.95	1.95	0.77	0.02
Part-Time Positions @ F.T.E.	2.15	2.20	2.20	0.95	0.35

Effective November 1, 2018 the Outdoor Discovery Center began operating the DeGraaf Nature Center.

The City of Holland is responsible for grounds and maintenance costs for the facility only.

PARKS & RECREATION

CULTURAL ACTIVITIES ASSISTANCE

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenues		108,814		108,848		109,300		109,250	109,300	
TOTAL SOURCES	\$	108,814	\$	108,848	\$	109,300	\$	109,250	\$	109,300

FUNDING USES -

Other Current Expenditures -

* Other	\$	8,814	\$	8,848	\$	9,300	\$	9,250	\$	9,300
Transfers Out		100,000		100,000		100,000		100,000		100,000
TOTAL USES	\$	108,814	\$	108,848	\$	109,300	\$	109,250	\$	109,300

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

CEMETERY PERPETUAL CARE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 34,205	\$ 39,900	\$ 33,000	\$ 51,800	\$ 44,000
Interest & Rents	9,691	19,507	15,000	21,000	500
Other	-	-	-	-	20,000
TOTAL SOURCES	\$ 43,896	\$ 59,407	\$ 48,000	\$ 72,800	\$ 64,500

FUNDING USES -

Other Current Expenditures -					
* Other	\$ -	\$ -	\$ -	\$ 1,654,632	\$ -
Transfers Out	14,938	19,507	26,000	21,000	20,500
TOTAL USES	\$ 14,938	\$ 19,507	\$ 26,000	\$ 1,675,632	\$ 20,500

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 28,958	\$ 39,900	\$ 22,000	\$ (1,602,832)	\$ 44,000
ENDING BALANCE -					
Designated / Reserves	\$ 1,616,632	\$ 1,654,632	\$ 1,676,632	\$ 45,032	\$ 85,032
Undesignated / Unreserved	69,016	70,916	70,916	77,684	81,684
TOTAL FUND EQUITY	\$ 1,685,648	\$ 1,725,548	\$ 1,747,548	\$ 122,716	\$ 166,716

-- STAFFING --

Positions: Not Applicable

In FY-2019, the majority of the non-expendable fund equity was deposited in a fund at the Holland Zeeland Area Community Foundation.

PARKS & RECREATION

HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,253,696	\$ 125	\$ -	\$ 300	\$ 300
Transfers In	100	75	-	-	-
TOTAL SOURCES	<u>\$ 1,253,796</u>	<u>\$ 200</u>	<u>\$ -</u>	<u>\$ 300</u>	<u>\$ 300</u>

FUNDING USES -

Other Current Expenditures					
* Other - Tax Payments to Library	\$ 1,253,699	\$ 196	\$ -	\$ 200	\$ 200
Transfers Out	97	-	-	75	-
TOTAL USES	<u>\$ 1,253,796</u>	<u>\$ 196</u>	<u>\$ -</u>	<u>\$ 275</u>	<u>\$ 200</u>

-- FUND EQUITY --

INCREASE (DECREASE)	\$ -	\$ 4	\$ -	\$ 25	\$ 100
ENDING BALANCE -					
Designated / Reserved	\$ -				
Undesignated / Unreserved	-				
TOTAL FUND EQUITY	<u>\$ -</u>	<u>\$ 4</u>	<u>\$ 4</u>	<u>\$ 29</u>	<u>\$ 129</u>

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 192	\$ 158	\$ 150	\$ 90	-
Interest & Rents	2	5	5	5	-
TOTAL SOURCES	<u>\$ 194</u>	<u>\$ 163</u>	<u>\$ 155</u>	<u>\$ 95</u>	<u>-</u>

FUNDING USES -

Other Current Expenditures					
* Supplies / Maintenance	\$ 160	\$ 181	\$ 300	\$ 300	200
TOTAL USES	<u>\$ 160</u>	<u>\$ 181</u>	<u>\$ 300</u>	<u>\$ 300</u>	<u>200</u>

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ 34	\$ (18)	\$ (145)	\$ (205)	(200)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	-
Undesignated / Unreserved	477	459	314	254	54
TOTAL FUND EQUITY	<u>\$ 477</u>	<u>\$ 459</u>	<u>\$ 314</u>	<u>\$ 254</u>	<u>54</u>

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION SERVICES

HOLLAND HISTORICAL TRUST FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Museum Attendance	14,820	16,974	17,585	18,200
	Rentals at all sites	3,925	7,594	4,060	3,100
	Education tours participation	625	1,165	1,339	1,540
	Memberships	433	425	445	475

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000	\$ 55,000
Charges for Services	114,484	92,321	102,900	102,900	113,800
Rental Income:					
* Armory	6,860	22,560	15,600	15,600	7,000
* Other Than Armory	1,275	-	3,000	3,000	6,000
Investment Income (Net of Market)	59,129	40,081	27,817	27,817	24,185
Other:					
* Other Private Contributions	219,684	637,620	535,564	535,564	556,813
Transfers In - City of Holland	100,000	100,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 551,432	\$ 942,582	\$ 824,881	\$ 824,881	\$ 862,798

FUNDING USES -

Personnel Services -					
* Salaries & Wages - Working	\$ 212,586	\$ 276,136	\$ 346,000	\$ 346,000	\$ 362,000
* Benefits - Incl. NonWorking Wages	20,150	24,028	41,034	41,034	44,700
* Mandatory Employer Costs	24,413	31,587	35,000	35,000	37,000
Other Current Expenditures -					
* Supplies / Maintenance	75,027	70,217	104,750	104,750	128,558
* Contractual	133,792	83,976	96,500	96,500	117,730
* Other	176,191	191,631	173,780	173,780	148,625
Depreciation Expense	113,329	107,452	106,901	106,901	106,583
TOTAL USES	\$ 755,488	\$ 785,027	\$ 903,965	\$ 903,965	\$ 945,196

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:

* Holland Historical Trust	\$ 652,572	\$ 689,535	\$ 863,365	\$ 863,365	\$ 889,096
* Armory	44,316	31,392	40,600	40,600	56,100

OTHER APPLIED PURPOSES:

* Capital / Collections / Donated Facil.	58,600	64,100	-	-	-
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TOTAL USES	\$ 755,488	\$ 785,027	\$ 903,965	\$ 903,965	\$ 945,196
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(This Fund Continues On Next Page)

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (204,056)	\$ 157,555	\$ (79,084)	\$ (79,084)	\$ (82,398)
ENDING BALANCE -					
Non-Expendable	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Investment in Fixed Assets	1,180,682	1,147,731	1,040,830	1,040,830	934,247
Expendable:					
* Designated Restrictions -					
Temporary (Legal Restrictions)	336,106	587,649	401,781	401,781	324,913
Board of Directors (Board Action)	166,788	182,286	182,386	182,386	182,974
* Unreserved / Undesignated	(88,277)	(164,812)	48,773	48,773	149,238
TOTAL FUND EQUITY	<u>\$ 1,705,299</u>	<u>\$ 1,862,854</u>	<u>\$ 1,783,770</u>	<u>\$ 1,783,770</u>	<u>\$ 1,701,372</u>

- - STAFFING - -					
Personnel Services Total Amount	\$ 257,149	\$ 331,751	\$ 422,034	\$ 422,034	\$ 443,700
Full-Time Positions	4.00	5.00	6.00	6.00	7.00
Part-Time Positions @ F.T.E.	1.85	1.90	1.20	1.20	0.90



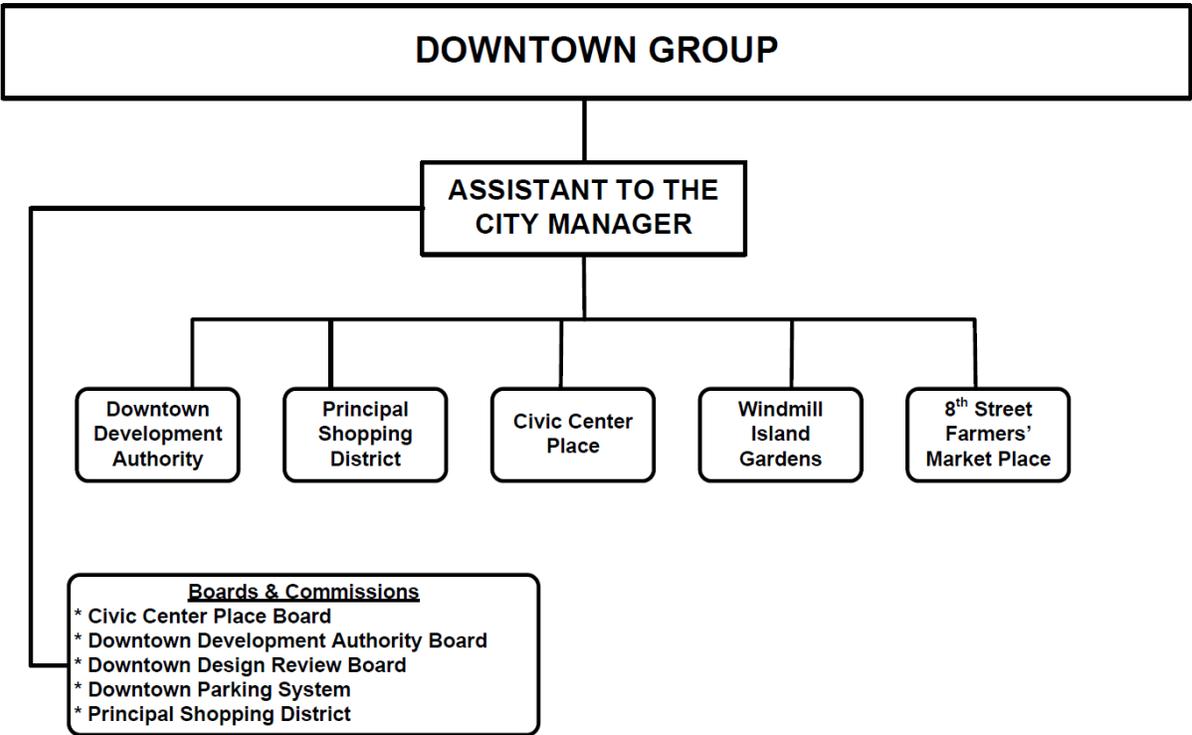
Holland
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DOWNTOWN GROUP

INTRODUCTION

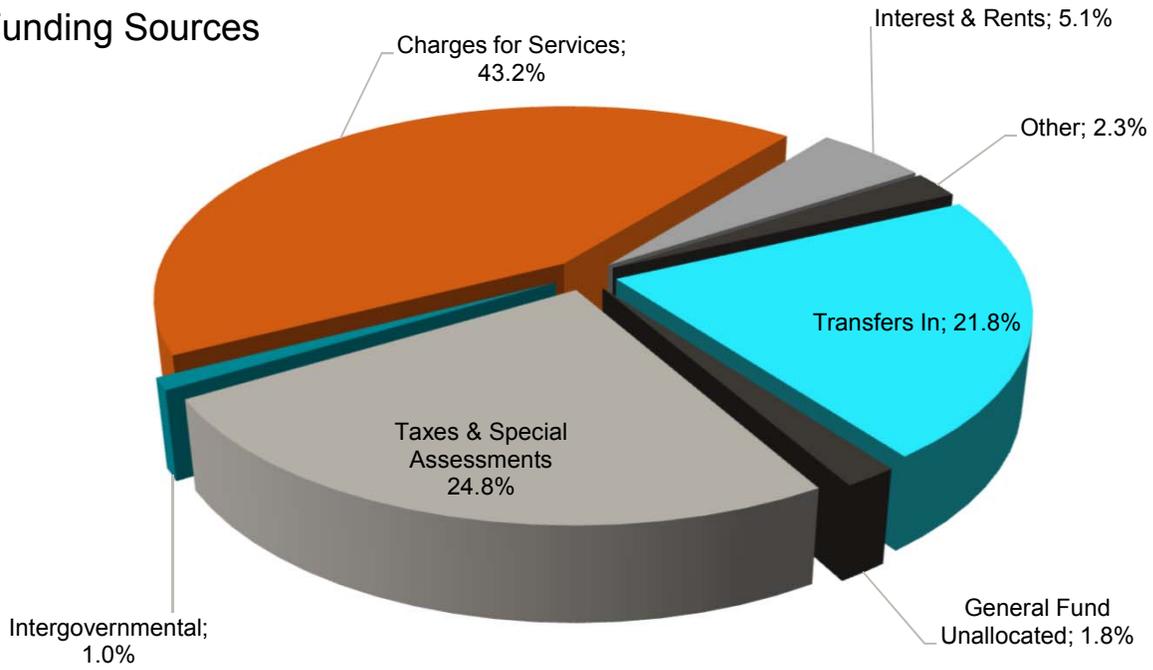
The Downtown Group is a new group and is made up of: 8th Street Market, Civic Center Place, Public Parking System, Downtown Development Authority, Principal Shopping District and Windmill Island Gardens. The objective is to create and maintain quality attractions for the Holland community and its visitors with the intention of increasing overall appeal for the area; resulting in increased values and profits for local businesses.

GROUP ORGANIZATION CHART

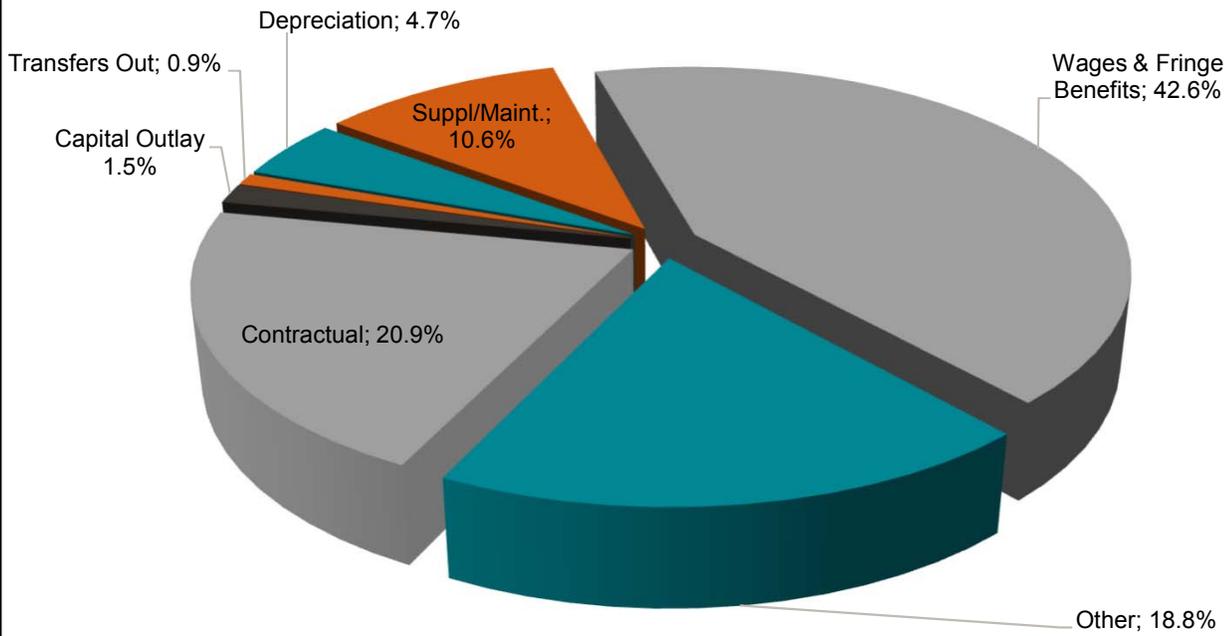


DOWNTOWN GROUP

Funding Sources



Funding Uses



DOWNTOWN GROUP

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 324,496	\$ 248,494	\$ 186,586	\$ 196,690	\$ 199,224
Special Revenue	430,162	551,388	589,602	610,675	634,600
Enterprise	1,110,636	1,007,432	2,864,138	3,243,128	1,689,584
Component Unit	223,049	201,152	256,392	248,761	224,993
TOTAL ACROSS FUND TYPES	\$ 2,088,343	\$ 2,008,466	\$ 3,896,718	\$ 4,299,254	\$ 2,748,401

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 583,717	\$ 599,062	\$ 610,474	\$ 617,384	\$ 635,097
Licenses & Permits	3,765	3,925	4,250	4,250	4,350
Intergovernmental	25,102	32,470	31,000	26,000	26,000
Charges for Services	1,056,823	1,194,996	1,105,307	1,041,365	1,109,200
Interest & Rents	144,499	136,409	491,300	103,158	132,050
Other	103,032	106,641	701,111	736,136	53,150
Transfers In	-	-	886,198	1,413,476	560,000
TOTAL SOURCES	\$ 1,916,938	\$ 2,073,503	\$ 3,829,640	\$ 3,941,769	\$ 2,519,847

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 785,738	\$ 696,716	\$ 843,117	\$ 843,872	\$ 877,235
* Benefits - Incl. NonWorking Wages	154,288	124,008	165,917	177,935	206,355
* Mandatory Employer Costs	68,457	65,967	82,291	80,638	85,560
Other Current Expenditures -					
* Supplies / Maintenance	254,727	338,350	378,143	289,387	291,895
* Contractual	99,627	148,283	500,450	663,448	572,912
* Other	438,766	494,394	577,438	594,359	517,026
Capital Outlay	174,608	19,100	1,169,247	1,469,500	42,000
Depreciation Expense	102,598	101,828	130,000	130,000	130,000
Transfers Out	9,534	19,820	50,115	50,115	25,418
TOTAL USES	\$ 2,088,343	\$ 2,008,466	\$ 3,896,718	\$ 4,299,254	\$ 2,748,401

- - STAFFING - -

Personnel Services Total Amount	\$ 1,008,483	\$ 886,691	\$ 1,091,325	\$ 1,102,445	\$ 1,169,150
Positions: Full-Time	6.60	5.15	6.15	6.85	6.85
Positions: Part-Time @ F.T.E.	16.25	14.25	15.80	15.40	14.95

DOWNTOWN GROUP

8TH STREET MARKET

DESCRIPTION

A producer's market intending to connect the surrounding community with high-quality local food, while supporting the livelihoods of our farmers and vendors. Educates the community on the local food system, while making healthy food accessible for all in a welcoming atmosphere.

ACTION PLAN

FY 2019

- Continue to successfully navigate the challenges brought on by the Civic Center Place Construction and the new challenge that we will be facing during the 2018 season due to the construction of the Sperry Moviehouse development, which will likely eliminate our ability to extend vendors on 8th Street between Pine and River Avenue.
 - The Holland Civic Center Place construction significantly impacted parking for the 2018 season for the Farmers Market. Public communication through social media, press releases and additional parking lot signs help reduce negative feedback from customers and vendor sales loss.
 - Now officially open, the Civic Center Place provides improved parking lot, ample public restrooms and office space for staff.
- Introduce the Prescription for Health Program at the Holland Farmers Market through a partnership with Ottawa Food. As part of the program, low income individuals who receive a prescription from their doctor for a healthier diet can exchange tokens for free fruits and vegetables at the Holland Farmers Market. Participants then see their doctor for regular check-ups, which will allow Ottawa Food to determine what effect healthy eating habits have on an individual's overall health. The Market has received a \$4,000 grant to participate in the program. Spring 2018. \$4,000.
 - Thanks to the grant from Ottawa County, implementation was successful with a positive impact this past year. We had 23 participants in the program and the remaining grant funds will be used to continue this partnership with Ottawa County Prescription for Health the upcoming season.
- Introduce new promotional merchandise to be sold online and at the Holland Farmers Market, along with the Market Tote Bags and Bucks Gift Certificates. Promotional Magnets will be sold first to test the market with anticipation to expand the sale selections to include hats, t-shirts, coffee mugs and other products.
 - Purchasing new promotional merchandise to sell has been postponed until at least FY20 when a new Holland Farmers Market logo and branding will be introduced.
- Achieve a \$3,000 goal in sponsorship revenue by actively seeking out sponsors for the Chef Series, Kids Activities, Ambassador Program and other new events and programs at the Market. No expense anticipated.
 - Successfully recruited a new sponsor for the Kids Activities at the Holland Farmers Market in 2018. Higher Health Chiropractic sponsored the 2018 weekly event for a total of \$3,000 and has expressed interest to sponsor the Kids Activities for 2019. Currently there are several leads on potential sponsors for Chef Series, classes, and workshop 2019 events.
- Advancing from the completion of the Civic Center Place, the annual Outdoor Winter Market was expanded indoors from January through April. The benefits from having an Outdoor Winter Market indoors was more vendors, a large variety of products and additional programs.
 - The Outdoor Winter Market was successfully transitioned to the Indoor Winter Market beginning January 2019. The Indoor Winter Market is operational the first and third Saturdays from January through April from 9:00 am - 12:00 pm. Vendor participation has increased from 8-10 vendors Outdoor Winter Market to 25 vendors indoor Outdoor Winter Market. Vendors had a greater selection of product and their products were protected from the winter elements.

DOWNTOWN GROUP

8TH STREET MARKET

- The grand opening of the Indoor Winter Market took place on Saturday, January 5 and became a huge success, garnering a total of six different segments on all three local news stations (FOX 17, WZZM 13 and WOOD TV8) and two stories in the Holland Sentinel. Visitors came from across West Michigan and the high demand resulted in a number of vendors selling out of product an hour before the Market closed.

ACTION PLAN

FY 2020

- Introduce a series of indoor classes and workshops on topics related to the Holland Farmers Market, including yoga, sustainability, gardening, composting and more to compliment the weekly Chef Series and Kids Activities currently held at the Market. Classes and workshops would be held upstairs in the mezzanine area of the Holland Civic Center with the goal of drawing new customers to the Market and encouraging customers to continue to visit during the non-peak season. Classes will begin in May when the 2019 season begins. We are anticipating \$3,000 in expenses for instructor fees and marketing costs, but are hopeful to gain \$5,000 in revenue from participation fees.
- Begin a new evening Market to better meet the needs and schedules of our busy customers and to help increase Market revenue through additional stall rental fees. The Monday Night Market will be held every Monday night in June, July and August (the peak season) from 5:00 pm – 8:00 pm. The Market will be held in the new paver area of the main parking lot where the lights are strung and with the option to expand into the regular market place if needed. The Monday Night Market will feature regular Holland Farmers Market vendors, along with additional food trucks, live music and potentially artisans/makers as well.
- Complete a request for proposals with the end goal of hiring a marketing and/or website design firm to design, program and host a new website for the Holland Farmers Market, along with the creation of a new logo and brand standards manual. The RFP will also include a new website, logo creation and brand standards manual for Downtown Holland so that a cohesive look and feel can be found across both sites. The current Holland Farmers Market website was created a decade ago in 2019 and with the creation of the Indoor Winter Market, the Monday Night Market and additional classes and workshop, it is no longer meeting the needs of the organization. The current website is also outdated in design and difficult for staff to update. Staff is anticipating \$20,000 out of the Holland Farmers Market budget and \$40,000 out of the Principal Shopping District budget, along with a \$1,000 - \$3,000 increase in website hosting fees.

DOWNTOWN GROUP

8TH STREET MARKET

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	8th Street Market Place Program:				
	Wednesday Market Held Each Season	30	33	32	30
	Saturday Market Held Each Season	30	32	32	38
	Winter Market Held Each Season	6	8	8	-
	Night Market Held Each Season	-	-	1	-
	Total Number of Daily Vendors	48	48	40	40
	Total Number of Seasonal Vendors	42	42	47	44
	Saturday Chef Series Demonstrations Held	17	17	14	17
	Wednesday Kids Activities Held	12	12	10	12
	Special Holland Farmers Market Events	2	1	1	1
	Other Events Held at Eighth Street Market Place	18	17	17	13
	Prescription for Health Participants	-	-	23	-
	Ottawa Food Donation Program Dates	-	4	8	-
	8th Street Market Place Revenue:				
	Total Market Stall Rental Revenue	\$ 75,000	\$ 75,000	\$ 90,000	\$ 110,000
	Eighth Street Market Place Rental*	\$ 15,000	\$ 3,000	\$ -	\$ -
	EBT Program (Bridge Cards)	\$ 17,000	\$ 16,000	\$ 15,000	\$ 15,000
	Double Up Food Bucks Grant Funds	\$ 14,000	\$ 8,000	\$ 13,000	\$ 13,000
	WIC and Senior Project FRESH Coupons	\$ 7,000	\$ 11,000	\$ 10,000	\$ 10,000
	Prescription for Health Grant	\$ -	\$ 7,000	\$ 7,000	\$ 7,000
	Corporate Sponsorships	\$ 500	\$ 3,000	\$ 3,000	\$ 6,000
	Special Event and Class/Workshop Revenue	\$ 500	\$ -	\$ 2,000	\$ 5,500
	5% Bridge Card Vendor Fees	\$ 1,000	\$ 5,000	\$ 1,000	\$ 1,000
Market Bucks Sold	\$ 3,000	\$ 12,000	\$ 15,000	\$ 5,000	
Market Merchandise Sold	\$ 300	\$ 400	\$ 300	\$ 500	

*No revenue in FY19-FY20 due to VenuWorks Contract.

DOWNTOWN GROUP

GENERAL FUND - 8TH STREET MARKET

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 25,102	\$ 32,470	\$ 31,000	\$ 26,000	\$ 26,000
Interest & Rents	14,670	3,045	15,000	-	-
Charges for Services	78,768	87,532	94,000	107,300	121,000
Other	500	3,066	3,000	3,000	6,000
General Fund Unallocated Revenue	30,130	44,959	43,586	60,390	46,224
TOTAL SOURCES	\$ 149,170	\$ 171,072	\$ 186,586	\$ 196,690	\$ 199,224

FUNDING USES -

Personnel Services					
* Salaries & Wages - Working	\$ 48,091	\$ 51,100	\$ 60,400	\$ 63,600	\$ 68,475
* Benefits - Incl. NonWorking Wages	3,084	2,318	4,449	4,930	8,185
* Mandatory Employer Costs	4,147	4,270	5,187	5,385	5,964
Other Current Expenditures					
* Supplies / Maintenance	12,256	17,459	19,300	9,462	9,300
* Contractual	5,312	8,033	7,700	8,200	29,800
* Other	76,280	87,892	89,550	105,113	77,500
TOTAL USES	\$ 149,170	\$ 171,072	\$ 186,586	\$ 196,690	\$ 199,224

- - STAFFING - -

Personnel Services Total Amount	\$ 55,322	\$ 57,688	\$ 70,036	\$ 73,915	\$ 82,624
Full-Time Positions	0.10	0.10	0.10	0.30	0.30
Part-Time Positions @ F.T.E.	0.90	1.10	1.35	1.45	1.45

DOWNTOWN GROUP

GENERAL FUND - CIVIC CENTER

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 434	\$ -	\$ -	\$ -	-
Interest & Rents	12,310	-	-	-	-
General Fund Unallocated Revenues	162,582	77,422	-	-	-
TOTAL SOURCES	\$ 175,326	\$ 77,422	\$ -	\$ -	-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 90,020	\$ -	\$ -	\$ -	-
* Benefits - Incl. NonWorking Wages	17,756	-	-	-	-
* Mandatory Employer Costs	8,651	-	-	-	-

Other Current Expenditures -

* Supplies / Maintenance	17,846	-	-	-	-
* Contractual	2,471	48,879	-	-	-
* Other	38,582	28,543	-	-	-

TOTAL USES	\$ 175,326	\$ 77,422	\$ -	\$ -	-
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-- STAFFING --

Personnel Services Total Amount	\$ 116,427	\$ -	\$ -	\$ -	-
Full-Time Positions	1.45	0.00	0.00	0.00	0.00
Part-Time Positions @ F.T.E.	1.35	0.00	0.00	0.00	0.00

Renovation of the Civic Center Place began in March 2017. Once construction began the only operating costs associated with the building were property insurance premiums and utility charges. The Civic Center Place will be open in the fall of 2018 and all financial activity will be accounted for in enterprise fund 593-805.

DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

DESCRIPTION

Creates and maintains parking lots in the downtown area; establishing policies in accordance with City of Holland Ordinance Code.

ACTION PLAN

FY 2019

- Continue to build on to the City Wayfinding Program by installing new Downtown Wayfinding Signs. Summer 2018. \$70,000 from the Municipal Capital Improvement Fund.
 - Postponed to Spring 2019 considering Downtown Traffic Study completion and funding sources.
- Conduct comprehensive study of changes implemented as part of the Parking Program in 2017. August 2018. No expenses anticipated.
 - Ongoing.
- Use part of current Parking Fund Balance and a portion of Municipal Capital Improvement Fund to resurface the surface parking lots most in need of repair. Fall 2018. Lots 7B & 7E for an estimated total of \$200,000. Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
 - A joint sealing project on the 7th Street Deck caused a sizable use of the Parking Fund Balance. Extensive patching of Lots 7B and 7E was performed and resurfacing will be considered as funds are available.
- Implement changes to the Parking Assessment rate to keep up with the additional cost of maintenance for the Ninth Street Parking Deck as well as unforeseen parking lot maintenance. Fall 2018. No expenses anticipated.
 - Increase in the PSD rate assessment as well as an overnight parking permit, the Parking Board decided to postpone the increase on Parking Assessment. The Parking Assessment rate will be revisited after maintenance costs for the 9th Street Parking Deck are evaluated after one full year of operation.
- Implement changes to the PSD Assessment rate and policy to add basement level retail and restaurant space to the assessment role and to update the rate for upper level spaces so it is no longer based on how the space is used (i.e. retail vs. office). No expenses anticipated.
 - Based upon the unanimous recommendation of the PSD Board of Directors, City Council voted to approve changes to the FY19 PSD Assessment rate and policy as part of the annual assessment voted in October of 2018. In the Core District, Upper level spaces are assessed at a rate of \$.14 a square foot, any use. The retail basement and restaurant spaces have been added to the assessment policy at a rate of \$.14 a square foot.
- Compile a formal Request for Proposals (RFP) from local design firms for a marketing package for Downtown Holland to include logo design, brand standards development and a new website. No expenses anticipated in FY19.
 - Postponed until FY20 due to budget concerns.

DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

FY 2020

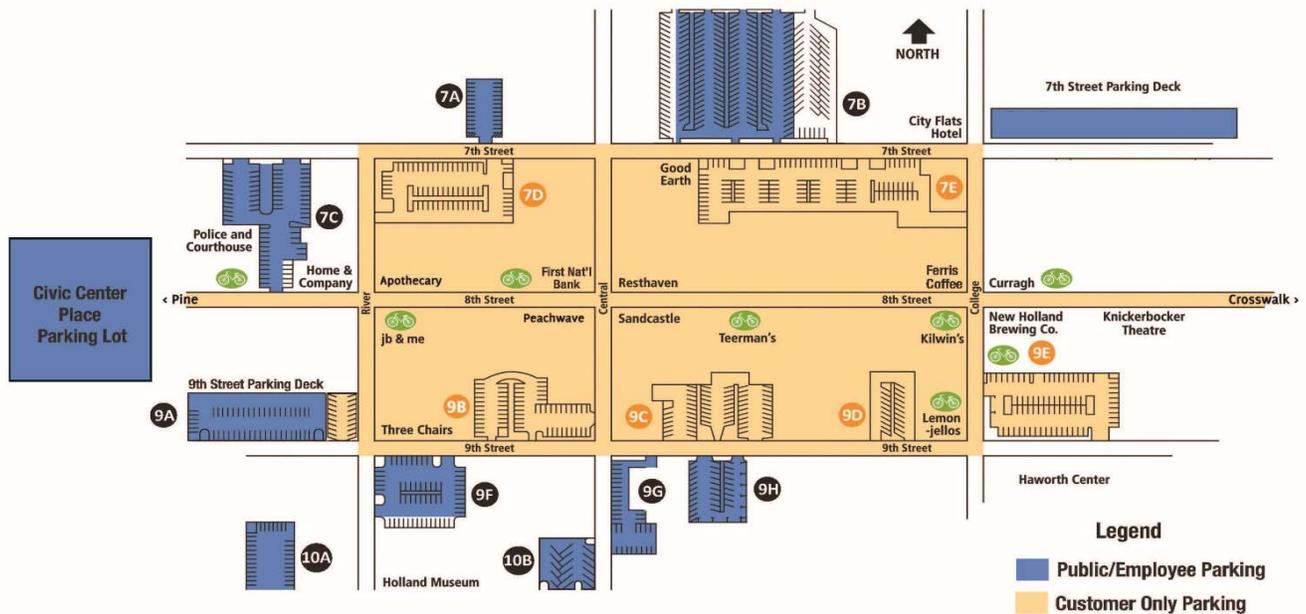
- As development continues to move west incorporate the civic center parking lot into the downtown parking system as a public lot open to employees and customers and no overnight parking allowed. Seek funding for the additional maintenance funds expected to be incurred.
- Work with the street department to assist in implementing the enhancement of non-motorized transportation as suggested by the downtown traffic study. Expense to be determined following final study report.
- Work with the DOA board to identify streetscape projects that would complement the PSD's diversity and inclusion initiative.
- Work closely with the Streets Department and CN&S to involve the DOA in any planning regarding development 6th street and north. No expenses anticipated in FY20.
- Implement changes to the PSD Assessment rate and policy to add basement-level retail and restaurant space to the assessment role and to update the rate for upper level spaces so it no longer based on how the space is used (i.e. retail vs. office). Compile a formal Request for Proposals (RFP) from local design firms for a marketing package for Downtown Holland to include logo design, brand standards development and a new website. No expenses anticipated in FY20.
- Strengthen media relations through increased advertising. Personal invitations to media personalities to special events and seeking media sponsorships for additional promotional opportunities for Downtown Holland. \$5,000 - \$10,000.

DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	163	134	134	139
	Revenue	\$ 14,560	\$ 11,780	\$ 20,000	\$ 21,000
	Deck				
	Number	-	-	10	10
	Revenue	\$ -	\$ -	\$ 5,000	\$ 5,000
	Public Off-Street Parking Supply Downtown				
	Lots	16	14	16	16
	Spaces	933	889	899	899
	Civic Center Spaces	-	-	-	610
	Deck Spaces	256	256	492	492
	Deck Spaces Available 24/7	-	-	10	10

Downtown Holland Parking Zone Map



DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 206,290	\$ 213,185	\$ 219,590	\$ 213,880	\$ 220,297
Charges for Services	18,320	15,630	19,350	23,710	24,850
Interest & Rents	8,349	22,334	34,400	18,358	17,050
TOTAL SOURCES	\$ 232,959	\$ 251,149	\$ 273,340	\$ 255,948	\$ 262,197

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 53,623	\$ 73,075	\$ 89,842	\$ 88,247	\$ 82,335
* Benefits - Incl. NonWorking Wages	6,553	8,799	9,518	10,100	10,163
* Mandatory Employer Costs	4,892	6,942	9,498	8,616	7,937

Other Current Expenditures -

* Supplies / Maintenance	33,692	106,540	69,675	69,030	69,475
* Contractual	216	2,088	5,900	4,250	4,762
* Other	79,720	97,034	117,002	116,931	113,265
Transfers Out	9,534	9,820	10,115	10,115	10,418
TOTAL USES	\$ 188,230	\$ 304,298	\$ 311,550	\$ 307,289	\$ 298,355

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 44,729	\$ (53,149)	\$ (38,210)	\$ (51,341)	\$ (36,158)
ENDING BALANCE -					
Designated / Reserved (Deck O&M)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	276,513	223,364	185,154	172,023	135,865
TOTAL FUND EQUITY	\$ 306,513	\$ 253,364	\$ 215,154	\$ 202,023	\$ 165,865

- - STAFFING - -

Personnel Services Total Amount	\$ 65,068	\$ 88,816	\$ 108,858	\$ 106,963	\$ 100,435
Full-Time Positions	0.55	0.55	0.55	0.52	0.52
Part-Time Positions @ F.T.E.	0.85	0.75	0.75	0.75	0.25

- NOTE: The time of several positions listed under General Fund - Street O&M Dept 'Staffing' is charged to this fund.

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

DESCRIPTION

Creates and maintains a viable downtown area for the greater Holland community through effective organization, design, business recruitment and retention, new development, parking, traffic patterns and land use. Increases awareness and overall appeal of Downtown Holland on a local and national scale to benefit the Principal Shopping District (PSD) members, resulting in increased business values and profits for all.

ACTION PLAN

FY 2019

- Continue to build on to the City Wayfinding Program by installing new Downtown Wayfinding Signs. Summer 2018. \$70,000 from the Municipal Capital Improvement Fund.
 - Postponed to spring 2019 considering Downtown Traffic Study completion and Funding Sources.
- Conduct comprehensive study of changes implemented as part of the Parking Program in 2017. August 2018. No expenses anticipated.
 - Ongoing.
- Use part of current Parking Fund Balance and a portion of Municipal Capital Improvement Fund to resurface the surface parking lots most in need of repair. Fall 2018. Lots 7B & 7E for an estimated total of \$200,000.
 - A joint sealing project on the 7th Street Deck caused a sizable use of the Parking Fund Balance. Extensive patching of Lots 7B and 7E was performed and resurfacing will be considered as funds are available.
- Implement changes to the Parking Assessment rate to keep up with the additional cost of maintenance for the Ninth Street Parking Deck as well as unforeseen parking lot maintenance. Fall 2018. No expenses anticipated.
 - Increase in the PSD rate assessment as well as an overnight parking permit, the Parking Board decided to postpone the increase on Parking Assessment. The Parking Assessment rate will be revisited after maintenance costs for the 9th Street Parking Deck are evaluated after one full year of operation.

FY 2020

- As development continues to move west incorporate the civic center parking lot into the downtown parking system as a public lot open to employees and customers but with no overnight parking allowed. Additional maintenance funds will be incurred; possibly investigate getting a transfer from Civic Center fund to offset additional costs to the Parking Budget.
- Work with the street department to assist in implementing the enhancement of non-motorized transportation as suggested by the downtown traffic study. Expense to be determined following final study report.
- Work with the DDA board to identify streetscape projects that would complement the PSD's diversity and inclusion initiative.
- Work closely with the Streets Department and CN&S to involve the DDA in any planning regarding development 6th street and north. No expenses anticipated in FY20.

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Building Improvement Expenditures	\$ 8,100,000	\$24,700,000	\$15,000,000	\$8,000,000
	Net New Downtown Businesses Recruited	3	5	5	5
	Street Performer Permits	155	160	160	135
	Number of Businesses Downtown	174	180	185	188
	*Square Footage Total	1,325,124	1,436,787	1,501,787	1,986,986
	Square Footage Use				
	Office	532,067	532,067	532,067	716,755
	Retail	330,582	442,245	507,245	507,245
	Residential	-	320,819	320,819	320,819
	Vacant / Storage / Other / Hotel	462,475	462,475	462,475	320,819
	Amenities				
	Public Benches (Victor Stanley & Porter)	41	41	43	44
	Private Benches	26	26	26	26
	Trash Cans	56	57	58	60
	Trees Total in Tree Management District	266	256	263	263
	Trees Replaced	-	7	-	-
	Bike Racks	13	13	14	14
Bikes Accommodated	94	94	100	100	

*Square footage reflects the C-3 district.

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 196,665	\$ 200,794	\$ 206,884	\$ 205,398	\$ 206,800
Licenses & Permits	3,765	3,925	4,250	4,250	4,350
Charges for Services	3,375	3,935	3,000	3,075	3,100
Interest & Rents	1,559	2,841	2,200	5,000	5,000
Other	1,500	41,990	-	5,825	-
TOTAL SOURCES	\$ 206,864	\$ 253,485	\$ 216,334	\$ 223,548	\$ 219,250

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 52,845	\$ 39,758	\$ 44,525	\$ 49,300	\$ 55,975
* Benefits - Incl. NonWorking Wages	12,988	8,288	8,997	9,900	11,767
* Mandatory Employer Costs	4,473	3,841	4,065	4,435	5,276

Other Current Expenditures -

* Supplies / Maintenance	89,323	62,569	80,900	69,360	76,570
* Contractual	2,052	2,756	4,450	4,256	3,250
* Other	61,368	73,940	73,455	71,510	57,155

Transfers Out

Transfers Out	-	10,000	40,000	40,000	15,000
TOTAL USES	\$ 223,049	\$ 201,152	\$ 256,392	\$ 248,761	\$ 224,993

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (16,185)	\$ 52,333	\$ (40,058)	\$ (25,213)	\$ (5,743)
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ENDING FUND EQUITY -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	134,188	186,521	146,463	161,308	155,565
TOTAL FUND EQUITY	\$ 134,188	\$ 186,521	\$ 146,463	\$ 161,308	\$ 155,565

- - STAFFING - -

Personnel Services Total Amount	\$ 70,306	\$ 51,887	\$ 57,587	\$ 63,635	\$ 73,018
Full-Time Positions	0.60	0.55	0.55	0.60	0.60
Part-Time Positions @ F.T.E.	0.65	0.35	0.35	0.45	0.50

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

DESCRIPTION

Increases awareness and overall appeal of Downtown Holland on a local and national scale to benefit our members, resulting in increased business values and profits for all. Provides marketing to promote vibrancy and excitement, supporting business growth, unity and cooperation, encouraging business excellence, ensuring all feel welcome; engages and plans for the future of the organization.

ACTION PLAN

FY 2019

- Implement changes to the PSD Assessment rate and policy to add basement level retail and restaurant space to the assessment role and to update the rate for upper level spaces so it is no longer based on how the space is used (ie: retail vs. office). No expenses anticipated.
 - Based upon the unanimous recommendation of the PSD Board of Directors, City Council voted to approve changes to the FY19 PSD Assessment rate and policy as part of the annual assessment vote in October of 2018. Upper level spaces in the core district are now assessed at a rate of \$.14 a square foot not matter what use, while basement level retail and restaurant spaces in the core district have been added to the assessment policy at a rate of \$.14 a square foot.
- Compile a formal Request for Proposals (RFP) from local design firms for a marketing package for Downtown Holland to include logo design, brand standards development and a new website. No expenses anticipated in FY19.
 - This RFP is being postponed until FY20 due to budget concerns in the current fiscal year.
- Strengthen media relations through increased advertising, personal invitations to media personalities to special events and seeking media sponsorships for additional promotional opportunities for Downtown Holland. \$5,000 - \$10,000.
 - Staff has been successful in continuing to strengthen media relations, resulting in appearances on Fox 17 News almost every month, a new partnership with Shoreline Magazine and media sponsorship of the 2019 Girlfriends Weekend event by Women's Lifestyle Magazine. Staff worked with two popular local bloggers on a new holiday promotion and is making plans for a bloggers social event later this winter to build relationships with local social media influencers so we can leverage their popularity to promote Downtown Holland.

FY 2020

- Complete a request for proposals with the end goal of hiring a marketing and/or website design firm to design, program and host a new website for the Downtown Holland, along with the creation of a new logo and brand standards manual. The RFP will also include a new website, logo creation and brand standards manual for the Holland Farmers Market so that a cohesive look and feel can be found across both sites. The current Downtown Holland no longer meets the needs of the organization, is outdated in design and difficult for staff to update. Staff is anticipating \$40,000 out of the PSD budget and \$20,000 out of the Holland Farmers Market budget, along with a \$1,000 - \$3,000 increase in website hosting fees.
- Continue efforts first begun in 2018 to promote diversity and inclusion in Downtown Holland in keeping with our strategic goal of ensuring that all members of our local community and all visitors to the area feel welcome here. Included in this effort are small group conversations on the topic of diversity with our business and property owners, continued meetings with partner organizations like

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

the Lakeshore Ethnic Diversity Alliance, Local First and the West Coast Chamber of Commerce, along with providing training and workshop opportunities for our memberships on topic such as implicit bias, fair hiring practices and the economic benefits of inclusion. Anticipated expenses are unknown at this time.

- Introduce a brand-new concert series event, Concerts in The Park, to be held in GDK Park this summer. The goal of the event will be to provide free midweek entertainment in the heart of Downtown Holland that will appeal to residents, tourists and Downtown Holland employees alike. Each Wednesday from June 12 - August 28, Downtown Holland will present a family-friendly concert in GDK Park from 12:00 pm - 1:00 pm for the enjoyment of the entire community. The concerts will be completely free to attend and will feature a diverse range of musicians from one week to the next, whether it's a jazz quartet, a Tejano band or a children's performer. We anticipate spending \$3,000 in band payments and marketing expenses, but have already secured a corporate sponsorship for the 2019 in the amount of \$3,000.

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Additional Revenue Sources:				
Associate Membership	4	4	4	4
Corporate Sponsorship	11	13	16	17
Grants Awarded	1	1	1	1
Revenue-Generating Events	5	6	7	7
Marketing & Promotion Initiatives:				
Calendar of Events Brochures	3	3	3	3
Dining Guide	1	1	2	2
Downtown Holland Email Newsletter	-	12	12	12
Downtown Holland Magazine Spreads	-	-	-	-
Event Posters and Handouts	16	20	18	18
Press Releases	30	30	45	45
Shopping and Dining Directories (Tear Off Maps)	5	5	5	5
Social Media Accounts	5	5	5	5
Events Organized:				
Community Events	6	5	6	6
Business Promotion Events	4	8	10	10
Business Advocacy:				
D-Coffee and Annual Meetings	6	7	7	5
Member Newsletters	12	12	12	12
Additional Workshops, Seminars and Meetings	-	-	2	5
Revenues:				
Annual Assessment	\$ 180,000	\$ 185,000	\$ 200,000	\$ 208,000
Associate Memberships	\$ 2,000	\$ 2,600	\$ 2,400	\$ 2,400
Event Revenues	\$ 49,000	\$ 49,000	\$ 65,000	\$ 77,900
Sponsorships and Grants	\$ 31,000	\$ 33,000	\$ 35,000	\$ 37,000
Use of Street/Parking Lot Rental*	\$ 3,000	\$ -	\$ -	\$ -

*Potential revenue moved to DDA budget as of FY19.

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 180,762	\$ 185,083	\$ 184,000	\$ 198,106	\$ 208,000
Charges for Services	52,261	74,856	63,900	77,581	78,000
Interest & Rents	(101)	714	200	800	1,000
Other	33,275	38,950	32,400	40,420	39,400
TOTAL SOURCES	\$ 266,197	\$ 299,603	\$ 280,500	\$ 316,907	\$ 326,400

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 84,651	\$ 75,679	\$ 89,225	\$ 92,300	\$ 97,800
* Benefits - Incl. NonWorking Wages	24,648	23,374	29,291	29,545	37,370
* Mandatory Employer Costs	7,516	6,344	8,186	8,120	9,075

Other Current Expenditures -

* Supplies / Maintenance	5,060	5,661	7,700	8,112	4,500
* Contractual	18,665	14,931	17,600	27,377	63,700
* Other	101,392	121,101	126,050	137,932	123,800

TOTAL USES	\$ 241,932	\$ 247,090	\$ 278,052	\$ 303,386	\$ 336,245
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 24,265	\$ 52,513	\$ 2,448	\$ 13,521	\$ (9,845)
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	51,330	103,843	106,291	117,364	107,519
TOTAL FUND EQUITY	\$ 51,330	\$ 103,843	\$ 106,291	\$ 117,364	\$ 107,519

- - STAFFING - -

Personnel Services Total Amount	\$ 116,815	\$ 105,397	\$ 126,702	\$ 129,965	\$ 144,245
Full-Time Positions	0.90	0.95	0.95	1.15	1.15
Part-Time Positions @ F.T.E.	0.70	0.70	0.70	0.75	0.75

DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

DESCRIPTION

Maintains a high-quality tourist attraction, which reflects the City of Holland's Dutch heritage. Supports the Tulip Time Festival as well as the local tourism economy, while connecting visitors and community members to the area's heritage and natural resources.

ACTION PLAN

FY 2019

- Begin major implementation to update the directory, starting at the Island entrance. The directory will include, food services, windmill building and other areas of the island.
 - Island entrance changes will begin when the walkway construction project is complete and the logo/brand standards are received.
- Develop a new logo and brand standard to be consistent with other city entities. Continue to streamline marketing opportunities in conjunction with DDA, CVB and other partners.
 - New logo and brand standards are nearing completion that is consistent with other city logos.
- Continue to expand program opportunities for a variety of audiences at Windmill Island Gardens during all seasons.
 - Ongoing. Continue to connect with groups to host events at the Island, such as; gardeners, photography, sculptors, bird-watchers & more.
- Develop a more robust and consistent online and social media presence across public sites.
 - Ongoing. Improve public sites including social media. Website on hold with upcoming city website changes.

FY 2020

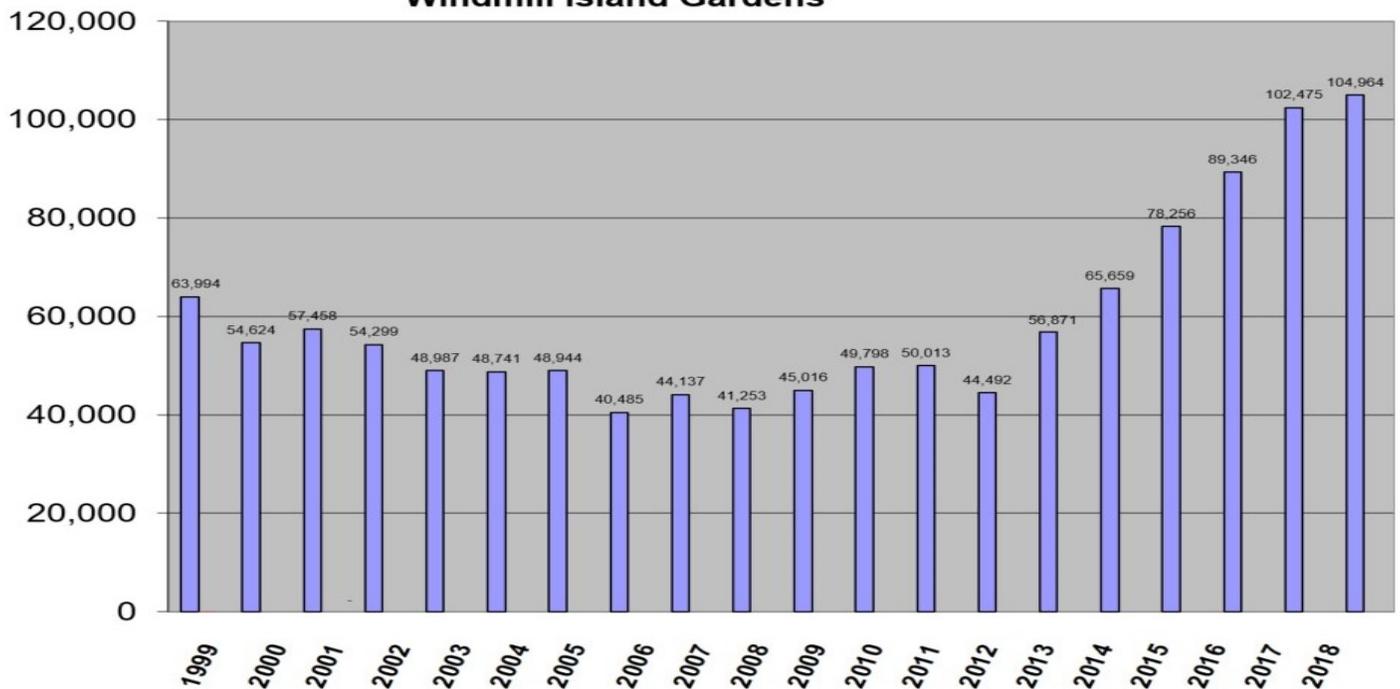
- Plan and design new Windmill Interpretive Center including restrooms, staff area, storage and more.
- Explore additional funding sources including state and philanthropic grants.
- Improve food service options in shops building or new location.

DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

PERFORMANCE MEASURES		FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Regular Paid Visitors				
	Total Number of Paid Visitors (Excluding Special Events)	102,475	104,964	105,000	110,000
	Total Number of Bus Groups (Includes Student Groups)	195	214	215	220
	Visitors during Tulip Time Dates Only	52,072	48,450	50,000	50,000
	Percent of Visitors during Tulip Time	51%	46%	48%	46%
	Friends of WIG Memberships Sold	29	49	75	100
	Unpaid Visitors				
	Local Visitors - Free Admission during Opening Hours	9,716	8,164	9,000	9,000
	Visitors Community Day (Rotates between Hope College & WIG)	1,409	-	1,500	-
	Wedding & Facility Rental				
	Number of Weddings	36	19	30	30
	Number of Hosted Events	6	8	10	10
	Number of Guest Visits to Windmill Island through Rentals	8,653	4,848	8,000	8,000
	Other				
	Horticultural Volunteer Hours	80	337	400	500
	Run of the Mill Registrants	210	119	75	200

Yearly Attendance 2018
Windmill Island Gardens



DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 903,665	\$ 1,013,043	\$ 815,057	\$ 829,699	\$ 882,250
Interest & Rents	107,712	107,475	93,500	79,000	109,000
Other	67,757	22,635	665,711	686,891	7,750
Transfers In	-	-	686,198	684,451	-
TOTAL SOURCES	\$ 1,079,134	\$ 1,143,153	\$ 2,260,466	\$ 2,280,041	\$ 999,000

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 456,508	\$ 457,104	\$ 494,450	\$ 488,725	\$ 509,300
* Benefits - Incl. NonWorking Wages	89,259	81,229	88,724	99,760	103,238
* Mandatory Employer Costs	38,778	44,570	49,037	48,700	50,359

Other Current Expenses:

* Supplies / Maintenance	96,550	146,121	131,768	120,323	132,050
* Contractual	70,911	71,596	73,800	74,800	76,800
* Other	81,424	85,884	82,981	82,981	87,633
Capital Outlay	174,608	19,100	1,169,247	1,469,500	42,000
Depreciation Expense	102,598	101,828	130,000	130,000	130,000

TOTAL USES	\$ 1,110,636	\$ 1,007,432	\$ 2,220,007	\$ 2,514,789	\$ 1,131,380
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 143,106	\$ 154,821	\$ 1,209,706	\$ 1,234,752	\$ (90,380)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 2,018,176	\$ 1,922,562	\$ 2,961,809	\$ 3,262,062	\$ 3,174,062
Undesignated / Unreserved	332,335	582,770	753,229	478,022	475,642

FUND EQUITY - END OF YEAR	\$ 2,350,511	\$ 2,505,332	\$ 3,715,038	\$ 3,740,084	\$ 3,649,704
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- - STAFFING - -

Personnel Services Total Amount	\$ 584,545	\$ 582,903	\$ 632,211	\$ 637,185	\$ 662,897
Full-Time Positions	3.00	3.00	3.00	3.08	3.08
Part-Time Positions @ F.T.E.	11.80	11.35	12.00	12.00	12.00

DOWNTOWN GROUP

CIVIC CENTER PLACE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ -	\$ -	\$ 110,000	\$ -	\$ -
Interest & Rents	-	-	346,000	-	-
Transfers In	-	-	200,000	729,025	560,000
TOTAL SOURCES	\$ -	\$ -	\$ 656,000	\$ 729,025	\$ 560,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -	\$ -	\$ 64,675	\$ 61,700	\$ 63,350
* Benefits - Incl. NonWorking Wages	-	-	24,938	23,700	35,632
* Mandatory Employer Costs	-	-	6,318	5,382	6,949

Other Current Expenses:

* Supplies / Maintenance	-	-	68,800	13,100	-
* Contractual	-	-	391,000	544,565	394,600
* Other	-	-	88,400	79,892	57,673

TOTAL USES	\$ -	\$ -	\$ 644,131	\$ 728,339	\$ 558,204
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ 11,869	\$ 686	\$ 1,796
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ENDING BALANCE -

Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	-	-	11,869	686	2,482
FUND EQUITY - END OF YEAR	\$ -	\$ -	\$ 11,869	\$ 686	\$ 2,482

- - STAFFING - -

Personnel Services Total Amount	\$ -	\$ -	\$ 95,931	\$ 90,782	\$ 105,931
Full-Time Positions	0.00	0.00	1.00	1.20	1.20
Part-Time Positions @ F.T.E.	0.00	0.00	0.65	0.00	0.00



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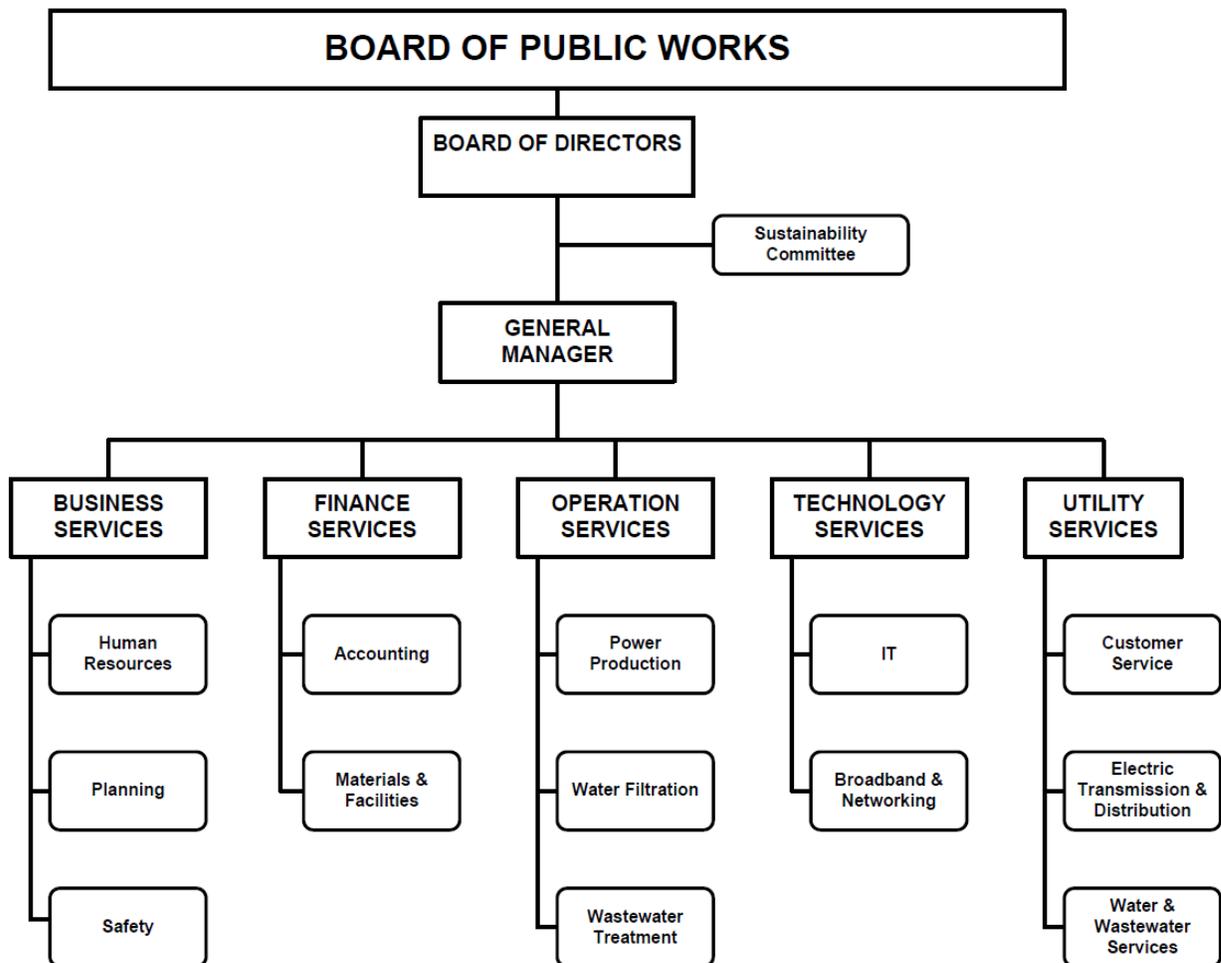
UTILITY SERVICES

INTRODUCTION

This group provides essential, economical and innovative utility services for the Holland community, including energy, water, wastewater and infrastructure for communications. It operates socially and environmentally responsible utility enterprises that are able to expand and sustain a highly functional, reliable and efficient local infrastructure.

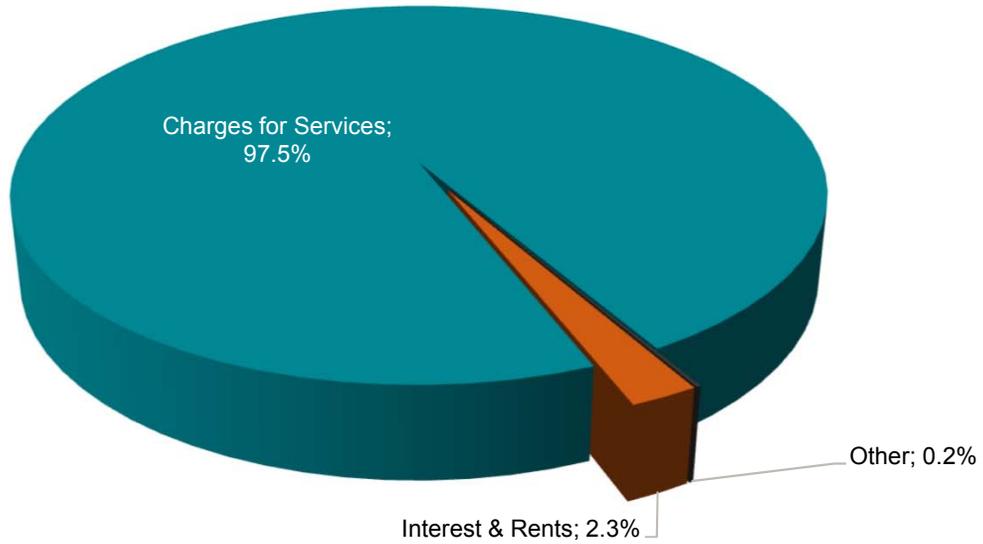
For more information please visit: <https://www.hollandbpw.com/>

GROUP ORGANIZATION CHART

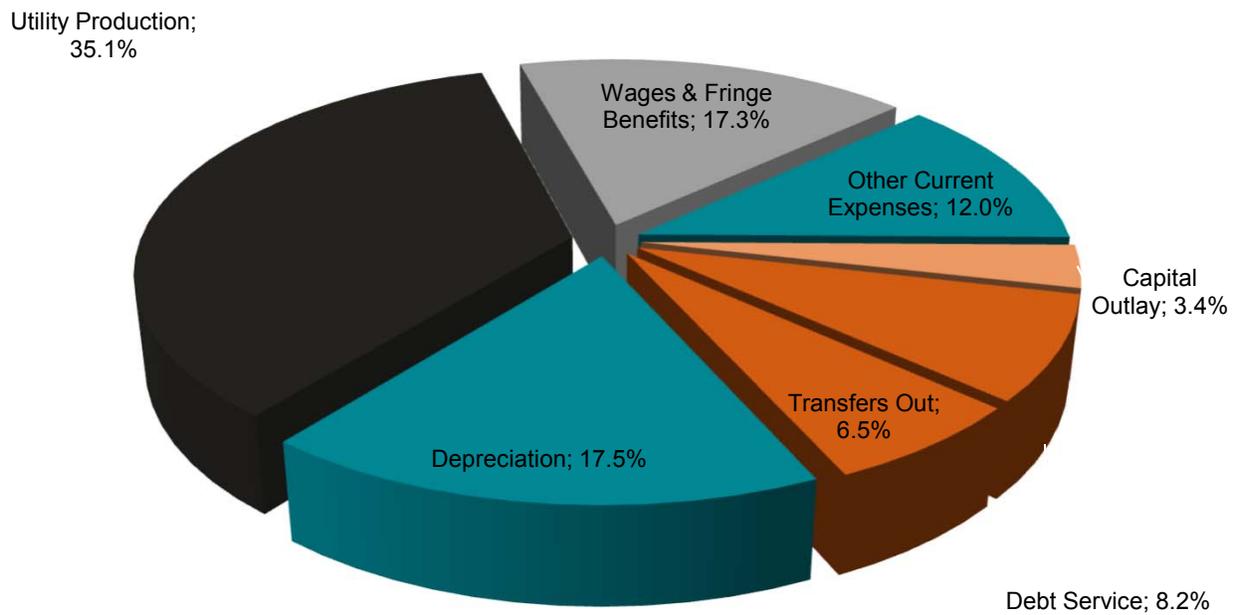


UTILITY SERVICES

Funding Sources



Funding Uses



UTILITY SERVICES

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Enterprise	\$ 145,682,810	\$ 118,722,611	\$ 129,212,108	\$ 137,116,742	\$ 117,070,630
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 132,979,734	\$ 132,121,058	\$ 127,903,179	\$ 125,563,010	\$ 130,904,905
Interest & Rents	545,089	754,977	2,553,568	1,210,731	3,095,717
Other	(2,530,986)	1,890,295	(7,740,752)	241,499	207,518
TOTAL SOURCES	\$ 130,993,837	\$ 134,766,330	\$ 122,715,995	\$ 127,015,240	\$ 134,208,140

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 10,976,856	\$ 11,198,482	\$ 11,947,054	\$ 12,334,196	\$ 12,771,183
* Benefits - Incl NonWorking Wages	5,980,324	5,149,106	6,167,027	6,310,253	6,347,690
* Mandatory Employer Costs	934,890	1,104,556	1,093,013	1,114,378	1,176,586

Other Current Expenses -

* Supplies / Maintenance	3,150,401	6,285,127	5,448,208	5,532,588	7,064,275
* Contractual	2,945,324	3,490,896	4,271,148	3,841,450	4,525,377
* Utility Production	56,944,911	45,395,897	39,926,706	40,467,908	41,062,637
* Other	2,019,856	2,152,086	2,443,675	2,383,641	2,502,870

Capital Outlays

	36,930,189	3,480,443	11,510,932	13,606,625	3,927,013
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Debt Service Payments -

* Principal Maturities	7,397,462	7,456,465	12,651,574	17,338,526	3,068,643
* Interest & Fee Payments	800,440	6,701,841	6,929,997	7,371,274	6,462,916

Transfers Out

	5,850,000	6,296,016	6,606,000	6,606,000	7,656,276
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Depreciation Expense

	11,752,157	20,011,696	20,216,774	20,209,903	20,505,164
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TOTAL USES	\$ 145,682,810	\$ 118,722,611	\$ 129,212,108	\$ 137,116,742	\$ 117,070,630
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- - STAFFING - -

Personnel Services Total Amount	\$ 17,892,070	\$ 17,452,144	\$ 19,207,094	\$ 19,758,827	\$ 20,295,459
* Full-Time Positions	172.00	174.50	176.00	176.00	173.00
* Part-Time Positions	1.00	0.50	0.50	0.50	0.50

UTILITY SERVICES

ADMINISTRATIVE & GENERAL

DESCRIPTION

Satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount, at the most reasonable price. Provides timely and accurate financial reporting along with special analyses required for decision-making and cost-based rate design. Manage the external relations of the BPW including customer service, key accounts, public relations, energy and water conservation and other marketing functions. Procure and inventory an appropriate supply of materials and equipment, provide appropriate building and grounds security and maintenance of all BPW facilities. Provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

ACTION PLAN

FY 2020

- To achieve regulatory compliance to protect and improve our natural environment.
- To ensure a safe work environment for all employees.
- To improve the reliability of all services including electric, water, wastewater and fiber optics.
- To increase involvement in economic development in the Holland community.
- Continue to promote energy conservation as outlined in PA 295.
- To ensure information on using services efficiently is provided to all classes of customers.
- To provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
- To develop and design rates that meet the needs of customers, remain competitive with surrounding communities, and support HBPW's cost of service to provide sustainability.
- To enhance the finance and billing systems to improve efficiency and service to external and internal customers.
- To continue to install energy efficient and green friendly components to grounds and facilities.
- To relocate the Warehouse delivery area to increase security.
- To improve the opportunities for the growth and development of BPW employees.
- Replace Vehicle 30 with new Hybrid.

UTILITY SERVICES

ELECTRIC TRANSMISSION & DISTRIBUTION & FIBER OPTICS

DESCRIPTION

POWER SUPPLY

Provides electrical energy meeting the requirements of electric system customers; provides energy at the lowest cost possible with a high level of reliability.

ELECTRIC TRANSMISSION & DISTRIBUTION

Provides a reliable delivery system for electricity utilizing a team of individuals, who are leaders in the delivery of safe, reliable and efficient electric power, while being committed to customer satisfaction.

ACTION PLAN

FY 2020

POWER SUPPLY

- Upgrade Units 7 and 8 Station Power Switchgear.
- Inspection and Upgrade Unit 7 Combustion Turbine.
- Optimize the workforce, dispatching of internal generation sources, and maintenance and capital expenditures to reflect the changing market supplied power prices.

BROADBAND

- To provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.
- To continue to expand the broadband distribution system working with the business community.

ELECTRIC TRANSMISSION & DISTRIBUTION

- To generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers.
- To continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.
- To replace Circuit 158 Overhead with Underground wiring to increase reliability.
- To upgrade security at Substations.
- Upgrade various distribution circuits to provide reliable distribution to new commercial enterprises.

UTILITY SERVICES

ELECTRIC FUND

PERFORMANCE MEASURES		FY-17	FY-18	FY-19	FY-20	
		Actual	Actual	Projected	Projected	
Workload	<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>					
	Peak kW	231.0	233.0	232.0	233.0	
	Total Number of Customers	28,578	28,825	28,970	28,975	
	kWh Sales Total	1,114,011,244	1,095,323,617	1,123,481,013	1,105,914,774	
	Revenue per unit	0.09608	0.09647	0.08867	0.09097	
	Cost per unit	0.07082	0.06997	0.06442	0.06775	
	Res. Avg.usage - kWh per month	612.6	604.8	627.7	598.4	
	<u>KWH SALES</u>					
	Residential	176,302,750	175,666,286	182,355,800	173,868,186	
	Commercial	330,060,773	325,258,900	328,404,914	327,101,448	
	Industrial	604,134,560	591,860,123	612,720,299	604,945,140	
	Wholesale	0	0	0	0	
	Street Lighting	3,513,161	2,538,308	0	0	
	Total	1,114,011,244	1,095,323,617	1,123,481,013	1,105,914,774	

Operational Activity	FY-19 Projected			FY-20 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY	-	-	-	-	-	-	0.00%	0.00%	0.00%
Holland Energy Pa Purchases	814,358	17,822,184	21.88	680,455	13,643,599	20.05	-16.44%	-23.45%	-8.38%
Renewable	136,654	8,439,919	61.76	149,505	9,927,161	66.40	9.40%	17.62%	7.51%
Non-Renewable	(34,198)	(880,395)	25.74	(9,205)	(322,729)	35.06	-73.08%	-63.34%	36.19%
CT #6,7,8,9	35,470	1,409,478	39.74	44	-	-	-99.88%	-100.00%	-100.00%
Belle River	190,971	4,360,865	22.84	216,868	5,135,135	23.68	13.56%	17.75%	3.69%
Campbell	78,480	1,913,528	24.38	73,703	1,783,230	24.19	-6.09%	-6.81%	-0.77%
Transmission		(486,639)			296,667			-160.96%	
Fremont	18,526	878,895	47.44	20,356	665,710	32.70	9.88%	-24.26%	-31.07%
Subtotal	1,240,261	\$ 33,457,835	\$ 26.98	1,131,726	\$ 31,128,773	\$ 27.51	-8.75%	-6.96%	1.96%
<u>CAPACITY</u>									
Belle River		2,358,239			2,876,060			21.96%	
Campbell		2,229,199			2,202,693			-1.19%	
Fremont		481,154			617,153			28.27%	
TOTAL	1,240,261	\$ 38,526,427	\$ 31.06	1,131,726	\$ 36,824,679	\$ 32.54	-8.75%	-4.42%	4.75%

UTILITY SERVICES

ELECTRIC FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 111,611,236	\$ 109,854,158	\$ 104,998,564	\$ 102,803,907	\$ 107,673,507
Interest & Rents	384,509	710,259	2,388,664	811,182	2,652,246
Other	(3,056,826)	(1,600,979)	(7,932,752)	-	-
TOTAL SOURCES	\$ 108,938,919	\$ 108,963,438	\$ 99,454,476	\$ 103,615,089	\$ 110,325,753

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 7,197,500	\$ 7,380,153	\$ 7,886,621	\$ 8,286,358	\$ 8,511,791
* Benefits - Incl NonWorking Wages	3,875,418	3,351,913	3,912,048	4,314,522	4,178,202
* Mandatory Employer Costs	600,135	718,110	703,116	747,916	778,679

Other Current Expenses -

* Supplies / Maintenance	1,729,576	4,766,565	3,954,959	4,204,671	5,170,514
* Contractual	2,421,444	2,803,587	3,550,072	3,248,640	3,875,038
* Electric Utility Production	53,835,372	41,924,905	36,416,398	37,119,525	37,641,410
* Other	1,717,910	1,840,371	2,011,835	2,031,038	2,062,270

Capital Outlays

Debt Service Payments -

* Principal Maturity Payments	5,418,141	5,437,241	10,509,982	15,199,982	866,363
* Interest & Fee Payments	220,554	6,040,466	6,228,283	6,730,679	5,920,311
Transfers Out	5,850,000	6,296,016	6,606,000	6,606,000	7,656,276
Depreciation Expense	7,516,373	15,067,564	15,198,922	15,293,462	15,343,998

TOTAL USES	\$ 114,015,126	\$ 95,626,891	\$ 96,978,236	\$ 112,373,778	\$ 92,004,852
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 18,556,496	\$ 13,336,547	\$ 2,476,240	\$ (167,704)	\$ 19,187,264
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 150,603,690	\$ 150,927,336	\$ 152,110,987	\$ 152,541,938	\$ 152,486,685
Designated / Reserved	52,531,319	53,981,646	56,063,622	103,184,172	124,195,588
Undesignated / Unreserved	52,736,377	64,298,951	63,509,564	13,314,119	11,545,220
TOTAL FUND EQUITY	\$ 255,871,386	\$ 269,207,933	\$ 271,684,173	\$ 269,040,229	\$ 288,227,493

- - STAFFING - -

Personnel Services Total Amount	\$ 11,673,053	\$ 11,450,176	\$ 12,501,785	\$ 13,348,796	\$ 13,468,672
* Full-Time Positions	92.00	92.00	93.25	93.25	91.25
* Part-Time Positions	1.00	0.50	0.50	0.50	0.50

UTILITY SERVICES

WASTEWATER FUND

DESCRIPTION

WASTEWATER TREATMENT

Ensure the wastewater treatment plant is adequate to serve the needs of customers and to support the sustainability and growth of the community at large; maintains all facilities to assure optimum performance and longevity, and operates efficiently to increase the quality of service and reduce the cost of resources used.

WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN

FY 2020

WASTEWATER TREATMENT

- To begin engineering and construction of Anaerobic Digester to process sludge due to increased costs and issues with hauling and disposal.
- To make improvements to Primary Clarifier.
- To upgrade Programmable Logic Controls CP200 and CP600.
- To make improvements to efficiently and safely handle the processing of wastewater.

WASTEWATER COLLECTION

- To replace sanitary sewer mains in coordination with City street improvements.
 - 19th St. Cleveland to Central.
 - 21st, VanRaalte to Cleveland.
 - 20th St. Lateral replacement.
- To plan and construct necessary sanitary sewer improvements to meet customer needs.

UTILITY SERVICES

WASTEWATER FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Total gallons treated (mg)	3,689	3,718	3,534	3,569
	Total number of customers	12,524	12,575	12,590	12,595
	CCF Sales (Retail only)	1,661,033	1,733,414	1,656,707	1,666,314
	Revenue per unit (Retail)	3.909	4.044	4.218	4.242
	Cost per unit (All units)	2.426	2.738	2.887	2.861
	Residential. Avg. usage - CCF per month	4.9	4.8	4.1	4.1
	CCF Sales (Wholesale)	2,260,134	2,119,087	2,000,438	2,197,470
	Revenue per unit (Wholesale)	1.108	0.000	0.000	0.000
	<u>CCF Sales</u>				
	Residential	626,915	626,264	624,605	620,102
	Commercial	722,663	796,988	727,918	740,694
	Industrial	311,455	310,162	304,184	305,518
	Wholesale	2,260,134	2,119,087	2,000,438	2,197,470
	Total	3,921,167	3,852,501	3,657,145	3,863,784

UTILITY SERVICES

WASTEWATER FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 11,382,631	\$ 11,612,364	\$ 11,867,756	\$ 11,754,433	\$ 11,963,214
Interest & Rents	99,058	57,096	86,804	193,016	211,246
Other	560,770	3,303,912	92,000	151,532	107,518
TOTAL SOURCES	\$ 12,042,459	\$ 14,973,372	\$ 12,046,560	\$ 12,098,981	\$ 12,281,978

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,057,727	\$ 2,086,997	\$ 2,248,665	\$ 2,234,816	\$ 2,361,197
* Benefits - Incl NonWorking Wages	1,149,506	966,897	1,231,015	1,076,318	1,190,573
* Mandatory Employer Costs	181,090	204,142	210,436	201,371	219,870

Other Current Expenses -

* Supplies / Maintenance	818,089	951,501	816,345	754,922	879,338
* Contractual	274,457	384,972	405,003	300,523	324,587
* Wastewater Utility Production	2,391,008	2,782,960	2,782,991	2,692,874	2,703,291
* Other	161,085	167,897	237,707	192,037	255,946

Capital Outlays

Debt Service Payments -

* Principal Maturity Payments	631,116	641,293	655,041	655,041	672,360
* Interest & Fee Payments	180,033	290,464	282,984	284,088	265,741

Depreciation Expense

TOTAL USES	\$ 18,274,364	\$ 11,480,334	\$ 17,388,562	\$ 11,496,121	\$ 11,993,925
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2,348,383	\$ 4,134,331	\$ 672,472	\$ 1,257,901	\$ 960,413
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 49,433,902	\$ 50,141,087	\$ 50,714,729	\$ 50,885,922	\$ 52,973,528
Designated / Reserved	11,207,956	11,773,331	9,390,088	12,774,574	12,235,576
Undesignated / Unreserved	4,429,275	7,291,046	9,773,119	7,475,341	6,887,146

FUND EQUITY - END OF YEAR	\$ 65,071,133	\$ 69,205,464	\$ 69,877,936	\$ 71,135,837	\$ 72,096,250
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- - STAFFING - -

Personnel Services Total Amount	\$ 3,388,323	\$ 3,258,036	\$ 3,690,116	\$ 3,512,505	\$ 3,771,640
* Full-Time Positions	44.00	45.15	45.00	45.00	44.27
* Part-Time Positions	0.00	0.00	0.00	0.00	0.00

UTILITY SERVICES

WATER FUND

DESCRIPTION

WATER TREATMENT

Ensures the water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; maintains facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WATER TRANSMISSION AND DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

ACTION PLAN

FY 2020

WATER TREATMENT

- To continue the development of a long-range plan for future water supply capacity.
- To ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations.
- To rebuild or replace various aging equipment to provide more efficient production of water.

WATER TRANSMISSION AND DISTRIBUTION

- To replace water mains in coordination with City street improvements:
 - 19th St. Cleveland to Central
 - Transmission line replacement Waverly Road, 13th to 16th
 - Galvanized Service replacements
 - Replacements of 36-inch Transmission Mains
- To plan and construct necessary water main improvements to meet customer needs.
- Replace Hydrants and water meters.

UTILITY SERVICES

WATER FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Peak (MG)	29	27	29	30
	Gallons Treated (MG)	4,914	5,110	5,161	5,213
	Total number of customers	13,594	13,660	13,665	13,675
	CCF Sales (Retail only)	2,847,474	3,041,350	2,997,850	2,991,494
	Revenue per unit (Retail only)	2.551	2.501	2.591	2.706
	Cost per unit	0.987	0.948	0.965	1.086
	Residential Avg. usage - CCF per month	7.94	0.00	0.00	0.00
	CCF Sales (Wholesale)	3,531,152	3,693,531	3,624,766	3,697,263
	Revenue per unit (Wholesale)	0.621	0.649	0.735	0.719
	<u>CCF Sales</u>				
	Residential	1,032,034	1,029,273	1,024,653	1,015,887
	Commercial/Industrial	1,162,764	1,359,481	1,383,285	1,387,652
	Industrial	652,676	652,596	589,912	587,955
	Resales	3,531,152	3,693,531	3,624,766	3,697,263
	Total	6,378,626	6,734,881	6,622,616	6,688,757

UTILITY SERVICES

WATER FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 9,985,867	\$ 10,654,536	\$ 11,036,859	\$ 11,004,670	\$ 11,268,184
Interest & Rents	61,522	(12,378)	78,100	206,533	232,225
Other	(34,930)	187,362	100,000	89,967	100,000
TOTAL SOURCES	\$ 10,012,459	\$ 10,829,520	\$ 11,214,959	\$ 11,301,170	\$ 11,600,409

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,721,629	\$ 1,731,332	\$ 1,811,768	\$ 1,813,022	\$ 1,898,195
* Benefits - Incl NonWorking Wages	955,400	830,296	1,023,964	919,413	978,915
* Mandatory Employer Costs	153,665	182,304	179,461	165,091	178,037

Other Current Expenses -

* Supplies / Maintenance	602,736	567,061	676,904	572,995	1,014,423
* Contractual	249,423	302,337	316,073	292,287	325,752
* Water Utility Production	718,531	688,032	727,317	655,509	717,936
* Other	140,861	143,818	194,133	160,566	184,654

Capital Outlays

Debt Service Payments -

* Principal Maturity Payments	1,348,205	1,377,931	1,486,551	1,483,503	1,529,920
* Interest & Fee Payments	399,853	370,911	418,730	356,507	276,864

Depreciation Expense

TOTAL USES	\$ 13,393,320	\$ 11,615,386	\$ 14,845,310	\$ 13,246,843	\$ 13,071,853
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 3,315,658	\$ 4,072,508	\$ 4,007,699	\$ 4,553,470	\$ 3,985,489
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 31,597,603	\$ 33,059,775	\$ 38,001,310	\$ 37,716,387	\$ 41,425,534
Designated / Reserved	8,096,118	9,751,465	9,326,328	9,273,293	10,884,674
Undesignated / Unreserved	2,025,791	2,980,780	2,472,081	7,363,509	6,028,470
TOTAL FUND EQUITY	\$ 41,719,512	\$ 45,792,020	\$ 49,799,719	\$ 54,353,189	\$ 58,338,678

- - STAFFING - -

Personnel Services Total Amount	\$ 2,830,694	\$ 2,743,932	\$ 3,015,193	\$ 2,897,526	\$ 3,055,147
* Full-Time Positions	36.00	37.35	37.75	37.75	37.48
* Part-Time Positions	0.00	0.00	0.00	0.00	0.00



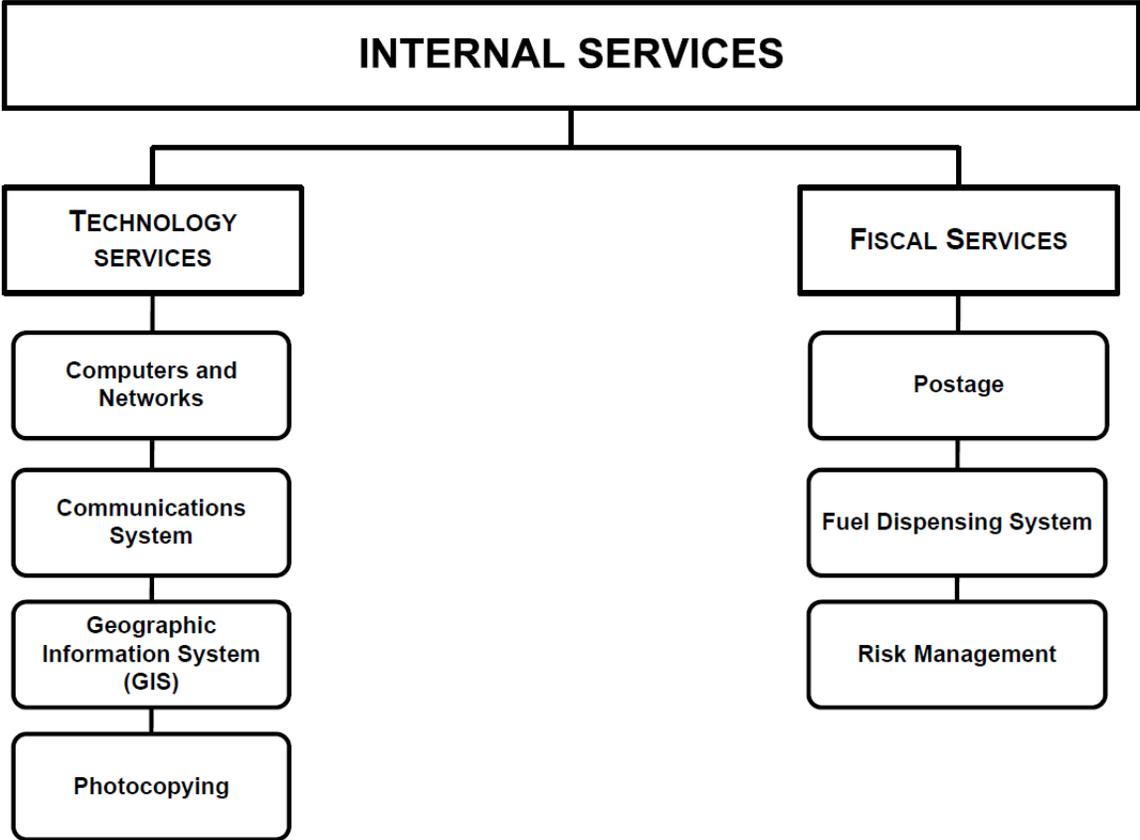
Holland
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INTERNAL SERVICES

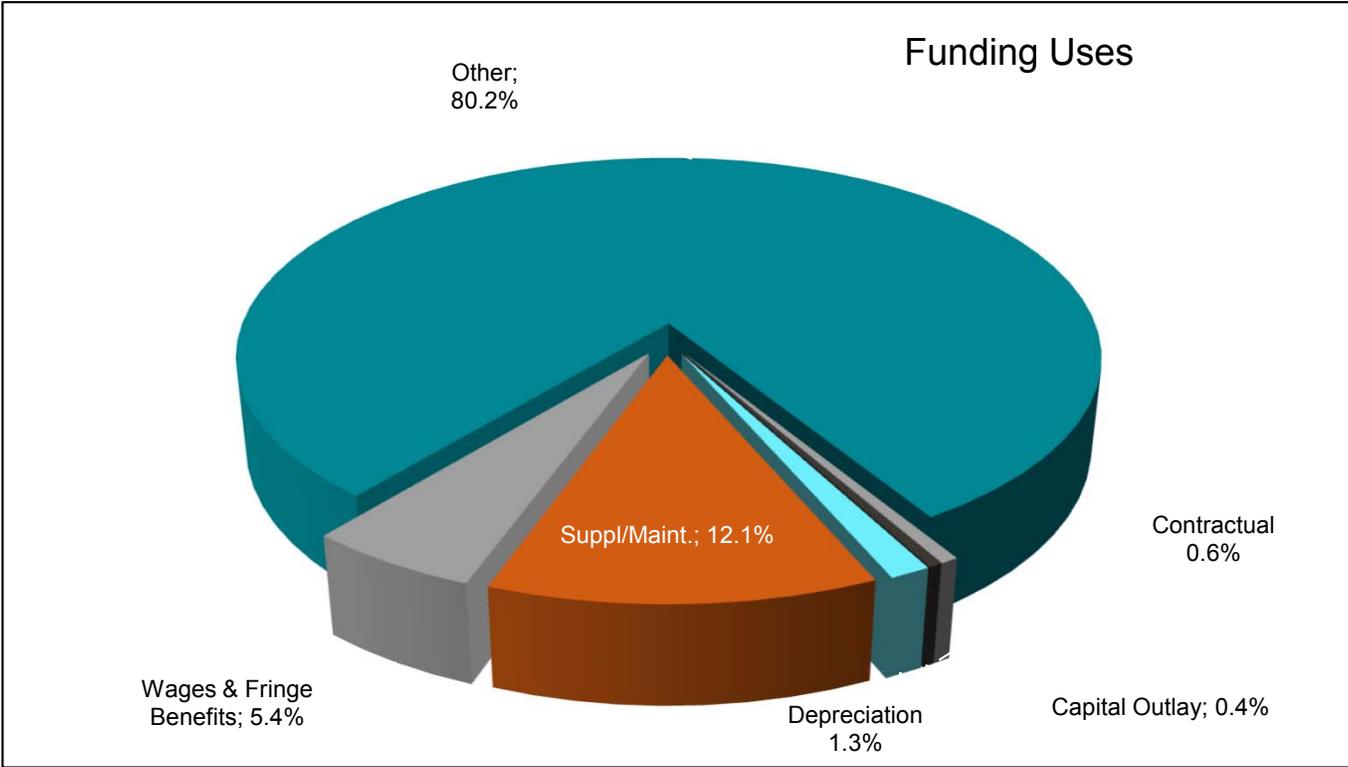
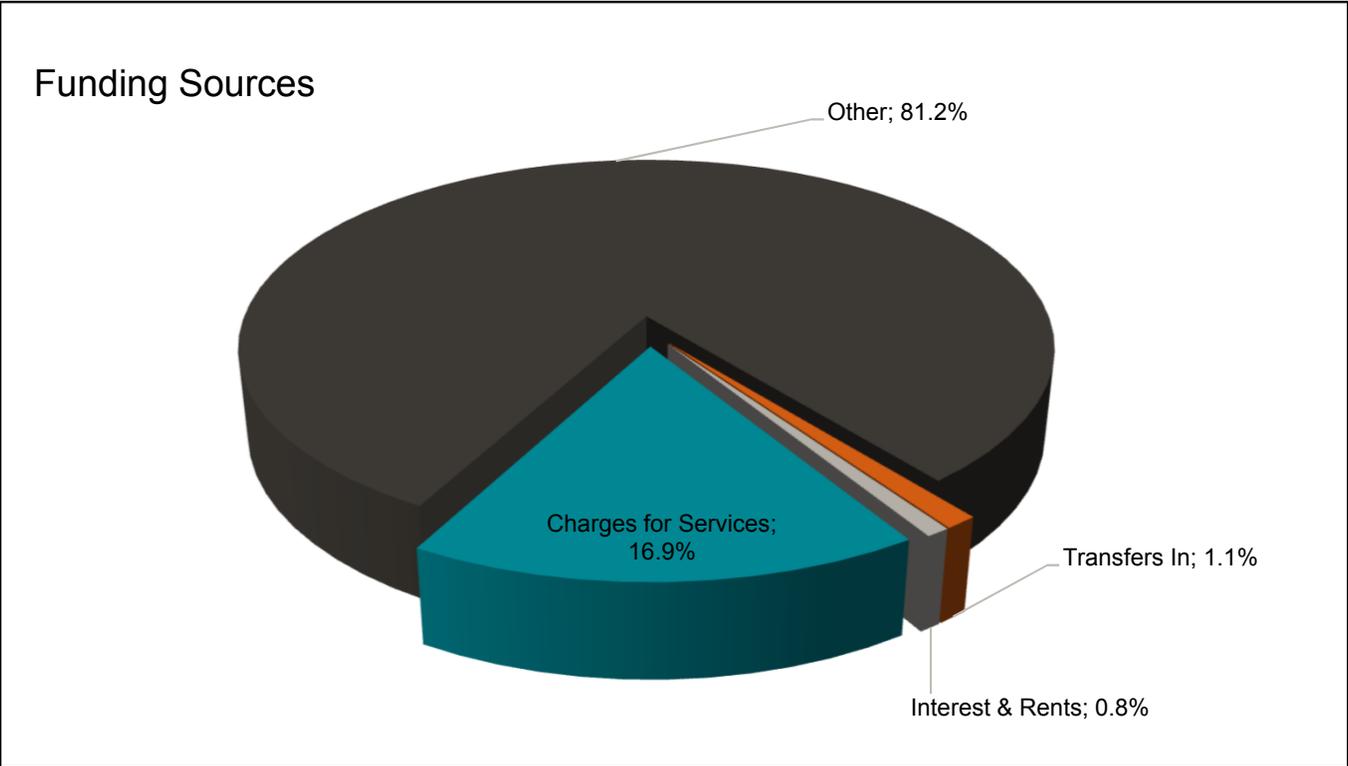
INTRODUCTION

This group of Internal Service Funds accounts for the services provided by one city department to other departments, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner.

GROUP ORGANIZATION CHART



INTERNAL SERVICES



INTERNAL SERVICES

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Internal Service	\$ 7,875,412	\$ 8,686,909	\$ 7,859,330	\$ 8,807,967	\$ 9,156,913
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,429,426	\$ 1,594,574	\$ 1,510,950	\$ 1,608,770	\$ 1,513,400
Interest & Rents	21,574	46,235	37,330	73,755	72,645
Other	6,163,300	6,948,980	6,285,400	7,266,988	7,301,300
Transfers In	120,000	157,573	100,000	100,000	100,000
TOTAL SOURCES	\$ 7,734,300	\$ 8,747,362	\$ 7,933,680	\$ 9,049,513	\$ 8,987,345

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 290,081	\$ 282,663	\$ 268,195	\$ 254,395	\$ 287,755
* Benefits - Incl. NonWorking Wages	194,338	(75,914)	174,212	167,833	183,365
* Mandatory Employer Costs	24,439	23,844	22,956	22,385	25,838

Other Current Expenditures -

* Supplies / Maintenance	814,995	897,206	932,470	1,035,436	1,104,250
* Contractual Expenditures	42,510	47,928	52,700	56,600	51,800
* Other	6,244,415	7,282,665	6,144,807	7,041,795	7,348,030

Capital Outlay	111,410	100,812	93,617	79,150	38,000
Transfers Out	22,100	20,603	37,500	37,500	-
Depreciation Expense	131,124	107,102	132,873	112,873	117,875

TOTAL USES	\$ 7,875,412	\$ 8,686,909	\$ 7,859,330	\$ 8,807,967	\$ 9,156,913
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- - STAFFING - -

Personnel Services Total Amount	\$ 508,858	\$ 230,593	\$ 465,363	\$ 444,613	\$ 496,958
* Full-Time Positions	4.60	4.35	4.20	4.20	4.20
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

DESCRIPTION

Technology Services provides computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever-changing informational needs of the City.

ACTION PLAN

FY 2019

- In conjunction with the City Clerk's Office, implement a Comprehensive E-Document Management Schedule to help manage the size of our digital document storage.
 - On-Hold until staffing in Clerks Office is stable.
- Evaluate printing costs across the enterprise.
 - Completed - Standardized to Canon printers and stable rates.
- Evaluate and implement public Wi-fi in spaces that make sense.
 - On-Going.
- In partnership with Windmill Island Gardens, pursue grant funding and take a video trip to the Netherlands. This will allow us to have footage of the Netherlands to use at Windmill Island, Parks and the general City.
 - On-Hold waiting on Partnerships.
- Explore new opportunities to help promote the Civic Center Place and the Downtown ribbon with all of our partners.
 - On-Going.

FY 2020

- Complete Move to Office 365 and Eliminate Exchange Server.
- Hire and Train new Technology Service Manger Position.
- Complete Website and Intranet Overhaul.
- Complete Disaster Response and Breach Response Plans.
- Use HBPW Internet as failover.
- Increase Security Training.
- Explore Opportunities to Partner Internally and Externally for Programming and Marketing of the City and the Downtown.
- Increase citizen participation in City Blog, Newsletter, and Social Media.

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Equipment Maintained				
	Servers	45	37	45	33
	Desktop & Mobile Computers	280	279	285	295
	Printers	74	80	81	80
	Surveillance Cameras	86	92	99	121
	Help Desk Tickets Addressed	386	280	390	440
	City of Holland Website Visitors	1,250,000	1,308,000	1,740,000	1,800,000
	Tax Bills Viewed via Internet	71,345	64,600	65,000	88,300

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 715,146	\$ 767,308	\$ 721,050	\$ 721,170	\$ 579,900
Interest & Rents	655	1,984	500	2,500	1,000
Other	-	(4,075)	-	-	-
Transfers In	120,000	157,573	100,000	100,000	100,000
TOTAL SOURCES	\$ 835,801	\$ 922,790	\$ 821,550	\$ 823,670	\$ 680,900

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 262,736	\$ 255,728	\$ 239,525	\$ 225,725	\$ 261,400
* Benefits - Incl. NonWorking Wages	121,281	104,799	110,354	103,975	117,174
* Mandatory Employer Costs	21,972	20,959	21,156	19,385	22,838

Other Current Expenditures -

* Supplies / Maintenance	263,928	209,190	270,020	281,686	308,800
* Contractual	649	2,749	3,000	10,700	3,000
* Other	33,186	28,574	45,575	34,750	47,125
Capital Outlay	111,410	100,812	93,617	79,150	38,000
Depreciation Expense	98,251	75,199	100,000	80,000	85,000

TOTAL USES	\$ 913,413	\$ 798,010	\$ 883,247	\$ 835,371	\$ 883,337
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 33,798	\$ 225,592	\$ 31,920	\$ 67,449	\$ (164,437)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 280,639	\$ 300,927	\$ 294,544	\$ 300,077	\$ 253,077
Reserved for Asset Replacement	100,000	100,000	100,000	100,000	100,000
Undesignated / Unreserved	97,481	302,785	341,088	371,084	253,647

TOTAL FUND EQUITY	\$ 478,120	\$ 703,712	\$ 735,632	\$ 771,161	\$ 606,724
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- - STAFFING - -

Personnel Services Total Amount	\$ 405,989	\$ 381,486	\$ 371,035	\$ 349,085	\$ 401,412
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* Full-Time Positions	4.60	4.35	4.20	4.20	4.20
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* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00
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INTERNAL SERVICES

FUEL DISPENSING FUND

DESCRIPTION

Provides an efficient and environmentally safe fuel dispersion system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and buses.

ACTION PLAN

FY 2019

- Maintain the fuel system to meet all environmental requirements.
 - On-Going.
- Continue to build a reserve for equipment replacement using a per gallon surcharge.
 - On-Going.
- Provide timely and informational reporting on fuel consumption and charges to all participating departments.
 - On-Going.
- Implement a \$0.06 per gallon overhead charge.
 - Done.

FY 2020

- Maintain the fuel system to meet all environmental requirements.
- Continue to build a reserve for equipment replacement using a per gallon surcharge.
- Provide timely and informational reporting on fuel consumption and charges to all participating departments.
- Continue with a \$0.06 per gallon overhead charge.

INTERNAL SERVICES

FUEL DISPENSING FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 572,569	\$ 684,601	\$ 649,200	\$ 739,100	\$ 779,100
Transfers In	-	-	-	-	-
TOTAL SOURCES	\$ 572,569	\$ 684,601	\$ 649,200	\$ 739,100	\$ 779,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 4,338	\$ 3,836	\$ 3,875	\$ 3,875	\$ 3,851
* Benefits - Incl. NonWorking Wages	2,335	2,061	2,090	2,090	2,074

Other Current Expenditures -

* Supplies / Maintenance	522,539	665,109	633,000	723,000	763,000
* Contractual	609	632	900	900	900
* Other	1,681	(3,357)	2,625	2,625	2,635

Transfers Out	22,100	11,470	-	-	-
Depreciation Expense	15,575	14,605	15,575	15,575	15,575

TOTAL USES	\$ 569,177	\$ 694,356	\$ 658,065	\$ 748,065	\$ 788,035
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 3,392	\$ (9,755)	\$ (8,865)	\$ (8,965)	\$ (8,935)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 281,667	\$ 255,592	\$ 240,017	\$ 240,017	\$ 224,442
Undesignated / Unreserved	19,003	35,323	42,033	41,933	48,573

TOTAL FUND EQUITY	\$ 300,670	\$ 290,915	\$ 282,050	\$ 281,950	\$ 273,015
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- - STAFFING - -

Positions: A small portion of the time listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is allocated to this fund.

INTERNAL SERVICES

POSTAGE SERVICES FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Mail Piece Count				
	City Hall	35,629	32,405	33,000	33,000
	*Total Cost of Postage for All Fund Types	\$ 20,025	\$ 19,418	\$ 20,500	\$ 20,500

*FY19 Postage Increase .458 to .459

INTERNAL SERVICES

POSTAGE SERVICES FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 20,024	\$ 19,419	\$ 19,300	\$ 24,300	\$ 23,200
Interest & Rents	31	38	30	80	70
TOTAL SOURCES	\$ 20,055	\$ 19,457	\$ 19,330	\$ 24,380	\$ 23,270

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 18,226	\$ 17,600	\$ 17,700	\$ 21,750	\$ 20,700
* Other	1,676	1,676	1,700	1,825	2,000
TOTAL USES	\$ 19,902	\$ 19,276	\$ 19,400	\$ 23,575	\$ 22,700

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 153	\$ 181	\$ (70)	\$ 805	\$ 570
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	7,842	8,023	7,953	8,828	9,398
TOTAL FUND EQUITY	\$ 7,842	\$ 8,023	\$ 7,953	\$ 8,828	\$ 9,398

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

TELEPHONY SERVICES FUND

	PERFORMANCE MEASURES	FY-17 Actual	FY-18 Actual	FY-19 Projected	FY-20 Projected
Workload	Equipment Maintained				
	Telephones	242	200	200	200
	Fax Machines	19	19	19	19
	Pagers	81	81	81	81
	Cell Phones Issued to Employees	8	8	7	7
	Subsidy Paid to Employees (Semi-Annually)				
	Cell Phone - \$150	35	35	37	37
	Smart Phone - \$360	30	60	67	67

INTERNAL SERVICES

TELEPHONY SERVICES FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 121,687	\$ 123,246	\$ 121,400	\$ 124,200	\$ 131,200
Interest & Rents	122	175	100	175	175
Other	-	-	-	-	-
Transfers In	-	-	-	-	-
TOTAL SOURCES	<u>\$ 121,809</u>	<u>\$ 123,421</u>	<u>\$ 121,500</u>	<u>\$ 124,375</u>	<u>\$ 131,375</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 1,889	\$ -	\$ 1,750	\$ 1,000	\$ 1,750
* Other	126,010	123,348	113,560	124,700	132,200
Depreciation Expense	17,298	17,298	17,298	17,298	17,300
TOTAL USES	<u>\$ 145,197</u>	<u>\$ 140,646</u>	<u>\$ 132,608</u>	<u>\$ 142,998</u>	<u>\$ 151,250</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (23,388)	\$ (17,225)	\$ (11,108)	\$ (18,623)	\$ (19,875)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 62,830	\$ 45,532	\$ 28,234	\$ 28,234	\$ 10,934
Undesignated / Unreserved	16,708	16,781	22,971	15,456	12,881
TOTAL FUND EQUITY	<u>\$ 79,538</u>	<u>\$ 62,313</u>	<u>\$ 51,205</u>	<u>\$ 43,690</u>	<u>\$ 23,815</u>

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

COMPENSATED ABSENCES FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 58,334	\$ (195,210)	\$ 52,000	\$ 52,000	\$ 52,000
TOTAL SOURCES	\$ 58,334	\$ (195,210)	\$ 52,000	\$ 52,000	\$ 52,000

FUNDING USES -

Personnel Services -

* Benefits - Incl. NonWorking Wages	\$ 58,334	\$ (195,210)	\$ 52,000	\$ 52,000	\$ 52,000
TOTAL USES	\$ 58,334	\$ (195,210)	\$ 52,000	\$ 52,000	\$ 52,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	-	-	-	-	-
TOTAL FUND EQUITY	\$ -	\$ -	\$ -	\$ -	\$ -

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

SUMMARY OF RISK MANAGEMENT

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 20,766	\$ 44,038	\$ 36,700	\$ 71,000	\$ 71,400
Other	6,104,966	7,148,265	6,233,400	7,214,988	7,249,300
TOTAL SOURCES	\$ 6,125,732	\$ 7,192,303	\$ 6,270,100	\$ 7,285,988	\$ 7,320,700

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 23,007	\$ 23,099	\$ 24,795	\$ 24,795	\$ 22,504
* Benefits - Incl. NonWorking Wages	12,388	12,436	9,768	9,768	12,117
* Mandatory Employer Costs	2,467	2,885	1,800	3,000	3,000

Other Current Expenditures -

* Supplies / Maintenance	9,838	9,105	15,000	13,000	15,500
* Contractual	39,827	40,749	43,800	40,000	42,400
* Other	6,081,862	7,132,424	5,981,347	6,877,895	7,164,070

Transfers Out

Transfers Out	-	9,133	37,500	37,500	-
TOTAL USES	\$ 6,169,389	\$ 7,229,831	\$ 6,114,010	\$ 7,005,958	\$ 7,259,591

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (43,657)	\$ (37,528)	\$ 156,090	\$ 280,030	\$ 61,109
ENDING BALANCE -					
Designated / Reserves	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	4,124,529	4,087,001	4,243,091	4,367,031	4,428,140
TOTAL FUND EQUITY	\$ 4,154,529	\$ 4,117,001	\$ 4,273,091	\$ 4,397,031	\$ 4,458,140

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

WORKERS COMPENSATION INSURANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 2,542	\$ 5,313	\$ 5,000	\$ 8,000	\$ 8,000
Other	375,369	397,792	400,000	411,400	422,000
TOTAL SOURCES	<u>\$ 377,911</u>	<u>\$ 403,105</u>	<u>\$ 405,000</u>	<u>\$ 419,400</u>	<u>\$ 430,000</u>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 375,048	\$ 401,306	\$ 420,000	\$ 391,573	\$ 410,000
TOTAL USES	<u>\$ 375,048</u>	<u>\$ 401,306</u>	<u>\$ 420,000</u>	<u>\$ 391,573</u>	<u>\$ 410,000</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2,863	\$ 1,799	\$ (15,000)	\$ 27,827	\$ 20,000
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	547,838	549,637	534,637	577,464	597,464
TOTAL FUND EQUITY	<u>\$ 562,838</u>	<u>\$ 564,637</u>	<u>\$ 549,637</u>	<u>\$ 592,464</u>	<u>\$ 612,464</u>

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 13,488	\$ 29,335	\$ 25,000	\$ 50,000	\$ 50,000
Other	5,377,384	6,377,622	5,459,600	6,415,225	6,439,900
TOTAL SOURCES	\$ 5,390,872	\$ 6,406,957	\$ 5,484,600	\$ 6,465,225	\$ 6,489,900

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 23,007	\$ 23,099	\$ 24,795	\$ 24,795	\$ 22,504
* Benefits - Incl. NonWorking Wages	12,388	12,436	9,768	9,768	12,117
* Mandatory Employer Costs	73	93	200	200	200

Other Current Expenditures -

* Supplies / Maintenance	1,425	3,798	5,000	5,000	5,500
* Contractual	39,827	40,749	43,800	40,000	42,400
* Other	5,336,075	6,360,285	5,204,647	6,136,747	6,385,370

TOTAL USES	\$ 5,412,795	\$ 6,440,460	\$ 5,288,210	\$ 6,216,510	\$ 6,468,091
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (21,923)	\$ (33,503)	\$ 196,390	\$ 248,715	\$ 21,809
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ENDING BALANCE -

Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	2,585,528	2,552,025	2,748,415	2,800,740	2,822,549
TOTAL FUND EQUITY	\$ 2,585,528	\$ 2,552,025	\$ 2,748,415	\$ 2,800,740	\$ 2,822,549

- - STAFFING - -

Positions: A small portion of the time listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is allocated to this fund.

INTERNAL SERVICES

VEHICLE INSURANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,211	\$ 2,786	\$ 2,000	\$ 4,200	\$ 4,300
Other	92,329	100,184	101,200	114,279	108,900
TOTAL SOURCES	\$ 93,540	\$ 102,970	\$ 103,200	\$ 118,479	\$ 113,200

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 8,413	\$ 5,307	\$ 10,000	\$ 8,000	\$ 10,000
* Other	67,479	72,934	74,400	79,079	81,500
Transfers Out	-	9,133	37,500	37,500	-
TOTAL USES	\$ 75,892	\$ 87,374	\$ 121,900	\$ 124,579	\$ 91,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 17,648	\$ 15,596	\$ (18,700)	\$ (6,100)	\$ 21,700
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	288,551	304,147	285,447	298,047	319,747
TOTAL FUND EQUITY	\$ 288,551	\$ 304,147	\$ 285,447	\$ 298,047	\$ 319,747

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

PROPERTY INSURANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 2,145	\$ 4,100	\$ 2,700	\$ 6,400	\$ 6,500
Other	24,238	33,979	27,800	25,684	26,300
TOTAL SOURCES	\$ 26,383	\$ 38,079	\$ 30,500	\$ 32,084	\$ 32,800

FUNDING USES -

Other Current Expenditures -

* Other	\$ 33,164	\$ 33,495	\$ 29,500	\$ 35,196	\$ 36,500
TOTAL USES	\$ 33,164	\$ 33,495	\$ 29,500	\$ 35,196	\$ 36,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (6,781)	\$ 4,584	\$ 1,000	\$ (3,112)	\$ (3,700)
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	381,195	385,779	386,779	382,667	378,967
TOTAL FUND EQUITY	\$ 381,195	\$ 385,779	\$ 386,779	\$ 382,667	\$ 378,967

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

LIABILITY INSURANCE FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 561	\$ 1,243	\$ 1,000	\$ 300	\$ 500
Other	122,308	123,299	125,800	122,400	124,800
TOTAL SOURCES	\$ 122,869	\$ 124,542	\$ 126,800	\$ 122,700	\$ 125,300

FUNDING USES -

Other Current Expenditures -

* Other	\$ 128,082	\$ 148,750	\$ 150,800	\$ 132,400	\$ 144,800
TOTAL USES	\$ 128,082	\$ 148,750	\$ 150,800	\$ 132,400	\$ 144,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,213)	\$ (24,208)	\$ (24,000)	\$ (9,700)	\$ (19,500)
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	207,421	183,213	159,213	173,513	154,013
TOTAL FUND EQUITY	\$ 222,421	\$ 198,213	\$ 174,213	\$ 188,513	\$ 169,013

- - STAFFING - -

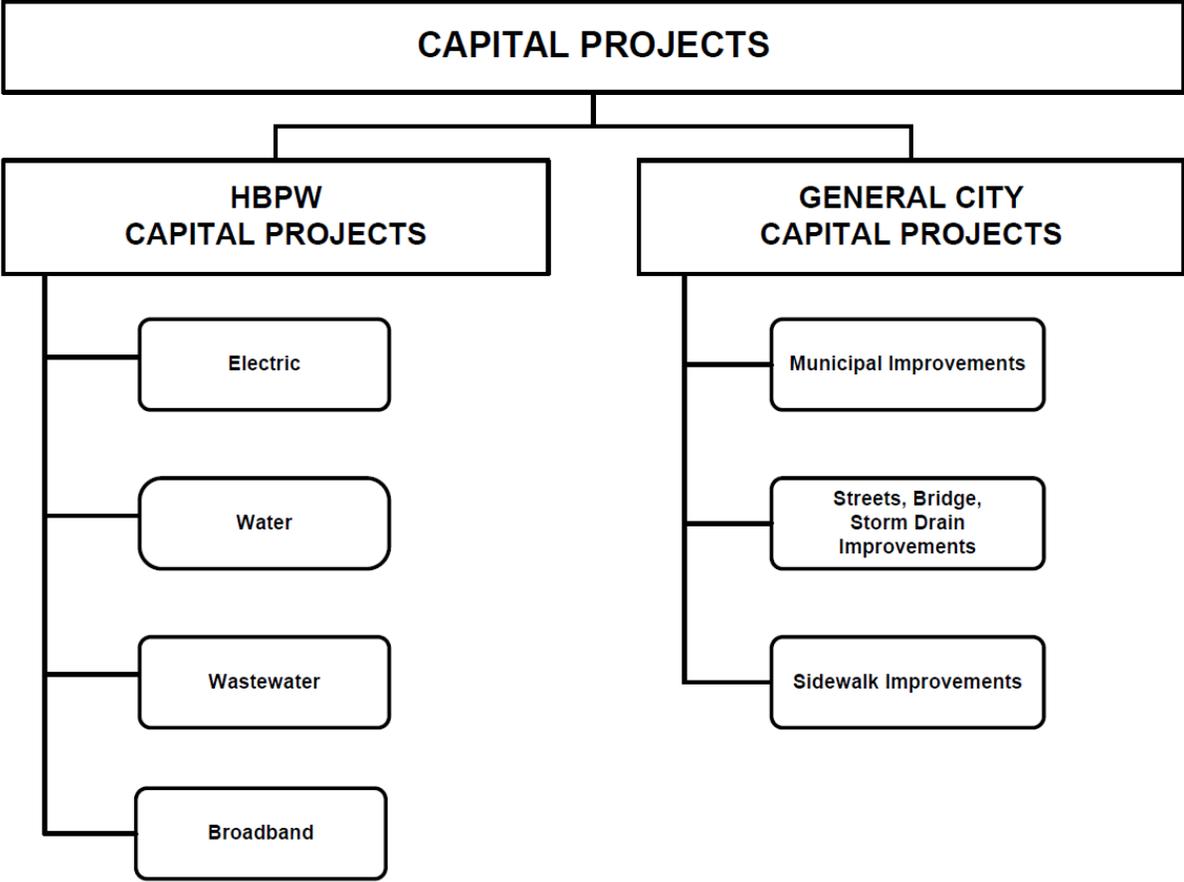
Positions: Not Applicable

CAPITAL PROJECTS

INTRODUCTION

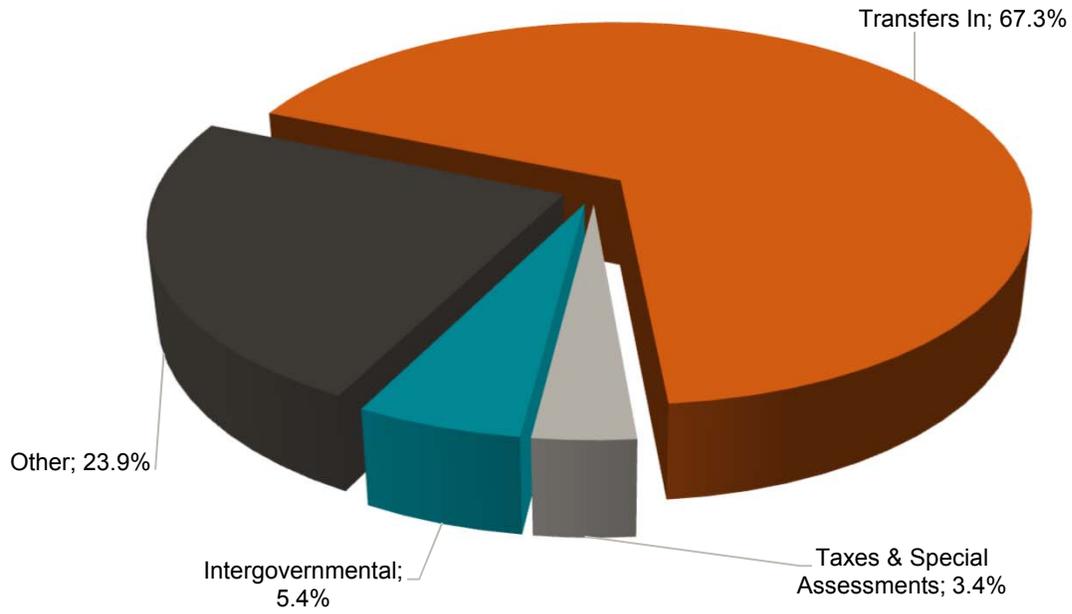
The Capital Projects Group accounts for Capital Improvement projects. The purpose of this group is to verify the Management Team plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities, assuring the City will continue to be a quality place to live, work and play.

GROUP ORGANIZATION CHART

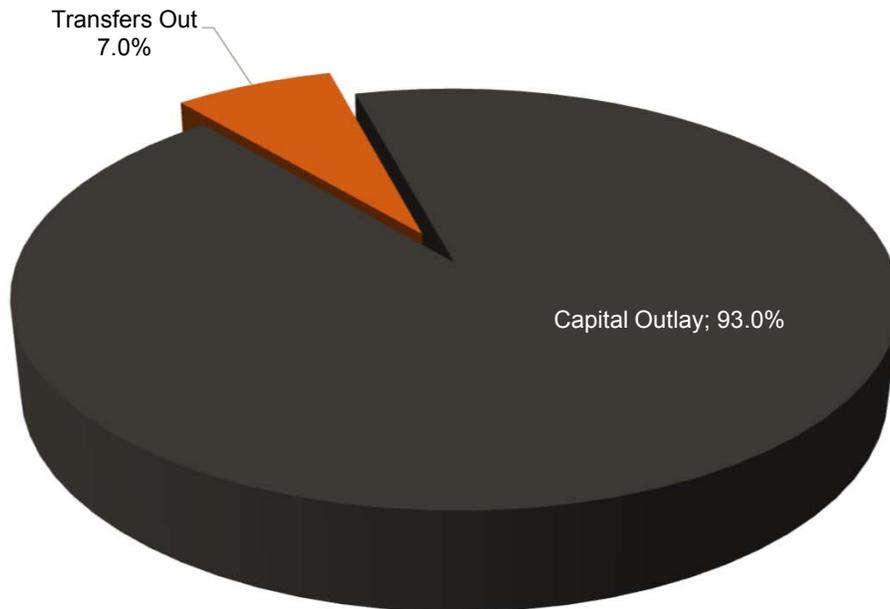


CAPITAL PROJECTS

Funding Sources



Funding Uses



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented During Fiscal Year 2020

GOVERNMENTAL - TYPE FUNDS

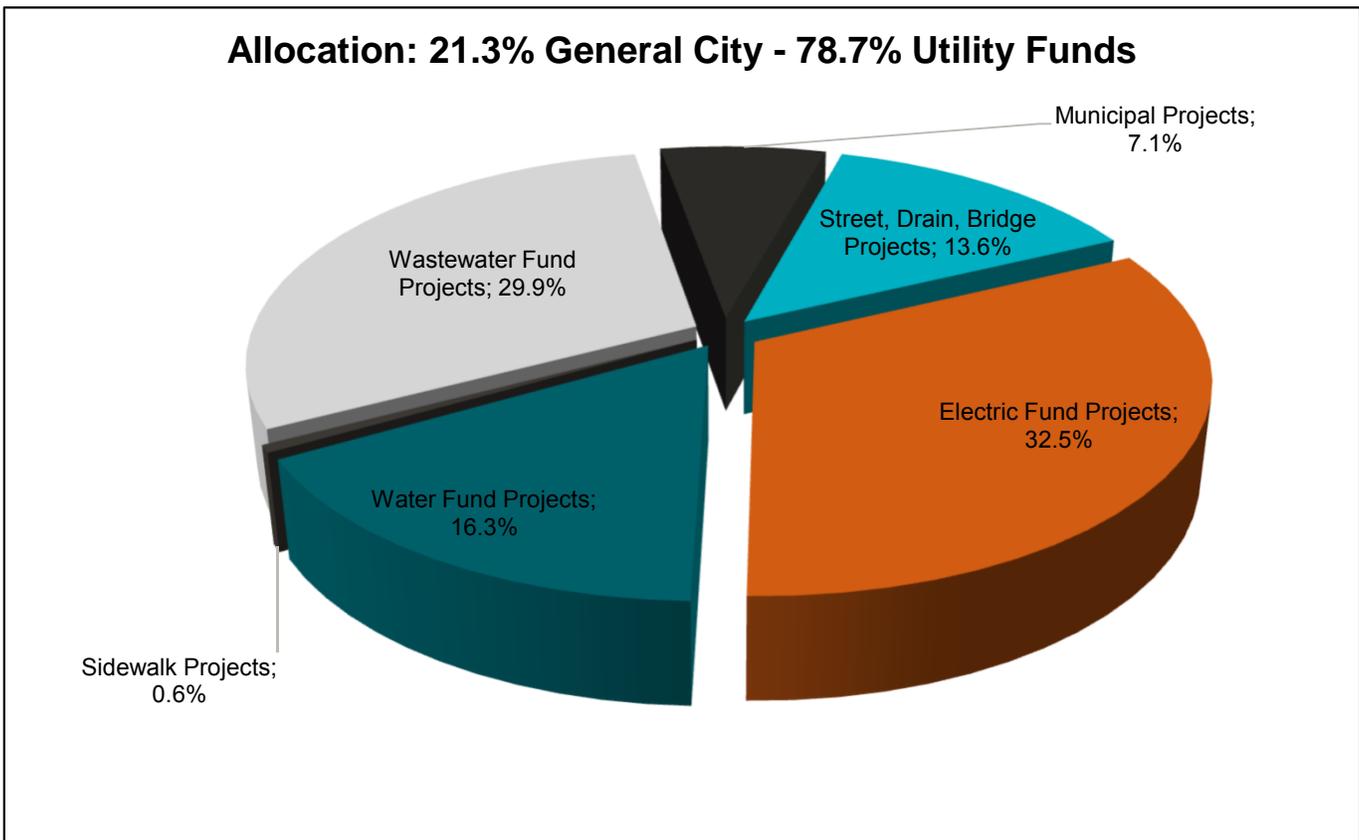
Municipal Improvements Projects:	\$	1,780,000
Street, Drain, Traffic Signal, Storm Sewer Projects - City Share		3,441,000
Sidewalk Improvements Projects		145,000

PROPRIETARY - TYPE FUNDS

Enterprise - Fund Capital Projects:		
See Electric Utility Fund		8,193,338
See Water Utility Fund		4,123,002
See Wastewater Utility Fund		7,536,270

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$	<u>25,218,610</u>
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This presentation does not include smaller capital outlay purchases, such as vehicles, equipment & furniture. These type of purchases are not classified as "Capital Projects"



CAPITAL PROJECTS

GROUP SUMMARY

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES -

Capital Projects	\$ 11,527,238	\$ 15,367,874	\$ 21,136,964	\$ 19,386,405	\$ 5,366,000
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 366,668	\$ 213,881	\$ 221,850	\$ 222,922	\$ 231,172
Intergovernmental	1,532,128	142,883	450,026	436,926	373,089
Interest & Rents	52,806	144,466	11,000	53,363	11,000
Other	651,678	403,584	4,048,907	3,029,584	1,619,414
Bond Proceeds	13,603,266	-	7,000,000	7,071,850	-
Transfers In	4,185,377	4,536,303	5,086,202	3,601,451	4,598,526
TOTAL SOURCES	\$ 20,391,923	\$ 5,441,117	\$ 16,817,985	\$ 14,416,096	\$ 6,833,201

FUNDING USES -

Other Current Expenditures -

* Other	\$ 3,846,217	\$ 262,874	\$ 46,930	\$ -	\$ -
Capital Outlay	7,298,026	14,590,358	20,338,104	18,324,475	4,991,000
Transfers Out	382,995	514,642	751,930	1,061,930	375,000
TOTAL USES	\$ 11,527,238	\$ 15,367,874	\$ 21,136,964	\$ 19,386,405	\$ 5,366,000

-- STAFFING --

Positions: Not Applicable

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

DESCRIPTION

Develops a comprehensive budget addressing short and long-term improvements to the City's infrastructure, public facilities and buildings, to assure the City will maximize its return on investment and provide citizens with public facilities that improve the economic, social, and environmental quality of life in the City.

ACTION PLAN

FY 2019

- Use fund balance to pay for new municipal capital projects as approved by City Council; the 1585 millage will be dedicated to building a reserve for Fire Station Renovation/Replacement projected to take place in FY-2021.
 - This is on schedule and planning for renovation is on-going.
- To complete the design and/or construction of all capital projects outlined in the section of the Municipal Capital Projects Fund. Major projects include:
 - Completed:
 - Civic Center Reconstruction.
 - DeGraaf Nature Center Entrance Improvements.
 - New Parking Structure on 9th Street.
 - Address Parking Needs at the Civic Center Place.
 - In Process:
 - New Growhouse.
 - Wayfinding Signage which will continue in future years.

FY 2020

- Create 50-year MCIF Plan.
- Complete approved projects in the year budgeted.
- Secure a long term, sustainable funding mechanism.
- Continue planning to renovate Kollen Park and Waverly Fire Stations.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2020 PROJECT DESCRIPTION

MUNICIPAL CAPITAL IMPROVEMENT PROJECTS:

A detailed listing of projects was compiled and ranked in order of priority by staff according to need, financial resources, historical value and grant availability over a six-year period. This information was then discussed and prioritized by City Council at an Annual Advance event, which took place on January 26, 2019.

PUBLIC INPUT:

Citizens were provided an opportunity to share ideas, remarks and concerns regarding current issues and capital needs with City of Holland and HBPW officials on January 9, 2019 and January 12, 2019. In addition, two budget study sessions open to the public with the City Council will be held on April 10th and 11th; as well as the Public Hearing scheduled for May 1, 2019.

APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:

The Municipal Capital Improvement Plan is scheduled to be approved on May 1, 2019.

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Waterfront Planning \$50,000: Waterfront redevelopment planning at the site of the decommissioned James DeYoung Power Plant.

Regional Initiatives \$25,000: A portion of the wholesale net income transfer from the HBPW for regional initiative planning or capital expenditures, as appropriated by City Council. Remaining funds are set aside as designated fund balance for future appropriation.

DOWNTOWN PROJECTS:

Parking & Wayfinding Signage \$10,000: Continue to add downtown wayfinding signage.

7th Street Deck #4 \$500,000: Add snowmelt to the area around the 7th Street Parking Deck.

Snowmelt \$50,000: Contribution to the Snowmelt Fund to assist with operating costs for the snowmelt network.

Parking Lot Paving \$50,000: Various parking lots are in need of maintenance, these will be repaved to fix cracks and potholes.

PUBLIC SAFETY PROJECTS:

SCBA Compressor \$50,000: Compressor to fill SCBA tanks.

Intersection Cameras \$50,000: Install intersection camera to provide enhanced safety and monitoring of key intersections within the City limits.

HPD Parade Barriers \$60,000: Crowd control barriers for the various parades.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2020 PROJECT DESCRIPTION

PARKS AND RECREATION PROJECTS:

City Hall - Steps \$25,000: Repair steps at City Hall.

City Hall - Window Mortar Repair \$35,000: Repair the mortar around City Hall windows.

Civic Center – Maintenance \$10,000: Pay for maintenance costs at the Civic Center.

Civic Center – Awning \$15,000: Install an awning on the newly renovated Civic Center.

City Wide Tree Planting \$50,000: To pay for tree planting, including replacing trees lost due to the Ash Borer. This is proposed to continue into future years.

Baseline Maintenance Costs – Facilities \$50,000: Fix maintenance issues in City buildings that have been delayed or postponed in the past, without having to wait for the next budget cycle. This is proposed to continue in future budgets.

Baseline Fix It First Costs - Parks \$50,000: Fix maintenance issues in the parks that have been delayed or postponed in the past, without having to wait for the next budget cycle. This is proposed to continue in future budgets.

Tennis Court Resurfacing \$50,000: Resurface tennis courts in various parks.

Kollen Park - Shed \$15,000: Replace the existing shed at Kollen Park.

Playgrounds \$75,000: Make improvements to various playgrounds.

TRANSPORTATION PROJECTS:

Roof Maintenance \$10,000: Repair the roof at the Transportation Services Facility.

Sidewalk Repair Citywide \$50,000: Continue dedicating Capital Improvement Funds to Sidewalk repair and infill connections. Proposed to continue in future years.

Pedestrian Lighting \$60,000: Replace various pedestrian lights that are in poor condition.

Repaving at Transportation Building \$85,000: Repave the parking lot and drives around the Transportation Facility.

Compost Expansion \$10,000: Expand the recycling facility off of 48th Street for the disposal and composting of leaves.

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Museum Repairs \$10,000: To pay for regular maintenance at the Museum.

Cappon and Settlers Home Improvements \$15,000: To be determined by the Holland Historical Trust.

Gateway/Wayfinding Signs \$45,000: This is the current year's cost for a comprehensive wayfinding, entryway signage and community value signage program. Phased implementation costs will continue.

COMMUNITY ENERGY STRATEGIES PROJECTS:

Holland Energy Fund \$275,000: Contribution to the non-profit Holland Energy Fund for the Home Energy Retrofit Program.

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 316,401	\$ 162,619	\$ 169,200	\$ 169,847	\$ 176,104
Intergovernmental	186,898	99,449	212,026	212,026	17,589
Interest & Rents	52,770	144,466	11,000	53,063	11,000
Other	397,789	241,680	3,883,907	3,024,584	1,619,414
Bond Proceeds	13,603,266	-	7,000,000	7,071,850	-
Transfers In	3,188,003	1,537,031	1,123,898	1,174,679	1,457,526
TOTAL SOURCES	\$ 17,745,127	\$ 2,185,245	\$ 12,400,031	\$ 11,706,049	\$ 3,281,633

FUNDING USES -

Other Current Expenditures -

* Other	\$ 3,846,217	\$ 262,874	\$ 46,930	\$ -	\$ -
Capital Outlay	4,661,900	11,336,970	15,952,800	15,643,972	1,405,000
Transfers Out	372,325	514,642	751,930	1,061,930	375,000
TOTAL USES	\$ 8,880,442	\$ 12,114,486	\$ 16,751,660	\$ 16,705,902	\$ 1,780,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 8,864,685	\$ (9,929,241)	\$ (4,351,629)	\$ (4,999,853)	\$ 1,501,633
ENDING BALANCE -					
Reserved - Fire Station	\$ 729,480	\$ 888,395	\$ 633,327	\$ 950,926	\$ 1,127,030
Reserved - Civic Center	11,141,907	1,145,965	-	(1,019,414)	-
Reserved - Regional Initiatives	-	-	-	-	352,200
Assigned - Legacy Projects	1,152,348	275,819	237,914	-	-
Undesignated / Unreserved	2,204,849	2,989,164	76,473	367,978	321,893
TOTAL FUND EQUITY	\$ 15,228,584	\$ 5,299,343	\$ 947,714	\$ 299,490	\$ 1,801,123

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2020 Adopted	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential	FY-2024 Potential	FY-2025 Potential
- - ESTIMATED BEGINNING FUND BALANCE AT JULY 1 - -						
Reserved:						
- Regional Initiatives	-	352,010	687,010	937,010	1,057,010	1,032,010
- Fire Station Renovation	950,926	1,127,030	-	-	-	-
- Civic Center Place	(1,019,414)	-	-	-	-	-
Unassigned	367,978	322,083	574,109	318,109	368,109	158,109
Total	299,490	1,801,123	1,261,119	1,255,119	1,425,119	1,190,119

- - FINANCING SOURCES - -

PROPERTY TAX & ASSESSMENTS:

Fire Station Renovation Millage	176,104	179,626	-	-	-	-
Personal Property Tax Reimbursement	17,589	20,000	22,000	24,000	24,000	24,000
Brownfield TIF - 7th St Parking Deck	500,000	200,000	-	-	-	-
Brownfield TIF - 9th St Parking Deck	100,000	125,000	225,000	250,000	300,000	350,000

GRANTS:

MI DNR - Lakeview Park	-	200,000	-	-	-	-
Coastal Zone Kayak ADA Kollen	-	-	-	100,000	-	-
Recreation - Various	-	-	25,000	-	25,000	-
Macatawa Greenway	-	-	-	-	250,000	-

BONDS:

Fire Station Renovation	-	4,872,970	-	-	-	-
Recreation Center	-	-	-	10,000,000	-	-

PRIVATE DONATIONS:

Civic Center Fundraising	368,598	-	-	-	-	-
Civic Center - CFHZ	650,816	-	-	-	-	-
Ice Rink - CFHZ	-	250,000	-	-	-	-

TRANSFERS IN FROM:

BPW - Dividend	500,000	500,000	500,000	500,000	500,000	500,000
BPW - Wholesale	565,516	650,000	410,000	215,000	-	-
BPW - Wholesale Regional	377,010	360,000	275,000	145,000	-	-
Downtown Development Authority	15,000	-	100,000	-	-	-
Specified Donations	-	66,400	-	-	-	-
Investment Income	10,000	10,000	10,000	10,000	10,000	10,000
Rent-Agricultural Land Lease	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL FINANCING SOURCES	3,281,633	7,434,996	1,568,000	11,245,000	1,110,000	885,000

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2020 Adopted	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential	FY-2024 Potential	FY-2025 Potential
- - FINANCING USES - -						
MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:						
Special Planning Funds: Waterfront	50,000	25,000	25,000	25,000	-	-
Redevelopment Ready Community Funds	-	25,000	-	25,000	-	-
Land Acquisition (via Land Contract)	-	-	-	10,000	-	25,000
Regional Initiatives	25,000	25,000	25,000	25,000	25,000	25,000
Total	75,000	75,000	50,000	85,000	25,000	50,000
DOWNTOWN PROJECTS:						
Parking and Wayfinding Signage	10,000	10,000	-	-	-	-
7th Street Deck #4	500,000	200,000	-	-	-	-
Transfer to Snowmelt Fund	50,000	-	-	-	-	-
Snowmelt Planning	-	30,000	-	-	-	-
Streetscape Refreshment	-	-	-	-	350,000	-
Downtown Restroom Rehab	-	-	25,000	-	-	-
Ice Rink Construction	-	500,000	-	-	-	-
Parking Lot Paving	50,000	-	100,000	-	75,000	-
Connections to Waterfront & Kollen Park	-	25,000	-	-	25,000	250,000
Total	610,000	765,000	125,000	-	450,000	250,000
PUBLIC SAFETY PROJECTS:						
SCBA Compressor	50,000	-	-	-	-	-
Emergency Response Vehicle	-	-	200,000	-	-	-
Intersection Cameras	50,000	20,000	-	-	20,000	-
Fire Station Additions / Renovations	-	6,000,000	-	-	-	-
HPD Parade Barriers	60,000	-	-	-	-	-
HPD Roof Replacement	-	175,000	-	-	-	-
Use of Force Video Simulation	-	-	-	150,000	-	-
Shooting Range Sound Dampening	-	-	34,000	-	-	25,000
Total	160,000	6,195,000	234,000	150,000	20,000	25,000
PARKS & RECREATION PROJECTS:						
City Hall Steps	25,000	-	-	-	-	-
City Hall Window Mortar Repair	35,000	-	-	-	-	-
Civic Center - Maintenance	10,000	15,000	15,000	15,000	25,000	25,000
Civic Center - Awning	15,000	-	-	-	-	-
City-Wide Tree Planting	50,000	50,000	50,000	50,000	50,000	50,000
Bouws Pool Improvements	-	50,000	-	-	-	-
Baseline Maintenance Costs Facilities	50,000	50,000	50,000	50,000	50,000	50,000
Lake Macatawa Street Ends	-	-	25,000	-	25,000	-
Lakeview Park adj to Laketown Township	-	300,000	-	-	-	-
Baseline Fix It First Costs - Parks	50,000	50,000	50,000	50,000	50,000	50,000
Central and Decentralized Splash Pad	-	-	-	100,000	-	-
Dog Parks - West and East Side	-	-	-	-	-	125,000
WIG - Interpretive building	-	-	250,000	-	-	-

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2020 Adopted	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential	FY-2024 Potential	FY-2025 Potential
PARKS & RECREATION PROJECTS (continued):						
Kayak Launches Improvements	-	25,000	-	-	25,000	-
Tennis Court Resurfacing	50,000	-	50,000	-	-	-
Heinz Boardwalk - New Pier & Dock	-	-	100,000	-	-	-
Kollen Park - Shed	15,000	-	-	-	-	-
Kollen Park - Outdoor Performing Facility	-	-	-	100,000	-	-
Playgrounds	75,000	-	-	75,000	-	-
Recreation Center Planning	-	-	100,000	-	-	-
Vault Yoilets	-	20,000	-	20,000	-	-
Recreation Center	-	-	-	10,000,000	-	-
Macatawa Greenway	-	-	-	-	250,000	-
Total	375,000	560,000	690,000	10,460,000	475,000	300,000
TRANSPORTATION PROJECTS:						
Roof Maintenance	10,000	-	-	-	-	-
Sidewalk Repair City Wide	50,000	50,000	50,000	50,000	50,000	50,000
Pedestrian Light Replacement	60,000	-	60,000	-	-	-
Repaving at Transportation Building	85,000	-	-	-	-	-
Compost Expansion	10,000	-	-	-	-	-
Total	215,000	50,000	110,000	50,000	50,000	50,000
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:						
Museum Repairs	10,000	25,000	10,000	25,000	10,000	25,000
Cappon & Settlers Homes	15,000	5,000	15,000	5,000	15,000	5,000
Gateway/Wayfinding Signs/Message Boards	45,000	-	45,000	-	-	-
Kensington Park Planning	-	-	20,000	-	-	-
Chicago Drive Entryway Streetscape	-	-	-	-	-	300,000
Total	70,000	30,000	90,000	30,000	25,000	330,000
COMMUNITY ENERGY STRATEGIES PROJECTS:						
Contribution to Holland Energy Fund	275,000	300,000	275,000	300,000	300,000	300,000
TOTAL FINANCING USES	1,780,000	7,975,000	1,574,000	11,075,000	1,345,000	1,305,000

- - ESTIMATED ENDING FUND BALANCE AT JUNE 30 - -

Reserved:						
- Regional Initiatives	352,010	687,010	937,010	1,057,010	1,032,010	1,007,010
- Fire Station Renovation	1,127,030	-	-	-	-	-
Unassigned	322,083	574,109	318,109	368,109	158,109	(236,891)
Total	1,801,123	1,261,119	1,255,119	1,425,119	1,190,119	770,119

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS FUND

DESCRIPTION

Provides a six (6) year construction and financial plan for preservation and/or enhancement of the City's street, alley, and storm drain infrastructure according to type of neighborhood - residential, commercial and industrial.

ACTION PLAN

FY 2019

- Plan, design and construct the following street and storm drainage improvement projects for the 2018 and 2019 construction seasons:
 - Completed:
 - MDOT M-40 Safety Project / Realignment of 64th Street.
 - Lincoln Avenue from US-31 to 32nd Street.
 - Hope Avenue from 16th Street to Paw Paw Drive.
 - Planning for 19th Street from Central to Cleveland Avenue (2019 construction).
 - Planning for Waverly Road Resurfacing, 16th to 48th Street (2019 construction).
 - In Process:
 - Drainage improvements at 21st Street & Cleveland Avenue. Delayed (lead/copper rule).
 - Drainage improvements in Holland Heights (Dartmouth Avenue and Sterling Drive). Mostly completed with some additional work planned for 2019.
- Develop a resurfacing program for the summer of 2018 and 2019, using street ratings determined through asset management techniques.
 - Done.
- Develop a crack sealing program for the summer of 2018 and 2019, using street ratings determined through asset management techniques.
 - Done.
- Develop, on a trial basis, new surfacing coating program for the summer of 2018.
 - Delayed.
- Apply for funding to rehabilitate Paw Paw Drive bridge. Complete by 2019.
 - Done. \$366,000 grant.

FY 2020

- Identify planning needs for additional projects included in our 5-year streets plan (2019-2023).
- Plan, design and construct the following street and storm drainage improvement projects for the 2019 and 2020 construction seasons:
 - 19th Street reconstruction from Central to Cleveland Avenue (2019 construction)
 - Waverly Road resurfacing, 16th to 48th Street (2019 construction)
 - 12th & River Traffic Signal
 - 6th Street non-motorized connections
 - 16th & US-31 landscaping improvements
 - Several small drains project
 - Design Paw Paw Bridge rehabilitation
 - Plan for 16th Street resurfacing project

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS FUND

- Plan for 21st, Cleveland, 20th Street project
 - Plan for College Avenue rehabilitation project
 - Plan for 10th Street reconstruction project
- Develop a resurfacing program and crack seal program for the summer of 2019 and 2020, using street ratings determined through asset management techniques.

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 1,336,530	\$ 41,926	\$ 233,000	\$ 218,000	\$ 350,000
Other	253,889	161,904	90,000	-	-
Transfers In	936,486	2,874,272	3,862,304	2,376,772	3,091,000
TOTAL SOURCES	\$ 2,526,905	\$ 3,078,102	\$ 4,185,304	\$ 2,594,772	\$ 3,441,000

FUNDING USES -

Capital Outlay	\$ 2,526,905	\$ 3,078,102	\$ 4,185,304	\$ 2,594,772	\$ 3,441,000
TOTAL USES	\$ 2,526,905	\$ 3,078,102	\$ 4,185,304	\$ 2,594,772	\$ 3,441,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	53,773	53,773	53,773	53,773	53,773
TOTAL FUND EQUITY	\$ 53,773				

- - STAFFING - -

Positions: Not Applicable

NOTE:

Electric, Water and Wastewater Fund portions of these projects are not included above, but are included in the Utility Services Group.

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2019 - JUNE 30, 2020

PROJECTED CASH FLOW

	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<hr/>					
<u>Fiscal Year 2020</u>					
Estimated Fund Balance - July 1, 2019	\$ 964,452	\$ 63,809	\$ 12,361	\$ 195,741	\$ 1,236,363
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,321,606	1,321,606
Intergovernmental	3,692,885	505,000	345,000	669,250	5,212,135
Fees	30,000	-	-	-	30,000
Investment Income	10,000	3,000	100	-	13,100
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	18,072	18,072
- Brownfield Fund (7th St Parking Deck)	-	-	-	791,000	791,000
TOTAL SOURCES	<u>3,732,885</u>	<u>508,000</u>	<u>345,100</u>	<u>2,799,928</u>	<u>7,385,913</u>
FUNDING USES -					
Trunkline Maintenance	4,000	-	-	-	4,000
Admin, Engineering & Recordkeeping	20,000	-	100	-	20,100
Street Maintenance	1,608,125	-	-	-	1,608,125
Projects:					
- Resurfacing Program	100,000	-	-	800,000	900,000
- Crack Sealing Program	50,000	-	-	-	50,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Waverly Road; 16th St to 48th St	170,000	350,000	350,000	-	870,000
- 19th St; Cleveland to Central	900,000	-	-	-	900,000
- 16th St & US-31 Landscaping	-	-	-	100,000	100,000
- 12th St & River Traffic Signal/Crossing	175,000	-	-	-	175,000
- Non-Motorized Connection to 7th St Deck	-	-	-	125,000	125,000
- Snowmelt Improvements, 7th St	-	-	-	666,000	666,000
- CSX Railroad Safety Project	-	-	-	350,000	350,000
- Traffic Signal Coordination/Studies	25,000	-	-	-	25,000
- Drain Projects & Assessments	155,000	-	-	250,000	405,000
Transfer to Other Funds					
- MVH Local Street Fund	617,608	-	-	-	617,608
TOTAL USES	<u>3,824,733</u>	<u>350,000</u>	<u>350,100</u>	<u>2,391,000</u>	<u>6,915,833</u>
Estimated Fund Balance - June 30, 2020	<u>\$ 872,604</u>	<u>\$ 221,809</u>	<u>\$ 7,361</u>	<u>\$ 604,669</u>	<u>\$ 1,706,443</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2020 - JUNE 30, 2021

PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<u>Fiscal Year 2021</u>					
Estimated Fund Balance - July 1, 2020	\$ 872,604	\$ 221,809	\$ 7,361	\$ 604,669	\$ 1,706,443
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,348,000	1,348,000
Intergovernmental	4,036,200	400,000	353,625	110,000	4,899,825
Fees	30,000	-	-	-	30,000
Investment Income	2,000	-	-	-	2,000
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	18,243	18,243
TOTAL SOURCES	<u>4,068,200</u>	<u>400,000</u>	<u>353,625</u>	<u>1,476,243</u>	<u>6,298,068</u>
FUNDING USES -					
Trunkline Maintenance	4,000	-	-	-	4,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,688,500	-	-	-	1,688,500
Projects:					
- Resurfacing Program	575,000	200,000	-	450,000	1,225,000
- Crack Sealing Program	-	-	-	100,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	50,000	-	-	-	50,000
- 16th St; Kollen Park to Lane Ave	100,000	-	350,000	-	450,000
- 21st Street Sections	1,000,000	-	-	-	1,000,000
- College Ave; 24th St to 14th St	-	-	-	750,000	750,000
- Drain Projects & Assessments	150,000	150,000	-	30,000	330,000
Transfer to Other Funds					
- MVH Local Street Fund	604,760	-	-	-	604,760
TOTAL USES	<u>4,192,260</u>	<u>350,000</u>	<u>350,000</u>	<u>1,430,000</u>	<u>6,322,260</u>
Estimated Fund Balance - June 30, 2021	<u>\$ 748,544</u>	<u>\$ 271,809</u>	<u>\$ 10,986</u>	<u>\$ 650,912</u>	<u>\$ 1,682,251</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2021 - JUNE 30, 2022

PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegran County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<u>Fiscal Year 2022</u>					
Estimated Fund Balance - July 1, 2021	\$ 748,544	\$ 271,809	\$ 10,986	\$ 650,912	\$ 1,682,251
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,375,000	1,375,000
Intergovernmental	4,000,000	400,000	360,700	90,000	4,850,700
Fees	30,000	-	-	-	30,000
Investment Income	1,000	-	-	1,000	2,000
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	18,400	18,400
TOTAL SOURCES	<u>4,031,000</u>	<u>400,000</u>	<u>360,700</u>	<u>1,484,400</u>	<u>6,276,100</u>
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,772,900	-	-	-	1,772,900
Projects:					
- Resurfacing Program	750,000	200,000	-	250,000	1,200,000
- Crack Sealing Program	50,000	-	-	50,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- 10th St; Lincoln to VanRaalte	550,000	-	350,000	1,000,000	1,900,000
- Resurface 32nd St; Old Orchard-Ottawa	850,000	150,000	-	-	1,000,000
- Paw Paw Bridge Rehabilitation	100,000	-	-	-	100,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	731,100	-	-	-	731,100
TOTAL USES	<u>4,932,000</u>	<u>350,000</u>	<u>350,000</u>	<u>1,430,000</u>	<u>7,062,000</u>
Estimated Fund Balance - June 30, 2022	<u>\$ (152,456)</u>	<u>\$ 321,809</u>	<u>\$ 21,686</u>	<u>\$ 705,312</u>	<u>\$ 896,351</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2022 - JUNE 30, 2023

PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<u>Fiscal Year 2023</u>					
Estimated Fund Balance - July 1, 2022	\$ (152,456)	\$ 321,809	\$ 21,686	\$ 705,312	\$ 896,351
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,402,500	1,402,500
Intergovernmental	4,150,000	400,000	367,900	90,000	5,007,900
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	500	1,000	2,600
	<u>4,181,000</u>	<u>400,100</u>	<u>368,400</u>	<u>1,493,500</u>	<u>6,443,000</u>
TOTAL SOURCES					
FUNDING USES -					
Trunkline Maintenance	8,500	-	-	-	8,500
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,861,500	-	-	-	1,861,500
Projects:					
- Resurfacing Program	-	-	-	1,200,000	1,200,000
- Crack Sealing Program	-	-	-	100,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	50,000	-	-	-	50,000
- Pine Avenue; 7th to 22nd St	1,150,000	-	350,000	-	1,500,000
- Resurface 32nd St; Ottawa to Lincoln	900,000	100,000	-	-	1,000,000
- 40th St Ditch Enclosure	-	150,000	-	-	150,000
- MDOT Reconstruction of US-31	-	100,000	-	-	100,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	794,000	-	-	-	794,000
	<u>4,884,000</u>	<u>350,000</u>	<u>350,000</u>	<u>1,430,000</u>	<u>7,014,000</u>
TOTAL USES					
Estimated Fund Balance - June 30, 2023	<u>\$ (855,456)</u>	<u>\$ 371,909</u>	<u>\$ 40,086</u>	<u>\$ 768,812</u>	<u>\$ 325,351</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2023 - JUNE 30, 2024

PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<u>Fiscal Year 2024</u>					
Estimated Fund Balance - July 1, 2023	\$ (855,456)	\$ 371,909	\$ 40,086	\$ 768,812	\$ 325,351
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,430,600	1,430,600
Intergovernmental	4,150,000	400,000	375,300	90,000	5,015,300
Fees	30,000	-	-	-	30,000
Investment Income	1,000	-	500	-	1,500
	<u>4,181,000</u>	<u>400,000</u>	<u>375,800</u>	<u>1,520,600</u>	<u>6,477,400</u>
TOTAL SOURCES					
FUNDING USES -					
Trunkline Maintenance	9,000	-	-	-	9,000
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	1,954,600	-	-	-	1,954,600
Projects:					
- Resurfacing Program	-	350,000	-	900,000	1,250,000
- Crack Sealing Program	-	-	-	100,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	50,000	-	-	-	50,000
- Columbia Ave; 9th St to 24th St	850,000	-	350,000	300,000	1,500,000
- 17th St Resurfacing/Bike Lanes	1,000,000	-	-	-	1,000,000
- Waverly Road; Dual Left Turn at M-40	100,000	-	-	-	100,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	863,300	-	-	-	863,300
	<u>4,948,900</u>	<u>350,000</u>	<u>350,000</u>	<u>1,430,000</u>	<u>7,078,900</u>
TOTAL USES					
Estimated Fund Balance - June 30, 2024	<u>\$ (1,623,356)</u>	<u>\$ 421,909</u>	<u>\$ 65,886</u>	<u>\$ 859,412</u>	<u>\$ (276,149)</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2024 - JUNE 30, 2025

PROJECTED CASH FLOW

	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<hr/>					
<u>Fiscal Year 2025</u>					
Estimated Fund Balance - July 1, 2024	\$ (1,623,356)	\$ 421,909	\$ 65,886	\$ 859,412	\$ (276,149)
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,459,200	1,459,200
Intergovernmental	4,175,000	350,000	382,800	90,000	4,997,800
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	1,000	-	2,100
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL SOURCES	4,206,000	350,100	383,800	1,549,200	6,489,100
FUNDING USES -					
Trunkline Maintenance	9,000	-	-	-	9,000
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	2,052,300	-	-	-	2,052,300
Projects:					
- Resurfacing Program	-	300,000	-	900,000	1,200,000
- Crack Sealing Program	-	-	-	100,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	-	50,000	-	-	50,000
- 6th Street; River to Columbia	400,000	-	330,000	270,000	1,000,000
- Country Club Road; North to 8th St	750,000	-	-	-	750,000
- Drain Projects & Assessments	500,000	-	-	30,000	530,000
Transfer to Other Funds					
- MVH Local Street Fund	958,300	-	-	-	958,300
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL USES	4,691,600	350,000	330,000	1,400,000	6,771,600
Estimated Fund Balance - June 30, 2025	<u>\$ (2,108,956)</u>	<u>\$ 422,009</u>	<u>\$ 119,686</u>	<u>\$ 1,008,612</u>	<u>\$ (558,649)</u>

19th Street Reconstruction Project

Estimated Budget: \$1.3 million

Project Description - Holland Board of Public Works and the City of Holland are working jointly to reconstruct 19th Street, from Central to Cleveland Avenue. The project involves utility replacement, new pavement, concrete curb and gutters and sidewalk.

The contractor for this project is Milbocker and Sons.



Waverly Road Resurfacing Project

Estimated Budget: \$1.8 million

Project Description - Waverly Road, from 16th to 48th Street, will be milled and resurfaced. The project also includes new manhole and utility castings, sidewalk upgrades and widening the road south of 24th Street to increase the length of the center turn lane. A \$1.03 million federal Surface Transportation Program Grant awarded for the project will assist with funding.

The contractor for this project will be determined via a bid process administered by the Michigan Department of Transportation.

Railroad Crossing Improvement Project

Estimated Budget: \$421,637

Project Description - Safety upgrades will be done at the Hamilton Spur track at Waverly Road and 40th Street railroad crossings. The upgrades include new flashers and gates at both crossings. Improvements specific to each location are:

Waverly Road – a center median island will be added

40th Street – a new large diameter storm sewer will be added under the tracks

The project is funded 100% by a Michigan Department of Transportation Rail Safety Grant. Work will be complete prior to beginning the Waverly Road Resurfacing Project. The contractor is Milbocker & Sons.

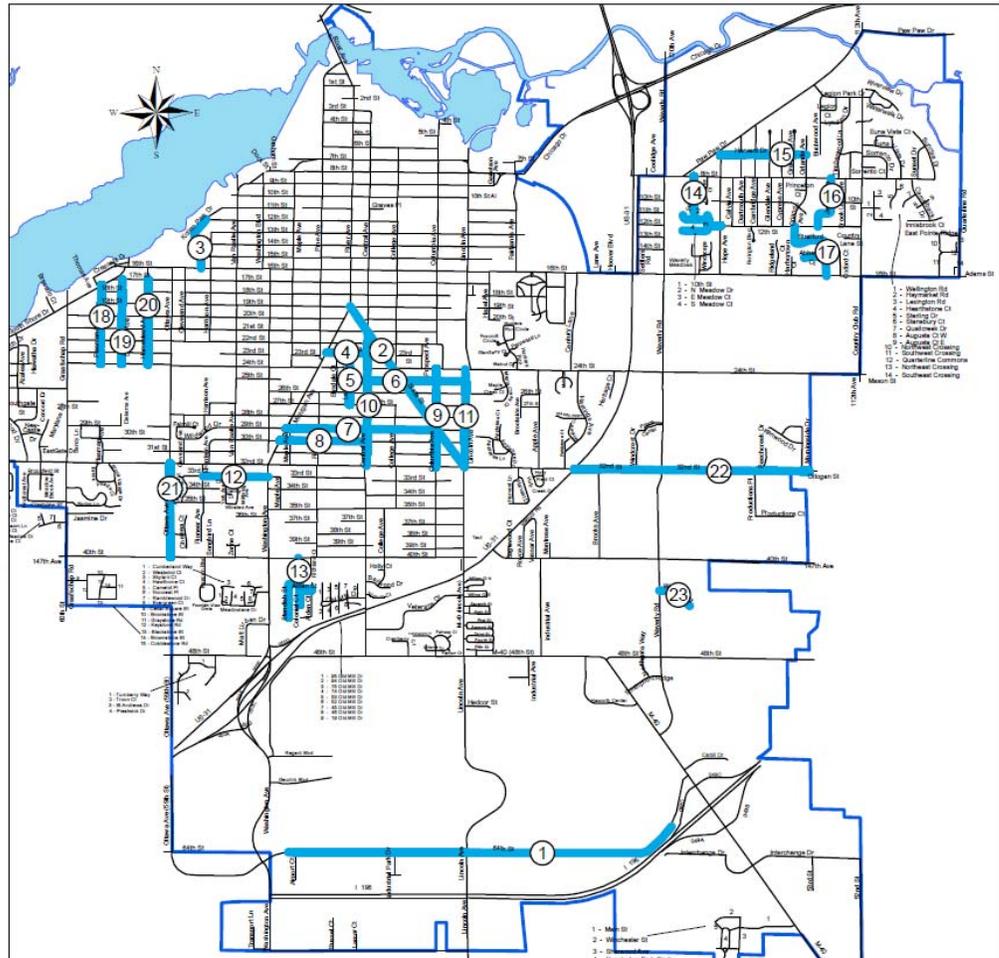
2019 Crack Sealing Project

Estimated Budget: \$75,000

Project Description - Crack sealing is intended to maintain and repair public roadways. Streets selected are normally those that have not yet shown signs of significant deterioration and can have their life extended by sealing over surface cracks. The contractor for this project is Scodeller Construction.

CITY OF HOLLAND

1. W 64th St - Construction Joint West of Airport Park Dr to Construction Joint West of M-40
2. State St - E 32nd St to River Ave
3. Kollen Park Dr - W 16th St to E 12th St
4. Cherry St - Michigan Ave to Central Ave
5. Lawndale Ct - W 27th St to Cherry St
6. W 25th St - Lawndale Ct to Lincoln Ave
7. W 29th St - Michigan Ave to Lincoln Ave
8. W 30th St - Michigan Ave to Central Ave
9. Columbia Ave - E 32nd St to E 24th St
10. Central Ave - E 32nd St to State St
11. Lincoln Ave - E 32nd St to E 24th St
12. W 33rd St - Pioneer Ave to Washington Ave
13. Colonial Ct - South End to W 40th St
Standish St - Colonial Ct to South End
Alden St - Colonial Ct to Alden Ct
14. Ferris Ave - N Meadow Dr to E 8th St
N Meadow Dr - E Meadow Ct to Northwest End
E Meadow Ct - West End to North End
S Meadow Ct - West End to E 12th St
E 12th St - E Meadow Ct to Hope Ave
15. Harvard Dr - Hope Ave to Orlando Ave
16. Jennifer Ln - E 12th St to E 8th St
17. Stratford Way - E 16th St to E 12th St
Abbey Ct - Stratford Way to West End
18. Plasman Ave - W 24th St to South Shore Dr
19. Diekema Ave - W 24th St to W 17th St
20. Homestead Ave - W 24th St to W 17th St
21. Ottawa Ave - W 35th St to Chelsea Ct
22. E 32nd St - Brooks Ave to East City Limit
23. S Waverly Ct - Waverly Rd to East End



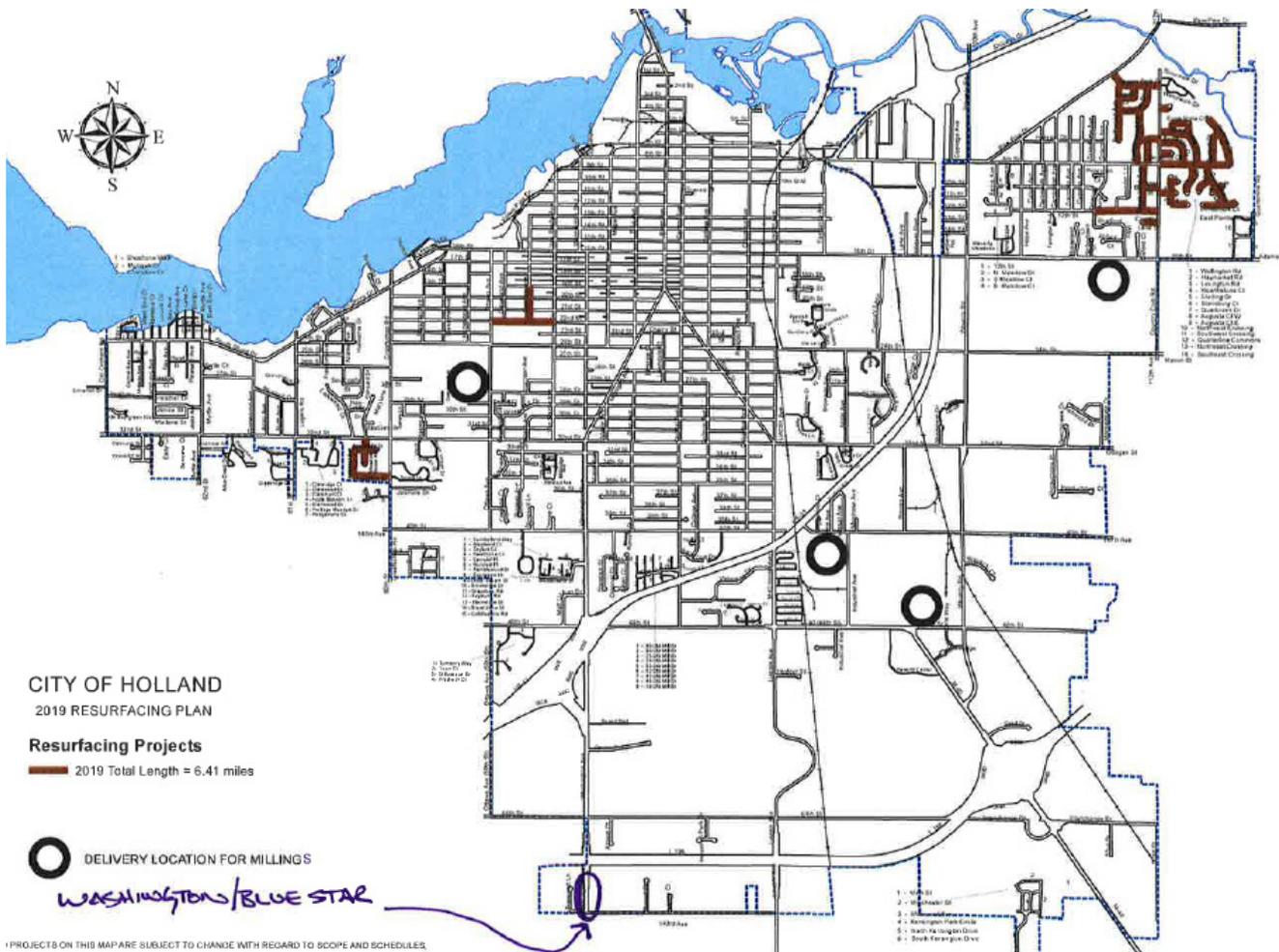
2019 Resurfacing Project

Estimated Budget: \$1.1 million

Project Description - Resurfacing streets involves removal (milling) of the overlay surface but leaving the base layer. Staff will retain the asphalt millings for use as base material for other activities around the City, which include leaf composting, VanRaalte Farm parking area and also stockpiling for future use.

Additional work, beyond the scope of the resurfacing project, will be done to a 500' segment of South Washington Avenue / Blue Star Highway. After milling the asphalt, the contractor will place a fiber mat over the base layer before repaving.

The contractor for this project is Superior Asphalt.



CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 50,267	\$ 51,262	\$ 52,650	\$ 53,075	\$ 55,068
Intergovernmental	8,700	1,508	5,000	6,900	5,500
Interest & Rents	36	-	-	300	-
Other	-	-	75,000	5,000	-
Transfers In	60,888	125,000	100,000	50,000	50,000
TOTAL SOURCES	\$ 119,891	\$ 177,770	\$ 232,650	\$ 115,275	\$ 110,568

FUNDING USES -

Repairs	\$ 64,548	\$ 23,338	\$ 135,000	\$ 70,000	\$ 95,000
Asphalt Walkways	43,999	7,051	50,000	731	35,000
Brick Maintenance/Repairs	674	144,897	15,000	15,000	15,000
Transfers Out	10,670	-	-	-	-
TOTAL USES	\$ 119,891	\$ 175,286	\$ 200,000	\$ 85,731	\$ 145,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ 2,484	\$ 32,650	\$ 29,544	\$ (34,432)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	4,614	7,098	39,748	36,642	2,210
TOTAL FUND EQUITY	\$ 4,614	\$ 7,098	\$ 39,748	\$ 36,642	\$ 2,210

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL UTILITIES CAPITAL PROJECTS

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

ELECTRIC - WATER - WASTEWATER FUNDS

	FY-2020 Budgeted	FY-2021 Projected	FY-2022 Projected	FY-2023 Projected	FY-2024 Projected
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- - FUNDING SOURCES & USES - -

ELECTRIC UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Electric Fund - Net Revenues & Earnings	19,151,263	21,922,523	17,660,557	17,524,195	13,041,398
Financed from Cash Reserves	<u>(10,957,925)</u>	<u>(15,516,982)</u>	<u>(10,587,418)</u>	<u>(12,284,195)</u>	<u>(7,421,276)</u>
	<u>8,193,338</u>	<u>6,405,941</u>	<u>7,073,139</u>	<u>5,240,000</u>	<u>5,620,122</u>

Financing Uses:

Power Resources	1,547,500	666,000	1,750,000	20,000	445,000
Electric Transmission and Distribution & Allocated Admin Projects	<u>6,499,006</u>	<u>5,530,491</u>	<u>5,300,000</u>	<u>5,220,000</u>	<u>5,175,122</u>
	<u>146,832</u>	<u>209,050</u>	<u>23,139</u>	<u>-</u>	<u>-</u>
	<u>8,193,338</u>	<u>6,405,541</u>	<u>7,073,139</u>	<u>5,240,000</u>	<u>5,620,122</u>

WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Water Fund - Net Revenues & Earnings	3,985,490	3,769,971	3,522,504	3,589,639	3,866,905
Financed from Cash Reserves	<u>137,512</u>	<u>(219,067)</u>	<u>5,825,698</u>	<u>(246,869)</u>	<u>(324,905)</u>
	<u>4,123,002</u>	<u>3,550,904</u>	<u>9,348,202</u>	<u>3,342,770</u>	<u>3,542,000</u>

Financing Uses:

Water Plant	924,000	594,616	2,257,175	260,270	340,000
Water Distribution & Allocated Admin	<u>3,199,002</u>	<u>2,956,288</u>	<u>7,091,027</u>	<u>3,082,500</u>	<u>3,202,000</u>
	<u>4,123,002</u>	<u>3,550,904</u>	<u>9,348,202</u>	<u>3,342,770</u>	<u>3,542,000</u>

WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Wastewater Fund - Net Revenues & Earnings	960,414	4,244,894	4,450,536	3,992,149	171,540
Financed from Cash Reserves	<u>6,575,856</u>	<u>11,498,311</u>	<u>11,161,799</u>	<u>1,632,851</u>	<u>3,984,338</u>
	<u>7,536,270</u>	<u>15,743,205</u>	<u>15,612,335</u>	<u>5,625,000</u>	<u>4,155,878</u>

Financing Uses:

Wastewater Plant	3,519,000	965,000	869,000	4,110,000	710,000
Wastewater Collection & Allocated Admin	<u>4,164,102</u>	<u>2,576,750</u>	<u>2,925,000</u>	<u>2,823,000</u>	<u>2,940,000</u>
	<u>7,536,270</u>	<u>15,743,205</u>	<u>15,612,335</u>	<u>5,625,000</u>	<u>4,155,878</u>

16th Street Lift Station

The Holland Board of Public Works (HBPW) completed construction of a new lift station at the corner of 16th Street and Crescent to replace the existing lift station that had been in service for over 50 years. The station, by horsepower, is also the largest within the Holland BPW collection system. The previous station contained 150 horsepower in pump capacity, while the renovated station contains a total of 180 horsepower. The station collects wastewater all the way from its location at 16th and Crescent to the Lake Michigan shoreline 4 miles west.

The new station contains a variety of operational and reliability improvements. New submersible pumps allow the station to continue to operate even if submerged underwater. Additionally, all electrical equipment was moved from below ground into a new controls building. Controls were improved to include level sensing radar and Variable Frequency Drive (VFD) control of the pumps, which allow for more efficient pump operation and reduced pump wear. A backup generator at the station allows for continued operation even during power outages.

Budget: The 16th Street lift station construction (\$820,000) is part of a larger \$2,455,213 budget to rehabilitate five lift stations since 2017.

Current Status: Complete and in Operation

Major Milestones:

Construction Start:	August 2018
Substantially Complete:	March 2019
Final Completion:	May 2019



Unit 9 Hot Gas Path Inspection

The Holland Board of Public Works (HBPW) is completing a Hot Gas Path Inspection (HGPI) on Unit 9 at our 48th St. peaking facility. Units 7, 8 and 9 are generators used to demonstrate our ability to meet electric capacity requirements required by the State of Michigan and the Mid-Continent Independent System Operator (MISO). MISO is the regional transmission organization that covers most of Michigan. These units are also used for energy during times of high wholesale market prices or when HEP is in an outage.

Unit 9 was installed in 2000 and was due for an inspection based on starts and run hours. The HGPI focuses on the turbine portion of the unit but work was also needed on the compressor section based on notices from GE and indications of blade clashing found during an earlier borescope inspection. The major work involves removing the blades and vanes in the turbine section, cleaning and inspecting them for defects, and then repairing and reinstalling. New blades were also installed in rows 2-4 of the compressor section to repair where clashing damage had occurred.

Budget: \$1,454,404

Current Status: Assembly is in process. Forecast June 15, 2019 completion.

Major Milestones:

Contractor Selection:	December 10, 2018
Inspection Start:	February 11, 2019
Planned Completion Date:	June 15, 2019



IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

Project	Savings	Additional Costs
<u>***** Municipal Capital Improvement Projects *****</u>		
Projects addressing maintenance/repairs that affect operating budgets:		
Downtown Parking Lot Paving	\$ (5,000)	\$ -
Intersection Cameras	-	1,000
Civic Center Maintenance	(10,000)	-
City Hall Step Repair	(25,000)	-
City Hall Windw Mortar Repair	(35,000)	-
Baseline Maintenance Costs for Facilities	(50,000)	-
Baseline Fix It First Costs for Parks	(50,000)	-
Tennis Court Resurfacing	(500)	-
Sidewalk Repairs	(50,000)	-
Holland Museum Maintenance	(10,000)	-
Compost Expansion	-	3,000
Municipal Capital Improvement Projects Total	<u>\$ (235,500)</u>	<u>\$ 4,000</u>
<u>***** Street Projects *****</u>		
Projects reducing the need for road maintenance:		
2019 Resurfacing & Crack Sealing	(6,000)	-
Waverly Road; 16th to 48th Street	(3,000)	-
19th Street, Central to Cleveland Avenue	(1,500)	-
Street Projects Total	<u>\$ (10,500)</u>	<u>\$ -</u>
Total Impact of Capital Projects on Operating Budgets	<u>\$ (246,000)</u>	<u>\$ 4,000</u>
Net Impact of Capital Projects on Operating Budgets	<u>\$ (242,000)</u>	

Projects still in the planning phase with no impact on the operating budgets:

- Waterfront Planning and Regional Initiatives

Projects considered one time expenditures, with no immediate impact on the operating budget:

- Downtown Parking & Wayfinding Signage
- HPD Parade Barriers
- SCBA Compressor
- Civic Center Awning
- City Wide Tree Planting
- Kollen Park Shed
- Playground Improvements
- Holland Energy Fund Contribution



Holland
MICHIGAN

APPENDIX A

PERSONNEL SCHEDULE

- > FULL-TIME EMPLOYEE TRENDS

- > PART-TIME EMPLOYEE TRENDS

- > FULL-TIME SUMMARY BY GROUP AND FUND

- > PART-TIME SUMMARY BY GROUP AND FUND

- > POSITION DETAIL BY GROUP

PERSONNEL SUMMARY

Approximately 85% of wages and fringe benefits for general city employees are charged to the General Fund. The FY-2020 budgeted changes in major revenues for this fund are:

Property Tax (reallocation of millage rate)	+ 9.0%
State Revenue Sharing	+ 1.5%
HBPW Dividend (less allocated to MCIF)	+ 3.6%

The HBPW water utility rate will increase 1.9% in FY-2020 and the wastewater rate will increase 3.6%. Due to a significant improvement in the Holland Energy Park operating efficiencies, the electric rates will remain the same.

The number of full-time employees for FY-2020 is budgeted to increase by 0.25 FTE. Below is a summary of the department/funds (by group) that will experience a change in staff.

<u>General Fund Group and Department</u>	<u>Position</u>
Management & Admin - City Manager	+ 1.00
Parks & Recreation - Cemetery	+ 0.50
Parks & Recreation - Recreation	+ 0.50
Parks & Recreation - Parks	+ 1.00
Parks & Recreation - DeGraaf Nature Center	- 0.75
 <u>Other Funds</u>	
HBPW - Utilities	- 3.00
Parks & Recreation - Holland Historical Trust	+ 1.00

Four (4) new positions are included in the FY-2020 budget: Assistant to the City Manager (100% City Manager), Deputy Parks & Recreation Director (50% Recreation and 50% Parks), Department Assistant I (50% Cemetery and 50% Parks) and a Visitor Services Coordinator (100% Holland Historical Trust). A reduction in HBPW staff needed results in a decrease of three (3.0) positions.

The Outdoor Discovery Center took over daily operation of the DeGraaf Nature Center in November 2018. They now employ the staff from this department. The City of Holland is responsible for the maintenance of the building and grounds only.

Various employees have time allocated to more than one (1) department/fund. The distribution may be adjusted each year without changing the total number of positions, depending on departmental needs.

There are additional full-time positions for grants not included in the budget or on the Personnel Worksheets. The following grants fund employees' wages and fringe benefits:

<u>Grant</u>	<u>Positions</u>
CDBG	1.0
Public Safety - WEMET	3.0

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - GENERAL FUND

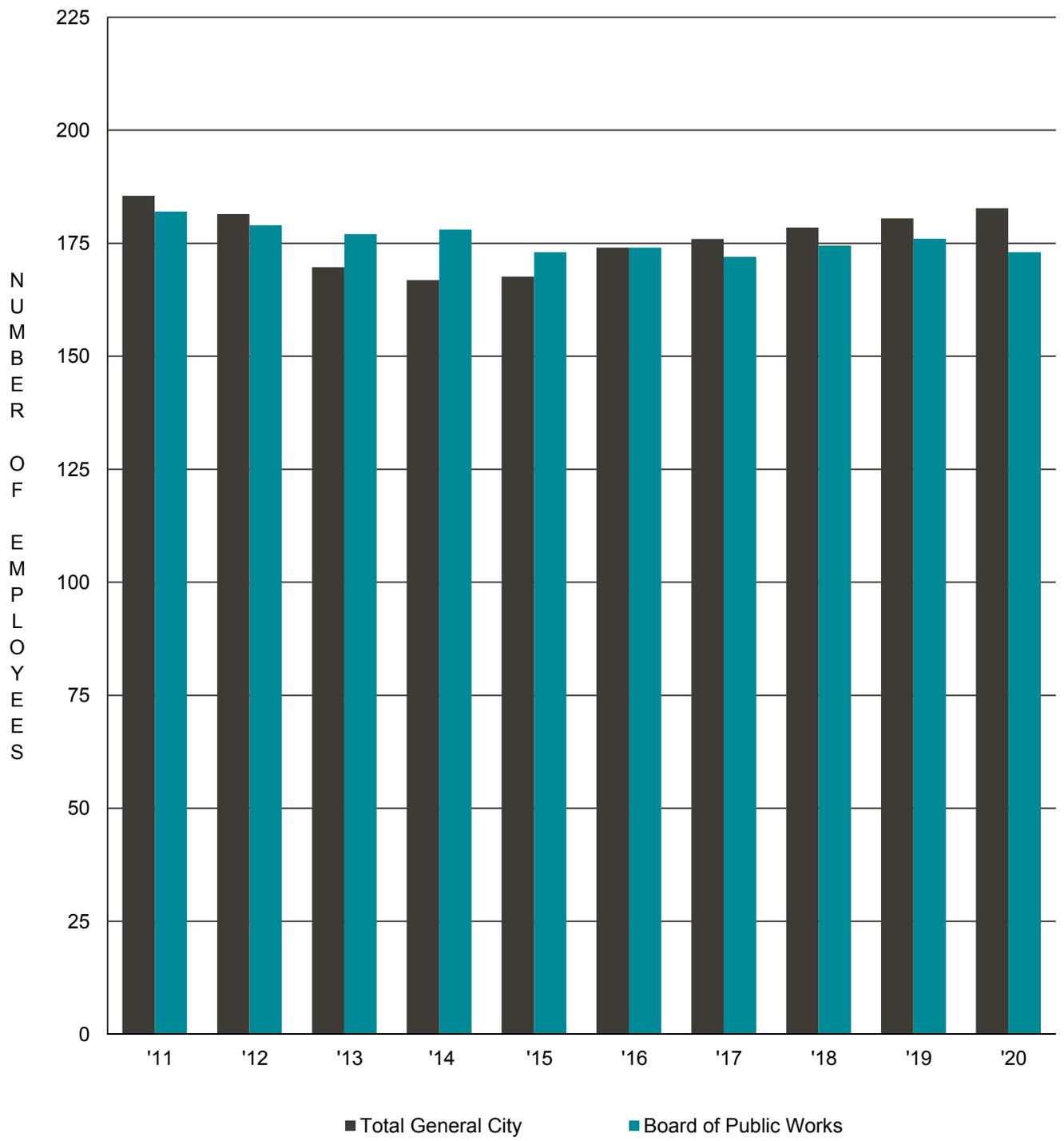
	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>	<u>FY-18</u>	<u>FY-19</u>	<u>FY-20</u>
City Council	0.25	0.25	0.25	0.25	0.20	0.20	0.20	0.20	0.20	0.20
City Manager	2.50	2.50	2.50	2.35	2.05	1.97	2.05	2.35	2.45	3.45
Finance	6.15	6.15	6.20	6.00	4.50	5.00	5.50	5.50	5.75	5.75
Property Assessing	5.10	5.10	4.10	5.10	5.10	5.10	4.10	4.10	4.10	4.10
City Clerk	2.25	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	2.25	2.25	1.25	1.25	1.60	1.60	1.60	2.60	2.60	2.60
Treasurer	1.90	1.90	1.85	1.85	2.35	2.80	2.30	2.30	2.30	2.30
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	0.60	0.40	0.10	1.15	1.15
Cemetery	2.40	2.90	2.90	2.35	2.35	2.35	2.85	2.85	2.75	3.25
Boards and Commissions	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	2.67	2.60	2.40	1.90	1.90	1.60	1.60	1.60	2.70	2.95
Public Safety - Management	0.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	66.00	59.00	59.00	58.00	58.00	58.00	58.00	59.00	59.15	59.15
Public Safety - Fire Division	25.00	22.00	19.00	19.00	19.00	19.00	19.00	19.50	20.10	20.10
Environmental Health & Insp	5.48	5.28	4.11	3.31	4.51	4.51	4.36	4.36	4.68	4.68
Construction Inspections	3.17	3.37	3.37	3.42	3.42	5.47	5.82	5.82	6.20	6.50
Streets Division	17.90	18.15	16.10	15.65	15.65	15.65	16.65	16.65	16.66	16.66
Transp. Mgmt & Engineering	2.90	2.60	2.58	2.35	2.35	3.35	3.35	3.35	3.35	3.35
Community Social Services	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Housing & Neighborhoods	1.05	1.05	1.05	1.50	1.90	1.87	1.90	1.90	1.50	0.75
Economic Development	0.90	0.90	0.90	1.10	0.10	0.10	0.10	0.10	0.10	0.10
Human Relations	1.75	1.75	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Admin	0.60	1.25	0.39	0.70	0.50	0.50	0.50	0.50	0.50	0.50
Recreation	4.00	3.50	3.45	3.45	3.50	3.50	4.50	5.95	5.66	6.16
Parks	9.15	8.20	7.00	8.15	8.15	9.55	8.25	8.55	7.00	8.00
Municipal Stadium	0.30	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DeGraaf Nature Center	1.95	1.95	1.95	1.95	1.95	1.95	1.95	1.95	0.77	0.02
8th Street Market	0.10	0.10	0.10	0.10	0.15	0.40	0.10	0.10	0.30	0.30
Civic Center	1.50	1.30	1.30	1.30	1.45	1.45	1.45	0.00	0.00	0.00
General Fund Total	168.37	164.20	151.85	150.13	150.78	155.62	155.63	158.43	159.07	161.12

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>	<u>FY-18</u>	<u>FY-19</u>	<u>FY-20</u>
Downtown Public Parking	0.20	0.20	0.30	0.15	0.15	0.15	0.55	0.55	0.52	0.52
Downtown Develop. Authority	1.10	1.10	1.45	0.475	0.475	0.45	0.60	0.55	0.60	0.60
Principal Shopping District	1.90	1.90	1.45	2.375	2.525	2.15	0.90	0.95	1.15	1.15
CATV Public Access Television	0.01	0.02	0.20	0.20	0.20	2.20	2.20	2.15	2.10	2.10
Solid Waste Recycling	0.20	0.20	0.87	0.67	0.67	0.67	1.27	1.17	1.27	1.47
Windmill Island Gardens	2.00	2.05	2.00	2.00	2.00	2.00	3.00	3.00	3.08	3.08
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.20	0.16	0.20	0.30	0.30	0.30
Civic Center Place	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20	1.20
Technology Services	3.99	3.98	3.80	3.80	3.60	3.60	4.60	4.35	4.20	4.20
Centralized Vehicle / Equipment	7.75	7.80	7.78	7.00	7.00	7.00	7.00	7.00	7.01	7.01
Other Funds Total	17.15	17.25	17.85	16.67	16.82	18.38	20.32	20.02	21.43	21.63
General City Total	185.52	181.45	169.70	166.80	167.60	174.00	175.95	178.45	180.50	182.75
Board of Public Works	182.00	179.00	177.00	178.00	173.00	174.00	172.00	174.50	176.00	173.00
Holland Historical Trust	4.00	4.00	4.00	6.00	4.00	4.00	4.00	5.00	6.00	7.00
Grand Total	371.52	364.45	350.70	350.80	344.60	352.00	351.95	357.95	362.50	362.75

CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS

	FY-11	FY-12	FY-13	FY-14	FY-15	FY-16	FY-17	FY-18	FY-19	FY-20
City Manager	0.00	0.00	0.05	0.10	1.05	1.00	0.85	0.10	0.00	0.00
Election	0.00	0.00	1.20	0.75	1.50	1.50	2.25	0.95	2.10	1.50
Finance	0.00	0.00	0.05	0.00	0.45	0.60	0.80	0.60	0.60	0.60
Property Assessing	0.50	0.70	0.70	0.00	0.00	0.00	0.50	0.55	0.40	0.50
City Clerk	0.45	0.50	0.50	0.70	1.50	1.75	2.50	2.55	2.45	2.55
Human Resurces	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.40	0.10	0.00
Treasurer	1.00	0.60	0.60	0.60	0.70	0.00	0.00	0.00	0.00	0.00
City Hall & Grounds	0.05	0.05	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cemetery	2.80	2.80	2.95	2.30	2.65	3.05	3.05	2.65	1.95	1.25
Planning & Zoning	0.20	0.20	1.00	0.30	0.30	0.30	0.30	0.30	0.60	0.90
Public Safety - Management	0.00	0.65	0.65	0.65	0.65	0.65	0.75	0.70	0.70	0.70
Public Safety - Police Division	9.55	8.50	8.15	8.20	9.25	8.90	8.90	9.00	9.10	9.10
Public Safety - Fire (Part-Paid)	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00
Environmental Health & Insp.	0.10	0.10	0.35	0.30	0.10	0.00	0.00	0.00	0.00	0.00
Construction Inspections	0.65	0.65	0.85	0.75	0.75	1.00	1.60	1.40	1.40	1.40
Streets Division	0.95	1.10	1.20	1.20	1.10	1.10	1.05	1.00	1.45	1.50
Transp. Mgmt & Engineering	0.50	0.45	0.35	0.30	0.30	0.30	0.35	0.35	0.35	0.55
Housing & Neighborhoods	0.65	0.65	0.40	0.65	0.65	0.05	0.75	0.80	0.80	0.70
Economic Development	0.20	0.45	0.60	0.40	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	0.50	0.50	0.50	1.10	0.80	0.50	0.50	1.05	1.15	1.15
Recreation	0.95	0.70	0.90	1.20	1.20	1.20	1.25	0.75	0.45	0.50
Parks	11.45	11.55	11.40	11.70	14.15	14.50	14.20	14.00	14.20	14.20
DeGraaf Nature Center	2.15	2.20	2.20	1.80	1.80	1.85	2.15	2.20	0.95	0.35
8th Street Market	0.85	0.90	0.90	1.00	1.05	0.75	0.90	1.10	1.45	1.45
Civic Center	2.00	1.90	1.90	1.85	2.10	1.80	1.35	0.00	0.00	0.00
General Fund Total	65.50	65.15	67.50	65.85	72.05	70.80	74.15	70.45	70.20	68.90
Downtown Public Parking	0.60	0.60	0.75	0.85	0.90	0.85	0.85	0.75	0.75	0.25
Downtown Develop. Authority	0.40	0.40	0.45	0.60	0.65	0.65	0.65	0.35	0.45	0.50
Principal Shopping District	0.70	0.95	2.50	1.40	1.35	1.35	0.70	0.70	0.75	0.75
CATV Public Access Television	0.00	0.00	1.40	1.40	1.40	0.20	0.45	0.90	0.85	0.90
Solid Waste Recycling	0.70	0.70	0.70	0.70	0.70	0.70	0.00	0.00	0.00	0.00
Windmill Island Gardens	11.55	11.10	11.10	11.10	11.40	11.70	11.80	11.35	12.00	12.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.35	0.35	0.35	0.35	0.35	0.35
Public Transp Facilities & Mgmt	0.35	0.35	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	1.05	1.00	1.15	1.15	1.70	1.75	1.70	1.65	1.55	2.10
Other Funds Total	15.35	15.10	18.20	17.20	18.45	17.55	16.50	16.05	16.70	16.85
General City Total	80.85	80.25	85.70	83.05	90.50	88.35	90.65	86.50	86.90	85.75
Board of Public Works	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.50	0.50	0.50
Holland Historical Trust	4.11	2.36	2.36	1.76	1.32	1.83	1.85	1.90	1.20	0.90
Grand Total	84.96	82.61	88.06	84.81	91.82	90.18	93.50	88.90	88.60	87.15

PERSONNEL WORKSHEET

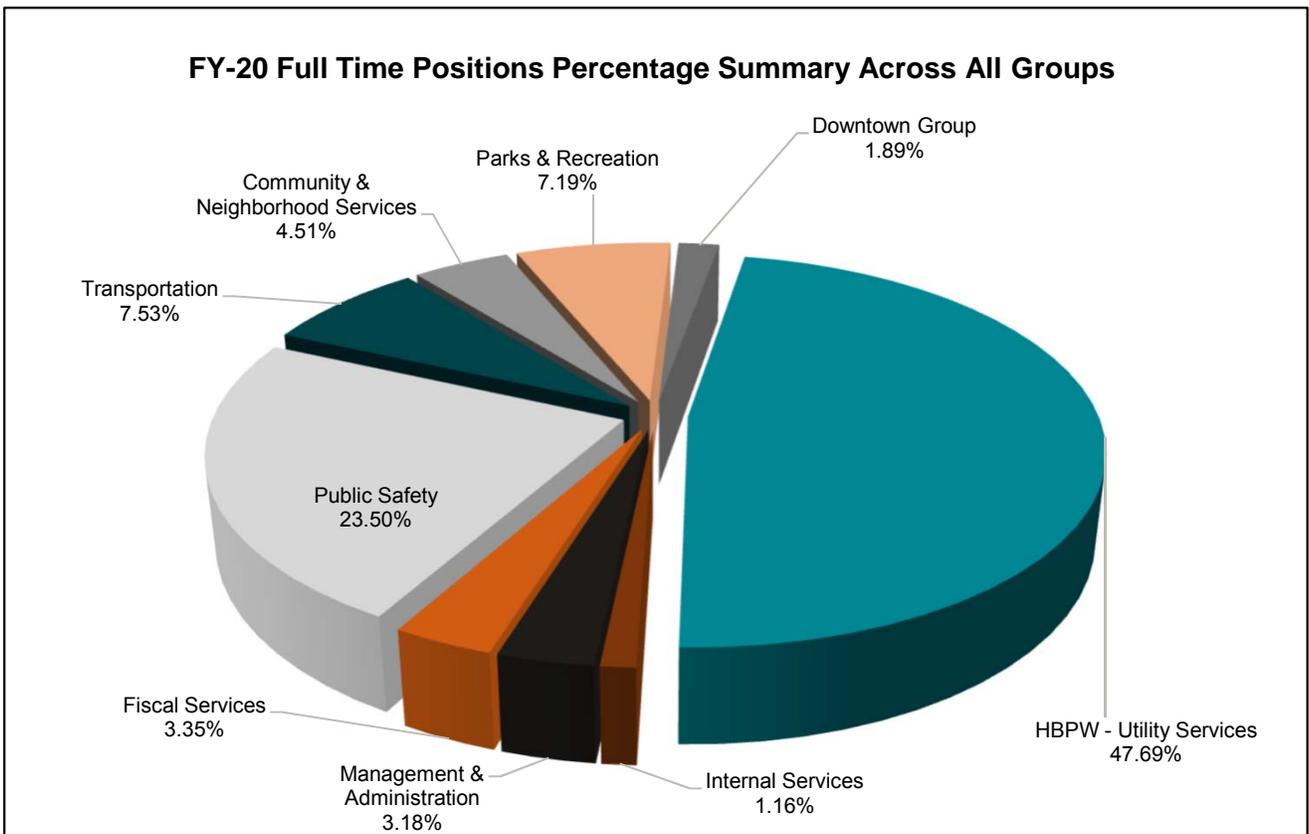
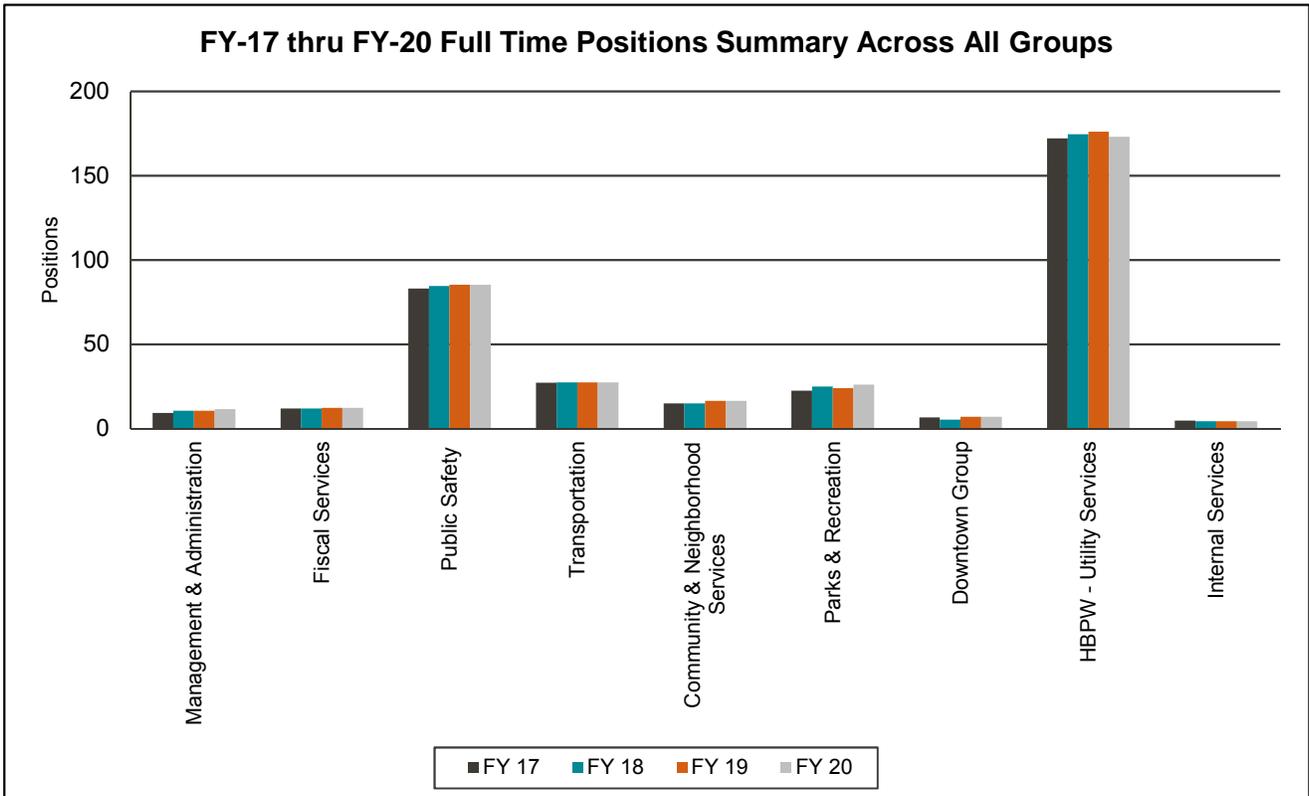
FULL TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 20	
	FY 17	FY 18	FY 19	POSITIONS	PERCENT
Management & Administration	9.25	10.50	10.55	11.55	3.18%
Fiscal Services	11.90	11.90	12.15	12.15	3.35%
Public Safety	83.00	84.50	85.25	85.25	23.50%
Transportation	27.20	27.30	27.32	27.32	7.53%
Community & Neighborhood Services	14.95	14.85	16.35	16.35	4.51%
Parks & Recreation	22.45	24.90	23.83	26.08	7.19%
Downtown Group	6.60	5.15	6.85	6.85	1.89%
HBPW - Utility Services	172.00	174.50	176.00	173.00	47.69%
Internal Services	4.60	4.35	4.20	4.20	1.16%
TOTAL	351.95	357.95	362.50	362.75	100.00%

FUND	POSITIONS			FY 20	
	FY 17	FY 18	FY 19	POSITIONS	PERCENT
General Operating	155.63	158.43	159.07	161.12	44.41%
Downtown Public Parking	0.55	0.55	0.52	0.52	0.14%
Mainstreet/DDA	0.600	0.55	0.60	0.60	0.17%
Principal Shopping District	0.900	0.95	1.15	1.15	0.32%
CATV Public Access Television	2.20	2.15	2.10	2.10	0.58%
Solid Waste Recycling	1.27	1.17	1.27	1.47	0.41%
Windmill Island Gardens	3.00	3.00	3.08	3.08	0.85%
Municipal Airport Facilities Management	0.20	0.30	0.30	0.30	0.08%
Civic Center Place	0.00	0.00	1.20	1.20	0.33%
HBPW - Utility Services	172.00	174.50	176.00	173.00	47.69%
Technology Services	4.60	4.35	4.20	4.20	1.16%
Centralized Vehicle / Equipment	7.00	7.00	7.01	7.01	1.93%
Holland Historical Trust	4.00	5.00	6.00	7.00	1.93%
TOTAL	351.95	357.95	362.50	362.75	100.00%

PERSONNEL CHART PRESENTATION

TOTAL FULL-TIME POSITIONS WITHIN GROUPS



PERSONNEL WORKSHEET

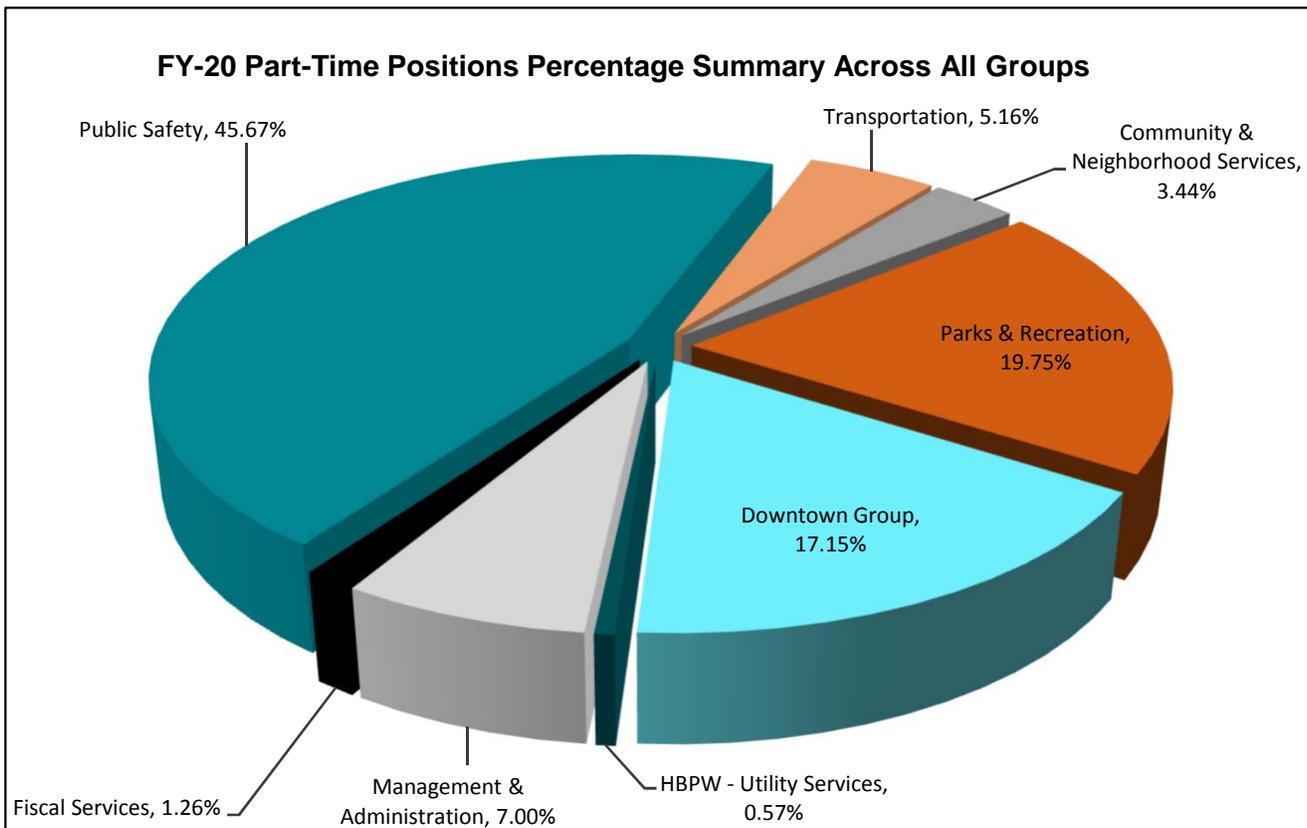
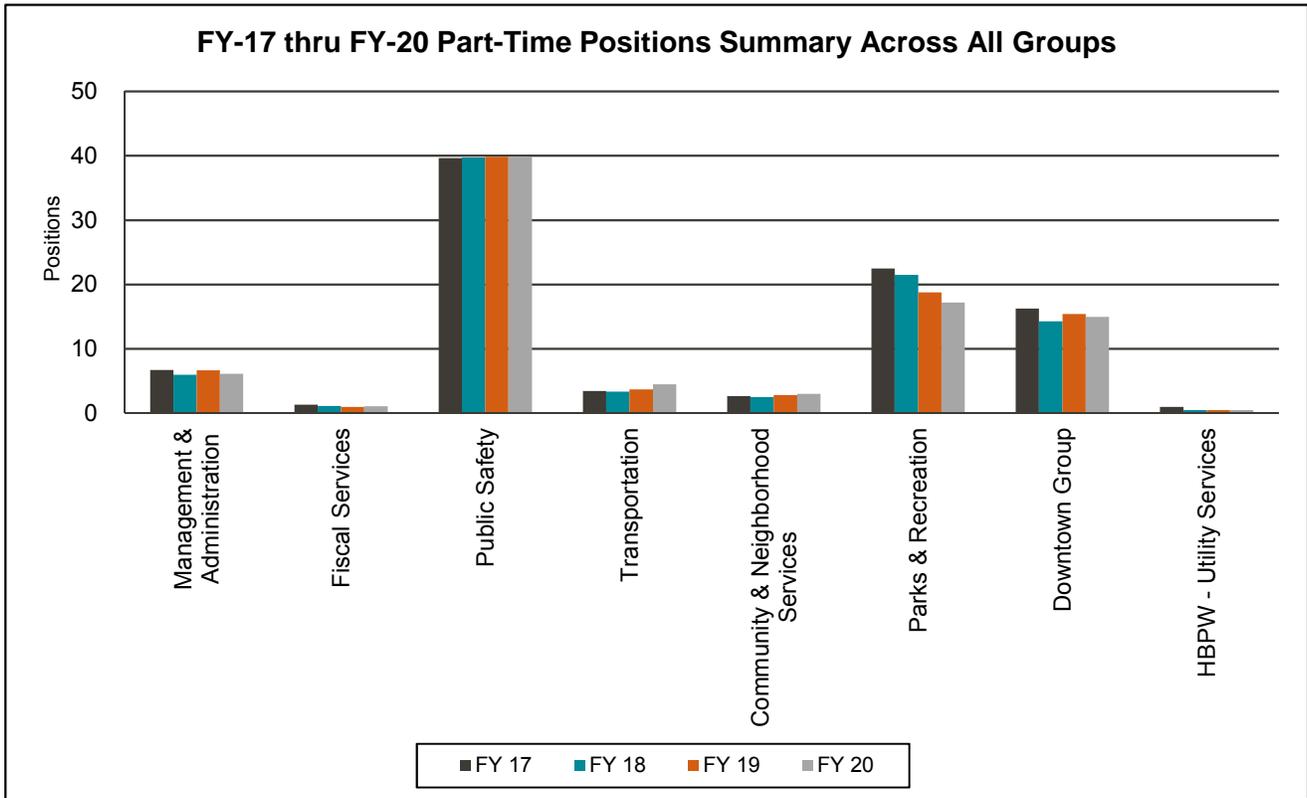
PART TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 20	
	FY 17	FY 18	FY 19	POSITIONS	PERCENT
Management & Administration	6.70	5.95	6.65	6.10	7.00%
Fiscal Services	1.30	1.15	1.00	1.10	1.26%
Public Safety	39.65	39.70	39.80	39.80	45.67%
Transportation	3.45	3.35	3.70	4.50	5.16%
Community & Neighborhood Services	2.65	2.50	2.80	3.00	3.44%
Parks & Recreation	22.50	21.50	18.75	17.20	19.75%
Downtown Group	16.25	14.25	15.40	14.95	17.15%
HBPW - Utility Services	1.00	0.50	0.50	0.50	0.57%
TOTAL	93.50	88.90	88.60	87.15	100.00%

FUND	POSITIONS			FY 20	
	FY 17	FY 18	FY 19	POSITIONS	PERCENT
General Operating	74.15	70.45	70.20	68.90	79.06%
Downtown Public Parking	0.85	0.75	0.75	0.25	0.29%
Downtown Development Authority	0.65	0.35	0.45	0.50	0.57%
Downtown Principal Shopping District	0.70	0.70	0.75	0.75	0.86%
CATV Public Access Television	0.45	0.90	0.85	0.90	1.03%
Windmill Island Gardens	11.80	11.35	12.00	12.00	13.78%
Municipal Airport Facilities Mgmt	0.35	0.35	0.35	0.35	0.40%
HBPW - Utility Services	1.00	0.50	0.50	0.50	0.57%
Centralized Vehicle / Equipment	1.70	1.65	1.55	2.10	2.41%
Holland Historical Trust	1.85	1.90	1.20	0.90	1.03%
TOTAL	93.50	88.90	88.60	87.15	100.00%

PERSONNEL CHART PRESENTATION

TOTAL PART-TIME POSITIONS WITHIN GROUPS



MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.20	0.20	0.20	0.20
*** ELECTED OFFICIALS ***				
Mayor	1.00	1.00	1.00	1.00
Council Member:				
At-Large Representatives	2.00	2.00	2.00	2.00
Ward Representatives	6.00	6.00	6.00	6.00
Total Elected Officials	9.00	9.00	9.00	9.00
 Total Full Time & Elected Officials	<u>9.20</u>	<u>9.20</u>	<u>9.20</u>	<u>9.20</u>
 <u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	0.85	0.95	0.95	0.95
Assistant City Manager	-	-	0.50	0.50
Assistant to City Manager	0.20	0.40	-	1.00
Executive Assistant IV	0.90	0.90	0.90	0.90
Executive Assistant I	0.10	0.10	0.10	0.10
Total Full Time	2.05	2.35	2.45	3.45
*** PART TIME ***				
Intern	0.15	0.10	-	-
Public Information Coordinator	0.70	-	-	-
Total Part-Time	0.85	0.10	-	-
 Total Full & Part Time FTE	<u>2.90</u>	<u>2.45</u>	<u>2.45</u>	<u>3.45</u>
 <u>ELECTION</u>				
*** PART TIME ***				
Clerical Assistant	2.25	0.95	2.10	1.50

MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	-	-	-
Executive Assistant I	-	1.00	-	-
Department Assistant I	-	-	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00
*** PART TIME ***				
Elections Coordinator	-	-	0.70	0.70
Clerical Assistant	2.00	2.05	1.25	1.35
Customer Service Rep	0.50	0.50	0.50	0.50
Total Part-Time	2.50	2.55	2.45	2.55
Total Full & Part Time FTE	4.50	4.55	4.45	4.55
<u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Assistant	-	1.00	1.00	1.00
Executive Assistant I	0.60	0.60	0.60	0.60
Total Full Time	1.60	2.60	2.60	2.60
*** PART TIME ***				
Intern	0.15	0.40	0.10	-
Total Full & Part Time FTE	1.75	3.00	2.70	2.60
<u>BOARDS AND COMMISSIONS</u>				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Executive Assistant IV	0.10	0.10	0.10	0.10

MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Human/International Relations Coord	1.00	1.00	1.00	1.00
*** PART TIME ***				
Youth Services Coordinator	0.50	0.60	0.65	0.65
Administrative Aide	-	0.45	0.50	0.50
Total Part-Time	0.50	1.05	1.15	1.15
Total Full & Part Time FTE	<u>1.50</u>	<u>2.05</u>	<u>2.15</u>	<u>2.15</u>
<u>CABLE TV PUBLIC ACCESS</u>				
*** FULL TIME ***				
Assistant City Manager	-	-	0.10	0.10
Assistant to City Manager	0.20	0.15	-	-
Multi-Media Specialist	2.00	2.00	2.00	2.00
Public Information Coordinator	-	-	-	-
Total Full Time	<u>2.20</u>	<u>2.15</u>	<u>2.10</u>	<u>2.10</u>
*** PART TIME ***				
Multi-Media Intern	0.45	0.20	0.15	0.20
Public Information Coordinator	-	0.70	0.70	0.70
Total Part-Time	<u>0.45</u>	<u>0.90</u>	<u>0.85</u>	<u>0.90</u>
Total Full & Part Time FTE	<u>2.65</u>	<u>3.05</u>	<u>2.95</u>	<u>3.00</u>
<u>MANAGEMENT & ADMINISTRATIVE TOTAL</u>				
Full Time	9.25	10.50	10.55	11.55
Part Time	6.70	5.95	6.65	6.10
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	<u>24.95</u>	<u>25.45</u>	<u>26.20</u>	<u>26.65</u>

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>FINANCE</u>				
*** FULL TIME ***				
Director of Finance	0.80	0.80	0.80	0.80
Assistant Finance Director	0.95	0.95	0.95	0.95
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant II	-	-	0.50	0.50
Municipal Accountant I	0.50	0.50	0.25	0.25
Account Clerk / Payables	1.00	1.00	1.00	1.00
Payroll Benefits Clerk	1.00	1.00	1.00	1.00
Account Clerk / Cashier	0.75	0.75	0.75	0.75
Total Full Time	5.50	5.50	5.75	5.75
*** PART TIME ***				
Municipal Accountant II	0.80	0.60	0.60	0.60
Total Full & Part Time FTE	6.30	6.10	6.35	6.35
<u>ASSESSING</u>				
*** FULL TIME ***				
Director of Finance	0.10	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser II	-	-	2.00	2.00
Appraiser I	2.00	2.00	-	-
Departmental Assistant I	1.00	1.00	-	-
Departmental Assistant II	-	-	1.00	1.00
Total Full Time	4.10	4.10	4.10	4.10
*** PART TIME ***				
Clerical Assistant	0.50	0.55	0.40	0.50
Total Full & Part Time FTE	4.60	4.65	4.50	4.60

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>TREASURER</u>				
*** FULL TIME ***				
Director of Finance	0.10	0.10	0.10	0.10
Assistant Finance Director	0.05	0.05	0.05	0.05
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant II	-	-	0.50	0.50
Municipal Accountant I	0.50	0.50	-	-
Account Clerk / Cashier	1.15	1.15	1.15	1.15
Total Full Time	2.30	2.30	2.30	2.30
 <u>FISCAL SERVICES TOTAL</u>				
Full Time	11.90	11.90	12.15	12.15
Part Time	1.30	1.15	1.00	1.10
Total Full & Part Time FTE	13.20	13.05	13.15	13.25

PUBLIC SAFETY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>PUBLIC SAFETY MANAGEMENT</u>				
*** FULL TIME ***				
Director of Public Safety	1.00	1.00	1.00	1.00
Public Safety Captain	4.00	4.00	4.00	4.00
Department Assistant II	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Department Assistant III	0.75	0.70	0.70	0.70
Total Full & Part Time FTE	6.75	6.70	6.70	6.70
 <u>POLICE DIVISION</u>				
*** FULL TIME ***				
Police Sergeant	14.00	15.00	15.00	15.00
Computer Crimes investigator	1.00	1.00	1.00	1.00
Police Officer	35.00	35.00	35.00	35.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	5.00	5.00	5.00	5.00
Civilian Booking Officer	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	0.00	0.00	0.15	0.15
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	58.00	59.00	59.15	59.15
*** PART TIME ***				
Police Desk Assistant	0.70	0.70	0.70	0.70
Police Cadet	4.75	4.75	4.75	4.75
Police Reserve Officer	1.75	1.75	1.80	1.80
School Crossing Guards	1.10	1.10	1.15	1.15
General Maintenance Worker	0.60	0.70	0.70	0.70
Total Part Time	8.90	9.00	9.10	9.10
Total Full & Part Time FTE	66.90	68.00	68.25	68.25

PUBLIC SAFETY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>FIRE DIVISION</u>				
*** FULL TIME ***				
Training & Safety Officer	0.00	0.50	1.00	1.00
Fire Marshall	0.00	0.00	1.00	1.00
Fire Lieutenant	7.00	7.00	6.00	6.00
Firefighter	12.00	12.00	12.00	12.00
Facilities / Irrigation Supervisor	0.00	0.00	0.10	0.10
Total Full Time	19.00	19.50	20.10	20.10
*** PART TIME ***				
Part-Paid Firefighter	27.00	27.00	27.00	27.00
Part-Paid Firefighter Sergeant	3.00	3.00	3.00	3.00
Total Part Time	30.00	30.00	30.00	30.00
Total Full & Part Time FTE	49.00	49.50	50.10	50.10
 <u>PUBLIC SAFETY TOTAL</u>				
Full Time	83.00	84.50	85.25	85.25
Part-Paid Fire (Not @ F.T.E.)	30.00	30.00	30.00	30.00
Part Time	9.65	9.70	9.80	9.80
Total Full & Part Time FTE	122.65	124.20	125.05	125.05

TRANSPORTATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Departmental Assistant II	0.65	0.65	0.65	0.65
Street Supervisor	1.00	1.00	1.00	1.00
Lead Supervisor	1.00	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	-	-	0.01	0.01
Total Full Time	<u>16.65</u>	<u>16.65</u>	<u>16.66</u>	<u>16.66</u>
*** PART TIME ***				
Maintenance	<u>1.05</u>	<u>1.00</u>	<u>1.45</u>	<u>1.50</u>
Total Full & Part Time FTE	<u><u>17.70</u></u>	<u><u>17.65</u></u>	<u><u>18.11</u></u>	<u><u>18.16</u></u>
<u>TRANSPORTATION MANAGEMENT & ENGINEERING</u>				
*** FULL TIME ***				
Transportation Services Director	1.00	1.00	1.00	1.00
Project Engineer	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>
Total Full Time	<u>3.35</u>	<u>3.35</u>	<u>3.35</u>	<u>3.35</u>
*** PART TIME ***				
Technical Assistant	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>	<u>0.55</u>
Total Full & Part Time FTE	<u><u>3.70</u></u>	<u><u>3.70</u></u>	<u><u>3.70</u></u>	<u><u>3.90</u></u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** FULL TIME ***				
Recycling Sustainability Coordinator	0.20	0.30	0.30	0.30
*** PART TIME ***				
Communications Assistant	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>	<u>0.35</u>
Total Full & Part Time FTE	<u><u>0.55</u></u>	<u><u>0.65</u></u>	<u><u>0.65</u></u>	<u><u>0.65</u></u>

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	1.00	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00	4.00
Facilities / Irrigation Supervisor	-	-	0.01	0.01
Total Full Time	<u>7.00</u>	<u>7.00</u>	<u>7.01</u>	<u>7.01</u>
*** PART TIME ***				
Administrative Aide I	0.70	0.70	0.60	0.70
Mechanic Assistant	<u>1.00</u>	<u>0.95</u>	<u>0.95</u>	<u>1.40</u>
Total Part Time	<u>1.70</u>	<u>1.65</u>	<u>1.55</u>	<u>2.10</u>
Total Full & Part Time FTE	<u><u>8.70</u></u>	<u><u>8.65</u></u>	<u><u>8.56</u></u>	<u><u>9.11</u></u>
 <u>TRANSPORTATION TOTAL</u>				
Full Time	27.20	27.30	27.32	27.32
Part Time	<u>3.45</u>	<u>3.35</u>	<u>3.70</u>	<u>4.50</u>
Total Full & Part Time FTE	<u><u>30.65</u></u>	<u><u>30.65</u></u>	<u><u>31.02</u></u>	<u><u>31.82</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>PLANNING & ZONING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	-	-	-	0.25
Asst Community & Nghbr Svcs Director	-	-	0.10	0.10
Senior Planner	1.00	1.00	1.00	1.00
Municipal Planner	-	-	1.00	1.00
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.40	0.40	0.40	0.40
Total Full Time	<u>1.60</u>	<u>1.60</u>	<u>2.70</u>	<u>2.95</u>
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.40
Intern	-	-	0.20	0.20
Sustainability Outreach & Education Coordinator	-	-	0.10	0.30
Total Part-Time	<u>0.30</u>	<u>0.30</u>	<u>0.60</u>	<u>0.90</u>
Total Full & Part Time FTE	<u>1.90</u>	<u>1.90</u>	<u>3.30</u>	<u>3.85</u>
<u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	-	-	0.30	0.30
Building Inspector / Zoning Administrator	0.40	0.40	0.40	0.40
Housing Inspector II	1.88	1.88	0.90	0.90
Housing Inspector I	1.00	1.00	2.00	2.00
Building Inspector I	0.05	0.05	0.05	0.05
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.53	0.53	0.53	0.53
Community Development Specialist	0.30	0.30	0.30	0.30
Total Full Time	<u>4.36</u>	<u>4.36</u>	<u>4.68</u>	<u>4.68</u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
City Manager	0.05	0.05	0.05	0.05
Community & Nghbr Svcs Director	-	-	-	0.30
Asst Community & Nghbr Svcs Director	-	-	0.40	0.40
Building Inspector/Zoning Administrator	0.60	0.60	0.60	0.60
Building Inspector I	0.95	0.95	0.95	0.95
Plumbing Inspector	1.00	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00	1.00
Housing Inspector II	0.12	0.12	0.10	0.10
Permit Technician	1.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Departmental Assistant I	0.60	0.60	0.60	0.60
Account Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	<u>5.82</u>	<u>5.82</u>	<u>6.20</u>	<u>6.50</u>
*** PART TIME ***				
Clerical Assistant	<u>1.60</u>	<u>1.40</u>	<u>1.40</u>	<u>1.40</u>
Total Full & Part Time FTE	<u>7.42</u>	<u>7.22</u>	<u>7.60</u>	<u>7.90</u>
<u>HOUSING & NEIGHBORHOODS</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	1.00	1.00	1.00	0.25
Asst Community & Nghbr Svcs Director	-	-	0.10	0.10
Housing & Neighborhood Specialist	0.50	0.50	-	-
Department Assistant I	0.40	0.40	0.40	0.40
Total Full Time	<u>1.90</u>	<u>1.90</u>	<u>1.50</u>	<u>0.75</u>
*** PART TIME ***				
Graffiti Removal	0.05	0.10	0.10	-
Technical Assistant	<u>0.70</u>	<u>0.70</u>	<u>0.70</u>	<u>0.70</u>
Total Part-Time	<u>0.75</u>	<u>0.80</u>	<u>0.80</u>	<u>0.70</u>
Total Full & Part Time FTE	<u>2.65</u>	<u>2.70</u>	<u>2.30</u>	<u>1.45</u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	-	-	-	0.20
Asst Community & Nghbr Svcs Director	-	-	0.10	0.10
Recycling Sustainability Coordinator	0.80	0.70	0.70	0.70
Community Development Specialist	0.20	0.20	0.20	0.20
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.07	0.07	0.07	0.07
Total Full Time	<u>1.27</u>	<u>1.17</u>	<u>1.27</u>	<u>1.47</u>
 <u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	14.95	14.85	16.35	16.35
Part Time	<u>2.65</u>	<u>2.50</u>	<u>2.80</u>	<u>3.00</u>
Total Full & Part Time FTE	<u>17.60</u>	<u>17.35</u>	<u>19.15</u>	<u>19.35</u>

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	0.30	-	1.00	1.00
Facilities / Irrigation Supervisor	-	-	0.15	0.15
Irrigation Tech/Facilities Coordinator	0.10	0.10	-	-
Total Full Time	0.40	0.10	1.15	1.15
<u>CEMETERY</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Supervisor	0.50	0.50	0.50	0.50
Facilities / Irrigation Supervisor	-	-	0.05	0.05
Irrigation Tech/Facilities Coordinator	0.15	0.15	-	-
Cemetery Maintenance II	1.00	1.00	1.00	1.00
Laborer II	0.50	0.50	0.50	0.50
Department Assistant II	-	0.50	0.50	0.50
Department Assistant I	0.50	-	-	0.50
Total Full Time	2.85	2.85	2.75	3.25
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	-
Grounds Maintenance	2.35	1.95	1.25	1.25
Total Part Time	3.05	2.65	1.95	1.25
 Total Full & Part Time FTE	 5.90	 5.50	 4.70	 4.50
<u>PARKS & RECREATION ADMINISTRATION</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Departmental Assistant II	0.10	0.10	0.10	0.10
Total Full Time	0.50	0.50	0.50	0.50

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Deputy Parks & Recreation Director	-	-	-	0.50
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00
Departmental Assistant II	0.45	0.90	0.90	0.90
Event Coordinator	-	-	0.60	0.60
Sr. Building Custodian	-	1.00	-	-
Skilled Recreation Worker	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	-	-	0.16	0.16
Irrigation Tech/Facilities Coordinator	0.05	0.05	-	-
Total Full Time	4.50	5.95	5.66	6.16
*** PART TIME ***				
Maintenance / Grounds	0.35	-	-	-
Recreation Program Assistant	0.40	-	0.10	0.50
Recreation Officials Coordinator	0.10	0.05	-	-
Clerical Assistant	0.40	0.70	0.35	-
Total Part Time	1.25	0.75	0.45	0.50
Total Full & Part Time FTE	5.75	6.70	6.11	6.66
<u>PARKS</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Deputy Parks & Recreation Director	-	-	-	0.50
Supervisor	1.50	1.50	1.50	1.50
Facilities / Irrigation Supervisor	-	-	0.10	0.10
Irrigation Tech/Facilities Coordinator	0.65	0.65	-	-
Tree Trimmer I	1.00	1.00	1.00	1.00
Greenhouse Operator	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Laborer II	0.50	0.50	0.50	0.50
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Department Assistant II	-	0.50	0.50	0.50
Department Assistant I	0.50	-	-	0.50
Sr Building Custodian	0.70	1.00	-	-
Total Full Time	8.25	8.55	7.00	8.00

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>PARKS</u>				
*** PART TIME ***				
Grounds Maintenance	9.40	10.25	10.00	10.00
Tree Trimmer	2.05	2.35	2.25	2.25
Gardener	2.35	1.00	1.55	1.55
Security Maintenance	0.40	0.40	0.40	0.40
Total Part Time	<u>14.20</u>	<u>14.00</u>	<u>14.20</u>	<u>14.20</u>
Total Full & Part Time FTE	<u><u>22.45</u></u>	<u><u>22.55</u></u>	<u><u>21.20</u></u>	<u><u>22.20</u></u>
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	0.35	-
Staff Naturalist	0.95	0.95	0.40	-
Facilities / Irrigation Supervisor	-	-	0.02	0.02
Total Full Time	<u>1.95</u>	<u>1.95</u>	<u>0.77</u>	<u>0.02</u>
*** PART TIME ***				
Grounds Maintenance	0.30	0.35	0.35	0.35
Educational Assistant	0.70	0.70	0.20	-
Naturalist	1.15	1.15	0.40	-
Total Part Time	<u>2.15</u>	<u>2.20</u>	<u>0.95</u>	<u>0.35</u>
Total Full & Part Time FTE	<u>4.10</u>	<u>4.15</u>	<u>1.72</u>	<u>0.37</u>
<u>HOLLAND HISTORICAL TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Registrar	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Visitor Services Coordinator	-	-	-	1.00
Volunteer and Tour Coordinator	-	1.00	1.00	1.00
Education & Outreach Manager	1.00	1.00	1.00	1.00
Development/Communications Manager	-	-	1.00	1.00
Total Full Time	<u>4.00</u>	<u>5.00</u>	<u>6.00</u>	<u>7.00</u>

PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>
<u>HOLLAND HISTORICAL TRUST</u>				
*** PART TIME ***				
Museum Attendant	0.60	0.60	0.60	0.30
Facility Manager	0.20	0.20	0.30	0.30
Facilities / Maintenance	0.30	0.30	0.30	0.30
Development and Communications	-	0.80	-	-
Volunteer & Tour Coordinator	0.75	-	-	-
Total Part Time	<u>1.85</u>	<u>1.90</u>	<u>1.20</u>	<u>0.90</u>
 Total Full & Part Time FTE	 <u>5.85</u>	 <u>6.90</u>	 <u>7.20</u>	 <u>7.90</u>
 <u>PARKS & RECREATION TOTAL</u>				
Full Time	22.45	24.90	23.83	26.08
Part Time	<u>22.50</u>	<u>21.50</u>	<u>18.75</u>	<u>17.20</u>
Total Full & Part Time FTE	<u>44.95</u>	<u>46.40</u>	<u>42.58</u>	<u>43.28</u>

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Event Coordinator	-	-	0.20	0.20
Total Full Time	<u>0.10</u>	<u>0.10</u>	<u>0.30</u>	<u>0.30</u>
*** PART TIME ***				
Market Master	0.35	0.55	0.55	0.55
Market Assistant	0.05	0.05	0.35	0.35
Marketing Coordinator	0.25	0.25	0.20	0.20
Event Coordinator	0.10	0.10	0.15	0.15
Event Planning Intern	0.05	0.05	0.05	0.05
Market Ambassador	0.10	0.10	0.15	0.15
Total Part Time	<u>0.90</u>	<u>1.10</u>	<u>1.45</u>	<u>1.45</u>
Total Full & Part Time FTE	<u><u>1.00</u></u>	<u><u>1.20</u></u>	<u><u>1.75</u></u>	<u><u>1.75</u></u>
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Downtown Development Coordinator	0.50	0.50	0.50	0.50
Facilities / Irrigation Supervisor	-	-	0.02	0.02
Irrigation Tech/Facilities Coordinator	0.05	0.05	-	-
Total Full Time	<u>0.55</u>	<u>0.55</u>	<u>0.52</u>	<u>0.52</u>
*** PART TIME ***				
Clerical Assistant	0.50	0.25	0.25	0.25
Parking Enforcement	0.25	-	-	-
Parking Ambassador	-	0.50	0.50	-
Maintenance	0.10	-	-	-
Total Part-Time	<u>0.85</u>	<u>0.75</u>	<u>0.75</u>	<u>0.25</u>
Total Full & Part Time FTE	<u><u>1.40</u></u>	<u><u>1.30</u></u>	<u><u>1.27</u></u>	<u><u>0.77</u></u>

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
City Manager	0.10	-	-	-
Assistant City Manager	-	-	0.05	0.05
Assistant to City Manager	-	0.05	-	-
Downtown Development Coordinator	0.50	0.50	0.50	0.50
Facilities / Irrigation Supervisor	-	-	0.05	0.05
Total Full Time	<u>0.60</u>	<u>0.55</u>	<u>0.60</u>	<u>0.60</u>
*** PART TIME ***				
Clerical Assistant	0.55	0.25	0.35	0.40
Maintenance	0.10	0.10	0.10	0.10
Total Part-Time	<u>0.65</u>	<u>0.35</u>	<u>0.45</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>1.25</u></u>	<u><u>0.90</u></u>	<u><u>1.05</u></u>	<u><u>1.10</u></u>
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Assistant City Manager	-	-	0.05	0.05
Assistant to City Manager	-	0.05	-	-
PSD Marketing & Promotions Coordinator	0.90	0.90	0.90	0.90
Event Coordinator	-	-	0.20	0.20
Total Full Time	<u>0.90</u>	<u>0.95</u>	<u>1.15</u>	<u>1.15</u>
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Event Coordinator	0.25	0.25	0.35	0.35
Event Staff	0.05	0.05	-	-
Marketing Coordinator	0.25	0.25	0.25	0.25
Event Planning Intern	0.05	0.05	0.05	0.05
Total Part-Time	<u>0.70</u>	<u>0.70</u>	<u>0.75</u>	<u>0.75</u>
Total Full & Part Time FTE	<u><u>1.60</u></u>	<u><u>1.65</u></u>	<u><u>1.90</u></u>	<u><u>1.90</u></u>

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Assistant City Manager	-	-	0.05	0.05
Windmill Island Development Manager	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	-	-	0.03	0.03
Supervisor	1.00	1.00	1.00	1.00
Events Coordinator/Miller	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.08	3.08
*** PART TIME ***				
Tulip Time Worker	0.65	0.65	0.65	0.65
Klompes Dancer/Tour Guide	2.65	-	-	-
Ticket Taker	0.70	-	-	-
Tour Guide	0.85	3.00	3.00	3.00
Event Organizer	0.50	0.50	0.50	0.50
Assistant Event Organizer	0.20	0.20	0.20	0.20
Grounds Maintenance	5.25	5.25	5.55	5.55
Clerical Assistant	1.00	1.75	1.75	1.75
Program Assistant	-	-	0.35	0.35
Total Part Time	11.80	11.35	12.00	12.00
Total Full & Part Time FTE	14.80	14.35	15.08	15.08
<u>CIVIC CENTER</u>				
*** FULL TIME ***				
Departmental Assistant II	0.45	-	-	-
Sr Building Custodian	1.00	-	-	-
Total Full Time	1.45	-	-	-
*** PART TIME ***				
Clerical Assistant	0.35	-	-	-
Custodian	1.00	-	-	-
Total Part Time	1.35	-	-	-
Total Full & Part Time FTE	2.80	-	-	-

DOWNTOWN GROUP

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>
<u>CIVIC CENTER PLACE</u>				
*** FULL TIME ***				
Assistant City Manager	-	-	0.05	0.05
Facilities / Irrigation Supervisor	-	-	0.15	0.15
Sr Building Custodian	-	-	1.00	1.00
Total Full Time	<u>-</u>	<u>-</u>	<u>1.20</u>	<u>1.20</u>
 <u>DOWNTOWN GROUP TOTAL</u>				
Full Time	6.60	5.15	6.85	6.85
Part Time	<u>16.25</u>	<u>14.25</u>	<u>15.40</u>	<u>14.95</u>
Total Full & Part Time FTE	<u>22.85</u>	<u>19.40</u>	<u>22.25</u>	<u>21.80</u>

UTILITY SERVICES

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>ELECTRIC PRODUCTION</u>				
*** FULL TIME ***				
Education and Visitor Programs Specialist	-	1.00	1.00	1.00
Electric Production Engineer	1.00	1.00	1.00	1.00
Electric Production Instrumentation & Controls Lead	1.00	1.00	1.00	1.00
Electric Production Maintenance Supervisor	1.00	1.00	1.00	1.00
Electric Production Operations Supervisor	1.00	1.00	1.00	1.00
Electric Production Superintendent	1.00	1.00	1.00	1.00
Environmental and Regulatory Specialist	1.00	1.00	2.00	1.00
Instrumentation & Controls Technician - Operator ⁽¹⁾	3.00	3.00	3.00	3.00
Lead Plant Operator	4.00	4.00	4.00	4.00
Maintenance Planner	1.00	1.00	1.00	1.00
Mechanical Maintenance ⁽¹⁾	3.00	3.00	3.00	3.00
Plant Operator ⁽¹⁾	12.00	11.00	11.00	11.00
Regulatory Compliance Specialist	1.00	1.00	1.00	1.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility - Electric Production	2.00	2.00	1.00	1.00
Auxiliary Operator	1.00	-	-	-
Electric Production Mechanical Lead	1.00	-	-	-
Total Full Time	35.00	33.00	33.00	32.00

⁽¹⁾ Includes apprentices in this job classification.

UTILITY SERVICES

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>ELECTRIC TRANSMISSION & DISTRIBUTION</u>				
*** FULL TIME ***				
Electric Dispatch Coordinator	1.00	1.00	1.00	1.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Electric Distribution Engineering Specialist	3.00	3.00	2.00	2.00
Electric Distribution Technician ⁽¹⁾	3.00	3.00	3.00	3.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Electric Distribution Superintendent	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker ⁽¹⁾	8.00	8.00	8.00	8.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
System Engineer	-	-	1.00	1.00
System Operations Technician	5.00	6.00	6.00	6.00
Vegetation Management Technician	-	1.00	1.00	1.00
Total Full Time	<u>27.00</u>	<u>29.00</u>	<u>29.00</u>	<u>29.00</u>
ELECTRIC UTILITY TOTAL	<u><u>62.00</u></u>	<u><u>62.00</u></u>	<u><u>62.00</u></u>	<u><u>61.00</u></u>

⁽¹⁾ Includes apprentices in this job classification.

UTILITY SERVICES

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
WASTEWATER TREATMENT (WATER RECLAMATION)				
*** FULL TIME ***				
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician ⁽²⁾	1.00	1.70	1.70	1.70
Lead Maintenance - WRF	1.00	1.00	1.00	1.00
Lead Plant Operator - WRF	-	-	1.00	1.00
Maintenance - WRF	2.00	2.00	2.00	2.00
Operations & Maintenance Supervisor - WRF	1.00	1.00	1.00	1.00
Plant Operator - WRF	6.00	6.00	6.00	6.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Process Engineer ⁽¹⁾	-	-	0.60	0.60
Utility - WRF O&M	1.00	1.00	1.00	1.00
Water Reclamation Facility Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant - Operations	0.60	0.60	-	-
Laboratory Analyst	1.00	1.00	-	-
Utility II - WWTP	1.00	1.00	-	-
Total Full Time	18.60	19.30	18.30	18.30
WATER TREATMENT				
*** FULL TIME ***				
Industrial Electrician ⁽²⁾	1.00	1.10	1.10	1.10
Lead Maintenance - WTP	1.00	1.00	1.00	1.00
Maintenance - WTP	1.00	1.00	1.00	1.00
Operations & Maintenance Supervisor - WTP	1.00	1.00	1.00	1.00
Plant Operator - WTP	5.00	5.00	5.00	5.00
Process Engineer ⁽¹⁾	-	-	0.40	0.40
Utility I - WTP	1.00	1.00	1.00	1.00
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant - Operations	0.40	0.40	-	-
Total Full Time	11.40	11.50	11.50	11.50

⁽¹⁾ Full-time employee with split duties at Water Reclamation and Water Treatment.

⁽²⁾ One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

UTILITY SERVICES

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Engineering Field Technician	3.00	3.00	3.00	2.00
GIS Specialist	1.00	1.00	1.00	1.00
Industrial Electrician ⁽¹⁾	-	0.20	0.20	0.20
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Service and Maintenance ⁽²⁾	6.00	8.00	7.00	7.00
Service Supervisor ⁽³⁾	-	1.00	1.00	1.00
Service Technician	-	-	1.00	2.00
W / WW Civil Engineer	1.00	1.00	1.00	1.00
W / WW Service Coordinator	1.00	1.00	1.00	1.00
W / WW Engineering Specialist	1.00	1.00	1.00	1.00
W / WW Superintendent	1.00	1.00	1.00	1.00
Asset Management Specialist	1.00	-	-	-
Total Full Time	<u>19.00</u>	<u>21.20</u>	<u>21.20</u>	<u>21.20</u>
WATER & WASTEWATER UTILITY TOTAL	<u>49.00</u>	<u>52.00</u>	<u>51.00</u>	<u>51.00</u>

⁽¹⁾ One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

⁽²⁾ Includes apprentices in this job classification.

⁽³⁾ Originally titled Cross Connection and Asset Management Supervisor in FY18 budget.

UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
ADMINISTRATION				
*** FULL TIME ***				
Administrative Specialist	1.00	1.00	1.00	1.00
General Manager	1.00	1.00	1.00	1.00
Operations Director	1.00	1.00	1.00	1.00
Planing Specialist	1.00	1.00	1.00	1.00
Utility Services Director	1.00	1.00	1.00	1.00
Total Full Time	5.00	5.00	5.00	5.00
BUSINESS SERVICES				
*** FULL TIME ***				
Business Services Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Planning Engineer	3.00	2.00	2.00	1.00
Planning Engineer Manager	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Safety Program Coordinator	-	-	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Administrative Assistant - Business Services	1.00	0.50	-	-
Total Full Time	10.00	8.50	9.00	8.00
FINANCE & ACCOUNTING				
*** FULL TIME ***				
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	1.00
Billing Coordinator	2.00	2.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00
General Accountant	3.00	3.00	4.00	4.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total Full Time	11.00	11.00	11.00	10.00

UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>CUSTOMER SERVICE, MARKETING & ENERGY OPTIMIZATION</u>				
*** FULL TIME ***				
Community Energy Services Manager	1.00	1.00	1.00	1.00
Conservation Programs Specialist	1.00	1.00	1.00	1.00
Customer Communications Specialist	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	6.00	6.00	6.00	6.00
Energy Efficiency Engineer	1.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Customer Programs Coordinator ⁽¹⁾	1.00	1.00	2.00	2.00
Meter Information Systems Specialist	1.00	1.00	1.00	1.00
Total Full Time	14.00	14.00	15.00	15.00
*** PART TIME ***				
Administrative Assistant - Conservation Programs	1.00	0.50	0.50	0.50
Total Full & Part Time FTE	15.00	14.50	15.50	15.50
<u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Administrative Assistant - Broadband ⁽²⁾	-	-	1.00	1.00
Business Systems Specialist	1.00	1.00	1.00	1.00
Broadband Services Manager	1.00	1.00	1.00	1.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00	1.00
Information Technology Security Specialist	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	1.00	1.00	1.00	1.00
Outside Plant (OSP) Engineer	-	1.00	1.00	1.00
Programmer / Analyst	1.00	1.00	1.00	1.00
Systems Specialist	1.00	1.00	1.00	1.00
Technology Director	1.00	1.00	1.00	1.00
Total Full Time	12.00	13.00	14.00	14.00

(1) Previously titled "Lead Customer Service Representative".

(2) Budgeted as "Field Services Specialist" in FY18 but not filled.

UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER READING</u>				
*** FULL TIME ***				
Buyer	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Facility Maintenance	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	1.00
Utility I	1.00	1.00	1.00	1.00
Utility I - Warehouse & Facilities	1.00	1.00	1.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
Total Full Time	9.00	9.00	9.00	9.00
ADMINISTRATION & GENERAL TOTAL	62.00	61.00	63.50	61.50
<u>UTILITY SERVICES TOTAL</u>				
Full Time	172.00	174.50	176.00	173.00
Part Time	1.00	0.50	0.50	0.50
Total Full & Part Time FTE	173.00	175.00	176.50	173.50

INTERNAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 17	FY 18	FY 19	FY 20
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Assistant City Manager	0.00	0.00	0.20	0.20
Assistant to City Manager	0.60	0.35	0.00	0.00
Technology Services Manager	0.00	0.00	1.00	1.00
Sr Network Systems Specialist	1.00	1.00	1.00	1.00
Network Systems Specialist	1.00	1.00	0.00	0.00
Technical Support - GIS	1.00	1.00	1.00	1.00
Technology Specialist	1.00	1.00	1.00	1.00
 Total Full Time	 4.60	 4.35	 4.20	 4.20

APPENDIX B

CAPITAL OUTLAY

- > CAPITAL OUTLAY - CONTROLLED ITEMS BY GROUP
- > CAPITAL OUTLAY BY GROUP

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
MANAGEMENT & ADMINISTRATION			
HUMAN RESOURCES (GENERAL FUND)			
	MacBook Pro Streaming/Switcher	Replace	<u>700</u>
	Total Human Resources (General Fund)		<u>700</u>
CABLE TV ACCESS			
	GoPro Fusion	Replace	1,200
	Still Camera	New	<u>2,500</u>
	Total Cable TV Public Access		<u>3,700</u>
	TOTAL MANAGEMENT & ADMINISTRATION		<u><u>4,400</u></u>
PUBLIC SAFETY			
PUBLIC SAFETY - POLICE SERVICES (GENERAL FUND)			
	(4) GoJotto Cruise Console Package	Replace	3,900
	(4) Brother Rugged Jet 4 In-car Printer	Replace	1,520
	(2) Lifeloc Technologies FC10 PBT	Replace	550
	(2) Kustom Signal Golden Eagle II Dual Antenna Radar Unit	Replace	3,100
	800 MHz Radio System Misc. Equipment	Replace	1,000
	(18) Uniter Shield International Delta Gen 2 IIIA Ballistic Helmet	New	<u>9,216</u>
	Total Public Police Services (General Fund)		<u>19,286</u>
PUBLIC SAFETY - FIRE SERVICES (GENERAL FUND)			
	(2) Mustang Ice Water Immersion Suits	Replace	2,000
	Physio Control Automatic External Defibrillator	Replace	2,100
	(20) Motorola APX8000 Portable Batteries	Replace	2,600
	(5) Structural Firefighter Protective Clothing with Life Belt	Replace	14,000
	(3) Masimo EMMA Mainstream Capnometer	New	5,700
	RAE Systems Single Gas HCN Monitor with Cal. Kit	New	<u>600</u>
	Total Fire Services (General Fund)		<u>27,000</u>
	TOTAL PUBLIC SAFETY		<u><u>46,286</u></u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
TRANSPORTATION			
CENTRALIZED VEHICLE & EQUIPMENT			
	Relocate Hoist to Transportation from HPD	Replace	1,000
	Parts Storage Cabinet/Drawers	Replace	4,900
	Air Tools	Replace	2,500
	(4) Z-Mowers Buy Back Group1	Replace	5,000
	(4) Z-Mowers Buy Back Group2	Replace	5,000
	Back Pack Blower	Replace	600
	10 Ton Air Floor Jack	Replace	3,000
	A/C Recovery/Charge for Type YF1234	New	<u>5,900</u>
	TOTAL TRANSPORTATION		<u><u>27,900</u></u>
COMMUNITY & NEIGHBORHOOD SERVICES			
SOLID WASTE/RECYCLING			
	Recycling Containers	Replace	<u>60,000</u>
	TOTAL COMMUNITY & NEIGHBORHOOD SERVICES		<u><u>60,000</u></u>
PARKS & RECREATION			
CITY HALL (GENERAL FUND)			
	(6) Ring of Fire Lights	Replace	3,000
	(5) Belmio Valves	Replace	<u>3,625</u>
	Total City Hall (General Fund)		<u><u>6,625</u></u>
CEMETERY (GENERAL FUND)			
	Cemetery Supplies	Replace	1,100
	Backpack Blower BR700	Replace	600
	Pole Saw	New	<u>700</u>
	Total Cemetery (General Fund)		<u><u>2,400</u></u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
PARKS & RECREATION (continued)			
RECREATION (GENERAL FUND)			
	Bouws Pool Inflatable Challenge Course	New	2,500
	Soccer Goals	New	3,000
	Swim Suit Dryer at Bouws Pool	New	2,000
	Basketball Goals at Maplewood	New	1,200
	Artwork at Bouws Pool	New	<u>3,000</u>
	Total Recreation (General Fund)		<u>11,700</u>
PARKS (GENERAL FUND)			
	(7) Stihl Gas Trimmers FS 13R	Replace	2,800
	(4) Stihl Back Pack Blowers BR700	Replace	2,200
	Pole Saw	New	700
	(6) Shade sails & mounting equipment at Window on the Waterfront	New	3,300
	201 Chain Saw	Replace	500
	MS441 Chain Saw	Replace	900
	(7) Benches for Prospect Park & Kollen Park	Replace	-
	(4) Picnic Tables for Tower Park & Prospect Park	New	<u>-</u>
	Total Parks (General Fund)		<u>10,400</u>
HOLLAND HISTORICAL TRUST FUND			
	Wayfinding signs	New	1,000
	Laptop Computer & monitor	New	1,180
	Various tools for exhibits prep	New	1,000
	Fire suppression for art storage	New	9,058
	Repaint 4 steel exterior door jambs/hand rails	New	750
	Fire suppression in Art Storage Room	New	800
	Replace 2 cabinet heat pumps	Replace	15,450
	Resurface blacktop drives	Replace	<u>8,000</u>
	Total Holland Historical Trust Fund		<u>37,238</u>
	TOTAL PARKS & RECREATION		<u><u>68,363</u></u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
DOWNTOWN GROUP			
DOWNTOWN DEVELOPMENT AUTHORITY			
	Bench	New	1,200
	Bike Rack	New	<u>1,500</u>
	Total Downtown Development Authority		<u>2,700</u>
WINDMILL ISLAND GARDENS			
	(10) Interpretive Signage	New	10,000
	Branch / Brush Chipper	New	500
	Commercial Refrigerator for Caterer's Building	Replace	3,000
	(12) Picnic Tables for Picnic Shelter	Replace	9,000
	(70) Chairs for Posthouse Movie Room	Replace	2,100
	(40) Chairs for weddings & events	Replace	<u>1,000</u>
	Total Windmill Island Gardens		<u>25,600</u>
	TOTAL DOWNTOWN GROUP		<u>28,300</u>
INTERNAL SERVICES			
TECHNOLOGY SERVICES			
	Two Factor Authentication Software - CJIS	New	1,200
	Airmedia Device - Police	New	2,000
	60" TV	Replace	1,200
	Laptop for GPS Data Collector	New	1,600
	(2) Bluetooth GPS	New	2,800
	AutoCAD Civil 3D	Replace	2,200
	(39) PCs	Replace	54,600
	(4) Ruggedized tablet computers w/cases	New	2,400
	(2) Multi-Function Copiers	Replace	<u>10,000</u>
	Total Technology Services		<u>78,000</u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
INTERNAL SERVICES (continued)			
HEALTH/DENTAL INSURANCE WELLNESS CITY	Treadmill - American Home Fitness (Police)	New	3,350
	(2) Power Rack - Dick's (Fire Stations)	Replace	1,400
	(2) Weight Bench - Dick's (Fire Stations)	Replace	180
	(2) Weights - 300 lbs. - Dick's (Fire Stations)	Replace	400
	(2) ETHOS Dip Horns - Dick's (Fire Stations)	Replace	170
	Total Health/Dental Insurance Wellness City		5,500
	TOTAL INTERNAL SERVICES FUND		83,500
TOTALS			
	GRAND TOTAL : GENERAL FUND		78,111
	GRAND TOTAL : OTHER FUNDS		240,638
	GRAND TOTAL : ALL FUNDS & SERVICES GROUPS		\$ 318,749

CAPITAL OUTLAY

MANAGEMENT & ADMINISTRATION

Department	Type	Description	New (N) Replace (R)	Approved Amount
Cable TV Access Fund	Machinery & Equipment	Mac Editing Workstation	R	6,900
		Production Camera Kit	R	8,500
		EVO Expansion Storage	R	24,000
		Total Cable TV Access Fund		<u>\$ 39,400</u>

CAPITAL OUTLAY

PUBLIC SAFETY

Department	Type	Description	New (N) Replace (R)	Approved Amount
Police Services - General Fund	Machinery & Equipment	LX6 DAS Polygraph Instrument/Software	R	5,590
		Intrepid Networks Ultra Rugged Wireless Throw Phone Solution	R	12,000
		(2) X2 Taser with holster	R	3,660
		Total Police Services		<u>21,250</u>
Fire Services - General Fund	Machinery & Equipment	Commercial Washer & Extractor & Installation	N	7,500
		Update 1171 (EMS Unit) with surplus PD unit	R	5,500
		Amkus Portable Powerhead for Extrication Tools	R	7,700
		Total Machinery & Equipment		<u>20,700</u>
	Building & Structures	Installation of compressor and air lines	N	10,000
		Update Radio Handset System at Kollen Park Station	R	18,500
		Update Radio Handset System at Waverly Station	R	18,500
Total Building & Structures		<u>47,000</u>		
Total Fire Services		<u>67,700</u>		
Fire Vehicles & Equipment Fund	Vehicles	Aerial Truck	R	1,400,000
Total Fire Vehicles & Equipment Fund				<u>1,400,000</u>
Total Public Safety				<u>\$ 1,488,950</u>

CAPITAL OUTLAY

TRANSPORTATION

Department	Type	Description	New (N) Replace (R)	Approved Amount
Management/ Engineering - General Fund	Machinery & Equipment	Total Station/Data Collector (Survey Eq)	N	10,000
		Total Management/ Engineering		
Centralized Vehicle & Equipment Fund	Machinery & Equipment	Street Sweeper	R	224,000
		Sidewalk Plow w/Blower	R	147,500
		Grapple bucket for mini loader	N	9,000
		Z Mower 72" side discharge	R	9,000
		MT Refurbish	R	6,500
		Dump Truck Refurbish	R	8,000
		Gator	R	14,000
		Vactor Bulldozer Nozzle	N	5,500
		Asphalt Miller	N	20,000
		Speed sign trailer HPD	R	16,500
	Shop Metal Band Saw	R	8,000	
	Total Machinery & Equipment			468,000
	Vehicles	41,000 GVW Plow Truck	R	185,000
		4 x 4 Truck with V Plow	R	38,000
		Police Cars	R	140,000
		Police Change Overs	R	18,000
		Maintenance Service Truck	N	38,000
4 x 4 Truck with V Plow		R	38,000	
4 x 4 Truck with V Plow		R	38,000	
Total Vehicles			495,000	
Total Centralized Vehicle & Equipment Fund			963,000	
Total Transportation			\$ 973,000	

CAPITAL OUTLAY

PARKS & RECREATION

Department	Type	Description	New (N) Replace (R)	Approved Amount
Cemetery - General Fund	Land Improvements	Additional Signage for Pilgrim Home & Graafschap Cemeteries	N	5,000
		Total Cemetery		<u>5,000</u>
Parks - General Fund	Land Improvements	Materials for landscape improvements for Centennial Park, Window on the Waterfront, Lakeview Park and Kollen Park	N	6,750
		Total Parks		<u>6,750</u>
		Total Parks & Recreation		<u>\$ 11,750</u>

CAPITAL OUTLAY

DOWNTOWN GROUP

Department	Type	Description	New (N) Replace (R)	Approved Amount
Windmill Island Gardens Fund	Land Improvement	Re-covering of Celebration Pavilion	R	42,000
Total Windmill Island Gardens Fund				<u>\$ 42,000</u>

CAPITAL OUTLAY

UTILITY FUNDS

Department	Description	Approved	Multi-Year
		FY2020 Amount	Budget
Electric Production	Unit 7 Combustion Inspection	600,000	600,000
	Unit 7 Load Gear Inspect/Repair	400,000	400,000
	Units 7, 8 and 9 Station Power relays	130,000	130,000
	Unit 9 Turbine and Generator Inlet Air Filters	75,000	75,000
	HEP Exhibits and Displays	75,000	75,000
	Unit 7 and 8 GAC ductwork and roof	50,000	50,000
	Unit 7 AC & DC Lube Oil Pump Overhaul	50,000	50,000
	HEP Floor Scrubber	35,000	35,000
	Solar Powered Water Fountain for HEP Park	20,000	20,000
	Run Water to cooling tower inlet roof level	15,000	15,000
	Move fire hydrant at HEP	15,000	15,000
	Cameras at 48th St. Substation	15,000	15,000
	48th St. Fuel Oil Storage Tanks Cathodic protection	15,000	15,000
	All Remaining projects	52,500	52,500
	Total Power Plant	<u>1,547,500</u>	<u>1,547,500</u>
Electric Transmission and Distribution	Underground Lines and Equipment replacements	1,500,000	1,500,000
	Overhead Lines and Equipment	700,000	700,000
	New Underground Lines and Equipment	600,000	600,000
	Transformer Upgrade and Replacement	600,000	600,000
	Circuit 158 Overhead to Underground conversion	325,000	325,000
	HEP 138kV Galloping Line Mitigation	300,000	300,000
	Switchgear replacements	200,000	200,000
	Streetlight upgrades to LED	125,000	125,000
	Industrial/ Washington / James Recloser Replacements	115,000	115,000
	Wildlife Protection Equipment	100,000	100,000
	Waverly 138kV Potential Voltage Transformer Replacement	90,000	90,000
	Substation Security	70,000	70,000
	Industrial Switches 495 & 395	60,000	60,000
	All Remaining projects	100,000	100,000
	Total Electric Transmission and Distribution	<u>4,885,000</u>	<u>4,885,000</u>
Broadband	GPON Expansion - underground	130,000	130,000
	Distribution Washington Ring	70,000	70,000
	GPON Expansion - Overhead	50,000	50,000
	GPON Expansion - Hudsonville East	50,000	50,000
	Metro Net Electronics Refresh	50,000	50,000
	Distribution Phase One Old backbone cutover	50,000	50,000
	GPON electronics	49,000	49,000
	All Remaining projects	101,000	101,000
	Total Broadband	<u>550,000</u>	<u>550,000</u>

CAPITAL OUTLAY

UTILITY FUNDS

Department	Description	Approved	Multi-Year
		FY2020 Amount	Budget
Water Plant	High Service Pumps 5 & 6	890,000	990,000
	Reznor Heating Unit (Roof) Main Building	22,000	22,000
	Replace Truck 93 (split with WRF,W and WW Services)	12,000	12,000
	Total Water Plant	<u>924,000</u>	<u>1,024,000</u>
Wastewater Plant	Anaerobic Digester	2,000,000	23,200,000
	Primary Clarifier Improvements	1,000,000	2,550,000
	Replace Raw Pumps and Associated Equipment	150,000	800,000
	Replace Solid Handling Building Boiler	100,000	110,000
	PLC Control Upgrade CP200	70,000	70,000
	PLC Control Upgrade CP600	50,000	100,000
	Replace West Admin Building Ceiling and Lights	35,000	35,000
	Actuators on West Clarifiers Feed valves	32,000	32,000
	Replace 2 Polymer Transfer Pumps	30,000	30,000
	All Remaining projects	52,000	52,000
Total Wastewater Plant	<u>3,519,000</u>	<u>26,979,000</u>	
Water Distribution	Water and Transmission Improvements 19th, Cleveland to Central	1,104,000	1,604,000
	Transmission Replacements Waverly Rd , 13th to 16th	550,000	600,000
	MTU Replacement	400,000	800,000
	Various Distribution Mains Improvements	160,000	160,000
	M 40 and 48th Street Tank Repainting and repairs	120,000	290,000
	Inserta Valve Project for US valves	80,000	80,000
	New and Replacement Hydrants	66,000	66,000
	Galvanized Service Replacements	52,000	52,000
	Transmission Main 36 inch replacement and redundancy	50,000	6,750,000
	Valves	35,000	35,000
	New and Replacement Meters	30,000	240,000
	All Remaining Projects	20,000	20,000
Total Water Distribution	<u>2,667,000</u>	<u>10,697,000</u>	

CAPITAL OUTLAY

UTILITY FUNDS

Department	Description	Approved	Multi-Year
		FY2020 Amount	Budget
Wastewater Collection	Sanitary Sewer Improvements 19th St Cleveland to Central	1,700,000	2,200,000
	Sewer Lining and Manhole Abandon	1,000,000	1,000,000
	MTU Replacement	400,000	800,000
	Various Sewer Improvements	160,000	160,000
	Sewer Main Replacement 21st, VanRaalte to Cleveland	143,100	500,000
	Street Resurfacing and Manhole Adjustments	54,000	54,000
	Lift Station Pump, Valve and Electrical Improvements	54,000	54,000
	Force Main Replacement Country Club Lift Station	50,000	250,000
	Correct 24th St Flow into Cross Country West of Hunters run	25,000	25,000
	20th St Lateral Replacements< Maple to Michigan	20,000	20,000
	All Remaining Projects	26,000	26,000
	Total Wastewater Collection	3,632,100	5,089,000
Administration	Utility Services Building	950,000	1,000,000
	Relocate Warehouse Delivery Area	484,480	484,480
	Remote Bulk Water Station	90,000	90,000
	Warehouse Office Spaces	88,530	88,530
	Yard reorganization	80,000	80,000
	Conference Rooms upgrading	50,000	50,000
	Reconfiguration of existing warehouse	50,000	50,000
	Microsoft SQL Server Upgrade	42,500	42,500
	Replace Hybrid vehicle 30	40,000	40,000
	All Remaining Projects	252,500	252,500
	Total Administration	2,128,010	2,178,010
TOTAL BOARD OF PUBLIC WORKS UTILITIES		\$ 19,852,610	\$ 52,949,510

CAPITAL OUTLAY

INTERNAL SERVICES

Department	Type	Description	New (N) Replace (R)	Approved Amount
Technology Services Fund	Machinery & Equipment	Server Replacement Cycle	R	10,000
		Switches	R	10,000
		Time Clock - Parks Dept	R	8,000
		Interactive Whiteboard EOC	N	5,000
		Security Cameras	N	5,000
		- Bouws Pool and Parks Dept		
Total Technology Services Fund				<u>\$ 38,000</u>



Holland
MICHIGAN

APPENDIX C

DEBT SERVICE

> DEBT LIMITATION AND LEGAL DEBT MARGIN

> SUMMARY LISTING

> FUND SUMMARIES (see note below)

- ACROSS ALL LTGO BOND ISSUES
- TAXATION & CASH CONTROL
- BUILDING AUTHORITY BONDS
- ACT 99 INSTALLMENT PURCHASE AGREEMENT
- SPECIAL ASSESSMENT BONDS

> DETAIL OF REMAINING DEBT REQUIREMENTS

- BY INDIVIDUAL DEBT OBLIGATION
-

Note -

For further financial debt service summary information on government long-term debt issued by a specific enterprise fund, reference the fund financial statements.

CITY OF HOLLAND
DEBT LIMITATION AND LEGAL DEBT MARGIN
AT JULY 1, 2019

DEBT LIMITATION AT JULY 1, 2019

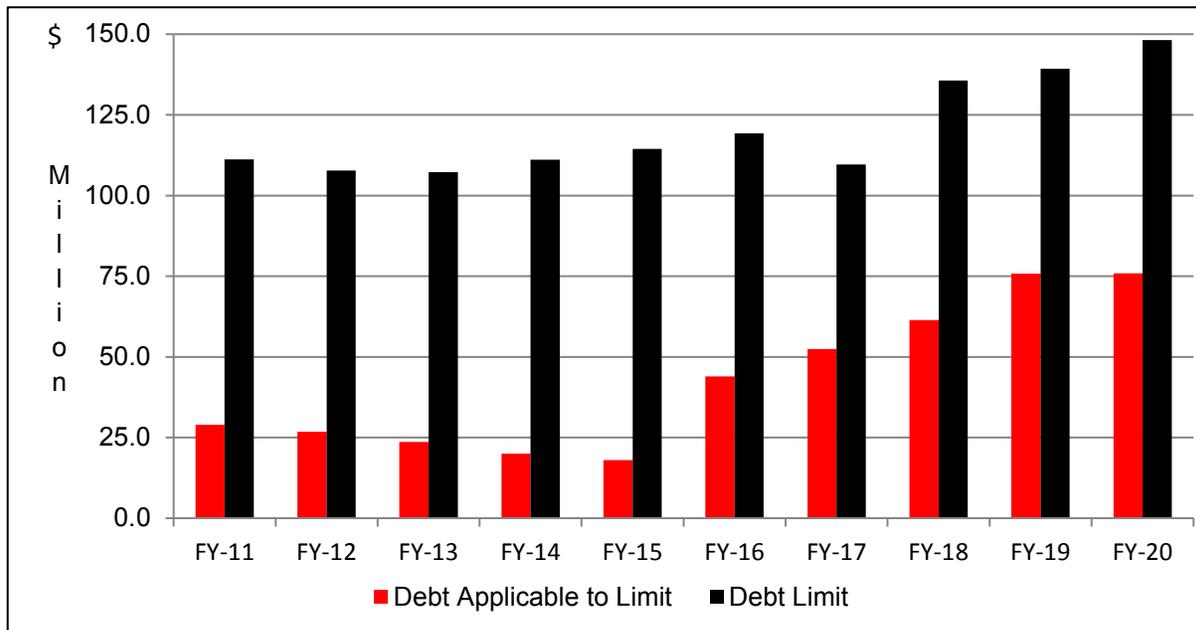
Total State Equalized Value Across All Property Classifications	\$ 1,481,351,600
Percentage Limit of Total Value (In Accordance with the City Charter)	<u>10%</u>
Debt Limitation	<u>\$ 148,135,160</u>

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2019

Total Bonded Debt at July 1, 2019 (excludes Capital Leases)	\$ 228,015,058
Less the Following:	
- Debt Items Not Subject to Limitation :	
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(151,965,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2019:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	<u>(193,751)</u>
Debt Amount Applicable to Debt Limitation	<u>\$ 75,856,307</u>

AVAILABLE LEGAL DEBT MARGIN AT JULY 1, 2019

Debt Limitation Minus Debt Applicable to Limitation Equals Available Legal Debt Margin	<u>\$ 72,278,853</u>
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DEBT SERVICE

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/19	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>Act 34 Capital Improvements Bond Issues</u>								
Parking Deck, Series 2008	Brownfield Capture	07-31-08	05-01-30	unknown prepaid	4,000,000	2,939,470	2,210,000	661,825
Street Improvements, Series 2010	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	715,000	11,440
Capital Improvements, Series 2018	Brownfield Capture	09-06-18	05-01-43	3.438195%	7,000,000	3,796,616	7,000,000	3,655,188
Total Act 34 Capital Improv. Issues					16,500,000	7,562,341	9,925,000	4,328,453
Pension Obligation, Series 2015 Issue	Property Taxation & Utility Funds	11-18-15	12-01-25	2.862191%	25,000,000	4,039,168	18,090,000	2,033,499
Act 99 Installment Purchase Agrmt	Property Taxation	02-25-16	06-01-26	2.190000%	3,000,000	374,331	2,167,558	182,209
Refunding Issue, Series 2016	Property Taxation	08-18-16	04-01-22	1.460000%	6,975,000	365,511	5,345,000	117,786
Civic Center Issue, Series 2016A	Property Taxation	12-08-16	08-01-26	2.275000%	3,475,000	905,063	3,475,000	650,806
Civic Center Issue, Series 2016B	Property Taxation	12-08-16	02-01-37	0.980000%	9,835,000	1,195,445	9,485,000	1,030,893
Pension Obligation, Series 2018 Issue	Property Taxation	01-18-18	06-01-40	3.693426%	19,890,000	9,397,453	19,250,000	8,495,624
Total Governmental Funds					84,675,000	23,839,312	67,737,558	16,839,270
<u>Board of Public Works Issues</u>								
Water Series 2012-A Refunding	Water Fund	07-01-14	07-01-24	2.81250%	9,740,000	2,635,719	7,830,000	870,575
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	4,245,000	744,432
Electric Series 2014-A Revenue Bond	Electric Fund	04-22-14	07-01-39	4.06000%	158,840,000	95,900,678	139,890,000	82,628,435
Sewage Disposal Series 2015 Bond	Wastewater Fund	04-15-15	06-01-35	2.75640%	9,500,000	3,175,265	8,312,500	2,235,856
Total Board of Public Works Issues					184,106,500	103,140,430	160,277,500	86,479,298
Total Enterprise Funds					184,106,500	103,140,430	160,277,500	86,479,298
Grand Total					268,781,500	126,979,742	228,015,058	103,318,568

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 4,381,174	\$ 5,048,051	\$ 5,566,794	\$ 5,734,880	\$ 5,261,952
Special Assessments	8,317	7,781	7,500	7,360	7,360
Interest & Rents					
* Building Authority Rental Receipts - from Herrick District Library	448,425	-	-	-	-
* Special Assessment Interest	1,710	1,243	825	810	405
* Investment Income	28,030	17,079	15,000	36,075	36,000
Other	8,594,758	1,935,391	1,901,243	1,901,243	1,897,891
Transfers In	278,690	428,548	1,302,822	1,281,090	601,529
TOTAL SOURCES	\$ 13,741,104	\$ 7,438,093	\$ 8,794,184	\$ 8,961,458	\$ 7,805,137

FUNDING USES -

Other Current Expenditures -					
* Other Miscellaneous	\$ 50,930	\$ 1,198	\$ 501	\$ 500	\$ 500
Debt Service Payments -					
* Principal	12,225,741	5,122,517	6,559,629	6,778,546	6,084,790
* Interest	1,059,399	1,719,131	2,029,183	2,025,750	2,098,784
Transfers Out	19,108	838,002	8,501	8,501	8,000
TOTAL USES	\$ 13,355,178	\$ 7,680,848	\$ 8,597,814	\$ 8,813,297	\$ 8,192,074

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 385,927	\$ (242,755)	\$ 196,370	\$ 148,161	\$ (386,937)
ENDING BALANCE -					
- General Municipal Long-term Debt	\$ 683,441	\$ 439,665	\$ 636,210	\$ 588,143	\$ 201,441
- Special Assessment Long-term Debt	24	1,046	871	729	494
TOTAL FUND EQUITY	\$ 683,465	\$ 440,711	\$ 637,081	\$ 588,872	\$ 201,935

Note - Summary excludes amount included in the Taxation & Cash Control Fund Taxes (Sources) and Principal/Interest Maturities (Uses) that is transferred to the Building Authority and Act 99 Purchase Agreement Funds.

Excluded Amount	\$ 1,948,807	\$ 1,820,094	\$ 475,681	\$ 474,536	\$ 335,681
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DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

TAXATION & CASH CONTROL

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Taxes	\$ 4,381,174	\$ 5,048,051	\$ 5,566,794	\$ 5,734,880	\$ 5,261,952
Investment Income	8,923	16,918	15,000	36,000	36,000
Other	1,619,758	1,935,391	1,901,243	1,901,243	1,897,891
Transfers In	278,690	428,548	1,302,821	1,281,089	601,529
TOTAL SOURCES	\$ 6,288,545	\$ 7,428,908	\$ 8,785,858	\$ 8,953,212	\$ 7,797,372

FUNDING USES -

Other Current Expenditures -

* Other

- Miscellaneous	\$ 412	\$ 1,198	\$ 500	\$ 500	\$ 500
- Principal - 2015 Pension Bond	2,275,000	2,300,000	2,335,000	2,335,000	2,380,000
- Intr & Fees- 2015 Pension Bond	598,949	575,699	540,780	540,780	494,761
- Principal - Act 34 Cap Improvement	125,000	130,000	781,083	1,000,000	120,000
- Intr & Fees- Act 34 Cap Improve	153,690	148,690	142,780	139,347	96,265
- Principal - Act 34 Streets	630,000	660,000	685,000	685,000	715,000
- Intr & Fees - Act 34 Streets	72,998	54,600	34,248	34,248	12,190
- Principal - 2016A Civic Bond	-	-	-	-	-
- Intr & Fees - 2016A Civic Bond	500	134,319	120,938	120,938	120,938
- Principal - 2016B Civic Bond	-	175,000	175,000	175,000	175,000
- Intr & Fees - 2016B Civic Bond	500	403,890	361,309	361,309	355,826
- Principal - 2016 Refunding Bond	-	120,000	1,510,000	1,510,000	1,755,000
- Intr & Fees - 2016 Refunding Bond	57,707	100,959	89,810	89,810	65,976
- Principal - 2018 Pension Bond	-	-	640,000	640,000	650,000
- Intr & Fees - 2018 Pension Bond	-	218,396	684,183	684,183	670,468
- Building Auth. Rent Payments	1,595,606	1,484,413	140,000	138,855	-
- Energy Performance Payment	353,201	335,681	335,681	335,681	335,681
- Principal - 2018 Cap Improvement	-	-	-	-	-
- Intr & Fees- 2018 Cap Improvement	-	-	-	-	236,469
Transfers Out	1	830,000	1	1	-
TOTAL USES	\$ 5,863,564	\$ 7,672,846	\$ 8,576,313	\$ 8,790,652	\$ 8,184,074

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 424,982	\$ (243,937)	\$ 209,545	\$ 162,560	\$ (386,702)
ENDING FUND EQUITY	\$ 669,520	\$ 425,583	\$ 635,128	\$ 588,143	\$ 201,441

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

BUILDING AUTHORITY CONSTRUCTION BONDS

(SUMMARY OF TWO OUTSTANDING ISSUES)

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Interest & Rents:					
* Building Authority Rental Receipts -					
- from Debt Svc Cash Control-Taxes	\$ 1,595,606	\$ 1,484,413	\$ 140,000	\$ 138,855	\$ -
- from Herrick District Library	448,425	-	-	-	-
* Investment Earnings	(345)	161	-	62	-
* Other	6,975,000	-	-	-	-
* Transfers In	-	-	1	1	-
TOTAL SOURCES	<u>\$ 9,018,686</u>	<u>\$ 1,484,574</u>	<u>\$ 140,001</u>	<u>\$ 138,918</u>	<u>\$ -</u>
FUNDING USES -					
Other Current Expenditures -					
* Other	\$ 50,518	\$ -	\$ 1	\$ -	\$ -
Debt Service Payments -					
* Principal	8,874,255	1,460,000	150,000	150,000	-
* Interest & Fees	93,031	24,413	3,000	3,000	-
TOTAL USES	<u>\$ 9,017,804</u>	<u>\$ 1,484,413</u>	<u>\$ 153,001</u>	<u>\$ 153,000</u>	<u>\$ -</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 882	\$ 161	\$ (13,000)	\$ (14,082)	\$ -
ENDING FUND EQUITY	<u>\$ 13,921</u>	<u>\$ 14,082</u>	<u>\$ 1,082</u>	<u>\$ -</u>	<u>\$ -</u>

DEBT SERVICE

ACT 99 PURCHASE AGREEMENT

ENERGY PERFORMANCE BONDS

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Interest & Rents:					
from Debt Svcs Cash Control- Taxes	\$ 353,201	\$ 335,681	\$ 335,681	\$ 335,681	\$ 335,681
TOTAL SOURCES	<u>\$ 353,201</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>
FUNDING USES -					
Debt Service Payments					
Principal	\$ 271,486	\$ 277,517	\$ 283,546	\$ 283,546	\$ 289,790
Interest & Fees	81,715	58,164	52,135	52,135	45,891
TOTAL USES	<u>\$ 353,201</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING FUND EQUITY	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SPECIAL ASSESSMENT BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Taxes & Special Assessments:					
* Special Assessment Principal	\$ 8,317	\$ 7,781	\$ 7,500	\$ 7,360	\$ 7,360
Interest & Rents:					
* Special Assessment Interest	1,710	1,243	825	810	405
* Investment Income	19,452	-	-	13	-
TOTAL SOURCES	<u>\$ 29,479</u>	<u>\$ 9,024</u>	<u>\$ 8,325</u>	<u>\$ 8,183</u>	<u>\$ 7,765</u>
FUNDING USES -					
Debt Service Payments -					
* Principal	\$ 50,000	\$ -	\$ -	\$ -	\$ -
* Interest & Fees	309	-	-	-	-
Transfers Out	19,107	8,002	8,500	8,500	8,000
TOTAL USES	<u>\$ 69,416</u>	<u>\$ 8,002</u>	<u>\$ 8,500</u>	<u>\$ 8,500</u>	<u>\$ 8,000</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	<u>\$ (49,964)</u>	<u>\$ 1,022</u>	<u>\$ (175)</u>	<u>\$ (317)</u>	<u>\$ (235)</u>
ENDING FUND EQUITY	<u>\$ 24</u>	<u>\$ 1,046</u>	<u>\$ 871</u>	<u>\$ 729</u>	<u>\$ 494</u>

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2002A

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Special Assessments	\$ -	\$ -	\$ -	\$ -	\$ -
Interest on Special Assessment Installments	-	-	-	-	-
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -
FUNDING USES -					
Principal Retirement	\$ -	\$ -	\$ -	\$ -	\$ -
Interest & Fees	-	-	-	-	-
Transfer Out	16,456	-	-	-	-
TOTAL USES	\$ 16,456	\$ -	\$ -	\$ -	\$ -
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (16,456)	\$ -	\$ -	\$ -	\$ -
ENDING FUND EQUITY	\$ -	\$ -	\$ -	\$ -	\$ -

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2006A

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Special Assessments	\$ 8,317	\$ 7,781	\$ 7,500	\$ 7,360	\$ 7,360
Interest on Special Assessment Installments	1,710	1,243	825	810	405
Investment Income	(173)	-	-	13	-
Investment Income - Market Adjustment	2	-	-	-	-
Transfer In	19,607	-	-	-	-
TOTAL SOURCES	\$ 29,463	\$ 9,024	\$ 8,325	\$ 8,183	\$ 7,765
FUNDING USES -					
Principal Retirement	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Interest & Fees	309	-	-	-	-
Transfer Out	-	8,000	8,500	8,500	8,000
TOTAL USES	\$ 50,309	\$ 8,000	\$ 8,500	\$ 8,500	\$ 8,000
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (20,846)	\$ 1,024	\$ (175)	\$ (317)	\$ (235)
ENDING FUND EQUITY	\$ 22	\$ 1,046	\$ 871	\$ 729	\$ 494

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2000A

Description	FY-2017 Final Actual	FY-2018 Final Actual	FY-2019 Amended Budget	FY-2019 Final Revised Est.	FY-2020 Adopted
FUNDING SOURCES -					
Special Assessments	\$ -	\$ -	\$ -	\$ -	-
Interest-Special Assessment Installments	-	-	-	-	-
Investment Income	16	-	-	-	-
Investment Income - Market Adjustment	-	-	-	-	-
TOTAL SOURCES	<u>\$ 16</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
FUNDING USES -					
Transfer Out	\$ 2,651	\$ 2	\$ -	\$ -	-
TOTAL USES	<u>\$ 2,651</u>	<u>\$ 2</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (2,635)	\$ (2)	\$ -	\$ -	-
ENDING FUND EQUITY	<u>\$ 2</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)
\$5,500,000 Non-Voted Bond Issue dated May 26, 2010

Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019
Principal and Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	\$ 715,000	\$ 11,440	\$ 726,440

ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2008

With Limited Tax General Obligation Pledge (Funding for the 7th Street Parking Deck)
\$4,000,000 Non-Voted Bond Issue dated July 31, 2008

Total Original Bond Issue: 24 Annual Serial Maturities from May 1, 2010 to May 1, 2033
Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	120,000	95,515	215,515
2020-21	135,000	90,715	225,715
2021-22	150,000	84,978	234,978
2022-23	165,000	78,602	243,602
2023-24	180,000	71,590	251,590
2024-25	195,000	63,940	258,940
2025-26	215,000	55,653	270,653
2026-27	235,000	46,515	281,515
2027-28	255,000	36,292	291,292
2028-29	275,000	25,200	300,200
2029-30	285,000	12,825	297,825
Total	<u>\$ 2,210,000</u>	<u>\$ 661,825</u>	<u>\$ 2,871,825</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

PENSION OBLIGATION BOND ISSUE, Series 2015

With Limited Tax General Obligation Pledge

\$25,000,000 Non-Voted Bond Issue dated November 18, 2015

Total Original Bond Issue: 11 Annual Serial Maturities from June 1, 2016 to December 1, 2025

City Portion - Principal & Interest maturities are financed 100% by Property Taxation

HBPW Portion - Principal & Interest maturities are financed 100% by Utility Fund Revenue

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	2,380,000	494,261	2,874,261
2020-21	2,435,000	439,459	2,874,459
2021-22	2,500,000	376,861	2,876,861
2022-23	2,570,000	305,967	2,875,967
2023-24	2,645,000	227,312	2,872,312
2024-25	2,735,000	141,332	2,876,332
2025-26	2,825,000	48,308	2,873,308
Total	<u>\$ 18,090,000</u>	<u>\$ 2,033,499</u>	<u>\$ 20,123,499</u>

Proceeds were utilized to pay down the unfunded accrued actuarial liability (UAL) of the 'closed' groups within the City of Holland Defined Benefit Pension Plan as administered by the Michigan Municipal Employee Retirement System (MERS).

Proceeds of bond issue were split between the City of Holland (43.64%) and Holland Board of Public Works (56.36%). Repayment will be made using the same allocation.

2016 REFUNDING BOND ISSUE, Series 2016

With Limited Tax General Obligation Pledge

\$6,975,000 Non-Voted Bond Issue dated August 18, 2016

Total Original Issue: 6 Annual Serial Maturities from April 1, 2017 to April 1, 2022

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	1,755,000	65,226	1,820,226
2020-21	1,785,000	39,384	1,824,384
2021-22	1,805,000	13,177	1,818,177
Total	<u>\$ 5,345,000</u>	<u>\$ 117,786</u>	<u>\$ 5,462,786</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

ACT 99 INSTALLMENT PURCHASE AGREEMENT

With Qualified Tax-Exempt Obligation Pledge

\$3,000,000 Non-Voted dated February 25, 2016

Total Original Issue: 10 Annual Serial Maturities from December 1, 2016 to June 1, 2026

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	289,790	45,892	335,681
2020-21	296,171	39,510	335,681
2021-22	302,692	32,989	335,681
2022-23	309,358	26,324	335,681
2023-24	316,170	19,512	335,681
2024-25	323,132	12,549	335,681
2025-26	330,247	5,434	335,681
Total	<u>\$ 2,167,558</u>	<u>\$ 182,209</u>	<u>\$ 2,349,768</u>

To pay for numerous energy improvements on city facilities described in the scope of work in the Energy Services contract between Schneider Electric Buildings Americas, Inc. and the City of Holland, dated January 4, 2016.

CIVIC CENTER BOND ISSUE, Series 2016A

With Limited Tax General Obligation Pledge

\$3,475,000 Non-Voted Bond Issue dated December 21, 2016

Total Original Issue: 10 Annual Serial Maturities from August 1, 2017 to August 1, 2026

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	-	120,438	120,438
2020-21	195,000	118,244	313,244
2021-22	200,000	113,550	313,550
2022-23	600,000	102,050	702,050
2023-24	615,000	83,825	698,825
2024-25	615,000	62,300	677,300
2025-26	615,000	37,700	652,700
2026-27	635,000	12,700	647,700
Total	<u>\$ 3,475,000</u>	<u>\$ 650,806</u>	<u>\$ 4,125,806</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

CIVIC CENTER BOND ISSUE, Series 2016B

With Limited Tax General Obligation Pledge

\$9,835,000 Non-Voted Bond Issue dated December 21, 2016

Taxable - Qualified Energy Conservation Bonds

Total Original Issue: 20 Annual Serial Maturities from August 1, 2017 to February 1, 2037

Principal & Interest maturities are financed 74% by Property Taxation

Principal & Interest maturities are financed 26% by District Snowmelt Assessment

<u>Fiscal Year</u>	<u>Principal</u>	<u>Net Interest</u>	<u>Total</u>
2019-20	175,000	77,649	252,649
2020-21	275,000	77,333	352,333
2021-22	275,000	76,904	351,904
2022-23	275,000	76,427	351,427
2023-24	275,000	75,898	350,898
2024-25	275,000	75,329	350,329
2025-26	285,000	74,717	359,717
2026-27	300,000	73,899	373,899
2027-28	725,000	71,573	796,573
2028-29	730,000	67,435	797,435
2029-30	730,000	62,190	792,190
2030-31	730,000	56,032	786,032
2031-32	735,000	48,825	783,825
2032-33	735,000	40,862	775,862
2033-34	735,000	32,530	767,530
2034-35	740,000	23,802	763,802
2035-36	740,000	14,600	754,600
2036-37	750,000	4,888	754,888
Total	<u>\$ 9,485,000</u>	<u>\$ 1,030,893</u>	<u>\$ 10,515,893</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

PENSION OBLIGATION BOND ISSUE, Series 2018

With Limited Tax General Obligation Pledge

\$19,890,000 Non-Voted Bond Issue dated January 18, 2018

Total Original Bond Issue: 22 Annual Serial Maturities from December 1, 2018 to June 1, 2040

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	650,000	669,718	1,319,718
2020-21	670,000	654,035	1,324,035
2021-22	685,000	636,751	1,321,751
2022-23	705,000	617,629	1,322,629
2023-24	725,000	596,708	1,321,708
2024-25	745,000	574,285	1,319,285
2025-26	770,000	550,418	1,320,418
2026-27	795,000	524,980	1,319,980
2027-28	825,000	498,044	1,323,044
2028-29	850,000	469,350	1,319,350
2029-30	885,000	438,545	1,323,545
2030-31	915,000	405,688	1,320,688
2031-32	950,000	370,948	1,320,948
2032-33	985,000	334,420	1,319,420
2033-34	1,025,000	295,718	1,320,718
2034-35	1,065,000	254,963	1,319,963
2035-36	1,110,000	212,550	1,322,550
2036-37	1,155,000	168,383	1,323,383
2037-38	1,200,000	122,460	1,322,460
2038-39	1,245,000	74,783	1,319,783
2039-40	1,295,000	25,253	1,320,253
Total	<u>\$ 19,250,000</u>	<u>\$ 8,495,624</u>	<u>\$ 27,745,624</u>

Proceeds were utilized to pay down the unfunded accrued actuarial liability (UAL) of the 'closed' groups within the City of Holland Defined Benefit Pension Plan as administered by the Michigan Municipal Employee Retirement System (MERS).

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2018

With Limited Tax General Obligation Pledge (Funding for the 9th Street Parking Deck)

\$7,000,000 Non-Voted Bond Issue dated September 6, 2018

Total Original Bond Issue: 23 Annual Serial Maturities from November 1, 2020 to November 1, 2042

Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019-20	-	235,719	235,719
2020-21	100,000	234,094	334,094
2021-22	100,000	230,844	330,844
2022-23	100,000	227,594	327,594
2023-24	100,000	224,344	324,344
2024-25	130,000	220,606	350,606
2025-26	220,000	214,919	434,919
2026-27	240,000	207,444	447,444
2027-28	255,000	199,400	454,400
2028-29	270,000	190,869	460,869
2029-30	285,000	181,850	466,850
2030-31	300,000	172,344	472,344
2031-32	315,000	162,350	477,350
2032-33	330,000	151,869	481,869
2033-34	345,000	140,900	485,900
2034-35	360,000	129,444	489,444
2035-36	380,000	117,419	497,419
2036-37	400,000	104,744	504,744
2037-38	420,000	91,156	511,156
2038-39	440,000	76,369	516,369
2039-40	455,000	60,706	515,706
2040-41	470,000	44,225	514,225
2041-42	485,000	26,916	511,916
2042-43	500,000	9,063	509,063
Total	\$ 7,000,000	\$ 3,655,188	\$ 10,655,188

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2012-A

Without Limited Tax General Obligation Pledge
\$9,740,000 Non-Voted Bond Issue dated June 6, 2012 with 11 Annual Serial Maturities
from July 1, 2014 to July 1, 2024
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2019-20	1,185,000	245,175	(5,321)	1,424,854
2020-21	1,235,000	208,875	(4,454)	1,439,421
2021-22	1,280,000	171,150	(3,556)	1,447,594
2022-23	1,325,000	132,075	(2,626)	1,454,449
2023-24	1,375,000	84,700	(1,339)	1,458,361
2024-25	1,430,000	28,600	-	1,458,600
Total	<u>\$ 7,830,000</u>	<u>\$ 870,575</u>	<u>\$ (17,296)</u>	<u>\$ 8,683,279</u>

**WATER FUND
 DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
 FOR REMAINING MATURITIES**

WATER SUPPLY DRINKING BOND (with City of Wyoming)

Without Limited Tax General Obligation Pledge
 \$6,026,500 Non-Voted Bond Issue dated September 23, 2011 with 20 Annual Serial Maturities
 from April 1, 2014 to April 1, 2032
 Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2019-20	280,000	103,437		383,437
2020-21	290,000	96,437		386,437
2021-22	295,000	89,187		384,187
2022-23	300,000	81,812		381,812
2023-24	310,000	74,312		384,312
2024-25	315,000	66,562		381,562
2025-26	325,000	58,687		383,687
2026-27	335,000	50,562		385,562
2027-28	340,000	42,187		382,187
2028-29	350,000	33,687		383,687
2029-30	360,000	24,937		384,937
2030-31	370,000	15,937		385,937
2031-32	375,000	6,687		381,687
Total	<u>\$ 4,245,000</u>	<u>\$ 744,432</u>	<u>\$ -</u>	<u>\$ 4,989,432</u>

Note - BPW makes entire debt payment and is reimbursed in part by the City of Wyoming.

ELECTRIC FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

ELECTRIC SYSTEM REVENUE BONDS ISSUE, Series 2014A

Without Limited Tax General Obligation Pledge
\$158,840,000 Non-Voted Bond Issue dated April 22, 2014 with 26 Annual Serial Maturities
from July 1, 2014 to July 1, 2039
Principal and Interest maturities are financed 100% by Electric Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2019-20	-	6,234,569	6,234,569
2020-21	-	6,234,569	6,234,569
2021-22	4,985,000	6,134,869	11,119,869
2022-23	5,185,000	5,949,994	11,134,994
2023-24	5,355,000	5,762,125	11,117,125
2024-25	5,560,000	5,576,031	11,136,031
2025-26	5,725,000	5,399,600	11,124,600
2026-27	5,915,000	5,173,847	11,088,847
2027-28	6,180,000	4,894,612	11,074,612
2028-29	6,470,000	4,607,725	11,077,725
2029-30	6,750,000	4,301,350	11,051,350
2030-31	7,085,000	3,961,444	11,046,444
2031-32	7,430,000	3,616,819	11,046,819
2032-33	7,775,000	3,264,225	11,039,225
2033-34	8,135,000	2,888,300	11,023,300
2034-35	8,525,000	2,523,750	11,048,750
2035-36	8,865,000	2,139,565	11,004,565
2036-37	9,295,000	1,701,841	10,996,841
2037-38	9,740,000	1,243,028	10,983,028
2038-39	10,210,000	762,150	10,972,150
2039-40	10,705,000	258,022	10,963,022
Total	<u>\$ 139,890,000</u>	<u>\$ 82,628,435</u>	<u>\$ 222,518,435</u>

**WASTEWATER FUND
SCHEDULE OF PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES**

HOLLAND AREA SEWAGE DISPOSAL SYSTEM 2015 IMPROVEMENTS

The Wastewater Fund is responsible for 50% (indicated below) of this County of Ottawa Issue
\$19,000,000 Non-Voted Bond Issue dated April 15, 2015 with 20 Annual Serial Maturities
from December 1, 2015 to June 1, 2035

Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2019-20	417,500	220,066		637,566
2020-21	427,500	214,013		641,513
2021-22	437,500	206,959		644,459
2022-23	450,000	198,865		648,865
2023-24	462,500	189,640		652,140
2024-25	472,500	179,465		651,965
2025-26	485,000	168,598		653,598
2026-27	500,000	156,958		656,958
2027-28	512,500	144,208		656,708
2028-29	532,500	130,626		663,126
2029-30	550,000	115,716		665,716
2030-31	570,000	99,766		669,766
2031-32	590,000	82,096		672,096
2032-33	612,500	63,216		675,716
2033-34	635,000	43,310		678,310
2034-35	657,500	22,355		679,855
Total	<u>\$ 8,312,500</u>	<u>\$ 2,235,856</u>	<u>\$ -</u>	<u>\$ 10,548,356</u>



Holland
MICHIGAN

GLOSSARY OF FINANCIAL TERMS

A

Accrual Basis of Accounting: Recognition of transaction when they occur, regardless of the timing of related cash flows. Accrual accounting techniques prevents fiscal period distortions in financial statement presentations that result the timing of cash flows and related economic events near the conclusion of a fiscal period.

Adopted Budget: The final operating and capital budget, as approved by the City Council following public hearings and amendments to the proposed budget; that then becomes the legal guidance of the ensuing fiscal year for management and departments.

Appropriation: A formally approved and adopted authorization to incur obligations and generate the expenditure of government resources for either a specific item or for a general class of objects. Appropriations for operations and smaller capital outlay items typically relate to a specific fiscal year. Appropriations for grant items most often relate to the specific period as specified by terms of the grant. Appropriations for very large capital outlays and capital projects most often are designated for the projected term of the capital item or capital project.

B

Balanced Budget: For a fiscal year, the total appropriated expenditures & outlays may not exceed total projected financing sources (i.e., estimated revenues plus anticipated drawdown of Reserves and/or Fund Balance).

Bonded Debt: A written promise to pay a specified sum of money (called 'principal' or 'face value') at a specified future date (called 'maturity date'), and periodically paying interest (most frequently at a specified 'fixed rate', or infrequently at a determinable 'variable rate').

Bond Ratings: A measure of the quality and safety of a bond, based on the issuer's (City's) financial condition. More specifically, an evaluation from an independent rating service indicating the likelihood that a debt issuer will be able to meet scheduled interest and principal repayments. Typically, 'AAA' is the highest (best), and 'D' is the lowest (worst).

Brownfield Redevelopment Authority: By authorization of Michigan Public Act 381 of 1996, as amended, a local governmental unit may create a Brownfield Redevelopment Authority. Such an authority provides the opportunity to provide a local financing resource for eligible Brownfield activities, to enhance local economic development capabilities, and to market difficult abandoned sites based on the private investment incentives.

Through redevelopment, a municipality can:

- focus redevelopment in existing service areas that have become abandoned and/or contaminated
- receive participation of multiple taxing units to financially contribute towards redevelopment
- enhance local tax base through private sector development

- provide financial reimbursement to private sector developers for eligible Brownfield activities thru State of Michigan Single Business Tax credits and local property taxes 'captured' using tax increment financing packages.

The City of Holland established a local Brownfield Redevelopment Authority in 2001.

Budget: A fiscal year plan, adopted by the City Council, outlining targeted goals and objectives for the ensuing fiscal period; together with estimates of financial resources and expenditure authorization parameters to carry-out and meet those targets. However, the adopted plan is subject to modifications and adjustments throughout the fiscal year, at the desire and will of the Council.

Budget Calendar: A schedule of key dates or milestones that the City follows in the process of preparing and adopting the ensuing fiscal year budget.

C

Capital Expenditures / Capital Outlay: Expenditures which result in acquisition, expansion or substantial rehabilitation of capital asset items.

Capital Improvement / Capital Project: Major capital outlays related to the acquisition, expansion, development, and/or substantial rehabilitation to an element of the City's physical plant; to include land, buildings, facilities, and infrastructure.

Capital Improvement Plan (CIP): A multi-year plan, updated annually, that outlines and schedules all of the known major capital projects to be implemented; with each capital project to include a description and anticipated financing sources, and projected cost elements.

Charges for Services: Fees assessed by the City to users of various defined government services, such as recreation fees, license fees, permit fees, special agreement fees, admission fees, etc.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable.

Contingencies Appropriation: A budgetary appropriation set aside for unforeseen and unanticipated expenditure items, and for minor emergencies. Such an appropriation is most often included in the original budget preparation process of various funds, and determined as a specific dollar amount or as a percentage of total budgeted expenditure appropriations.

D

Debt Service: The cost of paying principal and interest maturities, and fiscal agent fees, on borrowed money to holders of the governmental unit's debt instruments. Debt instruments provide specific stipulations concerning repayment; to include interest rate(s), due date intervals for payments of principal and interest, and total length of the debt service schedule (beginning to end).

GLOSSARY OF FINANCIAL TERMS

Deficit: An excess of liabilities of a fund over its assets, and/or the excess of a fund's expenditures over its revenues during an accounting period. In certain instances, an excess of expenditures over revenues is planned and budgeted, for the purpose of drawing the resulting deficit from the existing fund balance.

Depreciation: The portion of the cost of a capital (fixed) asset that is charged as a non-cash expense over a scheduled period of years, for the purpose of reflecting assumed physical deterioration and functional obsolescence to the asset.

Designated / Reserved Fund Balance (Equity): A portion of the fund's equity legally restricted for a specific purpose.

E

Enterprise Fund: A Proprietary-type fund whose budgeting, accounting and financial reporting will mimic that found in a private-sector business; whereby a fee(s) is charged to external users for goods or services. Examples of such enterprise activities might include an Electric Utility Fund, a Water Utility Fund, and the Windmill Island Fund.

Expenditure / Expense: Similar in nature, but distinguishable in governmental accounting, as follows:

- **Expenditure**-represents a decrease in a government's current financial resources due to the immediate or near-term outlay of cash for goods and/or services
 - measurement focus application = current financial resources
 - basis of accounting application = modified accrual (combination of cash & accrual accounting)

Expense - represents charges incurred, whether paid immediately or not, for operations, maintenance, interest, or other purposes.

- measurement focus application = flow of economic resources
- basis of accounting application = full accrual

F

Fixed Assets: Assets of a longer-term nature that are required for normal conduct of business, and which will not be converted into cash during the ensuing fiscal period. Examples include: furniture & fixtures, machinery & equipment, vehicles, land, facilities, and major improvements to land or facilities. The City of Holland's current policy indicates that the initial of value, should be at least \$5,000; and the estimated useful economic life cycle of the asset must be at least two years.

Fund: A segregated accounting entity with self-balancing accounts to record assets, liabilities, and equity balances; together with changes resulting from revenues and expenditures/expenses. The intent and purpose for establishment of a separate fund is normally to carry on with specific activities or to attain specific objectives. Accounting and reporting by funds is utilized primarily by governments and not-for-profit entities.

Fund Balance (Deficit): Fund balance represents the excess of

a fund's assets over its liabilities. As a general rule, fund deficits are not allowed but, in certain cases, sometimes might exist for short and temporary periods of time pending some additional occurrence that eliminates the shortage.

Fund Type: For governmental purposes, funds will fall into one of three classifications. Within the classifications, funds are categorized into fund types they include:

GOVERNMENTAL FUNDS

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Permanent Funds

PROPRIETARY FUNDS

- Enterprise Funds
- Internal Service Funds

G

General Fund: One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP): The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA - represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds: An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting near-term inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

I

Industrial Facilities Tax (IFT) Abatement: Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

GLOSSARY OF FINANCIAL TERMS

Incentive for New Facility or Equipment -

The new property is assessed in the regular manner based upon true cash value. However, tax rates applied against the assessment are roughly 50% of the regular tax rates, for a specified period of years.

Incentive for Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure: Public domain capital assets that are stationary in nature and normally can be preserved over a significant number of years. Examples include roads, bridges, tunnels, sidewalks, drainage systems, water and sewer systems, lighting systems, etc.

Intergovernmental: Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes

Internal Service Funds: Proprietary fund type used to record and report upon activities that provide goods and/or services to other funds, departments, or agencies of the primary government and its component units; or to other governmental units, on a cost-reimbursement basis.

L

Legal Debt Margin: The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

M

Macatawa Area Coordinating Council (MACC): An acronym that references a Metropolitan Planning Organization composed of nine adjacent local-area governments under the title 'Macatawa Area Coordinating Council' (MACC). This association was established in 1993, to encourage area-wide planning for topics of mutual concerns. This organization meets monthly to discuss and vote upon various agenda items, especially such items as transportation and watersheds. The MACC applies for and receives several federal and state grants for streets & highway construction, engineering and environmental studies, public transportation items, and watershed improvements.

Major Fund: A governmental fund or enterprise fund that is reported as a separate column in the basic fund financial statements. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds, and at least 5% of the aggregate amount for all governmental and enterprise funds for the same item. The General Fund is always classified as a major fund; and any other governmental or enterprise fund may be reported as a major fund if government officials believe it to be particularly important to financial statement users.

Measurement Focus: The objective of what is being expressed in the reporting of an entity's financial performance and

financial position. A particular measurement focus considers not only which resources are measured, but also when the effects of transactions or events that involve those resources are recognized. The specific methodology of financial reporting that places emphasis on the types of transactions and events reflected in the operating statement of a fund:

- For Governmental-Fund types - the focus is upon current financial resources.
- For Proprietary-Fund types - the focus is upon total economic resources.

Modified Accrual Basis of Accounting: A methodology used for accounting and financial reporting of Governmental Type Funds whereby revenues are recognized in the accounting period in which they become available and measurable; and expenditures are recognized in the accounting period in which the liability is incurred, if measurable (exceptions include: unmatured interest on long-term debt and certain similar accrued obligations, which are recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions will, in turn, reflect the desired 'measurement focus' on the financial statement.

N

Neighborhood Enterprise Zone (NEZ): The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

Net Investment in Capital Assets: Fixed Assets less accumulated depreciation.

O

Objectives: A statement that quantifies the desired outcome of an activity or policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

P

Performance Measurers: Quantitative and/or qualitative objective measurement of result by a department or division, as a means of determining the effectiveness in meeting goals and objectives. The 'output', 'quality' and 'efficiency' measurements that are used to assess how well an objective has been achieved.

Permanent Funds: A fiduciary fund type used to report legally restricted resources which are legally restricted to the extent that only earnings, and not principal, may be used to support the government's programs.

Personnel Services: Expenditures representing wages, fringe benefits and mandatory employer costs (i.e. Social Security, Medicare, Unemployment Compensation and Workers Compensation).

GLOSSARY OF FINANCIAL TERMS

Primary Government Unit: A term that defines the financial reporting entity, such as the general purpose local government. It is the main focus of the financial statements.

Proprietary Funds: A category of funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. In many ways, the budgeting, accounting and financial reporting simulates that found in a 'for-profit' private-sector organization. There are basically two different types of proprietary funds: 'Enterprise Funds' and 'Internal Service Funds'.

R

Refunding: Issuance of new debt whose proceeds are used to repay previously issued debt that is currently outstanding. The proceeds may be used immediately for this purpose (current refunding), or the proceeds may be placed into escrow and invested until used to pay principal and interest on the old debt at a designated future date (advance refunding).

S

Special Assessment:

For Capital Improvements -

A levy made against specifically designated properties to defray all or a part of the cost of a specific capital improvement, such as street paving, curb & gutter replacement, sanitary sewer, watermain, etc. Such properties are considered to receive primary benefit and enhancement to property value as the result of the improvement.

For Operating & Maintenance -

A levy made against specifically designated properties to defray all or a part of the ongoing operations & maintenance costs of a specific program. Such properties are considered to receive primary benefit as a result of the program.

Special Revenue Funds: One of five governmental fund types. Special Revenue Funds account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. The nature of the revenue source, together with the nature of the restricted spending of the revenue source, determines whether a unique special revenue fund should be established.

T

Tax Increment Financing: Financing of capital improvements to a designated redevelopment area or district, achieved by "capturing" incremental increases in taxable values (and accordingly, tax revenues). The captured taxes must be dedicated towards 'pay-as-you-go' capital improvements and/or towards debt service on capital improvements debt obligations of the tax increment financing district. Normally, a specific term (number of years) is specified upon establishment of a tax increment financing district.

Tool & Dies Renaissance Recovery Zone: Program initially established by Michigan Public Act 376 of 1996, and amended by MI P. A. 276 of 2005 and MI P.A. 93 of 2006. A local unit of government may designate specific property parcels as recovery zones, thereby entitling a tool & die manufacturer (which has entered into a 'collaborative agreement' with other tool & die manufacturers) to exemption from property taxes for a specified period of years.

Transfers In / Out: Movement of money between funds, in which the donor fund provides either a subsidy or other form of donation to the recipient fund. Stipulations and conditions are frequently attached regarding the use of the transferred money by the recipient fund.

U

Undesignated / Unreserved Fund Balance (Equity): Available financial resources that are not restricted for a specific purpose.

W

Working Capital: The excess of current assets over current liabilities. As a general rule, the working capital of any individual fund should never be negative (negative = deficiency of current assets to current liabilities).

GLOSSARY OF FINANCIAL TERMS

Acronyms

CAFR – Comprehensive Annual Financial Report

CATV – Cable Access Television

CVB – Convention and Visitors Bureau

CCF – Cubic Foot

CDBG – Community Development Block Grant

DDA – Downtown Development Authority

FTE – Full Time Equivalent

FY – Fiscal Year (July 1 – June 30)

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officer Association

HBPW (or BPW) – Holland Board of Public Works

HRC – Human Relations Commission

HPD – Holland Police Department

IRC – International Relations Commission

JDY – James DeYoung

KWH – Kilowatt Hour

LTGO – Long Term General Obligation

MAX – Macatawa Area Express

MCIF – Municipal Capital Improvement Fund

MERS – Municipal Employees Retirement System

MDOT – Michigan Department of Transportation

MG – Million Gallons

MSHDA – Michigan State Housing Development Authority

MVH – Motor Vehicle Highway

MWH – Megawatt Hour

NIP – Neighborhood Improvement Program

PSD – Principal Shopping District

SCBA – Self Contained Breathing Apparatus

SEV – State Equalized Value

TIF – Tax Increment Financing

WEMET – West Michigan Enforcement Team

WMAA – West Michigan Airport Authority