



Holland
MICHIGAN



ANNUAL BUDGET
FISCAL YEAR
2021



The City of Holland built its first greenhouse in 1911 to store the plants originally placed in Centennial Park. Over the years, three additions were built to the greenhouse, the last one was in 1950. It's in these greenhouses where the City has been growing and storing its plants used in parks and around City buildings. Over the past 70 years, technologies and greenhouse efficiencies have changed. Several studies were done to determine the cost effectiveness for the City to continue growing and storing their own plants, or, to out-source and purchase them from an outside vendor on an "as-needed" basis. The conclusion was clear, it was fiscally responsible for the City to continue to grow, maintain and store their own plants.

Holland's world-renowned tulips necessitate a unique planting season for its annuals. The City plants approximately 460,000 tulip bulbs in the fall and each spring those flowers typically bloom through May into early June. Once the tulips are removed, the City plants annuals in late June. Most growers have completed their production of annuals by the beginning of May. If the City were to purchase these plants in mid-June on the open market it would require a special order and with that comes increased costs.

The City had outgrown its old greenhouses and time had come to build a larger, more efficient greenhouse. In January of 2020, construction was completed on the City's new greenhouse. Building the new greenhouse next to the Parks Department building is more efficient for staff to work in the greenhouse. The greenhouse is larger, boasting 10,380 square feet of open space, almost double that of the old greenhouse. Having a larger capacity allows the City to grow all of its annuals in 4" pots, yielding a larger plant at installation and a bigger impact during the growing season. The greenhouse has a computer-controlled heating and cooling system. In the winter months, six (6) furnaces are started in stages, improving efficiency and reducing utility usage. In the summer months, the roof and side panels of the greenhouse open automatically to vent the structure and reduce the overall temperature inside. Because of the greater efficiencies, it was not necessary to increase the number of staff to maintain the plants in the larger greenhouse. Maintaining the plants is easier due to the computer automation.

Currently, the new greenhouse is filled with approximately 100,000 plants growing in 4" pots and the 55-year-old Lemon Tree that made the move from the old greenhouse. The Oz-Book, a living 10' x 12' book, is grown and housed in the greenhouse. During the summer the Book is on display at Centennial Park as part of Wizard of Oz outdoor exhibit.

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For the Fiscal Year
July 1, 2020 - June 30, 2021

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

Nathan Bocks
Lyn Raymond
Quincy Byrd
Myron Trethewey
Jay Peters
Raul Garcia
Nicki Arendshorst
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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FISCAL YEAR 2021

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BUDGET OVERVIEW

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- > FINANCIAL POLICIES
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- > 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 13, 2020

Honorable Mayor Nathan Bocks and Members of City Council:

It is my pleasure to submit the Fiscal Year 2021 Budget (July 1, 2020 to June 30, 2021). 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's Office, Department Directors, Finance Office, Holland Board of Public Works, 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.

COVID-19 Pandemic and Budget Impact

At the time of adopting this budget, our world and our city are in the midst of the COVID-19 pandemic. Admittedly, there exists as much uncertainty and anxiety as I can recall in my lifetime. This budget was almost exclusively prepared prior to the onset of the pandemic, and we clearly do not know the myriad of ways the pandemic will impact either the services we provide to residents or the revenues we receive to support those services. We decided that we would **NOT** make any changes to the budget based upon the pandemic. The reasons for this include, but are not limited to: we did not have time to make changes in light of the significant changes to our operations and the need to focus on more immediate priorities, the almost complete lack of accurate information to alter various revenue and expenditure line items, the recognition that the need for services often increase in times of need, and that fund balances exist for times such as this.

We realize that the review of this budget cannot be separated from the reality of the pandemic. This will certainly generate questions and likely discussion about potential changes. We anticipate this and have begun and will continue to compile a list of potential impacts to the budget. It is likely that FY 2021 will have more budget amendments during the course of the year than most, as better information becomes known which would assist in making better budget/policy decisions.

The remainder of this budget message, and the many individual pages of support documents, will not address the pandemic. We look forward to working with Council, and by extension the larger community, in adopting a budget that addresses the needs of our community.

A Long Term Focus, With Strategic Investments:

The focus of the FY 20 budget last year was to evaluate everything in the context of and with constant attention to the long term financial health of the City. The priorities from Council

Advance spoke to this commitment and provided us clear direction. This FY 21 budget builds upon that long term focus, while making key strategic investments in new and emerging priorities.

Key considerations in maintaining the City's long term fiscal health, many of which continued to rank highly in Council priorities or were communicated to be of continuing priority, include:

- Grow the tax base, with special attention to "Waterfront Holland" possibilities of downtown development and redevelopment;
- Provide for our infrastructure through the continued funding of the Municipal Capital Improvement Fund (MCIF), in particular 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; and
- Strategically utilize targeted funding from the Holland Board of Public Works (HBPW) to achieve these long term fiscal goals.

Key considerations for strategic investments that were ranked highly in Council priorities and addressed in this budget proposal, include:

- Housing policy, and in particular affordable housing under 80% area median income, along with implementation steps for Waterfront Holland and other downtown projects;
- The Community Energy Plan, not only to evaluate possible "next steps", but also to increase the investment from both the City and the Board of Public Works;
- Continue and strengthen efforts in Diversity, Equity and Inclusion; and
- Provide options for Council and the City to engage with residents.

While this document provides, in line with past practice, a Six-Year Financial Plan, specific attention is consistently being paid to key points in our future beyond six 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 grew by 5.6% but 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 resources to new initiatives, increase funding for the MCIF, and increase funding for expected increases in our pension liabilities.

The total budget sources are \$190,933,713 and uses of \$180,482,765. This is a balanced budget, with various fund balances increasing by a total of \$24,321,578. These funds will support numerous capital improvement projects and several operating budgets.

The General City operations account for \$57,265,879 in sources, excluding use of fund balances, and \$64,676,259 in uses. The City's BPW utilities account for \$133,667,834 in sources, excluding use of fund balances, and \$115,806,506 in uses.

The total General Fund expenditures are recommended to be \$25,443,000 to be paid for by revenues of \$25,443,000. A projected operating surplus/fund balance from FY 20 in the amount \$600,000 will be transferred to the Municipal Capital Improvement Fund for future use as well as an additional contribution of \$800,000 will be sent to the City's Defined Pension plan administered by the Michigan Municipal Employees Retirement System (MERS) to address legacy pension costs.

General Fund revenues will be 6.7% more than FY 20 and General Fund expenditures will also be 6.7% more. While the overall millage rate will remain the same as in the past several years at 13.8692, there is a .1183 mill adjustment to the millage rate used for General Fund operating, increases in Sidewalks millage and Municipal Capital Improvements with a corresponding decrease in Debt Service millage rate.

This year's budget is intended to:

1. Fund City Council goals established in January 2020, such as focusing on housing policy including affordable housing and Waterfront Holland/downtown development, increasing a focus and investment in the Community Energy Plan, strengthen efforts in Diversity, Equity and Inclusion and citizen engagement, and continue to fund our infrastructure in the MCIF;
2. Retain prior year overall City property tax millage rates;
3. Preserve targeted Fund Balance levels in current and six-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% decrease 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; and
8. Continue to provide transition funding for the operations of Holland Civic Center Place.

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 retains the same General Fund Balance of about \$3.7 million as it has for several years. The Budget Stabilization Fund includes a transfer of \$42,900 to the General Fund as planned to cover several months of dual staffing costs related to the retirement of the Finance Director. When the projected General Fund Balance of \$3,709,769 is combined

with the Budget Stabilization Fund Balance of \$1,049,757 there is approximately \$4,759,526 million available, or 18.7% of annual expenditures.

Millage Rate: The budget retains the same overall millage rate of 13.8692 since 2018, with minor adjustments to General Fund, Sidewalks, Municipal Capital Improvement and Debt Service.

HBPW Transfers: The FY21 transfer of \$6,591,621 from retail electricity sales decreased from the FY20 amount by approximately \$122,000. Consistent with FY20, the Municipal Capital Improvement Fund received \$500,000 of that transfer while the General Fund received a lower amount than FY20. The wholesale portion increased to \$1,377,279 from \$942,526. All wholesale proceeds are transferred into the Municipal Capital Improvement Fund, with 40% of that amount reserved for regional initiatives and the remaining 60% made available for various City projects. Council confirmed that allocation strategy last year, due to the volatility and expected limited number of years to receive these funds. This targeted and strategic approach will be effective in achieving long-term financial stability.

Staffing Investments: This budget includes funding for a second Assistant City Manager position to manage the Economic Development and Sustainability priorities of Council. The Assistant to the City Manager position included in the FY20 budget was not filled and this position replaces it plus additional cost of about \$35,000. The former Economic Development Assistance budget has been retitled to Economic Development and Sustainability, consolidating both types of expenditures as well as the related staffing costs. This overall Economic Development and Sustainability budget increased dramatically, and reflects such changes as; hybrid vehicle purchases, green energy surcharge, pilot use of battery operated small equipment, community education and marketing, composted leaves screened/used in lieu of topsoil, Project Clarity reflected in this budget, and tree planting reflected here rather than in the MCIF.

The budget also includes funding for an additional Mechanic and Inventory Control as the City and BPW are collaborating on the possibility of providing maintenance service for BPW vehicles as well as additional maintenance for Fire Equipment within the prescribed safety guidelines.

Funding to implement changes to the wage and benefit study completed in FY20 budget have been included. Finally, funding for staff training and development has been expanded.

Six-Year Financial Plan: The attached six-year financial summary reflects a “guarded stability” in the General Fund in the next six 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 Six-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: Funding to replace the Fire Aerial Truck was set aside in FY19 and 20 and the truck is expected to be placed in service late fall 2020. The budget includes a transfer of \$140,000 to the Fire Equipment Replacement Fund.

Closing Comment:

The budget process is always very time consuming, but critically important as a foundational element for the services we provide. 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. The impact of the COVID-19 pandemic will undoubtedly test the resolve of our community, our residents, and our staff. I remain as convinced as ever that we will meet these and future challenges, and provide for the health, safety, and welfare of our residents.

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 make my time at City Hall rewarding and enjoyable. Our team looks forward to a prosperous fiscal year 2021.

Respectfully Submitted,



Keith Van Beek
City Manager

Attachments

- A. Six-Year Financial Plan
- B. 2019 Municipal Tax Rate Survey

GENERAL FUND

Attachment A

SIX YEAR FORECAST: FISCAL YEAR 2021 - 2026

The following table outlines the City of Holland's Six-Year Forecast for General Fund revenues and expenditures for Fiscal Year 2021 through 2026. 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 8.3000 mills
- Assumes 2.5% growth in property tax valuation in FY22 and thereafter

Intergovernmental

- State Shared Revenue assumes a 2% increase each fiscal year
- Personal Property Tax Loss Reimbursement 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 trending down due, anticipating a decrease in electric rates

EXPENDITURES -

Personnel Services

- Assumes 3.0% increase in wages in FY21, 2.5% increase in FY22-26
- Health Insurance - 6% increase in premiums for FY21 and 7% increases in FY22-26
- Pension Contribution - projecting a 5% increase each fiscal year due to earnings assumption changes

Other Expenditures

- Assumes a 2% increase for supplies, contractual expenditures will remain flat and a 1.7% increase for miscellaneous expenditures

Transfers Out

- This budget funds operations for the Civic Center Place, including the contractual agreement with the management firm, estimating a decrease after FY21 payment

Contingencies

- Assumes annual contributions to WEMET Grant, funding for Compensated Absences and an increase to employee wages

GENERAL FUND - OPERATING

Attachment A

SIX YEAR FORECAST: FISCAL YEAR 2021 - 2026

Description	FY-2021 Adopted	FY-2022 Projected	FY-2023 Projected	FY-2024 Projected	FY-2025 Projected	FY-2026 Projected
Property Taxes	\$ 10,409,264	\$ 10,669,496	\$ 10,936,233	\$ 11,209,639	\$ 11,489,880	\$ 11,777,127
Intergovernmental	5,553,994	5,665,074	5,778,375	5,893,943	6,011,822	6,132,058
Licenses & Permits	754,300	784,472	815,851	848,485	882,424	917,721
Charges for Services	1,749,520	1,819,501	1,892,281	1,967,972	2,046,691	2,128,559
Fines & Forfeits	150,700	150,700	150,700	150,700	150,700	150,700
Interest & Rents	452,500	450,000	475,000	500,000	525,000	550,000
Other Revenue	53,800	25,000	25,000	25,000	25,000	25,000
Transfers from Other Funds	6,318,922	6,250,000	6,150,000	6,100,000	6,000,000	6,000,000
Total Operating Revenue	\$ 25,443,000	\$ 25,814,243	\$ 26,223,440	\$ 26,695,739	\$ 27,131,517	\$ 27,681,165
Personnel Services	\$ 17,103,619	\$ 17,728,540	\$ 18,315,586	\$ 18,927,228	\$ 19,564,752	\$ 20,229,520
Other Operating Expenditures	6,578,525	6,680,223	6,779,413	6,879,883	6,981,652	7,084,737
Capital Outlay	127,500	65,000	75,000	75,000	75,000	75,000
Transfers Out	805,254	550,000	550,000	350,000	350,000	350,000
Contingencies	828,102	260,000	265,000	270,000	270,000	270,000
Total Operating Expenditures	\$ 25,443,000	\$ 25,283,763	\$ 25,984,999	\$ 26,502,111	\$ 27,241,404	\$ 28,009,257
Net Increase (Decrease) from Operations	-	530,480	238,441	193,628	(109,887)	(328,092)
Projected Ending Fund Balance	\$ 3,709,769	\$ 4,240,249	\$ 4,478,690	\$ 4,672,318	\$ 4,562,431	\$ 4,234,339

2019 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES)¹

April 8, 2020

City	Parcel Count 2015	(Estimated) Population 2018 Census	Income Tax City ²	Total City Millage Rate 2019	Rank City Millage Rate	Property Taxes 2019 (City Only) ³
Inkster	11,948	24,381	No	38.1012	55	\$ 2,607.53
Oak Park	11,913	29,628	No	35.0460	54	\$ 2,398.44
Detroit*	384,597	672,662	Yes	33.5827	53	\$ 2,298.30
Southfield	30,360	73,158	No	27.8275	52	\$ 1,904.43
Warren	61,385	134,587	No	27.5658	51	\$ 1,886.52
Eastpointe	n/a	32,347	No	27.3120	50	\$ 1,869.15
Taylor	25,764	61,148	No	27.0960	49	\$ 1,854.37
Southgate	11,666	29,088	No	26.8056	48	\$ 1,834.49
Dearborn	37,412	94,333	No	26.7000	47	\$ 1,827.27
Garden City	12,645	26,545	No	26.2384	46	\$ 1,795.68
Madison Heights	13,177	30,039	No	25.2883	45	\$ 1,730.66
St. Clair Shores	28,833	59,409	No	24.9009	44	\$ 1,704.14
Hamtramck*	n/a	21,716	Yes	24.8099	43	\$ 1,697.92
Allen Park	13,707	27,076	No	24.6593	42	\$ 1,687.61
Roseville	20,468	47,377	No	23.9292	41	\$ 1,637.64
Dearborn Heights	26,000	55,616	No	23.6099	40	\$ 1,615.79
Wyandotte	11,421	24,935	No	22.7500	39	\$ 1,556.94
Ferndale	11,192	20,075	No	22.3184	38	\$ 1,527.40
Lincoln Park	15,358	36,517	No	21.3154	37	\$ 1,458.76
Bay City	15,400	33,019	No	20.7115	36	\$ 1,417.43
Port Huron*	12,942	28,927	Yes	20.6365	35	\$ 1,412.30
Lansing*	48,101	118,427	Yes	19.4400	34	\$ 1,330.42
Flint*	58,577	95,943	Yes	19.1000	33	\$ 1,307.15
Jackson*	15,973	32,605	Yes	19.0945	32	\$ 1,306.77
Westland	30,563	81,720	No	18.8112	31	\$ 1,287.38
Pontiac*	n/a	59,772	Yes	18.3307	30	\$ 1,254.50
Royal Oak	27,791	59,461	No	18.1187	29	\$ 1,239.99
Monroe	9,325	19,715	No	18.1085	28	\$ 1,239.29
Marquette	7,772	20,680	No	17.2691	27	\$ 1,181.85
Farmington Hills	30,500	81,093	No	17.1905	26	\$ 1,176.47
Romulus	11,253	23,554	No	16.4966	25	\$ 1,128.98
East Lansing	9,197	47,988	No	16.3552	24	\$ 1,119.30
Mount Pleasant	6,434	25,388	No	16.2500	23	\$ 1,112.10
Sterling Heights	48,255	132,964	No	16.2069	22	\$ 1,109.15
Battle Creek*	23,987	51,247	Yes	15.9340	21	\$ 1,090.48
Ann Arbor	36,650	121,890	No	15.7131	20	\$ 1,075.36
Midland	18,602	41,800	No	15.1385	19	\$ 1,036.03
Adrian	8,137	20,423	No	14.6039	18	\$ 999.45
Birmingham	11,281	21,322	No	14.3584	17	\$ 982.65
Holland	13,565	33,327	No	13.8692	16	\$ 949.17

2019 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES)¹

April 8, 2020

City	Parcel Count 2015	(Estimated) Population 2018 Census	Income Tax City ²	Total City Millage Rate 2019	Rank City Millage Rate	Property Taxes 2019 (City Only) ³
Kalamazoo	26,752	76,545	No	13.8000	15	\$ 944.43
Burton	13,749	28,652	No	13.4838	14	\$ 922.79
Livonia	44,773	93,971	No	13.3510	13	\$ 913.70
Muskegon*	16,619	37,287	Yes	13.0865	12	\$ 895.60
Wyoming	25,652	75,820	No	12.0309	11	\$ 823.36
Auburn Hills	8,366	24,042	No	11.2998	10	\$ 773.32
Norton Shores	12,232	24,620	No	10.9500	9	\$ 749.39
Portage	19,372	49,216	No	10.6400	8	\$ 728.17
Novi	21,022	60,951	No	10.5376	7	\$ 721.16
Rochester Hills	27,460	74,696	No	10.4605	6	\$ 715.89
Troy	n/a	84,272	No	10.2437	5	\$ 701.05
Kentwood	18,122	51,868	No	9.6066	4	\$ 657.45
Grand Rapids*	66,455	200,217	Yes	8.9011	3	\$ 609.16
Saginaw*	27,719	48,323	Yes	7.3830	2	\$ 505.27
Walker*	9,573	24,880	Yes	1.3360	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 2018 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 2019.

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.

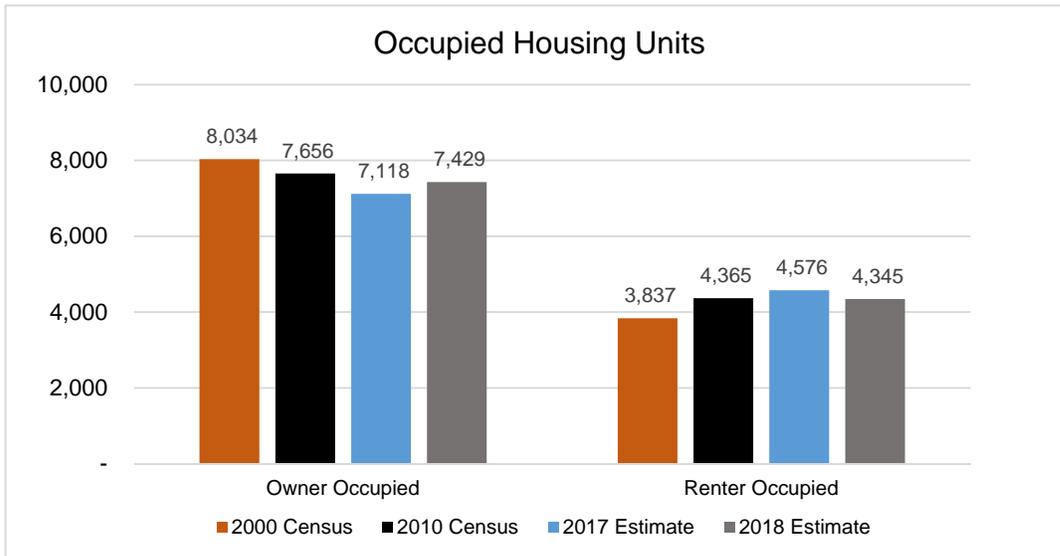
Fodor's Travel includes Holland on the list of "America's 25 Cutest Main Streets in Small(er) Towns. In 2018, Architectural Digest named Holland as Michigan's "Prettiest Town". In 2017 and 2018, WalletHub.com ranked Holland first in "Best Small Cities for Starting a Business". Pure Michigan lists the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



Community Profile: Holland, Michigan

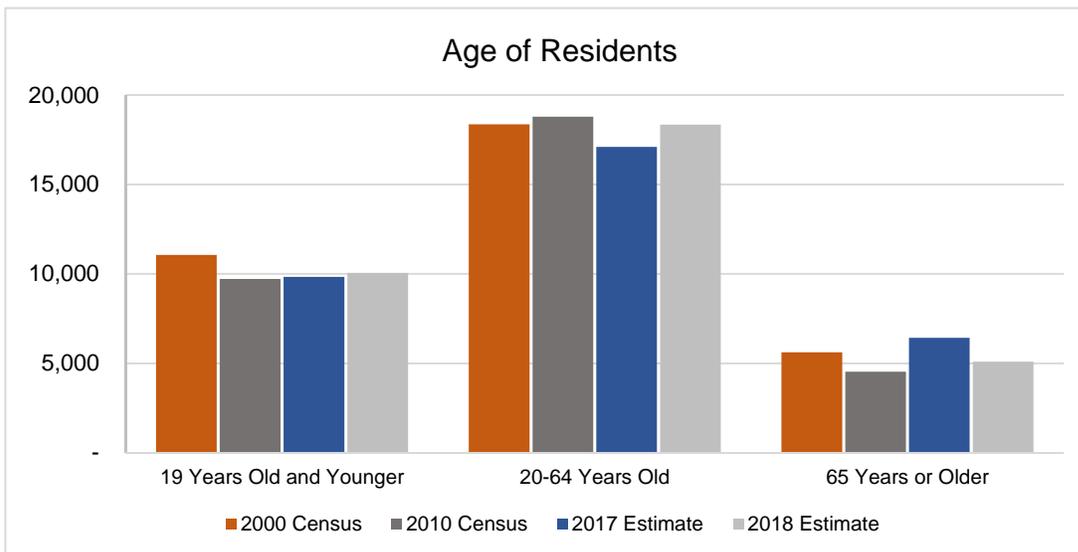
Housing

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 with the units near Hope College area reserved for students.

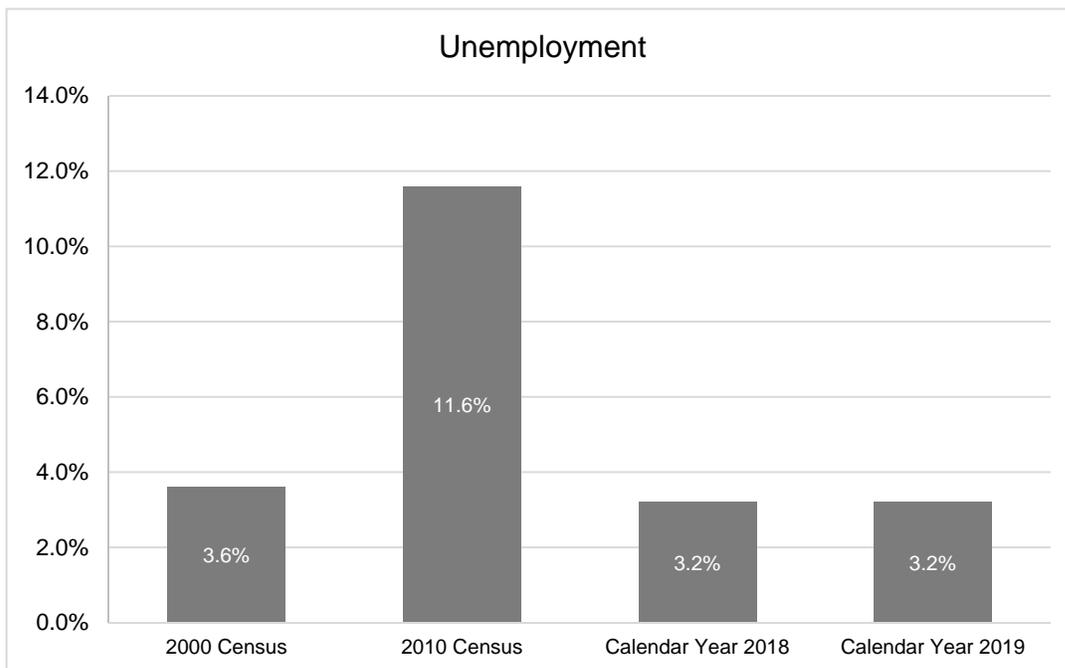
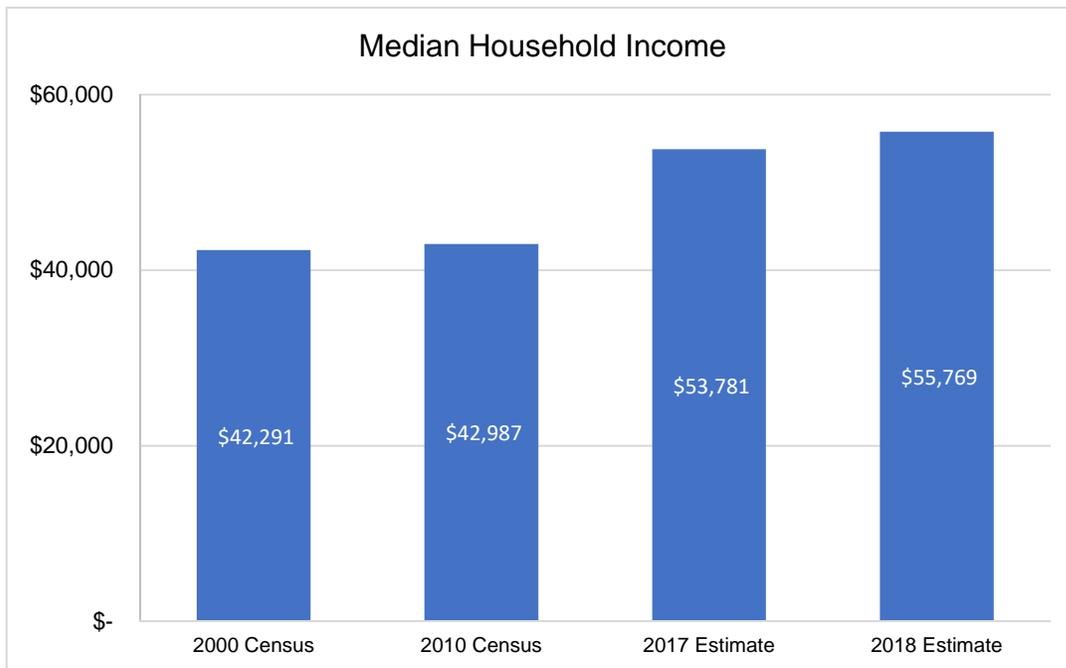


Economy and Population Statistics

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



Community Profile: Holland, Michigan

Principal Employers

Employer	2019			2010		
	Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
Haworth Inc	2,126	1	12.03%	1,637	2	11.02%
Yanfeng	1,850	2	10.47%	-	-	-
Holland Community Hospital	1,801	3	10.19%	1,367	3	9.20%
Hope College	895	4	5.06%	645	5	4.34%
LG Chem Michigan Inc	831	5	4.70%	-	-	-
Challenge Mfg Company	703	6	3.98%	850	4	5.72%
Tiara Yachts	566	7	3.20%	315	8	2.12%
Holland Public Schools	530	8	3.00%	548	6	3.69%
Benteler Aluminum Systems	472	9	2.67%	-	-	-
Herman Miller	467	10	2.64%	-	-	-
Johnson Controls Interiors	-	-	-	2,140	1	14.40%
City of Holland / HBPW	-	-	-	390	7	2.63%
HJ Heinz	-	-	-	270	9	1.82%
L&W Engineering	-	-	-	203	10	1.37%
Total	10,241		57.94%	8,365		56.31%

Higher Education

There is 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 a variety of options, Holland provides an exceptional opportunity for continuing education.

	2000 <u>Census</u>	2010 <u>Census</u>	2017 <u>Estimate</u>	2018 <u>Estimate</u>
<u>Education Levels:</u> Percent of persons who completed four years of high school or more	78.50%	83.90%	87.60%	89.00%
Percent of persons who completed four years of college or more	26.90%	31.60%	31.60%	32.10%

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.

Community Profile: Holland, Michigan

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 Publics 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.

Source: City departments, Lakeshore Advantage, www.Wikipedia.com, www.michigan.org and U.S. Census Bureau.

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	2,561
Miles of streets	149.0
Street resurfacing	7.9 miles

Fire:

Number of stations	3
Emergency responses	3,733
Inspections	213

Police:

Physical arrests	1,073
Parking violations	4,066
Traffic violations	2,636

Water:

Average daily consumption	12,287 gallons
Miles of water mains	252.0
Daily capacity	38,500 gallons

Wastewater:

Average daily consumption	7,312 gallons
Miles of sanitary sewers	185.7
Miles of storm sewers	152.0
Daily capacity	14,400 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, 2019 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-2021 the City's General Fund budget is balanced.

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 6-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 two months of expenditures. Projected fund balance at the end of Fiscal Year 2020 is at 19.3% and Fiscal Year 2021 is at 18.7%.

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 2021 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2020 submission, its seventeenth 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 budget process begins in the month of January when City Council and Holland Board of Public Works Board Members meet with residents in an informal setting. Residents have two opportunities to provide feedback and input at these meetings (known as "Coffee with Council").

At a study session in January, each Department Director presents City Council with highlights for the current fiscal year, using graphs that include historic data to show trends in operations. These presentations include a list of priorities for City Council to consider as they prepare for the "Advance".

In late January, City Council and the Leadership Team members gather for an "Advance" to establish FY-2021 priorities after hearing community input at the "Coffee with Council", update the Strategic & Business Plan, present and discuss realities and future hopes.

OPERATIONS

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 Services (Board of Public Works)
- Internal Services

While the Department Directors prepare budget requests, the Finance staff estimates property tax revenue and debt service requirements, calculates wage and fringe benefit costs for all employees and updates long-term financial plans. After Department Directors submit the budget requests, staff reviews the data and finalizes before printing financial reports for the City Manager, Finance Director and Department Director to discuss. The City Manager may adjust department requests before the Finance Office staff prepares the City Manager's Recommended Budget presented to City Council at the first meeting in April.

CAPITAL PROJECTS

A six-year Capital Project Improvement 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-2021 are submitted in late January and incorporated into the plan during budget preparation.

BUDGET CALENDAR

Fiscal Year 2020-21

Coffee with City Council & HBPW Board	Jan 8 and 11, 2020
Budget packets distributed to Leadership Team	Jan 9, 2020
City Council Advance	Jan 25, 2020
Submit computer equipment requests to Technology Services	Jan 31, 2020
Submit vehicle and other capital outlay requests to Transportation Director	Jan 31, 2020
Leadership Team submit budgets to Finance Office and Department Strategies & Tactics to the City Manager	Feb 14, 2020
Finance Office assembles budgets	Feb 14 – Mar 2, 2020
City Manager reviews budgets with Leadership Team members	Feb 18 – Mar 6, 2020
City Manager & Budget Team make final decisions	Mar 11 - 15, 2020
Finance Office prepares proposed budget document	Mar 18 - Apr 3, 2020
Proposed budget formally submitted to City Council and date of public hearing is set	Apr 15, 2020
City Council budget study sessions	Apr 15 and 16, 2020
Public hearing held on Proposed Budget; and formal adoption of FY-2021 Budget Resolution	May 13, 2020

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2020 - JUNE 30, 2021

May 13, 2020

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2020-21 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 on the City of Holland website; and

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 6:30 P.M. on May 13, 2020 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, 2020 through June 30, 2021; 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 2019-20, to the extent that such adjustments do not exceed the *2019-20 Revised Estimates*, as outlined in the fiscal year 2020-21 annual budget; and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2020 will be liquidated and re-established as of July 1, 2020. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2020-21, 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, 2020 – June 30, 2021 is adopted as follows:

Designated Purpose	Property Tax Millage	
	Rate	Amount
CITY OF HOLLAND		
<u>Operating:</u>		
– General Government Operations	8.3000	\$ 9,652,764
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement Projects	0.1500	174,448
– Street Development & Improvement Projects	1.2000	1,395,580
– Municipal Capital Projects	0.2515	292,490
<u>Debt Service Obligations:</u>		
– General Obligation Debt	3.8712	4,704,476
<u>Total Property Tax Millage Levy</u>	13.7727	16,219,758
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	0.0965	112,228
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	13.8692	\$ 16,331,986
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	1.5886	\$ 235,007

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, 2020, 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 2019-20: \$3,000 is appropriated to cover property tax rebates & reductions anticipated 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.

Fiscal Year 2020-21: \$5,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2020) and \$42,900 is appropriated for a transfer to the General Fund.

BE IT FURTHER RESOLVED, that at the end of the fiscal year ending June 30, 2020, 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 and/or excess revenues 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, 2020 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, 2020.

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 2020-21 budget as adopted by the Holland City Council on May 13, 2020.

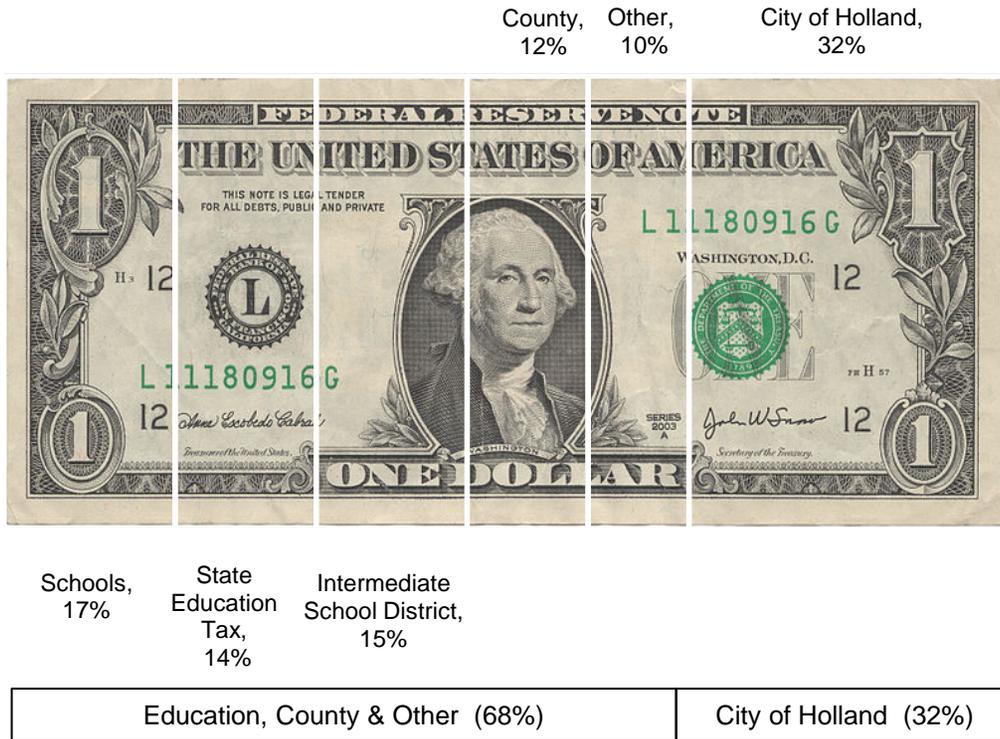


Kathy Grimm
City Clerk

City of Holland

Average Property Tax Distribution

Principal Resident Properties



Property taxes account for 41% of General Fund revenues. Only \$0.32 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 2019 AND 2020

-- BY PROPERTY CLASSIFICATION --

	Tax Year		Increase (Decrease)	
	2019	2020	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
<u>Residential</u>				
Real Property + NEZ (\$2,627,329)	\$ 659,618,577	\$ 695,508,595	\$ 35,890,018	5.44%
<u>Business</u>				
<u>Real Property:</u>				
- Industrial	\$ 134,421,297	\$ 144,201,446	\$ 9,780,149	7.28%
- Commercial	286,787,730	307,645,335	20,857,605	7.27%
- Agricultural	1,265,313	1,408,999	143,686	11.36%
- Developmental	540,405	423,806	(116,599)	-21.58%
- <u>Total Business Real Property</u>	\$ 423,014,745	\$ 453,679,586	\$ 30,664,841	7.25%
<u>Personal Property:</u>				
- Industrial	\$ 50,982,600	\$ 45,769,600	\$ (5,213,000)	-10.23%
- Commercial	39,405,500	41,176,200	1,770,700	4.49%
- Utilities	9,548,600	9,276,900	(271,700)	-2.85%
- <u>Total Business Personal Property</u>	\$ 99,936,700	\$ 96,222,700	\$ (3,714,000)	-3.72%
<u>Total Business Property</u>	\$ 522,951,445	\$ 549,902,286	\$ 26,950,841	5.15%
<u>Total Regular Assessment Roll</u>	\$ 1,182,570,022	\$ 1,245,410,881	\$ 62,840,859	5.31%

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

<u>@ Regular Valuations</u>				
<u>Real Property:</u>				
- New	\$ 22,662,067	\$ 24,048,353	\$ 1,386,286	6.12%
- Rehabilitated	402,840	402,840	-	0.00%
- <u>Total Real Property</u>	\$ 23,064,907	\$ 24,451,193	\$ 1,386,286	6.01%
<u>Personal Property:</u>				
- New	\$ 8,329,100	\$ 6,828,000	\$ (1,501,100)	-18.02%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	\$ 8,329,100	\$ 6,828,000	\$ (1,501,100)	-18.02%
<u>Total Real and Personal Property</u>	\$ 31,394,007	\$ 31,279,193	\$ (114,814)	-0.37%
<u>@ Taxable Valuation Equivalency</u>	\$ 15,898,424	\$ 15,841,017	\$ (57,407)	-0.36%

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll + NEZ	\$ 1,182,570,022	\$ 1,245,410,881	\$ 62,840,859	5.31%
Tax Abatement Assessment Roll (IFT)	15,898,424	15,841,017	\$ (57,407)	-0.36%
<u>Grand Total</u>	\$ 1,198,468,446	\$ 1,261,251,898	\$ 62,783,452	5.24%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2020 (fiscal year 2021), 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 2020 (fiscal year 2021) amount to \$47,525,799.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2020 (fiscal year 2021), P.A. 376 Tool & Die abatements amount to \$2,777,019.

For tax year 2020 (fiscal year 2021), P.A. 376 Michigan Strategic Fund abatements amount to \$43,223,790.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2020

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 (\$2,627,329)	\$ 1,034,883,970	\$ 114,304,211	\$ - 0 -	\$ 1,149,188,181
Personal Property	55,249,700	40,964,500	8,500	96,222,700
Total	\$ 1,090,133,670	\$ 155,268,711	\$ 8,500	\$ 1,245,410,881
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 8,236,444	\$ 22,639,909	\$ - 0 -	\$ 30,876,353
Rehabilitated Property	402,840	- 0 -	- 0 -	402,840
Total	\$ 8,639,284	\$ 22,639,909	\$ - 0 -	\$ 31,279,193
<u>Valuation for Budgeting Purposes</u>	<u>\$ 4,521,062</u>	<u>\$ 11,319,955</u>	<u>\$ - 0 -</u>	<u>\$ 15,841,017</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 1,094,654,732</u>	<u>\$ 166,588,666</u>	<u>\$ 8,500</u>	<u>\$ 1,261,251,898</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 (\$2,627,329)	\$ 794,220,897	\$ 354,967,284	\$ 1,149,188,181
Personal Property	39,733,700	56,489,000	96,222,700
Total	\$ 833,954,597	\$ 411,456,284	\$ 1,245,410,881
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 3,541,481	\$ 27,334,872	\$ 30,876,353
Rehabilitated Property	69,700	333,140	402,840
Total	\$ 3,611,181	\$ 27,668,012	\$ 31,279,193
<u>Valuation for Budgeting Purposes</u>	<u>\$ 1,840,441</u>	<u>\$ 14,000,576</u>	<u>\$ 15,841,017</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 835,795,038</u>	<u>\$ 425,456,860</u>	<u>\$ 1,261,251,898</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2020 (fiscal year 2021), 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 2020 (fiscal year 2021) amount to \$47,525,799.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2020 (fiscal year 2021), P.A. 376 Tool & Die abatements amount to \$2,777,019.

For tax year 2020 (fiscal year 2021), P.A. 376 Michigan Strategic Fund abatements amount to \$43,223,790.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2019 AND 2020

-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2019		TAX YEAR 2020	
	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 (\$2,627,329)	\$ 659,618,577		\$ 695,508,595	
Total - All Residential Property	\$ 659,618,577	55.04%	\$ 695,508,595	55.14%
<u>Business Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 423,014,745		\$ 453,679,586	
- Personal Property	\$ 99,936,700		\$ 96,222,700	
- Total	\$ 522,951,445		\$ 549,902,286	
IFT Abatement Assessment Roll:				
- Real Property	\$ 11,733,874		\$ 12,427,017	
- Personal Property	\$ 4,164,550		\$ 3,414,000	
- Total	\$ 15,898,424		\$ 15,841,017	
Total - All Business Property	\$ 538,849,869	44.96%	\$ 565,743,303	44.86%
<u>Grand Total - All Property</u>	\$ 1,198,468,446	100.00%	\$ 1,261,251,898	100.00%
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	\$ 1,094,367,196	91.31%	\$ 1,161,615,198	92.10%
Total - All Personal Property	104,101,250	8.69%	99,636,700	7.90%
Grand Total - All Property	\$ 1,198,468,446	100.00%	\$ 1,261,251,898	100.00%
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS				
<p>For tax year 2020 (fiscal year 2021), 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 2020 (fiscal year 2021) amount to \$47,525,799.</p>				
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE				
<p>For tax year 2020 (fiscal year 2021), P.A. 376 Tool & Die abatements amount to \$2,777,019.</p> <p>For tax year 2020 (fiscal year 2021), P.A. 376 Michigan Strategic Fund abatements amount to \$43,223,790.</p>				

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2020

-- 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:	\$ 950,680,100	\$ 695,508,595	\$ 255,171,505
Land Bank Assessment Roll:			
- Total	\$ -	\$ -	\$ -
- Total (Taxable Equivalency)	\$ -	\$ -	\$ -
Total - All Residential Property (Taxable Equivalency)	<u>\$ 950,680,100</u>	<u>\$ 695,508,595</u>	<u>\$ 255,171,505</u>
<u>Business Property</u>			
Regular Assessment Roll:	\$ 652,245,100	\$ 549,902,286	\$ 102,342,814
Land Bank Assessment Roll:			
- Total	\$ -	\$ -	\$ -
- Total (Taxable Equivalency)	\$ -	\$ -	\$ -
IFT Abatement Assessment Roll:			
- Real Property	\$ 29,888,100	\$ 24,048,353	\$ 5,839,747
- Real Rehab Property	\$ 402,900	\$ 402,840	\$ 60
- Personal Property	6,828,000	6,828,000	\$ -
- Total	\$ 37,119,000	\$ 31,279,193	\$ 5,839,807
- Total (Taxable Equivalency)	\$ 18,760,950	\$ 15,841,017	\$ 2,919,934
Total - All Business Property (Taxable Equivalency)	<u>\$ 671,006,050</u>	<u>\$ 565,743,303</u>	<u>\$ 105,262,748</u>
Grand Total - All Property	<u>\$ 1,621,686,150</u>	<u>\$ 1,261,251,898</u>	<u>\$ 360,434,253</u>
			Reduction Percentage 22.23%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2020 (fiscal year 2021), 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 2020 (fiscal year 2021) amount to \$47,525,799.

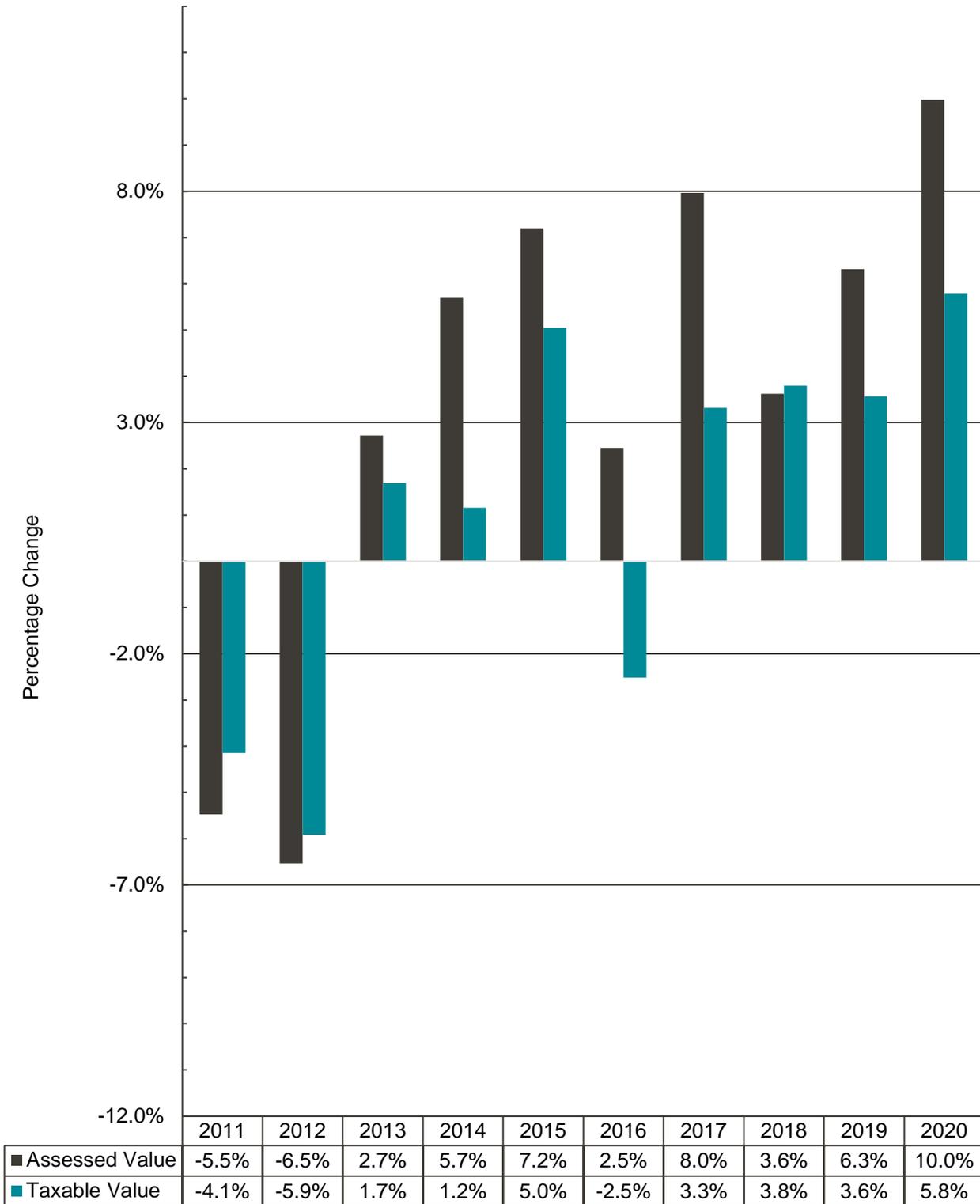
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2020 (fiscal year 2021), P.A. 376 Tool & Die abatements amount to \$2,777,019.

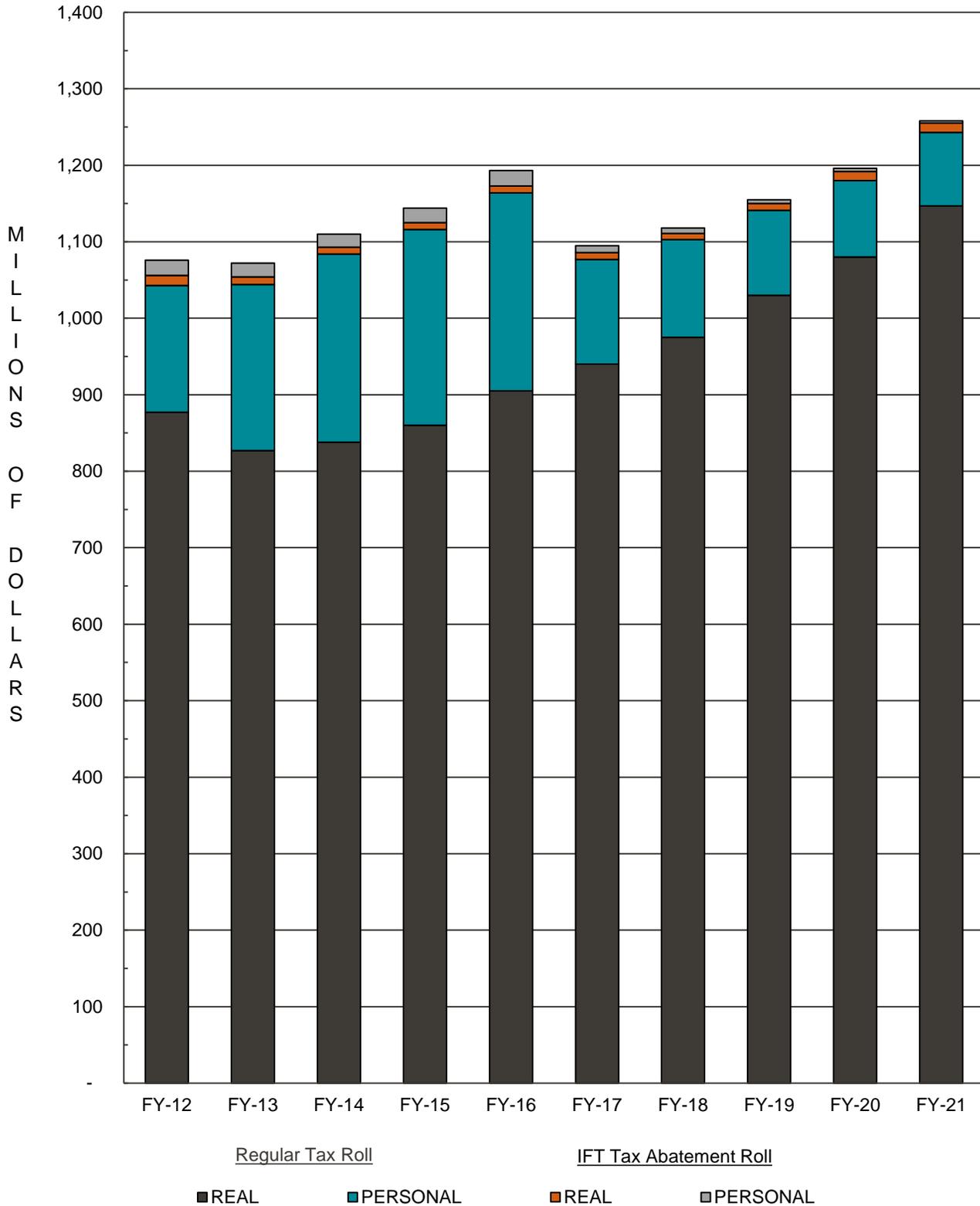
For tax year 2020 (fiscal year 2021), P.A. 376 Michigan Strategic Fund abatements amount to \$43,223,790.

PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2011-2020

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



CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION

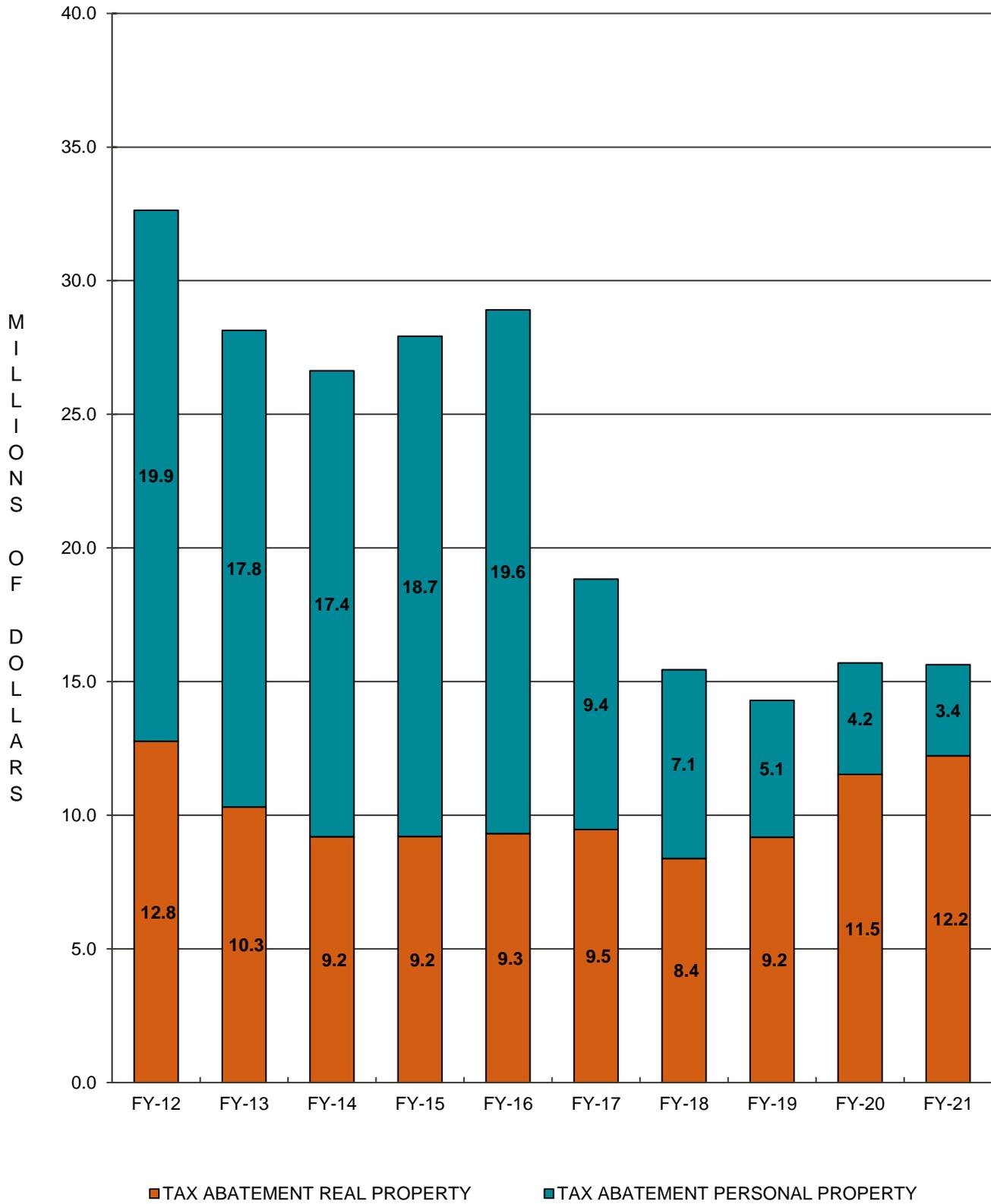


NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

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)		561 Crescent Dr (Crescent Shores)		Main St off M40 (Kensington Place)	
	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	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
-Capital Levies:								
Property Acquisition	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
Street Improv.	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
Sidewalk Improv.	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
Municipal Cap.Improv.	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
-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	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	Y	213,872
Road Improvements	---	-----	---	-----	---	-----	Y	213,872
Emergency 911	---	-----	---	-----	---	-----	Y	213,872
<u>COUNTY OF OTTAWA</u>								
Operating	Y	12,569,008	Y	2,761,415	Y	7,355,249	---	-----
Parks and Emergency 911	Y	12,569,008	Y	2,761,415	Y	7,355,249	---	-----
Roads and CMH	Y	12,569,008	Y	2,761,415	Y	7,355,249	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
Special Education	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
Vocational Education	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	10,327,109	Y	393,376	Y	2,603,973	Y	213,872
Bldg & Site Sinking Fd	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	12,569,008	Y	2,761,415	Y	7,355,249	Y	213,872

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	1162 Washington Ave (Restaurant Holdings LLC)		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	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
-Capital Levies:								
Property Acquisition	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
Street Improv.	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
Sidewalk Improv.	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
Municipal Cap.Improv.	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
-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	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
<u>COUNTY OF ALLEGAN</u>								
Operating	Y	373,901	---	-----	---	-----	---	-----
Road Improvements	Y	373,901	---	-----	---	-----	---	-----
Emergency 911	Y	373,901	---	-----	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	---	-----	Y	68,183	Y	20,977,808	Y	1,768,087
Parks and Emergency 911	---	-----	Y	68,183	Y	20,977,808	Y	1,768,087
Roads and CMH	---	-----	Y	68,183	Y	20,977,808	Y	1,768,087
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
Special Education	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
Vocational Education	Y	373,901	Y	68,183	Y	20,977,808	Y	1,768,087
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	373,901	N	- 0 -	Y	20,977,808	Y	1,768,087
Bldg & Site Sinking Fd	Y	373,901	N	- 0 -	Y	20,977,808	Y	1,768,087
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	373,901	N	- 0 -	Y	20,977,808	Y	1,768,087

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	219,031	Y	1,219,145	47,525,699	
-Capital Levies:						
Property Acquisition	Y	219,031	Y	1,219,145	47,525,699	
Street Improv.	Y	219,031	Y	1,219,145	47,525,699	
Sidewalk Improv.	Y	219,031	Y	1,219,145	47,525,699	
Municipal Cap.Improv.	Y	219,031	Y	1,219,145	47,525,699	
-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	219,031	Y	1,219,145	47,525,699	
<u>WEST MI AIRPOR AUTH.</u>						
Operating	Y	219,031	Y	1,219,145	47,525,699	
<u>DISTRICT LIBRARY</u>						
Debt Service	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	219,031	Y	1,219,145	47,525,699	
<u>COMMUNITY POOL</u>						
Debt	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	219,031	Y	1,219,145	47,525,699	
<u>COUNTY OF ALLEGAN</u>						
Operating	---	-----	---	-----	213,872	
Road Improvements	---	-----	---	-----	213,872	
Emergency 911	---	-----	---	-----	213,872	
<u>COUNTY OF OTTAWA</u>						
Operating	Y	219,031	Y	1,219,145	34,368,918	
Parks and Emergency 911	Y	219,031	Y	1,219,145	34,368,918	
Roads and CMH	Y	219,031	Y	1,219,145	34,368,918	
<u>INTERMEDIATE SCHOOL</u>						
General Education	Y	219,031	Y	1,219,145	47,525,699	
Special Education	Y	219,031	Y	1,219,145	47,525,699	
Vocational Education	Y	219,031	Y	1,219,145	47,525,699	
<u>HOLLAND SCHOOL</u>						
Debt	N	- 0 -	N	- 0 -	- 0 -	
Operating	Y	219,031	N	- 0 -	36,877,157	
Bldg & Site Sinking Fd	Y	219,031	N	- 0 -	46,238,371	
<u>STATE OF MICHIGAN</u>						
State Education Tax	Y	219,031	N	- 0 -	46,238,371	

PROPERTY TAX LEVY
MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2020-21

	Tax Year 2019	Tax Year 2020	Increase (Decrease)	
	<u>FY 2019-20</u>	<u>FY 2020-21</u>	<u>Amount</u>	<u>Percent</u>
PROPERTY TAX MILLAGE RATES				
<u>City of Holland</u>				
- Operating Levies:				
General	8.1817	8.3000	0.1183	1.45%
Total Operating	<u>8.1817</u>	<u>8.3000</u>	<u>0.1183</u>	1.45%
- Capital Levies:				
Street Improvement Projects	1.2000	1.2000	0.0000	0.00%
Sidewalk Improvement Projects	0.0500	0.1500	0.1000	0.00%
Municipal Capital Projects	0.1605	0.2515	0.0910	56.70%
Total Capital	<u>1.4105</u>	<u>1.6015</u>	<u>0.1910</u>	13.54%
- Debt Service Levies:				
General Obligation Debt	4.1790	3.8712	(0.3078)	- 7.37%
- Total City of Holland	<u>13.7712</u>	<u>13.7727</u>	<u>0.0015</u>	0.01%
<u>Airport Authority</u>	<u>0.0980</u>	<u>0.0965</u>	<u>(0.0015)</u>	- 1.53%
<u>Total Millage Levy Rate</u>	<u><u>13.8692</u></u>	<u><u>13.8692</u></u>	<u><u>0.0000</u></u>	0.00%

PROPERTY TAX MILLAGE AMOUNTS				
<u>City of Holland</u>				
- Operating Levies:				
General	9,010,542	9,652,764	642,222	7.13%
Total Operating	<u>\$ 9,010,542</u>	<u>\$ 9,652,764</u>	<u>\$ 642,222</u>	7.13%
- Capital Levies:				
Street Improvement Projects	1,321,565	1,395,580	74,015	5.60%
Sidewalk Improvement Projects	55,065	174,448	119,383	216.80%
Municipal Capital Projects	176,759	292,490	115,731	65.47%
Total Capital	<u>\$ 1,553,389</u>	<u>\$ 1,862,518</u>	<u>\$ 309,129</u>	19.90%
- Debt Service Levies:				
General Obligation Debt *	4,802,124	4,704,476	(97,648)	- 2.03%
- Total City of Holland	<u>\$ 15,366,055</u>	<u>\$ 16,219,758</u>	<u>\$ 853,703</u>	5.56%
<u>Airport Authority</u>	<u>107,928</u>	<u>112,228</u>	<u>4,300</u>	3.98%
<u>Total Millage Levy Amount</u>	<u><u>\$ 15,473,983</u></u>	<u><u>\$ 16,331,986</u></u>	<u><u>\$ 858,003</u></u>	5.54%

* Brownfield Captures Are Not Excluded From Debt Service Levies

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	<u>Tax Year 2019</u> <u>FY 2019-20</u>	<u>Tax Year 2020</u> <u>FY 2020-21</u>	<u>Change</u>	
Regular Roll (Includes Frozen NEZ)	\$ 1,182,570,022	\$ 1,245,410,881	\$ 62,840,859	5.31%
- Less Renaissance Zones				
- STM Manufacturing Tool & Die	(128,556)	- 0 -	128,556	
- Buhler Prince	(2,571,603)	(1,971,725)	599,878	
- LG Chem/Compact Power	(42,742,309)	(40,500,484)	2,241,825	
Subtotal Renaissance Zones	(45,442,468)	(42,472,209)	2,970,259	
- Less Brownfields:				
- 665 East 48th Street (Lifesavers)	(716,649)	- 0 -	716,649	
- 573 Columbia Ave (Baker-Lofts)	(8,512,353)	- 0 -	8,512,353	
- 146 River Ave (Scrap Yard Lofts)	(1,733,485)	(1,768,087)	(34,602)	
- 7th Street Project (Parking Deck)	(17,801,785)	(20,977,808)	(3,176,023)	
- 561 Crescent Drive (Crescent Shores)	(5,700,915)	(7,355,249)	(1,654,334)	
- 154 East 15th Street (Minit Mart)	(65,962)	(68,183)	(2,221)	
- 380 West 16th Street (DeBoer Bakeri)	(211,061)	(219,031)	(7,970)	
- 156 West 11th Street (Wash School)	(2,706,779)	(2,761,415)	(54,636)	
- West 8th Street (GDK)	(5,326,985)	(12,569,008)	(7,242,023)	
- West 5th Street (Uptown)	(469,691)	(1,219,245)	(749,554)	
- 2123 Sherwood Ave/M-10 (Kensington)	- 0 -	(213,872)	(213,872)	
- 1162 Washington (Wendy's)	- 0 -	(373,901)	(373,901)	
Subtotal Brownfields	(43,245,665)	(47,525,799)	(4,280,134)	
- Less Smartzone	(4,558,333)	(4,740,705)	(182,372)	
Subtotal Regular Roll	1,089,323,556	1,150,672,168	\$ 61,348,612	5.63%
Tax Abatement Roll (Expressed at Equivalency)	15,898,424	15,840,027	(58,397)	- 0.37%
- Less Renaissance Zones			- 0 -	
- STM Manufacturing Tool & Die	(100,757)	- 0 -	100,757	
- Buhler Prince	(1,144,300)	(805,294)	339,006	
- LG Chem/Compact Power	(2,672,528)	(2,723,306)	(50,778)	
Subtotal Renaissance Zones	(3,917,585)	(3,528,600)	388,985	
Subtotal Abatement Roll	11,980,839	12,311,427	\$ 330,588	2.76%
Total - All Rolls Adjusted	\$ 1,101,304,395	\$ 1,162,983,595	\$ 61,679,200	5.60%
Valuation to Add Back to Debt Levies	47,803,998	52,266,504	4,462,506	9.34%
Valuation of Brownfields/Renaissance Zones/Smart	97,164,051	98,267,313	1,103,262	1.14%

FY20 Note - the adjustments in the formulas of the Debt Services levies (City) of \$47,803,998 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total Taxable Valuation used for Debt Service computation is \$1,149,108,393

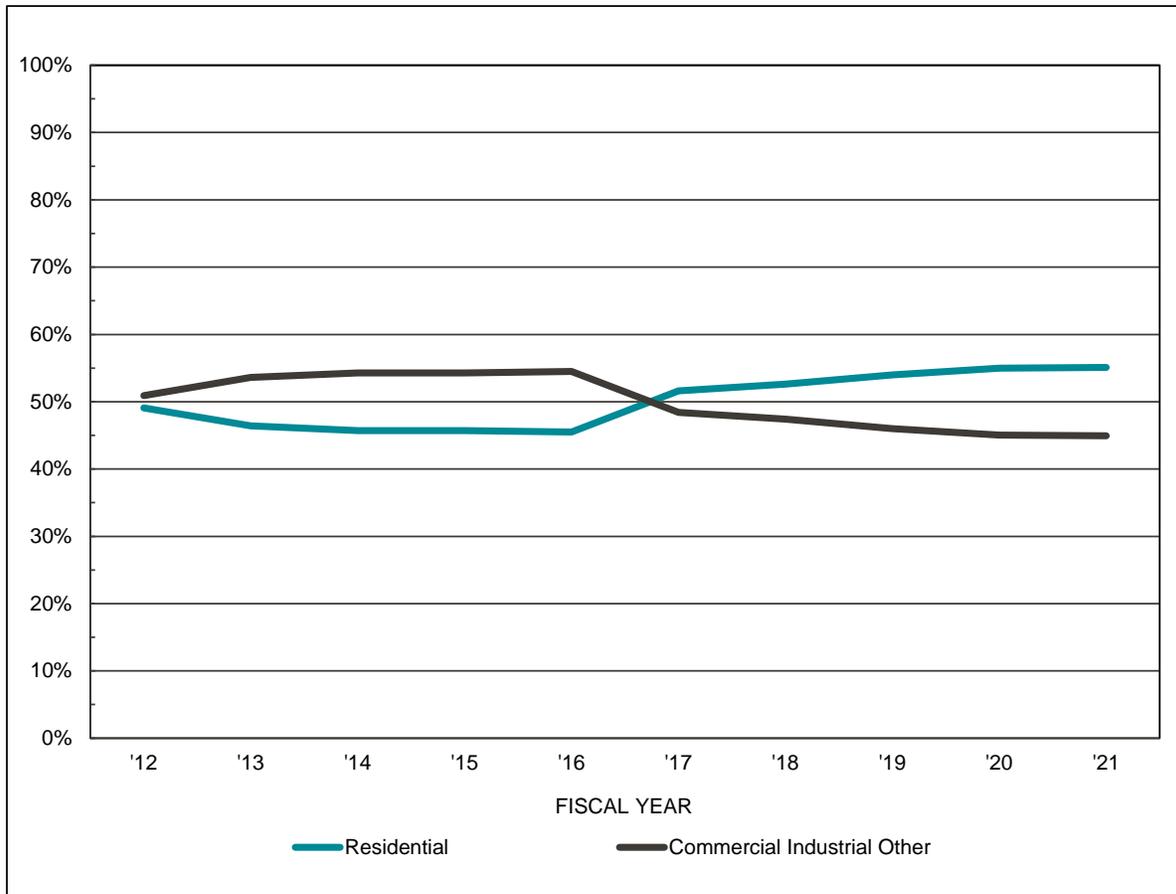
FY21 Note - the adjustments in the formulas of the Debt Services levies (City) of \$52,266,504 relate to the Brownfield & Smartzone captured portions which is not applicable to be deducted from the debt service levies. The total Taxable Valuation used for Debt Service computation is \$1,215,250,099.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2019-20 AND FISCAL YEAR 2020-21

	Tax Year 2019 FY 2019-20	Tax Year 2020 FY 2020-21	Increase (Decrease)	
			Amount	Percent
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 126,944,780	\$ 137,346,335	\$ 10,401,555	8.19%
- Personal Property	6,661,600	7,598,500	936,900	14.06%
- Total	\$ 133,606,380	\$ 144,944,835	\$ 11,338,455	8.49%
Tax Abatement Roll				
- Real Property (includes NEZ)	\$ 2,631,776	\$ 2,622,029	\$ (9,747)	-0.37%
- Personal Property	802,700	732,600	(70,100)	-8.73%
- Total:	\$ 3,434,476	\$ 3,354,629	\$ (79,847)	-2.32%
- Total (Taxing Equivalency):	\$ 3,033,126	\$ 2,988,329	(44,797)	-1.48%
Total Assessment Rolls	\$ 136,639,506	\$ 147,933,164	\$ 11,293,658	8.27%
<u>PROPERTY TAX MILLAGE RATE LEVY</u>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.6034	1.5886	(0.0148)	-0.92%
<u>PROPERTY TAX MILLAGE AMOUNT LEVY</u>				
<u>Operating Levy</u>				
- For Operations & Maintenance	\$ 219,088	\$ 235,007	\$ 15,919	7.27%

**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)**

	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	TY2020 FY-21
Agricultural	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Commercial	25.3%	24.0%	23.0%	22.0%	23.4%	27.0%	27.3%	27.5%	27.3%	27.7%
Industrial	24.8%	28.6%	30.5%	31.5%	30.3%	20.5%	19.2%	17.5%	16.8%	16.3%
Residential	49.1%	46.4%	45.7%	45.7%	45.5%	51.6%	52.6%	54.0%	55.0%	55.1%
Utility	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%	0.7%	0.8%	0.8%	0.7%
Developmental	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.04%	0.03%
Total	100.0%									



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

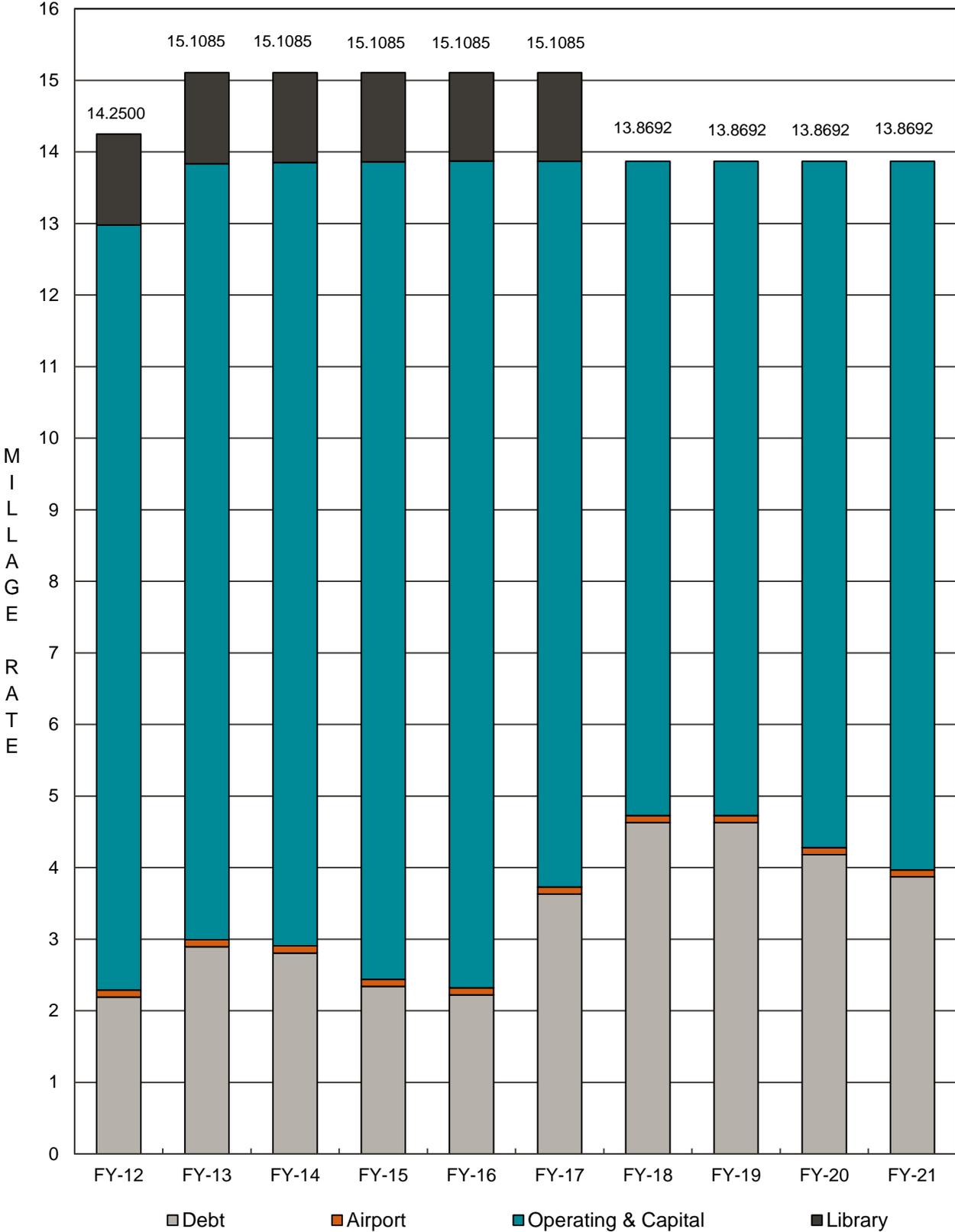
Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO		Capital Projects				MAX	West		Total	
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Michigan Airport Authority	Herrick District Library		
2002	1.1108	8.8389	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%
2021	3.8712	8.3000	0.0000	1.2000	0.1500	0.2515	0.0000	0.0965	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



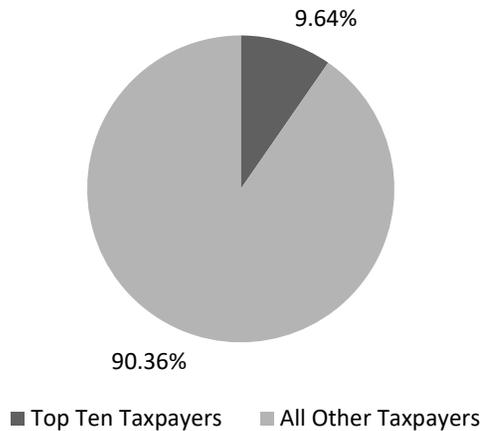
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
 TAX YEAR 2020 (FY-2021)
 CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 32,822,193	2.58%
2. Haworth Inc	Office Furniture Manufacturing	19,552,056	1.53%
3. Lumir LLC	Real Estate Holdings	12,913,654	1.01%
4. Holland Waverly LLC	Automotive Parts Manufacturing	12,202,307	0.96%
5. Geenen DeKock Properties LLC	Real Estate Holdings	9,198,597	0.72%
6. Challenge Mfg. Company	Automotive Parts Manufacturing	8,043,836	0.63%
7. Hotel Holdings Holland DTW LLC	Hotel	7,778,564	0.61%
8. Holland Southview LLC	Automotive Parts Manufacturing	7,130,859	0.56%
9. Gen 123 Properties LLC	Yacht Manufacturing	6,898,120	0.54%
10. Semco Energy	Utility	6,249,900	0.49%
Totals		<u>\$ 122,790,086</u>	<u>9.64%</u>

2020 Total Taxable Value is \$1,274,062,745 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



BUDGET SUMMARY

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

Debt Service Funds (Modified Accrual)

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

Capital Project Funds (Modified Accrual)

- Municipal Capital Improvement Fund
- Sidewalks
- Street Infrastructure

Permanent Funds (Modified Accrual)

-Cemetery Perpetual Care

Component Units (Modified Accrual)

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

Proprietary Funds

Enterprise Funds (Full Accrual)

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

Internal Service Funds (Full Accrual)

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

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			x
Assessor	x					
Clerk	x					
Human Resources	x				x	x
Treasurer	x					
City Hall & Grounds	x					
Cemetery	x		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 & Sustainability	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. 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 supporting the government's programs.

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 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 specific 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.

The primary revenue source is an annual operating assessment levied against property owners within the 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 the designated downtown district that benefits 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. 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).

MUNICIPAL AND STREET 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 Gardens, that features an imported operating windmill from the Netherlands. This attraction is open from April through October, providing visitors with an authentic re-creation of picturesque structures, architectures and landscaping similar to that found in the Netherlands approximately 100 years ago.

During fiscal year 2005, an open space facility (Pavilion) was constructed for private-party events such as weddings and company picnics.

The revenue base consists of admission fees, concession fees, and other miscellaneous revenues.

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 this multi-purpose event center. A contract is in place with a firm to manage, operate and market the facility. Revenues are generated by the management firm, currently VenuWorks. A transfer from the General Fund subsidizes operating deficits.

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 acted 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 INSURANCE 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 excluding 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 2021 BUDGET AND ESTIMATED FUND EQUITY

	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, 2020	\$ 4,807,426	\$ 1,877,710	\$ 4,112,310	\$ 658,241	\$ 2,785,978	\$ 2,735,509
FUNDING SOURCES						
Taxes & Special Assessments	10,409,264	-	2,280,057	5,617,976	466,938	2,462,873
Intergovernmental	5,553,994	-	6,489,493	-	729,795	375,290
Licenses and Permits	754,300	-	78,000	-	-	2,350
Charges for Services	1,749,520	44,000	558,850	-	-	127,650
Fines and Forfeits	150,700	-	-	-	-	-
Interest & Rents	452,500	500	70,135	10,000	21,000	70,024
Other	53,800	24,500	143,100	1,893,736	141,400	662,920
Total Financing Sources	19,124,078	69,000	9,619,635	7,521,712	1,359,133	3,701,107
FUNDING USES						
Management & Admin	3,184,806	-	287,853	-	-	-
Fiscal Services	1,802,547	-	540,300	-	-	402,531
Public Safety	11,513,942	-	11,450	-	-	-
Transportation	1,586,351	-	5,512,327	-	-	-
Community & Neighborhood	2,010,699	-	12,600	-	-	734,568
Parks & Recreation	4,363,235	5,100	200	-	-	1,051,551
Downtown Group	176,966	-	613,427	-	-	271,848
General Debt Service	-	-	-	7,861,104	-	-
Internal Services	-	-	-	-	-	-
Capital Projects	-	-	-	-	6,559,000	-
Utilities	-	-	-	-	-	-
Total Financing Uses	24,638,546	5,100	6,978,157	7,861,104	6,559,000	2,460,498
Sources Over (Under) Uses	(5,514,468)	63,900	2,641,478	(339,392)	(5,199,867)	1,240,609
OTHER FUNDING SOURCES (USES)						
Transfers In	6,318,922	-	847,382	703,164	5,812,745	100,000
Transfers Out	(852,354)	(25,000)	(3,961,103)	-	(660,000)	(1,124,310)
Net Change in Fund Equity	(47,900)	38,900	(472,243)	363,772	(47,122)	216,299
FUND EQUITY - PROJECTED ENDING BALANCE						
As of June 30, 2021	\$ 4,759,526	\$ 1,916,610	\$ 3,640,067	\$ 1,022,013	\$ 2,738,856	\$ 2,951,808

CITY OF HOLLAND

SUMMARY OF 2021 BUDGET AND ESTIMATED FUND EQUITY

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 456,578,755	\$ 14,568,627	\$ 488,124,556
112,228	-	21,349,336
500,000	-	13,648,572
-	-	834,650
136,454,975	2,225,500	141,160,495
-	-	150,700
432,101	2,408,094	3,464,354
295,750	7,110,400	10,325,606
<u>137,795,054</u>	<u>11,743,994</u>	<u>190,933,713</u>
-	-	3,472,659
6,000	-	2,751,378
3,100	100,000	11,628,492
580,659	2,811,831	10,491,168
3,065,310	-	5,823,177
200	-	5,420,286
1,684,832	-	2,747,073
-	-	7,861,104
-	8,543,837	8,543,837
-	-	6,559,000
103,117,783	-	103,117,783
<u>108,457,884</u>	<u>11,455,668</u>	<u>168,415,957</u>
<u>29,337,170</u>	<u>288,326</u>	<u>22,517,756</u>
569,454	240,000	14,591,667
<u>(7,968,900)</u>	<u>-</u>	<u>(14,591,667)</u>
<u>21,937,724</u>	<u>528,326</u>	<u>22,517,756</u>
<u>\$ 478,516,479</u>	<u>\$ 15,096,953</u>	<u>\$ 510,642,312</u>

FUND EQUITY - PROJECTED BEGINNING BALANCE

As of July 1, 2020

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)

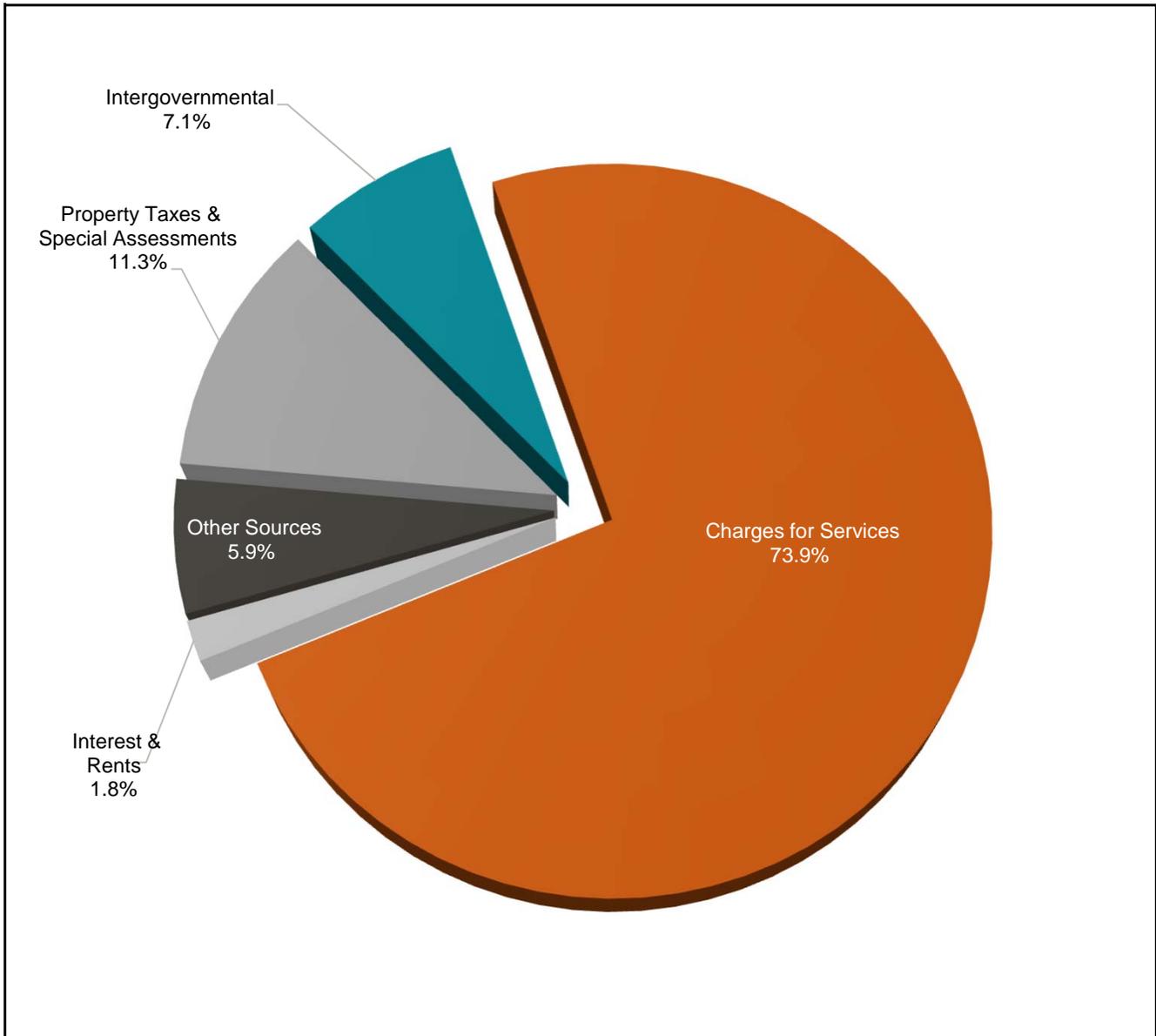
Transfers In
Transfers Out
Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE

As of June 30, 2021

(Concluded)

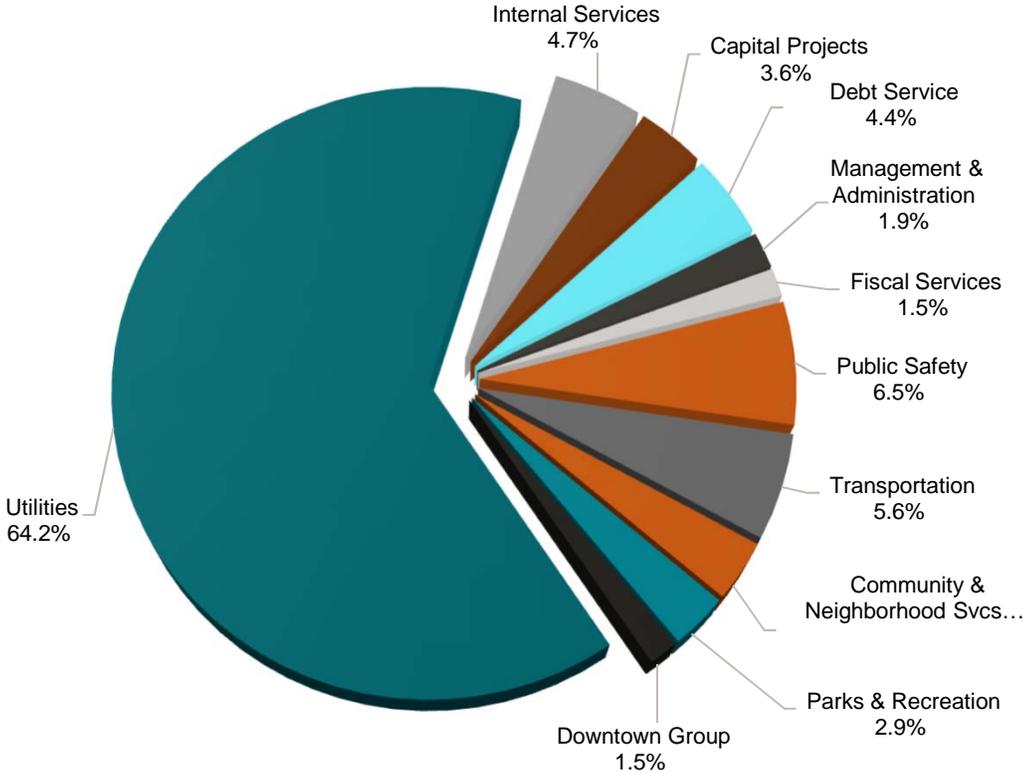
SOURCES ACROSS ALL FUND TYPES



	FY-2020 Adopted Budget	FY-2021 Adopted Budget	Budget Change From FY-2021 to FY-2020	
Property Taxes & Special Assessments	19,304,434	21,349,336	2,044,902	9.6%
Intergovernmental	11,173,653	13,648,572	2,474,919	18.1%
Charges for Services	138,289,707	141,160,495	2,870,788	2.0%
Interest & Rents	6,065,623	3,464,354	(2,601,269)	-75.1%
Other Sources	13,665,936	11,310,956	(2,354,980)	-20.8%
Total Financing Sources	\$ 188,499,353	\$ 190,933,713	\$ 2,434,360	1.3%

Note: Excludes Transfers In

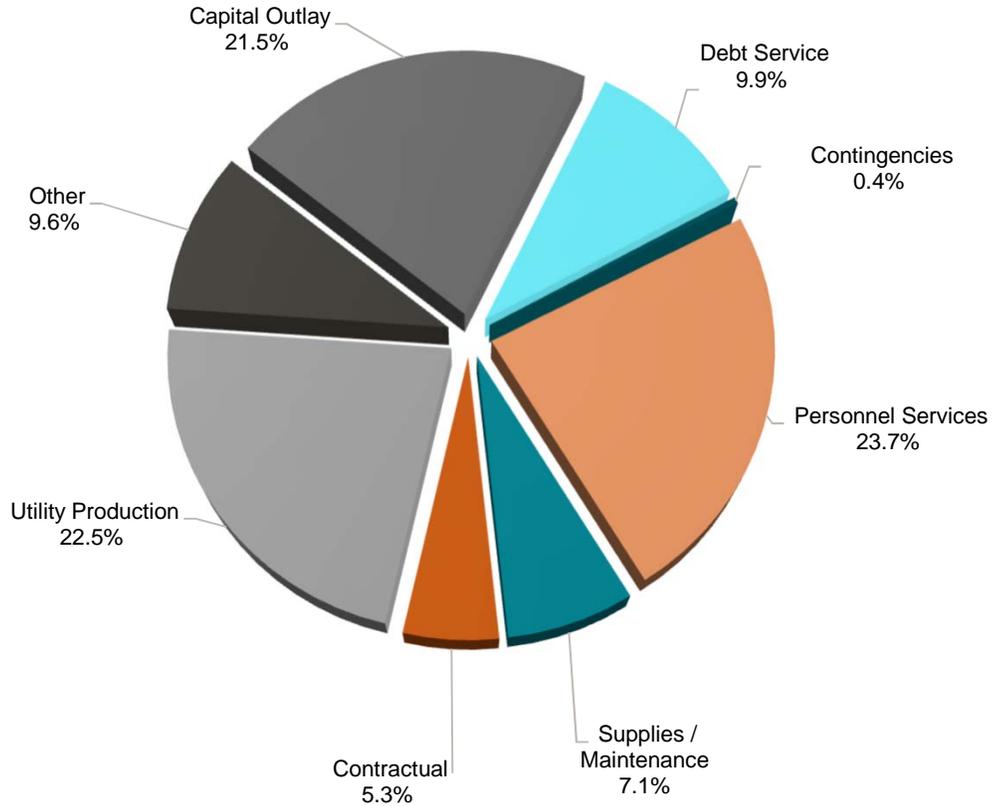
USES ACROSS ALL FUND TYPES BY FUNCTION



	FY-2020 Adopted Budget	FY-2021 Adopted Budget	Budget Change From FY-2021 to FY-2020	
Management & Administration	2,938,134	3,472,659	534,525	15.4%
Fiscal Services	2,161,018	2,751,378	590,360	21.5%
Public Safety	12,674,604	11,528,492	(1,146,112)	-9.9%
Transportation	9,487,414	10,180,168	692,754	6.8%
Community & Neighborhood Svcs	4,418,661	5,823,177	1,404,516	24.1%
Parks & Recreation	4,934,187	5,305,405	371,218	7.0%
Downtown Group	2,592,983	2,711,573	118,590	4.4%
Utilities	88,909,190	115,806,506	26,897,316	23.2%
Internal Services	9,039,038	8,483,303	(555,735)	-6.6%
Capital Projects	4,991,000	6,559,000	1,568,000	23.9%
Debt Service	8,184,074	7,861,104	(322,970)	-4.1%
Total Financing Uses	\$ 150,330,303	\$ 180,482,765	\$ 30,152,462	16.7%

Note: Excludes Transfers Out and Depreciation

USES ACROSS ALL FUND TYPES BY CLASSIFICATION



	FY-2020 Adopted Budget	FY-2021 Adopted Budget	Budget Change From FY-2021 to FY-2020	
Personnel Services	40,920,375	42,711,614	1,791,239	4.2%
Supplies / Maintenance	11,042,564	12,729,330	1,686,766	13.3%
Contractual	9,077,659	9,559,945	482,286	5.0%
Utility Production	41,062,637	40,624,232	(438,405)	-1.1%
Other	16,845,590	17,391,089	545,499	3.1%
Capital Outlay	13,086,113	38,753,506	25,667,393	66.2%
Debt Service	17,715,133	17,904,147	189,014	1.1%
Contingencies	580,232	808,902	228,670	28.3%
Total Financing Uses	\$ 150,330,303	\$ 180,482,765	\$ 30,152,462	16.7%

Note: Excludes Transfers Out and Depreciation

FUNDING SOURCES

THREE YEAR COMPARISON BY FUND

	Actual FY-2019	Revised Estimate FY-2020	Adopted Budget FY-2021
<u>GENERAL FUND</u>			
Operating	24,777,027	24,696,687	25,443,000
Budget Stabilization	250,000	-	-
Subtotal	<u>\$ 25,027,027</u>	<u>\$ 24,696,687</u>	<u>\$ 25,443,000</u>
<u>PERMANENT FUND</u>			
Cemetery Perpetual Care	<u>\$ 138,605</u>	<u>\$ 76,000</u>	<u>\$ 69,000</u>
<u>SPECIAL REVENUE FUNDS</u>			
Motor Vehicle Highway Major Streets	4,077,690	3,983,992	4,206,605
Motor Vehicle Highway Local Streets	1,383,598	1,478,891	1,599,700
Allegan County Road Tax	538,546	425,767	427,500
Ottawa County Road Tax	375,896	350,200	350,200
Street Improvements Reserve	1,532,289	1,917,701	1,891,970
Downtown Public Parking	271,985	296,155	306,027
Downtown Snowmelt System	354,039	380,387	350,667
Principal Shopping District	323,244	320,636	316,500
CATV TV Public Access	478,457	455,450	455,700
Herrick District Library Taxation	-	300	200
Police Criminal Justice Training	9,544	10,450	11,450
Revolving Cash Assistance	212,796	128,842	108,398
Dangerous Structures	-	5,000	15,000
Holland Energy Fund	359,566	353,100	427,100
Subtotal	<u>\$ 9,917,650</u>	<u>\$ 10,106,871</u>	<u>\$ 10,467,017</u>
<u>DEBT SERVICE FUNDS</u>			
Taxation & Cash Control	8,746,011	7,621,900	7,889,195
Building Authority Bonds	138,918	-	-
Act 99 Purchase Agreement	335,681	335,681	335,681
Special Assessment Bonds	8,194	7,791	-
Subtotal	<u>\$ 9,228,804</u>	<u>\$ 7,965,372</u>	<u>\$ 8,224,876</u>
<u>CAPITAL PROJECTS</u>			
Municipal Capital Improvements	13,028,924	3,021,958	2,942,430
Sidewalk Improvements	124,222	156,798	259,448
Street Improvements	2,686,514	3,799,940	3,970,000
Subtotal	<u>\$ 15,839,660</u>	<u>\$ 6,978,696</u>	<u>\$ 7,171,878</u>
<u>COMPONENT UNITS</u>			
Downtown Development Authority	228,721	221,930	267,591
Brownfield Redevelopment Authority	1,419,782	1,688,957	2,266,017
SmartZone	155,131	265,575	296,490
Holland Historical Trust	844,032	886,410	971,009
Subtotal	<u>\$ 2,647,666</u>	<u>\$ 3,062,872</u>	<u>\$ 3,801,107</u>
GOVERNMENTAL FUNDS TOTAL	<u>\$ 62,799,412</u>	<u>\$ 52,886,498</u>	<u>\$ 55,176,878</u>

FUNDING SOURCES

THREE YEAR COMPARISON BY FUND

	Actual FY-2019	Revised Estimate FY-2020	Adopted Budget FY-2021
<u>ENTERPRISE FUNDS</u>			
Solid Waste Recycling	1,972,319	2,123,900	2,954,900
Windmill Island Gardens	2,306,169	991,808	1,004,750
Depot Operations	1	1	1
Municipal Airport Facilities Management	140,462	151,250	158,069
Civic Center Place	778,742	560,000	569,454
Police Employees Benefit	3,379	3,105	3,200
City Hall Employees Benefit	4,627	4,675	4,725
Transportation Employees Benefit	1,499	1,520	1,520
Park & Cemetery Employees Benefit	104	85	55
Electric Utility	110,815,901	107,152,351	108,333,008
Wastewater Utility	11,934,777	12,615,836	12,671,374
Water Utility	11,107,532	11,232,031	12,663,452
Subtotal	<u>\$ 139,065,512</u>	<u>\$ 134,836,562</u>	<u>\$ 138,364,508</u>
<u>INTERNAL SERVICES FUNDS</u>			
Technology Services	824,839	665,600	692,900
Fuel Dispensing	715,676	679,800	728,900
Postage Services	24,494	24,390	25,100
Telephony Services	136,350	142,310	138,100
Centralized Vehicle / Equipment	2,582,902	2,708,675	3,164,894
Fire Vehicle and Equipment	1,226,984	265,000	141,000
Compensated Absences	3,588	50,000	50,000
Workers Compensation Insurance	406,874	359,800	374,000
Employee Disability Insurance	129,887	137,700	137,900
Employee Health & Dental Insurance	6,261,161	6,037,100	6,186,100
Vehicle Insurance	121,410	120,805	148,100
Property Insurance	36,973	33,580	39,300
Liability Insurance	124,830	126,350	157,700
Subtotal	<u>\$ 12,595,968</u>	<u>\$ 11,351,110</u>	<u>\$ 11,983,994</u>
PROPRIETARY FUNDS TOTAL	<u>\$ 151,661,480</u>	<u>\$ 146,187,672</u>	<u>\$ 150,348,502</u>
TOTAL	<u><u>\$ 214,460,892</u></u>	<u><u>\$ 199,074,170</u></u>	<u><u>\$ 205,525,380</u></u>

Note - Summary excludes amount 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.

FUNDING USES

THREE YEAR COMPARISON BY FUND

	Actual FY-2019	Revised Estimate FY-2020	Adopted Budget FY-2021
<u>GENERAL FUND</u>			
Operating	24,772,220	24,696,687	25,443,000
Budget Stabilization	13,333	253,000	47,900
Subtotal	<u>\$ 24,785,553</u>	<u>\$ 24,949,687</u>	<u>\$ 25,490,900</u>
<u>PERMANENT FUND</u>			
Cemetery Perpetual Care	<u>\$ 37,043</u>	<u>\$ 25,400</u>	<u>\$ 30,100</u>
<u>SPECIAL REVENUE FUNDS</u>			
Motor Vehicle Highway Major Streets	3,280,154	3,972,102	4,157,177
Motor Vehicle Highway Local Streets	1,383,598	1,478,891	1,599,700
Allegan County Road Tax	802,317	401,271	425,000
Ottawa County Road Tax	330,508	350,100	367,605
Street Improvements Reserve	1,226,032	1,557,969	2,390,000
Downtown Public Parking	264,087	300,727	318,969
Downtown Snowmelt System	357,333	371,603	373,218
Principal Shopping District	293,510	322,890	305,188
CATV TV Public Access	652,458	433,560	437,853
Herrick District Library Taxation	2	200	200
Police Criminal Justice Training	10,728	10,450	11,450
Revolving Cash Assistance	119,839	-	-
Dangerous Structures	12,407	20,200	12,600
Holland Energy Fund	229,604	272,355	540,300
Subtotal	<u>\$ 8,962,577</u>	<u>\$ 9,492,318</u>	<u>\$ 10,939,260</u>
<u>DEBT SERVICE FUNDS</u>			
Taxation & Cash Control	8,288,110	7,847,143	7,525,423
Building Authority Bonds	153,000	-	-
Act 99 Purchase Agreement	335,681	335,681	335,681
Special Assessment Bonds	8,500	8,531	-
Subtotal	<u>\$ 8,785,291</u>	<u>\$ 8,191,355</u>	<u>\$ 7,861,104</u>
<u>CAPITAL PROJECTS</u>			
Municipal Capital Improvements	14,743,631	3,874,479	3,023,000
Sidewalk Improvements	88,026	200,000	226,000
Street Improvements	2,686,514	3,799,940	3,970,000
Subtotal	<u>\$ 17,518,171</u>	<u>\$ 7,874,419</u>	<u>\$ 7,219,000</u>
<u>COMPONENT UNITS</u>			
Downtown Development Authority	182,164	227,429	271,848
Brownfield Redevelopment Authority	1,821,152	1,578,296	1,858,878
SmartZone	119,556	263,085	402,531
Holland Historical Trust	928,827	978,083	1,051,551
Subtotal	<u>\$ 3,051,699</u>	<u>\$ 3,046,893</u>	<u>\$ 3,584,808</u>
GOVERNMENTAL FUNDS TOTAL	<u>\$ 63,140,334</u>	<u>\$ 53,580,072</u>	<u>\$ 55,125,172</u>

FUNDING USES

THREE YEAR COMPARISON BY FUND

	Actual FY-2019	Revised Estimate FY-2020	Adopted Budget FY-2021
<u>ENTERPRISE FUNDS</u>			
Solid Waste Recycling	1,923,099	2,085,823	3,065,310
Windmill Island Gardens	2,376,192	1,152,410	1,209,878
Depot Operations	24,009	24,000	24,000
Municipal Airport Facilities Management	535,825	546,250	555,409
Civic Center Place	778,742	524,846	569,454
Police Employees Benefit	3,249	3,100	3,100
City Hall Employees Benefit	6,740	7,000	6,000
Transportation Employees Benefit	1,720	1,250	1,250
Park & Cemetery Employees Benefit	-	200	200
Electric Utility	108,009,033	97,205,804	98,876,325
Wastewater Utility	15,921,667	19,688,592	27,877,706
Water Utility	10,984,385	12,505,086	16,041,991
Subtotal	<u>\$ 140,564,661</u>	<u>\$ 133,744,361</u>	<u>\$ 148,230,623</u>
<u>INTERNAL SERVICES FUNDS</u>			
Technology Services	790,852	856,205	887,293
Fuel Dispensing	725,316	689,785	733,860
Postage Services	23,780	24,390	25,100
Telephony Services	153,312	159,660	146,134
Centralized Vehicle / Equipment	2,706,629	3,633,889	3,559,831
Fire Vehicle and Equipment	400,229	1,432,498	100,000
Compensated Absences	3,588	50,000	50,000
Workers Compensation Insurance	385,362	343,800	365,000
Employee Disability Insurance	102,289	118,650	115,700
Employee Health & Dental Insurance	5,770,409	5,750,571	5,930,550
Vehicle Insurance	119,151	97,505	126,000
Property Insurance	30,295	30,780	37,300
Liability Insurance	135,013	135,500	171,900
Subtotal	<u>\$ 11,346,225</u>	<u>\$ 13,323,233</u>	<u>\$ 12,248,668</u>
PROPRIETARY FUNDS TOTAL	<u>\$ 151,910,886</u>	<u>\$ 147,067,594</u>	<u>\$ 160,479,291</u>
TOTAL	<u><u>\$ 215,051,220</u></u>	<u><u>\$ 200,647,666</u></u>	<u><u>\$ 215,604,463</u></u>

Note - Summary excludes amount 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 07/01/2020	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2021	Change	
<u>GENERAL FUND</u>						
Operating	3,709,769	25,443,000	25,443,000	3,709,769	-	0.0%
Budget Stabilization	1,097,657	-	47,900	1,049,757	(47,900)	-4.4%
Subtotal	<u>4,807,426</u>	<u>25,443,000</u>	<u>25,490,900</u>	<u>4,759,526</u>	<u>(47,900)</u>	<u>-1.0%</u>
<u>PERMANENT FUND</u>						
Cemetery Perpetual Care	1,877,710	69,000	30,100	1,916,610	38,900	2.1%
<u>SPECIAL REVENUE FUNDS</u>						
Motor Vehicle Highway Major Streets	1,610,044	4,206,605	4,157,177	1,659,472	49,428	3.1%
Motor Vehicle Highway Local Streets	2,000	1,599,700	1,599,700	2,000	-	0.0%
Allegan County Road Tax	69,883	427,500	425,000	72,383	2,500	3.6%
Ottawa County Road Tax ⁽²⁾	46,849	350,200	367,605	29,444	(17,405)	-37.2%
Street Improvements Reserve ⁽²⁾	685,009	1,891,970	2,390,000	186,979	(498,030)	-72.7%
Downtown Public Parking	256,690	306,027	318,969	243,748	(12,942)	-5.0%
Downtown Snowmelt System ⁽¹⁾	59,349	350,667	373,218	36,798	(22,551)	-38.0%
Principal Shopping District	131,323	316,500	305,188	142,635	11,312	8.6%
CATV TV Public Access	258,033	455,700	437,853	275,880	17,847	6.9%
Herrick District Library Taxation	102	200	200	102	-	0.0%
Police Criminal Justice Training	4,926	11,450	11,450	4,926	-	0.0%
Revolving Cash Assistance ⁽⁴⁾	560,794	108,398	-	669,192	108,398	19.3%
Dangerous Structures ⁽³⁾	2,374	15,000	12,600	4,774	2,400	101.1%
Holland Energy Fund ⁽¹⁾	424,934	427,100	540,300	311,734	(113,200)	-26.6%
Subtotal	<u>4,112,310</u>	<u>10,467,017</u>	<u>10,939,260</u>	<u>3,640,067</u>	<u>(472,243)</u>	<u>-11.5%</u>
<u>DEBT SERVICE FUNDS</u>						
Taxation & Cash Control ⁽⁵⁾	658,241	8,224,876	7,861,104	1,022,013	363,772	55.3%
<u>CAPITAL PROJECTS</u>						
Municipal Capital Improvements	2,732,113	2,942,430	3,023,000	2,651,543	(80,570)	-3.0%
Sidewalk Improvements ⁽⁴⁾	92	259,448	226,000	33,540	33,448	36356.5%
Street Improvements	53,773	3,970,000	3,970,000	53,773	-	0.0%
Subtotal	<u>2,785,978</u>	<u>7,171,878</u>	<u>7,219,000</u>	<u>2,738,856</u>	<u>(47,122)</u>	<u>-1.7%</u>
<u>COMPONENT UNITS</u>						
Downtown Development Authority	227,579	267,591	271,848	223,322	(4,257)	-1.9%
Brownfield Redevelopment Authority ⁽³⁾	713,013	2,266,017	1,858,878	1,120,152	407,139	57.1%
SmartZone ⁽²⁾	108,531	296,490	402,531	2,490	(106,041)	-97.7%
Holland Historical Trust	1,686,386	971,009	1,051,551	1,605,844	(80,542)	-4.8%
Subtotal	<u>2,735,509</u>	<u>3,801,107</u>	<u>3,584,808</u>	<u>2,951,808</u>	<u>216,299</u>	<u>7.9%</u>

CITY OF HOLLAND

SUMMARY OF CHANGES IN FUND EQUITY

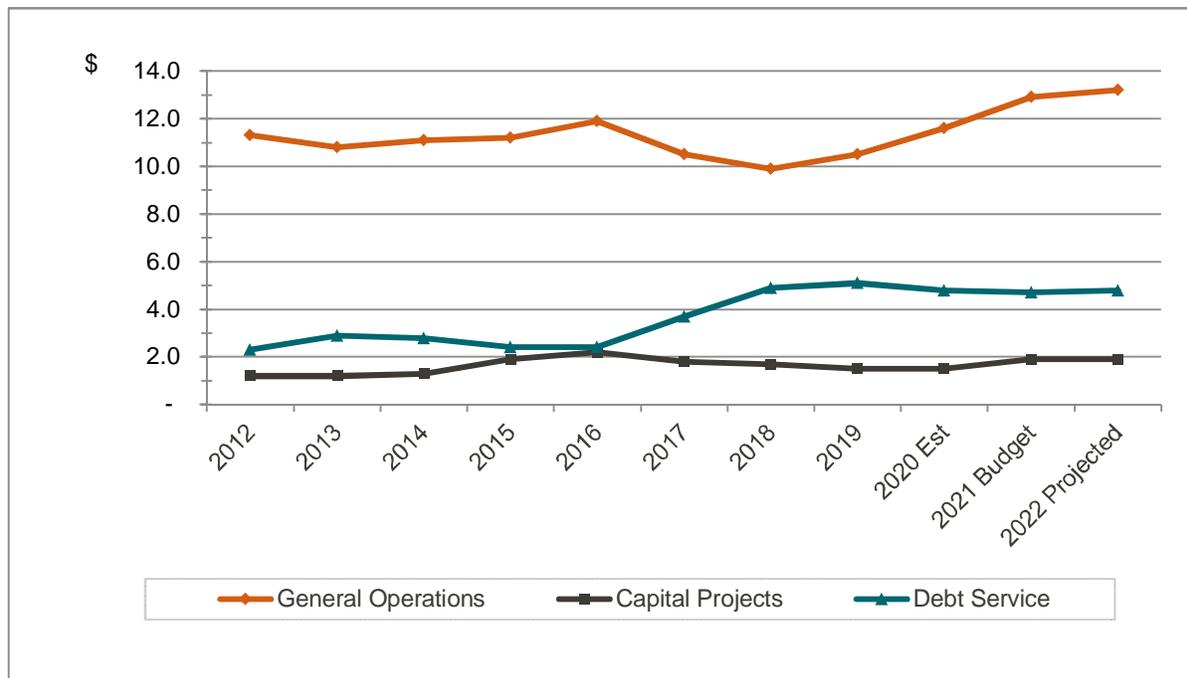
	Estimated Fund Equity 07/01/2020	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2021	Change	
<u>ENTERPRISE FUNDS</u>						
Solid Waste Recycling	1,209,238	2,954,900	3,065,310	1,098,828	(110,410)	-9.1%
Windmill Island Gardens	3,643,064	1,004,750	1,115,378	3,532,436	(110,628)	-3.0%
Depot Operations	676,074	1	24,000	652,075	(23,999)	-3.6%
Municipal Airport Facilities Management	8,192,531	158,069	555,409	7,795,191	(397,340)	-4.9%
Civic Center Place	35,154	569,454	569,454	35,154	-	0.0%
Police Employees Benefit ⁽³⁾	161	3,200	3,100	261	100	62.1%
City Hall Employees Benefit ⁽¹⁾	1,818	4,725	6,000	543	(1,275)	-70.1%
Transportation Employees Benefit ⁽³⁾	1,557	1,520	1,250	1,827	270	17.3%
Park & Cemetery Employees Benefit ⁽¹⁾	448	55	200	303	(145)	-32.4%
Electric Utility	317,407,930	108,333,008	90,390,910	335,350,028	17,942,098	5.7%
Wastewater Utility	71,523,068	12,671,374	12,332,825	71,861,617	338,549	0.5%
Water Utility	53,887,712	12,663,452	8,362,948	58,188,216	4,300,504	8.0%
Subtotal	<u>456,578,755</u>	<u>138,364,508</u>	<u>116,426,784</u>	<u>478,516,479</u>	<u>21,937,724</u>	<u>4.8%</u>
<u>INTERNAL SERVICES FUNDS</u>						
Technology Services ⁽¹⁾	599,537	692,900	842,293	450,144	(149,393)	-24.9%
Fuel Dispensing	271,290	728,900	733,860	266,330	(4,960)	-1.8%
Postage Services	8,737	25,100	25,100	8,737	-	0.0%
Telephony Services ⁽¹⁾	28,001	138,100	146,134	19,967	(8,034)	-28.7%
Centralized Vehicle / Equipment	5,874,660	3,164,894	2,811,831	6,227,723	353,063	6.0%
Fire Vehicle and Equipment	2,792,256	141,000	100,000	2,833,256	41,000	1.5%
Compensated Absences	-	50,000	50,000	-	-	0.0%
Workers Compensation Insurance	602,149	374,000	365,000	611,149	9,000	1.5%
Employee Disability Insurance ⁽³⁾	158,848	137,900	115,700	181,048	22,200	14.0%
Employee Health & Dental Insurance	3,329,306	6,186,100	5,930,550	3,584,856	255,550	7.7%
Vehicle Insurance	329,706	148,100	126,000	351,806	22,100	6.7%
Property Insurance	395,257	39,300	37,300	397,257	2,000	0.5%
Liability Insurance	178,880	157,700	171,900	164,680	(14,200)	-7.9%
Subtotal	<u>14,568,627</u>	<u>11,983,994</u>	<u>11,455,668</u>	<u>15,096,953</u>	<u>528,326</u>	<u>3.6%</u>
TOTAL	<u>\$ 488,124,556</u>	<u>\$ 205,525,380</u>	<u>\$ 183,007,624</u>	<u>\$ 510,642,312</u>	<u>\$ 22,517,756</u>	<u>4.6%</u>

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 accumulation of fund equity for future 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.

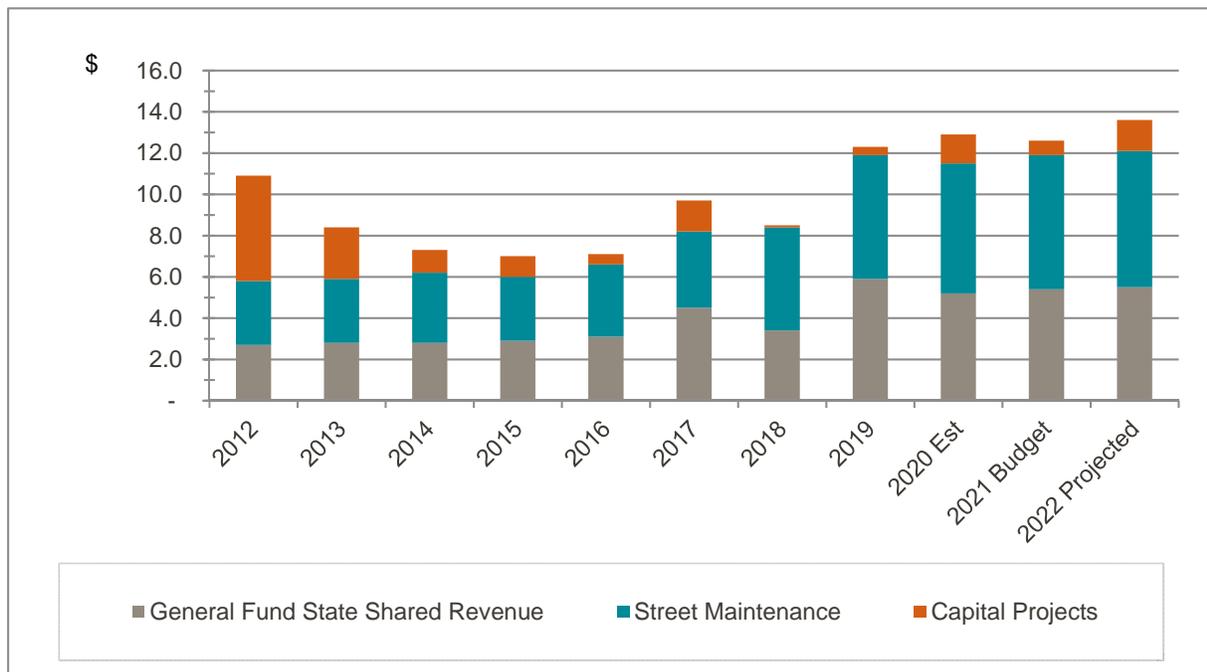
The City of Holland's taxable valuation base increased 5.6% in Fiscal Year 2021 and is projected to increase 2.5% in Fiscal Year 2022. The original millage rate authorized by City Charter of 17.5 has been reduced to 15.2186 by the Headlee Rollback. As a general guideline City Council prefers to levy 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 2021 are:

- General Operations: 8.3000 mills
- Capital Projects: 1.6015 mills
- Debt Service: 3.8712 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 those 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. A 2% increase is projected for Fiscal Year 2020, another 2.0% increase projected for Fiscal Year 2021. 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:

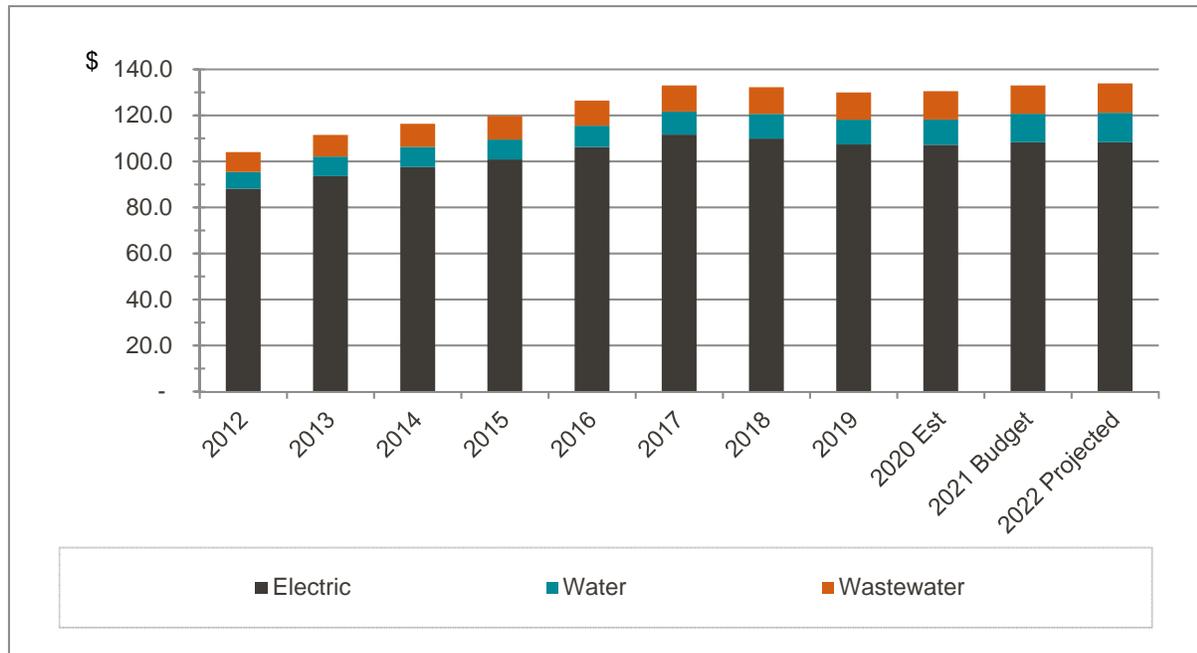
- State revenue sharing from the gas & weight tax, projecting a 2% increase in Fiscal Year 2022.
- Annual maintenance fee payment as provided by Public Act 48 of 2002; Metro Authority
- Allegan & Ottawa County revenue sharing from the Road & Bridge Tax. This is a voted county tax requiring period voter re-approval; projecting a 2.0% in Fiscal Year 2022.

Capital Projects

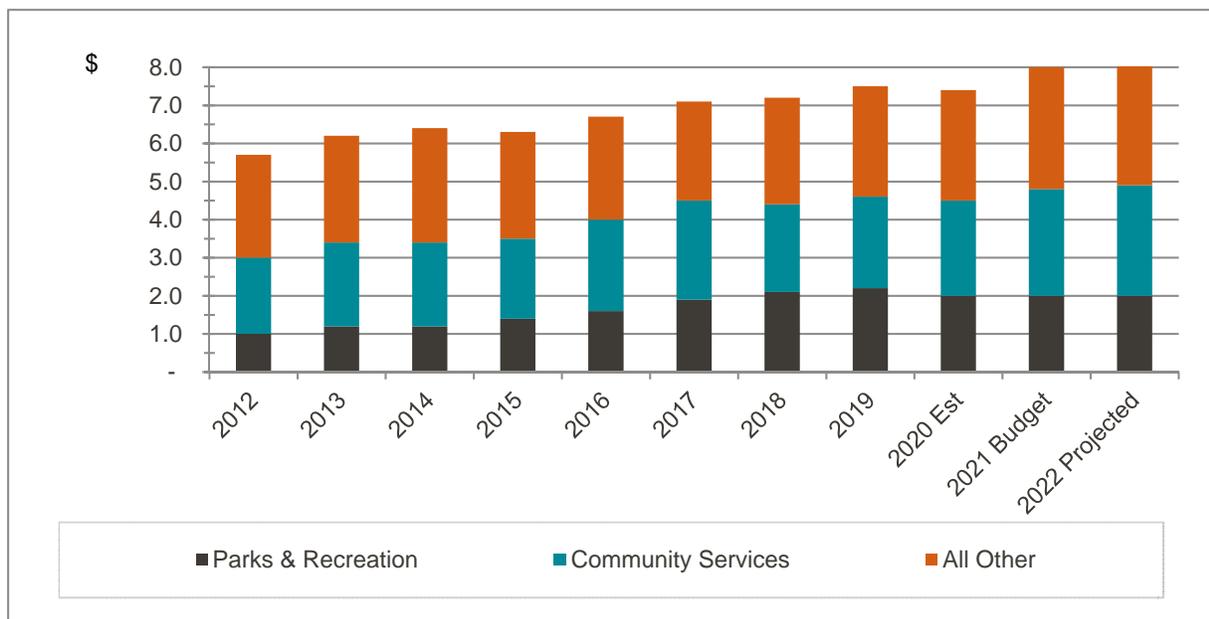
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time and non-recurring in nature. The projected amount for Fiscal Year 2022 is based on funding for projects the MCIF and Streets six (6) year plan.

MAJOR REVENUE SOURCE ANALYSIS

CHARGES FOR SERVICES - UTILITIES (MILLIONS OF DOLLARS)



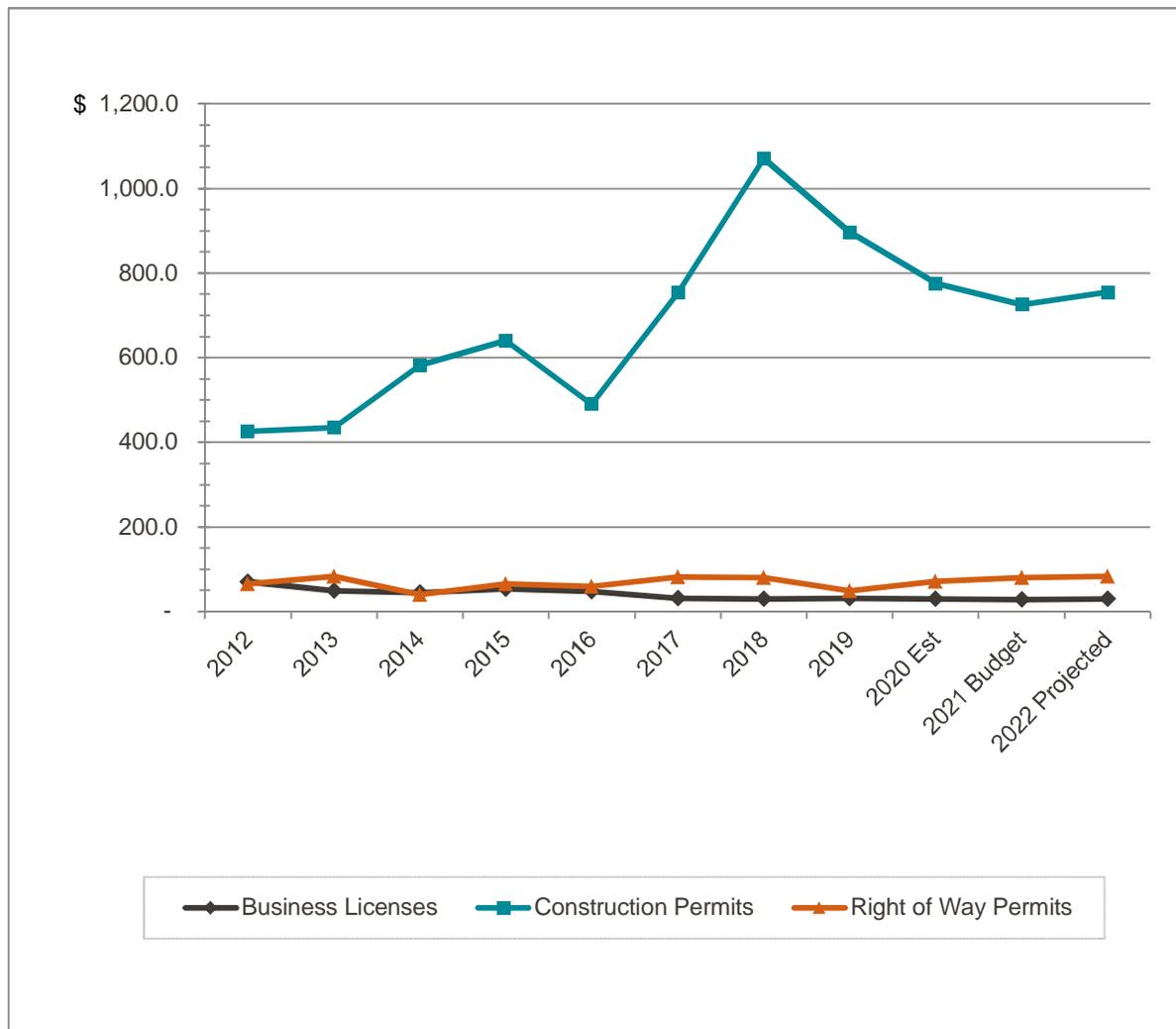
CHARGES FOR SERVICES - OTHER THAN UTILITIES (MILLIONS OF DOLLARS)



Charges for Services is the largest single revenue source due to the municipal utility. Customer charges comprise 70% of all revenue sources. Anticipated rate changes for Fiscal Year 2022 include 3.0% for water and 4.0% for wastewater. Due to Holland Energy Park efficiencies, the electric rates will remain the same. The Community Services, Parks & Recreation and Other revenue is projected to increase 2% in Fiscal Year 2022.

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 2022 revenue assumes a 4% increase from Fiscal Year 2021.

GENERAL FUND SUMMARY

- > FUND SUMMARY - OPERATING & BUDGET STABILIZATION

- > FUND SUMMARY - OPERATING

- > OPERATING FUNDING SOURCES

- > OPERATING FUNDING USES

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 SUMMARY

OPERATING AND BUDGET STABILIZATION

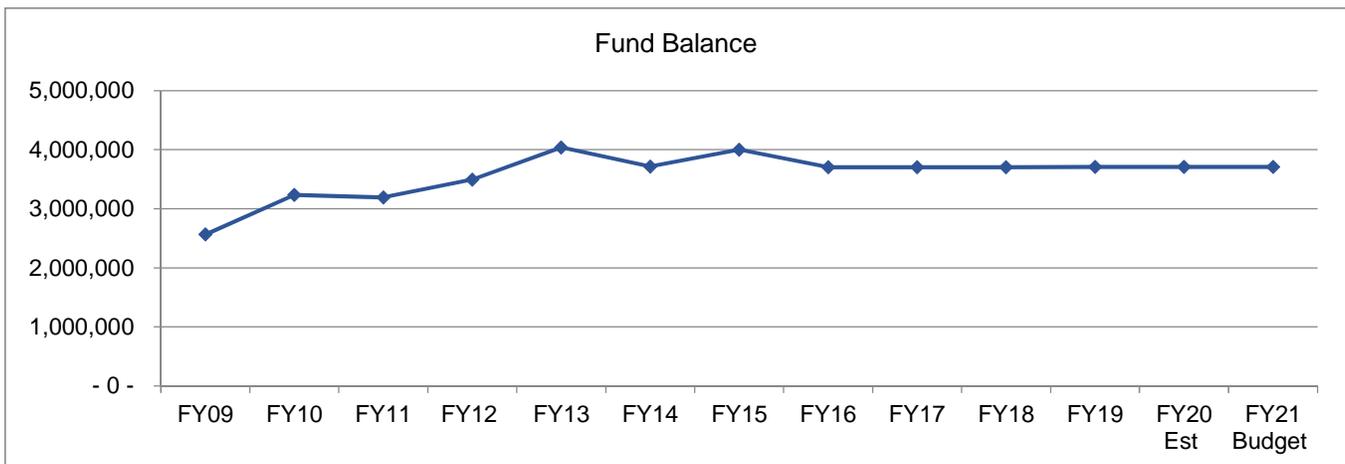
Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Estimate	FY-2021 Adopted
<u>Funding Sources:</u>					
Operating	21,960,307	24,777,027	23,848,057	24,696,687	25,443,000
Budget Stabilization	-	250,000	-	-	-
TOTAL FUNDING SOURCES	21,960,307	25,027,027	23,848,057	24,696,687	25,443,000
<u>Funding Uses:</u>					
Operating	21,960,307	24,772,220	23,874,606	24,696,687	25,443,000
Budget Stabilization	2,510	13,333	275,000	253,000	47,900
TOTAL FUNDING USES	21,962,817	24,785,553	24,149,606	24,949,687	25,490,900
 Net Increase (Decrease)	 (2,510)	 241,474	 (301,549)	 (253,000)	 (47,900)
 FUND BALANCE - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667
- Budget Stabilization	1,113,990	1,350,657	1,075,657	1,097,657	1,049,757
Unreserved:					
- Undesignated	3,699,295	3,704,102	3,677,553	3,704,102	3,704,102
Total Ending Fund Balance	\$ 4,818,952	\$ 5,060,426	\$ 4,758,877	\$ 4,807,426	\$ 4,759,526
 Change from Prior Fiscal Year	 -6.3%	 5.0%	 -6.0%	 -5.0%	 -1.0%
 Fund Balance as a Percentage of Funding Uses					
	21.9%	20.4%	19.7%	19.3%	18.7%

GENERAL FUND

OPERATING - FUND SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Estimate	FY-2021 Adopted
TOTAL FUNDING SOURCES	21,960,307	24,777,027	23,848,057	24,696,687	25,443,000
TOTAL FUNDING USES	21,960,307	24,772,220	23,874,606	24,696,687	25,443,000
Net Increase (Decrease)	-	4,807	(26,549)	-	-
FUND BALANCE - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667	\$ 5,667
Unreserved:					
- Undesignated	3,699,295	3,704,102	3,677,553	3,704,102	3,704,102
Total Ending Fund Balance	\$ 3,704,962	\$ 3,709,769	\$ 3,683,220	\$ 3,709,769	\$ 3,709,769
Change from Prior Fiscal Year	0.0%	0.1%	-0.7%	0.0%	0.0%

Fund Balance as a Percentage of Funding Uses	16.9%	15.0%	15.4%	15.0%	14.6%
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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 - FUNDING USES BY FUNCTION

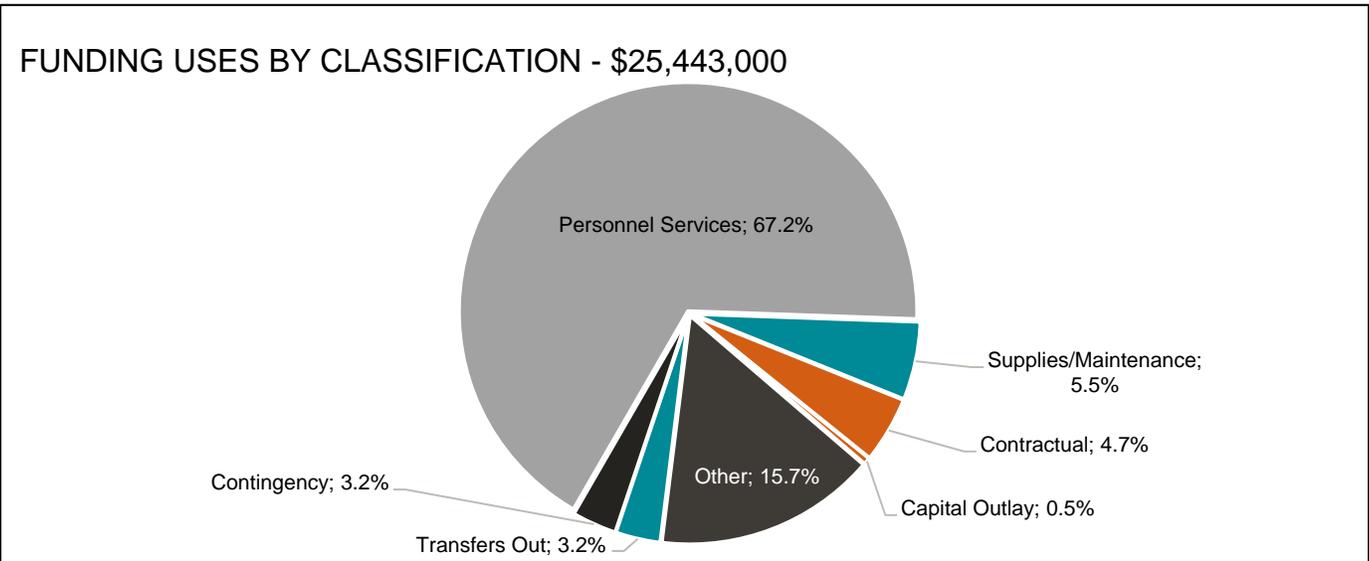
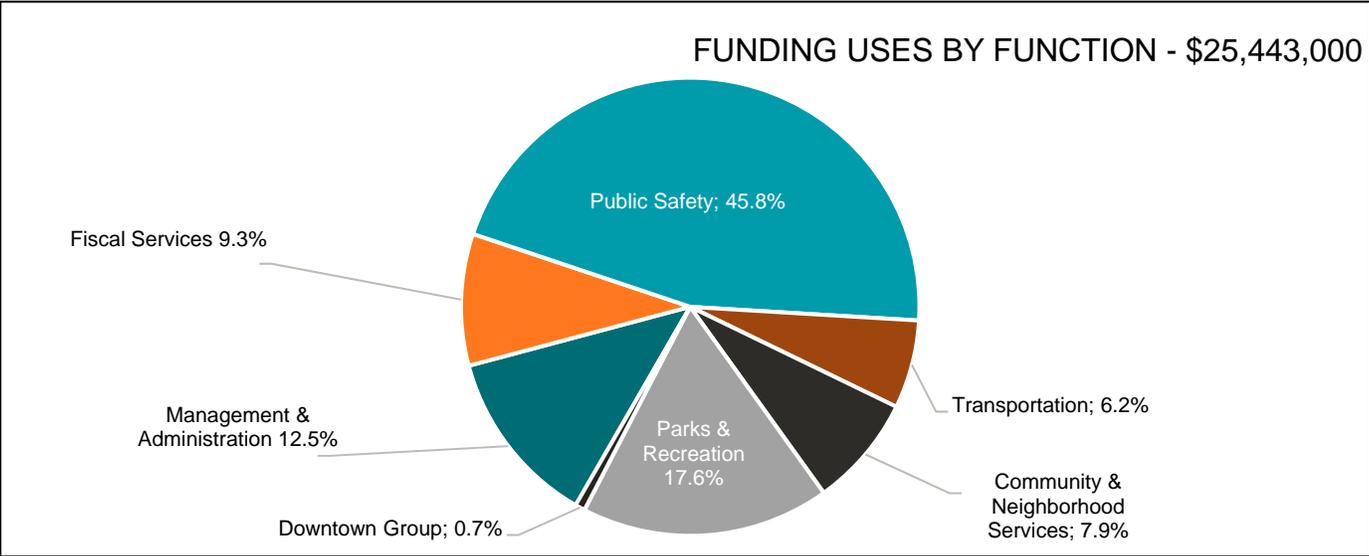
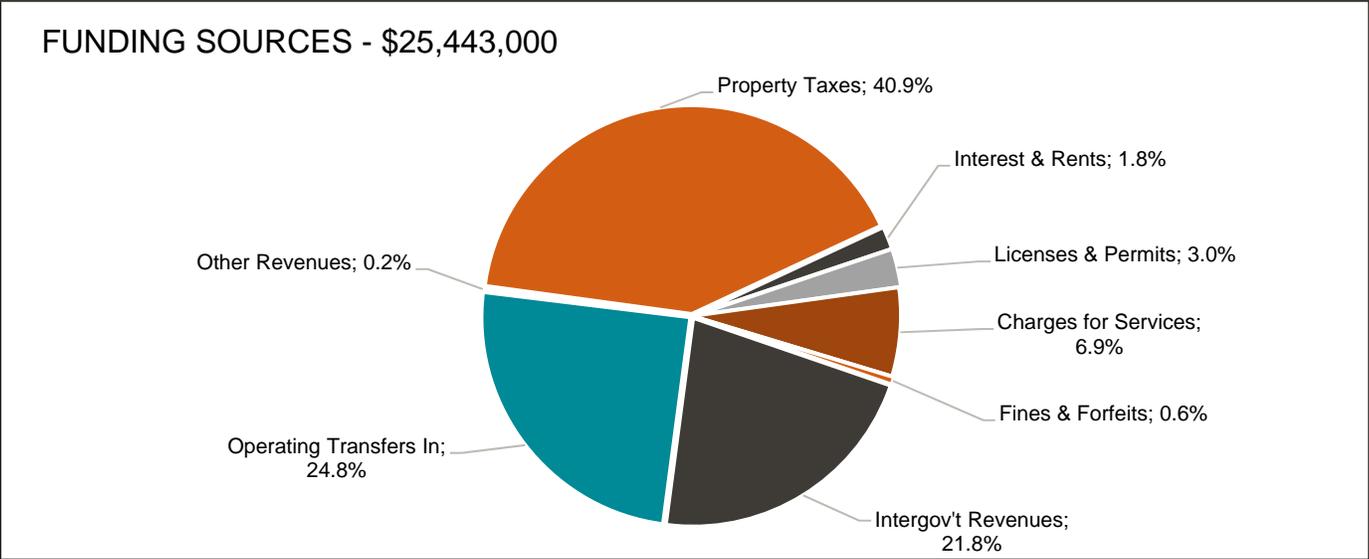
Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Estimate	FY-2021 Adopted	FY-20 Amended to FY-21
<u>Management & Administration</u>						
City Council	216,229	205,231	238,503	200,317	265,479	11.3%
City Manager	427,414	365,220	392,021	384,296	395,412	0.9%
Elections / Voter Registration	54,096	83,748	74,627	98,515	98,985	32.6%
City Attorney	221,307	226,666	238,600	228,600	228,600	-4.2%
City Clerk	264,571	283,824	302,044	286,760	289,274	-4.2%
Human Resources	460,319	851,693	458,106	418,531	399,530	-12.8%
Board & Commissions	6,725	7,197	12,239	7,648	7,909	-35.4%
Economic Devel. Assistance	70,651	62,820	60,620	60,458	405,325	568.6%
Human Relations Commission	99,347	105,420	124,630	117,955	123,619	-0.8%
International Relations Commission	32,110	37,637	46,929	44,888	118,436	152.4%
Youth Services	28,000	26,932	39,460	39,235	43,335	9.8%
Contingencies Appropriation	-	-	696,701	533,428	808,902	16.1%
Function Subtotal	1,880,769	2,256,388	2,684,480	2,420,631	3,184,806	18.6%
<u>Fiscal Services</u>						
Finance Office	545,881	584,245	636,236	635,730	672,573	5.7%
Independent Audit	47,914	45,703	50,225	50,075	47,700	-5.0%
Property Assessing Office	405,934	454,886	474,332	480,325	486,146	2.5%
Treasurer's Office	177,240	189,781	178,808	177,859	181,128	1.3%
Administrative Services	88,249	86,894	90,000	897,500	410,000	355.6%
Transfers to Other Funds	1,200,049	1,880,584	530,000	1,056,800	569,454	7.4%
Function Subtotal	2,465,267	3,242,093	1,959,601	3,298,289	2,367,001	20.8%
<u>Public Safety</u>						
Management	760,696	830,563	898,940	900,350	954,058	6.1%
Police Division	6,696,139	6,719,824	7,230,679	7,217,484	7,238,961	0.1%
Fire Division	2,821,910	3,858,505	3,029,302	2,874,890	3,003,959	-0.8%
Facilities	380,859	406,832	414,008	445,496	456,964	10.4%
Function Subtotal	10,659,604	11,815,724	11,572,929	11,438,220	11,653,942	0.7%
<u>Transportation</u>						
Street Division	1,083,294	1,188,075	1,228,120	1,253,406	1,333,669	8.6%
Transportation Mgmt/Engineering	199,468	208,678	251,634	220,718	252,682	0.4%
Function Subtotal	1,282,762	1,396,753	1,479,754	1,474,124	1,586,351	7.2%

GENERAL FUND

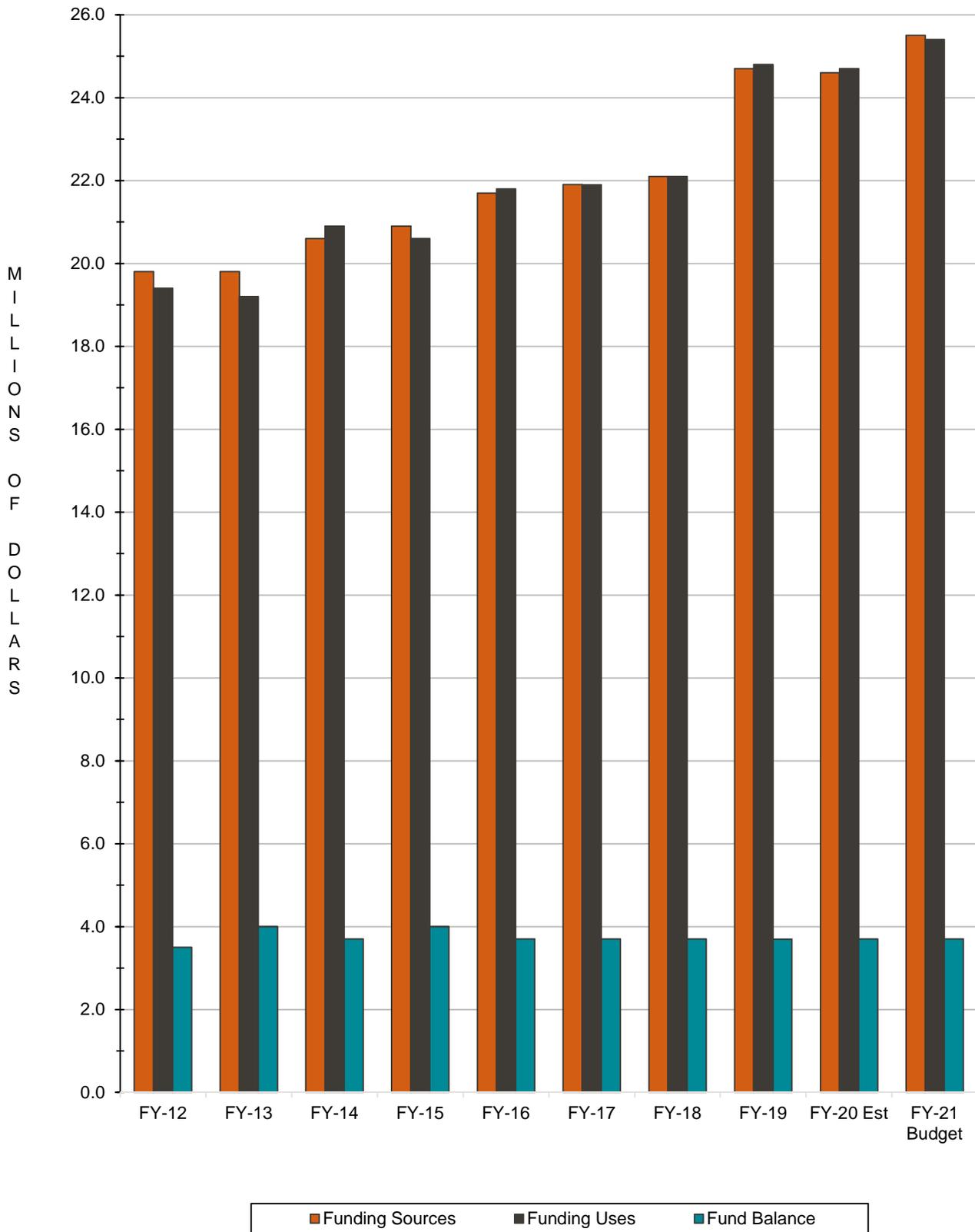
OPERATING - FUNDING USES BY FUNCTION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Estimate	FY-2021 Adopted	FY-20 Amended to FY-21
<u>Community & Neighborhood Services</u>						
Planning & Zoning	164,796	282,119	328,866	302,622	336,605	2.4%
Environmental Health & Inspections	400,936	425,382	461,646	473,934	543,576	17.7%
Construction Inspections	620,752	692,939	832,025	793,005	925,470	11.2%
Social Assistance	40,000	38,402	40,000	40,000	55,000	37.5%
Housing & Neighborhoods	234,338	217,907	136,426	129,225	150,048	10.0%
Function Subtotal	1,460,822	1,656,749	1,798,963	1,738,786	2,010,699	11.8%
<u>Parks & Recreation</u>						
City Hall & Grounds	168,208	198,438	198,625	198,767	212,772	7.1%
Cemetery	516,987	533,659	579,344	580,770	620,777	7.2%
Parks & Recreation Administration	61,808	63,305	68,489	68,271	-	-100.0%
Recreation	1,130,253	1,110,211	1,226,508	1,215,979	1,325,723	8.1%
Parks	1,571,317	2,048,221	1,966,706	1,943,202	2,134,761	8.5%
DeGraaf Nature Center	405,168	152,832	42,105	41,184	59,202	40.6%
Cultural Activities Assistance	108,848	109,558	109,300	109,700	110,000	0.6%
Function Subtotal	3,962,589	4,216,224	4,191,077	4,157,873	4,463,235	6.5%
<u>Downtown Group</u>						
8th Street Market	171,072	188,289	187,802	168,764	176,966	-5.8%
Civic Center	77,422	-	-	-	-	0.0%
Function Subtotal	248,494	188,289	187,802	168,764	176,966	-5.8%
Total Funding Uses	\$ 21,960,307	\$ 24,772,220	\$ 23,874,606	\$ 24,696,687	\$ 25,443,000	6.6%
Change from Previous Year	0.1%	12.8%	-3.6%	-0.3%	3.0%	

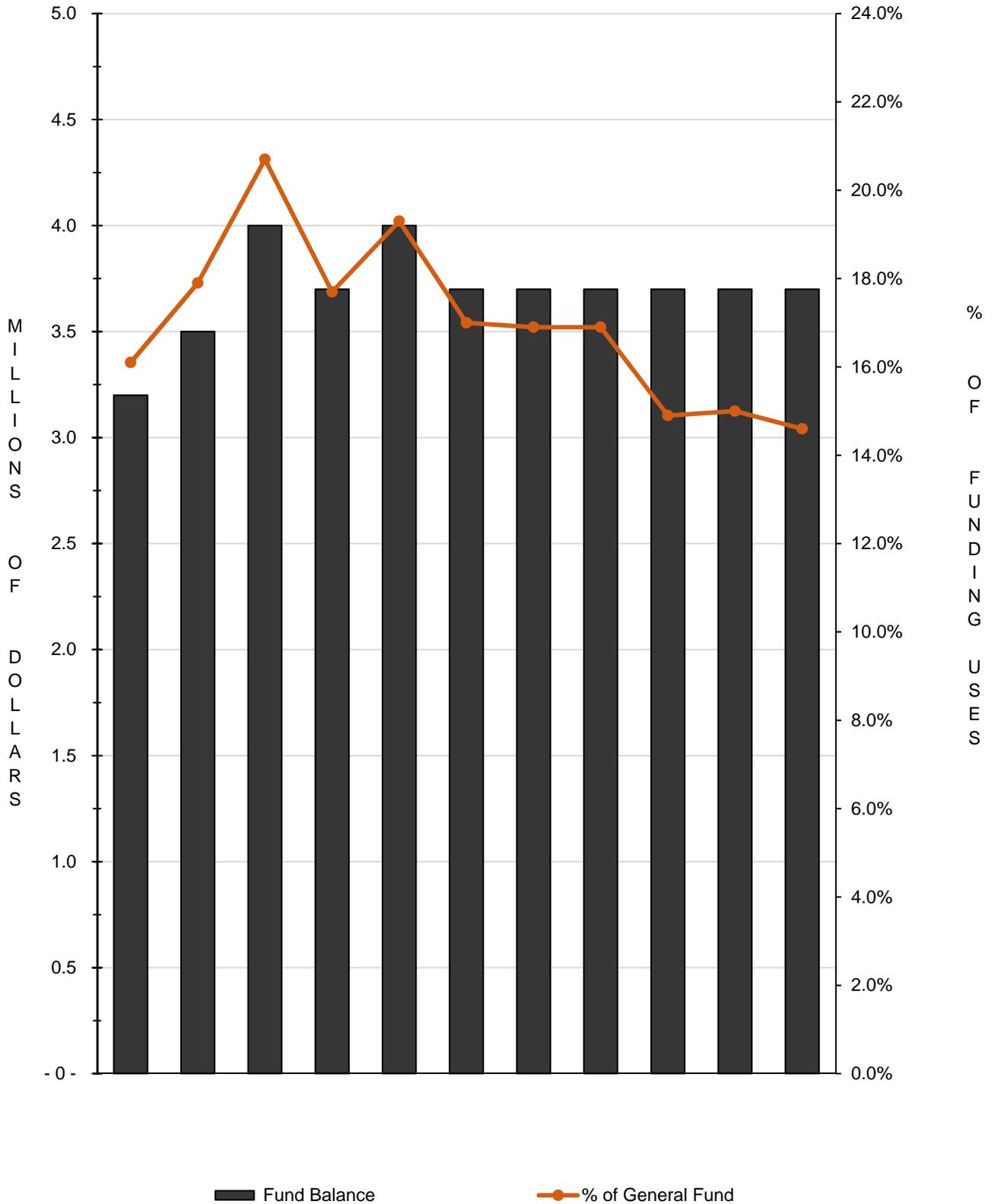
GENERAL FUND - OPERATING



GENERAL FUND - OPERATING



GENERAL FUND - OPERATING



SUMMARY OF ALL GROUPS

Description	FY-2021 Adopted Budget
- - FUNDING USES ACROSS FUNDS - -	
FUND TYPES -	
General	\$ 25,490,900
Permanent	30,100
Special Revenue	10,939,260
Debt Service	7,861,104
Capital Projects	7,219,000
Enterprise	148,230,623
Internal Service	12,248,668
Component Unit	3,584,808
FUND TYPE - TOTALS	\$ 215,604,463
- - FUNDING SOURCES & USES - -	
FUNDING SOURCES -	
Taxes & Special Assessments	21,349,336
Licenses & Permits	834,650
Intergovernmental	13,648,572
Charges for Services	141,160,495
Fines & Forfeits	150,700
Interest & Rents	3,464,354
Other	10,325,606
Transfers In	14,591,667
TOTAL SOURCES	\$ 205,525,380
FUNDING USES -	
Personnel Services -	
* Salaries & Wages	\$ 27,795,741
* Fringe Benefits	12,563,348
* Mandatory Employer Costs	2,352,525
Other Current Expenditures -	
* Supplies / Maintenance	12,729,330
* Contractual	9,559,945
* Utility Production	40,624,232
* Other	17,391,089
Capital Outlay	38,753,506
Debt Service Payments	
* Principal Maturities	9,052,988
* Interest & Fee Payments	8,851,159
Transfers Out	14,591,667
Depreciation Expense	20,530,031
Contingencies	808,902
TOTAL USES	\$ 215,604,463
Personnel Services Total Amount	\$ 42,711,614
* Full-Time Positions	369.20
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	63.42

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	\$ -	\$ -	\$ -	\$ 25,490,900	\$ 25,490,900
Permanent	-	-	-	30,100	30,100
Special Revenue	-	-	-	10,939,260	10,939,260
Debt Service	-	7,861,104	7,861,104	-	7,861,104
Capital Projects	-	-	-	7,219,000	7,219,000
Enterprise	-	-	-	148,230,623	148,230,623
Internal Service	-	-	-	12,248,668	12,248,668
Component Unit	-	-	-	3,584,808	3,584,808
FUND TYPE - TOTALS	<u>\$ -</u>	<u>\$ 7,861,104</u>	<u>\$ 7,861,104</u>	<u>\$ 207,743,359</u>	<u>\$ 215,604,463</u>
- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Taxes & Special Assessments	10,409,264	5,617,976	16,027,240	5,322,096	21,349,336
Licenses & Permits	1,200	-	1,200	833,450	834,650
Intergovernmental	5,427,994	-	5,427,994	8,220,578	13,648,572
Charges for Services	60,000	-	60,000	141,100,495	141,160,495
Fines & Forfeits	-	-	-	150,700	150,700
Interest & Rents	169,000	10,000	179,000	3,285,354	3,464,354
Other	1,200	1,893,736	1,894,936	8,430,670	10,325,606
Transfers In	6,184,521	703,164	6,887,685	7,703,982	14,591,667
TOTAL SOURCES	<u>\$ 22,253,179</u>	<u>\$ 8,224,876</u>	<u>\$ 30,478,055</u>	<u>\$ 175,047,325</u>	<u>\$ 205,525,380</u>
FUNDING USES -					
Personnel Services -					
* Salaries & Wages	-	-	-	27,795,741	27,795,741
* Fringe Benefits	-	-	-	12,563,348	12,563,348
* Mandatory Employer Costs	-	-	-	2,352,525	2,352,525
Other Current Expenditures -					
* Supplies / Maintenance	-	-	-	12,729,330	12,729,330
* Contractual	-	-	-	9,559,945	9,559,945
* Utility Production	-	-	-	40,624,232	40,624,232
* Other	-	500	500	17,390,589	17,391,089
Capital Outlay	-	-	-	38,753,506	38,753,506
Debt Service Payments					
* Principal Maturities	-	5,891,171	5,891,171	3,161,817	9,052,988
* Interest & Fee Payments	-	1,969,433	1,969,433	6,881,726	8,851,159
Transfers Out	-	-	-	14,591,667	14,591,667
Depreciation Expense	-	-	-	20,530,031	20,530,031
Contingencies	-	-	-	808,902	808,902
TOTAL USES	<u>\$ -</u>	<u>\$ 7,861,104</u>	<u>\$ 7,861,104</u>	<u>\$ 207,743,359</u>	<u>\$ 215,604,463</u>

Note - The summary excludes the Act 99 Purchase Agreement Rental Receipt & Debt Payment of \$335,681 as these amounts are 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-2021 Adopted
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 10,409,264	\$ -	\$ 10,940,072	\$ 21,349,336
Licenses & Permits	754,300	-	80,350	834,650
Intergovernmental	5,553,994	-	8,094,578	13,648,572
Charges for Services	1,749,520	133,085,834	6,325,141	141,160,495
Fines & Forfeits	150,700	-	-	150,700
Interest & Rents	452,500	330,000	2,681,854	3,464,354
Other	53,800	252,000	10,019,806	10,325,606
Transfers In	6,318,922	-	8,272,745	14,591,667
TOTAL SOURCES	\$ 25,443,000	\$ 133,667,834	\$ 46,414,546	\$ 205,525,380
FUNDING USES -				
Personnel Services -				
* Salaries & Wages	\$ 11,204,578	\$ 13,470,223	\$ 3,120,940	\$ 27,795,741
* Fringe Benefits	5,080,061	6,189,865	1,293,422	12,563,348
* Mandatory Employer Costs	818,980	1,243,336	290,209	2,352,525
Other Current Expenditures -				
* Supplies / Maintenance	1,410,573	7,917,152	3,401,605	12,729,330
* Contractual	1,196,230	4,314,532	4,049,183	9,559,945
* Utility Production	-	40,624,232	-	40,624,232
* Other	3,991,722	2,569,717	10,829,650	17,391,089
Capital Outlay	127,500	29,433,906	9,192,100	38,753,506
Debt Service Payments				
* Principal Maturities	-	3,161,817	5,891,171	9,052,988
* Interest & Fee Payments	-	6,881,726	1,969,433	8,851,159
Transfers Out	852,354	7,968,900	5,770,413	14,591,667
Depreciation Expense	-	19,020,616	1,509,415	20,530,031
Contingencies	808,902	-	-	808,902
TOTAL USES	\$ 25,490,900	\$ 142,796,022	\$ 47,317,541	\$ 215,604,463

- - STAFFING - -

Personnel Services Total Amount	\$ 17,103,619	\$ 20,903,424	\$ 4,704,571	\$ 42,711,614
* Full-Time Positions				369.20
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positions @ F.T.E.				63.42

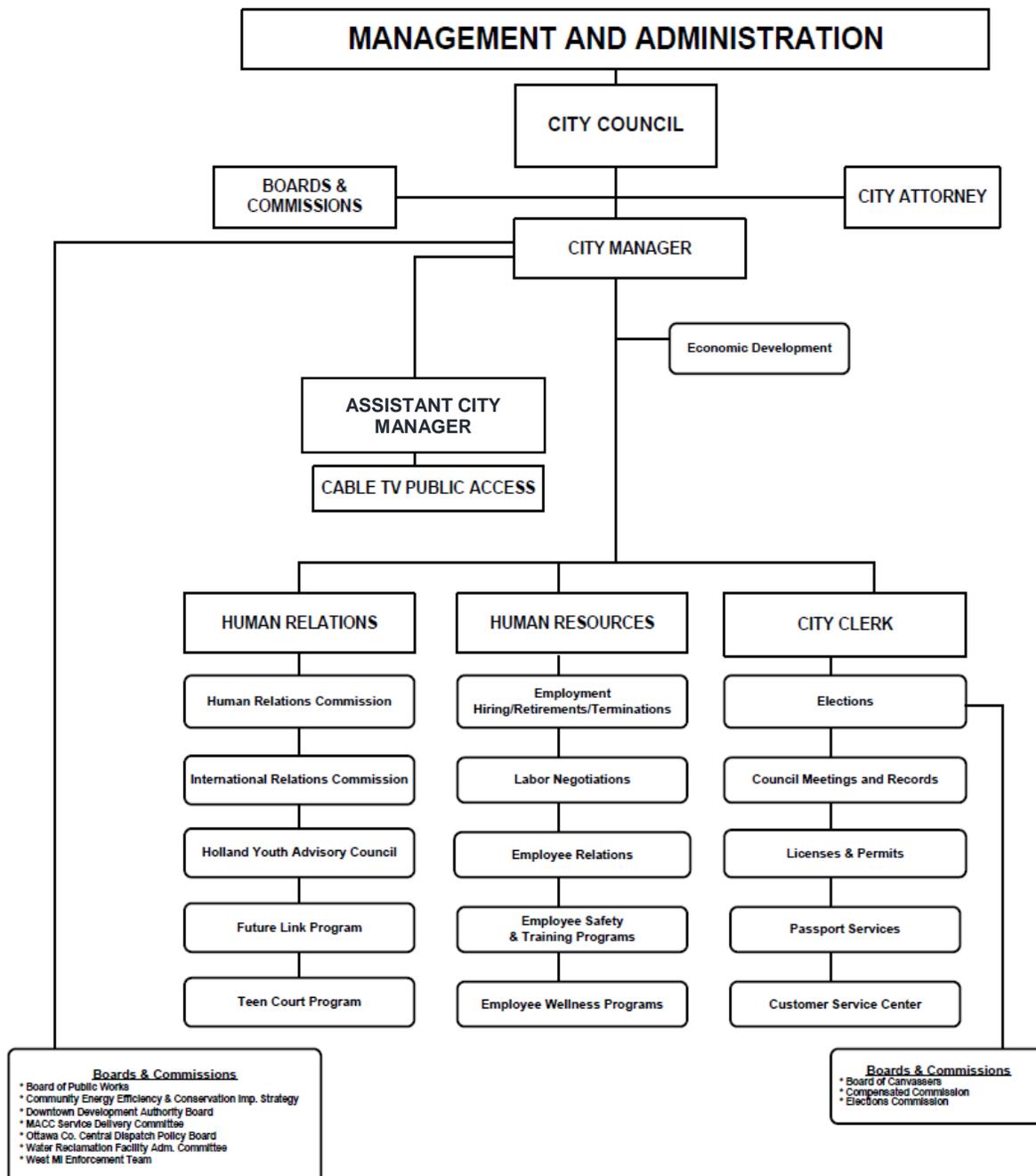
MANAGEMENT & ADMINISTRATION

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 1,880,769	\$ 2,256,400	\$ 2,684,480	\$ 2,420,631	\$ 3,184,806
Special Revenue Funds	481,337	652,458	476,129	433,560	437,853
TOTAL FUND TYPE	\$ 2,362,106	\$ 2,908,858	\$ 3,160,609	\$ 2,854,191	\$ 3,622,659

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 989	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	25,221	25,246	25,000	25,000	25,000
Charges for Services	563,716	593,120	574,700	579,500	544,500
Interest & Rents	3,744	5,238	3,000	3,000	3,000
Other	3,933	3,150	3,000	1,450	41,700
Transfers In	3,563	13,068	38,905	53,276	109,401
TOTAL SOURCES	\$ 601,166	\$ 639,822	\$ 644,605	\$ 662,226	\$ 723,601

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 837,737	\$ 922,001	\$ 964,815	\$ 950,745	\$ 1,057,655
* Fringe Benefits	336,284	808,389	368,432	354,333	408,688
* Mandatory Employer Costs	70,237	73,485	80,472	76,085	85,025
Other Current Expenditures -					
* Supplies / Maintenance	43,577	30,659	34,400	32,000	110,570
* Contractual Expenditures	484,883	342,532	407,635	354,200	361,000
* Other	373,479	352,044	418,754	369,400	599,319
Capital Outlay	15,909	13,748	39,400	34,000	41,500
Transfers Out	200,000	366,000	150,000	150,000	150,000
Contingencies	-	-	696,701	533,428	808,902
TOTAL USES	\$ 2,362,106	\$ 2,908,858	\$ 3,160,609	\$ 2,854,191	\$ 3,622,659

- - STAFFING - -

Personnel Services Total Amount	\$ 1,244,258	\$ 1,803,875	\$ 1,413,719	\$ 1,381,163	\$ 1,551,368
* Full-Time Positions	10.50	10.55	10.55	10.55	11.55
* Part-Time Positions @ F.T.E.	5.95	6.65	6.05	6.15	6.50
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00	9.00

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Stakeholders.

Council Objective:

- 1) Adopt approach or policy regarding requests for presentations to or support from Council.

Department Strategy / Tactic / Deliverable

- *Council considers an approach or policy regarding presentations to or requests for support. Council adopted Rules of Council, Section 3.9 stating that “Council will not take positions on matters or requests that do not pertain to or are not within the operational jurisdiction of the City.”*

Council Goal: To Continually Improve the City Organization.

Council Objectives:

- 1) To recruit and maintain effective representation on Boards, Commissions, and Committees.
- 2) Complete, implement and maintain effective Council governance.
- 3) Council has a budget for and participates in trainings and community events.

Department Strategies/Tactics/Deliverables:

- *Council reviews the processes and assists with the recruitment of citizen representation on Boards, Commissions, and Committees. Ottawa County presented report in February 2020. In progress.*
- *Complete the approval and implementation of the Council governance framework and process document. Council adopted Governance Framework & Rules of Council. Governance Training – continued funding, Council performance – On going*
- *Council is informed of opportunities and regularly attends trainings and community events. On-going*

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Number of Regular Scheduled Legislative Sessions	24	24	24	24
	Number of Special Called Legislative Sessions	4	10	5	4
	Number of Study Sessions	21	20	20	20
	Number of Council Actions (Calendar Year)	739	715	720	700
	Number of Ordinances Adopted	51	20	43	35
	*Facebook Posts on Legislative-Policy-Related	8	8	5	6
	Post Reach (Post is Viewed in Users Newsfeed)	22,000	22,000	22,000	22,000

*Data from Public Information Coordinator

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		216,229		205,252		238,503		200,317
TOTAL SOURCES	\$	216,229	\$	205,252	\$	238,503	\$	200,317
			\$			265,479	\$	

FUNDING USES -

Personnel Services -								
* Salaries & Wages	\$	70,410	\$	70,132	\$	74,850	\$	72,350
* Fringe Benefits		3,807		4,278		4,627		4,557
* Mandatory Employer Costs		5,416		5,403		5,866		5,652
Other Current Expenditures -								
* Supplies / Maintenance		2,248		1,851		1,400		1,400
* Contractual		14,880		11,015		28,000		5,000
* Other		119,468		112,573		123,760		111,358
Capital Outlay		-		-		-		-
TOTAL USES	\$	216,229	\$	205,252	\$	238,503	\$	200,317
			\$			265,479	\$	

- - STAFFING - -

Personnel Services Total Amount	\$	79,633	\$	79,813	\$	85,343	\$	82,559	\$	85,054
* 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

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

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position.

Council Objectives:

- 1) Adopt a long-term plan for the Municipal Capital Improvement Fund.
- 2) Grow the City tax base.
- 3) Develop a comprehensive economic development plan.
- 4) Adopt a Housing Development Support Policy and related documents.
- 5) Review existing fiscal and business abatement policies.

Department Strategies/Tactics/Deliverables:

- *Develop a plan matching identified assets with associated funding so Council can prioritize needs. Implement improvements to Municipal Capital Improvement Fund planning. In progress.*
- *Continue efforts to make the City desirable, attracting residential, commercial and industrial investment. Development/Tax Base: Waterfront Holland; 36th Street; Wildwood Creek; Others. In progress.*
- *Staff will work with partners and present to Council a plan for economic development. Adoption and Use of Strategic/Business Plan. Complete the hire and on-boarding of a new Assistant 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. In progress.*
- *Council will consider policies and procedures that outline the principles, goals, and strategies for housing in the City. Draft documents in place with plan to try with actual projects. Neighborhood Improvement will have recommendations to consider.*
- *Council will consider existing fiscal and business abatement policies. Similar to strategies #3 above. In progress.*

Council Goal: To Enhance Connections with Stakeholders.

Council Objectives:

- 1) Maintain and enhance regional partnerships with other local governments and schools.
- 2) Maintain and enhance partnerships with local non-profit, community, and private organizations.
- 3) Continue work on being a welcoming community, known for diversity and inclusion.
- 4) Maintain and consider expanding programs that connect citizens to City government.
- 5) Maintain and expand opportunities for civic engagement.

Department Strategies/Tactics/Deliverables:

- *Examine opportunities for increased cooperation and collaboration with local government/school partners. Build Regional Partnerships and present to Council opportunities to further collaborate. On-going.*

- *Examine opportunities for increased cooperation and collaboration with local partners. West Michigan Express. On-going.*
- *Continue internal efforts to have culturally competent staff that provide equitable services to all. Anti-discrimination ordinance – In progress.*
- *Council will consider opportunities and associated cost for citizen engagement programs. On-going,*

Council Goal: To Continually Improve the City Organization.

Council Objectives:

- 1) To have effective Boards, Commissions, and Committees.
- 2) Maintain and enhance the culture of collaboration and teamwork among City departments.

Department Strategies/Tactics/Deliverables:

- *Complete an evaluation tool in partnership with Ottawa County to increase effectiveness. Two evaluation tools have been developed to review BCCs intent/purpose and performance. In-progress.*
- *A partnership and expectation for a strong culture is cultivated. Staffing capacity and effectiveness. On-going.*

Council Goal: To Provide Quality Services to All Stakeholders.

Council Objective:

- 1) Provide effective leadership and support for citizens and operations

Department Strategy/Tactic/Deliverable:

- *Specific areas of emphasis include organizational culture and connections in the community. Culture is strong with solid employee morale. Strong focus on leadership in newly launched program. On-going.*

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY MANAGER

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		427,414		365,219		392,021		384,296
TOTAL SOURCES	\$	427,414	\$	365,219	\$	392,021	\$	384,296
			\$		\$		\$	395,412

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	190,602	\$	214,686	\$	220,025	\$	225,800	\$	225,075
* Fringe Benefits		70,999		104,692		114,928		116,811		117,782
* Mandatory Employer Costs		17,562		18,580		19,318		19,610		19,595

Other Current Expenditures -

* Supplies / Maintenance		3,880		1,252		1,450		900		1,150
* Contractual		100,234		3,377		5,000		-		-
* Other		44,137		22,632		31,300		21,175		31,810

TOTAL USES	\$	427,414	\$	365,219	\$	392,021	\$	384,296	\$	395,412
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- - STAFFING - -

Personnel Services Total Amount	\$	279,163	\$	337,958	\$	354,271	\$	362,221	\$	362,452
* Full-Time Positions		2.35		2.45		2.45		2.45		2.45
* Part-Time Positions @ F.T.E.		0.10		0.00		0.00		0.05		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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a balanced budget

Department Strategy / Tactic / Deliverable

- *Tracking procedures for time and supply usage; efficiency*
- *Streamlining product and supply purchases*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and consider expanding programs that connect citizens to City government

Department Strategy / Tactic / Deliverable

- *Increased use of social media*
- *Quarterly newsletters to election inspectors with results, updates, requirements*

Council Goal: To Continually Improve the City Organization

Department Strategy / Tactic / Deliverable

- *Moving election equipment to City Hall for quicker, easier access; opens space for Parks*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

Department Strategy / Tactic / Deliverable

- *Provide election worker training in-house when possible*
- *Establish drop box for Absentee apps and ballots, on exterior of building or front lobby*
- *Increase staffing / hours to accomplish more than bare minimum*

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Number of Registered Voters for November Election	24,993	25,028	24,853	27,000
	August	24,624	24,732	25,000	27,000
	May	24,375	24,965	25,629	27,000
	Total Number of Elections	3	3	4	3
	Regular	2	2	3	2
	Special	1	1	1	1
	Average Number of Election Workers per Precinct	5	5	6	6
	Voting Station Election Officials				
	Chairperson	16	16	16	16
	Election Worker	65	65	65	75
	Voter Turnout				
	August	3,712	6,692	2,851	7,000
	November	5,954	13,470	7,116	18,000
	February	-	-	8,500	-
	May	2,200	2,857	3,000	3,000
	Absentee Voters				
	* August	*68	1,607	1,344	3,500
	November	1,503	2,986	1,954	5,000
	February	-	-	4,500	-
	May	1,083	1,279	1,500	2,000
Efficiency	% Turnout per Election				
	August	15.07%	27.06%	11.39%	25.00%
	November	23.82%	53.82%	28.15%	65.00%
	February	-	-	33.00%	-
	May	0.00%	0.00%	12.00%	12.00%

*August - Ward 3 only 68 absentee voters.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS AND VOTER REGISTRATION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 13,850	\$ 18,018	\$ 15,000	\$ 35,000	\$ -
General Fund Unallocated Revenue	40,246	65,729	59,627	63,515	98,985
TOTAL SOURCES	\$ 54,096	\$ 83,747	\$ 74,627	\$ 98,515	\$ 98,985

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 27,950	\$ 61,359	\$ 47,200	\$ 68,475	\$ 69,325
* Fringe Benefits	19	85	100	150	198
* Mandatory Employer Costs	415	723	552	670	712

Other Current Expenditures -

* Supplies / Maintenance	8,040	8,728	8,500	7,600	9,500
* Contractual	7,376	6,877	12,000	14,800	12,800
* Other	10,296	5,975	6,275	6,820	6,450

TOTAL USES	\$ 54,096	\$ 83,747	\$ 74,627	\$ 98,515	\$ 98,985
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- - STAFFING - -

Personnel Services Total Amount	\$ 28,384	\$ 62,167	\$ 47,852	\$ 69,295	\$ 70,235
* Full-Time Positions	0.00	0.00	0.00	0.00	0.00
* Part-Time Positions @ F.T.E.	0.95	2.10	1.50	2.25	2.25

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City Tax Base

Department Strategy / Tactic / Deliverable

- *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.*

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY ATTORNEY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		221,307		226,666		238,600		228,600
TOTAL SOURCES	\$	221,307	\$	226,666	\$	238,600	\$	228,600

FUNDING USES -

Other Current Expenditures -

* Contractual	\$	221,307	\$	226,666	\$	238,600	\$	228,600	\$	228,600
TOTAL USES	\$	221,307	\$	226,666	\$	238,600	\$	228,600	\$	228,600

- - STAFFING - -

Positions: Not Applicable

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and consider expanding programs that connect citizens to City government

Department Strategy / Tactic / Deliverable

- *Increased use of social media for department services and events*
- *Complete ordinance codification process*

Council Goal: To Continually Improve the City Organization

Council Objective:

- 1) Maintain and enhance the culture of collaboration and teamwork among City departments

Department Strategy / Tactic / Deliverable

- *Continue Passport Program; Investigate sale of money orders for passport customers*
- *Work to decrease department(s) of paper use when possible*
- *Collaboration with other departments for efficient processing of contracts*
- *Additional department(s) training for iCompass (cross-train)*
- *City Plat Map*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide effective leadership and support for citizens and operations

Department Strategy / Tactic / Deliverable

- *Continued specialized training, including customer service, records management and related topics*
- *Continue Customer Service and front office staffed 8-5 with staff that is cross-trained to answer questions or direct to the proper departments.*
- *Increase staffing / hours to accomplish more than bare minimum*

MANAGEMENT & ADMINISTRATION

CITY CLERK

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Licenses & Applications				
	Business Licenses and Permits Issued	287	264	258	250
	Passports	2,306	2,092	2,000	2,050
	Ordinances				
	Ordinance Adopted	51	37	35	40
	Total Council Meetings - Regular, Special, & Closed	53	-	55	55
	Compensation Commission Meetings	-	1	-	1

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 25,221	\$ 25,246	\$ 25,000	\$ 25,000	\$ 25,000
Charges for Services	76,470	89,083	90,500	90,500	90,500
General Fund Unallocated Revenue	162,880	169,491	186,544	171,260	173,774
TOTAL SOURCES	\$ 264,571	\$ 283,820	\$ 302,044	\$ 286,760	\$ 289,274

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 163,065	\$ 169,103	\$ 185,350	\$ 163,575	\$ 168,125
* Fringe Benefits	43,104	49,560	59,565	59,405	63,970
* Mandatory Employer Costs	13,548	13,585	15,399	13,230	14,279

Other Current Expenditures -

* Supplies / Maintenance	7,166	7,861	7,600	7,600	7,600
* Contractual	652	4,930	7,935	16,500	8,500
* Other	37,036	38,781	26,195	26,450	26,800

TOTAL USES	\$ 264,571	\$ 283,820	\$ 302,044	\$ 286,760	\$ 289,274
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- - STAFFING - -

Personnel Services Total Amount	\$ 219,717	\$ 232,248	\$ 260,314	\$ 236,210	\$ 246,374
* Full-Time Positions	2.00	2.00	2.00	2.00	2.00
* Part-Time Positions @ F.T.E.	2.55	2.45	2.55	1.85	1.85

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

DESCRIPTION

Provides professional leadership in all areas of Human Resources for the City of Holland. Works closely with management and employees to promote a 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 and succession planning.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Implement strategies to address pension and other post-employment benefit (OPEB) liabilities

Department Strategy / Tactic / Deliverable

- *Continue to offer a competitive benefit package to employees, through education, plan design strategy, enhanced technology, and preventative/wellness incentives. Address and reduce the City's Other Post-Employment Benefits (OPEB) liability as part of the overall strategy.*
- *Continue to reduce Workers Compensation claims through our Employee Safety Program, and Central Safety Team efforts and education.*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance regional partnerships with other local governments and schools

Department Strategy / Tactic / Deliverable

- *Build upon our partnerships with local schools through communication and collaboration – job fair and career day participation, co-op and internship opportunities, etc.*
- *Continue efforts and seek out resources to become a more diverse and inclusive organization, to represent all members of our community.*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) City has in place effective performance evaluation system, staff training and development program for our employees

Department Strategy / Tactic / Deliverable

- *Implement the Wage and Classification Study recommendations.*
- *Continue to maintain and enhance an effective formal performance management process for all non-seasonal full and part time and full employees.*
- *Continue to build the Training and Professional Development Framework to meet the needs of our organization, not only to address succession planning, but also for employee engagement.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide effective leadership and support for citizens and operations

Department Strategy / Tactic / Deliverable

- *Enhance our current employee Training and Professional Development framework to include more training in the area cultural intelligence, to reduce bias and promote diversity and inclusion in all areas of the organization.*
- *Continue to promote a positive work culture and increase employee morale through various efforts – smooth onboarding process, employee recognition, events, wellness program efforts, the formal evaluation process, exit interviews, and professional development opportunities.*

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Number of Full Time Positions	177	184	187	190
	Number of Full Time New Hires	14	28	20	20
	Number of Labor Contract Settlements	-	-	2	-
	Number of Recordable Work Compensation Claims (Calendar Year)	19	15	13	11
	Number of Lost Time Accidents (Calendar Year)	5	7	5	3
	Number of Lost Days (Calendar Year)	290	246	200	190

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		460,319		851,691		458,106		418,531	399,530	
TOTAL SOURCES	\$	460,319	\$	851,691	\$	458,106	\$	418,531	\$	399,530

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	127,354	\$	139,533	\$	151,540	\$	151,365	\$	156,830
* Fringe Benefits		150,560		572,983		87,909		75,694		81,561
* Mandatory Employer Costs		11,580		12,718		14,300		13,850		14,959
Other Current Expenditures -										
* Supplies / Maintenance		3,692		2,927		2,250		1,600		1,600
* Contractual		125,156		79,857		96,800		84,300		43,000
* Other		41,977		43,673		105,307		91,722		101,580
TOTAL USES	\$	460,319	\$	851,691	\$	458,106	\$	418,531	\$	399,530

- - STAFFING - -

Personnel Services Total Amount	\$	289,494	\$	725,234	\$	253,749	\$	240,909	\$	253,350
* Full-Time Positions		2.60		2.60		2.60		2.60		2.60
* Part-Time Positions @ F.T.E.		0.40		0.10		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	CVS Boards/Project/Program Volunteers				
	Boards and Commissions Volunteers	208	235	235	235
	Females	83	80	83	85
	Minorities	23	25	27	29
	Teen Court Coordinator, Jurors and Assistants	90	90	90	90
	Victims Services Unit	20	20	20	20
	Recreation Dept. Volunteers	389	280	270	290
	Youth Council Volunteers	40	40	40	40
	*Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	125	125	125	125
	Total	872	790	780	800
	CVS/Boards/Project/Program Hours				
	Boards and Commissions	2,274	5,000	2,400	5,000
	Teen Court Coordinator, Jurors and Assistants	400	400	400	400
	Victims Services Unit Volunteers	400	400	400	400
	Recreation Dept. Volunteers	6,734	4,480	4,500	4,600
	Youth Council Volunteers	650	650	650	650
	*Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	475	750	800	900
Total	10,933	11,680	9,150	11,950	

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		6,725		7,198		12,239		7,648		7,909
TOTAL SOURCES	\$	6,725	\$	7,198	\$	12,239	\$	7,648	\$	7,909

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	3,999	\$	4,166	\$	4,475	\$	4,480	\$	4,550
* Fringe Benefits		1,904		2,139		2,329		2,289		2,414
* Mandatory Employer Costs		298		319		385		379		395
Other Current Expenditures -										
* Supplies / Maintenance		101		226		700		200		200
* Contractual		40		-		1,000		-		-
* Other		383		348		3,350		300		350
TOTAL USES	\$	6,725	\$	7,198	\$	12,239	\$	7,648	\$	7,909

- - STAFFING - -

Personnel Services Total Amount	\$	6,201	\$	6,624	\$	7,189	\$	7,148	\$	7,359
* 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 & SUSTAINABILITY

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.

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position.

Council Objectives:

- 1) Grow the City tax base.
- 2) Develop a comprehensive economic development plan.
- 3) Adopt a Housing Development Support Policy and related documents.
- 4) Review existing fiscal and business abatement policies.

Department Strategies/Tactics/Deliverables:

- *Continue efforts to make the City desirable, attracting residential, commercial and industrial investment. 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. In progress.*
- *Staff will work with partners and present to Council a plan for economic development. Complete the hire and on-boarding of a new Assistant 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. In progress.*
- *Council will consider policies and procedures that outline the principles, goals, and strategies for housing in the City. Complete work with the Community and Neighborhood Services Department to become a Redevelopment Ready Community. In progress*
- *Council will consider existing fiscal and business abatement policies. Complete a review of existing policies related to financial tools and abatement programs available for business. In progress*
- *Support the top priorities of City Council that directly relate to sustainability, including diversity, inclusion, and equity; affordable housing; and educational components of the Community Energy Plan.*

MANAGEMENT & ADMINISTRATION

GENERAL FUND - ECONOMIC DEVELOPMENT & SUSTAINABILITY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 5,200	\$ 15,950	\$ 3,000	\$ 3,000	\$ 3,000
Transfers In	3,563	13,068	38,905	53,276	109,401
General Fund Unallocated Revenue	61,888	33,800	18,715	4,182	292,924
TOTAL SOURCES	\$ 70,651	\$ 62,818	\$ 60,620	\$ 60,458	\$ 405,325

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 5,498	\$ 5,235	\$ 5,375	\$ 5,350	\$ 101,050
* Fringe Benefits	2,827	3,111	3,474	3,427	38,040
* Mandatory Employer Costs	453	436	496	481	8,500

Other Current Expenditures -

* Supplies / Maintenance	-	-	-	-	50,000
* Contractual	10,363	633	-	-	35,000
* Other	51,510	53,403	51,275	51,200	156,735

Capital Outlay

Capital Outlay	-	-	-	-	16,000
TOTAL USES	\$ 70,651	\$ 62,818	\$ 60,620	\$ 60,458	\$ 405,325

- - STAFFING - -

Personnel Services Total Amount	\$ 8,778	\$ 8,782	\$ 9,345	\$ 9,258	\$ 147,590
* Full-Time Positions	0.10	0.10	0.10	0.10	1.10
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.30

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION

DESCRIPTION

The Holland Human Relations Commission promotes diversity, equity, and inclusion in housing, education, employment, and public services. We advocate for all with special care to underserved communities. We do this through research, advocacy, education, mediation, and empowerment.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools
- 2) Maintain and enhance partnerships with local non-profits, community, and private organizations
- 3) Continue to work on being a welcoming community, known for diversity
- 4) Maintain and consider expanding programs that connect citizens to City government
- 5) Maintain and expand opportunities for community engagement

Department Strategy / Tactic / Deliverable

- *Annual Partnership with Ottawa County: Diversity Forum*
- *Community Network for Education: Partnership with Holland Public Schools*
- *Support/Partnership with Michigan Census data collection in under-represented communities*
- *Let's Listen Collaboration: Civil Discourse; Diversity Rocks the Books; Community Days Collaboration – desire to bring diverse community to the event*
- *Board and Commission diverse community recruitment and training Initiative; Voter education training; Continue to focus actionable items from the Inclusive Cities feedback loops*

Council Goal: To Continually Improve the City Organization

Council Objective:

- 1) To have effective Boards, Commissions, and Committees
- 2) To recruit and maintain effective representation on City Boards, Commissions, and Committees
- 3) Maintain and enhance the culture of collaboration and teamwork among City departments
- 4) Develop a Racial Equity Model for Boards, Commissions, Committees, and City Council.

Department Strategy / Tactic / Deliverable

- *Tenant / Landlord Forum Plenary & Panel Discussions*
- *Implement a better tracking tool for Tenant / Landlord Concerns*
- *Initiate more communication and collaboration with Neighborhood Connectors*
- *Develop standard operating processes for Human Relations Department*

Council Goal: To provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to work and play.
- 2) Provide effective leadership and support for citizens and operations.

Department Strategy / Tactic / Deliverable

- *Tenant / Landlord Stakeholder Service Delivery Collaboration*
- *Housing Resource Collaboration; Crisis Response Plan management and training*
- *Support Diversity Rocks the Books as partner as it expands regionally*
- *Enhance Faith Leadership, public safety relationships*

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Total Complaints and Request for Information	1,022	198	250	250
	By Service Area:				
	Education	3	1	1	1
	Employment	11	6	6	6
	Housing - HRC	120	130	130	130
	Housing - CNS**	103	-	-	-
	Government/Community				
	Consumer	13	14	14	14
	Public Services / Accommodations	14	38	38	38
	Welfare Eligibility	7	6	6	6
	Teen Court	8	6	4	6
	Diversity Rocks the Books (Students, Faculty and Guest Readers)	743	904	1,150	1,150
	Crisis Response Plan Update	20	45	80	80

*CISCO transition not actualized in the Human Relations Department during transition.

** CNS Tenant/Landlord Concerns transitions to HRC in 2019

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		99,347		105,420		124,630		117,955	123,619	
TOTAL SOURCES	\$	99,347	\$	105,420	\$	124,630	\$	117,955	\$	123,619

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	61,095	\$	65,551	\$	68,400	\$	68,050	\$	64,605
* Fringe Benefits		13,942		17,320		20,215		20,340		21,638
* Mandatory Employer Costs		4,778		5,262		5,725		5,670		5,606
Other Current Expenditures -										
* Supplies / Maintenance		2,604		1,803		3,200		3,500		4,300
* Contractual		906		258		3,000		2,900		3,000
* Other		16,022		15,226		24,090		17,495		24,470
TOTAL USES	\$	99,347	\$	105,420	\$	124,630	\$	117,955	\$	123,619

- - STAFFING - -

Personnel Services Total Amount	\$	79,815	\$	88,133	\$	94,340	\$	94,060	\$	91,849
* Full-Time Positions		0.70		0.70		0.70		0.70		0.70
* Part-Time Positions @ F.T.E.		0.45		0.50		0.50		0.50		0.40

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS COMMISSION

DESCRIPTION

The International Relations Commission builds and maintains meaningful relationships between the people of Holland and the wider world through cultural, educational and professional contact. The International Relations Commission values: Respect, Reliability, Collaboration, and Hospitality. The commission is committed to the highest levels of courtesy and fairness for those who serve on this commission and local residents. We fulfill our commitments to Holland residents, its government, and our local and global partners. We value and seek great ideas and resources in our community and beyond our borders, strive to make Holland a welcoming community for everyone.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To enhance connections with stakeholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools
- 2) Maintain and enhance regional partnerships with local non-profit, community, and private organizations
- 3) Continue on being a welcoming community, known for diversity and inclusion
- 4) Maintain and consider expanding programs that connect residents to City government

Department Strategy / Tactic / Deliverable

- International Festival 2020:
 1. Expand along 8th Street – 3-year plan
 2. Expand to a 2-3 day event – 10 year plan
- World Affairs Council Association partner in the Lakeshore
 1. Great Decisions Global Discussions Simulcast Host
 2. Bring world-class speakers to Holland that are internationally relevant
- Consulate visits to celebrate international learning and its impact on the state of Michigan
- Work collaboratively with local business stakeholders to develop a Welcoming Community Strategy for international newcomers
- Expand Sister City relationships
- Continue annual Reel Time Film Series: American Influence Policy in the World
- Celebrate Diversity, Equity, and Inclusion
 1. International Festival of Holland – Community Celebration
 2. Cultural Calendar that celebrates and recognizes other cultures
 3. Support local cultural organizations

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Regular Meetings with Regional Econo Develop Org	1	1	1	1
	Attain Coverage of IRC Programming in Traditional Media	15	15	30*	30
	Increase Social Media Presence and Update Regularly	-	15	70	70
	Develop & Update Website for International Festival	1	1	1	Ongoing
	Participate in Tulip Time Parade - IRC Members Only	4	4	**	-
	IRC Members Attend Governor's Luncheon	2	3	2	2
	Participate in World Affairs Council Programming	8	8	10	10
	Host Consulate Visits	-	1	2	3
	**Host Queretaro Delegation	-	-	3	3
	Citizen Cultural Tour	-	14	-	14
	*Youth Cultural Exchange	-	-	-	3
	Promote IRC Membership	3	Full Capacity	Ongoing	Ongoing
	Reel Time Film Series American Influence Around the World	4	4	4	4
	International Festival Fundraising	18,000	38,000	50,000	60,000
	International Festival Event Planning	1	1	1	1

*New event for FY18 & FY19

**Queretaro Fountain Fixed

* Festival Facebook, Twitter, Instagram 70, Paper Media 30

** No longer priority

MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$	-	\$	-	\$	-	\$	-	\$	40,000
General Fund Unallocated Revenue		32,110		37,637		46,929		44,888		78,436
TOTAL SOURCES	\$	32,110	\$	37,637	\$	46,929	\$	44,888	\$	118,436

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	18,635	\$	19,255	\$	19,675	\$	19,675	\$	27,690
* Fringe Benefits		5,975		6,820		8,496		8,195		8,898
* Mandatory Employer Costs		1,488		1,569		1,708		1,668		2,348

Other Current Expenditures -

* Supplies / Maintenance		141		1,677		2,750		3,150		4,200
* Contractual		84		584		1,000		1,000		2,100
* Other		5,787		7,732		13,300		11,200		73,200

TOTAL USES	\$	32,110	\$	37,637	\$	46,929	\$	44,888	\$	118,436
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- - STAFFING - -

Personnel Services Total Amount	\$	26,098	\$	27,644	\$	29,879	\$	29,538	\$	38,936
* 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		0.20

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To enhance connections with stakeholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools
- 2) Maintain and enhance regional partnerships with local non-profit, community, and private organizations
- 3) Continue on being a welcoming community, known for diversity and inclusion
- 4) Maintain and improve communication for civic engagement.

Department Strategy / Tactic / Deliverable

- Holland Youth Advisory Council will identify at least 4 areas of community engagement:
 - a. Birthday Boxes for Resilience youth
 - b. Holiday Film Screening
 - c. East Egg Hunt (neighborhood)
 - d. Scavenger Hunt at St. Patrick's Day
 - e. Holland Youth Leadership collaboration
 - f. Mayor's Roundtable
 - g. Teen Court collaboration with the Juvenile Court
 - h. Community Beach Clean-Up
 - i. Collaboration with City's Parks & Recreation Senior Prom Program

Council Goal: To Continually Improve the City Organization

Council Objective:

- 1) To have effective Boards, Commissions, and Committee
- 2) To recruit and maintain effective representation on Boards, Commissions and Committees

Department Strategy / Tactic / Deliverable

- Recruit diverse youth participants
- Annual review of HYAC and Youth on Boards Engagement
- Annual Leadership Training exercises

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected	
Workload	Holland Youth Advisory Council (HYAC) Total Members	38	38	41	41	
	Females	22	22	26	26	
	Males	16	16	15	15	
	Minorities	14	11	13	13	
	Environmental Committee	-	-	8	8	
	Special Events Committee	10	9	-	-	
	Recreation Committee	9	7	10	10	
	Social Services Committee	9	9	9	10	
	Youth on Adult Boards	20	19	14	14	
	HYAC Core	9	9	14	14	
	Planned Events by HYAC					
	Recreation Committee					
	Lip Sync Battles ¹	1	-	-	Undetermined	
	Easter Egg Hunt ²	1	1	planning	Undetermined	
	Youth Scavenger Hunt	1	1	-	Undetermined	
	Leprechaun Hunt	-	-	planning	Undetermined	
	Holiday Movie Event	-	-	completed	Undetermined	
	HYAC Social Event	1	-	-	Undetermined	
	Social Services Committee					
	Energy Wars ³	-	-	-	Undetermined	
	CWIT Birthday Boxes	1	-	in process	Undetermined	
	Holland Rescue Mission Coffees ⁴	1	-	-	Undetermined	
	Senior Prom	-	1	planning	Undetermined	
	Anti-vaping video	-	-	planning	Undetermined	
	Special Events Committee					
	Mental Health Awareness Speaker's Bureau	1	1	**	**	
	5k Run/Walk Mental Health Awareness	1	1	-	-	
	Mental Health Community Education	-	-	-	-	
	Environmental Committee					
	Beach clean-up	-	-	completed	Undetermined	
	Recycling video	-	-	planning	Undetermined	
	HYAC Core					
	Mayor's Round table	-	-	planning	1	
Total High School Students Involved	55	72	72	72		
All-HYAC fun event	-	-	completed	Ongoing		
update by-laws	-	-	completed	Ongoing		
update web site	-	-	completed	Ongoing		
Teen Court - Number of Cases	10	4	6	6		

* Please note events are not planned until the middle of the Fiscal Year (by October).

** Special Events Committee transitioned to Environment

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

Special Events Committee changed to Environmental Committee

MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 989	\$ -	\$ -	\$ -	-
Other	300	-	-	-	-
General Fund Unallocated Revenue	27,700	26,932	39,460	39,235	43,335
TOTAL SOURCES	\$ 28,000	\$ 26,932	\$ 39,460	\$ 39,235	\$ 43,335

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 20,536	\$ 17,551	\$ 25,000	\$ 25,600	\$ 26,400
* Fringe Benefits	-	58	775	800	800
* Mandatory Employer Costs	1,485	1,359	1,935	2,055	2,130

Other Current Expenditures -

* Supplies / Maintenance	519	935	2,750	2,900	3,320
* Contractual	-	874	1,900	600	1,000
* Other	5,460	6,155	7,100	7,280	9,685

TOTAL USES	\$ 28,000	\$ 26,932	\$ 39,460	\$ 39,235	\$ 43,335
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- - STAFFING - -

Personnel Services Total Amount	\$ 22,021	\$ 18,968	\$ 27,710	\$ 28,455	\$ 29,330
* Full-Time Positions	0.00	0.00	0.00	0.00	0.00
* Part-Time Positions @ F.T.E.	0.60	0.65	0.65	0.65	0.65

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CONTINGENCIES

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		-	-	696,701	533,428		808,902	
TOTAL SOURCES	\$	-	\$	-	\$	-	\$	808,902

FUNDING USES -

Contingencies	\$	-	\$	-	\$	-	\$	808,902
TOTAL USES	\$	-	\$	-	\$	-	\$	808,902

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Televised Programs				
	Government Meetings	64	73	73	76
	Staff Produced	170	153	155	155
	Producer Shows	756	750	740	568
	Online Video Hits				
	YouTube	104,022	121,938	122,000	123,000
	Vimeo	14,204	15,218	12,000	11,000
	Facebook (30 Seconds or More)	1,004,463	1,163,570	1,200,000	1,250,000

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 468,196	\$ 470,069	\$ 466,200	\$ 451,000	\$ 451,000
Interest & Rents	3,744	5,238	3,000	3,000	3,000
Other	3,633	3,150	3,000	1,450	1,700
TOTAL SOURCES	\$ 475,573	\$ 478,457	\$ 472,200	\$ 455,450	\$ 455,700

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 148,593	\$ 155,430	\$ 162,925	\$ 146,025	\$ 139,580
* Fringe Benefits	43,147	47,343	66,014	62,665	68,585
* Mandatory Employer Costs	13,214	13,531	14,788	12,820	10,674

Other Current Expenditures -

* Supplies / Maintenance	15,186	3,399	3,800	3,150	7,100
* Contractual	3,885	7,461	12,400	500	1,000
* Other	41,403	45,546	26,802	24,400	35,414
Capital Outlay	15,909	13,748	39,400	34,000	25,500
Transfers Out	200,000	366,000	150,000	150,000	150,000

TOTAL USES	\$ 481,337	\$ 652,458	\$ 476,129	\$ 433,560	\$ 437,853
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,764)	\$ (174,001)	\$ (3,929)	\$ 21,890	\$ 17,847
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	410,144	236,143	232,214	258,033	275,880
TOTAL FUND EQUITY	\$ 410,144	\$ 236,143	\$ 232,214	\$ 258,033	\$ 275,880

- - STAFFING - -

Personnel Services Total Amount	\$ 204,954	\$ 216,304	\$ 243,727	\$ 221,510	\$ 218,839
* Full-Time Positions	2.15	2.10	2.10	2.10	2.10
* Part-Time Positions @ F.T.E.	0.90	0.85	0.85	0.85	0.85

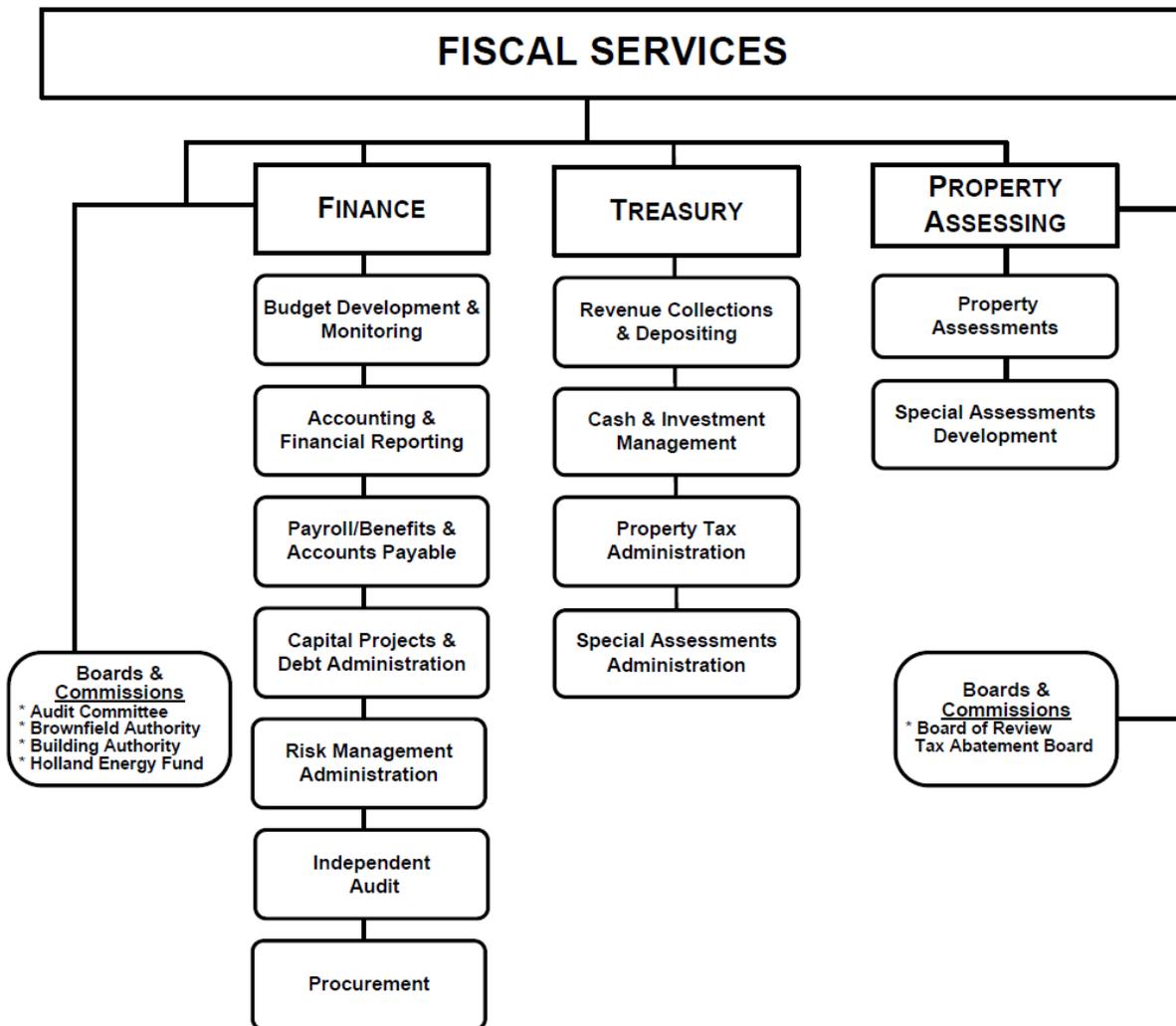
FISCAL SERVICES

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 2,467,777	\$ 3,255,426	\$ 2,234,601	\$ 3,551,289	\$ 2,414,901
Special Revenue Funds	225,998	349,443	434,000	272,355	540,300
Enterprise Funds	5,450	6,740	6,500	7,000	6,000
Component Unit	30,584	119,556	263,075	263,085	402,531
TOTAL - ALL FUND TYPES	\$ 2,729,809	\$ 3,731,165	\$ 2,938,176	\$ 4,093,729	\$ 3,363,732

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 132,152	\$ 182,589	\$ 94,282	\$ 101,584	\$ 90,310
Intergovernmental	83,755	150,908	261,575	261,575	294,990
Charges for Services	127,853	136,586	153,478	165,190	154,110
Interest & Rents	20,535	35,159	32,394	31,433	19,763
Other	29,663	58,981	70,000	78,000	102,000
Transfers In	274,240	550,000	275,000	275,000	325,000
TOTAL SOURCES	\$ 668,198	\$ 1,114,223	\$ 886,729	\$ 912,782	\$ 986,173

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 630,211	\$ 681,557	\$ 704,056	\$ 714,751	\$ 727,970
* Fringe Benefits	276,366	301,608	334,234	1,138,109	660,362
* Mandatory Employer Costs	55,700	60,245	66,694	65,147	68,958
Other Current Expenditures -					
* Supplies / Maintenance	33,447	33,183	35,450	35,555	35,250
* Contractual Items	164,246	278,604	497,563	433,800	728,081
* Other	369,790	375,545	520,179	399,567	520,757
Capital Outlay	-	-	-	-	10,000
Transfers Out	1,200,049	2,000,423	780,000	1,306,800	612,354
TOTAL USES	\$ 2,729,809	\$ 3,731,165	\$ 2,938,176	\$ 4,093,729	\$ 3,363,732

- - STAFFING - -

Personnel Services Total Amount	\$ 962,277	\$ 1,043,410	\$ 1,104,984	\$ 1,918,007	\$ 1,457,290
* Full-Time Positions	11.90	12.15	11.90	11.90	11.90
* Part-Time Positions @ F.T.E.	1.15	1.00	1.10	1.05	1.10

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective: Grow the City tax base

Department Strategy / Tactic / Deliverable

- Facilitate Brownfield and IFT projects
- Parcel review for 20% of properties

Council Goal: Grow the City tax base

Council Objective: Develop a comprehensive economic development plan

Department Strategy / Tactic / Deliverable

- Adopt financial policies

Council Goal: Enhance Connections with Stakeholders

Council Objective: Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- Provide Fiscal Services to HDL, Holland Energy Fund, MAX, SmartZone, WMAA

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective: Management/Administrative Services – provide effective leadership and support for citizens and operations

Department Strategy / Tactic / Deliverable

- Earn GFOA Award for Distinguished Budget Presentation Award
- Earn GFOA Award for Excellence in Financial Reporting

FISCAL SERVICES

GENERAL FUND - FINANCE & TREASURER

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Purchase Orders Issued - City	1,143	1,120	600	600
	Purchase Orders Issued - Fiscal Agent	63	52	50	50
	Bid Requests Issued	25	28	25	25
	Investment Portfolio - City at FY end (incl. HEF & SmartZone) *	\$28,112,270	\$26,850,796	\$25,000,000	\$25,000,000
	Investment Portfolio - Fiscal Agent at FY end	\$12,500,000	\$13,388,779	\$14,000,000	\$13,500,000
	Utility Billings Processed for Holland Board of Public Works	2,720	2,464	2,200	2,150
	Dog Licenses Issued on behalf of Ottawa County	53	59	60	65
Efficiency	Average Days to Compile Monthly Financial Statements	25	25	25	25
	Property Tax Billings Processed On Time	92%	91%	92%	92%
	Employees receiving Payroll via ACH - City	89%	85%	85%	85%
	Employees receiving Payroll via ACH - Fiscal Agent	89%	87%	87%	87%
	Delinquent Personal Property Taxes Collected	85%	65%	70%	75%
	Years Received G.F.O.A. Budget Award	16	17	18	19
	Bond Rating - Standard and Poor's	AA	AA	AA	AA
	Bond Rating - Moody's	Aa2	Aa2	Aa2	Aa2

* 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-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 78,073	\$ 84,060	\$ 96,039	\$ 107,800	\$ 114,275
General Fund Unallocated Revenue	467,808	500,184	540,197	527,930	558,298
TOTAL SOURCES	\$ 545,881	\$ 584,244	\$ 636,236	\$ 635,730	\$ 672,573

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 317,093	\$ 340,527	\$ 366,296	\$ 369,796	\$ 377,200
* Fringe Benefits	130,772	148,907	164,220	162,360	190,037
* Mandatory Employer Costs	27,558	29,596	33,838	32,855	35,403

Other Current Expenditures -

* Supplies / Maintenance	11,982	11,586	11,700	12,200	11,900
* Contractual	6,207	6,050	8,213	8,300	8,100
* Other	52,269	47,578	51,969	50,219	49,933

TOTAL USES	\$ 545,881	\$ 584,244	\$ 636,236	\$ 635,730	\$ 672,573
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- - STAFFING - -

Personnel Services Total Amount	\$ 475,423	\$ 519,030	\$ 564,354	\$ 565,011	\$ 602,640
* Full-Time Positions	5.50	5.75	6.00	6.00	6.00
* Part-Time Positions @ F.T.E.	0.60	0.60	0.60	0.60	0.60

FISCAL SERVICES

GENERAL FUND - TREASURER

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 41,863	\$ 44,681	\$ 49,789	\$ 49,360	\$ 31,835
General Fund Unallocated Revenue	135,377	145,102	129,019	128,499	149,293
TOTAL SOURCES	\$ 177,240	\$ 189,783	\$ 178,808	\$ 177,859	\$ 181,128

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 79,879	\$ 88,727	\$ 67,460	\$ 74,105	\$ 75,245
* Fringe Benefits	43,252	46,117	50,353	50,103	45,640
* Mandatory Employer Costs	7,783	8,678	7,812	7,590	7,779

Other Current Expenditures -

* Supplies / Maintenance	10,061	9,940	10,800	10,400	10,600
* Contractual	15,413	13,088	19,500	14,200	19,200
* Other	20,852	23,233	22,883	21,461	22,664

TOTAL USES	\$ 177,240	\$ 189,783	\$ 178,808	\$ 177,859	\$ 181,128
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- - STAFFING - -

Personnel Services Total Amount	\$ 130,914	\$ 143,522	\$ 125,625	\$ 131,798	\$ 128,664
* Full-Time Positions	2.30	2.30	1.80	1.80	1.80
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

FISCAL SERVICES

GENERAL FUND - ASSESSING

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Actual	FY-21 Projected
Workload	Total Properties	13,500	13,500	13,534	13,521
	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	56	28	35	30
	*Letters	2	10	27	15
	*Recommendations	89	140	177	130
	Total Parcels Appealed	147	178	239	175
	MTT Assessment Appeal Properties				
	Full Tribunal	4	4	3	3
Small Claims Division	-	1	2	1	

*May reflect more than one parcel being appealed

FISCAL SERVICES

GENERAL FUND - ASSESSING

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,299	\$ 3,362	\$ 3,150	\$ 3,430	\$ 3,350
General Fund Unallocated Revenue	402,635	451,523	471,182	476,895	482,796
TOTAL SOURCES	\$ 405,934	\$ 454,885	\$ 474,332	\$ 480,325	\$ 486,146

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 233,239	\$ 252,303	\$ 270,300	\$ 270,850	\$ 275,525
* Fringe Benefits	102,342	106,584	119,661	115,646	124,685
* Mandatory Employer Costs	20,359	21,971	25,044	24,702	25,776

Other Current Expenditures -

* Supplies / Maintenance	9,025	8,550	10,400	10,200	10,200
* Contractual	6,198	36,782	23,600	33,600	23,600
* Other	34,771	28,695	25,327	25,327	26,360

TOTAL USES	\$ 405,934	\$ 454,885	\$ 474,332	\$ 480,325	\$ 486,146
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- - STAFFING - -

Personnel Services Total Amount	\$ 355,940	\$ 380,858	\$ 415,005	\$ 411,198	\$ 425,986
* Full-Time Positions	4.10	4.10	4.10	4.10	4.10
* Part-Time Positions @ F.T.E.	0.55	0.40	0.50	0.45	0.50

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Audit Coordinated				
	General City	1	1	1	1
	As Fiscal Agent:				
	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	1	1	1	1
Efficiency	Years Received G.F.O.A. CAFR Award	28	29	30	31

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,500	\$ -	\$ -	\$ -	-
General Fund Unallocated Revenue	45,414	45,703	50,225	50,075	47,700
TOTAL SOURCES	<u>\$ 47,914</u>	<u>\$ 45,703</u>	<u>\$ 50,225</u>	<u>\$ 50,075</u>	<u>\$ 47,700</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ -	\$ 24	\$ 50	\$ 50	\$ 50
* Contractual	46,484	44,249	48,675	48,525	46,150
* Other	1,430	1,430	1,500	1,500	1,500
TOTAL USES	<u>\$ 47,914</u>	<u>\$ 45,703</u>	<u>\$ 50,225</u>	<u>\$ 50,075</u>	<u>\$ 47,700</u>

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - ADMINISTRATIVE SERVICES

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Unallocated Revenue	88,249	86,894	90,000	897,500	410,000
TOTAL SOURCES	\$ 88,249	\$ 86,894	\$ 90,000	\$ 897,500	\$ 410,000

FUNDING USES -

Personnel Services -

* Fringe Benefits	\$ -	\$ -	\$ -	810,000	\$ 300,000
Other Current Expenditures -					
* Other	88,249	86,894	90,000	87,500	110,000
TOTAL USES	\$ 88,249	\$ 86,894	\$ 90,000	\$ 897,500	\$ 410,000

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		1,200,049		1,880,584		530,000		1,056,800	569,454	
TOTAL SOURCES	\$	1,200,049	\$	1,880,584	\$	530,000	\$	1,056,800	\$	569,454

FUNDING USES -

Transfers Out	\$	1,200,049	\$	1,880,584	\$	530,000	\$	1,056,800	\$	569,454
TOTAL USES	\$	1,200,049	\$	1,880,584	\$	530,000	\$	1,056,800	\$	569,454

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - BUDGET STABILIZATION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Transfers In	\$ -	\$ 250,000	\$ -	\$ -	\$ -
TOTAL SOURCES	\$ -	\$ 250,000	\$ -	\$ -	\$ -

FUNDING USES -

Other	\$ 2,510	\$ 13,333	\$ 25,000	\$ 3,000	\$ 5,000
Transfers Out	-	-	250,000	250,000	42,900
TOTAL USES	\$ 2,510	\$ 13,333	\$ 275,000	\$ 253,000	\$ 47,900

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (2,510)	\$ 236,667	\$ (275,000)	\$ (253,000)	\$ (47,900)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	236,667	1,350,657	1,075,657	1,097,657	1,049,757
TOTAL FUND EQUITY	\$ 1,113,990	\$ 1,350,657	\$ 1,075,657	\$ 1,097,657	\$ 1,049,757

-- STAFFING --

Positions: Not Applicable

-- COMPARISON TO TARGET BALANCE --

10% Target of General Fund Total Funding Uses	\$ 2,549,090
Projected FY-2021 Fund Equity - General Fund Operating and Budget Stabilization	4,759,526
Projected FY-2021 Fund Equity as a Percentage of General Fund Expenditures	18.7%

FISCAL SERVICES

REVOLVING CASH ASSISTANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 132,152	\$ 182,589	\$ 94,282	\$ 101,584	\$ 90,310
Interest & Rents	19,593	30,207	30,694	27,258	18,088
Transfers In	500	-	-	-	-
TOTAL SOURCES	\$ 152,245	\$ 212,796	\$ 124,976	\$ 128,842	\$ 108,398

FUNDING USES -

Transfers Out	\$ -	\$ 119,839	\$ -	\$ -	\$ -
TOTAL USES	\$ -	\$ 119,839	\$ -	\$ -	\$ -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 152,245	\$ 92,957	\$ 124,976	\$ 128,842	\$ 108,398
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	338,995	431,952	556,928	560,794	669,192
TOTAL FUND EQUITY	\$ 338,995	\$ 431,952	\$ 556,928	\$ 560,794	\$ 669,192

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 4,618	\$ 4,483	\$ 4,500	\$ 4,600	\$ 4,650
Interest & Rents	79	144	100	75	75
TOTAL SOURCES	\$ 4,697	\$ 4,627	\$ 4,600	\$ 4,675	\$ 4,725

FUNDING USES -

Other Current Expenses -					
* Supplies / Maintenance	\$ 2,356	\$ 3,083	\$ 2,500	\$ 2,500	\$ 2,500
* Other	3,094	3,657	4,000	4,500	3,500
TOTAL USES	\$ 5,450	\$ 6,740	\$ 6,500	\$ 7,000	\$ 6,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (753)	\$ (2,113)	\$ (1,900)	\$ (2,325)	\$ (1,275)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	6,256	4,143	2,243	1,818	543
TOTAL FUND EQUITY	\$ 6,256	\$ 4,143	\$ 2,243	\$ 1,818	\$ 543

- - STAFFING - -

Positions: Not Applicable

DESCRIPTION.

As a 501(c)3 nonprofit corporation, Holland Energy Fund, in partnership with the City of Holland and Holland Board of Public Works, creates and administers programs within the City limits to realize goals established in Holland's forty-year Community Energy Plan. Current programs include community energy education, building energy labeling, home energy retrofits, the On-Bill Loan Program, and the biennial calculation of greenhouse gas emissions. The overall mission scope encompasses energy conservation and efficiency programs for residential, commercial, and industrial facilities, and transportation. Progress is measured in carbon reduction per capita.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- Seek grant and other external fund development options to expand program funding
- Explore feasibility of bringing loan servicing in-house

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Community & Neighborhood Services - Provide a vibrant and sustainable community that is a great place to live, work and play

2) HBPW - Provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner

Department Strategy / Tactic / Deliverable

- Fund incentives for the Home Energy Retrofit program to upgrade 200 homes
- Provide low-interest On-Bill loans for 100 homes
- Invest in business development consulting services that advise on strategies to scale the Home Energy Retrofit program to 250 homes per year
- Begin addressing GhG emissions in the Transportation sector by drafting a municipal alternative fuel vehicle and equipment purchasing policy
- Deliver energy education to the community through the Living Sustainably Sentinel articles and events, and write a long-term energy education plan
- Develop a campaign to promote Pearl Certification as the Building Energy Labeling program

FISCAL SERVICES

HOLLAND ENERGY FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 30	\$ 585	\$ 100	\$ 100	\$ 100
Other	29,663	58,981	70,000	78,000	102,000
Transfers In	273,740	300,000	275,000	275,000	325,000
TOTAL SOURCES	\$ 303,433	\$ 359,566	\$ 345,100	\$ 353,100	\$ 427,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 23	\$ -	\$ -	\$ 205	\$ -
* Contractual	72,152	72,444	152,000	83,600	262,300
* Other	153,823	157,160	282,000	188,550	278,000
TOTAL USES	\$ 225,998	\$ 229,604	\$ 434,000	\$ 272,355	\$ 540,300

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 77,435	\$ 129,962	\$ (88,900)	\$ 80,745	\$ (113,200)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	214,227	344,189	255,289	424,934	311,734
TOTAL FUND EQUITY	\$ 214,227	\$ 344,189	\$ 255,289	\$ 424,934	\$ 311,734

- - STAFFING - -

Positions: Not Applicable

DESCRIPTION

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 allowing the capture of increased property tax dollars for investment within the SmartZoneSM to foster development and attraction of technology-based businesses and jobs and promote collaboration between governments, universities, industries, and other entities. The Holland Satellite Smart-ZoneSM LDFA was established in 2015 by the City of Holland, Michigan State University, Holland Charter Township, and Lakeshore Advantage.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective: Adopt a long-term plan for the Municipal Capital Improvement Fund

Department Strategy / Tactic / Deliverable

- Integrate SmartZone Infrastructure Funding into the MCIF
- Collaborate with DDA for refresh of streetscape

Council Goal: To Enhance Connections with Shareholders

Council Objective: Maintain and enhance regional partnerships with other local governments and schools

Department Strategy / Tactic / Deliverable

- Provide Fiscal Services to SmartZone LDFA
- Assist in budget preparation and compliance with state reporting
- Host meetings and ensure public posting requirements are met

FISCAL SERVICES

SMARTZONE - LOCAL DEVELOPMENT FINANCE AUTHORITY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 81,255	\$ 150,908	\$ 261,575	\$ 261,575	\$ 294,990
Interest & Rents	833	4,223	1,500	4,000	1,500
TOTAL SOURCES	\$ 82,088	\$ 155,131	\$ 263,075	\$ 265,575	\$ 296,490

FUNDING USES -

Other Current Expenditures -					
* Contractual	\$ 17,792	\$ 105,991	\$ 245,575	\$ 245,575	\$ 368,731
* Other	12,792	13,565	17,500	17,510	23,800
Capital Outlay	-	-	-	-	10,000
TOTAL USES	\$ 30,584	\$ 119,556	\$ 263,075	\$ 263,085	\$ 402,531

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 51,504	\$ 35,575	\$ -	\$ 2,490	\$ (106,041)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	70,466	106,041	106,041	108,531	2,490
TOTAL FUND EQUITY	\$ 70,466	\$ 106,041	\$ 106,041	\$ 108,531	\$ 2,490

- - STAFFING - -

Positions: Not Applicable

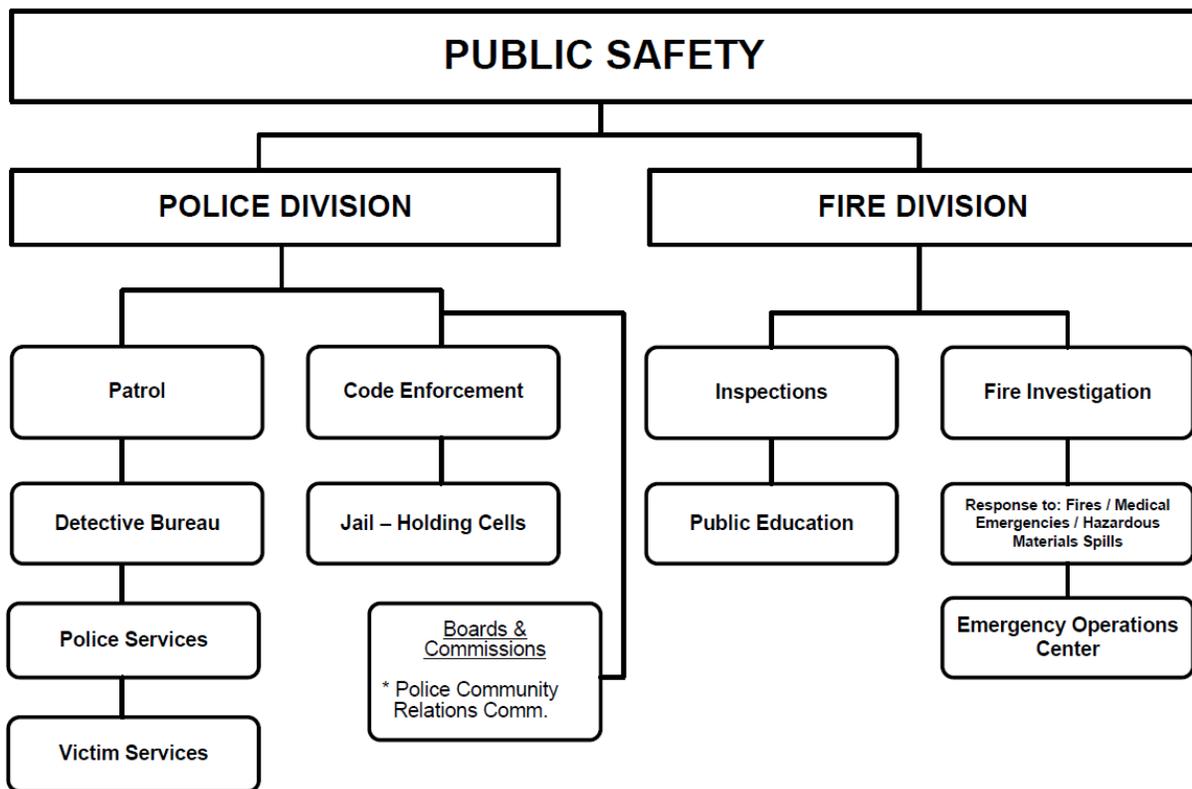
PUBLIC SAFETY

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 10,659,604	\$ 11,815,718	\$ 11,572,929	\$ 11,438,220	\$ 11,653,942
Special Revenue Funds	9,476	10,728	10,450	10,450	11,450
Enterprise Funds	3,799	3,249	3,250	3,100	3,100
Internal Service Funds	281,427	400,229	1,500,000	1,432,498	100,000
TOTAL - ALL FUND TYPES	\$ 10,954,306	\$ 12,229,924	\$ 13,086,629	\$ 12,884,268	\$ 11,768,492

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 53,440	\$ 51,530	\$ 60,450	\$ 62,450	\$ 111,450
Charges for Services	153,507	122,632	185,100	220,750	207,050
Fines & Forfeits	129,083	174,724	155,000	150,100	150,100
Interest & Rents	4,049	26,998	7,510	15,005	1,000
Other	38,718	32	500	500	500
Transfers In	100,000	1,200,000	250,000	250,000	140,000
TOTAL SOURCES	\$ 478,797	\$ 1,575,916	\$ 658,560	\$ 698,805	\$ 610,100

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 5,554,461	\$ 5,786,207	\$ 6,286,681	\$ 6,130,800	\$ 6,482,653
* Fringe Benefits	2,900,199	2,731,066	2,938,094	2,910,535	2,756,889
* Mandatory Employer Costs	310,406	332,376	338,735	344,600	354,043
Other Current Expenditures -					
* Supplies / Maintenance	520,171	478,129	542,786	612,257	617,003
* Contractual Expenditures	22,410	22,763	14,675	14,450	15,150
* Other	1,212,697	1,247,007	1,131,947	1,141,643	1,246,254
Capital Outlay	242,535	331,954	1,483,711	1,387,983	56,500
Transfers Out	100,000	1,200,000	250,000	250,000	140,000
Depreciation Expense	91,427	100,422	100,000	92,000	100,000
TOTAL USES	\$ 10,954,306	\$ 12,229,924	\$ 13,086,629	\$ 12,884,268	\$ 11,768,492

- - STAFFING - -

Personnel Services Total Amount	\$ 8,765,066	\$ 8,849,649	\$ 9,563,510	\$ 9,385,935	\$ 9,593,585
* Full-Time Positions	84.50	85.25	86.25	86.25	86.25
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.70	9.80	9.80	9.85	9.85

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

- 1) Implement strategies to address pension and other post-employment benefit (OPEB) liabilities

Department Strategy / Tactic / Deliverable

- *Minimize Pension and OPEB Liabilities through Union Contract Negotiations*
- *Limit Overtime Expenditures*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools

Department Strategy / Tactic / Deliverable

- *Community Fire and Policing Philosophies and Events*
- *Build Community Trust Through Outreach, Partnerships, Citizen Academies and Boards*

Council Goal: To Continually Improve the City Organization

Council Objective:

- 1) City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent

Department Strategy / Tactic / Deliverable

- *Focus on Core Values and Team-Oriented Environment*
- *Recruit and Hire Quality Team Members*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide for the safety of all through partnerships with the community, prevention and education efforts, and service

Department Strategy / Tactic / Deliverable

- *Quality and Continuous Training for All Team Members*
- *Continue to Promote a Team Environment with All Other City Departments and Staff*

PUBLIC SAFETY

POLICE DIVISION

PERFORMANCE MEASURES		2018 Actual	2019 Actual	2020 Projected	2021 Projected
Workload	Police Calls				
	Part I Criminal Offenses	2,269	1,969	2,000	2,000
	Part II Criminal Offenses	2,234	2,353	2,350	2,350
	Service Calls	12,606	13,258	13,000	13,000
	Total Police Calls	17,980	17,580	17,500	17,500
	Accidents Reported				
	Injury	213	208	205	205
	Property Damage	1,174	1,174	1,180	1,180
	Fatalities	5	1	2	2
	Total Crashes Investigated	1,387	1,382	1,390	1,390
	Bookings/Arrests				
	Adult Arrests	1,044	1,163	1,150	1,150
	Juvenile Arrests	200	172	180	180
	Court Commitments / Transfers	1,023	952	1,000	1,000
	Total Bookings	2,067	2,023	2,050	2,050
	Police Vehicle Report				
	Total Miles Driven	382,195	358,154	360,000	360,000
	Preventable Cruiser Accidents	8	10	8	8
	Non-Preventable Accidents	2	1	2	2
	Training				
	Total Hours-FTO, Reserve, & Regular Officers	11,356	12,204	12,500	12,500
	Animal Complaints Investigated	575	495	500	500
	Court Citations Issued	2,636	2,583	2,600	2,600
	Written Warnings not sent to Court	771	852	850	850
	Parking Enforcement				
	Overnight Violations	2,638	3,139	3,200	3,200
	Handicapped Violations	29	46	45	45
Yard Parking	55	40	40	40	
Ordinance Violations	283	353	350	350	
Total Parking Enforcement	3,005	3,578	3,635	3,635	
Parking Fines Collected	\$ 67,756	\$ 81,228	\$ 80,000	\$ 80,000	

PUBLIC SAFETY

POLICE DIVISION

	PERFORMANCE MEASURES	2018 Actual	2019 Actual	2020 Projected	2021 Projected
	Abandoned Vehicles	237	292	290	290
	Found/Recovered Bicycles	290	133	150	150

PUBLIC SAFETY

POLICE DIVISION - COMMUNITY RELATIONS

	PERFORMANCE MEASURES	2018 Actual	2019 Actual	2020 Projected	2021 Projected
Workload	School Programs				
	College	3	2	3	3
	High School	8	4	8	8
	Middle & Elementary (K-7)	16	148	160	160
	Community Programs				
	Speaking Engagements (Fraud, K9, Safety)	25	30	30	30
	Citizen Police Academy	1	1	1	1
	Junior Police Academy	1	1	1	1
	National Night Out	1	1	1	1
	Winterim	1	1	1	1
	Operation Polar Patrol	55	75	75	75
	Cookout with Cops	3	2	3	3
	Victim Service Unit				
	Call-Outs	26	31	30	30
	Call-Out Hours	108	147	140	140
Meeting/Training Hours	242	495	450	450	

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 2019 Data and 2018 Population Census.

PUBLIC SAFETY

FIRE DIVISION

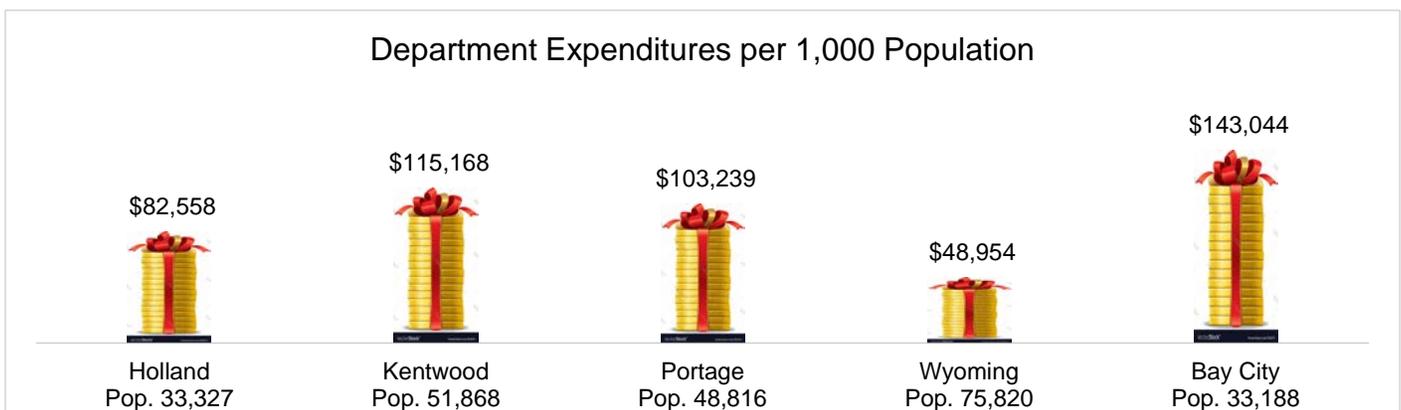
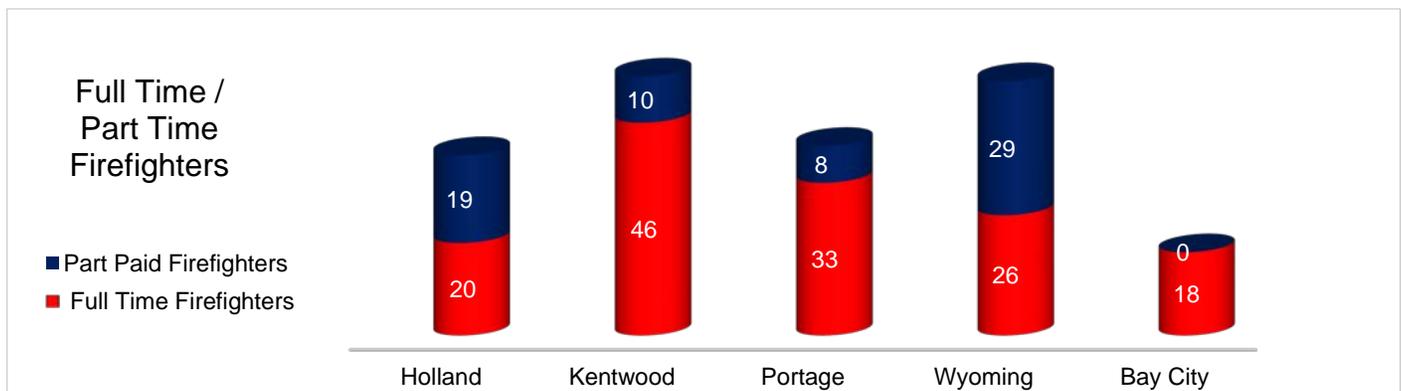
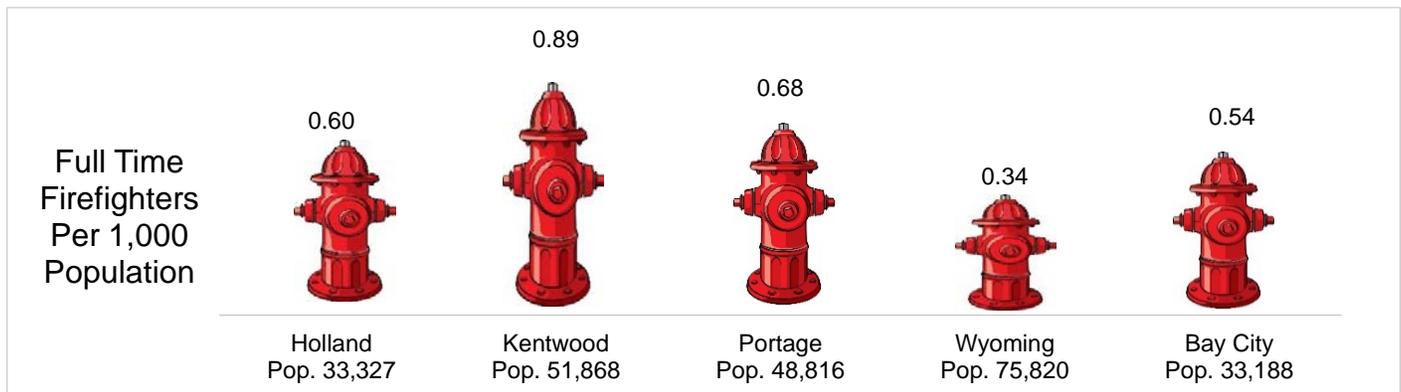
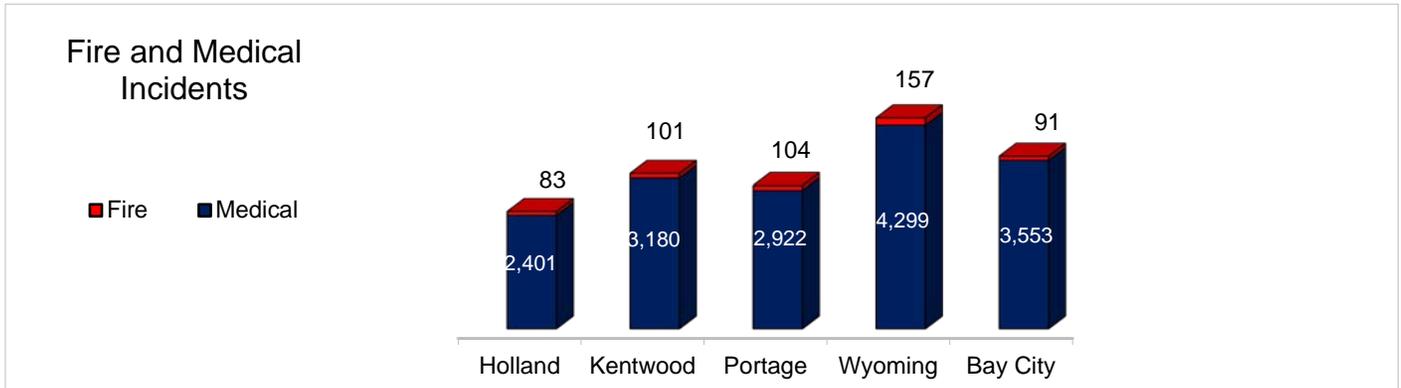
PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Total Fire Incidents	85	83	84	84
	Structure Fires	40	41	42	42
	Outside of Structure Fires	7	5	6	6
	Vehicle Fires	12	20	16	16
	Vegetation Fires	9	5	5	5
	Refuse Fires	11	4	5	5
	Explosion with no After-Fire	3	5	4	4
	Fire or Explosion not Otherwise Classified	3	7	6	6
	Medical Emergencies	2,414	2,403	2,450	2,450
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	146	135	130	130
	Service Calls	388	327	330	330
	Good Intent Calls	433	483	485	485
	False Alarms/Alarm Malfunctions	396	419	500	500
	Other/Miscellaneous Calls	1	7	5	5
	Total Incidents	3,863	3,861	4,068	4,068
	Change from Previous Year	3.04%	-0.05%	5.36%	0.00%
	Value of Property Exposed to Fire	\$ 46,966,352	\$ 27,051,602	**	**
	Combined Real and Personal Property Lost	\$ 420,790	\$ 1,043,020	**	**
	Percent of Exposed Property Saved	99.10%	96.14%		
	Training and Safety Activities				
	Total Personnel-Hours Spent in Training	3,243	3408*	4000(*)	4000
	Civilian Fire-Related Injuries	4	8	7	8
	Firefighter Duty-Related Injuries	2	7	5	5
	Fire Prevention Activities				
	Fire Code Inspections Performed	130	236	300	340
	Fire Investigations Conducted	10	23	30	30
	Child Passenger Safety Seat Installations & Inspections	28	47	55	55
	Insurance Service Office Rating	3	3	3	3
	Number of Fire Stations	3	3	3	3
	Fire Hydrant Maintenance & Flowing* BPW oversees this currently	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	

*training hours represent in house training only, it does not account for any offsite conferences or seminars

**Unable to predict Property Vaules due to fluctuating trends in previous years

(*) Projected training hours include outside training as well as on-shift in-house training

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES



Note: Comparable Michigan Cities, Based on Department Calendar Year 2019 Data and 2018 U.S. Census Bureau Data.

PUBLIC SAFETY

GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 43,591	\$ 41,986	\$ 50,000	\$ 52,000	\$ 100,000
Charges for Services	150,153	119,267	181,700	217,650	203,850
Fines & Forfeits	129,083	174,724	155,000	150,100	150,100
Other	-	32	500	500	500
General Fund Unallocated Revenue	10,336,777	11,479,709	11,185,729	11,017,970	11,199,492
TOTAL SOURCES	\$ 10,659,604	\$ 11,815,718	\$ 11,572,929	\$ 11,438,220	\$ 11,653,942

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 5,554,461	\$ 5,786,207	\$ 6,286,681	\$ 6,130,800	\$ 6,482,653
* Fringe Benefits	2,900,199	2,731,066	2,938,094	2,910,535	2,756,889
* Mandatory Employer Costs	310,406	332,376	338,735	344,600	354,043
Other Current Expenditures -					
* Supplies / Maintenance	516,822	475,200	539,786	609,457	614,203
* Contractual Expenditures	22,410	22,763	14,675	14,450	15,150
* Other	1,202,771	1,235,959	1,121,247	1,130,893	1,234,504
Capital Outlay	52,535	32,147	83,711	47,485	56,500
Transfers Out	100,000	1,200,000	250,000	250,000	140,000
TOTAL USES	\$ 10,659,604	\$ 11,815,718	\$ 11,572,929	\$ 11,438,220	\$ 11,653,942

- - STAFFING - -

Personnel Services Total Amount	\$ 8,765,066	\$ 8,849,649	\$ 9,563,510	\$ 9,385,935	\$ 9,593,585
* Full-Time Positions	84.50	85.25	86.25	86.25	86.25
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.70	9.80	9.80	9.85	9.85

PUBLIC SAFETY

POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 9,849	\$ 9,544	\$ 10,450	\$ 10,450	\$ 11,450
TOTAL SOURCES	<u>\$ 9,849</u>	<u>\$ 9,544</u>	<u>\$ 10,450</u>	<u>\$ 10,450</u>	<u>\$ 11,450</u>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 9,476	\$ 10,728	\$ 10,450	\$ 10,450	\$ 11,450
TOTAL USES	<u>\$ 9,476</u>	<u>\$ 10,728</u>	<u>\$ 10,450</u>	<u>\$ 10,450</u>	<u>\$ 11,450</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 373	\$ (1,184)	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	6,110	4,926	4,926	4,926	4,926
TOTAL FUND EQUITY	<u>\$ 6,110</u>	<u>\$ 4,926</u>	<u>\$ 4,926</u>	<u>\$ 4,926</u>	<u>\$ 4,926</u>

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

POLICE EMPLOYEES BENEFIT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,354	\$ 3,365	\$ 3,400	\$ 3,100	\$ 3,200
Interest & Rents	4	14	10	5	-
TOTAL SOURCES	\$ 3,358	\$ 3,379	\$ 3,410	\$ 3,105	\$ 3,200

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 3,349	\$ 2,929	\$ 3,000	\$ 2,800	\$ 2,800
* Other	450	320	250	300	300
TOTAL USES	\$ 3,799	\$ 3,249	\$ 3,250	\$ 3,100	\$ 3,100

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (441)	\$ 130	\$ 160	\$ 5	\$ 100
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	26	156	316	161	261
TOTAL FUND EQUITY	\$ 26	\$ 156	\$ 316	\$ 161	\$ 261

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

FIRE VEHICLE AND EQUIPMENT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 4,045	\$ 26,984	\$ 7,500	\$ 15,000	\$ 1,000
Other	38,718	-	-	-	-
Transfers In	100,000	1,200,000	250,000	250,000	140,000
TOTAL SOURCES	\$ 142,763	\$ 1,226,984	\$ 257,500	\$ 265,000	\$ 141,000

FUNDING USES -

* Capital Outlay	\$ 190,000	\$ 299,807	\$ 1,400,000	\$ 1,340,498	\$ -
* Depreciation	91,427	100,422	100,000	92,000	100,000
TOTAL USES	\$ 281,427	\$ 400,229	\$ 1,500,000	\$ 1,432,498	\$ 100,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 51,336	\$ 1,126,562	\$ 157,500	\$ 173,000	\$ 41,000
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,267,285	\$ 1,276,670	\$ 2,576,670	\$ 2,525,168	\$ 2,425,168
Undesignated / Unreserved	225,409	1,342,586	200,086	267,088	408,088
TOTAL FUND EQUITY	\$ 1,492,694	\$ 2,619,256	\$ 2,776,756	\$ 2,792,256	\$ 2,833,256

- - STAFFING - -

Positions: Not Applicable

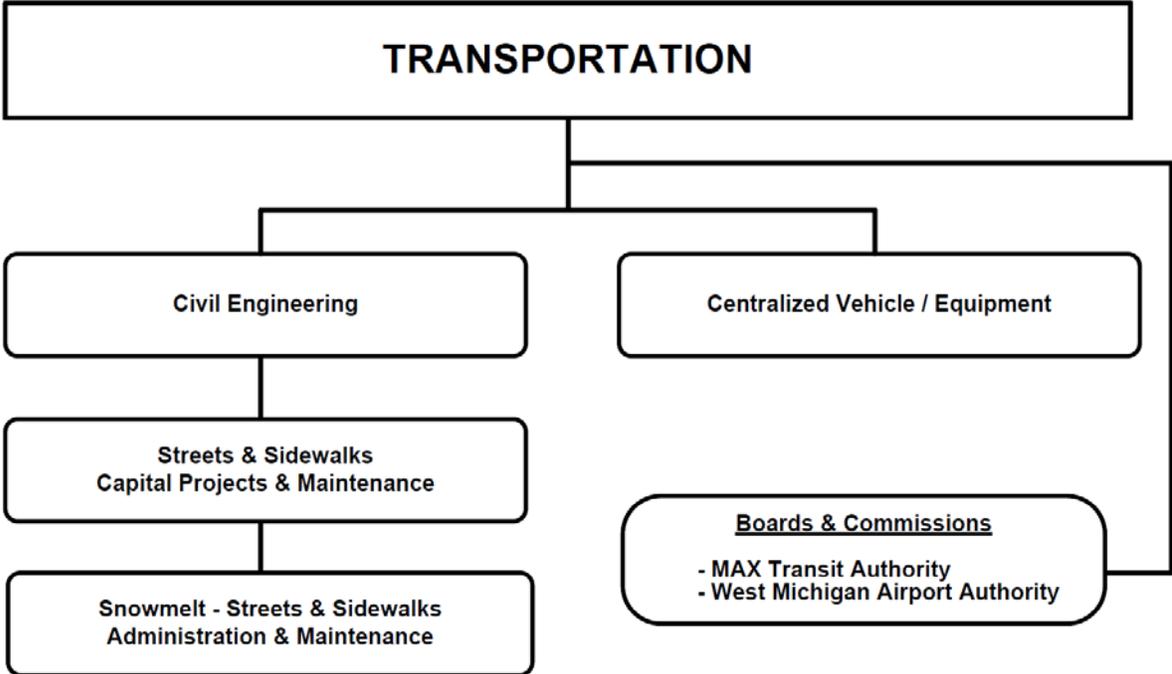
TRANSPORTATION

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES-

General Fund	\$ 1,282,762	\$ 1,396,751	\$ 1,479,754	\$ 1,474,124	\$ 1,586,351
Special Revenue Funds	8,161,414	7,379,942	9,317,278	8,131,936	9,312,700
Enterprise Funds	604,859	561,554	619,597	571,500	580,659
Internal Service Funds	3,246,063	2,706,629	3,514,088	3,633,889	3,559,831
TOTAL- ALL FUND TYPES	\$ 13,295,098	\$ 12,044,876	\$ 14,930,717	\$ 13,811,449	\$ 15,039,541

-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,857,508	\$ 1,671,558	\$ 1,733,692	\$ 1,740,019	\$ 1,836,745
Intergovernmental	5,041,715	5,958,601	6,159,252	6,306,579	6,478,043
Licenses & Permits	80,341	49,810	80,000	72,000	80,000
Charges for Services	346,050	474,481	423,207	468,450	754,041
Fines & Forfeits	50	-	100	50	100
Interest & Rents	2,338,913	2,339,548	2,304,544	2,385,096	2,557,815
Other	79,593	118,753	943,100	150,050	151,100
Transfers In	647,483	586,657	696,098	497,840	522,382
TOTAL SOURCES	\$ 10,391,653	\$ 11,199,408	\$ 12,339,993	\$ 11,620,084	\$ 12,380,226

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 1,382,527	\$ 1,390,780	\$ 1,649,000	\$ 1,533,092	\$ 1,758,695
* Fringe Benefits	643,041	686,371	789,093	761,452	944,838
* Mandatory Employer Costs	154,147	154,585	188,688	168,834	186,445

Other Current Expenditures -

* Supplies / Maintenance	1,151,388	809,762	1,293,185	1,374,366	1,369,675
* Contractual	335,805	442,018	453,893	489,735	498,980
* Other	2,506,571	2,452,385	2,591,299	2,596,821	2,688,535
Capital Outlay	2,740,030	2,134,028	2,669,791	2,977,182	2,733,000
Transfers Out	3,356,254	2,956,829	4,266,368	2,870,967	3,800,373
Depreciation Expense	1,025,335	1,018,118	1,029,400	1,039,000	1,059,000

TOTAL USES	\$ 13,295,098	\$ 12,044,876	\$ 14,930,717	\$ 13,811,449	\$ 15,039,541
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-- STAFFING --

Personnel Services Total Amount	\$ 2,179,715	\$ 2,231,736	\$ 2,626,781	\$ 2,463,378	\$ 2,889,978
* Full-Time Positions	27.30	27.32	27.32	27.42	29.42
* Part-Time Positions @ F.T.E.	3.35	3.70	4.50	5.60	6.05

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

- 1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- *Explore opportunity to perform BPW and Fire Dept. vehicle maintenance*
- *Maintain compost activities with fall leaf program and begin to use compost material*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) City has an effective staff training and development program in place for our employees
- 2) City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent

Department Strategy / Tactic / Deliverable

- *Continue to provide opportunities for training*
- *Continue to conduct small group meetings*
- *Effectively manage personnel turnover*
- *Succession planning*

TRANSPORTATION

STREETS DIVISION

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunk line Miles)	149.32	149.32	149.32	149.45
	Mileage per MDOT Act 51 Approved Map:				
	Major Streets	56.88	56.88	56.88	56.74
	Local Streets	92.44	92.44	92.44	92.71
	Street Cut Permits Issued For Utility Repair or New Construction	300	273	300	325
	Amount of Asphalt Used for Street Patching and Repairing (in Tons - Reflects January to December)	2,125	1,415	1,500	2,000
	Amount of Salt Used for Winter Road Maintenance (in Tons) Calendar Year	2,412	2,843	2,500	2,500
	Amount Liquid Deicing Used - Winter Road Maintenance (in Gallons) Calendar Year	14,362	25,172	15,000	15,000
	Number of Street Sweeper Hours Operated (Reflects January to December)	2,676	2,442	2,500	2,500
		CY2018 Actual	CY2019 Actual	CY2020 Projected	CY2021 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (Personnel and Equipment)	\$ 212,656	\$ 253,190	\$ 250,000	\$ 250,000
	Removal Costs	\$ 35,053	\$ 26,308	\$ 25,000	\$ 25,000
	Number of Loads to Republic / BS&G	988	715	600	500
Number of Loads to City Compost Site (Approx.)	400	800	700	800	
Number of Hours Worked by Streets Division Personnel	2,210	2,592	2,500	2,500	
Spring Cleanup:					
Streets Division Costs (Personnel and Equipment)	\$ 104,378	\$ 138,633	\$ 125,000	\$ 130,000	
Removal Costs	\$ 14,874	\$ 24,536	\$ 25,000	\$ 30,000	
Number of Hours Worked by Streets Division Personnel	952	1,248	1,000	1,000	

TRANSPORTATION

GENERAL FUND - STREETS DIVISION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 7,985	\$ 5,159	\$ 6,500	\$ 7,000	\$ 7,000
Licenses & Permits	2,400	2,100	2,000	2,000	2,000
Fines & Forfeits	50	-	100	50	100
Interest & Rents	196,560	202,500	209,600	209,600	215,900
Other	-	125	100	50	100
General Fund Unallocated Revenues	876,299	978,188	1,009,820	1,034,706	1,108,569
TOTAL SOURCES	\$ 1,083,294	\$ 1,188,072	\$ 1,228,120	\$ 1,253,406	\$ 1,333,669

FUNDING USES -

Personnel Services

* Salaries & Wages	\$ 173,326	\$ 189,545	\$ 251,200	\$ 231,735	\$ 243,550
* Fringe Benefits	33,369	95,714	71,086	93,690	121,883
* Mandatory Employer Costs	34,716	37,611	44,026	41,195	42,848

Other Current Expenditures

* Supplies / Maintenance	63,955	68,520	75,250	74,481	79,600
* Contractual	89,304	107,423	105,130	98,410	105,130
* Other	678,944	680,614	681,428	713,895	740,658

Capital Outlay

Capital Outlay	9,680	8,645	-	-	-
TOTAL USES	\$ 1,083,294	\$ 1,188,072	\$ 1,228,120	\$ 1,253,406	\$ 1,333,669

- - STAFFING - -

Personnel Services Total Amount	\$ 241,411	\$ 322,870	\$ 366,312	\$ 366,620	\$ 408,281
* Full-Time Positions	16.65	16.66	16.66	16.66	16.66
* Part-Time Positions @ F.T.E.	1.00	1.45	1.50	2.55	3.00

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

TRANSPORTATION

MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	CY2018 Actual	CY2019 Actual	CY2020 Projected	CY2021 Projected
Workload	Calendar Year				
	Construction Projects in Process	9	14	12	12
	Total Miles of Streets Reconstructed	1.87	1.07	0.90	2.00
	Total Miles of Streets Resurfaced	6.87	8.65	8.50	7.20
	Total Miles of Path Construction or Resurfacing	0.65	0.50	-	-
	Sidewalk Repair Activities in Square Feet	5,600	7,500	7,500	10,000

TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 City Mgr Recommend
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 2,605	\$ 2,602	\$ 5,000	\$ 3,000	\$ 4,000
General Fund Unallocated Revenues	196,863	206,077	246,634	217,718	248,682
TOTAL SOURCES	\$ 199,468	\$ 208,679	\$ 251,634	\$ 220,718	\$ 252,682

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 107,346	\$ 111,784	\$ 122,500	\$ 104,400	\$ 121,520
* Fringe Benefits	38,880	43,609	59,635	51,903	59,497
* Mandatory Employer Costs	12,402	11,584	13,134	11,150	13,365
Other Current Expenditures -					
* Supplies / Maintenance	5,583	2,199	3,850	3,650	3,850
* Contractual	65	2,457	5,500	5,500	15,500
* Other	35,192	37,046	37,015	34,115	38,950
Capital Outlay	-	-	10,000	10,000	-
TOTAL USES	\$ 199,468	\$ 208,679	\$ 251,634	\$ 220,718	\$ 252,682

-- STAFFING --

Personnel Services Total Amount	\$ 158,628	\$ 166,977	\$ 195,269	\$ 167,453	\$ 194,382
* Full-Time Positions	3.35	3.35	3.35	3.35	3.35
* Part-Time Positions @ F.T.E.	0.35	0.35	0.55	0.45	0.45

TRANSPORTATION

MOTOR VEHICLE HIGHWAY MAJOR STREETS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 3,500,265	\$ 3,928,356	\$ 3,692,885	\$ 3,933,992	\$ 4,156,605
Licenses & Permits	22,370	22,365	30,000	25,000	30,000
Interest & Rents	12,640	49,343	10,000	25,000	20,000
Other	-	77,626	-	-	-
Transfers In	91,729	-	-	-	-
TOTAL SOURCES	\$ 3,627,004	\$ 4,077,690	\$ 3,732,885	\$ 3,983,992	\$ 4,206,605

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 329,306	\$ 296,605	\$ 371,700	\$ 360,795	\$ 387,700
* Fringe Benefits	190,686	159,750	210,125	210,600	227,475
* Mandatory Employer Costs	30,260	27,236	37,825	33,915	37,765
Other Current Expenditures -					
* Supplies / Maintenance	169,177	215,628	210,500	228,650	216,000
* Contractual	177,944	255,553	233,613	271,600	259,400
* Other	566,748	482,184	569,075	564,780	568,325
Capital Outlay	1,763,771	1,372,399	1,575,000	1,882,391	1,985,000
Transfers Out	364,205	470,799	617,608	419,371	475,512
TOTAL USES	\$ 3,592,097	\$ 3,280,154	\$ 3,825,446	\$ 3,972,102	\$ 4,157,177

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 34,907	\$ 797,536	\$ (92,561)	\$ 11,890	\$ 49,428
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	800,618	1,598,154	1,505,593	1,610,044	1,659,472
TOTAL FUND EQUITY	\$ 800,618	\$ 1,598,154	\$ 1,505,593	\$ 1,610,044	\$ 1,659,472

-- 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 FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 830,604	\$ 886,936	\$ 947,117	\$ 1,012,520	\$ 1,074,188
Licenses & Permits	55,571	25,345	48,000	45,000	48,000
Interest & Rents	1,755	518	1,000	2,000	2,000
Transfers In	455,934	470,799	617,608	419,371	475,512
TOTAL SOURCES	\$ 1,343,864	\$ 1,383,598	\$ 1,613,725	\$ 1,478,891	\$ 1,599,700

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 340,550	\$ 343,586	\$ 404,700	\$ 336,252	\$ 401,100
* Fringe Benefits	199,408	183,927	230,575	194,143	236,150
* Mandatory Employer Costs	31,374	31,546	41,350	31,596	39,050
Other Current Expenditures -					
* Supplies / Maintenance	174,273	205,519	250,500	253,000	248,000
* Contractual	60,532	65,534	100,600	104,400	109,900
* Other	537,727	550,419	586,000	559,500	565,500
Capital Outlay	-	3,067	-	-	-
TOTAL USES	\$ 1,343,864	\$ 1,383,598	\$ 1,613,725	\$ 1,478,891	\$ 1,599,700

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	2,000	2,000	2,000	2,000	2,000
TOTAL FUND EQUITY	\$ 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-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 326,067	\$ 527,548	\$ 505,000	\$ 424,867	\$ 427,000
Interest & Rents	5,615	2,924	3,000	900	500
Other	-	8,074	-	-	-
TOTAL SOURCES	\$ 331,682	\$ 538,546	\$ 508,000	\$ 425,767	\$ 427,500

FUNDING USES -

Transfers Out	\$ 646,072	\$ 802,317	\$ 364,135	\$ 401,271	\$ 425,000
TOTAL USES	\$ 646,072	\$ 802,317	\$ 364,135	\$ 401,271	\$ 425,000

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ (314,390)	\$ (263,771)	\$ 143,865	\$ 24,496	\$ 2,500
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	309,158	45,387	189,252	69,883	72,383
TOTAL FUND EQUITY	\$ 309,158	\$ 45,387	\$ 189,252	\$ 69,883	\$ 72,383

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

OTTAWA COUNTY ROAD TAX FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 341,756	\$ 375,896	\$ 345,000	\$ 350,000	\$ 350,000
Interest & Rents	1,339	-	100	200	200
TOTAL SOURCES	\$ 343,095	\$ 375,896	\$ 345,100	\$ 350,200	\$ 350,200

FUNDING USES -

Other Current Expenditures -					
* Other	\$ 50	\$ 508	\$ 100	\$ 100	\$ 100
Transfers Out	350,000	330,000	350,000	350,000	367,505
TOTAL USES	\$ 350,050	\$ 330,508	\$ 350,100	\$ 350,100	\$ 367,605

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (6,955)	\$ 45,388	\$ (5,000)	\$ 100	\$ (17,405)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,361	46,749	41,749	46,849	29,444
TOTAL FUND EQUITY	\$ 1,361	\$ 46,749	\$ 41,749	\$ 46,849	\$ 29,444

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

DESCRIPTION

These funds provide reserves, built up by an annual tax appropriation increased by investment income, to be used for major street and bridge infrastructure improvement projects that cannot be funded by annual operating and state gas tax revenues. Allocations from these funds are authorized by Council, and may be used in conjunction with other funding sources in the undertaking of any street and infrastructure project.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City Tax Base

Department Strategy / Tactic / Deliverable

- Maximize opportunities for grant funds
- Bid construction projects as early as possible, particularly the larger ones

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,464,160	\$ 1,274,181	\$ 1,321,606	\$ 1,314,450	\$ 1,395,580
Intergovernmental	43,023	239,865	669,250	585,200	470,250
Other	9,351	-	791,000	-	-
Transfers In	11,475	18,243	18,072	18,051	26,140
TOTAL SOURCES	\$ 1,528,009	\$ 1,532,289	\$ 2,799,928	\$ 1,917,701	\$ 1,891,970

FUNDING USES -

Other Current Expenditures -					
* Other	\$ 7,283	\$ 14,675	\$ -	\$ -	\$ -
Transfers Out	1,845,699	1,211,357	2,792,269	1,557,969	2,390,000
TOTAL USES	\$ 1,852,982	\$ 1,226,032	\$ 2,792,269	\$ 1,557,969	\$ 2,390,000

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ (324,973)	\$ 306,257	\$ 7,659	\$ 359,732	\$ (498,030)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	19,020	325,277	332,936	685,009	186,979
TOTAL FUND EQUITY	\$ 19,020	\$ 325,277	\$ 332,936	\$ 685,009	\$ 186,979

-- STAFFING --

Positions: Not Applicable

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a long-term plan for the Municipal Capital Improvement Fund

Department Strategy / Tactic / Deliverable

- *Make sure that the current Snowmelt O&M assessment rate is adequate to maintain the operation and maintenance of the Downtown Snowmelt System.*
- *Review the Annual Assessment Policy to make sure that the Snowmelt O&M assessment remains equitable between all those receiving direct benefit to their property by the Snowmelt System.*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and improve communications to promote and market Holland

Department Strategy / Tactic / Deliverable

- *Continue to be the main point of contact for all Snowmelt related questions for the Downtown stakeholders.*
- *Make all Downtowners aware of any future expansion to the System.*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) Maintain and enhance the culture of collaboration and teamwork among City departments

Department Strategy / Tactic / Deliverable

- *Continue to promote the System and answer other communities' questions about the System.*
- *Work closely with the Director of Transportation/City Engineer on System expansion.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders

Department Strategy / Tactic / Deliverable

- *Update Snowmelt brochure to include expansion map.*

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 293,563	\$ 292,669	\$ 303,495	\$ 318,969	\$ 328,937
Interest & Rents	808	1,255	1,000	1,000	1,000
Other	25,000	-	-	-	-
Transfers In	59,820	60,115	60,418	60,418	20,730
TOTAL SOURCES	\$ 379,191	\$ 354,039	\$ 364,913	\$ 380,387	\$ 350,667

FUNDING USES -

Other Current Expenditures -

* Other	\$ 226,071	\$ 214,977	\$ 229,247	\$ 229,247	\$ 230,862
Transfers Out	150,278	142,356	142,356	142,356	142,356
TOTAL USES	\$ 376,349	\$ 357,333	\$ 371,603	\$ 371,603	\$ 373,218

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ 2,842	\$ (3,294)	\$ (6,690)	\$ 8,784	\$ (22,551)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	53,859	50,565	43,875	59,349	36,798
TOTAL FUND EQUITY	\$ 53,859	\$ 50,565	\$ 43,875	\$ 59,349	\$ 36,798

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION
DEPOT OPERATIONS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Interest & Rents	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
TOTAL SOURCES	<u>\$ 1</u>				

FUNDING USES -

Depreciation Expense	\$ 24,363	\$ 24,009	\$ 24,400	\$ 24,000	\$ 24,000
TOTAL USES	<u>\$ 24,363</u>	<u>\$ 24,009</u>	<u>\$ 24,400</u>	<u>\$ 24,000</u>	<u>\$ 24,000</u>

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (24,362)	\$ (24,008)	\$ (24,399)	\$ (23,999)	\$ (23,999)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 724,071	\$ 700,062	\$ 675,662	\$ 676,062	\$ 652,062
Undesignated / Unreserved	10	11	12	12	13
TOTAL FUND EQUITY	<u>\$ 724,081</u>	<u>\$ 700,073</u>	<u>\$ 675,674</u>	<u>\$ 676,074</u>	<u>\$ 652,075</u>

-- 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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provides management / administrative services as a fiscal agent

Department Strategy / Tactic / Deliverable

- 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 assets used by the Authority

TRANSPORTATION

MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 99,785	\$ 104,708	\$ 108,591	\$ 106,600	\$ 112,228
Charges for Services	33,890	35,754	41,157	44,650	45,841
TOTAL SOURCES	\$ 133,675	\$ 140,462	\$ 149,748	\$ 151,250	\$ 158,069

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 27,867	\$ 28,483	\$ 33,300	\$ 36,660	\$ 36,800
* Fringe Benefits	4,390	6,625	5,107	5,170	5,904
* Mandatory Employer Costs	2,104	2,133	2,840	2,820	3,137
Other Current Expenditures -					
* Other	99,743	103,596	107,100	106,600	114,568
Depreciation Expense	444,724	394,988	445,000	395,000	395,000
TOTAL USES	\$ 578,828	\$ 535,825	\$ 593,347	\$ 546,250	\$ 555,409

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (445,153)	\$ (395,363)	\$ (443,599)	\$ (395,000)	\$ (397,340)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 8,979,924	\$ 8,584,936	\$ 8,139,936	\$ 8,189,936	\$ 7,794,936
Undesignated / Unreserved	2,970	2,595	3,996	2,595	255
TOTAL FUND EQUITY	\$ 8,982,894	\$ 8,587,531	\$ 8,143,932	\$ 8,192,531	\$ 7,795,191

-- STAFFING --

Personnel Services Total Amount	\$ 34,361	\$ 37,241	\$ 41,247	\$ 44,650	\$ 45,841
* Full-Time Positions	0.30	0.30	0.30	0.40	0.40
* Part-Time Positions @ F.T.E.	0.35	0.35	0.35	0.50	0.50

TRANSPORTATION

TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 1,384	\$ 1,464	\$ 1,450	\$ 1,500	\$ 1,500
Interest & Rents	19	35	20	20	20
TOTAL SOURCES	\$ 1,403	\$ 1,499	\$ 1,470	\$ 1,520	\$ 1,520

FUNDING USES -

Other Current Expenditures					
* Supplies / Maintenance	\$ 468	\$ 842	\$ 600	\$ 600	\$ 600
* Other	1,200	878	1,250	650	650
TOTAL USES	\$ 1,668	\$ 1,720	\$ 1,850	\$ 1,250	\$ 1,250

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (265)	\$ (221)	\$ (380)	\$ 270	\$ 270
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,508	1,287	907	1,557	1,827
TOTAL FUND EQUITY	\$ 1,508	\$ 1,287	\$ 907	\$ 1,557	\$ 1,827

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	General Motor Pool				
	Vehicles	65	66	67	68
	Equipment	73	73	74	75
	Two Way Radios	37	37	37	37
	Street				
	Vehicles	30	30	31	32
	Equipment	86	86	86	86
	Two Way Radios	48	48	48	48
	Police				
	Vehicles	34	34	34	34
	Macatawa Area Express				
	*Vehicles (Maintenance Only, Purchase excluded)	40	41	49	49
	Fire				
	Vehicles (Maintenance Only, Purchase excluded)	8	8	8	8
	Total				
	Vehicles (not Including MAX or Fire)	120	130	132	134
	Equipment	159	159	160	161
Two Way Radios	85	85	85	85	

*FY18 projected 34 buses & 4 support vehicles

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 300,186	\$ 429,502	\$ 369,100	\$ 412,300	\$ 695,700
Interest & Rents	2,120,176	2,082,972	2,079,823	2,146,375	2,318,194
Other	45,242	32,928	152,000	150,000	151,000
Transfers In	28,525	37,500	-	-	-
TOTAL SOURCES	\$ 2,494,129	\$ 2,582,902	\$ 2,600,923	\$ 2,708,675	\$ 3,164,894

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 404,132	\$ 420,777	\$ 465,600	\$ 463,250	\$ 568,025
* Fringe Benefits	176,308	196,746	212,565	205,946	293,929
* Mandatory Employer Costs	43,291	44,475	49,513	48,158	50,280
Other Current Expenditures -					
* Supplies / Maintenance	737,932	317,054	752,485	813,985	821,625
* Contractual	7,960	11,051	9,050	9,825	9,050
* Other	353,613	367,488	380,084	387,934	428,922
Capital Outlay	966,579	749,917	1,084,791	1,084,791	748,000
Depreciation Expense	556,248	599,121	560,000	620,000	640,000
TOTAL USES	\$ 3,246,063	\$ 2,706,629	\$ 3,514,088	\$ 3,633,889	\$ 3,559,831

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 214,645	\$ 626,190	\$ 171,626	\$ 159,577	\$ 353,063
ENDING BALANCE -					
Reserve for Asset Replacement	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Net Investment in Capital Assets	3,809,479	4,002,350	4,527,141	4,315,141	4,423,141
Undesignated / Unreserved	1,279,414	1,412,733	1,059,568	1,259,519	1,504,582
TOTAL FUND EQUITY	\$ 5,088,893	\$ 5,715,083	\$ 5,886,709	\$ 5,874,660	\$ 6,227,723

-- STAFFING --

Personnel Services Total Amount	\$ 623,731	\$ 661,998	\$ 727,678	\$ 717,354	\$ 912,234
* Full-Time Positions	7.00	7.01	7.01	7.01	9.01
* Part-Time Positions @ F.T.E.	1.65	1.55	2.10	2.10	2.10

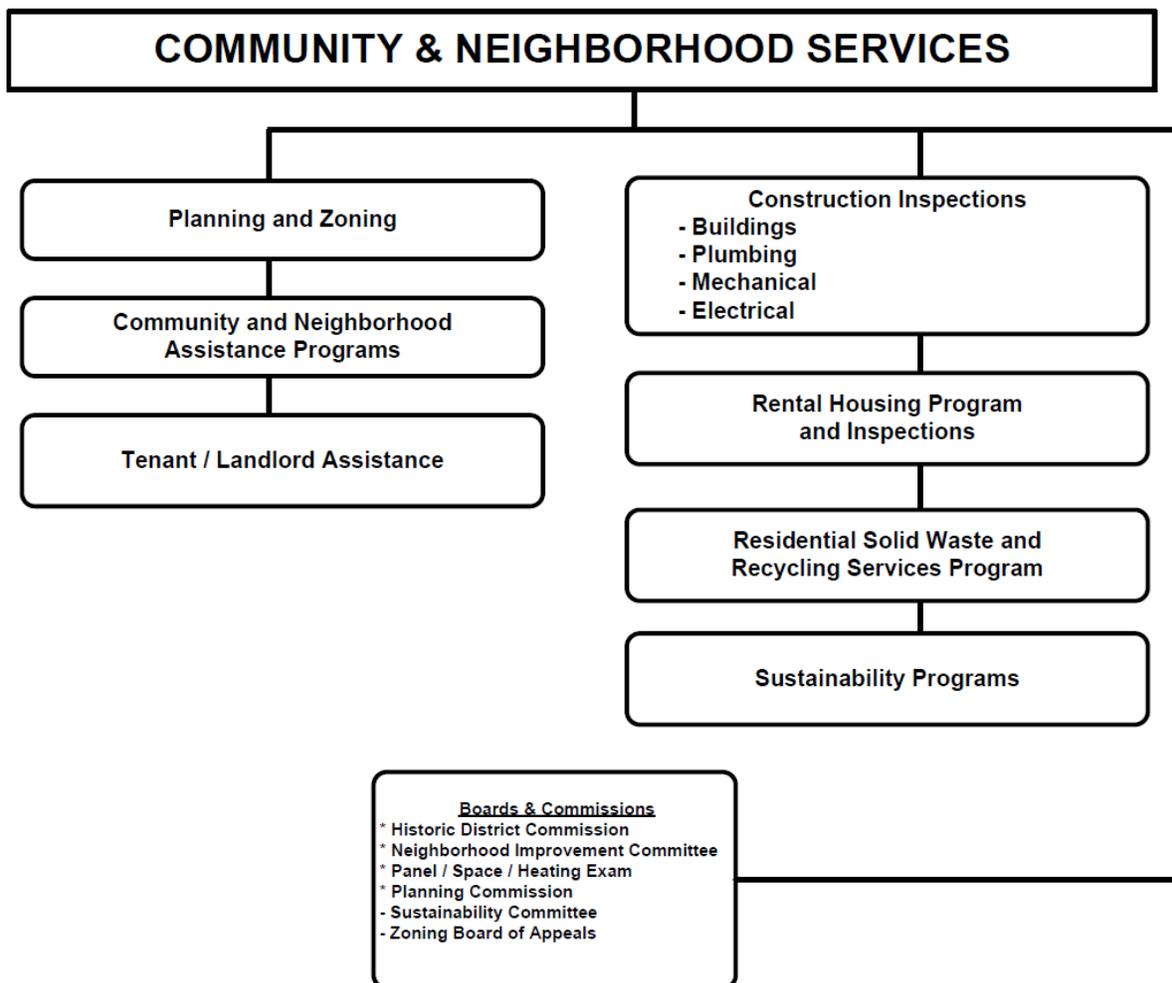
COMMUNITY & NEIGHBORHOOD SERVICES

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 1,460,822	\$ 1,656,753	\$ 1,798,963	\$ 1,738,786	\$ 2,010,699
Special Revenue Funds	24	12,407	12,400	20,200	12,600
Enterprise Funds	1,935,889	1,923,099	2,113,466	2,085,823	3,065,310
Component Unit	1,024,157	1,821,152	1,043,404	1,578,296	1,858,878
TOTAL ACROSS FUND TYPES	\$ 4,420,892	\$ 5,413,411	\$ 4,968,233	\$ 5,423,105	\$ 6,947,487

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,440,399	\$ 1,387,884	\$ 1,626,264	\$ 1,664,122	\$ 2,257,032
Licenses & Permits	1,070,172	896,722	726,100	776,050	726,100
Intergovernmental	16,899	5,411	300	4,548	500,300
Charges for Services	2,250,896	2,261,511	2,440,750	2,441,510	2,744,010
Fines & Forfeits	2,765	480	500	900	500
Interest & Rents	22,960	51,456	18,573	32,287	15,685
Other	-	-	-	-	35,000
Transfers In	94,864	12	-	-	-
TOTAL SOURCES	\$ 4,898,955	\$ 4,603,476	\$ 4,812,487	\$ 4,919,417	\$ 6,278,627

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 857,720	\$ 922,627	\$ 998,249	\$ 993,249	\$ 1,064,163
* Fringe Benefits	369,827	428,284	487,875	477,771	598,571
* Mandatory Employer Costs	74,806	81,411	92,545	86,550	96,649
Other Current Expenditures -					
* Supplies / Maintenance	105,988	78,264	114,200	115,930	723,000
* Contractual	1,808,844	1,903,661	2,043,725	2,010,428	2,356,700
* Other	815,115	847,403	746,907	741,697	942,094
Capital Outlay	-	-	-	-	42,000
Transfers Out	388,592	1,151,761	484,732	997,480	1,124,310
TOTAL USES	\$ 4,420,892	\$ 5,413,411	\$ 4,968,233	\$ 5,423,105	\$ 6,947,487

- - STAFFING - -

Personnel Services Total Amount	\$ 1,302,353	\$ 1,432,322	\$ 1,578,669	\$ 1,557,570	\$ 1,759,383
* Full-Time Positions	14.85	16.35	15.75	15.95	15.95
* Part-Time Positions @ F.T.E.	2.50	2.80	3.00	2.90	3.85

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING AND HISTORIC PRESERVATION

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.

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Work with other City Departments, private property and business owners regarding infrastructure and development opportunities for the North Downtown area including the 6th Street corridor and the larger Waterfront Holland planning area.*
- *Implement new Unified Development Ordinance (UDO) as well as online tools for education and utilization.*
- *Facilitate private development opportunities that align with the adopted growth and development policies of the City Master Plan and the UDO.*
- *Investigate opportunities for inclusion of additional properties into existing historic districts, utilizing reconnaissance and intensive level surveys.*
- *Extend reconnaissance level surveying into the Triangle (Lawndale/Elmdale) neighborhood.*
- *Review and finalize status of non-contributing buildings within existing historic districts.*
- *Update and revise Historic District Commission Review Process and Historic District Design Guidelines.*

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Planning Commission and Staff				
	Site Plan Reviews:				
	Planning Commission Approvals	16	12	16	15
	Administrative Approvals	5	13	12	13
	Extensions	-	1	1	1
	Amendments	1	-	1	1
	Approved Administrative Non-Res Sq. Ft.	65,405	404,560	70,000	70,000
	Approved Non-Res Sq. Ft. (PC)	299,789	378,322	500,000	300,000
	New Construction	19	7	12	12
	Additions	2	2	6	6
	Approved Residential Units	290	172	500	200
	Infill Review (Commission)	2	-	1	1
	Infill Review (by Staff)	7	9	10	10
	Recommendations to City Council				
	Rezoning	2	8	3	2
	Text Amendments	13	6	3	1
	Street Vacations	-	1	1	1
	Master Plan Amendments	-	-	2	1
	Other	2	-	1	1
	Review of Zoning Board of Appeals Referrals	-	-	1	-
	Study Session Items	24	15	20	20
	Historic District Commission				
	Community Education Sessions	1	1	1	1
	Certificates of Appropriateness Reviewed	63	46	40	40
	Certificates of Appropriateness Approved	60	45	38	38
Certificates of Appropriateness Denied	3	1	2	2	

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 10,495	\$ 9,348	\$ 8,900	\$ 8,900	\$ 8,900
General Fund Unallocated Revenue	154,301	272,770	319,966	293,722	327,705
TOTAL SOURCES	\$ 164,796	\$ 282,118	\$ 328,866	\$ 302,622	\$ 336,605

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 88,129	\$ 125,882	\$ 181,125	\$ 165,100	\$ 171,450
* Fringe Benefits	37,881	45,831	61,061	62,735	87,500
* Mandatory Employer Costs	7,428	10,887	16,105	14,865	15,780
Other Current Expenditures -					
* Supplies / Maintenance	4,422	6,052	5,100	5,200	6,400
* Contractual	5,464	76,848	42,925	33,200	36,600
* Other	21,472	16,618	22,550	21,522	18,875
TOTAL USES	\$ 164,796	\$ 282,118	\$ 328,866	\$ 302,622	\$ 336,605

- - STAFFING - -

Personnel Services Total Amount	\$ 133,438	\$ 182,600	\$ 258,291	\$ 242,700	\$ 274,730
* Full-Time Positions	1.60	2.70	2.45	2.45	2.45
* Part-Time Positions @ F.T.E.	0.30	0.60	0.90	0.90	0.80

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance partnerships with local non-profit, community, and private organizations.

Department Strategy / Tactic / Deliverable

- *Improve efficiency of providing code related documentation to realtors, property owners and other stakeholders for land development.*
- *Provide more consistent rental housing newsletters to landlords, to notify them of upcoming events, educational opportunities and code changes.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Participate in the re-writing of the zoning ordinance (UDO) to ensure more uniform, consistent, and easy to understand regulations.*
- *Maintain our current status of 90% of all rental properties being certified, with the remainder in the process of being inspected.*
- *Increase the number of code violations brought into compliance, to ensure all properties are maintained in a clean, safe and sanitary condition.*

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Rental Housing - Initial Inspections - Properties	359	525	500	500
	Rental Housing - Initial Inspections - Units	1,022	1,316	1,300	1,300
	Public Lodging Facility - Annual + Complaints	36	20	15	12
	Land Use Permits	256	279	250	250
	Inoperable Vehicles - Violations Corrected	311	349	350	350
	Garbage and Rubbish - Investigations	662	676	650	650
	Weeds - Investigations	565	685	680	650
	Point of Sale Smoke Detectors	503	477	470	500
	Home Business Inspections	2	1	3	2
	Home Business Type I Renewals	4	-	5	5
	NEZ Inspections	-	2	1	1
	Vacant and Abandoned Registration	6	10	8	8
	Monthly Inspections - Vacant and Abandoned	51	19	15	15
	Vacant Recheck - Rental and Other than Vacant and Abandoned	11	6	6	6
	Pre-Sale Inspections	5	5	5	5
	Vacant Occupancy Inspections	12	8	5	5
	Vacant Other Inspections	31	23	20	15

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 19,794	\$ 16,459	\$ 16,100	\$ 16,050	\$ 16,100
Charges for Services	279,024	280,525	289,150	295,710	288,710
Fines & Forfeits	200	250	300	300	300
General Fund Unallocated Revenue	101,918	128,150	156,096	161,874	238,466
TOTAL SOURCES	\$ 400,936	\$ 425,384	\$ 461,646	\$ 473,934	\$ 543,576

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 217,996	\$ 230,964	\$ 240,750	\$ 253,325	\$ 281,225
* Fringe Benefits	108,032	118,356	146,675	149,850	186,245
* Mandatory Employer Costs	19,947	20,987	23,377	23,240	24,514

Other Current Expenditures -

* Supplies / Maintenance	5,899	6,585	6,600	6,600	7,500
* Contractual	13,789	11,753	13,600	13,900	13,600
* Other	35,273	36,739	30,644	27,019	30,492

TOTAL USES	\$ 400,936	\$ 425,384	\$ 461,646	\$ 473,934	\$ 543,576
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- - STAFFING - -

Personnel Services Total Amount	\$ 345,975	\$ 370,307	\$ 410,802	\$ 426,415	\$ 491,984
* Full-Time Positions	4.36	4.68	4.68	4.88	4.88
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	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 new and existing structures, including the electrical, mechanical and plumbing system to ensure all remains in compliance with the State Construction Code.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance partnerships with local non-profit, community, and private organizations.
- 2) Maintain and consider expanding programs that connect citizens to City Government

Department Strategy / Tactic / Deliverable

- *Continued and expanded collaboration with Zeeland and other local jurisdictions for conducting construction inspections.*
- *Continue to improve our web page and the information available online to contractors and homeowners, to help everyone understand the regulations, and streamline the permitting process.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Improve efficiencies within the office for a more expedited intake and processing of construction documents and permits.*
- *Improve efficiencies with our data retention, accuracy of records and archival data.*

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Plumbing - Permits	448	662	600	600
	Mechanical - Permits	733	781	770	750
	Electrical - Permits	674	710	700	700
	Building - Permits	728	632	700	650
	Building - Construction Valuation	\$103,240,744	\$ 77,035,102	\$ 85,000,000	\$ 85,000,000
	Holland Township Mechanical Inspections Contract	197	65	-	-
	Zeeland City Mechanical & Plumbing Insp Contract	328	296	325	300

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 1,050,378	\$ 880,263	\$ 710,000	\$ 760,000	\$ 710,000
Charges for Services	33,720	24,300	18,500	20,000	18,500
Fines & Forfeits	2,565	230	200	600	200
General Fund Unallocated Revenue	(465,911)	(211,851)	103,325	12,405	196,770
TOTAL SOURCES	\$ 620,752	\$ 692,942	\$ 832,025	\$ 793,005	\$ 925,470

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 331,256	\$ 360,893	\$ 409,000	\$ 409,475	\$ 421,800
* Fringe Benefits	139,342	176,513	216,793	201,420	249,741
* Mandatory Employer Costs	28,539	31,196	38,681	34,410	39,481

Other Current Expenditures -

* Supplies / Maintenance	32,805	37,320	36,900	37,100	38,600
* Contractual	35,003	36,009	78,200	77,200	73,200
* Other	53,807	51,011	52,451	33,400	60,648

Capital Outlay	-	-	-	-	42,000
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TOTAL USES	\$ 620,752	\$ 692,942	\$ 832,025	\$ 793,005	\$ 925,470
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- - STAFFING - -

Personnel Services Total Amount	\$ 499,137	\$ 568,602	\$ 664,474	\$ 645,305	\$ 711,022
* Full-Time Positions	5.82	6.20	6.50	6.50	6.50
* Part-Time Positions @ F.T.E.	1.40	1.40	1.40	1.25	1.35

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		40,000		38,401		40,000		40,000
TOTAL SOURCES	\$	40,000	\$	38,401	\$	40,000	\$	40,000
			\$		\$		\$	55,000

FUNDING USES -

Other Current Expenditures -

* Other		40,000		38,401		40,000		40,000
TOTAL USES	\$	40,000	\$	38,401	\$	40,000	\$	40,000
			\$		\$		\$	55,000

- - 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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools.
- 2) Maintain and enhance partnerships with local non-profit, community, and private organizations.

Department Strategy / Tactic / Deliverable

- *Completion of Michigan Economic Development Corporation (MEDC) Redevelopment-Ready Community Certification to facilitate new housing and community development.*
- *Update the Neighborhood Improvement Strategy with an intentional public participation process.*
- *Continue support of the four Neighborhood Connection organizations in order to support their neighborhood improvement and development efforts.*
- *Complete evaluation of need, best practice, and feasibility with respect to the creation of a new Neighborhood Connection organization to represent areas of the City not currently served.*
- *Continue collaboration with Ottawa Housing Next and other affordable housing groups for the purpose of increasing the supply of affordable housing units.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Continue operation of the Home Repair Program and the Home Energy Retrofit Program.*
- *Conduct and complete a "need and feasibility evaluation" relative to establishing additional programs designed to preserve and improve affordable housing within the City.*

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

	PERFORMANCE MEASURES	FY 18 Actual	FY 19 Actual	FY 20 Projected	FY 21 Projected	
Workload	<u>Social/Neighborhood Development</u>					
	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	9	7	7	
	1-3 Hr Class for Industry Personnel	2	3	2	2	
	# of Educ/Outreach hrs for Protected Classes/Human Services Agencies	12	12	10	10	
	Coordinate with and Promote Visibility of Neighborhood Groups					
	Hold meetings with Neighborhood Connectors	8	8	8	8	
	Provide grants to established NC groups to support neighborhood development	4	4	4	5	
	Neighborhood Mini-Grants					
	Provide grant assistance for neighbor-led initiatives	3	1	4	4	
	Neighborhood Celebrations					
	Annual National Night Out Celebration	1	1	1	1	
	Serve as a Liaison for the Neighborhood Commercial Districts					
	Attend Washington Square Merchant Meetings	0	1	2	2	
	Member of the Washington Square Business Improvement District Board	3	3	3	3	
	Graffiti Complaints Managed	18	6	10	10	
		<u>Property Improvement/Enhancement</u>				
	Home Repair Program - CDBG funded					
	Assist low/mod income homeowners with essential repairs	40	52	50	50	
Home Energy Retrofit Program - Other Funding (e.g., On-bill, private)	70	89	90	90		
Downtown Neighborhood Design Assistance Program						
Architectural and landscape design services in target area	4	0	2	4		

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		234,338		217,908		136,426		129,225	150,048	
TOTAL SOURCES	\$	234,338	\$	217,908	\$	136,426	\$	129,225	\$	150,048

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$	145,842	\$	135,053	\$	77,550	\$	80,000	\$	82,200
* Fringe Benefits		52,143		54,769		21,043		22,015		27,645
* Mandatory Employer Costs		13,329		12,957		6,983		6,960		7,428

Other Current Expenditures -

* Supplies / Maintenance		1,013		646		1,200		800		1,200
* Contractual		464		33		7,400		3,700		9,000
* Other		21,547		14,450		22,250		15,750		22,575

TOTAL USES	\$	234,338	\$	217,908	\$	136,426	\$	129,225	\$	150,048
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- - STAFFING - -

Personnel Services Total Amount	\$	211,314	\$	202,779	\$	105,576	\$	108,975	\$	117,273
* Full-Time Positions		1.90		1.50		0.75		0.75		0.75
* Part-Time Positions @ F.T.E.		0.80		0.80		0.70		0.70		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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Continue to investigate and remediate dangerous structures.*

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Number of Dangerous Structures Public Hearings	-	4	7	3
	Number of Housing Board of Appeals Public Hearings	-	3	7	3
	Number Repaired by the City	-	-	3	1
	City Cost of Repairs/Demolition	\$ -	\$ -	\$ 30,000	\$ 10,000
	Number of Vacant Properties	-	1	-	-
	Non-Rental Properties	-	3	7	3
	Residential	-	4	7	3

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,943	\$ -	\$ 12,000	\$ 5,000	\$ 15,000
TOTAL SOURCES	\$ 2,943	\$ -	\$ 12,000	\$ 5,000	\$ 15,000

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 6	\$ 417	\$ 300	\$ 800	\$ 500
* Contractual	-	1,690	2,100	4,400	2,100
* Other	18	-	10,000	15,000	10,000
Transfers Out	-	10,300	-	-	-
TOTAL USES	\$ 24	\$ 12,407	\$ 12,400	\$ 20,200	\$ 12,600

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2,919	\$ (12,407)	\$ (400)	\$ (15,200)	\$ 2,400
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	29,981	17,574	17,174	2,374	4,774
TOTAL FUND EQUITY	\$ 29,981	\$ 17,574	\$ 17,174	\$ 2,374	\$ 4,774

- - 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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools.
- 2) Maintain and consider expanding programs that connect citizens to City government

Department Strategy / Tactic / Deliverable

- *Work with regional partners to develop the City's materials management plan, which may serve as a model for other communities.*
- *Expand education and outreach efforts related to residential recycling and landfill diversion based on recommendations from the Materials Management Task Force.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a vibrant and sustainable community that is a great place to live, work and play.

Department Strategy / Tactic / Deliverable

- *Explore opportunities for expanding services with our current Solid Waste Agreement based on the recommendations from the Materials Management Task Force.*
- *Continue to implement goals set by the Materials Management Task Force, such as expanding recycling, increasing diversion rates and exploring composting opportunities.*

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Project Pride				
	*Pounds trash collected through coupons redeemed	927,180	260,880	965,880	1,000,000
	Coupons redeemed	1,822	1,862	1,880	2,000
	Recyclable Materials				
	Pounds of recyclable materials not sent to landfill	3,741,520	2,845,700	2,750,000	3,000,000
	Curb Side Recycling				
	Type of Waste Recycles in Pounds				
	Fiber	2,581,649	1,437,079	1,500,000	2,000,000
	Newsprint	1,646,269	850,864	900,000	1,000,000
	Corrugated	935,380	586,214	600,000	700,000
	Total Commingle	1,010,210	1,408,622	1,315,000	1,325,000
	Dairy plastic - #1 & #2 Colored	246,940	756,956	800,000	900,000
	Aluminum	14,966	93,908	95,000	100,000
	Steel Cans	187,076	204,890	220,000	225,000
	Glass	561,228	352,867	200,000	100,000
	Total Pounds Collected Curbside	3,591,859	2,845,701	2,815,000	3,325,000
	Refuse				
	1 Bag/month	170	156	140	100
	2 Bag/month	63	58	50	40
	32 Gallon weekly	2,664	2,636	2,700	2,700
	65 Gallon weekly	3,589	3,604	3,610	3,610
	90 Gallon weekly	2,986	3,018	3,330	3,330
		2,028	2,165	2,200	2,225
	Total Refuse	11,500	11,637	12,030	12,005
	Multi Family - 2 Yard	6	6	6	6
	Multi Family - 4 Yard	1	1	1	1
	Multi Family - 6 Yard	3	3	3	3
	Total Yard Multi Family	10	10	10	10
	Multi Family - 4 Units	7	7	7	7
	Multi Family - 8 Units	2	2	2	2
Multi Family - 12 Units	-	1	1	1	
Multi Family - 16 Units	1	-	-	-	
Total Unit Multi Family	10	10	10	10	

All above information based on Chef Container reports

* Estimated

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Charges for Services	1,924,714	1,947,338	2,112,200	2,111,900	2,412,900
Interest & Rents	8,439	24,981	7,000	12,000	7,000
Other	-	-	-	-	35,000
TOTAL SOURCES	\$ 1,933,153	\$ 1,972,319	\$ 2,119,200	\$ 2,123,900	\$ 2,954,900

FUNDING USES -

Personnel Service Expenses					
* Salaries & Wages	\$ 74,497	\$ 69,835	\$ 89,824	\$ 85,349	\$ 107,488
* Fringe Benefits	32,429	32,815	42,303	41,751	47,440
* Mandatory Employer Costs	5,563	5,384	7,399	7,075	9,446
Other Current Expenses					
* Supplies / Maintenance	61,843	27,244	64,100	65,430	668,800
* Contractual	1,754,124	1,777,328	1,899,500	1,878,028	2,222,200
* Other	7,433	10,493	10,340	8,190	9,936
TOTAL USES	\$ 1,935,889	\$ 1,923,099	\$ 2,113,466	\$ 2,085,823	\$ 3,065,310

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,736)	\$ 49,220	\$ 5,734	\$ 38,077	\$ (110,410)
ENDING BALANCE -					
Designated / Reserved:	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved:	1,121,941	1,171,161	1,176,895	1,209,238	1,098,828
TOTAL FUND EQUITY	\$ 1,121,941	\$ 1,171,161	\$ 1,176,895	\$ 1,209,238	\$ 1,098,828

- - STAFFING - -

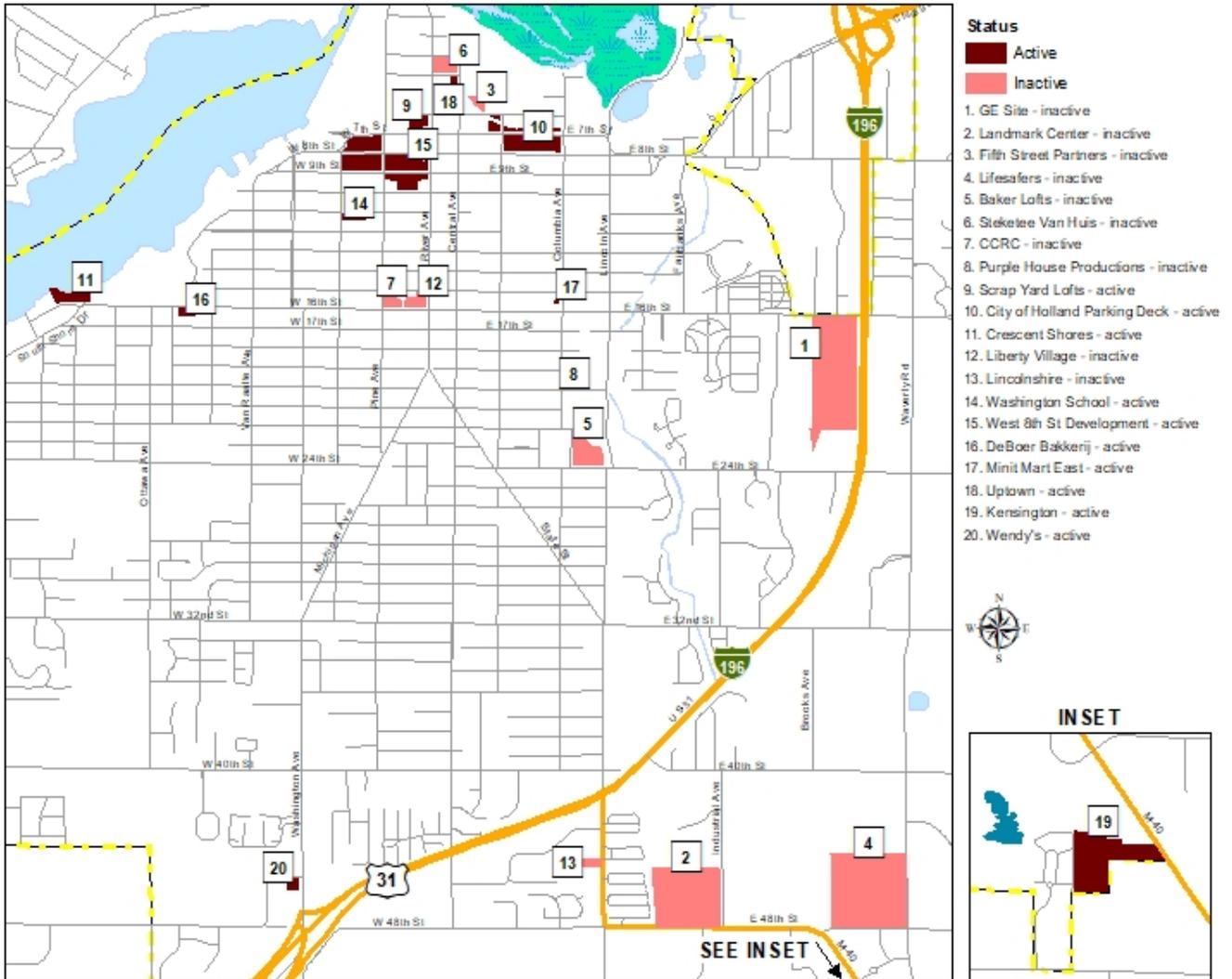
Personnel Services Total Amount	\$ 112,489	\$ 108,034	\$ 139,526	\$ 134,175	\$ 164,374
* Full-Time Positions	1.17	1.27	1.37	1.37	1.37
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.05	1.00

COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Number of Active Projects (Capturing Taxes)	10	9	10	10
	Number of Active Projects (Not Capturing Taxes)	4	1	1	1
	Total Number of Active Projects	14	10	11	11
	Taxable Valuation Capture (IFT at Equivalency)	\$ 34,924,361	\$ 37,689,298	\$ 43,245,665	\$ 47,525,799
	% of Regular Roll Taxable Value	3.16%	3.30%	3.66%	3.82%

City of Holland - Brownfield Sites



COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,440,399	\$ 1,387,884	\$ 1,626,264	\$ 1,664,122	\$ 2,257,032
Intergovernmental	16,899	5,411	300	4,548	300
Interest & Rents	14,521	26,475	11,573	20,287	8,685
Transfers In	94,864	12	-	-	-
TOTAL SOURCES	\$ 1,566,683	\$ 1,419,782	\$ 1,638,137	\$ 1,688,957	\$ 2,266,017

FUNDING USES -

Other Current Expenditures -					
* Other	\$ 635,565	\$ 679,691	\$ 558,672	\$ 580,816	\$ 734,568
Transfers Out	388,592	1,141,461	484,732	997,480	1,124,310
TOTAL USES	\$ 1,024,157	\$ 1,821,152	\$ 1,043,404	\$ 1,578,296	\$ 1,858,878

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 542,526	\$ (401,370)	\$ 594,733	\$ 110,661	\$ 407,139
ENDING FUND EQUITY -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,003,722	602,352	1,197,085	713,013	1,120,152
TOTAL FUND EQUITY	\$ 1,003,722	\$ 602,352	\$ 1,197,085	\$ 713,013	\$ 1,120,152

- - STAFFING - -

Positions: Not Applicable

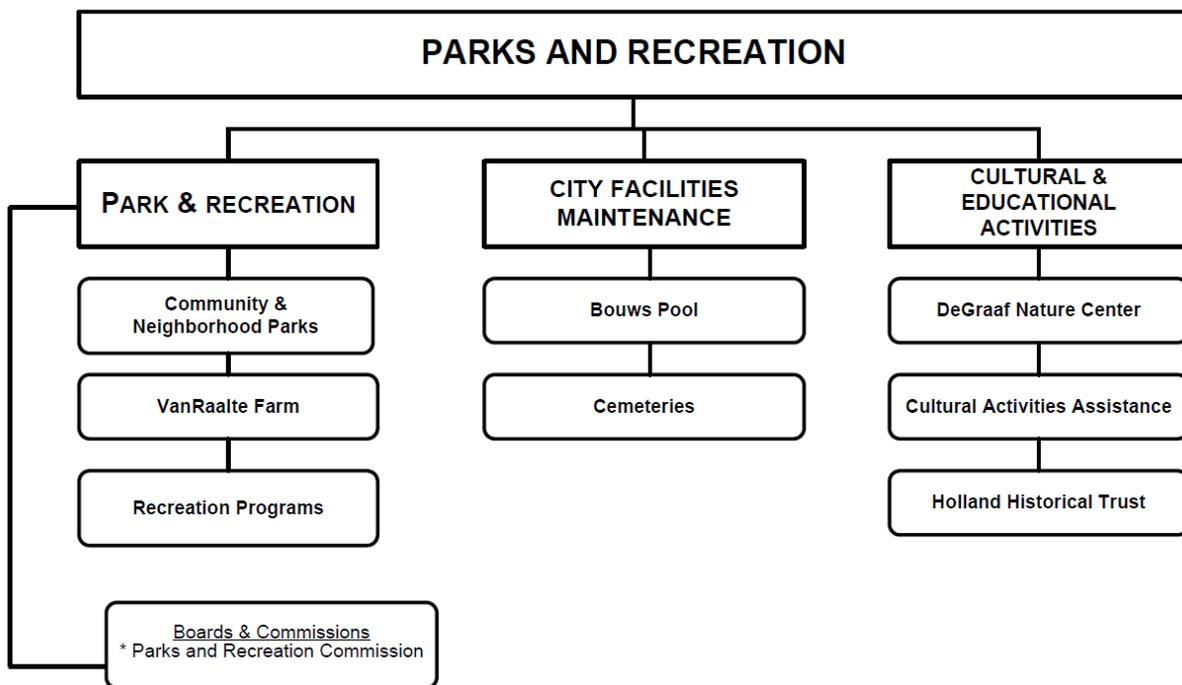
PARKS & RECREATION

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES-

General Fund	\$ 3,962,589	\$ 4,216,212	\$ 4,191,077	\$ 4,157,873	\$ 4,463,235
Permanent Fund	19,507	37,043	20,500	25,400	30,100
Special Revenue Funds	196	2	200	200	200
Enterprise Funds	181	-	200	200	200
Component Unit	785,027	928,827	978,083	978,083	1,051,551
TOTAL- ALL FUND TYPES	\$ 4,767,500	\$ 5,182,084	\$ 5,190,060	\$ 5,161,756	\$ 5,545,286

-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 125	\$ -	\$ 300	\$ 300	\$ 200
Intergovernmental	50,000	25,000	30,000	30,000	30,000
Charges for Services	1,030,384	950,566	930,900	947,547	965,900
Interest & Rents	126,479	170,007	86,785	101,795	122,944
Other	642,922	588,968	619,425	622,425	690,420
Transfers In	119,582	126,353	120,500	120,500	125,000
TOTAL SOURCES	\$ 1,969,492	\$ 1,860,894	\$ 1,787,910	\$ 1,822,567	\$ 1,934,464

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 1,758,113	\$ 1,739,662	\$ 1,965,460	\$ 1,979,974	\$ 2,088,360
* Fringe Benefits	430,628	440,805	541,462	544,088	627,571
* Mandatory Employer Costs	178,959	178,760	195,492	195,507	212,141
Other Current Expenditures -					
* Supplies / Maintenance	537,529	565,278	569,670	581,455	636,785
* Contractual	662,365	567,667	560,665	543,650	564,450
* Other	972,947	1,409,659	1,106,703	1,066,474	1,157,998
Capital Outlay	-	38,700	14,250	14,250	18,100
Transfers Out	119,507	129,543	120,500	120,500	125,000
Depreciation Expense	107,452	112,010	115,858	115,858	114,881
TOTAL USES	\$ 4,767,500	\$ 5,182,084	\$ 5,190,060	\$ 5,161,756	\$ 5,545,286

-- STAFFING --

Personnel Services Total Amount	\$ 2,367,700	\$ 2,359,227	\$ 2,702,414	\$ 2,719,569	\$ 2,928,072
* Full-Time Positions	24.90	23.83	26.48	28.48	28.48
* Part-Time Positions @ F.T.E.	21.45	19.90	18.22	18.37	19.52

DESCRIPTION

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

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide a beautiful community with ample leisure and recreational options

Department Strategy / Tactic / Deliverable

- *Specific areas of emphasis include projects as listed in the Parks Master Plan and MCIF*
- *Continue to maintain building and grounds at an excellent level, through MCIF*
- *projects*

PARKS & RECREATION

GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenues		168,208		198,437		198,625		198,767	212,772	
TOTAL SOURCES	\$	168,208	\$	198,437	\$	198,625	\$	198,767	\$	212,772

FUNDING USES -

Personnel Services										
* Salaries & Wages	\$	13,976	\$	23,849	\$	4,375	\$	13,275	\$	28,400
* Fringe Benefits		(450)		8,747		15,156		5,718		5,866
* Mandatory Employer Costs		1,320		2,419		1,419		1,389		2,831
Other Current Expenditures										
* Supplies / Maintenance		39,105		49,342		42,125		43,125		37,900
* Contractual		43,519		43,340		60,600		60,600		51,600
* Other		70,738		70,740		74,950		74,660		86,175
TOTAL USES	\$	168,208	\$	198,437	\$	198,625	\$	198,767	\$	212,772

- - STAFFING - -

Personnel Services Total Amount	\$	14,846	\$	35,015	\$	20,950	\$	20,382	\$	37,097
* Full-Time Positions		0.10		1.15		1.15		0.15		0.15
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.50

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide a beautiful community with ample leisure and recreation options

Department Strategy / Tactic / Deliverable

- *Specific areas of emphasis include projects as listed in the Parks Master Plan and MCIF*
- *Improve playgrounds, Matt Urban Sports Complex, additional Columbarium units, VR Farm*
- *Continue opportunities for training*
- *Finish CAPRA accreditation*

PARKS & RECREATION

CEMETERIES

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Lot Sales				
	Pilgrim Home Cemetery	88	99	95	95
	Graafschap Cemetery	32	63	70	55
	Burials				
	Pilgrim Home Cemetery - Annual				
	Graveside Services	107	98	98	98
	Drop Services	35	61	50	48
	Total Pilgrim Home Cemetery Burials	142	159	148	146
	Full Body Burial	87	98	91	90
	Cremation Burial	55	61	57	56
	Total Burials	142	159	148	146
	Percentage of Cremation Burial to Full Body Burial	63.22%	62.24%	62.64%	62.22%
	Graafschap Cemetery - Annual				
	Graveside Services	35	50	33	39
	Drop Services	12	16	18	16
	Total Graafschap Cemetery Burials	47	66	51	55
	Full Body Burial	34	48	32	35
	Cremation Burial	13	18	19	20
	Total Burials	47	66	51	55
	Percentage of Cremation Burial to Full Body Burial	38.24%	37.50%	59.38%	57.14%
	Marker Foundation Installations:				
	Pilgrim Home Cemetery	120	112	129	131
	Graafschap Cemetery	50	55	39	48
Niche Sales					
Pilgrim Home Cemetery	3	8	9	7	

PARKS & RECREATION

PARKS

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Forestry Activities:				
	Trees Planted	7	90	38	45
	Trees Trimmed	1,153	963	1,220	1,112
	Trees Removed	270	175	246	230
	Stump Removal	167	186	266	206
	Tulip Beds & Lanes - Annual Tulip Plantings	328,500	363,500	363,500	363,500
	Greenhouse Plantings (Currently at Capacity)	100,000	100,000	100,000	100,000
	Total Area Maintained by Park Personnel (Acres)	385	400	416	416
Number of Events in Park Facilities	151	151	151	151	

PARKS & RECREATION

GENERAL FUND - CEMETERY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 City Mgr Recommend
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 249,317	\$ 295,861	\$ 280,000	\$ 296,000	\$ 294,000
Transfers In	19,507	26,353	20,500	20,500	25,000
General Fund Unallocated Revenues	248,163	211,444	278,844	264,270	301,777
TOTAL SOURCES	\$ 516,987	\$ 533,658	\$ 579,344	\$ 580,770	\$ 620,777

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 203,719	\$ 203,533	\$ 217,700	\$ 219,400	\$ 225,650
* Fringe Benefits	47,968	59,434	89,803	89,925	98,899
* Mandatory Employer Costs	19,975	19,510	22,069	21,565	23,722
Other Current Expenditures -					
* Supplies / Maintenance	46,634	47,548	44,000	44,193	49,800
* Contractual	69,474	63,355	67,310	64,900	68,100
* Other	129,217	136,378	133,462	135,787	154,606
Capital Outlay	-	3,900	5,000	5,000	-
TOTAL USES	\$ 516,987	\$ 533,658	\$ 579,344	\$ 580,770	\$ 620,777

- - STAFFING - -

Personnel Services Total Amount	\$ 271,662	\$ 282,477	\$ 329,572	\$ 330,890	\$ 348,271
* Full-Time Positions	2.85	2.75	3.75	3.75	3.75
* Part-Time Positions @ F.T.E.	2.65	1.95	1.25	1.25	1.25

PARKS & RECREATION

GENERAL FUND - PARKS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 51,403	\$ 94,070	\$ 63,000	\$ 85,000	\$ 85,000
Interest & Rents	22,857	28,664	20,600	35,600	35,600
Other	73	2,000	-	3,000	3,000
General Fund Unallocated Revenues	1,496,984	1,923,488	1,883,106	1,819,602	2,011,161
TOTAL SOURCES	\$ 1,571,317	\$ 2,048,222	\$ 1,966,706	\$ 1,943,202	\$ 2,134,761

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 654,848	\$ 663,373	\$ 796,960	\$ 804,400	\$ 878,725
* Fringe Benefits	177,263	193,790	242,630	256,900	330,447
* Mandatory Employer Costs	66,457	75,152	78,794	80,775	90,756

Other Current Expenditures -

* Supplies / Maintenance	183,211	214,728	199,550	208,380	228,350
* Contractual	102,692	112,581	125,600	120,500	131,350
* Other	386,846	753,798	516,422	465,497	475,133

Capital Outlay	-	34,800	6,750	6,750	-
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TOTAL USES	\$ 1,571,317	\$ 2,048,222	\$ 1,966,706	\$ 1,943,202	\$ 2,134,761
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-- STAFFING --

Personnel Service Total Amount	\$ 898,568	\$ 932,315	\$ 1,118,384	\$ 1,142,075	\$ 1,299,928
* Full-Time Positions	8.55	7.00	8.00	11.00	11.40
* Part-Time Positions @ F.T.E.	14.00	14.20	14.20	14.20	13.90

PARKS & RECREATION

GENERAL FUND - PARKS AND RECREATION ADMINISTRATION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenues		61,808		63,304		68,489		68,271
TOTAL SOURCES	\$	61,808	\$	63,304	\$	68,489	\$	68,271
			\$	-		\$	-	

FUNDING USES -

Personnel Services -										
* Salaries & Wages	\$	38,754	\$	39,961	\$	40,225	\$	40,225	\$	-
* Fringe Benefits		16,750		17,934		20,290		20,190		-
* Mandatory Employer Costs		3,482		3,658		3,974		3,856		-
Other Current Expenditures -										
* Supplies / Maintenance		1,038		738		2,100		2,100		-
* Other		1,784		1,013		1,900		1,900		-
TOTAL USES	\$	61,808	\$	63,304	\$	68,489	\$	68,271	\$	-

-- STAFFING --

Personnel Services Total Amount	\$	58,986	\$	61,553	\$	64,489	\$	64,271	\$	-
* Full-Time Positions		0.50		0.50		0.50		0.50		0.00
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

Effective July 1, 2020 this department will be dissolved; these operating costs will move to the Parks and Recreation budgets.

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

- 1) Maintain and enhance regional partnerships with other local governments and schools
- 2) Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- *Examine opportunities for increased cooperation and collaboration with local government/school partners*
- *Continue to work with other local units of governments and schools to provide recreational opportunities*
- *Examine opportunities for increased cooperation and collaboration with local partners*
- *Reduce transportation barriers by working with a variety of agencies*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

- 1) Provide a beautiful community with ample leisure and recreation options

Department Strategy / Tactic / Deliverable

- *Specific areas of emphasis include projects as listed in the Parks Master Plan and Municipal Capital Improvement Fund (MCIF)*
- *Create onsite registration at school events*
- *Provide more social activities for adults*
- *Provide more informal recreational opportunities*

PARKS & RECREATION

GENERAL FUND - RECREATION

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Youth Athletic Programs Participants	3,315	2,839	3,335	3,335
	Adult Athletic Programs Participants	6,435	4,954	5,718	5,756
	Family Special Events Participants	12,870	13,292	13,350	13,350
	Non-Athletic Youth Programs (Fine Arts) Participants	1,267	55	145	145
	Bouws Pool Attendance	11,662	12,860	14,000	14,000

PARKS & RECREATION

GENERAL FUND - RECREATION

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 367,325	\$ 358,012	\$ 424,100	\$ 391,172	\$ 419,600
Interest & Rents	21,469	31,225	28,500	28,500	32,000
General Fund Unallocated Revenues	741,459	720,965	773,908	796,307	874,123
TOTAL SOURCES	\$ 1,130,253	\$ 1,110,202	\$ 1,226,508	\$ 1,215,979	\$ 1,325,723

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 418,669	\$ 412,866	\$ 523,700	\$ 520,209	\$ 545,245
* Fringe Benefits	123,063	108,798	132,776	130,581	150,748
* Mandatory Employer Costs	40,871	39,722	50,917	49,427	54,191

Other Current Expenditures -

* Supplies / Maintenance	174,096	169,761	172,800	175,562	187,150
* Contractual	217,765	208,108	181,460	171,970	200,850
* Other	155,789	170,947	162,355	165,730	181,539

Capital Outlay

Capital Outlay	-	-	2,500	2,500	6,000
TOTAL USES	\$ 1,130,253	\$ 1,110,202	\$ 1,226,508	\$ 1,215,979	\$ 1,325,723

-- STAFFING --

Personnel Services Total Amount	\$ 582,603	\$ 561,386	\$ 707,393	\$ 700,217	\$ 750,184
* Full-Time Positions	5.95	5.66	6.06	6.06	6.16
* Part-Time Positions @ F.T.E.	0.75	0.45	0.50	0.65	0.85

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide a beautiful community with ample leisure and recreation options

Department Strategy / Tactic / Deliverable

- *Specific areas of emphasis include projects as listed in the Parks Master Plan and Municipal Capital Improvement Fund (MCIF)*
- *Make improvements to the grounds at DeGraaf-trails, outdoor animal exhibits*
- *Work with the Outdoor Discovery Center (ODC) to evaluate program options and locations of this programming; Van Raalte Farm, DeGraaf, Windmill Island Gardens (WIG)*

PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 229,960	\$ 41,968	\$ -	\$ -	\$ -
Other	5,229	-	-	-	-
General Fund Unallocated Revenues	169,979	110,862	42,105	41,184	59,202
TOTAL SOURCES	\$ 405,168	\$ 152,830	\$ 42,105	\$ 41,184	\$ 59,202

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 152,011	\$ 59,662	\$ 11,400	\$ 11,365	\$ 11,340
* Fringe Benefits	42,006	14,616	757	724	741
* Mandatory Employer Costs	15,267	7,515	919	1,095	1,116

Other Current Expenditures -

* Supplies / Maintenance	23,047	11,845	6,000	5,000	9,500
* Contractual	144,939	33,451	165	150	6,200
* Other	27,898	25,741	22,864	22,850	23,305

Capital Outlay

Capital Outlay	-	-	-	-	7,000
TOTAL USES	\$ 405,168	\$ 152,830	\$ 42,105	\$ 41,184	\$ 59,202

-- STAFFING --

Personnel Services Total Amount	\$ 209,284	\$ 81,793	\$ 13,076	\$ 13,184	\$ 13,197
* Full-Time Positions	1.95	0.77	0.02	0.02	0.02
* Part-Time Positions @ F.T.E.	2.20	0.95	0.35	0.35	0.35

Effective November 1, 2018 the Outdoor Discovery Center began operating the DeGraaf Nature Center; the City of Holland became responsible for facility grounds and maintenance costs only.

PARKS & RECREATION

CULTURAL ACTIVITIES ASSISTANCE

	FY-2018	FY-2019	FY-2020	FY-2020	FY-2021
Description	Final Actual	Final Actual	Amended Budget	Final Revised Est.	Adopted

-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenues		108,848		109,559		109,300		109,700		110,000
TOTAL SOURCES	\$	108,848	\$	109,559	\$	109,300	\$	109,700	\$	110,000

FUNDING USES -

Other Current Expenditures -

* Other	\$	8,848	\$	9,559	\$	9,300	\$	9,700	\$	10,000
Transfers Out		100,000		100,000		100,000		100,000		100,000
TOTAL USES	\$	108,848	\$	109,559	\$	109,300	\$	109,700	\$	110,000

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

CEMETERY PERPETUAL CARE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 39,900	\$ 66,937	\$ 44,000	\$ 55,500	\$ 44,000
Interest & Rents	19,507	71,668	500	500	500
Other	-	-	20,000	20,000	24,500
TOTAL SOURCES	\$ 59,407	\$ 138,605	\$ 64,500	\$ 76,000	\$ 69,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ -	\$ 7,500	\$ -	\$ 4,900	\$ -
Capital Outlay	-	-	-	-	5,100
Transfers Out	19,507	29,543	20,500	20,500	25,000
TOTAL USES	\$ 19,507	\$ 37,043	\$ 20,500	\$ 25,400	\$ 30,100

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 39,900	\$ 101,562	\$ 44,000	\$ 50,600	\$ 38,900
ENDING BALANCE -					
Designated / Reserves	\$ 1,654,632	\$ 1,757,000	\$ 1,845,763	\$ 1,807,000	\$ 1,847,000
Undesignated / Unreserved	70,916	70,110	25,347	70,710	69,610
TOTAL FUND EQUITY	\$ 1,725,548	\$ 1,827,110	\$ 1,871,110	\$ 1,877,710	\$ 1,916,610

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 125	\$ -	\$ 300	\$ 300	\$ 200
Transfers In	75	-	-	-	-
TOTAL SOURCES	\$ 200	\$ -	\$ 300	\$ 300	\$ 200

FUNDING USES -

Other Current Expenditures					
* Other - Tax Payments to Library	\$ 196	\$ 2	\$ 200	\$ 200	\$ 200
Transfers Out	-	-	-	-	-
TOTAL USES	\$ 196	\$ 2	\$ 200	\$ 200	\$ 200

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 4	\$ (2)	\$ 100	\$ 100	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	4	2	102	102	102
TOTAL FUND EQUITY	\$ 4	\$ 2	\$ 102	\$ 102	\$ 102

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 158	\$ 90	\$ -	\$ 75	\$ 50
Interest & Rents	5	14	-	10	5
TOTAL SOURCES	\$ 163	\$ 104	\$ -	\$ 85	\$ 55

FUNDING USES -

Other Current Expenditures					
* Supplies / Maintenance	\$ 181	\$ -	\$ 200	\$ 200	\$ 200
TOTAL USES	\$ 181	\$ -	\$ 200	\$ 200	\$ 200

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ (18)	\$ 104	\$ (200)	\$ (115)	\$ (145)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	459	563	363	448	303
TOTAL FUND EQUITY	\$ 459	\$ 563	\$ 363	\$ 448	\$ 303

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION SERVICES

HOLLAND HISTORICAL TRUST FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Museum Attendance	16,974	16,186	17,000	17,400
	Rentals at all sites	7,594	4,465	2,500	3,000
	Education tours participation	1,165	1,198	1,300	1,400
	Memberships	425	436	425	435

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 50,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 30,000
Charges for Services	92,321	93,628	119,800	119,800	123,250
Rental Income:					
* Armory	22,560	1,500	7,000	7,000	15,000
* Other Than Armory	-	15,325	6,000	6,000	5,500
Investment Income (Net of Market)	40,081	21,611	24,185	24,185	34,339
Other:					
* Other Private Contributions	637,620	586,968	599,425	599,425	662,920
Transfers In - City of Holland	100,000	100,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 942,582	\$ 844,032	\$ 886,410	\$ 886,410	\$ 971,009

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 276,136	\$ 336,418	\$ 371,100	\$ 371,100	\$ 399,000
* Fringe Benefits	24,028	37,486	40,050	40,050	40,870
* Mandatory Employer Costs	31,587	30,784	37,400	37,400	39,525
Other Current Expenditures -					
* Supplies / Maintenance	70,217	71,316	102,895	102,895	123,885
* Contractual	83,976	106,832	125,530	125,530	106,350
* Other	191,631	233,981	185,250	185,250	227,040
Depreciation Expense	107,452	112,010	115,858	115,858	114,881
TOTAL USES	\$ 785,027	\$ 928,827	\$ 978,083	\$ 978,083	\$ 1,051,551

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:

* Holland Historical Trust	\$ 689,535	\$ 833,755	\$ 944,983	\$ 944,983	\$ 1,022,781
* Armory	31,392	31,972	33,100	33,100	28,770
OTHER APPLIED PURPOSES:					
* Capital / Collections / Donated Facil.	64,100	63,100	-	-	-
TOTAL USES	\$ 785,027	\$ 928,827	\$ 978,083	\$ 978,083	\$ 1,051,551

(This Fund Continues On Next Page)

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 157,555	\$ (84,795)	\$ (91,673)	\$ (91,673)	\$ (80,542)
ENDING BALANCE -					
Non-Expendable	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Investment in Fixed Assets	1,147,731	113,787	932,247	932,247	932,247
Expendable:					
* Designated Restrictions -					
Temporary (Legal Restrictions)	587,649	602,917	324,913	107,239	105,671
Board of Directors (Board Action)	182,286	175,142	182,974	628,145	615,456
* Unreserved / Undesignated	(164,812)	776,213	136,252	(91,245)	(157,530)
TOTAL FUND EQUITY	\$ 1,862,854	\$ 1,778,059	\$ 1,686,386	\$ 1,686,386	\$ 1,605,844

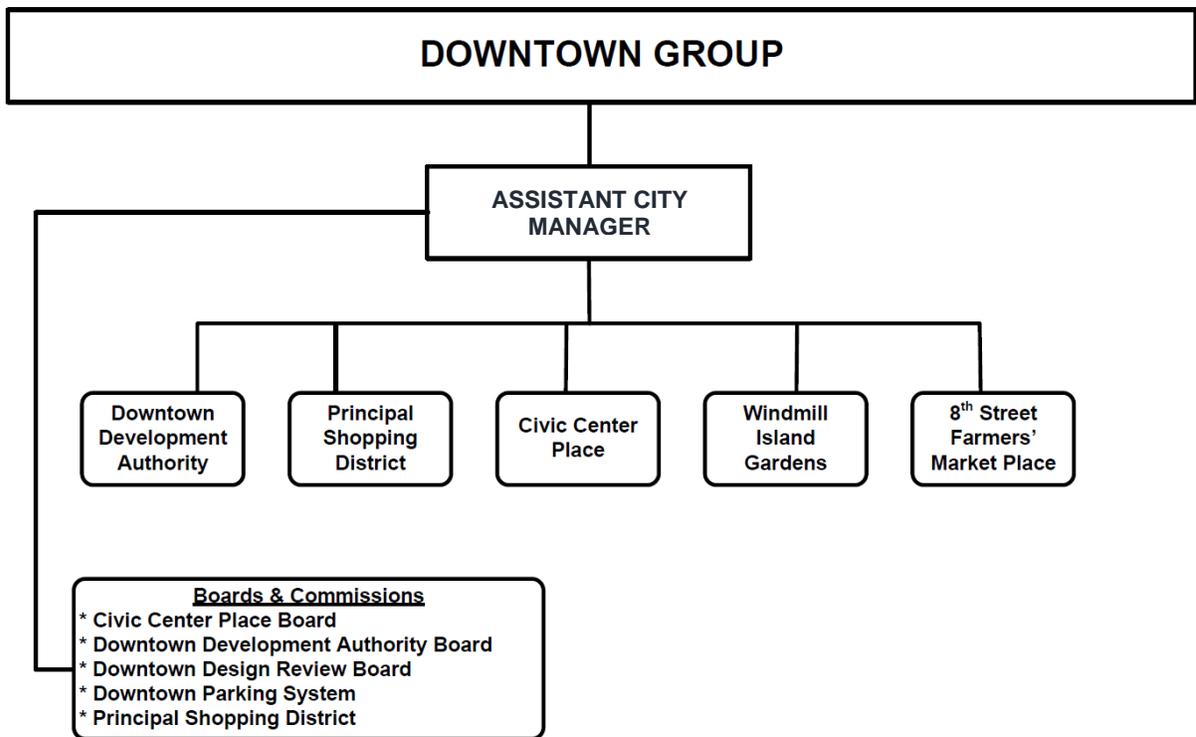
- - STAFFING - -					
Personnel Services Total Amount	\$ 331,751	\$ 404,688	\$ 448,550	\$ 448,550	\$ 479,395
* Full-Time Positions	5.00	6.00	7.00	7.00	7.00
* Part-Time Positions @ F.T.E.	1.85	2.35	1.92	1.92	2.67

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 171,072	\$ 188,288	\$ 187,802	\$ 168,764	\$ 176,966
Special Revenue Funds	551,388	557,597	624,300	623,617	624,157
Enterprise Funds	1,007,432	3,154,934	1,659,174	1,677,256	1,779,332
Component Unit	201,153	182,164	236,273	227,429	271,848
TOTAL ACROSS FUND TYPES	\$ 1,931,045	\$ 4,082,983	\$ 2,707,549	\$ 2,697,066	\$ 2,852,303

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 599,061	\$ 617,129	\$ 635,097	\$ 663,992	\$ 670,871
Licenses & Permits	3,925	5,100	4,350	4,350	2,350
Intergovernmental	32,470	26,338	26,000	26,100	76,000
Charges for Services	1,194,996	1,391,411	1,109,200	1,112,430	1,115,250
Interest & Rents	136,409	134,283	132,050	115,647	125,247
Other	106,642	739,688	53,825	58,951	57,150
Transfers In	-	1,138,852	560,393	560,755	569,454
TOTAL SOURCES	\$ 2,073,503	\$ 4,052,801	\$ 2,520,915	\$ 2,542,225	\$ 2,616,322

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 696,716	\$ 787,325	\$ 828,875	\$ 830,360	\$ 854,030
* Fringe Benefits	124,009	187,670	185,998	182,114	184,137
* Mandatory Employer Costs	65,967	74,032	80,407	79,145	81,131
Other Current Expenditures -					
* Supplies / Maintenance	338,350	268,343	302,863	307,664	280,695
* Contractual	99,404	728,813	574,412	566,655	669,852
* Other	465,851	573,885	537,476	531,402	547,228
Capital Outlay	19,100	1,324,049	42,100	44,308	94,500
Depreciation Expense	101,828	128,751	130,000	130,000	130,000
Transfers Out	19,820	10,115	25,418	25,418	10,730
TOTAL USES	\$ 1,931,045	\$ 4,082,983	\$ 2,707,549	\$ 2,697,066	\$ 2,852,303

- - STAFFING - -

Personnel Services Total Amount	\$ 886,692	\$ 1,049,027	\$ 1,095,280	\$ 1,091,619	\$ 1,119,298
* Full-Time Positions	5.15	6.65	6.65	5.45	5.45
* Part-Time Positions @ F.T.E.	14.25	15.40	14.95	16.05	16.55

DESCRIPTION

A producer's market intending to connect the surrounding community with high-quality local food, while supporting the livelihood of our farmers and vendors. Educates the community on the local food system, while making healthy food accessible for all in a welcoming atmosphere.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- *Seek out a corporate sponsor for the Monday Night Market.*
- *Bring on additional new vendors in off-season to increase stall rental revenue.*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- *Decide on future direction (members, objectives, etc.) of Market Advisory Committee.*
- *Create monthly email newsletter specifically for vendors.*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent

Department Strategy / Tactic / Deliverable

- *Train newly-hired Marketing and Events Assistant on all activities related to the Market.*
- *Hire and train a bi-lingual Market Assistant to fill current vacancy.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Management/Administrative Services - provide effective leadership and support for citizens and operations

2) Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders

Department Strategy / Tactic / Deliverable

- *Continue to raise awareness of food assistance programs available at the Market.*
- *Offer "bike valet" from Velo City Cycles to promote alternative transportation to Market.*

DOWNTOWN GROUP

8th STREET FARMERS' MARKET PLACE

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
	8th Street Market Place Program:				
	Wednesday Market Held Each Season	33	32	31	29
	Saturday Market Held Each Season	32	32	32	32
	Winter Market Held Each Season	8	8	8	8
	Night Market Held Each Season	0	13	14	13
	Total Number of Daily Vendors	48	40	60	60
	Total Number of Seasonal Vendors	42	47	50	50
	Saturday Chef Series Demonstrations Held	17	14	16	16
	Wednesday Kids Activities Held	12	10	11	11
	Special Holland Farmers Market Events	1	1	1	2
	Yoga and Other Classes Held	0	6	8	8
	Prescription for Health Participants	23	23	25	25
	Ottawa Food Donation Program Dates	4	8	12	12
	8th Street Market Place Revenue:				
	Total Market Stall Rental Revenue	\$ 75,000	\$ 93,000	\$ 110,000	\$ 110,000
	Eighth Street Market Place Rental*	\$ 3,000	\$ -	\$ -	\$ -
	EBT Program (Bridge Cards)	\$ 16,000	\$ 15,000	\$ 15,000	\$ 15,000
	Double Up Food Bucks Grant Funds	\$ 8,000	\$ 16,000	\$ 16,000	\$ 16,000
	WIC and Senior Project FRESH Coupons	\$ 11,000	\$ 11,000	\$ 10,000	\$ 10,000
	Prescription for Health Grant	\$ 7,000	\$ -	\$ -	\$ -
	Corporate Sponsorships	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
	Special Event and Class/Workshop Revenue	\$ -	\$ 100	\$ 300	\$ 300
	5% Bridge Card Vendor Fees	\$ 5,000	\$ 800	\$ 1,000	\$ 1,000
	Market Bucks Sold	\$ 12,000	\$ 17,000	\$ 5,000	\$ 5,000
	Market Merchandise Sold	\$ 400	\$ 400	\$ 300	\$ 300

*No revenue in FY19 - FY21 due to VenuWorks Contract.

DOWNTOWN GROUP

GENERAL FUND - 8TH STREET FARMERS' MARKET PLACE

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 32,470	\$ 26,338	\$ 26,000	\$ 26,100	\$ 26,000
Interest & Rents	3,045	-	-	-	-
Charges for Services	87,532	111,192	121,000	116,596	117,000
Other	3,066	6,410	6,000	9,000	9,000
General Fund Unallocated Revenue	44,959	44,348	34,802	17,068	24,966
TOTAL SOURCES	\$ 171,072	\$ 188,288	\$ 187,802	\$ 168,764	\$ 176,966

FUNDING USES -

Personnel Services					
* Salaries & Wages	\$ 51,100	\$ 50,039	\$ 61,275	\$ 62,800	\$ 64,775
* Fringe Benefits	2,318	5,337	4,613	4,914	3,495
* Mandatory Employer Costs	4,270	4,223	5,314	5,485	5,596
Other Current Expenditures					
* Supplies / Maintenance	17,459	13,685	9,300	8,300	10,300
* Contractual	8,033	12,853	29,800	10,700	12,900
* Other	87,892	102,151	77,500	76,565	79,900
TOTAL USES	\$ 171,072	\$ 188,288	\$ 187,802	\$ 168,764	\$ 176,966

- - STAFFING - -

Personnel Services Total Amount	\$ 57,688	\$ 59,599	\$ 71,202	\$ 73,199	\$ 73,866
* Full-Time Positions	0.10	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	1.10	1.45	1.45	1.50	1.50

DESCRIPTION

Creates and maintains parking lots in the downtown area; establishing policies in accordance with City of Holland Ordinance Code.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- *Make sure that the current Parking assessment rate is adequate to maintain the Downtown parking lots and on street parking.*
- *Monitor the Downtown residential parking program to make sure that it doesn't stress the shared public parking program.*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- *Continue to send parking surveys to all Downtown stakeholders to pinpoint areas of concern.*
- *Hold quarterly D-Coffees for Downtown Holland business owners.*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) Maintain and enhance the culture of collaboration and teamwork among City departments

Department Strategy / Tactic / Deliverable

- *Work closely with City Planners regarding new development Downtown and the effect on the shared Downtown parking program.*
- *Be proactive in contacting other Downtowns to discuss parking programs and ideas for improvement.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders

Department Strategy / Tactic / Deliverable

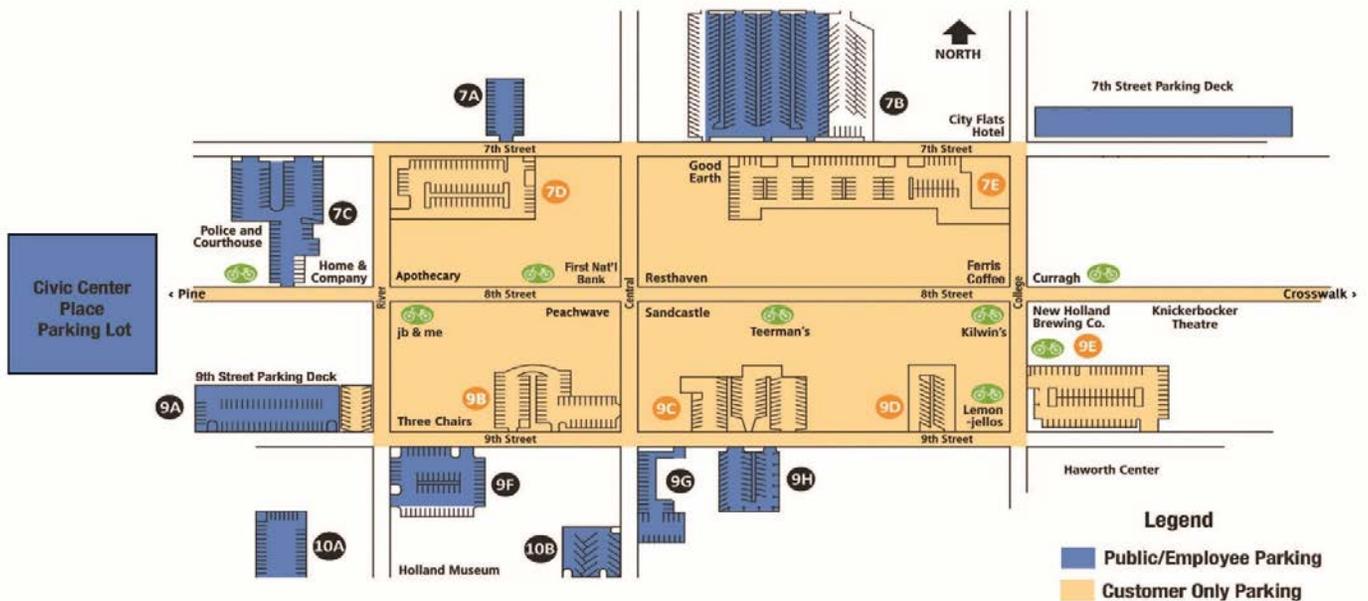
- *Explore the possibility of adding pedestrian wayfinding signage identifying "walk" time to Downtown locations.*
- *Work closely with PSD to share that "free parking" is an important and existing part of the DEI goals.*

DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	134	131	125	128
	Revenue	\$ 11,780	\$ 25,220	\$ 21,000	\$ 23,000
	Deck				
	Number	-	7	7	8
	Revenue	\$ -	\$ 3,500	\$ 3,500	\$ 4,000
	Public Off-Street Parking Supply Downtown				
	Lots	14	16	16	16
	Spaces	889	899	899	899
	Civic Center Spaces	-	-	610	610
	Deck Spaces	256	492	492	492
	Deck Spaces Available 24/7	-	10	10	10

Downtown Holland Parking Zone Map



DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 213,185	\$ 213,880	\$ 220,297	\$ 245,658	\$ 253,030
Charges for Services	15,630	29,070	24,850	25,850	28,750
Interest & Rents	22,334	29,035	17,050	24,647	24,247
TOTAL SOURCES	\$ 251,149	\$ 271,985	\$ 262,197	\$ 296,155	\$ 306,027

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 73,075	\$ 65,540	\$ 79,875	\$ 74,525	\$ 81,904
* Fringe Benefits	8,799	9,186	10,706	11,638	12,891
* Mandatory Employer Costs	6,942	6,134	7,574	7,192	7,665

Other Current Expenditures -

* Supplies / Maintenance	106,540	55,735	69,475	71,582	71,745
* Contractual	2,088	1,222	6,262	10,722	11,452
* Other	97,034	116,155	113,265	114,650	122,582
Transfers Out	9,820	10,115	10,418	10,418	10,730

TOTAL USES	\$ 304,298	\$ 264,087	\$ 297,575	\$ 300,727	\$ 318,969
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (53,149)	\$ 7,898	\$ (35,378)	\$ (4,572)	\$ (12,942)
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ENDING BALANCE -

Designated / Reserved (Deck O&M)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	223,364	231,262	195,884	226,690	213,748
TOTAL FUND EQUITY	\$ 253,364	\$ 261,262	\$ 225,884	\$ 256,690	\$ 243,748

- - STAFFING - -

Personnel Services Total Amount	\$ 88,816	\$ 80,860	\$ 98,155	\$ 93,355	\$ 102,460
* Full-Time Positions	0.55	0.52	0.52	0.52	0.42
* Part-Time Positions @ F.T.E.	0.75	0.75	0.25	0.25	0.38

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

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

Department Strategy / Tactic / Deliverable

- 1) Effectively manage the DDA millage to meet the ongoing maintenance needs Downtown while exploring ways to fund larger projects Downtown.
- 2) Make sure that all permitting fees adequately cover associated costs.

Council Goal: To Enhance Connections with Shareholders

Council Objective:

Department Strategy / Tactic / Deliverable

- 1) Hold quarterly D-Coffees for Downtown Holland business owners.
- 2) Maintain face to face interactions with business owners as well as Downtown residents.

Council Goal: To Continually Improve the City Organization

Council Objective:

Department Strategy / Tactic / Deliverable

- 1) Continue to interact and share ideas with other City Departments.
- 2) Ask other department heads to attend DDA meetings to offer input on Downtown projects.

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

Department Strategy / Tactic / Deliverable

- 1) Update brochures to reflect changes to permitting.
- 2) Keep all Downtowners informed regarding streetscape changes.

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Building Improvement Expenditures	\$32,254,000	\$13,300,000	\$13,300,000	\$15,000,000
	Net New Downtown Businesses Recruited	5	3	5	3
	Street Performer Permits	133	161	161	161
	Number of Businesses Downtown	180	185	192	195
	*Square Footage Total	1,890,597	1,986,986	1,986,986	1,997,080
	Square Footage Use				
	Office	694,755	716,755	716,755	714,284
	Retail	432,856	507,245	507,245	493,917
	Residential	320,819	320,819	320,819	371,316
	Vacant / Storage / Other / Hotel	442,167	442,167	442,167	417,563
	Amenities				
	Public Benches (Victor Stanley & Porter)	41	43	46	46
	Private Benches	26	26	26	26
	Trash Cans	57	59	64	67
	Trees Total in Tree Management District	256	263	268	268
	Trees Replaced	6	1	4	-
Bike Racks	13	14	14	14	
Bikes Accommodated	94	100	100	100	

*Square footage reflects the C-3 district.

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 200,793	\$ 205,143	\$ 206,800	\$ 205,796	\$ 205,841
Licenses & Permits	3,925	5,100	4,350	4,350	2,350
Intergovernmental	-	-	-	-	50,000
Charges for Services	3,935	4,885	3,100	4,600	4,400
Interest & Rents	2,841	7,768	5,000	5,000	5,000
Other	41,991	5,825	-	2,184	-
TOTAL SOURCES	\$ 253,485	\$ 228,721	\$ 219,250	\$ 221,930	\$ 267,591

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 39,758	\$ 49,889	\$ 57,000	\$ 58,250	\$ 58,051
* Fringe Benefits	8,289	10,612	12,126	13,895	20,467
* Mandatory Employer Costs	3,841	4,543	5,172	5,275	5,300

Other Current Expenditures -

* Supplies / Maintenance	62,569	46,482	86,570	79,138	80,400
* Contractual	2,756	3,689	3,250	3,800	54,000
* Other	73,940	66,949	57,155	52,071	53,630
Transfers Out	10,000	-	15,000	15,000	-
TOTAL USES	\$ 201,153	\$ 182,164	\$ 236,273	\$ 227,429	\$ 271,848

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 52,332	\$ 46,557	\$ (17,023)	\$ (5,499)	\$ (4,257)
ENDING FUND EQUITY -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	186,521	233,078	216,055	227,579	223,322
TOTAL FUND EQUITY	\$ 186,521	\$ 233,078	\$ 216,055	\$ 227,579	\$ 223,322

- - STAFFING - -

Personnel Services Total Amount	\$ 51,888	\$ 65,044	\$ 74,298	\$ 77,420	\$ 83,818
* Full-Time Positions	0.55	0.60	0.60	0.60	0.70
* Part-Time Positions @ F.T.E.	0.35	0.45	0.50	0.55	0.42

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- *Seek out new corporate sponsors for events to increase revenue.*
- *Continue to keep event and marketing expenses within budget.*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- *Hold quarterly D-Coffees for Downtown Holland business owners.*
- *Offer group training opportunities related to DEI goals.*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent

Department Strategy / Tactic / Deliverable

- *Train newly-hired Marketing and Events Assistant on all activities related to Downtown.*
- *Work with Human Relations Director on Downtown involvement in International Festival.*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Management/Administrative Services - provide effective leadership and support for citizens and operations

2) Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders

Department Strategy / Tactic / Deliverable

- *Organize a new community-focused event that celebrates Holland's diversity.*
- *Continue relationship building and outreach efforts related to DEI goals.*

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
	Additional Revenue Sources:				
	Associate Membership	4	4	4	4
	Corporate Sponsorship	13	20	19	22
	Grants Awarded	1	1	1	1
	Revenue-Generating Events	6	7	6	6
	Marketing & Promotion Initiatives:				
	Calendar of Events Brochures	3	3	3	3
	Dining Guide	1	2	2	2
	Downtown Holland Email Newsletters	12	12	12	12
	Event Posters and Handouts	20	18	18	18
	Press Releases	30	45	45	45
	Shopping and Dining Directories (Tear Off Maps)	5	5	5	5
	Social Media Accounts	5	5	4	4
	Events Organized:				
	Community Events	5	6	7	7
	Business Promotion Events	8	10	9	9
	Business Advocacy:				
	D-Coffee and Annual Meetings	7	7	6	6
	Diversity, Equity and Inclusion Outreach Events	-	1	5	6
	Member Newsletters	12	12	12	12
	Additional Workshops, Seminars and Meetings	-	2	-	-
	Revenues:				
	Annual Assessment/Memberships	\$ 188,000	\$ 201,000	\$ 214,000	\$ 214,000
	Event Revenues	\$ 49,000	\$ 65,000	\$ 78,000	\$ 77,800
	Sponsorships and Grants	\$ 33,000	\$ 35,000	\$ 35,000	\$ 35,000

DOWNTOWN GROUP

PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 185,083	\$ 198,106	\$ 208,000	\$ 212,538	\$ 212,000
Charges for Services	74,856	81,769	78,000	67,678	64,100
Interest & Rents	714	2,949	1,000	1,000	1,000
Other	38,950	40,420	39,400	39,420	39,400
TOTAL SOURCES	\$ 299,603	\$ 323,244	\$ 326,400	\$ 320,636	\$ 316,500

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 75,679	\$ 85,212	\$ 91,525	\$ 90,750	\$ 91,560
* Fringe Benefits	23,374	30,977	34,717	34,182	34,563
* Mandatory Employer Costs	6,344	7,344	8,483	8,290	8,490

Other Current Expenditures -

* Supplies / Maintenance	5,661	6,131	4,500	3,300	6,300
* Contractual	14,931	28,182	63,700	61,908	24,200
* Other	121,101	135,664	123,800	124,460	140,075

TOTAL USES	\$ 247,090	\$ 293,510	\$ 326,725	\$ 322,890	\$ 305,188
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 52,513	\$ 29,734	\$ (325)	\$ (2,254)	\$ 11,312
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	103,843	133,577	133,252	131,323	142,635
TOTAL FUND EQUITY	\$ 103,843	\$ 133,577	\$ 133,252	\$ 131,323	\$ 142,635

- - STAFFING - -

Personnel Services Total Amount	\$ 105,397	\$ 123,533	\$ 134,725	\$ 133,222	\$ 134,613
* Full-Time Positions	0.95	1.15	1.15	0.95	0.95
* Part-Time Positions @ F.T.E.	0.70	0.75	0.75	0.75	0.75

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Grow the City tax base

Department Strategy / Tactic / Deliverable

- *Continue to operate Windmill Island Gardens in the black*
- *Continue to analyze price points of admission, programs, item sales, etc.*
- *Enhance non-admission based revenue streams (item sales, programs, donations, etc.)*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance partnerships with local non-profit, community, and private organizations

Department Strategy / Tactic / Deliverable

- *Maintain/grow number of visitors*
- *Develop programs for local/regional crowd*
- *Continue to market on a broad scale along with CVB, Tulip Time and other partners*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Parks and Recreation - provide a beautiful community with ample leisure and recreation options

Department Strategy / Tactic / Deliverable

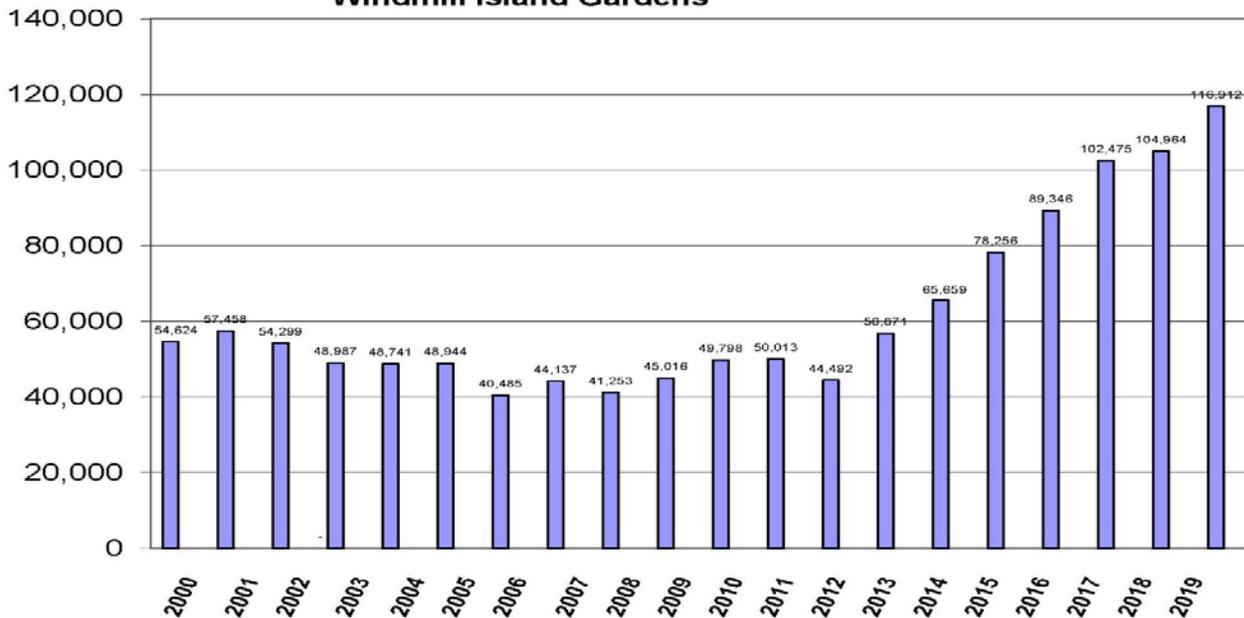
- *Enhance interpretive materials at Windmill Island Gardens*
- *Install/replace interpretive signage in appropriate locations*
- *Re-work /build new exhibit areas (Little Netherlands, Water Exhibit, etc.)*
- *Develop overall garden/landscape plan*
- *Collaborate with Parks & Downtown staff for City-wide continuity*
- *Adjust current planting areas in accordance with water levels*

DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Regular Paid Visitors				
	Total Number of Paid Visitors (Excluding Special Events)	104,964	116,912	120,000	125,000
	Total Number of Bus Groups (Includes Student Groups)	214	199	200	200
	Visitors during Tulip Time Dates Only	48,450	53,484	50,000	50,000
	Percent of Visitors during Tulip Time	46%	46%	42%	40%
	Friends of WIG Memberships Sold	49	43	50	60
	Unpaid Visitors				
	Local Visitors - Free Admission during Opening Hours	8,164	9,395	9,500	10,000
	Visitors Community Day (Rotates between Hope College & WIG)	- (at Hope)	- (moved to Hope)	- (at Hope)	2,000 (at WIG)
	Programs, Weddings & Rentals				
	Staff-Run Programs	8	11	25	30
	Attendance at Programs	~300	525	1,500	2,000
	Number of Weddings	19	11	15	17
	Number of Hosted Events	8	6	8	9
	Attendance at Weddings & Hosted Events	4,848	2,687	3,000	3,500
	Other				
	Horticultural Volunteer Hours	337	417	425	450
	Run of the Mill Registrants	119	-	125	130

**Yearly Attendance
Windmill Island Gardens**



DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,013,043	\$ 1,164,495	\$ 882,250	\$ 897,706	\$ 901,000
Interest & Rents	107,475	94,531	109,000	85,000	95,000
Other	22,635	687,033	8,425	8,347	8,750
Transfers In	-	360,110	393	755	-
TOTAL SOURCES	\$ 1,143,153	\$ 2,306,169	\$ 1,000,068	\$ 991,808	\$ 1,004,750

FUNDING USES -

Personnel Services:					
* Salaries & Wages	\$ 457,104	\$ 474,264	\$ 512,100	\$ 513,435	\$ 543,090
* Fringe Benefits	81,229	101,465	102,055	98,965	104,610
* Mandatory Employer Costs	44,570	45,865	50,380	49,700	52,577
Other Current Expenses:					
* Supplies / Maintenance	146,121	133,129	133,018	144,956	111,950
* Contractual	71,596	89,298	76,800	83,385	81,800
* Other	85,884	79,371	88,383	87,661	91,351
Capital Outlay	19,100	1,324,049	42,100	44,308	94,500
Depreciation Expense	101,828	128,751	130,000	130,000	130,000
TOTAL USES	\$ 1,007,432	\$ 2,376,192	\$ 1,134,836	\$ 1,152,410	\$ 1,209,878

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 154,821	\$ 1,254,026	\$ (92,668)	\$ (116,294)	\$ (110,628)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,922,562	\$ 2,863,917	\$ 2,776,017	\$ 2,778,225	\$ 2,742,725
Undesignated / Unreserved	582,770	895,441	890,673	864,839	789,711
TOTAL FUND EQUITY	\$ 2,505,332	\$ 3,759,358	\$ 3,666,690	\$ 3,643,064	\$ 3,532,436

- - STAFFING - -

Personnel Services Total Amount	\$ 582,903	\$ 621,594	\$ 664,535	\$ 662,100	\$ 700,277
* Full-Time Positions	3.00	3.08	3.08	3.08	3.08
* Part-Time Positions @ F.T.E.	11.35	12.00	12.00	13.00	13.50

DESCRIPTION

A firm, currently VenuWorks, manages the daily operations of the facility and provides marketing services to attract a variety of events, and provides the necessary staffing. City staff supervises the operations of the management firm and facility maintenance.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a Balanced Budget

Department Strategy / Tactic / Deliverable

- *Continue to evaluate costs with VenuWorks*
- *Budget for on-going maintenance*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Continue to work on being a welcoming community

Department Strategy / Tactic / Deliverable

- *Civic Center Place is being used by all walks of life in Holland*
- *Continue to Market the Facility*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) To have effective Boards, Committees and Commissions

Department Strategy / Tactic / Deliverable

- *Continue to engage the Holland Civic Center Place Board*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Downtown Group-Provide a vibrant Downtown

Department Strategy / Tactic / Deliverable

- *Hold a wide variety of events at the Civic Center Place*

DOWNTOWN GROUP

CIVIC CENTER PLACE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Transfers In	\$ -	\$ 778,742	\$ 560,000	\$ 560,000	\$ 569,454
TOTAL SOURCES	\$ -	\$ 778,742	\$ 560,000	\$ 560,000	\$ 569,454

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ -	\$ 62,381	\$ 27,100	\$ 30,600	\$ 14,650
* Fringe Benefits	-	30,093	21,781	18,520	8,111
* Mandatory Employer Costs	-	5,923	3,484	3,203	1,503
Other Current Expenses:					
* Supplies / Maintenance	-	13,181	-	388	-
* Contractual	-	593,569	394,600	396,140	485,500
* Other	-	73,595	77,373	75,995	59,690
TOTAL USES	\$ -	\$ 778,742	\$ 524,338	\$ 524,846	\$ 569,454

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ 35,662	\$ 35,154	\$ -
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	-	-	35,662	35,154	35,154
TOTAL FUND EQUITY	\$ -	\$ -	\$ 35,662	\$ 35,154	\$ 35,154

- - STAFFING - -

Personnel Services Total Amount	\$ -	\$ 98,397	\$ 52,365	\$ 52,323	\$ 24,264
* Full-Time Positions	0.00	1.20	1.20	0.20	0.20
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

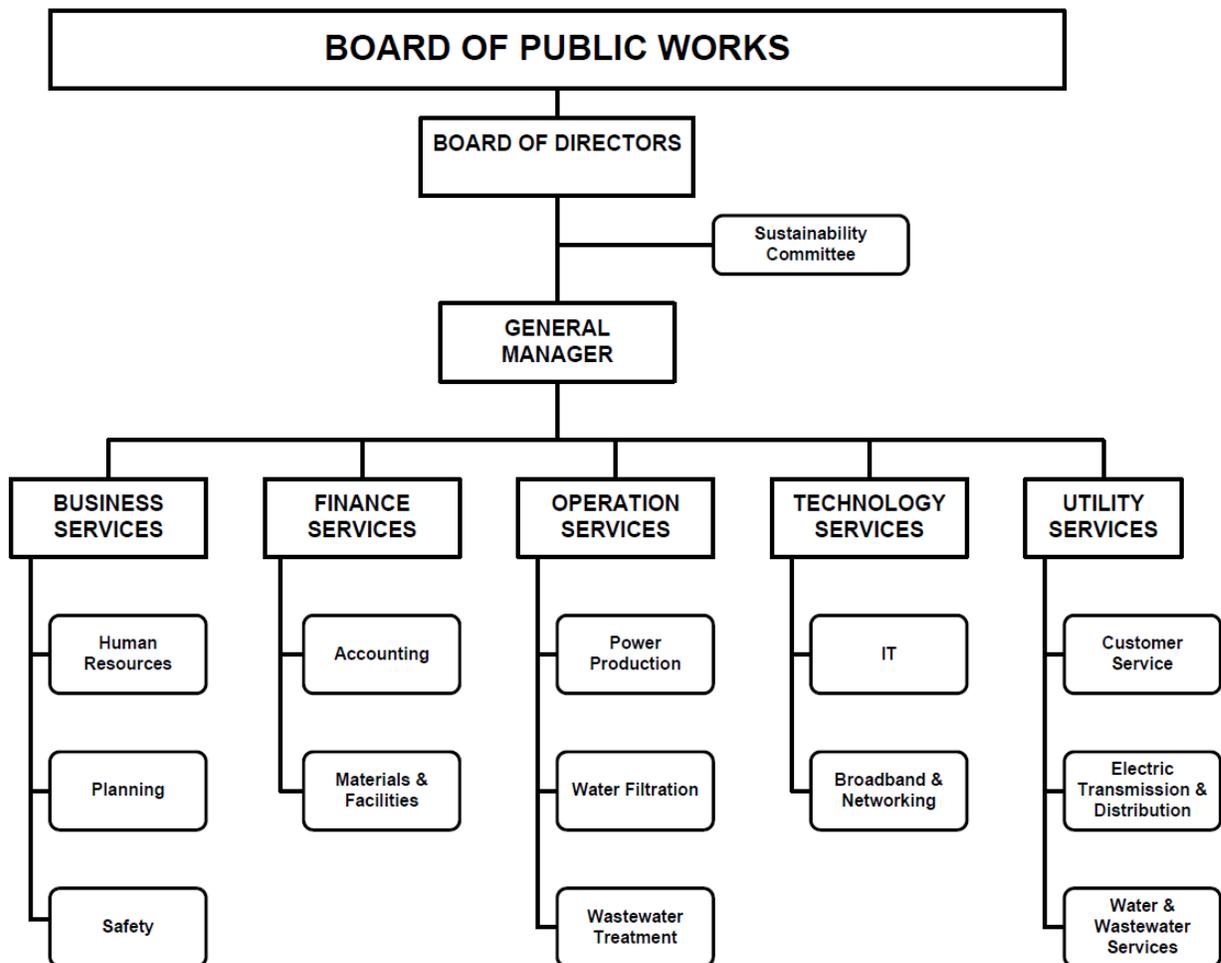
UTILITY SERVICES

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Enterprise Funds	\$ 148,607,630	\$ 134,915,085	\$ 132,995,337	\$ 129,399,482	\$ 142,796,022
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 132,121,058	\$ 129,924,514	\$ 130,904,905	\$ 130,518,556	\$ 133,085,834
Interest & Rents	754,977	3,483,892	3,095,717	261,295	330,000
Other	1,890,295	449,804	207,518	220,367	252,000
TOTAL SOURCES	\$ 134,766,330	\$ 133,858,210	\$ 134,208,140	\$ 131,000,218	\$ 133,667,834

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 11,198,482	\$ 11,762,424	\$ 12,771,183	\$ 12,603,158	\$ 13,470,223
* Fringe Benefits	5,149,106	5,502,473	6,347,690	6,116,208	6,189,865
* Mandatory Employer Costs	1,104,556	992,999	1,176,586	1,110,732	1,243,336

Other Current Expenses -

* Supplies / Maintenance	6,285,127	6,369,576	7,064,275	7,438,782	7,917,152
* Contractual	3,490,896	4,732,009	4,525,377	4,277,468	4,314,532
* Utility Production	45,395,897	38,005,226	41,062,637	39,243,048	40,624,232
* Other	2,152,086	2,242,722	2,502,870	2,362,126	2,569,717

Capital Outlays

	33,365,462	14,671,074	19,851,720	18,687,127	29,433,906
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Debt Service Payments -

* Principal Maturities	7,456,465	17,338,526	3,068,643	3,068,643	3,161,817
* Interest & Fee Payments	6,701,841	6,595,218	6,462,916	6,525,424	6,881,726

Transfers Out

	6,296,016	6,606,000	7,656,276	7,656,276	7,968,900
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Depreciation Expense

	20,011,696	20,096,838	20,505,164	20,310,490	19,020,616
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TOTAL USES	\$ 148,607,630	\$ 134,915,085	\$ 132,995,337	\$ 129,399,482	\$ 142,796,022
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- - STAFFING - -

Personnel Services Total Amount	\$ 17,452,144	\$ 18,257,896	\$ 20,295,459	\$ 19,830,098	\$ 20,903,424
* Full-Time Positions	175.00	174.50	173.00	173.00	176.00
* Part-Time Positions	0.50	0.00	0.00	0.00	0.00

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders.

Council Objective:

- 1) Provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.

Department Strategy / Tactic / Deliverable:

- *Achieve regulatory compliance to protect and improve our natural environment*
- *Ensure a safe work environment for all employees*
- *Increase involvement in economic development in the Holland community*
- *Continue to promote energy conservation as outlined in PA 295*
- *Provide valid and useful financial information to management and the Board of Directors necessary for decision-making*
- *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.*
- *Continue to install energy efficient and green friendly components to grounds and facilities*
- *Improve the opportunities for the growth and development of BPW employees*

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 and 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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders.

Council Objective:

- 1) Provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.

Department Strategy / Tactic / Deliverable:

- *Optimize the workforce, dispatching of internal generation sources, and maintenance and capital expenditures to reflect the changing market supplied power prices*
- *Generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers, upgrading infrastructure as necessary*
- *Continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers*
- *Upgrade security at substations*

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - ELECTRIC UTILITY

PERFORMANCE MEASURES		FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
	Peak kW	233.0	225.9	228.0	230.0
	Total Number of Customers	28,825	29,131	29,200	29,250
	kWh Sales Total	1,095,323,617	1,100,492,637	1,106,600,372	1,118,190,274
	Revenue per unit	0.09647	0.09258	0.09066	0.09100
	Cost per unit	0.06997	0.06485	0.06657	0.06633
	Res. Avg.usage - kWh per month	604.8	599.0	602.5	590.1
	<u>KWH SALES</u>				
	Residential	175,666,286	176,234,313	177,309,920	178,117,459
	Commercial	325,258,900	319,488,838	325,327,004	325,949,023
	Industrial	591,860,123	604,769,486	603,963,448	614,123,792
	Wholesale	0	0	0	0
	Street Lighting	2,538,308	0	0	0
	Total	1,095,323,617	1,100,492,637	1,106,600,372	1,118,190,274

Operational Activity	FY-20 Projected			FY-21 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
Holland Energy Pa	774,317	15,257,716	19.70	693,583	13,113,815	18.91	-10.43%	-14.05%	-4.01%
Purchases									
Renewable	142,727	9,503,677	66.59	154,325	10,058,070	65.17	8.13%	5.83%	-2.13%
Non-Renewable	(93,243)	(3,452,583)	37.03	1,312	10,865	8.28	-101.41%	-100.31%	-77.64%
CT #6,7,8,9	18,860	542,763	28.78	-	-	-	-100.00%	-100.00%	-100.00%
Belle River	183,583	4,232,016	23.05	185,051	4,263,413	23.04	0.80%	0.74%	-0.04%
Campbell	75,133	1,752,285	23.32	72,751	1,786,687	24.56	-3.17%	1.96%	5.32%
Transmission	-	(359,532)	-	-	172,631	-		-148.02%	
Fremont	19,311	629,542	32.60	23,014	670,988	29.16	19.18%	6.58%	-10.55%
Subtotal	1,120,688	\$ 28,105,884	\$ 25.08	1,130,036	\$ 30,076,469	\$ 26.62	0.83%	7.01%	6.13%
<u>CAPACITY</u>									
Belle River		2,710,138			3,342,480			23.33%	
Campbell		2,111,668			2,184,234			3.44%	
Fremont		497,202			582,600			17.18%	
TOTAL	1,120,688	\$ 33,424,892	\$ 29.83	1,130,036	\$ 36,185,783	\$ 32.02	0.83%	8.26%	7.36%

UTILITY SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC UTILITY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 109,854,158	\$ 107,287,148	\$ 107,673,507	\$ 107,152,351	\$ 108,333,008
Interest & Rents	710,259	2,979,658	2,652,246	-	-
Other	(1,600,979)	549,095	-	-	-
TOTAL SOURCES	\$ 108,963,438	\$ 110,815,901	\$ 110,325,753	\$ 107,152,351	\$ 108,333,008

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 7,380,153	\$ 7,717,258	\$ 8,511,791	\$ 8,347,351	\$ 8,799,227
* Fringe Benefits	3,351,913	3,603,565	4,178,202	4,096,361	3,995,475
* Mandatory Employer Costs	718,110	649,689	778,679	729,374	804,884
Other Current Expenses -					
* Supplies / Maintenance	4,766,565	4,979,926	5,170,514	5,318,988	5,697,065
* Contractual	2,803,587	4,075,499	3,875,038	3,647,989	3,566,671
* Electric Utility Production	41,924,905	34,583,908	37,641,410	35,864,029	37,027,080
* Other	1,840,371	1,891,284	2,062,270	1,982,696	2,106,646
Capital Outlays	27,397,087	7,540,076	8,388,437	7,540,076	8,485,415
Debt Service Payments -					
* Principal Maturity Payments	5,437,241	15,199,982	866,363	866,363	886,384
* Interest & Fee Payments	6,040,466	5,980,141	5,920,311	5,962,502	5,950,740
Transfers Out	6,296,016	6,606,000	7,656,276	7,656,276	7,968,900
Depreciation Expense	15,067,564	15,181,705	15,343,998	15,193,799	13,587,838
TOTAL USES	\$ 123,023,978	\$ 108,009,033	\$ 100,393,289	\$ 97,205,804	\$ 98,876,325

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 13,336,547	\$ 10,346,944	\$ 18,320,901	\$ 17,486,623	\$ 17,942,098
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 162,927,149	\$ 169,545,287	\$ 158,286,702	\$ 166,880,197	\$ 159,510,856
Designated / Reserved	35,395,812	16,794,720	124,195,588	103,184,172	145,409,665
Undesignated / Unreserved	76,045,657	113,581,300	35,759,918	47,343,561	30,429,507
TOTAL FUND EQUITY	\$ 274,368,618	\$ 299,921,307	\$ 318,242,208	\$ 317,407,930	\$ 335,350,028

- - STAFFING - -

Personnel Services Total Amount	\$ 11,450,176	\$ 11,970,512	\$ 13,468,672	\$ 13,173,086	\$ 13,599,586
* Full-Time Positions	92.50	92.25	92.00	92.00	93.50
* Part-Time Positions	0.50	0.00	0.00	0.00	0.00

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to All Stakeholders.

Council Objective:

- 1) Provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.

Department Strategy / Tactic / Deliverable:

- *Begin construction of Anaerobic Digester to process sludge due to increased costs and issues with hauling and disposal*
- *Make improvements to efficiently and safely handle the processing of wastewater*
- *Replace sanitary sewer mains in coordination with City street improvements*
- *Plan and construct necessary sanitary sewer improvements to meet customer needs*

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WASTEWATER UTILITY

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Total gallons treated (mg)	3,718	3,451	3,577	3,582
	Total number of customers	12,575	12,678	12,712	12,725
	CCF Sales (Retail only)	1,733,414	1,598,883	1,690,123	1,664,446
	Revenue per unit (Retail)	4.044	4.340	4.364	4.411
	Cost per unit (All units)	2.738	3.007	2.969	3.116
	Residential. Avg. usage - CCF per month	4.8	4.8	4.8	4.8
	CCF Sales (Wholesale)	2,119,087	1,949,149	2,016,001	2,109,457
	Revenue per unit (Wholesale)	1.200	1.167	1.180	1.149
	<u>CCF Sales</u>				
	Residential	626,264	614,783	613,379	622,655
	Commercial	796,988	718,998	733,471	746,217
	Industrial	310,162	265,102	343,273	295,574
	Wholesale	2,119,087	1,949,149	2,016,001	2,109,457
	Total	3,852,501	3,548,032	3,706,124	3,773,903

UTILITY SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER UTILITY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 11,612,364	\$ 11,845,700	\$ 11,963,214	\$ 12,332,723	\$ 12,321,374
Interest & Rents	57,096	297,014	211,246	148,429	198,000
Other	3,303,912	(207,937)	107,518	134,684	152,000
TOTAL SOURCES	\$ 14,973,372	\$ 11,934,777	\$ 12,281,978	\$ 12,615,836	\$ 12,671,374

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 2,086,997	\$ 2,261,467	\$ 2,361,197	\$ 2,311,718	\$ 2,548,370
* Fringe Benefits	966,897	1,024,714	1,190,573	1,160,360	1,167,259
* Mandatory Employer Costs	204,142	191,142	219,870	207,326	237,950

Other Current Expenses -

* Supplies / Maintenance	951,501	737,027	879,338	939,196	901,784
* Contractual	384,972	382,877	324,587	312,753	366,915
* Wastewater Utility Production	2,782,960	2,761,388	2,703,291	2,669,773	2,893,386
* Other	167,897	195,499	255,946	210,202	253,599

Capital Outlays

	2,487,932	4,314,642	7,136,270	7,737,372	14,856,631
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Debt Service Payments -

* Principal Maturity Payments	641,293	655,041	672,360	672,360	688,250
* Interest & Fee Payments	290,464	281,948	265,741	270,744	565,564

Depreciation Expense

	3,003,211	3,115,922	3,121,022	3,196,788	3,397,998
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TOTAL USES	\$ 13,968,266	\$ 15,921,667	\$ 19,130,195	\$ 19,688,592	\$ 27,877,706
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 4,134,331	\$ 982,793	\$ 960,413	\$ 1,336,976	\$ 338,549
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 52,141,087	\$ 53,284,631	\$ 51,484,941	\$ 52,328,245	\$ 36,523,504
Designated / Reserved	6,133,683	7,273,675	12,235,576	14,614,931	13,878,553
Undesignated / Unreserved	10,928,529	9,627,786	7,425,988	4,579,892	21,459,560

TOTAL FUND EQUITY	\$ 69,203,299	\$ 70,186,092	\$ 71,146,505	\$ 71,523,068	\$ 71,861,617
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- - STAFFING - -

Personnel Services Total Amount	\$ 3,258,036	\$ 3,477,323	\$ 3,771,640	\$ 3,679,404	\$ 3,953,579
* Full-Time Positions	45.15	44.53	43.90	43.90	44.63
* Part-Time Positions	0.00	0.00	0.00	0.00	0.00

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Provide Quality Services to all Stakeholders.

Council Objective:

- 1) Provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.

Department Strategy / Tactic / Deliverable:

- *Continue the development of a long-range plan for future water supply capacity*
- *Ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations*
- *Rebuild or replace various aging equipment to provide more efficient production of water*
- *Replace water mains in coordination with City street improvements*
- *Replace Hydrants and water meters as necessary*

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WATER UTILITY

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Peak (MG)	27	29	30	31
	Gallons Treated (MG)	5,110	5,219	5,256	5,204
	Total number of customers	13,660	13,675	13,770	17,557
	CCF Sales (Retail only)	3,041,350	2,790,791	3,123,115	3,670,887
	Revenue per unit (Retail only)	2.501	2.694	2.528	2.699
	Cost per unit	0.948	1.050	1.061	1.000
	Residential Avg. usage - CCF per month	7.97	7.30	8.45	10.03
	CCF Sales (Wholesale)	3,693,531	3,255,386	3,735,187	2,718,317
	Revenue per unit (Wholesale)	0.649	0.811	0.690	0.741
	<u>CCF Sales</u>				
	Residential	1,029,273	939,487	1,088,445	1,697,799
	Commercial/Industrial	1,359,481	1,305,311	1,439,145	1,356,176
	Industrial	652,596	545,993	595,525	616,912
	Resales	3,693,531	3,255,386	3,735,187	2,718,317
	Total	6,734,881	6,046,177	6,858,302	6,389,204

UTILITY SERVICES

BOARD OF PUBLIC WORKS - WATER UTILITY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 10,654,536	\$ 10,791,666	\$ 11,268,184	\$ 11,033,482	\$ 12,431,452
Interest & Rents	(12,378)	207,220	232,225	112,866	132,000
Other	187,362	108,646	100,000	85,683	100,000
TOTAL SOURCES	\$ 10,829,520	\$ 11,107,532	\$ 11,600,409	\$ 11,232,031	\$ 12,663,452

FUNDING USES -

Personnel Services -					
* Salaries & Wages	\$ 1,731,332	\$ 1,783,699	\$ 1,898,195	\$ 1,944,089	\$ 2,122,626
* Fringe Benefits	830,296	874,194	978,915	859,487	1,027,131
* Mandatory Employer Costs	182,304	152,168	178,037	174,032	200,502
Other Current Expenses -					
* Supplies / Maintenance	567,061	652,623	1,014,423	1,180,598	1,318,303
* Contractual	302,337	273,633	325,752	316,726	380,946
* Water Utility Production	688,032	659,930	717,936	709,246	703,766
* Other	143,818	155,939	184,654	169,228	209,472
Capital Outlays	3,480,443	2,816,356	4,327,013	3,409,679	6,091,860
Debt Service Payments -					
* Principal Maturity Payments	1,377,931	1,483,503	1,529,920	1,529,920	1,587,183
* Interest & Fee Payments	370,911	333,129	276,864	292,178	365,422
Depreciation Expense	1,940,921	1,799,211	2,040,144	1,919,903	2,034,780
TOTAL USES	\$ 11,615,386	\$ 10,984,385	\$ 13,471,853	\$ 12,505,086	\$ 16,041,991

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 4,072,508	\$ 4,423,006	\$ 3,985,489	\$ 3,666,544	\$ 4,300,504
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 33,728,391	\$ 36,231,268	\$ 38,480,644	\$ 36,851,885	\$ 38,278,339
Designated / Reserved	2,271,783	1,371,502	10,884,674	10,227,576	10,158,985
Undesignated / Unreserved	9,797,988	12,618,398	4,841,339	6,808,251	9,750,892
TOTAL FUND EQUITY	\$ 45,798,162	\$ 50,221,168	\$ 54,206,657	\$ 53,887,712	\$ 58,188,216

- - STAFFING - -

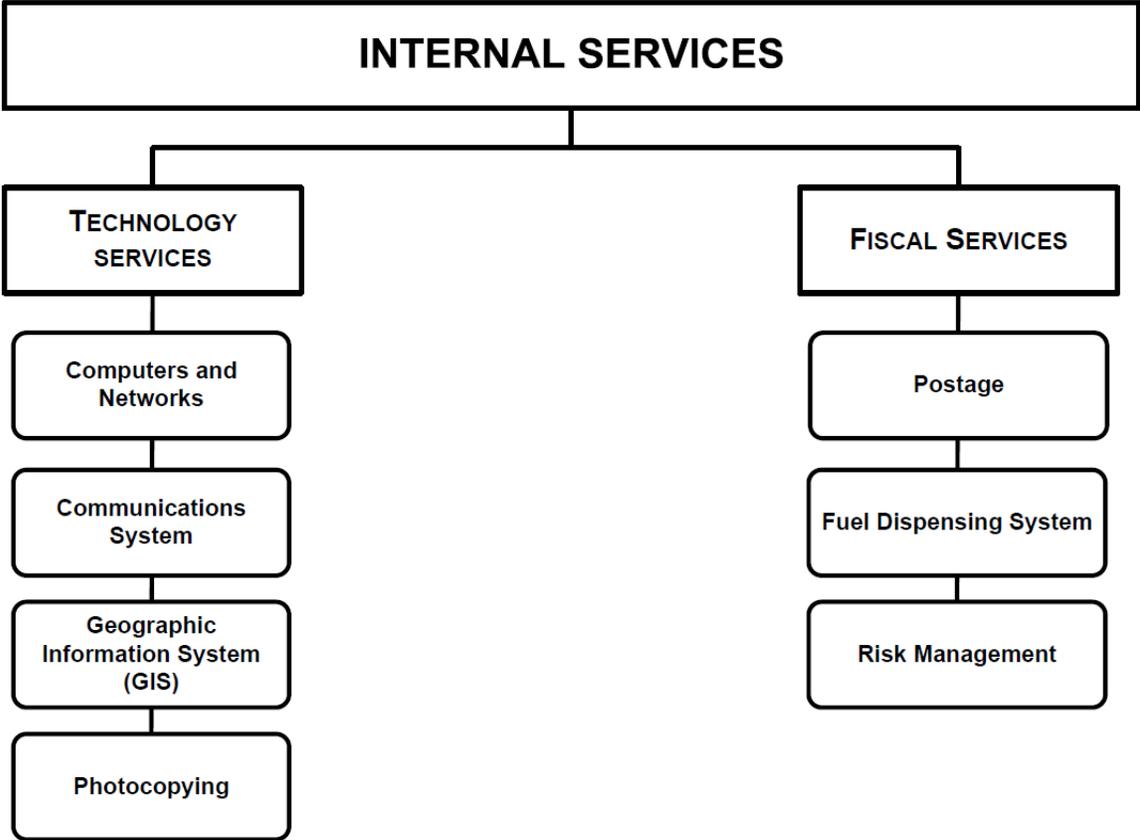
Personnel Services Total Amount	\$ 2,743,932	\$ 2,810,061	\$ 3,055,147	\$ 2,977,608	\$ 3,350,259
* Full-Time Positions	37.35	37.72	37.10	37.10	37.87
* Part-Time Positions	0.00	0.00	0.00	0.00	0.00

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

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Internal Service Funds	\$ 8,686,909	\$ 8,239,367	\$ 9,155,817	\$ 8,256,846	\$ 8,588,837
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,399,364	\$ 1,593,586	\$ 1,565,400	\$ 1,456,810	\$ 1,529,800
Interest & Rents	46,235	128,124	72,645	94,940	88,900
Other	7,144,190	6,964,372	7,249,300	6,725,685	6,959,400
Transfers In	157,573	100,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 8,747,362	\$ 8,786,082	\$ 8,987,345	\$ 8,377,435	\$ 8,678,100

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 282,663	\$ 261,905	\$ 282,555	\$ 274,155	\$ 291,992
* Fringe Benefits	(75,914)	111,876	187,867	177,791	192,427
* Mandatory Employer Costs	23,844	20,720	25,440	22,840	24,797

Other Current Expenditures -

* Supplies / Maintenance	897,206	1,028,082	1,109,250	1,009,950	1,039,200
* Contractual Expenditures	47,928	49,122	51,800	55,805	51,200
* Other	7,282,665	6,593,202	7,348,030	6,579,400	6,838,687

Capital Outlay	100,812	27,443	33,000	25,000	45,000
Transfers Out	20,603	37,500	-	-	-
Depreciation Expense	107,102	109,517	117,875	111,905	105,534

TOTAL USES	\$ 8,686,909	\$ 8,239,367	\$ 9,155,817	\$ 8,256,846	\$ 8,588,837
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- - STAFFING - -

Personnel Services Total Amount	\$ 230,593	\$ 394,501	\$ 495,862	\$ 474,786	\$ 509,216
* Full-Time Positions	4.35	4.20	4.20	4.20	4.20
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a balanced budget

Department Strategy / Tactic / Deliverable

- *Continue to move to cloud based applications*
- *Flatten capital costs*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and improve communications to promote and market Holland

Department Strategy / Tactic / Deliverable

- *CATV group explore more and new outreach options*
- *Department Feature*

Council Goal: To Continually Improve the City Organization

Council Objective:

1) Maintain and enhance the culture of collaboration

Department Strategy / Tactic / Deliverable

- *New tools including Microsoft Teams to enhance collaboration*
- *Use video to enhance departments knowledge of each other*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Management/Administrative services provide support for citizens and operations

Department Strategy / Tactic / Deliverable

- *Keep our technology up to date for effective employees*
- *Push as much information as possible out to our citizens to keep them informed*

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Equipment Maintained				
	Servers	37	45	33	20
	Desktop & Mobile Computers	279	285	295	305
	Printers	80	81	80	80
	Surveillance Cameras	92	99	121	130
	Help Desk Tickets Addressed	280	390	439	350
	City of Holland Website Visitors	N/A	N/A	125,000	130,000

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 767,308	\$ 713,998	\$ 579,900	\$ 560,600	\$ 587,900
Interest & Rents	1,984	10,841	1,000	5,000	5,000
Other	(4,075)	-	-	-	-
Transfers In	157,573	100,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 922,790	\$ 824,839	\$ 680,900	\$ 665,600	\$ 692,900

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 255,728	\$ 233,235	\$ 256,200	\$ 247,800	\$ 265,050
* Fringe Benefits	104,799	96,430	121,676	113,600	127,921
* Mandatory Employer Costs	20,959	18,796	22,440	21,040	22,947

Other Current Expenditures -

* Supplies / Maintenance	209,190	307,797	313,800	319,850	294,600
* Contractual	2,749	3,419	3,000	3,000	3,000
* Other	28,574	26,118	47,125	45,915	48,775
Capital Outlay	100,812	27,443	33,000	25,000	45,000
Depreciation Expense	75,199	77,614	85,000	80,000	80,000

TOTAL USES	\$ 798,010	\$ 790,852	\$ 882,241	\$ 856,205	\$ 887,293
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 225,592	\$ 61,430	\$ (168,341)	\$ (165,605)	\$ (149,393)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 300,927	\$ 250,756	\$ 198,756	\$ 195,756	\$ 160,756
Reserved for Asset Replacement	100,000	100,000	100,000	100,000	100,000
Undesignated / Unreserved	302,785	414,386	298,045	303,781	189,388

TOTAL FUND EQUITY	\$ 703,712	\$ 765,142	\$ 596,801	\$ 599,537	\$ 450,144
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- - STAFFING - -

Personnel Services Total Amount	\$ 381,486	\$ 348,461	\$ 400,316	\$ 382,440	\$ 415,918
* Full-Time Positions	4.35	4.20	4.20	4.20	4.20
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

DESCRIPTION

Provides an efficient and environmentally safe fuel dispersion system at the Holland Public Schools Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and buses.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance regional partnerships with other local governments and schools

Department Strategy / Tactic / Deliverable

- Provide timely and informational reporting on fuel consumption and charges
- Establish an emergency plan to secure a backup supplier
- Conduct annual meetings and others as needed

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Provide a well maintained and effective infrastructure

Department Strategy / Tactic / Deliverable

- Build a reserve for equipment replacement using a per gallon surcharge
- Install an emergency backup generator
- Upgrade computer system with remote access for participants

INTERNAL SERVICES

FUEL DISPENSING FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 684,601	\$ 715,676	\$ 779,100	\$ 679,800	\$ 728,900
TOTAL SOURCES	\$ 684,601	\$ 715,676	\$ 779,100	\$ 679,800	\$ 728,900

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 3,836	\$ 3,875	\$ 3,851	\$ 3,851	\$ 3,104
* Fringe Benefits	2,061	2,090	2,074	2,074	1,671

Other Current Expenditures -

* Supplies / Maintenance	665,109	695,734	763,000	660,100	711,000
* Contractual	632	713	900	6,500	1,000
* Other	(3,357)	8,299	2,635	2,655	2,485

Transfers Out	11,470	-	-	-	-
Depreciation Expense	14,605	14,605	15,575	14,605	14,600

TOTAL USES	\$ 694,356	\$ 725,316	\$ 788,035	\$ 689,785	\$ 733,860
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (9,755)	\$ (9,640)	\$ (8,935)	\$ (9,985)	\$ (4,960)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 255,592	\$ 240,987	\$ 225,412	\$ 226,382	\$ 211,782
Undesignated / Unreserved	35,323	40,288	46,928	44,908	54,548
TOTAL FUND EQUITY	\$ 290,915	\$ 281,275	\$ 272,340	\$ 271,290	\$ 266,330

- - STAFFING - -

Personnel Services Total Amount	\$ 5,897	\$ 5,965	\$ 5,925	\$ 5,925	\$ 4,775
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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-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Mail Piece Count City Hall	32,405	41,836	41,000	42,000
	*Total Cost of Postage for All Fund Types	\$ 19,418	\$ 24,459	\$ 25,000	\$ 26,000

*FY19 Postage Increase .458 to .459 and FY20 Postage Increase .459 to .460

INTERNAL SERVICES

POSTAGE SERVICES FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 19,419	\$ 24,386	\$ 23,200	\$ 24,300	\$ 25,000
Interest & Rents	38	108	70	90	100
TOTAL SOURCES	\$ 19,457	\$ 24,494	\$ 23,270	\$ 24,390	\$ 25,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 17,600	\$ 21,979	\$ 20,700	\$ 22,000	\$ 22,600
* Other	1,676	1,801	2,000	2,390	2,500
TOTAL USES	\$ 19,276	\$ 23,780	\$ 22,700	\$ 24,390	\$ 25,100

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 181	\$ 714	\$ 570	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	8,023	8,737	9,307	8,737	8,737
TOTAL FUND EQUITY	\$ 8,023	\$ 8,737	\$ 9,307	\$ 8,737	\$ 8,737

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

TELEPHONY SERVICES

	PERFORMANCE MEASURES	FY-18 Actual	FY-19 Actual	FY-20 Projected	FY-21 Projected
Workload	Equipment Maintained				
	Telephones	200	200	201	203
	Fax Machines	19	19	19	19
	Pagers	81	81	81	81
	Cell Phones Issued to Employees	8	10	10	10
	Subsidy Paid to Employees (Semi-Annually)				
	Cell Phone - \$150	35	39	40	40
	Smart Phone - \$360	60	75	75	75

INTERNAL SERVICES

TELEPHONY SERVICES FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 123,246	\$ 135,938	\$ 131,200	\$ 142,110	\$ 138,000
Interest & Rents	175	412	175	200	100
TOTAL SOURCES	\$ 123,421	\$ 136,350	\$ 131,375	\$ 142,310	\$ 138,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ -	\$ -	\$ 1,750	\$ -	\$ 1,000
* Other	123,348	136,014	132,200	142,360	134,200
Depreciation Expense	17,298	17,298	17,300	17,300	10,934
TOTAL USES	\$ 140,646	\$ 153,312	\$ 151,250	\$ 159,660	\$ 146,134

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (17,225)	\$ (16,962)	\$ (19,875)	\$ (17,350)	\$ (8,034)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 45,532	\$ 28,234	\$ 10,934	\$ 10,934	\$ -
Undesignated / Unreserved	16,781	17,117	14,542	17,067	19,967
TOTAL FUND EQUITY	\$ 62,313	\$ 45,351	\$ 25,476	\$ 28,001	\$ 19,967

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES
COMPENSATED ABSENCES FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ (195,210)	\$ 3,588	\$ 52,000	\$ 50,000	\$ 50,000
TOTAL SOURCES	\$ (195,210)	\$ 3,588	\$ 52,000	\$ 50,000	\$ 50,000

FUNDING USES -

Personnel Services -

* Benefits - Incl. NonWorking Wages	\$ (195,210)	\$ 3,588	\$ 52,000	\$ 50,000	\$ 50,000
TOTAL USES	\$ (195,210)	\$ 3,588	\$ 52,000	\$ 50,000	\$ 50,000

- - 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-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 44,038	\$ 116,763	\$ 71,400	\$ 89,650	\$ 83,700
Other	7,148,265	6,964,372	7,249,300	6,725,685	6,959,400
TOTAL SOURCES	\$ 7,192,303	\$ 7,081,135	\$ 7,320,700	\$ 6,815,335	\$ 7,043,100

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 23,099	\$ 24,795	\$ 22,504	\$ 22,504	\$ 23,838
* Fringe Benefits	12,436	9,768	12,117	12,117	12,835
* Mandatory Employer Costs	2,885	1,924	3,000	1,800	1,850

Other Current Expenditures -

* Supplies / Maintenance	9,105	7,609	15,500	13,505	15,000
* Contractual	40,749	39,953	42,400	40,800	42,200
* Other	7,132,424	6,420,970	7,164,070	6,386,080	6,650,727

Transfers Out

Transfers Out	9,133	37,500	-	-	-
TOTAL USES	\$ 7,229,831	\$ 6,542,519	\$ 7,259,591	\$ 6,476,806	\$ 6,746,450

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (37,528)	\$ 538,616	\$ 61,109	\$ 338,529	\$ 296,650
ENDING BALANCE -					
Designated / Reserves	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	4,087,001	4,625,617	4,686,726	4,964,146	5,260,796
TOTAL FUND EQUITY	\$ 4,117,001	\$ 4,655,617	\$ 4,716,726	\$ 4,994,146	\$ 5,290,796

- - STAFFING - -

Personnel Services Total Amount	\$ 38,420	\$ 36,487	\$ 37,621	\$ 36,421	\$ 38,523
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Positions: A small portion of the time listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is allocated to Risk Management.

INTERNAL SERVICES

WORKERS COMPENSATION INSURANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 5,313	\$ 13,888	\$ 8,000	\$ 10,700	\$ 9,000
Other	397,792	392,986	422,000	349,100	365,000
TOTAL SOURCES	\$ 403,105	\$ 406,874	\$ 430,000	\$ 359,800	\$ 374,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ 401,306	\$ 385,362	\$ 410,000	\$ 343,800	\$ 365,000
TOTAL USES	\$ 401,306	\$ 385,362	\$ 410,000	\$ 343,800	\$ 365,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,799	\$ 21,512	\$ 20,000	\$ 16,000	\$ 9,000
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	-	-
Undesignated / Unreserved	549,637	571,149	591,149	602,149	611,149
TOTAL FUND EQUITY	\$ 564,637	\$ 586,149	\$ 606,149	\$ 602,149	\$ 611,149

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,261	\$ 3,540	\$ 2,100	\$ 2,900	\$ 2,900
Other	115,389	126,347	127,400	134,800	135,000
TOTAL SOURCES	\$ 116,650	\$ 129,887	\$ 129,500	\$ 137,700	\$ 137,900

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs	\$ 2,792	\$ 1,852	\$ 2,800	\$ 1,650	\$ 1,700
Other Current Expenditures -					
* Other	115,654	100,437	105,900	117,000	114,000
TOTAL USES	\$ 118,446	\$ 102,289	\$ 108,700	\$ 118,650	\$ 115,700

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (1,796)	\$ 27,598	\$ 20,800	\$ 19,050	\$ 22,200
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	112,200	139,798	160,598	158,848	181,048
TOTAL FUND EQUITY	\$ 112,200	\$ 139,798	\$ 160,598	\$ 158,848	\$ 181,048

- - STAFFING - -

Personnel Services Total Amount	\$ 2,792	\$ 1,852	\$ 2,800	\$ 1,650	\$ 1,700
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Positions: Not Applicable, the mandatory costs are associated with the short-term disability payments to employees.

INTERNAL SERVICES

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 29,335	\$ 79,470	\$ 50,000	\$ 63,200	\$ 60,000
Other	<u>6,377,622</u>	<u>6,181,691</u>	<u>6,439,900</u>	<u>5,973,900</u>	<u>6,126,100</u>
TOTAL SOURCES	\$ 6,406,957	\$ 6,261,161	\$ 6,489,900	\$ 6,037,100	\$ 6,186,100

FUNDING USES -

Personnel Services -

* Salaries & Wages	\$ 23,099	\$ 24,795	\$ 22,504	\$ 22,504	\$ 23,838
* Fringe Benefits	12,436	9,768	12,117	12,117	12,835
* Mandatory Employer Costs	93	72	200	150	150

Other Current Expenditures -

* Supplies / Maintenance	3,798	5,037	5,500	5,505	5,000
* Contractual	40,749	39,953	42,400	40,800	42,200
* Other	<u>6,360,285</u>	<u>5,690,784</u>	<u>6,385,370</u>	<u>5,669,495</u>	<u>5,846,527</u>

TOTAL USES	\$ 6,440,460	\$ 5,770,409	\$ 6,468,091	\$ 5,750,571	\$ 5,930,550
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (33,503)	\$ 490,752	\$ 21,809	\$ 286,529	\$ 255,550
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ENDING BALANCE -

Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	<u>2,552,025</u>	<u>3,042,777</u>	<u>3,064,586</u>	<u>3,329,306</u>	<u>3,584,856</u>
TOTAL FUND EQUITY	\$ 2,552,025	\$ 3,042,777	\$ 3,064,586	\$ 3,329,306	\$ 3,584,856

- - STAFFING - -

Personnel Services Total Amount	\$ 35,628	\$ 34,635	\$ 34,821	\$ 34,771	\$ 36,823
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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-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 2,786	\$ 7,181	\$ 4,300	\$ 4,700	\$ 4,500
Other	100,184	114,229	108,900	116,105	143,600
TOTAL SOURCES	\$ 102,970	\$ 121,410	\$ 113,200	\$ 120,805	\$ 148,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 5,307	\$ 2,572	\$ 10,000	\$ 8,000	\$ 10,000
* Other	72,934	79,079	81,500	89,505	116,000
Transfers Out	9,133	37,500	-	-	-
TOTAL USES	\$ 87,374	\$ 119,151	\$ 91,500	\$ 97,505	\$ 126,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 15,596	\$ 2,259	\$ 21,700	\$ 23,300	\$ 22,100
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	304,147	306,406	328,106	329,706	351,806
TOTAL FUND EQUITY	\$ 304,147	\$ 306,406	\$ 328,106	\$ 329,706	\$ 351,806

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES
PROPERTY INSURANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 4,100	\$ 10,248	\$ 6,500	\$ 7,300	\$ 6,500
Other	33,979	26,725	26,300	26,280	32,800
TOTAL SOURCES	\$ 38,079	\$ 36,973	\$ 32,800	\$ 33,580	\$ 39,300

FUNDING USES -

Other Current Expenditures -

* Other	\$ 33,495	\$ 30,295	\$ 36,500	\$ 30,780	\$ 37,300
TOTAL USES	\$ 33,495	\$ 30,295	\$ 36,500	\$ 30,780	\$ 37,300

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 4,584	\$ 6,678	\$ (3,700)	\$ 2,800	\$ 2,000
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	385,779	392,457	388,757	395,257	397,257
TOTAL FUND EQUITY	\$ 385,779	\$ 392,457	\$ 388,757	\$ 395,257	\$ 397,257

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

LIABILITY INSURANCE FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,243	\$ 2,436	\$ 500	\$ 850	\$ 800
Other	123,299	122,394	124,800	125,500	156,900
TOTAL SOURCES	\$ 124,542	\$ 124,830	\$ 125,300	\$ 126,350	\$ 157,700

FUNDING USES -

Other Current Expenditures -

* Other	\$ 148,750	\$ 135,013	\$ 144,800	\$ 135,500	\$ 171,900
TOTAL USES	\$ 148,750	\$ 135,013	\$ 144,800	\$ 135,500	\$ 171,900

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (24,208)	\$ (10,183)	\$ (19,500)	\$ (9,150)	\$ (14,200)
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	183,213	173,030	153,530	148,880	134,680
TOTAL FUND EQUITY	\$ 198,213	\$ 188,030	\$ 168,530	\$ 178,880	\$ 164,680

- - STAFFING - -

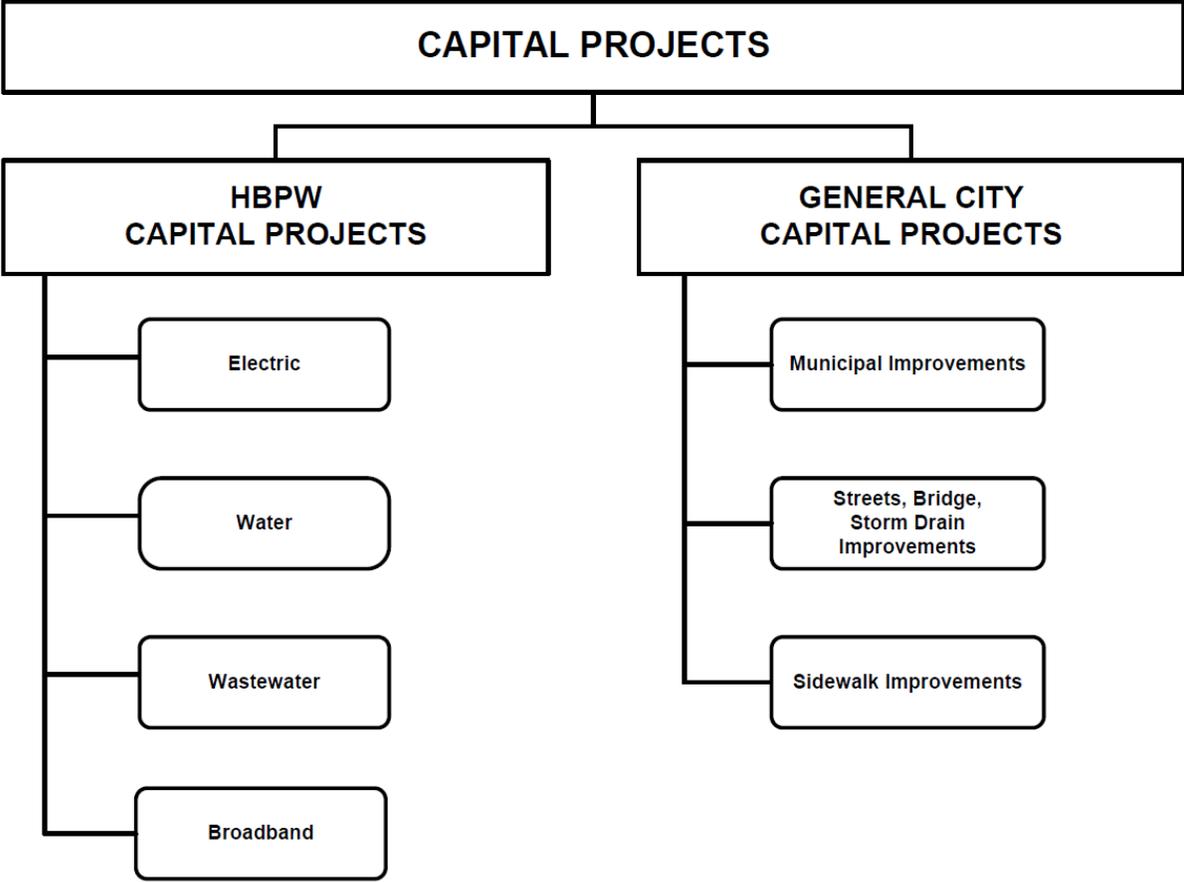
Positions: Not Applicable

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



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented During Fiscal Year 2021

GOVERNMENTAL - TYPE FUNDS

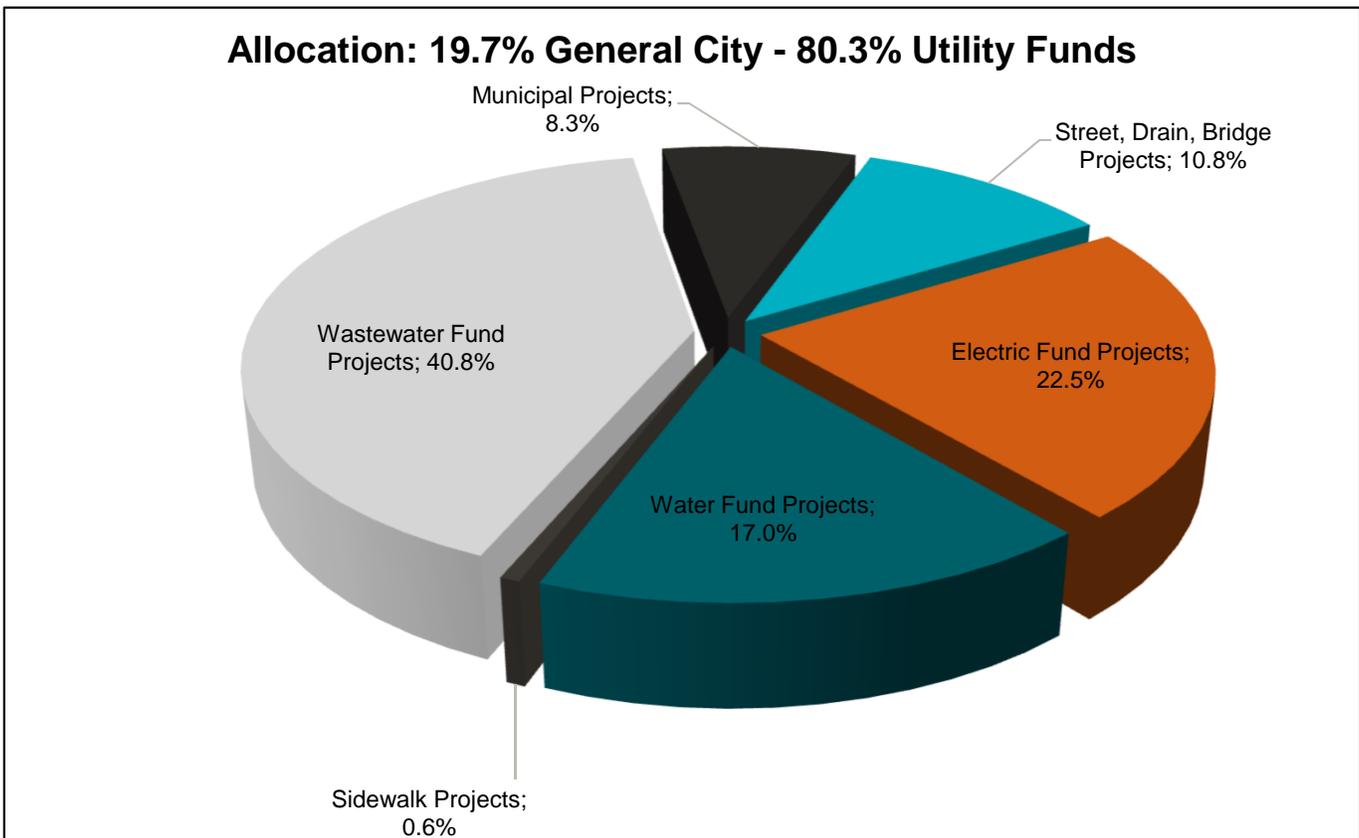
Municipal Improvements Projects	\$	3,023,000
Street, Drain, Traffic Signal, Storm Sewer Projects - City Share		3,970,000
Sidewalk Improvements Projects		226,000

PROPRIETARY - TYPE FUNDS

Electric Utility Projects		8,250,770
Water Utility Projects		6,216,513
See Wastewater Utility Projects		14,957,513

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$	36,643,796
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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-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES -

Capital Project Funds	\$ 15,367,874	\$ 17,518,171	\$ 9,443,198	\$ 7,874,419	\$ 7,219,000
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 213,881	\$ 222,792	\$ 231,172	\$ 231,827	\$ 466,938
Intergovernmental	142,883	439,957	1,386,938	1,402,873	729,795
Interest & Rents	144,466	62,171	11,000	40,975	21,000
Other	403,584	3,726,038	976,982	371,585	141,400
Bond Proceeds	-	7,251,850	-	-	-
Transfers In	4,536,303	4,136,852	5,381,576	4,931,436	5,812,745
TOTAL SOURCES	\$ 5,441,117	\$ 15,839,660	\$ 7,987,668	\$ 6,978,696	\$ 7,171,878

FUNDING USES -

Other Current Expenditures -

* Other	\$ 262,874	\$ 322,001	\$ 616,179	\$ 616,179	\$ 280,000
Capital Outlay	14,590,358	16,461,033	8,442,533	6,832,754	6,279,000
Transfers Out	514,642	735,137	384,486	425,486	660,000
TOTAL USES	\$ 15,367,874	\$ 17,518,171	\$ 9,443,198	\$ 7,874,419	\$ 7,219,000

-- 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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a long term plan for Municipal Capital Improvement Fund (MCIF)

Department Strategy / Tactic / Deliverable

- *Create 50 Year MCIF*
- *Fund fix it first costs to help maintain City Facilities*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Maintain and enhance regional partnerships

Department Strategy / Tactic / Deliverable

- *Sets aside a portion of the HBPW funding for regional initiatives*

Council Goal: To Provide Quality Services to All Stakeholders

Council Objective:

1) Management & Administrative services - provide effective leadership and support for citizens and operations

Department Strategy / Tactic / Deliverable

- *Funds and maintains facilities*

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2021 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 25, 2020.

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 8, 2020 and January 11, 2020. Two budget study sessions open to the public with the City Council were scheduled for April 15th and 16th; as well as the Public Hearing scheduled on May 13, 2020. Management is in process of determining how the public will provide input this year due to the COVID-19 pandemic.

APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:

The Municipal Capital Improvement Plan is scheduled to be approved on May 13, 2020.

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

City Wide Tree Planting \$50,000 – A transfer to the General Fund, Economic Development & Sustainability to fund tree planting throughout the City.

Redevelopment Ready Community Funds \$25,000 – Funding for redevelopment planning.

Phone System \$43,000 – The General City cost to replace the existing phone system.

Regional Initiatives \$75,000 - A portion of the wholesale net income transfer from the HBPW for regional initiative planning or capital expenditures, as appropriated by City Council. Unused funds will accumulate in a designated fund balance for future appropriation.

Regional Initiatives - Sustainability \$34,000 - A transfer to the General Fund, Economic Development & Sustainability for community education. This is proposed to continue into future years.

DOWNTOWN PROJECTS:

Parking & Wayfinding Signage \$10,000 - Continue to add downtown wayfinding signage.

7th Street Deck #4 \$416,000 - Expand snowmelt around the 7th Street Parking Deck.

Snowmelt \$10,000 – A transfer to the Snowmelt Fund to assist with operating costs for the snowmelt network.

Snowmelt Planning \$30,000 – Planning funds for replacing portions of the network in the downtown area.

PUBLIC SAFETY PROJECTS:

Emergency Response Vehicle \$210,000 – New Emergency Command Vehicle.

Air Pack Replacement \$125,000 – Replace 50% of the self-contained breathing apparatus used by the fire division staff.

Shooting Range Sound Dampening \$15,000 – Continue sound proofing the police shooting range.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2021 PROJECT DESCRIPTION

PARKS AND RECREATION PROJECTS:

Civic Center Place Maintenance \$15,000 - Pay for miscellaneous maintenance costs.

Civic Center Place Lights & Rigging \$150,000 – Stage lighting for events.

Civic Center Place \$35,000 – Carpet squares and electrical supplies for events at the venue.

Civic Center Place \$15,000 – Miscellaneous equipment for food and beverage service at events.

Bouws Pool Improvements \$50,000 – Miscellaneous upgrades / repairs to Bouws Pool Locker Rooms.

Baseline Maintenance Costs – Facilities \$50,000 - Fix maintenance issues in City buildings without having to wait for the next budget cycle. This is proposed to continue in future budgets.

Re-sod Maplewood Youth Complex \$25,000 – Replace the existing sod on the ball fields.

Baseline Fix It First Costs - Parks \$50,000 - Fix maintenance issues without having to wait for the next budget cycle. This is proposed to continue in future budgets.

Matt Urban Park Improvements \$300,000 – Improvements to the parks Ball Fields.

Moran Park Tennis Courts \$400,000 - Resurface tennis courts at the park.

Window on the Waterfront Boardwalk \$100,000 – Repairs to keep the structure safe.

Greenhouse Beds \$25,000 – Materials to create beds for the new Growhouse.

Vault Toilets \$20,000 – Waterless, non-flush toilets for various parks.

TRANSPORTATION PROJECTS:

Heavy Duty Hoist \$80,000 – New hoist to use when repairing large trucks.

Hoist Repairs \$10,000 – Repair an existing vehicle hoist at the Transportation Facility.

Removal of Gates on Pine \$40,000 - Remove the metal gates in front of Padnos, at the corner of Pine and 8th Street.

Sidewalk Repair Citywide \$50,000 - Continue transferring funds to the Sidewalk Fund to repair and infill connections.

Pedestrian Lighting \$60,000 - Replace various pedestrian lights that are in poor condition.

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Museum Repairs \$25,000 - To pay for regular maintenance and repairs at the museum.

Cappon and Settlers Home Improvements \$5,000 - To fund improvements determined necessary by the Holland Historical Trust.

COMMUNITY ENERGY STRATEGIES PROJECTS:

Holland Energy Fund \$325,000 - Contribution to the non-profit Holland Energy Fund for the Home Energy Retrofit Program.

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 162,619	\$ 169,748	\$ 176,104	\$ 176,759	\$ 292,490
Intergovernmental	99,449	196,962	23,738	34,443	57,300
Interest & Rents	144,466	60,988	11,000	40,975	21,000
Other	241,680	3,726,038	757,627	238,585	141,400
Bond Proceeds	-	7,251,850	-	-	-
Transfers In	1,537,031	1,623,338	1,640,892	2,531,196	2,430,240
TOTAL SOURCES	\$ 2,185,245	\$ 13,028,924	\$ 2,609,361	\$ 3,021,958	\$ 2,942,430

FUNDING USES -

Other Current Expenditures -

* Other	\$ 262,874	\$ 322,001	\$ 616,179	\$ 616,179	\$ 280,000
Capital Outlay	11,336,970	13,686,493	3,029,794	2,832,814	2,124,000
Transfers Out	514,642	735,137	384,486	425,486	619,000
TOTAL USES	\$ 12,114,486	\$ 14,743,631	\$ 4,030,459	\$ 3,874,479	\$ 3,023,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (9,929,241)	\$ (1,714,707)	\$ (1,421,098)	\$ (852,521)	\$ (80,570)
ENDING BALANCE -					
Reserved - Fire Station	\$ 888,395	\$ 1,041,372	\$ 633,327	\$ 1,182,699	\$ 1,367,032
Reserved - Civic Center	1,145,965	-	-	-	-
Reserved - Regional Initiatives	-	-	-	352,010	793,922
Undesignated / Unreserved	3,264,981	2,543,262	1,768,123	1,197,404	490,589
TOTAL FUND EQUITY	\$ 5,299,341	\$ 3,584,634	\$ 2,163,536	\$ 2,732,113	\$ 2,651,543

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026
	Budget	Potential	Potential	Potential	Potential	Potential
-- ESTIMATED BEGINNING FUND BALANCE AT JULY 1 --						
Reserved:						
- Regional Initiatives	352,010	793,922	1,084,922	1,325,922	1,556,922	1,797,922
- Fire Station Renovation	1,182,699	1,367,032	1,555,052	-	-	-
Unassigned	1,197,404	490,589	(1,673,091)	(1,294,565)	(2,122,565)	(1,996,565)
Total	\$ 2,732,113	\$ 2,651,543	\$ 966,883	\$ 31,357	\$ (565,643)	\$ (198,643)

-- FINANCING SOURCES --

PROPERTY TAX & ASSESSMENTS:

Fire Station Renovation Millage (.1585)	184,333	188,020	191,780	-	-	-
Additional Millage - in excess of .1585	108,157	110,320	112,526	-	-	-
Personal Property Tax Reimbursement	57,300	35,000	35,000	35,000	35,000	35,000
Brownfield TIF - 7th St Parking Deck	400,000	-	-	-	-	-
Brownfield TIF - 9th St Parking Deck	111,961	225,000	250,000	300,000	350,000	350,000
Brownfield TIF - 6th St	-	-	1,500,000	-	-	-

GRANTS:

MI DNR - Lakeview Park	-	-	-	200,000	-	-
Recreation - Various	-	25,000	-	25,000	-	-
Local - Playground Equipment	-	-	-	250,000	-	-

BONDS:

Fire Station Renovation	-	-	4,253,168	-	-	-
Recreation Center	-	-	-	-	15,000,000	-

PRIVATE DONATIONS:

Window Boardwalk repairs	50,000	-	-	-	-	-
Ice Rink	91,400	-	250,000	1,000,000	-	-
Futball @ Moran	-	350,000	-	-	-	-
Kollen Park Bandshell	-	-	1,500,000	-	-	-

TRANSFERS IN FROM:

BPW - Dividend	500,000	500,000	500,000	500,000	500,000	500,000
BPW - Wholesale	826,367	600,000	525,000	51,000	525,000	180,000
BPW - Wholesale Regional	550,912	400,000	350,000	340,000	350,000	120,000
Sidewalk Fund	41,000	-	-	-	-	-
Downtown Development Authority	-	100,000	-	75,000	-	-
WIG Fund	-	250,000	-	-	-	-
Investment Income	20,000	20,000	20,000	20,000	20,000	20,000
Rent-Agricultural Land Lease	1,000	1,000	1,000	1,000	1,000	1,000
TOTAL FINANCING SOURCES	2,942,430	2,804,340	9,488,474	2,797,000	16,781,000	1,206,000

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026
	Budget	Potential	Potential	Potential	Potential	Potential

- - FINANCING USES - -

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Special Planning Funds: Waterfront	-	50,000	-	50,000	-	-
City-Wide Tree Planting	50,000	50,000	50,000	50,000	50,000	50,000
Redevelopment Ready Community Funds	25,000	-	25,000	-	-	-
Phone System	43,000	-	-	-	-	-
Regional Initiatives	75,000	75,000	75,000	75,000	75,000	75,000
Regional Initiatives - Sustainability	34,000	34,000	34,000	34,000	34,000	34,000
Total	227,000	209,000	184,000	209,000	159,000	159,000

DOWNTOWN PROJECTS:

Parking and Wayfinding Signage	10,000	-	10,000	-	10,000	-
7th Street Deck #4	416,000	-	-	-	-	-
Transfer to Snowmelt Fund	10,000	10,000	-	-	-	-
Snowmelt Planning	30,000	-	-	-	-	-
Streetscape Refreshment	-	-	-	350,000	-	-
Downtown Restroom Rehab	-	25,000	-	-	-	-
6th St	-	-	1,500,000	-	-	-
Ice Rink Construction	-	-	-	1,500,000	-	-
Parking Lot Paving	-	100,000	-	75,000	-	-
Total	466,000	135,000	1,510,000	1,925,000	10,000	-

PUBLIC SAFETY PROJECTS:

Emergency Response Vehicle	210,000	-	-	-	-	-
Intersection Cameras	-	50,000	-	-	-	-
Fire Station Additions / Renovations	-	-	6,000,000	-	-	-
Radio Replacement	-	-	-	25,000	25,000	-
HPD Roof Replacement	-	-	175,000	-	-	-
Use of Force Video Simulation	-	-	150,000	-	-	-
Fire Air Pack Replacement	125,000	125,000	-	-	-	-
Shooting Range Sound Dampening	15,000	-	-	-	25,000	-
Total	350,000	175,000	6,325,000	25,000	50,000	-

PARKS & RECREATION PROJECTS:

Civic Center - Maintenance	15,000	15,000	15,000	25,000	25,000	25,000
Civic Center Building(Lights and Rigging etc)	150,000	-	-	100,000	-	-
Civic Center Room Dividers	-	200,000	-	-	-	-
Civic Center Venue(carpet electrical etc)	35,000	-	-	-	-	-
Civic Center Food and Bev	15,000	-	15,000	-	15,000	-
Bouws Pool Improvements	50,000	-	-	-	-	50,000
Baseline Maintenance Costs Facilities	50,000	75,000	50,000	75,000	50,000	75,000
Lake Macatawa Street Ends	-	25,000	-	25,000	-	-
Lakeview Park adj to Laketown Township	-	-	-	300,000	-	-
Re-Sod Maplewood youth complex	25,000	-	-	-	-	-
Baseline Fix It First Costs - Parks	50,000	50,000	75,000	50,000	75,000	50,000

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026
	Budget	Potential	Potential	Potential	Potential	Potential
PARKS & RECREATION PROJECTS (continued):						
Futball @ Moran Park	-	400,000	-	-	-	-
Pickleball Courts	-	-	-	10,000	-	-
WIG - Interpretive building	-	250,000	-	-	-	-
Paving at Parks	-	150,000	-	-	-	-
Kayak Launches Improvements	-	-	-	25,000	-	-
Matt Urban Park Improvements	300,000	-	-	-	100,000	-
Tennis Court Resurfacing	-	50,000	-	-	50,000	-
Moran Park Tennis Courts	400,000	-	-	-	-	-
Moran Park Improvements	-	50,000	-	-	100,000	-
Heinz Boardwalk	-	100,000	-	-	-	-
Window Boardwalk Repairs	100,000	-	-	-	-	-
Kollen Park - Outdoor Performing Facility	-	-	1,750,000	-	-	-
Playgrounds	-	-	75,000	-	75,000	-
Window Nature Playground	-	150,000	-	-	-	-
Move Old Greenhouse	-	750,000	-	-	-	-
Greenhouse Beds	25,000	-	-	-	-	-
Recreation Center Planning	-	100,000	-	-	-	-
Vault Toilets	20,000	-	20,000	-	-	-
Recreation Center	-	-	-	-	15,000,000	-
Waterfront Holland	-	250,000	-	250,000	-	-
Total	1,235,000	2,615,000	2,000,000	860,000	15,490,000	200,000

TRANSPORTATION PROJECTS:

Roof Maintenance	-	-	-	-	-	80,000
New Heavy Duty Hoist	80,000	-	-	-	-	-
Hoist Repairs	10,000	-	-	-	-	-
10th St Snowmelt	-	900,000	-	-	-	-
Removal of Gates on Pine	40,000	-	-	-	-	-
Building Maintenance	-	-	25,000	-	25,000	-
16th St Snowmelt	150,000	-	-	-	-	-
Sidewalk Repair City Wide	50,000	50,000	50,000	50,000	50,000	50,000
Pedestrian Light Replacement	60,000	60,000	-	-	-	-
Total	390,000	1,010,000	75,000	50,000	75,000	130,000

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Museum Repairs	25,000	10,000	25,000	10,000	25,000	25,000
Cappon & Settlers Homes	5,000	15,000	5,000	15,000	5,000	15,000
Gateway/Wayfinding Signs/Message Boards	-	25,000	-	-	-	-
Kensington Park Planning	-	20,000	-	-	-	-
Chicago Drive Entryway Streetscape	-	-	-	-	300,000	-
Total	30,000	70,000	30,000	25,000	330,000	40,000

MUNICIPAL CAPITAL PROJECTS

SIX YEAR IMPROVEMENT PROGRAM

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026
	Budget	Potential	Potential	Potential	Potential	Potential
COMMUNITY ENERGY STRATEGIES PROJECTS:						
Contribution to Holland Energy Fund	<u>325,000</u>	<u>275,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
TOTAL FINANCING USES	<u>3,023,000</u>	<u>4,489,000</u>	<u>10,424,000</u>	<u>3,394,000</u>	<u>16,414,000</u>	<u>829,000</u>

- - ESTIMATED ENDING FUND BALANCE AT JUNE 30 - -

Reserved:

- Regional Initiatives	793,922	1,084,922	1,325,922	1,556,922	1,797,922	1,808,922
- Fire Station Renovation	1,367,032	1,555,052	-	-	-	-
Unassigned	<u>490,589</u>	<u>(1,673,091)</u>	<u>(1,294,565)</u>	<u>(2,122,565)</u>	<u>(1,996,565)</u>	<u>(1,630,565)</u>
Total	<u>\$ 2,651,543</u>	<u>\$ 966,883</u>	<u>\$ 31,357</u>	<u>\$ (565,643)</u>	<u>\$ (198,643)</u>	<u>\$ 178,357</u>

CAPITAL PROJECTS

STREET, BRIGE AND DRAIN CAPITAL PROJECT FUNDS

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.

COUNCIL GOALS & OBJECTIVES – DEPARTMENT STRATEGIES & TACTICS

Council Goal: To Maintain and Improve a Strong Financial Position

Council Objective:

1) Adopt a long-term plan for the Municipal Capital Improvement Fund

Department Strategy / Tactic / Deliverable

- *Update six (6) year plan with appropriate mix of fixes to effectively use available funds*
- *Work closely with BPW to coordinate projects and share expenses*

Council Goal: To Enhance Connections with Shareholders

Council Objective:

1) Transportation Services - provide a well maintained and effective infrastructure

Department Strategy / Tactic / Deliverable

- *Conduct public meetings in advance of construction projects*
- *Provide regular updates to public on large construction projects*

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN CAPITAL PROJECTS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 41,926	\$ 233,000	\$ 1,357,700	\$ 1,357,700	\$ 637,495
Other	161,904	-	219,355	133,000	-
Transfers In	2,874,272	2,453,514	3,690,684	2,309,240	3,332,505
TOTAL SOURCES	\$ 3,078,102	\$ 2,686,514	\$ 5,267,739	\$ 3,799,940	\$ 3,970,000

FUNDING USES -

Capital Outlay	\$ 3,078,102	\$ 2,686,514	\$ 5,267,739	\$ 3,799,940	\$ 3,970,000
TOTAL USES	\$ 3,078,102	\$ 2,686,514	\$ 5,267,739	\$ 3,799,940	\$ 3,970,000

- - 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

The HBPW Electric, Water and Wastewater Utility share of these projects are not included above, this information is included in the Utility Services Group.

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	\$ 1,610,044	\$ 69,883	\$ 46,849	\$ 685,009	\$ 2,411,785
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,395,580	1,395,580
Intergovernmental	4,156,605	427,000	350,000	470,250	5,403,855
Fees	30,000	-	-	-	30,000
Investment Income	20,000	500	200	-	20,700
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	26,140	26,140
TOTAL SOURCES	<u>4,206,605</u>	<u>427,500</u>	<u>350,200</u>	<u>1,891,970</u>	<u>6,876,275</u>
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,500	-	100	-	20,600
Street Maintenance	1,668,165	-	-	-	1,668,165
Projects:					
- Resurfacing Program	450,000	250,000	-	400,000	1,100,000
- Crack Sealing Program	-	-	-	75,000	75,000
- Retaining Wall Project	-	-	-	75,000	75,000
- 16th St; Kollen Park to Lane Ave	475,000	-	367,505	475,000	1,317,505
- 16th Street & US-31 Landscaping	-	-	-	100,000	100,000
- 6th St Non-Motorized Connection w / 7th St Parking Deck	-	-	-	125,000	125,000
- 21st Street Sections	700,000	-	-	-	700,000
- Van Raalte Ave; 24th St to 11th St	-	-	-	1,000,000	1,000,000
- 10th St, Lincoln to VanRaalte Engineering	50,000	-	-	-	50,000
- 30th St; Ottawa to Plasman	110,000	-	-	110,000	220,000
- Washington Ave Concrete Repairs	-	75,000	-	-	75,000
- Drain Projects & Assessments	200,000	100,000	-	30,000	330,000
Transfer to Other Funds					
- MVH Local Street Fund	475,512	-	-	-	475,512
TOTAL USES	<u>4,157,177</u>	<u>425,000</u>	<u>367,605</u>	<u>2,390,000</u>	<u>7,339,782</u>
Estimated Fund Balance - June 30, 2021	<u>\$ 1,659,472</u>	<u>\$ 72,383</u>	<u>\$ 29,444</u>	<u>\$ 186,979</u>	<u>\$ 1,948,278</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2021 - JUNE 30, 2022

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 2022</u>					
Estimated Fund Balance - July 1, 2021	\$ 1,659,472	\$ 72,383	\$ 29,444	\$ 186,979	\$ 1,948,278
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,423,500	1,423,500
Intergovernmental	4,200,000	427,000	357,000	280,000	5,264,000
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	-	1,000	2,100
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	18,400	18,400
TOTAL SOURCES	<u>4,231,000</u>	<u>427,100</u>	<u>357,000</u>	<u>1,722,900</u>	<u>6,738,000</u>
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,500	-	-	-	20,500
Street Maintenance	1,751,600	-	-	-	1,751,600
Projects:					
- Resurfacing Program	600,000	200,000	-	300,000	1,100,000
- Crack Sealing Program	-	-	-	75,000	75,000
- Retaining Wall Project	-	-	-	75,000	75,000
- 10th St; Lincoln to VanRaalte	400,000	-	350,000	1,100,000	1,850,000
- Paw Paw Bridge Rehabilitation	100,000	-	-	-	100,000
- College Ave; 24th to 14th	750,000	-	-	-	750,000
- 6th Street Reconstruction - Engineering	50,000	-	-	-	50,000
- MDOT US-31 Reconstruction	-	50,000	-	-	50,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	500,000	-	-	-	500,000
TOTAL USES	<u>4,280,100</u>	<u>250,000</u>	<u>350,000</u>	<u>1,580,000</u>	<u>6,460,100</u>
Estimated Fund Balance - June 30, 2022	<u>\$ 1,610,372</u>	<u>\$ 249,483</u>	<u>\$ 36,444</u>	<u>\$ 329,879</u>	<u>\$ 2,226,178</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>
<u>Fiscal Year 2023</u>					
Estimated Fund Balance - July 1, 2022	\$ 1,610,372	\$ 249,483	\$ 36,444	\$ 329,879	\$ 2,226,178
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,452,000	1,452,000
Intergovernmental	4,200,000	427,000	364,100	280,000	5,271,100
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	-	-	1,100
TOTAL SOURCES	<u>4,231,000</u>	<u>427,100</u>	<u>364,100</u>	<u>1,732,000</u>	<u>6,754,200</u>
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,500	-	-	-	20,500
Street Maintenance	1,839,200	-	-	-	1,839,200
Projects:					
- Resurfacing Program	-	-	-	1,200,000	1,200,000
- Crack Sealing Program	-	-	-	75,000	75,000
- Retaining Wall Project	-	-	-	75,000	75,000
- Sealcoat Project	50,000	-	-	-	50,000
- 6th Street Reconstruction - Engineering	50,000	-	-	-	50,000
- Pine Avenue; 7th to 22nd St	1,000,000	-	350,000	150,000	1,500,000
- 32nd St Resurfacing; Old Orchard-Ottawa	550,000	450,000	-	-	1,000,000
- 40th St Ditch Enclosure	-	150,000	-	-	150,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	525,000	-	-	-	525,000
TOTAL USES	<u>4,142,700</u>	<u>600,000</u>	<u>350,000</u>	<u>1,530,000</u>	<u>6,622,700</u>
Estimated Fund Balance - June 30, 2023	<u>\$ 1,698,672</u>	<u>\$ 76,583</u>	<u>\$ 50,544</u>	<u>\$ 531,879</u>	<u>\$ 2,357,678</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	\$ 1,698,672	\$ 76,583	\$ 50,544	\$ 531,879	\$ 2,357,678
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,481,000	1,481,000
Intergovernmental	4,250,000	427,000	371,400	280,000	5,328,400
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	-	-	1,100
	<u>4,281,000</u>	<u>427,100</u>	<u>371,400</u>	<u>1,761,000</u>	<u>6,840,500</u>
TOTAL SOURCES					
FUNDING USES -					
Trunkline Maintenance	9,000	-	-	-	9,000
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	1,931,200	-	-	-	1,931,200
Projects:					
- Resurfacing Program	-	400,000	-	850,000	1,250,000
- 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	600,000	-	400,000	500,000	1,500,000
- 32nd St Resurfacing, Ottawa to Lincoln	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	600,000	-	-	-	600,000
	<u>4,412,200</u>	<u>400,000</u>	<u>400,000</u>	<u>1,580,000</u>	<u>6,792,200</u>
TOTAL USES					
Estimated Fund Balance - June 30, 2024	<u>\$ 1,567,472</u>	<u>\$ 103,683</u>	<u>\$ 21,944</u>	<u>\$ 712,879</u>	<u>\$ 2,405,978</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2024 - JUNE 30, 2025

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 2025</u>					
Estimated Fund Balance - July 1, 2024	\$ 1,567,472	\$ 103,683	\$ 21,944	\$ 712,879	\$ 2,405,978
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,510,600	1,510,600
Intergovernmental	4,250,000	427,000	378,800	250,000	5,305,800
Fees	30,000	-	-	-	30,000
Investment Income	1,000	200	-	-	1,200
	<u>4,281,000</u>	<u>427,200</u>	<u>378,800</u>	<u>1,760,600</u>	<u>6,847,600</u>
TOTAL SOURCES					
FUNDING USES -					
Trunkline Maintenance	9,000	-	-	-	9,000
Admin, Engineering & Recordkeeping	21,000	-	-	-	21,000
Street Maintenance	2,027,800	-	-	-	2,027,800
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
- Columbia Ave; 9th St to 24th St	750,000	-	350,000	400,000	1,500,000
- 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	600,000	-	-	-	600,000
	<u>4,657,800</u>	<u>350,000</u>	<u>350,000</u>	<u>1,530,000</u>	<u>6,887,800</u>
TOTAL USES					
Estimated Fund Balance - June 30, 2025	<u>\$ 1,190,672</u>	<u>\$ 180,883</u>	<u>\$ 50,744</u>	<u>\$ 943,479</u>	<u>\$ 2,365,778</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2025 - JUNE 30, 2026

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 2026</u>					
Estimated Fund Balance - July 1, 2025	\$ 1,190,672	\$ 180,883	\$ 50,744	\$ 943,479	\$ 2,365,778
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,540,800	1,540,800
Intergovernmental	4,250,000	427,000	386,400	250,000	5,313,400
Fees	30,000	-	-	-	30,000
Investment Income	1,000	100	100	-	1,200
	<u>4,281,000</u>	<u>427,100</u>	<u>386,500</u>	<u>1,790,800</u>	<u>6,885,400</u>
TOTAL SOURCES					
FUNDING USES -					
Trunkline Maintenance	9,000	-	-	-	9,000
Admin, Engineering & Recordkeeping	21,000	-	-	-	21,000
Street Maintenance	2,129,200	-	-	-	2,129,200
Projects:					
- Resurfacing Program	300,000	200,000	-	800,000	1,300,000
- Crack Sealing Program	-	-	-	100,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	-	50,000	-	-	50,000
- 13th Street; Central to Fairbanks Ave	-	-	400,000	1,100,000	1,500,000
- Resurface 17th St, South Shore to Central	1,000,000	-	-	-	1,000,000
- Drain Projects & Assessments	-	100,000	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	650,000	-	-	-	650,000
	<u>4,109,200</u>	<u>350,000</u>	<u>400,000</u>	<u>2,130,000</u>	<u>6,989,200</u>
TOTAL USES					
Estimated Fund Balance - June 30, 2026	<u>\$ 1,362,472</u>	<u>\$ 257,983</u>	<u>\$ 37,244</u>	<u>\$ 604,279</u>	<u>\$ 2,261,978</u>

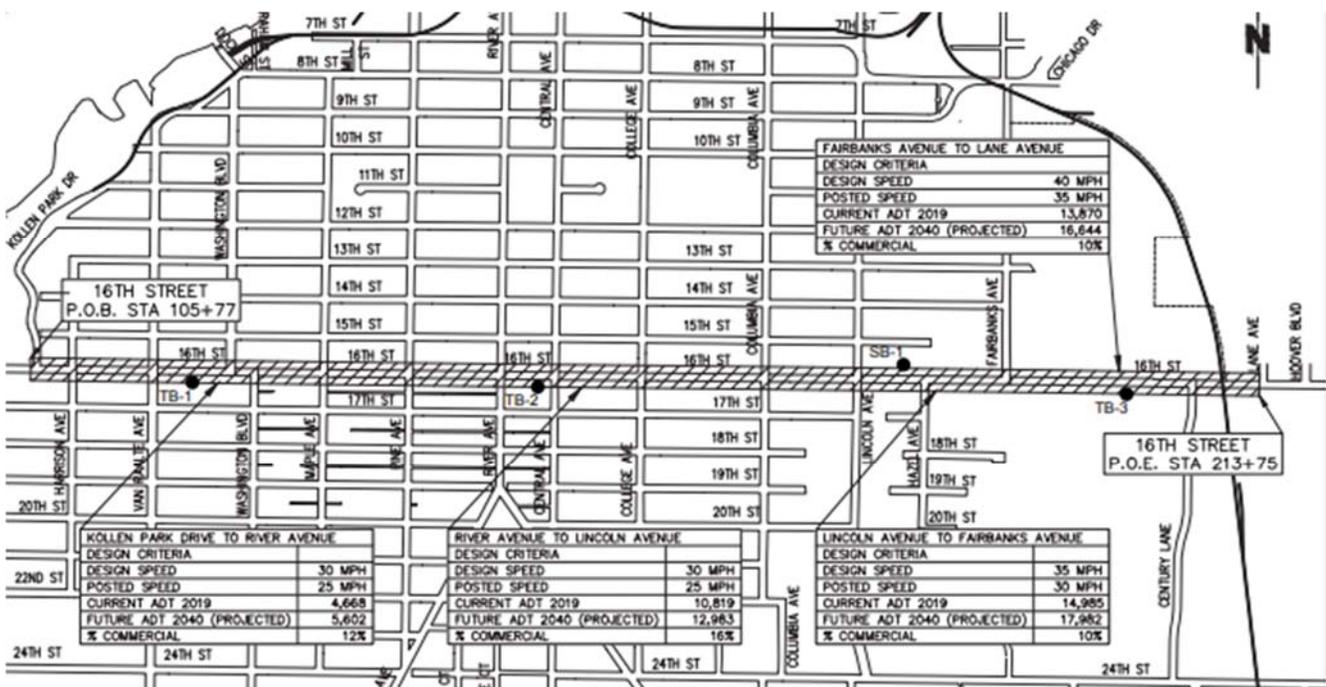
16th Street Resurfacing & Culvert Replacement

Estimated Budget: \$2.31 million

Project Description - Resurface the two (2) mile long segment of 16th Street, between Kollen Park Drive and Lane Avenue, and replace a large diameter storm sewer culvert that carries the Maplewood Inter-County Drain under 16th Street. Additional improvements include a new storm sewer between Central and River Avenue as well as installing snowmelt transmission infrastructure within this same block. A \$637,495 Federal Surface Transportation Program Block Grant will assist with funding this project.

At this time there are no plans for adding snowmelt distribution, which is necessary for the snowmelt to be functional.

Contractor: Kamminga & Roodvoets (K&R)



20th & 21st Street Reconstruction Project

City Budget: \$1.2 million

Project Description - Holland Board of Public Works and the City of Holland are working jointly to reconstruct sections of 20th Street and 21st Street. The project involves utility replacement, new asphalt pavement, concrete curb and gutters and sidewalk.

Contractor: Brenner Excavating

Holland Board of Public Works will be reconstructing portions of Cleveland, 20th Street and 21st Street.

Cleveland will include new storm sewer installation.
20th Street will include water mains, storm sewer, concrete sidewalk, drive approaches, curbs and asphalt pavement.
21st Street will include new sewer mains, water mains, storm sewer, concrete sidewalk, drive approaches, curbs and asphalt pavement.

Work will be done in 2 phases

- **Phase 1** - Cleveland Ave and 21st; March 23 - July 15, 2020.
- **Phase 2** - 19th St between VanRaalte & Washington Ave. Work will not begin on Phase 1b until after the completion of the school year.

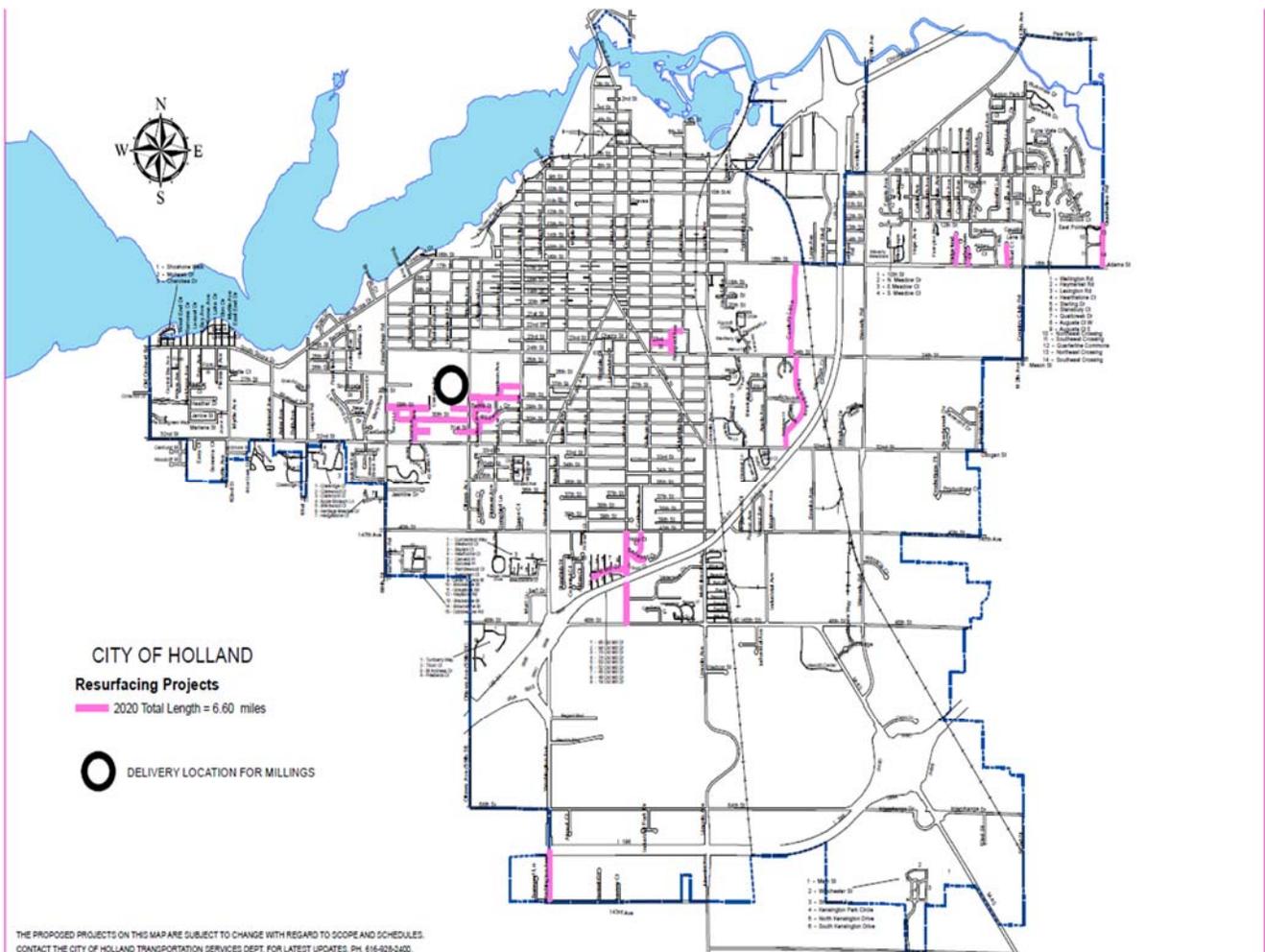
2020 Resurfacing Project

Estimated Budget: \$1.1 million

Project Description - Resurfacing streets involves removal (milling) of the overlay surface, but leaving the base layer. Streets in pink on the map below are scheduled for resurfacing.

Additional work, beyond the scope of the resurfacing project, includes the contractor placing temporary gravel on Beach Drive and Grove Avenue to raise the elevation. These roads are located in the floodplain and high lake levels has caused flooding in this area.

Contractor: Black Gold Transport



CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 51,262	\$ 53,044	\$ 55,068	\$ 55,068	\$ 174,448
Intergovernmental	1,508	9,995	5,500	10,730	35,000
Interest & Rents	-	1,183	-	-	-
Transfers In	125,000	60,000	50,000	91,000	50,000
TOTAL SOURCES	\$ 177,770	\$ 124,222	\$ 110,568	\$ 156,798	\$ 259,448

FUNDING USES -

Repairs	\$ 23,338	\$ 77,299	\$ 95,000	\$ 145,000	\$ 150,000
Asphalt Walkways	7,051	7,953	35,000	20,000	10,000
Brick Maintenance/Repairs	144,897	2,774	15,000	35,000	25,000
Transfers Out	-	-	-	-	41,000
TOTAL USES	\$ 175,286	\$ 88,026	\$ 145,000	\$ 200,000	\$ 226,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2,484	\$ 36,196	\$ (34,432)	\$ (43,202)	\$ 33,448
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	7,098	43,294	8,862	92	33,540
TOTAL FUND EQUITY	\$ 7,098	\$ 43,294	\$ 8,862	\$ 92	\$ 33,540

- - STAFFING - -

Positions: Not Applicable

UTILITIES CAPITAL PROJECTS

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

ELECTRIC - WATER - WASTEWATER FUNDS

	FY-2021 Budgeted	FY-2022 Projected	FY-2023 Projected	FY-2024 Projected	FY-2025 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	21,918,228	11,052,621	17,061,405	17,161,396	16,057,880
Financed from Cash Reserves	<u>(13,667,458)</u>	<u>4,019</u>	<u>(7,921,255)</u>	<u>(9,407,396)</u>	<u>(7,792,880)</u>
	<u>8,250,770</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	624,000	1,620,000	2,115,000	550,000	945,000
Electric Transmission and Distribution	6,895,745	9,142,640	6,897,650	7,160,000	7,320,000
& Allocated Admin Projects	<u>731,025</u>	<u>294,000</u>	<u>127,500</u>	<u>44,000</u>	<u>-</u>
	<u>8,250,770</u>	<u>11,056,640</u>	<u>9,140,150</u>	<u>7,754,000</u>	<u>8,265,000</u>

WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Water Fund - Net Revenues & Earnings	3,198,057	2,942,890	3,029,409	3,389,251	3,543,119
Financed with Bond Proceeds	1,150,000	12,850,000	-	-	-
Financed from Cash Reserves	<u>1,868,456</u>	<u>(865,583)</u>	<u>2,342,611</u>	<u>2,124,749</u>	<u>(2,706,119)</u>
	<u>6,216,513</u>	<u>14,927,307</u>	<u>5,372,020</u>	<u>5,514,000</u>	<u>837,000</u>

Financing Uses:

Water Plant	1,182,500	2,113,807	1,000,270	1,800,000	235,000
Water Distribution & Allocated Admin	<u>5,034,013</u>	<u>12,813,500</u>	<u>4,371,750</u>	<u>3,714,000</u>	<u>602,000</u>
	<u>6,216,513</u>	<u>14,927,307</u>	<u>5,372,020</u>	<u>5,514,000</u>	<u>837,000</u>

WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Wastewater Fund - Net Revenues & Earning	347,549	350,068	1,149,205	296,133	331,014
Financed with Bond Proceeds	-	10,000,000	10,000,000	10,000,000	-
Financed from Cash Reserves	<u>14,609,964</u>	<u>4,331,682</u>	<u>12,490,700</u>	<u>5,175,795</u>	<u>2,166,986</u>
	<u>14,957,513</u>	<u>14,681,750</u>	<u>13,639,905</u>	<u>5,471,928</u>	<u>2,498,000</u>

Financing Uses:

Wastewater Plant	11,180,000	11,540,000	11,615,000	3,410,000	1,015,000
Wastewater Collection & Allocated Admin	<u>3,777,513</u>	<u>3,141,750</u>	<u>2,024,905</u>	<u>2,061,928</u>	<u>1,483,000</u>
	<u>14,957,513</u>	<u>14,681,750</u>	<u>13,639,905</u>	<u>5,471,928</u>	<u>2,498,000</u>

Water Reclamation Facility Anaerobic Digester

The Holland Board of Public Works (HBPW) completed the design of a new anaerobic digestion system at the Water Reclamation Facility (WRF) in fiscal year 2020 with construction planned to begin in fiscal year 2021. The new digestion process will reduce the volume of biosolids generated at the site by approximately 50% and treat them to Class A Exceptional Quality (EQ) standards. The Class A treated biosolids can be beneficially reused for fertilizer and soil conditioning on sites such as agricultural land, forests, lawns and home gardens.

A focal point of the project will be the new 2 million gallon egg shaped digester (ESD) tank. The ESD will be surrounded by a complex that will house the anaerobic digestion equipment as well as gas utilization equipment that will convert biogas generated as a byproduct of the digestion process into heat and power for use at the plant. Additional processes to support processing of the biosolids and to enhance odor control at the site are also included in the project.

The project qualified for \$4.64 million in Green Project Reserve (GPR) funding through Michigan's Clean Water State Revolving Fund (SRF) administered by the Michigan Department of Environment, Great Lakes and Energy (EGLE). The GPR program provides funding via principal forgiveness on low-interest loans provided through the program and are available to address green infrastructure, water or energy efficiency improvements, or other environmentally innovative activities.

Budget: \$32,000,000

Current Status: Construction Bid Process

Major Milestones:

Design Start:	October, 2019
Construction Start:	October, 2020
Substantial Completion:	June, 2023



IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

Project	Savings	Additional Costs
<i>***** Municipal Capital Improvement Projects *****</i>		
Projects affecting maintenance/repairs to be charged to operating budgets:		
7th Street Parking Deck, Expand Snowmelt Network	\$ -	\$ 1,000
Public Safety Emergency Command Vehicle	-	1,200
Civic Center Place Maintenance	(15,000)	-
Civic Center Place Lights & Rigging	(35,000)	-
Civic Center Place, Food Service Equipment	(20,000)	-
Bouws Pool, Upgrade Locker Rooms	(500)	-
Baseline Maintenance Costs for Facilities	(50,000)	-
Baseline Fix It First Costs for Parks	(50,000)	-
Window on the Waterfront Renovations	(50,000)	-
Greenhouse Beds	(20,000)	-
Vault Toilets	(1,500)	-
Heavy Duty Hoist	-	500
Hoist Repairs	(10,000)	-
Sidewalk Repairs	(50,000)	-
Holland Museum Maintenance	(25,000)	-
Pedestrian Lighting	(1,500)	-
	<u>\$ (328,500)</u>	<u>\$ 2,700</u>
Municipal Capital Improvement Projects Total		
<i>***** Street Projects *****</i>		
Projects reducing the need for road maintenance:		
16th Street Resurfacing & Culvert Replacement	(5,500)	-
20th & 21st Street Reconstruction	(2,300)	-
2020 Resurfacing & Crack Sealing	(8,200)	-
	<u>\$ (16,000)</u>	<u>\$ -</u>
Street Projects Total		
Total Impact of Capital Projects on Operating Budgets	<u>\$ (344,500)</u>	<u>\$ 2,700</u>
Net Impact of Capital Projects on Operating Budgets	<u>\$ (341,800)</u>	

Planning costs for future projects - no impact on the operating budgets:

- Redevelopment Planning, Regional Initiatives and Snowmelt Network Expansion / Replacement

Projects considered one time expenditures, with no immediate impact on the operating budget:

- Downtown Wayfinding Signage
- Replace Telephone System
- Civic Center Place, Carpet Squares
- Air Pack Replacement
- Shooting Range Sound Dampening
- City Wide Tree Planting
- Re-Sod Maplewood Youth Complex
- Matt Urban Park, Ball Field Improvements
- Resurface Moran Park Tennis Courts
- Removal of Gates on Pine
- Holland Energy Fund Contribution

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

Almost 80% of wages, fringe benefits and mandatory costs for general city employees are charged to the General Fund. The FY-2021 budgeted changes in major revenues for this fund are:

Property Tax	+ 7.2%
State Revenue Sharing (incl PPT Loss Reimbursement)	+ 5.2%
HBPW Dividend	- 2.0%

In FY-2021 HBPW electric and broadband utility rates will not change, water rates will decrease 1% and wastewater rates will increase 3.6%.

The number of full-time employees for FY-2021 is budgeted to increase by 6.00 FTE. Below is a summary of the groups and funds that will experience a change in staff.

<u>General Fund Group</u>	<u>Position</u>
Management & Administration	+ 1.00
<u>Other Groups / Funds</u>	
Utility Services - HBPW	+ 3.00
Transportation - Centralized Vehicle & Equipment	+ 2.00

Detail for the six (6) new positions in the FY-2021 budget is:
 Assistant City Manager (100% Economic Development & Sustainability),
 Billing Coordinator (100% HBPW),
 Electric Distribution Engineering Specialist (100% HBPW),
 Asset Management Engineer / Specialist (100% HBPW),
 Equipment Mechanic II (100% Centralized Vehicle & Equipment) and an
 Inventory Control Technician (100% Centralized Vehicle & Equipment)

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, fringe benefits and mandatory costs:

<u>Grant</u>	<u>Positions</u>
CDBG	0.80
Public Safety - WEMET	3.00

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - GENERAL FUND

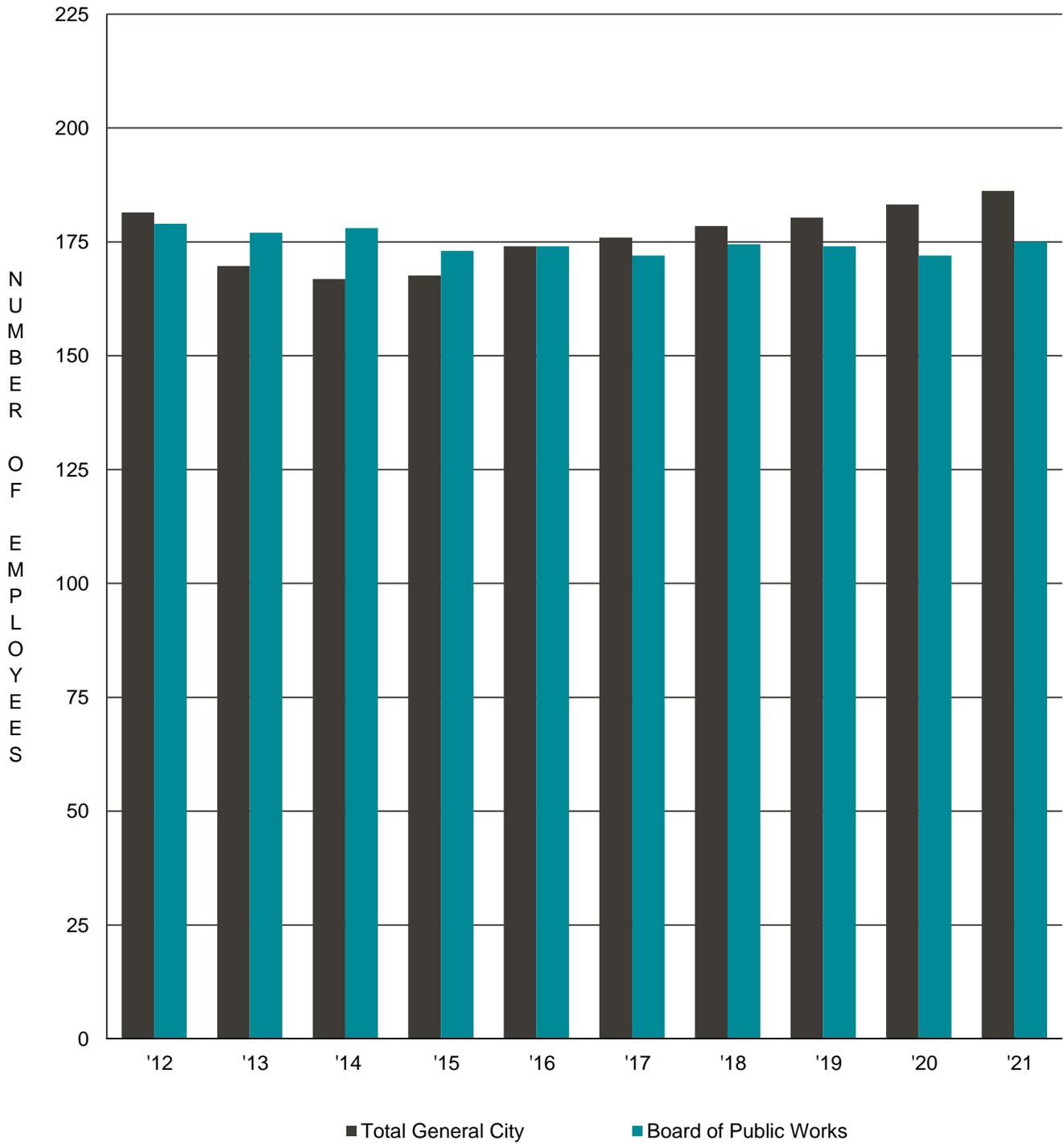
	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>	<u>FY-18</u>	<u>FY-19</u>	<u>FY-20</u>	<u>FY-21</u>
City Council	0.25	0.25	0.25	0.20	0.20	0.20	0.20	0.20	0.20	0.20
City Manager	2.50	2.50	2.35	2.05	1.97	2.05	2.35	2.45	2.45	2.45
Finance	6.15	6.20	6.00	4.50	5.00	5.50	5.50	5.75	6.00	6.00
Property Assessing	5.10	4.10	5.10	5.10	5.10	4.10	4.10	4.10	4.10	4.10
City Clerk	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	2.25	1.25	1.25	1.60	1.60	1.60	2.60	2.60	2.60	2.60
Treasurer	1.90	1.85	1.85	2.35	2.80	2.30	2.30	2.30	1.80	1.80
City Hall & Grounds	1.00	1.00	1.00	1.00	0.60	0.40	0.10	1.15	0.15	0.15
Cemetery	2.90	2.90	2.35	2.35	2.35	2.85	2.85	2.75	3.75	3.75
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	2.60	2.40	1.90	1.90	1.60	1.60	1.60	2.70	2.45	2.45
Public Safety - Management	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	59.00	59.00	58.00	58.00	58.00	58.00	59.00	59.15	60.15	60.15
Public Safety - Fire Division	22.00	19.00	19.00	19.00	19.00	19.00	19.50	20.10	20.10	20.10
Environmental Health & Insp	5.28	4.11	3.31	4.51	4.51	4.36	4.36	4.68	4.88	4.88
Construction Inspections	3.37	3.37	3.42	3.42	5.47	5.82	5.82	6.20	6.50	6.50
Streets Division	18.15	16.10	15.65	15.65	15.65	16.65	16.65	16.66	16.66	16.66
Transp. Mgmt & Engineering	2.60	2.58	2.35	2.35	3.35	3.35	3.35	3.35	3.35	3.35
Community Social Services	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Housing & Neighborhoods	1.05	1.05	1.50	1.90	1.87	1.90	1.90	1.50	0.75	0.75
Economic Development & Sustainability	0.90	0.90	1.10	0.10	0.10	0.10	0.10	0.10	0.10	1.10
Human Relations	1.75	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Admin	1.25	0.39	0.70	0.50	0.50	0.50	0.50	0.50	0.50	0.00
Recreation	3.50	3.45	3.45	3.50	3.50	4.50	5.95	5.66	6.06	6.16
Parks	8.20	7.00	8.15	8.15	9.55	8.25	8.55	7.00	11.00	11.40
Municipal Stadium	0.75	0.00	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	0.77	0.02	0.02
8th Street Market	0.10	0.10	0.10	0.15	0.40	0.10	0.10	0.10	0.10	0.10
Civic Center	1.30	1.30	1.30	1.45	1.45	1.45	0.00	0.00	0.00	0.00
General Fund Total	164.20	151.85	150.13	150.78	155.62	155.63	158.43	158.87	162.77	163.77

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<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>	<u>FY-21</u>
Downtown Public Parking	0.20	0.30	0.15	0.15	0.15	0.55	0.55	0.52	0.52	0.42
Downtown Develop. Authority	1.10	1.45	0.48	0.48	0.45	0.60	0.55	0.60	0.60	0.70
Principal Shopping District	1.90	1.45	2.38	2.53	2.15	0.90	0.95	1.15	0.95	0.95
CATV Public Access Television	0.02	0.20	0.20	0.20	2.20	2.20	2.15	2.10	2.10	2.10
Solid Waste Recycling	0.20	0.87	0.67	0.67	0.67	1.27	1.17	1.27	1.37	1.37
Windmill Island Gardens	2.05	2.00	2.00	2.00	2.00	3.00	3.00	3.08	3.08	3.08
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.20	0.16	0.20	0.30	0.30	0.40	0.40
Civic Center Place	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.20	0.20	0.20
Technology Services	3.98	3.80	3.80	3.60	3.60	4.60	4.35	4.20	4.20	4.20
Centralized Vehicle / Equipment	7.80	7.78	7.00	7.00	7.00	7.00	7.00	7.01	7.01	9.01
Other Funds Total	<u>17.25</u>	<u>17.85</u>	<u>16.67</u>	<u>16.82</u>	<u>18.38</u>	<u>20.32</u>	<u>20.02</u>	<u>21.43</u>	<u>20.43</u>	<u>22.43</u>
General City Total	<u>181.45</u>	<u>169.70</u>	<u>166.80</u>	<u>167.60</u>	<u>174.00</u>	<u>175.95</u>	<u>178.45</u>	<u>180.30</u>	<u>183.20</u>	<u>186.20</u>
Board of Public Works	179.00	177.00	178.00	173.00	174.00	173.00	175.00	174.50	173.00	176.00
Holland Historical Trust	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>
Grand Total	<u>364.45</u>	<u>350.70</u>	<u>350.80</u>	<u>344.60</u>	<u>352.00</u>	<u>352.95</u>	<u>358.45</u>	<u>360.80</u>	<u>363.20</u>	<u>369.20</u>

FULL-TIME EMPLOYMENT TREND



PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS - GENERAL FUND

	<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>	<u>FY-21</u>
City Manager	0.00	0.05	0.10	1.05	1.00	0.85	0.10	0.00	0.05	0.00
Election	0.00	1.20	0.75	1.50	1.50	2.25	0.95	2.10	2.25	2.25
Finance	0.00	0.05	0.00	0.45	0.60	0.80	0.60	0.60	0.60	0.60
Property Assessing	0.70	0.70	0.00	0.00	0.00	0.50	0.55	0.40	0.45	0.50
City Clerk	0.50	0.50	0.70	1.50	1.75	2.50	2.55	2.45	1.85	1.85
Human Resurces	0.00	0.00	0.00	0.00	0.00	0.15	0.40	0.10	0.00	0.00
Treasurer	0.60	0.60	0.60	0.70	0.00	0.00	0.00	0.00	0.00	0.00
City Hall & Grounds	0.05	0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50
Cemetery	2.80	2.95	2.30	2.65	3.05	3.05	2.65	1.95	1.25	1.25
Planning & Zoning	0.20	1.00	0.30	0.30	0.30	0.30	0.30	0.60	0.90	0.80
Public Safety - Management	0.65	0.65	0.65	0.65	0.65	0.75	0.70	0.70	0.70	0.70
Public Safety - Police Division	8.50	8.15	8.20	9.25	8.90	8.90	9.00	9.10	9.15	9.15
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	0.35	0.30	0.10	0.00	0.00	0.00	0.00	0.00	0.00
Construction Inspections	0.65	0.85	0.75	0.75	1.00	1.60	1.40	1.40	1.25	1.35
Streets Division	1.10	1.20	1.20	1.10	1.10	1.05	1.00	1.45	2.55	3.00
Transp. Mgmt & Engineering	0.45	0.35	0.30	0.30	0.30	0.35	0.35	0.35	0.45	0.45
Housing & Neighborhoods	0.65	0.40	0.65	0.65	0.05	0.75	0.80	0.80	0.70	0.70
Economic Development & Sustainability	0.45	0.60	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.30
Human Relations	0.50	0.50	1.10	0.80	0.50	0.50	1.05	1.15	1.15	1.25
Recreation	0.70	0.90	1.20	1.20	1.20	1.25	0.75	0.45	0.65	0.85
Parks	11.55	11.40	11.70	14.15	14.50	14.20	14.00	14.20	14.20	13.90
DeGraaf Nature Center	2.20	2.20	1.80	1.80	1.85	2.15	2.20	0.95	0.35	0.35
8th Street Market	0.90	0.90	1.00	1.05	0.75	0.90	1.10	1.45	1.50	1.50
Civic Center	1.90	1.90	1.85	2.10	1.80	1.35	0.00	0.00	0.00	0.00
General Fund Total	65.15	67.50	65.85	72.05	70.80	74.15	70.45	70.20	70.00	71.25

PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS - OTHER FUNDS

	<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>	<u>FY-21</u>
Downtown Public Parking	0.60	0.75	0.85	0.90	0.85	0.85	0.75	0.75	0.25	0.38
Downtown Develop. Authority	0.40	0.45	0.60	0.65	0.65	0.65	0.35	0.45	0.55	0.42
Principal Shopping District	0.95	2.50	1.40	1.35	1.35	0.70	0.70	0.75	0.75	0.75
CATV Public Access Television	0.00	1.40	1.40	1.40	0.20	0.45	0.90	0.85	0.85	0.85
Solid Waste Recycling	0.70	0.70	0.70	0.70	0.70	0.00	0.00	0.00	0.05	1.00
Windmill Island Gardens	11.10	11.10	11.10	11.40	11.70	11.80	11.35	12.00	13.00	13.50
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.35	0.35	0.35	0.35	0.35	0.50	0.50
Public Transp Facilities & Mgmt	0.35	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	1.00	1.15	1.15	1.70	1.75	1.70	1.65	1.55	2.10	2.10
Other Funds Total	15.10	18.20	17.20	18.45	17.55	16.50	16.05	16.70	18.05	19.50
General City Total	80.25	85.70	83.05	90.50	88.35	90.65	86.50	86.90	88.05	90.75
Holland Historical Trust	2.36	2.36	1.76	1.32	1.83	1.85	1.85	2.35	1.92	2.67
Grand Total	82.61	88.06	84.81	91.82	90.18	92.50	88.35	89.25	89.97	93.42

PERSONNEL WORKSHEET

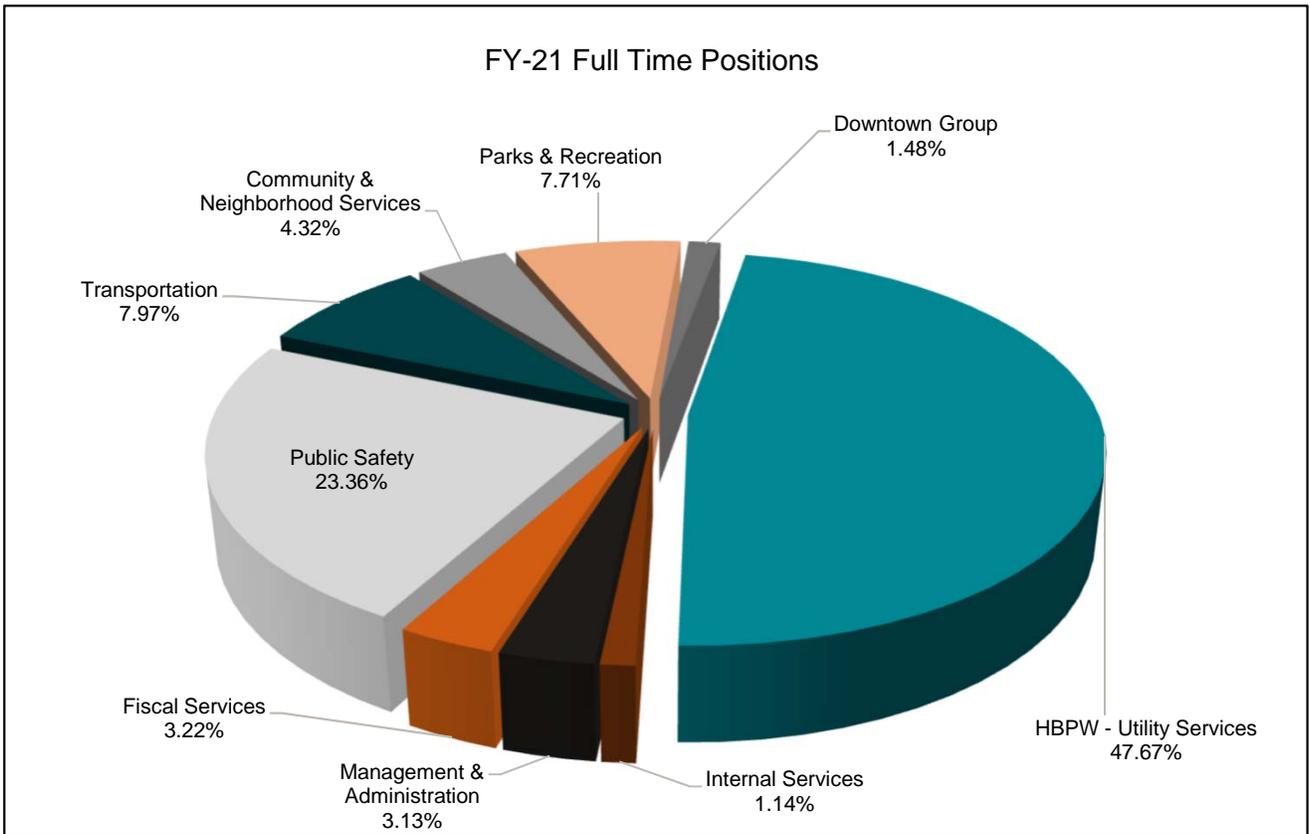
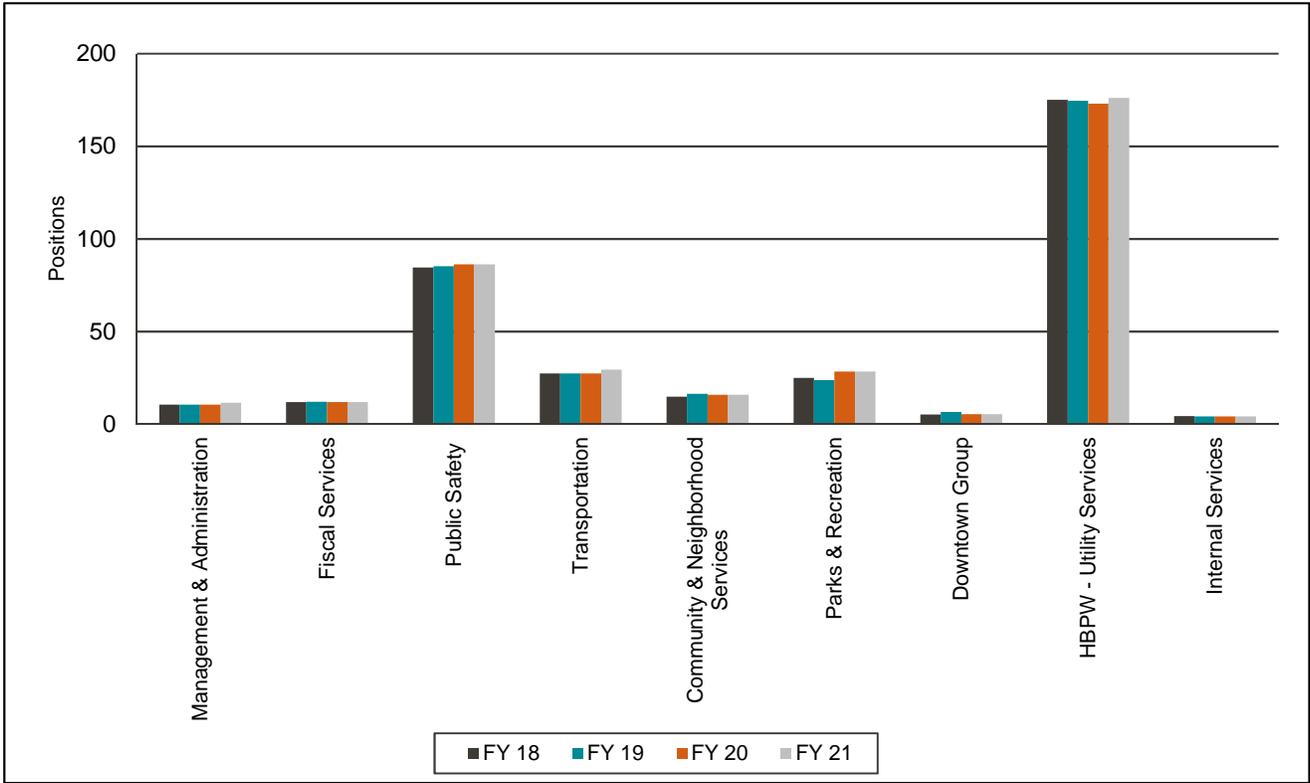
FULL TIME POSITIONS

GROUP	POSITIONS			FY 21	
	FY 18	FY 19	FY 20	POSITIONS	PERCENT
Management & Administration	10.50	10.55	10.55	11.55	3.13%
Fiscal Services	11.90	12.15	11.90	11.90	3.22%
Public Safety	84.50	85.25	86.25	86.25	23.36%
Transportation	27.30	27.32	27.42	29.42	7.97%
Community & Neighborhood Services	14.85	16.35	15.95	15.95	4.32%
Parks & Recreation	24.90	23.83	28.48	28.48	7.71%
Downtown Group	5.15	6.65	5.45	5.45	1.48%
HBPW - Utility Services	175.00	174.50	173.00	176.00	47.67%
Internal Services	4.35	4.20	4.20	4.20	1.14%
TOTAL	358.45	360.80	363.20	369.20	100.00%

FUND	POSITIONS			FY 21	
	FY 18	FY 19	FY 20	POSITIONS	PERCENT
General Operating	158.43	158.87	162.77	163.77	44.36%
Downtown Public Parking	0.55	0.52	0.52	0.42	0.11%
Mainstreet/DDA	0.55	0.60	0.60	0.70	0.19%
Principal Shopping District	0.95	1.15	0.95	0.95	0.26%
CATV Public Access Television	2.15	2.10	2.10	2.10	0.57%
Solid Waste Recycling	1.17	1.27	1.37	1.37	0.37%
Windmill Island Gardens	3.00	3.08	3.08	3.08	0.83%
Municipal Airport Facilities Management	0.30	0.30	0.40	0.40	0.11%
Civic Center Place	0.00	1.20	0.20	0.20	0.05%
HBPW - Utility Services	175.00	174.50	173.00	176.00	47.67%
Technology Services	4.35	4.20	4.20	4.20	1.14%
Centralized Vehicle / Equipment	7.00	7.01	7.01	9.01	2.44%
Holland Historical Trust	5.00	6.00	7.00	7.00	1.90%
TOTAL	358.45	360.80	363.20	369.20	100.00%

PERSONNEL CHART PRESENTATION

TOTAL FULL-TIME POSITIONS BY GROUP



PERSONNEL WORKSHEET

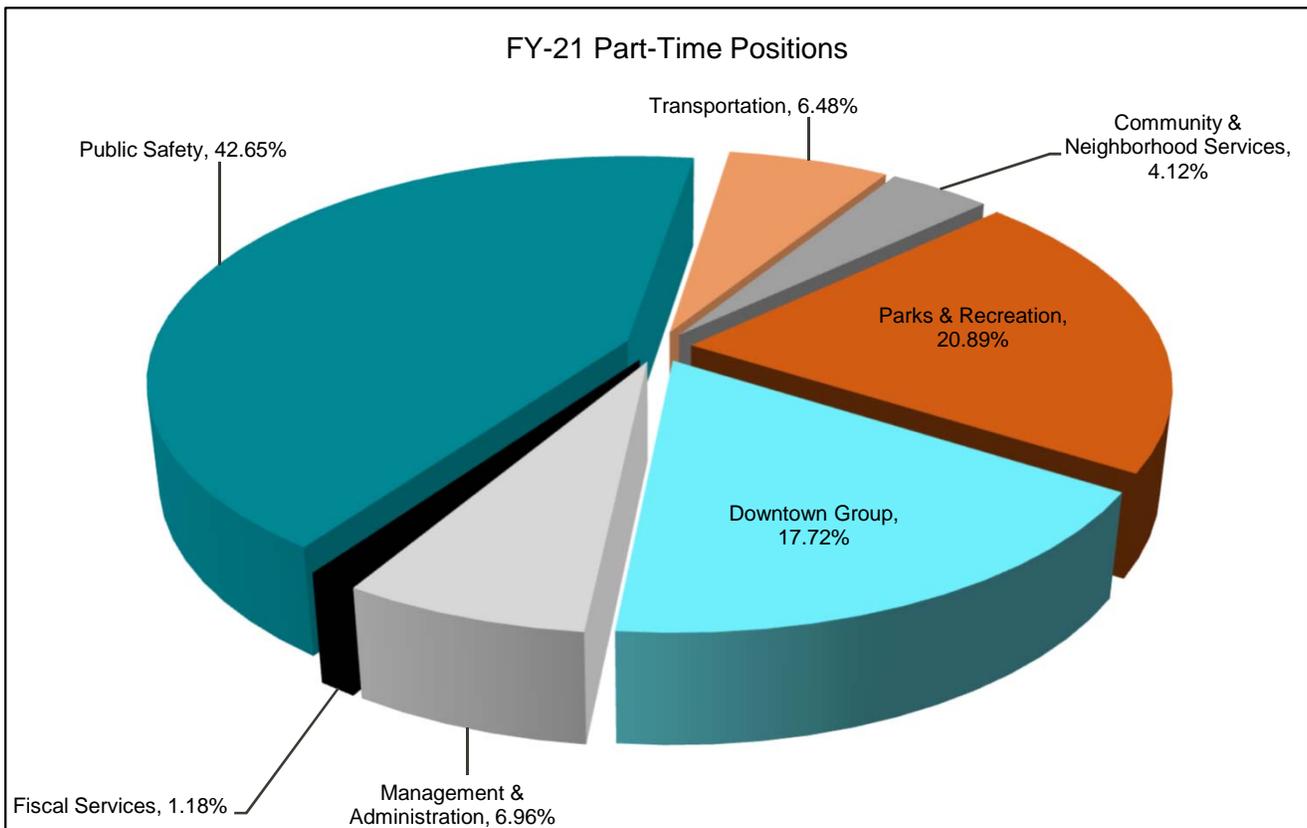
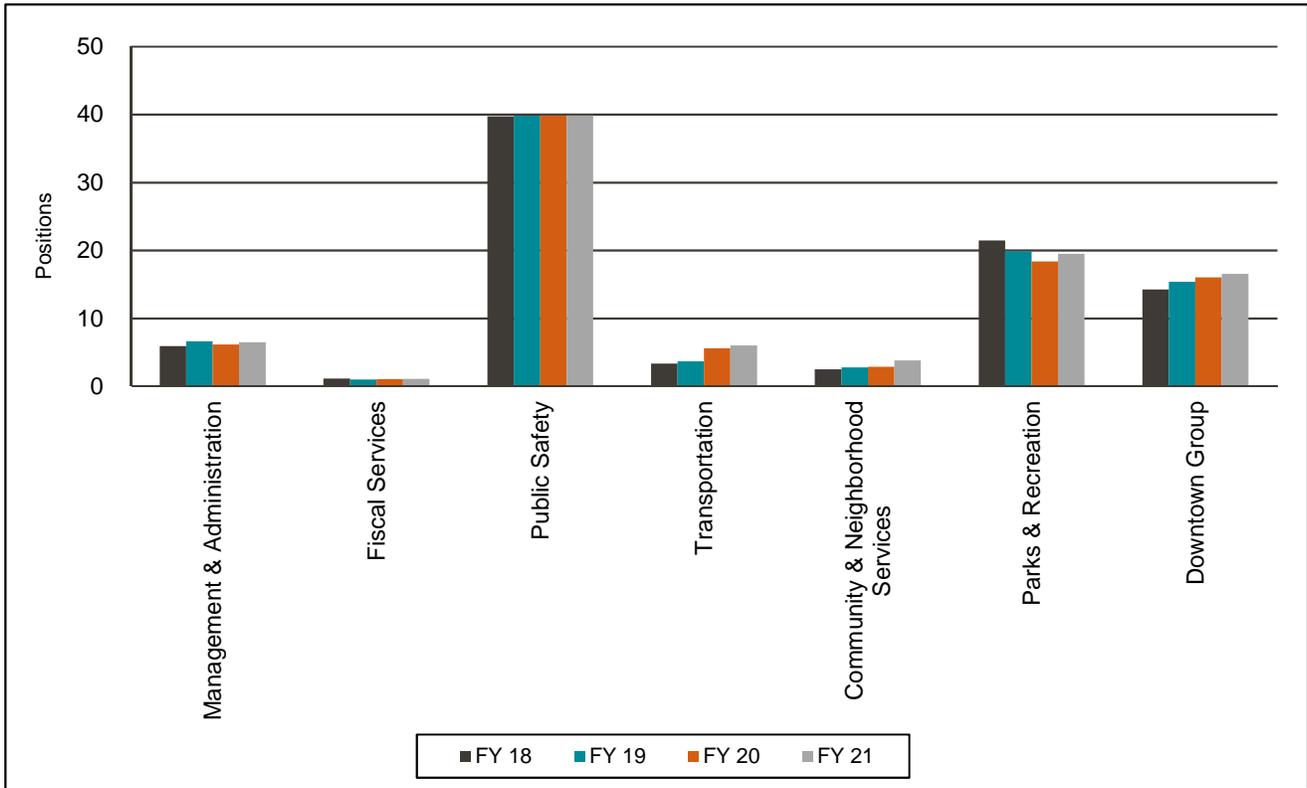
PART TIME POSITIONS

GROUP	POSITIONS			FY 21	
	FY 18	FY 19	FY 20	POSITIONS	PERCENT
Management & Administration	5.95	6.65	6.15	6.50	6.96%
Fiscal Services	1.15	1.00	1.05	1.10	1.18%
Public Safety	39.70	39.80	39.85	39.85	42.65%
Transportation	3.35	3.70	5.60	6.05	6.48%
Community & Neighborhood Services	2.50	2.80	2.90	3.85	4.12%
Parks & Recreation	21.45	19.90	18.37	19.52	20.89%
Downtown Group	14.25	15.40	16.05	16.55	17.72%
TOTAL	88.35	89.25	89.97	93.42	100.00%

FUND	POSITIONS			FY 21	
	FY 18	FY 19	FY 20	POSITIONS	PERCENT
General Operating	70.45	70.20	70.00	71.25	76.27%
Downtown Public Parking	0.75	0.75	0.25	0.38	0.40%
Downtown Development Authority	0.35	0.45	0.55	0.42	0.45%
Downtown Principal Shopping District	0.70	0.75	0.75	0.75	0.80%
CATV Public Access Television	0.90	0.85	0.85	0.85	0.91%
Solid Waste Recycling	0.00	0.00	0.05	1.00	1.07%
Windmill Island Gardens	11.35	12.00	13.00	13.50	14.45%
Municipal Airport Facilities Mgmt	0.35	0.35	0.50	0.50	0.54%
Centralized Vehicle / Equipment	1.65	1.55	2.10	2.10	2.25%
Holland Historical Trust	1.85	2.35	1.92	2.67	2.86%
TOTAL	88.35	89.25	89.97	93.42	100.00%

PERSONNEL CHART PRESENTATION

TOTAL PART-TIME POSITIONS BY GROUP



MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<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	9.20	9.20	9.20	9.20
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	0.95	0.95	0.95	0.95
Assistant City Manager	-	0.50	0.50	0.50
Assistant to City Manager	0.40	-	-	-
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	2.35	2.45	2.45	2.45
*** PART TIME ***				
Technical Assistant	0.10	-	0.05	-
Total Full & Part Time FTE	2.45	2.45	2.50	2.45
<u>ELECTION</u>				
*** PART TIME ***				
Clerical Assistant	0.95	2.10	2.25	2.25
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Executive Assistant I	1.00	-	-	-
Department Assistant I	-	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00

MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>CITY CLERK</u>				
*** PART TIME ***				
Elections Coordinator	-	0.70	0.70	0.70
Clerical Assistant	2.05	1.25	0.65	0.65
Customer Service Rep	0.50	0.50	0.50	0.50
Total Part-Time	<u>2.55</u>	<u>2.45</u>	<u>1.85</u>	<u>1.85</u>
Total Full & Part Time FTE	<u>4.55</u>	<u>4.45</u>	<u>3.85</u>	<u>3.85</u>
 <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	1.00
Executive Assistant I	0.60	0.60	0.60	0.60
Total Full Time	<u>2.60</u>	<u>2.60</u>	<u>2.60</u>	<u>2.60</u>
*** PART TIME ***				
Intern	0.40	0.10	-	-
Total Full & Part Time FTE	<u>3.00</u>	<u>2.70</u>	<u>2.60</u>	<u>2.60</u>
 <u>BOARDS AND COMMISSIONS</u>				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
 <u>ECONOMIC DEVELOPMENT & SUSTAINABILITY</u>				
*** FULL TIME ***				
Executive Assistant IV	0.10	0.10	0.10	0.10
Assistant City Manager	-	-	-	1.00
Total Full Time	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>1.10</u>
*** PART TIME ***				
Sustainability & Education Coordinator	-	-	-	0.30
Total Full & Part Time FTE	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>1.40</u>

MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Human/International Relations Coord	1.00	1.00	1.00	1.00
*** PART TIME ***				
Administrative Aide	0.45	0.50	0.50	0.60
Youth Services Coordinator	0.60	0.65	0.65	0.65
Total Part-Time	1.05	1.15	1.15	1.25
Total Full & Part Time FTE	2.05	2.15	2.15	2.25
<u>CABLE TV PUBLIC ACCESS</u>				
*** FULL TIME ***				
Assistant City Manager	-	0.10	0.10	0.10
Assistant to City Manager	0.15	-	-	-
Multi-Media Specialist	2.00	2.00	2.00	2.00
Total Full Time	2.15	2.10	2.10	2.10
*** PART TIME ***				
Multi-Media Intern	0.20	0.15	0.15	0.15
Public Information Coordinator	0.70	0.70	0.70	0.70
Total Part-Time	0.90	0.85	0.85	0.85
Total Full & Part Time FTE	3.05	2.95	2.95	2.95
<u>MANAGEMENT & ADMINISTRATIVE TOTAL</u>				
Full Time	10.50	10.55	10.55	11.55
Part Time	5.95	6.65	6.15	6.50
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	25.45	26.20	25.70	27.05

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<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	-	0.25	1.00	1.00
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	5.75	6.00	6.00
*** PART TIME ***				
Municipal Accountant II	0.60	0.60	0.60	0.60
Total Full & Part Time FTE	6.10	6.35	6.60	6.60
<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	2.00
Appraiser I	2.00	-	-	-
Departmental Assistant I	1.00	-	-	-
Departmental Assistant II	-	1.00	1.00	1.00
Total Full Time	4.10	4.10	4.10	4.10
*** PART TIME ***				
Appraiser Trainee	0.55	0.40	0.45	0.50
Total Full & Part Time FTE	4.65	4.50	4.55	4.60

FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
<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 I	0.50	0.50	-	-
Account Clerk / Cashier	1.15	1.15	1.15	1.15
Total Full Time	<u>2.30</u>	<u>2.30</u>	<u>1.80</u>	<u>1.80</u>
 <u>FISCAL SERVICES TOTAL</u>				
Full Time	11.90	12.15	11.90	11.90
Part Time	<u>1.15</u>	<u>1.00</u>	<u>1.05</u>	<u>1.10</u>
Total Full & Part Time FTE	<u>13.05</u>	<u>13.15</u>	<u>12.95</u>	<u>13.00</u>

PUBLIC SAFETY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<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	0.70	0.70	0.70	0.70
Total Full & Part Time FTE	6.70	6.70	6.70	6.70
<u>POLICE DIVISION</u>				
*** FULL TIME ***				
Police Sergeant	15.00	15.00	15.00	15.00
Computer Crimes investigator	1.00	1.00	1.00	1.00
Police Officer	35.00	35.00	36.00	36.00
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	0.15	0.15	0.15
Facility Maintenance Technician	1.00	1.00	1.00	1.00
Total Full Time	59.00	59.15	60.15	60.15
*** 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	1.80	1.80	1.80
School Crossing Guards	1.10	1.15	1.20	1.20
General Maintenance Worker	0.70	0.70	0.70	0.70
Total Part Time	9.00	9.10	9.15	9.15
Total Full & Part Time FTE	68.00	68.25	69.30	69.30

PUBLIC SAFETY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>FIRE DIVISION</u>				
*** FULL TIME ***				
Training & Safety Officer	0.50	1.00	1.00	1.00
Fire Marshall	0.00	1.00	1.00	1.00
Fire Lieutenant	7.00	6.00	6.00	6.00
Firefighter	12.00	12.00	12.00	12.00
Facilities / Irrigation Supervisor	0.00	0.10	0.10	0.10
Total Full Time	19.50	20.10	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	49.50	50.10	50.10	50.10
 <u>PUBLIC SAFETY TOTAL</u>				
Full Time	84.50	85.25	86.25	86.25
Part-Paid Fire (Not @ F.T.E.)	30.00	30.00	30.00	30.00
Part Time	9.70	9.80	9.85	9.85
Total Full & Part Time FTE	124.20	125.05	126.10	126.10

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
<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	0.01
Total Full Time	<u>16.65</u>	<u>16.66</u>	<u>16.66</u>	<u>16.66</u>
*** PART TIME ***				
Maintenance	<u>1.00</u>	<u>1.45</u>	<u>2.55</u>	<u>3.00</u>
Total Full & Part Time FTE	<u>17.65</u>	<u>18.11</u>	<u>19.21</u>	<u>19.66</u>
<u>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>0.45</u>	<u>0.45</u>
Total Full & Part Time FTE	<u>3.70</u>	<u>3.70</u>	<u>3.80</u>	<u>3.80</u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** FULL TIME ***				
Recycling Sustainability Coordinator	<u>0.30</u>	<u>0.30</u>	<u>0.40</u>	<u>0.40</u>

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** PART TIME ***				
Communications Assistant	0.35	0.35	0.25	0.25
Department Assistant	-	-	0.25	0.25
Total Part Time	<u>0.35</u>	<u>0.35</u>	<u>0.50</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>0.65</u></u>	<u><u>0.65</u></u>	<u><u>0.65</u></u>	<u><u>0.65</u></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	5.00
Inventory Control Technician	-	-	-	1.00
Facilities / Irrigation Supervisor	-	0.01	0.01	0.01
Total Full Time	<u>7.00</u>	<u>7.01</u>	<u>7.01</u>	<u>9.01</u>
*** PART TIME ***				
Administrative Aide I	0.70	0.60	0.70	0.70
Mechanic Assistant	0.95	0.95	1.40	1.40
Total Part Time	<u>1.65</u>	<u>1.55</u>	<u>2.10</u>	<u>2.10</u>
Total Full & Part Time FTE	<u><u>8.65</u></u>	<u><u>8.56</u></u>	<u><u>9.11</u></u>	<u><u>11.11</u></u>
 <u>TRANSPORTATION TOTAL</u>				
Full Time	27.30	27.32	27.42	29.42
Part Time	<u>3.35</u>	<u>3.70</u>	<u>5.60</u>	<u>6.05</u>
Total Full & Part Time FTE	<u><u>30.65</u></u>	<u><u>31.02</u></u>	<u><u>33.02</u></u>	<u><u>35.47</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>PLANNING & ZONING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	-	-	0.25	0.25
Asst Community & Nghbr Svcs Director	-	0.10	0.10	0.10
Senior Planner	1.00	1.00	1.00	1.00
Municipal Planner	-	1.00	0.50	0.50
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>2.70</u>	<u>2.45</u>	<u>2.45</u>
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.40	0.40
Intern	-	0.20	0.20	0.40
Sustainability & Education Coordinator	-	0.10	0.30	-
Total Part-Time	<u>0.30</u>	<u>0.60</u>	<u>0.90</u>	<u>0.80</u>
Total Full & Part Time FTE	<u><u>1.90</u></u>	<u><u>3.30</u></u>	<u><u>3.35</u></u>	<u><u>3.25</u></u>
<u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	-	0.30	0.30	0.30
Building Inspector / Zoning Administrator	0.40	0.40	0.40	0.40
Housing Inspector II	1.88	0.90	0.90	0.90
Housing Inspector I	1.00	2.00	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	0.50	0.50
Total Full Time	<u><u>4.36</u></u>	<u><u>4.68</u></u>	<u><u>4.88</u></u>	<u><u>4.88</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
City Manager	0.05	0.05	0.05	0.05
Community & Nghbr Svcs Director	-	-	0.30	0.30
Asst Community & Nghbr Svcs Director	-	0.40	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	0.10	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>6.20</u>	<u>6.50</u>	<u>6.50</u>
*** PART TIME ***				
Clerical Assistant	0.90	0.90	0.65	0.90
Building Inspector	-	-	0.10	0.20
Customer Service Rep	0.50	0.50	0.50	0.25
Total Part Time	<u>1.40</u>	<u>1.40</u>	<u>1.25</u>	<u>1.35</u>
Total Full & Part Time FTE	<u><u>7.22</u></u>	<u><u>7.60</u></u>	<u><u>7.75</u></u>	<u><u>7.85</u></u>
<u>HOUSING & NEIGHBORHOODS</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	1.00	1.00	0.25	0.25
Asst Community & Nghbr Svcs Director	-	0.10	0.10	0.10
Housing & Neighborhood Specialist	0.50	-	-	-
Department Assistant I	0.40	0.40	0.40	0.40
Total Full Time	<u>1.90</u>	<u>1.50</u>	<u>0.75</u>	<u>0.75</u>
*** PART TIME ***				
Technical Assistant	0.80	0.80	0.70	0.70
Total Full & Part Time FTE	<u><u>2.70</u></u>	<u><u>2.30</u></u>	<u><u>1.45</u></u>	<u><u>1.45</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	-	-	0.20	0.20
Asst Community & Nghbr Svcs Director	-	0.10	0.10	0.10
Recycling Sustainability Coordinator	0.70	0.70	0.60	0.60
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>1.17</u>	<u>1.27</u>	<u>1.37</u>	<u>1.37</u>
*** PART TIME ***				
Customer Service Rep	-	-	-	0.25
Sustainability & Education Coordinator	-	-	0.05	0.75
Total Part Time	<u>-</u>	<u>-</u>	<u>0.05</u>	<u>1.00</u>
Total Full & Part Time FTE	<u><u>1.17</u></u>	<u><u>1.27</u></u>	<u><u>1.42</u></u>	<u><u>2.37</u></u>
 <u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	14.85	16.35	15.95	15.95
Part Time	<u>2.50</u>	<u>2.80</u>	<u>2.90</u>	<u>3.85</u>
Total Full & Part Time FTE	<u><u>17.35</u></u>	<u><u>19.15</u></u>	<u><u>18.85</u></u>	<u><u>19.80</u></u>

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	-	1.00	-	-
Facilities / Irrigation Supervisor	-	0.15	0.15	0.15
Irrigation Tech/Facilities Coordinator	0.10	-	-	-
Total Full Time	0.10	1.15	0.15	0.15
*** PART TIME ***				
General Maintenance Worker	-	-	-	0.50
Total Full & Part Time FTE	0.10	1.15	0.15	0.65
 <u>CEMETERY</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Deputy Parks & Recreation Director	-	-	0.50	0.50
Supervisor	0.50	0.50	0.50	0.50
Facilities / Irrigation Supervisor	-	0.05	0.05	0.05
Irrigation Tech/Facilities Coordinator	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	0.50
Department Assistant I	-	-	0.50	0.50
Total Full Time	2.85	2.75	3.75	3.75
*** PART TIME ***				
Clerical Assistant	0.70	0.70	-	-
Grounds Maintenance	1.95	1.25	1.25	1.25
Total Part Time	2.65	1.95	1.25	1.25
Total Full & Part Time FTE	5.50	4.70	5.00	5.00
 <u>PARKS & RECREATION ADMINISTRATION</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	-
Departmental Assistant II	0.10	0.10	0.10	-
Total Full Time	0.50	0.50	0.50	-

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Recreation Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00
Departmental Assistant II	0.90	0.90	0.90	1.00
Event Coordinator	-	0.60	1.00	1.00
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	0.16
Irrigation Tech/Facilities Coordinator	0.05	-	-	-
Total Full Time	<u>5.95</u>	<u>5.66</u>	<u>6.06</u>	<u>6.16</u>
*** PART TIME ***				
Recreation Program Assistant	-	0.10	0.50	0.60
Recreation Officials Coordinator	0.05	-	-	-
Clerical Assistant	0.70	0.35	0.15	0.25
Total Part Time	<u>0.75</u>	<u>0.45</u>	<u>0.65</u>	<u>0.85</u>
Total Full & Part Time FTE	<u><u>6.70</u></u>	<u><u>6.11</u></u>	<u><u>6.71</u></u>	<u><u>7.01</u></u>
 <u>PARKS</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.80
Deputy Parks & Recreation Director	-	-	0.50	0.50
Supervisor	1.50	1.50	1.50	1.50
Facilities / Irrigation Supervisor	-	0.10	0.10	0.10
Irrigation Tech/Facilities Coordinator	0.65	-	-	-
Irrigation Technician	-	-	1.00	1.00
Tree Trimmer I	1.00	1.00	2.00	2.00
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	0.50
Department Assistant I	-	-	0.50	0.50
Facilities Technician	1.00	-	1.00	1.00
Total Full Time	<u>8.55</u>	<u>7.00</u>	<u>11.00</u>	<u>11.40</u>

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>PARKS</u>				
*** PART TIME ***				
Grounds Maintenance	10.25	10.00	10.00	9.70
Tree Trimmer	2.35	2.25	2.25	2.25
Gardener	1.00	1.55	1.55	1.55
Security Maintenance	0.40	0.40	0.40	0.40
Total Part Time	<u>14.00</u>	<u>14.20</u>	<u>14.20</u>	<u>13.90</u>
Total Full & Part Time FTE	<u><u>22.55</u></u>	<u><u>21.20</u></u>	<u><u>25.20</u></u>	<u><u>25.30</u></u>
 <u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	0.35	-	-
Staff Naturalist	0.95	0.40	-	-
Facilities / Irrigation Supervisor	-	0.02	0.02	0.02
Total Full Time	<u>1.95</u>	<u>0.77</u>	<u>0.02</u>	<u>0.02</u>
*** PART TIME ***				
Grounds Maintenance	0.35	0.35	0.35	0.35
Educational Assistant	0.70	0.20	-	-
Naturalist	1.15	0.40	-	-
Total Part Time	<u>2.20</u>	<u>0.95</u>	<u>0.35</u>	<u>0.35</u>
Total Full & Part Time FTE	<u><u>4.15</u></u>	<u><u>1.72</u></u>	<u><u>0.37</u></u>	<u><u>0.37</u></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	1.00
Volunteer and Tour Coordinator	1.00	1.00	1.00	1.00
Education & Outreach Manager	1.00	1.00	1.00	1.00
Development/Communications Manager	-	1.00	1.00	1.00
Total Full Time	<u>5.00</u>	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>HOLLAND HISTORICAL TRUST</u>				
*** PART TIME ***				
Museum Attendant	0.60	0.60	0.75	0.75
Facility Manager	0.20	0.30	0.30	0.30
Facilities / Maintenance	0.30	0.30	0.37	0.37
Visitor Services Coordinator	0.75	0.75	-	-
Archives Assistant	-	0.40	0.50	0.50
Social Media Assistant	-	-	-	0.25
Development Assistant	-	-	-	0.50
Total Part Time	1.85	2.35	1.92	2.67
Total Full & Part Time FTE	6.85	8.35	8.92	9.67
 <u>PARKS & RECREATION TOTAL</u>				
Full Time	24.90	23.83	28.48	28.48
Part Time	21.45	19.90	18.37	19.52
Total Full & Part Time FTE	46.35	43.73	46.85	48.00

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
*** PART TIME ***				
Market Master	0.55	0.55	0.55	0.55
Market Assistant	0.05	0.35	0.35	0.35
Marketing Coordinator	0.25	0.20	0.20	0.20
Event Coordinator	0.10	0.15	0.15	0.15
Event Planning Intern	0.05	0.05	0.10	0.10
Market Ambassador	0.10	0.15	0.15	0.15
Total Part Time	1.10	1.45	1.50	1.50
Total Full & Part Time FTE	1.20	1.55	1.60	1.60
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Downtown Development Coordinator	0.50	0.50	0.50	0.40
Facilities / Irrigation Supervisor	-	0.02	0.02	0.02
Irrigation Tech/Facilities Coordinator	0.05	-	-	-
Total Full Time	0.55	0.52	0.52	0.42
*** PART TIME ***				
Clerical Assistant	0.25	0.25	0.25	0.38
Parking Ambassador	0.50	0.50	-	-
Total Part-Time	0.75	0.75	0.25	0.38
Total Full & Part Time FTE	1.30	1.27	0.77	0.80
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
Assistant City Manager	-	0.05	0.05	0.05
Assistant to City Manager	0.05	-	-	-
Downtown Development Coordinator	0.50	0.50	0.50	0.60
Facilities / Irrigation Supervisor	-	0.05	0.05	0.05
Total Full Time	0.55	0.60	0.60	0.70

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** PART TIME ***				
Clerical Assistant	0.25	0.35	0.40	0.27
Maintenance	0.10	0.10	0.15	0.15
Total Part-Time	0.35	0.45	0.55	0.42
Total Full & Part Time FTE	0.90	1.05	1.15	1.12
 <u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Assistant City Manager	-	0.05	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	-	-
Total Full Time	0.95	1.15	0.95	0.95
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Event Coordinator	0.25	0.35	0.35	0.35
Event Staff	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	0.70	0.75	0.75	0.75
Total Full & Part Time FTE	1.65	1.90	1.70	1.70
 <u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Assistant City Manager	-	0.05	0.05	0.05
Windmill Island Development Manager	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	-	0.03	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	3.08	3.08	3.08

DOWNTOWN GROUP

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>WINDMILL ISLAND GARDENS</u>				
*** PART TIME ***				
Tulip Time Worker	0.65	0.65	0.70	0.70
Tour Guide	3.00	3.00	3.25	3.25
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	5.55	6.85	6.85
Clerical Assistant	1.75	1.75	1.00	1.00
Program Assistant	-	0.35	0.50	1.00
Total Part Time	11.35	12.00	13.00	13.50
Total Full & Part Time FTE	14.35	15.08	16.08	16.58
 <u>CIVIC CENTER PLACE</u>				
*** FULL TIME ***				
Assistant City Manager	-	0.05	0.05	0.05
Facilities / Irrigation Supervisor	-	0.15	0.15	0.15
Sr Building Custodian	-	1.00	-	-
Total Full Time	-	1.20	0.20	0.20
 <u>DOWNTOWN GROUP TOTAL</u>				
Full Time	5.15	6.65	5.45	5.45
Part Time	14.25	15.40	16.05	16.55
Total Full & Part Time FTE	19.40	22.05	21.50	22.00

UTILITY SERVICES - ELECTRIC

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>ELECTRIC PRODUCTION</u>				
*** FULL TIME ***				
Electric Production Engineer	1.00	1.00	1.00	1.00
Electric Production Engineering Supervisor	-	-	-	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
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⁾	11.00	11.00	11.00	11.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility - Electric Production	2.00	1.00	1.00	1.00
Education and Visitor Programs Specialist ⁽²⁾	1.00	1.00	-	-
Electric Production Lead I & C Technician ⁽³⁾	1.00	1.00	1.00	-
Environmental and Regulatory Specialist ⁽⁴⁾	1.00	1.00	-	-
Regulatory Compliance Specialist ⁽⁴⁾	1.00	1.00	-	-
Total Full Time	33.00	32.00	29.00	29.00

⁽¹⁾ Includes apprentices in this job classification.

⁽²⁾ Moved to Utility Services - Customer Solutions in January 2020.

⁽³⁾ Replaced with Engineering Supervisor classification.

⁽⁴⁾ Moved to Business Services in January 2020.

UTILITY SERVICES - ELECTRIC

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<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	2.00	2.00	3.00
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	1.00
System Operations Technician	6.00	6.00	6.00	6.00
Vegetation Management Technician	1.00	1.00	1.00	1.00
Total Full Time	29.00	29.00	29.00	30.00
ELECTRIC UTILITY TOTAL	62.00	61.00	58.00	59.00

⁽¹⁾ Includes apprentices in this job classification.

UTILITY SERVICES - WATER & WASTERWATER

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>WATER RECLAMATION (WASTEWATER TREATMENT)</u>				
*** FULL TIME ***				
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician ⁽²⁾	1.70	1.70	1.70	1.65
Lead Maintenance - WRF	1.00	1.00	1.00	1.00
Lead Plant Operator - WRF	-	1.00	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	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	-	-	-
Laboratory Analyst	1.00	-	-	-
Utility II - WWTP	1.00	-	-	-
Total Full Time	19.30	18.30	18.30	18.25
 <u>WATER TREATMENT</u>				
*** FULL TIME ***				
Industrial Electrician ⁽²⁾	1.10	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	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	-	-	-
Total Full Time	11.50	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: 65% WRF; 10% WTP; 25% W/WW Services.

UTILITY SERVICES - WATER & WASTERWATER

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Asset Management Engineer / Specialist	-	-	-	1.00
Engineering Field Technician	3.00	3.00	2.00	2.00
GIS Specialist	1.00	1.00	1.00	1.00
Industrial Electrician ⁽¹⁾	0.20	0.20	0.20	0.25
Lead Service and Maintenance	3.00	3.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Service and Maintenance ⁽²⁾	8.00	7.00	8.00	8.00
Service Supervisor	1.00	1.00	1.00	1.00
Service Technician	-	1.00	3.00	3.00
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
Total Full Time	<u>21.20</u>	<u>21.20</u>	<u>22.20</u>	<u>23.25</u>
WATER & WASTEWATER UTILITY TOTAL	<u><u>52.00</u></u>	<u><u>51.00</u></u>	<u><u>52.00</u></u>	<u><u>53.00</u></u>

⁽¹⁾ One Industrial Electrician is allocated: 65% WRF; 10% WTP; 25% W/WW Services.

⁽²⁾ Includes apprentices in this job classification.

UTILITY SERVICES - BOARDBAND

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>BROADBAND SERVICES</u> ⁽¹⁾				
*** FULL TIME ***				
Broadband Services Superintendent ⁽²⁾	-	-	1.00	1.00
Network Engineer	-	-	1.00	1.00
Network Specialist	-	-	1.00	1.00
Outside Plant (OSP) Engineer	-	-	1.00	1.00
Systems Specialist	-	-	1.00	1.00
BROADBAND UTILITY TOTAL	-	-	5.00	5.00

⁽¹⁾ Removed from Information Technology Department and created as own "utility" in January 2020.

⁽²⁾ Prior to restructuring was Broadband Services Manager.

UTILITY SERVICES - ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
ADMINISTRATION				
*** FULL TIME ***				
Administrative Specialist	1.00	1.00	1.00	1.00
Communications Specialist ⁽¹⁾	-	-	1.00	1.00
General Manager	1.00	1.00	1.00	1.00
Operations Director	1.00	1.00	1.00	1.00
Planning Engineer ⁽²⁾	-	-	1.00	1.00
Planning Engineer Manager ⁽²⁾	-	-	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	8.00	8.00
BUSINESS SERVICES - HUMAN RESOURCES & REGULATORY COMPLIANCE				
*** FULL TIME ***				
Business Services Director	1.00	1.00	1.00	1.00
Environmental & Regulatory Specialist ⁽³⁾	-	-	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
Records Management Coordinator	1.00	1.00	1.00	1.00
Safety & Regulatory Compliance Manager ⁽⁴⁾	-	-	1.00	1.00
Safety Program Coordinator	-	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Administrative Assistant - Business Services	0.50	-	-	-
Planning Engineer ⁽⁵⁾	2.00	2.00	-	-
Planning Engineer Manager ⁽⁵⁾	1.00	1.00	-	-
Total Full Time	8.50	9.00	8.00	8.00

⁽¹⁾ Moved from Customer Solutions in January 2020.

⁽²⁾ Moved from Business Services in January 2020.

⁽³⁾ Moved from Electric Production in January 2020.

⁽⁴⁾ Moved from Electric Production; replaced discontinued Regulatory Compliance Specialist in January 2020.

⁽⁵⁾ Moved to Administration - Operations in January 2020.

UTILITY SERVICES - ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>BUSINESS SERVICES - INFORMATION TECHNOLOGY</u> ⁽¹⁾				
*** FULL TIME ***				
Business Systems Specialist	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 ⁽²⁾	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
Programmer / Analyst	1.00	1.00	1.00	1.00
Broadband Services Superintendent ⁽³⁾	1.00	1.00	-	-
Network Engineer ⁽³⁾	1.00	1.00	-	-
Network Specialist ⁽³⁾	1.00	1.00	-	-
Outside Plant (OSP) Engineer ⁽³⁾	1.00	1.00	-	-
Systems Specialist ⁽³⁾	1.00	1.00	-	-
Technology Director ⁽⁴⁾	1.00	1.00	-	-
Total Full Time	13.00	13.00	7.00	7.00
<u>BUSINESS SERVICES - WAREHOUSE & FACILITIES</u> ⁽¹⁾				
*** FULL TIME ***				
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
Warehouse & Facilities Manager	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
Buyer ⁽⁵⁾	1.00	1.00	-	-
Procurement Specialist ⁽⁵⁾	1.00	1.00	-	-
Total Full Time	9.00	9.00	7.00	7.00

⁽¹⁾ Department was consolidated with Business Services in January 2020.

⁽²⁾ Budgeted at 150% in FY21 to allow for succession overlap prior to incumbent retirement.

⁽³⁾ Moved to Broadband Services Utility in January 2020.

⁽⁴⁾ Position discontinued following consolidation with Business Services.

⁽⁵⁾ Moved to Finance in January 2020.

UTILITY SERVICES - ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
CUSTOMER SOLUTIONS				
*** FULL TIME ***				
Billing Coordinator ⁽¹⁾	-	-	1.00	2.00
Community Energy Services Manager	1.00	1.00	1.00	1.00
Conservation Programs Specialist	1.00	1.00	1.00	1.00
Customer Programs Coordinator	1.00	2.00	2.00	2.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	6.00	6.00	6.00	6.00
Customer Solutions Senior Manager	-	-	1.00	1.00
Education and Visitor Programs Specialist ⁽²⁾	-	-	1.00	1.00
Energy Efficiency Engineer	1.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Meter Information Systems Specialist	1.00	1.00	1.00	1.00
Customer Communications Specialist ⁽³⁾	1.00	1.00	-	-
Administrative Assistant - Conservation Programs	0.50	0.50	0.50	0.50
Total Full Time	14.50	15.50	17.50	18.50

⁽¹⁾ Moved from Finance in January 2020.

⁽²⁾ Moved from Electric Production in January 2020.

⁽³⁾ Moved to Administration in January 2020.

UTILITY SERVICES - ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 18	FY 19	FY 20	FY 21
<u>FINANCE & ACCOUNTING</u>				
*** FULL TIME ***				
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	1.00	1.00
Buyer ⁽¹⁾	-	-	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	4.00	3.00	3.00
Payroll Specialist	1.00	1.00	1.00	1.00
Procurement Specialist ⁽²⁾	-	-	1.00	1.00
Billing Coordinator	2.00	1.00	-	-
Billing & Payroll Specialist	-	-	0.50	0.50
Total Full Time	<u>11.00</u>	<u>11.00</u>	<u>10.50</u>	<u>10.50</u>
 ADMINISTRATION & GENERAL TOTAL	 <u>61.00</u>	 <u>62.50</u>	 <u>58.00</u>	 <u>59.00</u>

⁽¹⁾ Moved from Business Services - Warehouse & Facilities in January 2020.

⁽²⁾ Moved to Customer Solutions in January 2020.

UTILITY SERVICES TOTAL

Full Time	<u>175.00</u> ⁽¹⁾	<u>174.50</u> ⁽²⁾	<u>173.00</u> ⁽³⁾	<u>176.00</u>
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⁽¹⁾ Actual staffing, FY18 budget included 176.5 positions.

⁽²⁾ Actual staffing, FY19 budget included 176.5 positions.

⁽³⁾ FY20 budget included 173.5 positions.

INTERNAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Assistant City Manager	0.00	0.20	0.20	0.20
Assistant to City Manager	0.35	0.00	0.00	0.00
Technology Services Manager	0.00	1.00	1.00	1.00
Sr Network Systems Specialist	1.00	1.00	1.00	1.00
Network Systems Specialist	1.00	0.00	0.00	0.00
Technical Support - GIS	1.00	1.00	1.00	1.00
Technology Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
 Total Full Time	 <u><u>4.35</u></u>	 <u><u>4.20</u></u>	 <u><u>4.20</u></u>	 <u><u>4.20</u></u>

CAPITAL OUTLAY

MANAGEMENT & ADMINISTRATION

	New (N) Replace (R)	Approved Amount
CABLE TV PUBLIC ACCESS FUND		
Controlled Items - Capital Type (244-848-721740.CAP)		
Mirrorless Still Photo Camera	N	4,000
V-mount Batteries and Charger	R	2,000
Tripod Heads	R	1,000
Total		\$ 7,000

	New (N) Replace (R)	Approved Amount
CABLE TV PUBLIC ACCESS FUND		
Capital Outlay - Equipment & Machinery (244-848-730977.0)		
Live Production Cameras	R	18,500
Skycam Additions / Replacements	R	7,000
Total		\$ 25,500

CAPITAL OUTLAY

PUBLIC SAFETY

	New (N) Replace (R)	Approved Amount
POLICE SERVICES - GENERAL FUND		
Controlled Items - Capital Type (101-345-33-721740.CAP)		
3 - X2 Taser with Holster	R	5,778
Cartridges and Batteries for Tasers	R	800
Simunition Training Rifle Equipment	R	2,240
2 - Lifeloc Breath Alcohol Tester	R	550
2 - Dual Antenna Radar Unit	R	3,100
AED for Cruiser	N	1,000
4 - Motor Unit Helmet	R	1,984
Soundoff Side Lighting for Cruisers	N	10,000
10 - Tactical Team Ballistic Vest	R	21,000
2 - Community Policing Recon Power Bike	R	<u>6,000</u>
	Total	<u>\$ 52,452</u>

CAPITAL OUTLAY

PUBLIC SAFETY

	New (N) Replace (R)	Approved Amount
FIRE SERVICES - GENERAL FUND		
Controlled Items - Capital Type (101-345-36-721740.CAP)		
10 - Turn Out Gear	R	33,000
5 - VHR Pager	R	2,325
Replacement Hose	R	10,000
22 - Mattress for Dorms	R	15,576
Low Pressure Nozzles	R	16,500
2 - Flammable Storage Cabinets	N	2,000
6 - UHF Portable Radio	R	3,660
7 - Leatherman Shears	N	490
Total		<u>\$ 83,551</u>

	New (N) Replace (R)	Approved Amount
FIRE SERVICES - GENERAL FUND		
Capital Outlay - Buildings & Structures (101-345-36-730975.0)		
Vehicle Exhaust Ventilation Drop	N	<u>12,000</u>
Total		<u>\$ 12,000</u>
Capital Outlay - Equipment & Machinery (101-345-36-730977.0)		
Battery Poweed Extrication Tools	R	35,000
Gear Dryer	N	<u>9,500</u>
Total		<u>\$ 44,500</u>
Grand Total		<u>\$ 56,500</u>

CAPITAL OUTLAY

TRANSPORTATION

	New (N) Replace (R)	Approved Amount
CENTRALIZED VEHICLE / EQUIPMENT FUND		
Controlled Items - Capital Type (661-591-A-CAP)		
Chain Saw	R	600
Parts Storage - Cabinets / Drawers	R	5,000
Air Tools	R	2,500
4 - Z Mower (Buy Back Group #1)	R	5,000
4 - Z Mower (Buy Back Group #2)	R	5,000
1 - Z Mower (Buy Back Group #3)	R	1,200
Backpack Blower	R	600
Compactor Pole Style	R	3,500
Salt Box for Truck #315	R	5,000
Lube Reels - East Hoist Bay	N	4,300
Additional Workstation & Tools	N	10,000
		<hr/>
	Total	<u>\$ 42,700</u>

	New (N) Replace (R)	Approved Amount
CENTRALIZED VEHICLE / EQUIPMENT FUND		
Capital Outlay - Equipment & Machinery (661-591-A-730977.0)		
Sewer Camera (with Software)	R	158,000
Shop Floor Schrubber	R	19,000
Mt. Angle Broom	R	7,500
Refurbish Dump Truck #107	R	8,500
Gator	N	14,000
Toolcat with Attachments	N	68,000
		<hr/>
	Total	<u>\$ 275,000</u>

CAPITAL OUTLAY
TRANSPORTATION

	New (N) Replace (R)	Approved Amount
CENTRALIZED VEHICLE / EQUIPMENT FUND		
Capital Outlay - Vehicles (661-591-A-730981.0)		
Plow Truck	R	168,000
4 x 4 Truck with Plow	R	38,000
4 - Police AWD SUV	R	186,000
2 - Detective Bureau Car ⁽¹⁾	R	58,000
4 x 4 Pickup	N	33,000
Total		<u>\$ 483,000</u>
Grand Total		<u>\$ 758,000</u>

⁽¹⁾ Cost includes Hybrid Option; this option is included in the Economic Development & Sustainability budget.

CAPITAL OUTLAY

COMMUNITY & NEIGHBORHOOD SERVICES

	New (N) Replace (R)	Approved Amount
CONSTRUCTION INSPECTIONS - GENERAL FUND		
Capital Outlay - Vehicles (101-371-5-730981.0)		
2 - SUV AWD ⁽¹⁾	N	48,000
Total		\$ 48,000

⁽¹⁾ Cost includes Hybrid Option; this option is included in the Economic Development & Sustainability budget.

CAPITAL OUTLAY

COMMUNITY & NEIGHBORHOOD SERVICES

	New (N) Replace (R)	Approved Amount
<hr/>		
SOLID WASTE RECYCLING FUND		
Controlled Items - Capital Type (514-529-721740.CAP)		
10,000 - 96 Gallon Recycling Carts	N	600,000
1,010 - Garbage Carts	R	64,000
		<hr/>
	Total	<u>\$ 664,000</u>

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
CITY HALL & GROUNDS - GENERAL FUND		
Controlled Items - Capital Type (101-265-721740.CAP)		
Battery Back Pack Blower	N	800
Total		\$ 800

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
CEMETERIES - GENERAL FUND		
Controlled Items - Capital Type (101-276-721740.CAP)		
2 - Backpack Blower	R	1,300
4 - Weed Whip	R	1,900
1 - Gator Mount Blower	N	4,000
Total		\$ 7,200

	New (N) Replace (R)	Approved Amount
CEMETERY PERPETUAL CARE FUND		
Capital Outlay - Machinery & Equipment (150-276-730977.0)		
Casket Lowering Device ⁽¹⁾	R	5,100
Total		\$ 5,100

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
RECREATION - GENERAL FUND		
Controlled Items - Capital Type (101-753-6-721740.CAP)		
Chlorine Injection System - Bouws Pool	N	4,000
Office Update	N	4,000
2 - Basketball Goals	N	3,600
2 - Lifeguard Stand - Bouws Pool	R	5,500
Total		<u>\$ 17,100</u>

	New (N) Replace (R)	Approved Amount
RECREATION - GENERAL FUND		
Capital Outlay - Equipment & Machinery (101-753-6-730977.0)		
ADA Lift - Bouws Pool	N	5,000
Total		<u>\$ 5,000</u>

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
PARKS - GENERAL FUND		
Controlled Items - Capital Type (101-754-721740.CAP)		
3 - Chainsaw	R	1,680
7 - Weed Whip	R	3,010
4 - Backpack Blower	R	2,560
2 - Walk Behind Mower	R	2,500
1 - Pole Hedge Trimmer	N	700
1 - Gator Mounted Leaf Vac	R	3,700
Playground Mulch	R	8,000
Total		\$ 22,150

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
DEGRAAF NATURE CENTER - GENERAL FUND		
Controlled Items - Capital Type (101-759-721740.CAP)		
Boardwalk	R	4,000
Total		\$ 4,000

	New (N) Replace (R)	Approved Amount
DEGRAAF NATURE CENTER - GENERAL FUND		
Capital Outlay - Buildings & Structures (101-759-730975.0)		
Flooring	R	7,000
Total		\$ 7,000

CAPITAL OUTLAY
PARKS & RECREATION

	New (N) Replace (R)	Approved Amount
HOLLAND HISTORICAL TRUST FUND		
Controlled Items - Capital Type		
Video Cameras	R	2,200
Sound Mixer for Spark!Lab	N	1,100
10 - 6' Table	N	500
8 - 8' Table	N	720
10 - Hi Top Table	N	500
Fire Suppression	N	10,000
Create Toddler Area in Spart!Lab	N	395
Spark!Lab Projector	N	4,200
		19,615
Total		\$ 19,615

CAPITAL OUTLAY

DOWNTOWN GROUP

	New (N) Replace (R)	Approved Amount
--	------------------------	--------------------

DOWNTOWN DEVELOPMENT AUTHORITY FUND

Controlled Items - Capital Type (237-730-721740.CAP)

2 - Trash Receptacle

N

1,500

Total

\$ 1,500

CAPITAL OUTLAY

DOWNTOWN GROUP

	New (N) Replace (R)	Approved Amount
--	------------------------	--------------------

PRINCIPAL SHOPPING DISTRICT FUND

Controlled Items - Capital Type (238-729-721740.CAP)

iMAC Computer for Marketing Coordinator

R

3,000

Total

\$ 3,000

CAPITAL OUTLAY

DOWNTOWN GROUP

	New (N) Replace (R)	Approved Amount
WINDMILL ISLAND GARDENS FUND		
Controlled Items - Capital Type (545-758-721740.CAP)		
Move Community Garden	N	4,000
Total		\$ 4,000

	New (N) Replace (R)	Approved Amount
WINDMILL ISLAND GARDENS FUND		
Capital Outlay - Land Improvements (545-758-730974.0)		
Mitigate Effects of High Water Level	N	50,000
Interpretive Plan Implementation	N	7,500
Refurbish Little Netherlands Area	R	10,000
Total		67,500
Capital Outlay - Buildings & Structures (545-758-730975.0)		
Remodel Food Service Area	R	10,000
Capital Outlay - Equipment & Machinery (545-758-730977.0)		
Organ Refurbishment	R	17,000
Grand Total		\$ 94,500

CAPITAL OUTLAY

INTERNAL SERVICES

	New (N) Replace (R)	Approved Amount
TECHNOLOGY SERVICES FUND		
Controlled Items - Capital Type (636-258-721740.CAP)		
Two Factor Authentication Software	N	1,200
AutoCad Civil 3D	R	2,200
39 - PC Replacements	R	54,600
3 - PC Upgrades (CNS)	N	4,800
iMac (Marketing Coordinator)	N	3,000
1 - Mobile Computer Terminal (Fire)	N	4,000
Total		<u>\$ 69,800</u>
Controlled Items - Capital Type (636-887-721740.CAP)		
Multi-Function Copier	R	6,000
Total		<u>\$ 6,000</u>
TECHNOLOGY SERVICES FUND		
Capital Outlay - Equipment & Machinery (636-258-730977.0)		
Server	R	10,000
Switches	R	10,000
Time Clock (Parks Department)	N	8,000
Camera System (City Hall)	N	10,000
Total		<u>\$ 38,000</u>
Capital Outlay - Equipment & Machinery (636-887-730977.0)		
Multi-Function Copier	R	7,000
Grand Total		<u>\$ 45,000</u>

CAPITAL OUTLAY

INTERNAL SERVICES

	New (N) Replace (R)	Approved Amount
<hr/>		
EMPLOYEE HEALTH & DENTAL INSURANCE FUND		
Controlled Items - Capital Type (678-877-WPC-721740.CAP)		
Stairmaster (Fire) ⁽¹⁾	N	2,500
Various Wellness Equipment (City Hall)	R	<u>2,500</u>
Total		<u>\$ 5,000</u>

⁽¹⁾ Total purchase price of the Stairmaster is \$7,000, the remaining \$4,500 will be paid for by the Fire Division training budget.

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, 2020

DEBT LIMITATION AT JULY 1, 2020

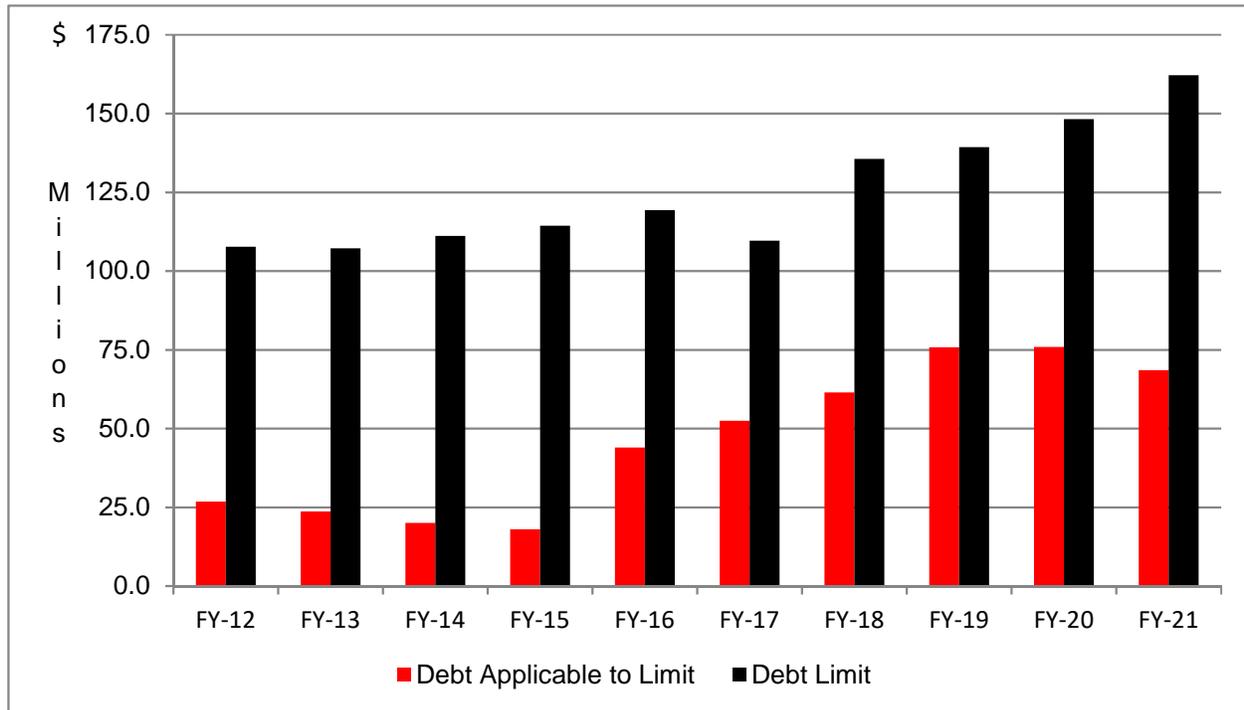
Total State Equalized Value Across All Property Classifications	\$ 1,621,686,150
Percentage Limit of Total Value (In Accordance with the City Charter)	10%
Debt Limitation	\$ 162,168,615

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2020

Total Bonded Debt at July 1, 2020 (excludes Capital Leases)	\$ 220,047,769
Less the Following:	
- Debt Items Not Subject to Limitation :	
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(150,500,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2020:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	(1,022,013)
Debt Amount Applicable to Debt Limitation	\$ 68,525,756

AVAILABLE LEGAL DEBT MARGIN AT JULY 1, 2020

Debt Limitation Minus Debt Applicable to Limitation Equals Available Legal Debt Margin	\$ 93,642,859
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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 @ 07/01/20	
		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	2,090,000	566,310
Capital Improvements, Series 2018	Brownfield Capture	09-06-18	05-01-43	3.438195%	7,000,000	3,796,616	7,000,000	3,419,469
Total Act 34 Capital Improv. Issues					11,000,000	6,736,086	9,090,000	3,985,779
Pension Obligation, Series 2015 Issue	Property Taxation & Utility Funds	11-18-15	12-01-25	2.862191%	25,000,000	4,039,168	15,710,000	1,539,238
Act 99 Installment Purchase Agrmt	Property Taxation	02-25-16	06-01-26	2.190000%	3,000,000	374,331	1,877,769	136,318
Refunding Issue, Series 2016	Property Taxation	08-18-16	04-01-22	1.460000%	6,975,000	365,511	3,590,000	52,560
Civic Center Issue, Series 2016A	Property Taxation	12-08-16	08-01-26	2.275000%	3,475,000	905,063	3,475,000	530,369
Civic Center Issue, Series 2016B	Property Taxation	12-08-16	02-01-37	0.980000%	9,835,000	1,195,445	9,310,000	953,244
Pension Obligation, Series 2018 Issue	Property Taxation	01-18-18	06-01-40	3.693426%	19,890,000	9,397,453	18,600,000	7,825,906
Total Governmental Funds					79,175,000	23,013,057	61,652,769	15,023,414
<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	6,645,000	625,400
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	3,965,000	640,995
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	76,393,866
Sewage Disposal Series 2015 Bond	Wastewater Fund	04-15-15	06-01-35	2.75640%	9,500,000	3,175,265	7,895,000	2,015,790
Total Board of Public Works Issues					184,106,500	103,140,430	158,395,000	79,676,051
Total Enterprise Funds					184,106,500	103,140,430	158,395,000	79,676,051
Grand Total					263,281,500	126,153,487	220,047,769	94,699,465

CAPITAL PROJECTS

GROUP SUMMARY

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 5,048,051	\$ 6,019,625	\$ 5,261,952	\$ 5,420,346	\$ 5,617,976
Special Assessments	7,781	7,360	7,360	7,360	-
Interest & Rents					
* Investment Income	17,079	37,360	36,000	36,026	10,000
* Special Assessment Interest	1,243	809	405	405	-
Other	1,935,391	1,902,747	1,897,891	1,897,891	1,893,736
Transfers In	428,548	1,260,966	601,529	603,344	703,164
TOTAL SOURCES	\$ 7,438,093	\$ 9,228,867	\$ 7,805,137	\$ 7,965,372	\$ 8,224,876

FUNDING USES -

Other Current Expenditures -

* Other	\$ 1,198	\$ 2,797	\$ 500	\$ 500	\$ 500
Debt Service Payments -					
* Principal	5,122,517	6,778,621	6,084,790	6,084,790	5,891,171
* Interest	1,719,130	1,995,438	2,098,784	2,097,534	1,969,433
Transfers Out	838,000	8,500	8,000	8,531	-
TOTAL USES	\$ 7,680,845	\$ 8,785,356	\$ 8,192,074	\$ 8,191,355	\$ 7,861,104

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (242,752)	\$ 443,511	\$ (386,937)	\$ (225,983)	\$ 363,772
ENDING BALANCE -					
- General Municipal Long-Term Debt	\$ 439,667	\$ 883,484	\$ 496,782	\$ 658,241	\$ 1,022,013
- Special Assessment Long-Term Debt	1,046	740	505	-	-
TOTAL FUND EQUITY	\$ 440,713	\$ 884,224	\$ 497,287	\$ 658,241	\$ 1,022,013

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

DEBT SERVICE

GENERAL OBLIGATION DEBT SERVICE - TAXATION & CONTROL FUND

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 5,048,051	\$ 6,019,625	\$ 5,261,952	\$ 5,420,346	\$ 5,617,976
Interest & Rents -					
* Investment Income	16,918	37,272	36,000	36,000	10,000
Other	1,935,391	1,902,747	1,897,891	1,897,891	1,893,736
Transfers In	428,548	1,260,966	601,529	603,344	703,164
TOTAL SOURCES	\$ 7,428,908	\$ 9,220,610	\$ 7,797,372	\$ 7,957,581	\$ 8,224,876

FUNDING USES -

Other Current Expenditures -

* Other	\$ 1,198	\$ 2,797	\$ 500	\$ 500	\$ 500
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Debt Service Payments -

* Principal - 2015 Pension Bond	2,300,000	2,335,000	2,380,000	2,380,000	2,435,000
* Interest & Fees - 2015 Pension Bond	575,699	540,780	494,761	494,761	439,959
* Principal - Act 34 Capital Improvement	130,000	1,000,000	120,000	120,000	135,000
* Interest & Fees - Act 34 Capital Improv	148,690	110,110	96,265	96,265	91,465
* Principal - Act 34 Streets	660,000	685,000	715,000	715,000	-
* Interest & Fees - Act 34 Streets	54,600	34,248	12,190	12,190	-
* Principal - 2016A Civic Center Bond	-	-	-	-	195,000
* Interest & Fees - 2016A Civic Center Bond	134,319	120,938	120,938	120,938	118,744
* Principal - 2016B Civic Center Bond	175,000	175,000	175,000	175,000	275,000
* Interest & Fees - 2016B Civic Center Bond	403,890	361,309	355,826	355,826	351,242
* Principal - 2016 Refunding Bond	120,000	1,510,000	1,755,000	1,755,000	1,785,000
* Interest & Fees - 2016 Refunding Bond	100,959	89,060	65,976	65,226	39,384
* Principal - 2018 Pension Bond	-	640,000	650,000	650,000	670,000
* Interest & Fees - 2018 Pension Bond	218,396	683,933	670,468	670,218	654,535
* Building Authority Rent Payment	1,484,413	138,855	-	-	-
* Energy Performance Payment	335,681	335,681	335,681	335,681	335,681
* Principal - 2018 Capital Improvement	-	-	-	-	100,000
* Interest & Fees - 2018 Capital Improvement	-	-	236,469	236,219	234,594
Transfers Out	830,000	-	-	-	-

TOTAL USES	\$ 7,672,845	\$ 8,762,711	\$ 8,184,074	\$ 8,182,824	\$ 7,861,104
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (243,937)	\$ 457,899	\$ (386,702)	\$ (225,243)	\$ 363,772
TOTAL FUND EQUITY	\$ 425,585	\$ 883,484	\$ 496,782	\$ 658,241	\$ 1,022,013

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO) - BUILDING AUTHORITY CONSTRUCTION BONDS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents -

* General Obligation Debt Service - Taxes	\$ 1,484,413	\$ 138,855	\$ -	\$ -	-
* Investment Income	161	63	-	-	-

TOTAL SOURCES	\$ 1,484,574	\$ 138,918	\$ -	\$ -	-
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FUNDING USES -

Debt Service Payments -

* Principal	\$ 1,460,000	\$ 150,000	\$ -	\$ -	-
* Interest & Fees	24,413	3,000	-	-	-

TOTAL USES	\$ 1,484,413	\$ 153,000	\$ -	\$ -	-
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 161	\$ (14,082)	\$ -	\$ -	-
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TOTAL FUND EQUITY	\$ 14,082	\$ -	\$ -	\$ -	-
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DEBT SERVICE

SPECIAL ASSESSMENT BOND - 2006A

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 7,781	\$ 7,360	\$ 7,360	\$ 7,360	\$ -
Interest & Rents -					
* General Obligation Debt Service - Taxes	1,243	809	405	405	-
* Investment Income	-	25	-	26	-
TOTAL SOURCES	\$ 9,024	\$ 8,194	\$ 7,765	\$ 7,791	\$ -

FUNDING USES -

Transfers Out	\$ 8,000	\$ 8,500	\$ 8,000	\$ 8,531	\$ -
TOTAL USES	\$ 8,000	\$ 8,500	\$ 8,000	\$ 8,531	\$ -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,024	\$ (306)	\$ (235)	\$ (740)	\$ -
TOTAL FUND EQUITY	\$ 1,046	\$ 740	\$ 505	\$ -	\$ -

DEBT SERVICE

ACT 99 PURCHASE AGREEMENT - ENERGY PERFORMANCE BONDS

Description	FY-2018 Final Actual	FY-2019 Final Actual	FY-2020 Amended Budget	FY-2020 Final Revised Est.	FY-2021 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents -

* General Obligation Debt Service - Taxes	\$ 335,681	\$ 335,681	\$ 335,681	\$ 335,681	\$ 335,681
TOTAL SOURCES	\$ 335,681				

FUNDING USES -

Debt Service Payments -

* Principal	\$ 277,517	\$ 283,621	\$ 289,790	\$ 289,790	\$ 296,171
* Interest & Fees	58,164	52,060	45,891	45,891	39,510
TOTAL USES	\$ 335,681				

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL FUND EQUITY	\$ -				

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 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>
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>\$ 2,090,000</u>	<u>\$ 566,310</u>	<u>\$ 2,656,310</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>
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>\$ 15,710,000</u>	<u>\$ 1,539,238</u>	<u>\$ 17,249,238</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>
2020-21	1,785,000	39,384	1,824,384
2021-22	1,805,000	13,177	1,818,177
Total	<u>\$ 3,590,000</u>	<u>\$ 52,560</u>	<u>\$ 3,642,560</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>
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>\$ 1,877,769</u>	<u>\$ 136,318</u>	<u>\$ 2,014,087</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>
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>\$ 530,369</u>	<u>\$ 4,005,369</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>
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>\$ 9,310,000</u>	<u>\$ 953,244</u>	<u>\$ 10,263,244</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>
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>\$ 18,600,000</u>	<u>\$ 7,825,906</u>	<u>\$ 26,425,906</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>
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	<u>\$ 7,000,000</u>	<u>\$ 3,419,469</u>	<u>\$ 10,419,469</u>

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>
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>\$ 6,645,000</u>	<u>\$ 625,400</u>	<u>\$ (11,975)</u>	<u>\$ 7,258,425</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>
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	<u>375,000</u>	<u>6,687</u>		<u>381,687</u>
Total	<u>\$ 3,965,000</u>	<u>\$ 640,995</u>	<u>\$ -</u>	<u>\$ 4,605,995</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>
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>\$ 76,393,866</u>	<u>\$ -</u>
			<u>\$ 216,283,866</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>
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>\$ 7,895,000</u>	<u>\$ 2,015,790</u>	<u>\$ -</u>	<u>\$ 9,910,790</u>

NOTE: The amounts listed above are 50% of the entire bond. Entire bond = \$19,000,000

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 ensuring 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:

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).

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

PPT – Personal Property Tax

PSD – Principal Shopping District

SCBA – Self Contained Breathing Apparatus

SEV – State Equalized Value

TIF – Tax Increment Financing

WMAA – West Michigan Airport Authority

WRF – Water Reclamation Facility

WTP – Water Treatment Plant

W / WW – Water and Wastewater

WEMET – West Michigan Enforcement Team