

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For The Fiscal Year
July 1, 2005 - June 30, 2006

Adopted 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

for

Holland City Council

Albert McGeehan

Jerome Kobes

Linda Falstad

Myron Trethewey

Victor Orozco

Craig Rich

Robert VandeVusse

Kurt Dykstra

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

CITY OF HOLLAND ANNUAL BUDGET FY-2006

TABLE OF CONTENTS

INTRODUCTION & FINANCIAL OVERVIEW

Introductory Table	1
Organization Mission / Action Plan Process.....	2 - 4
Organizational Chart	5
City Manager's Budget Message	6 - 21
Location Map	22
Population Trends and Demographics	23 - 24
Trends of Significant Revenues	25 - 30
Financial Policies and Guidelines	31 - 36
Budget Events by Calendar Month	37 - 39
Annual Budget Resolution	40 - 42

PROPERTY TAXES

Taxable Valuations - by Property Classifications	43
Taxable Valuations - by School Districts and Counties	44
Taxable Valuations - by Property Types	45 - 48
Taxable Valuations - Brownfield Tax Increment Financing	49 - 50
Taxable Valuations - After Abatements, Exemptions, and T.I.F.'s.....	51
Property Tax Levy - Millage Rates and Millage Amounts	52
1% Property Tax Administration Fee	53
Downtown Development Authority - Taxable Valuations and Tax Levy	54
Supplemental Information - History and Trends of Millage Rate Levies.....	55 - 56
Supplemental Information - Ten Largest Taxpayers	57

FUND SUMMARIES

Introductory Table	58
Funds by Type with Approved Appropriations	59
Governmental Funds - Summaries of Revenues, Expenditures, and Fund Equities	60 - 62
Component Units - Summary of Revenues, Expenditures, and Fund Equities	63
Proprietary Funds - Summaries of Revenues, Expenses, Fund Equities, Reserves, Etc	64 - 68
All Funds - Highest Level Summary Budget of Financing Sources and Applications	69 - 71
Fund Types - Summary of Budgeted Financing Sources, Uses, and Fund Equities	72 - 73
Governmental Fund Types - Budget Summary of Financing Sources, Uses, and Fund Equities ...	74 - 76
Enterprise Fund Types - Budget Summary of Financing Sources, Uses, and Fund Equities	77
Internal Service Funds - Budget Summary of Financing Sources, Uses, and Fund Equities	78

**CITY OF HOLLAND
ANNUAL BUDGET FY-2006**

TABLE OF CONTENTS

GENERAL FUND SUMMARY

Introductory Table	79
Fund Summary	80
Funding Sources	81 - 83
Funding Uses	84 - 87

SERVICE GROUPS OVERVIEW

Financial Summary of All Service Groups	88 - 91
---	---------

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

Introduction	92 - 93
Financial Summary of Management & Administrative Services Group	94
General Fund Departments or Activities:	
- City Council	95 - 101
- City Manager	102 - 104
- Elections/Voter Registration	105 - 107
- City Attorney	108 - 109
- City Clerk	110 - 112
- Human Resources	113 - 116
- Volunteer Services	117 - 119
- Contingencies	120 - 121
CATV - Public Access TV Fund (Special Revenue Fund)	122 - 125
Property Acquisition Fund (Special Revenue Fund)	126 - 127

FISCAL SERVICES GROUP

Introduction	128 - 129
Financial Summary of Fiscal Services Group	130
General Fund Departments or Activities:	
- Finance	131 - 133
- Treasurer	134 - 136
- Independent Audit	137 - 139
- Property Assessing	140 - 142
- Procurement / Purchasing	143 - 144
- Insurance - Unallocated	145 - 146
- Transfers to Other Funds	147

CITY OF HOLLAND
ANNUAL BUDGET FY-2006

TABLE OF CONTENTS

FISCAL SERVICES GROUP - continued

Contested Assessments Fund (Special Revenue Fund)	148 - 149
Budget Stabilization Fund (Special Revenue Fund)	150 - 151
Revolving Cash Assistance Fund (Special Revenue Fund)	152 - 153
Specified Donations Fund (Special Revenue Fund)	154 - 155
City Hall Employees Benefit Fund (Special Revenue Fund)	156 - 157
Municipal Improvements Cash Control Fund (History Of FY2003 Only)	158
(Beginning FY2004, This Fund Is Included in Capital Project Funds Budget Section)	

PUBLIC SAFETY SERVICES GROUP

Introduction	159 - 160
Financial Summary of Public Safety Group	161

POLICE DIVISION

Financial Summary of Police Division	162
General Fund Departments or Activities:	
- Police Department	163 - 168
Police Criminal Justice Training Fund (Special Revenue Fund)	169
Police Community Relations Fund (Special Revenue Fund)	170 - 171
Public Safety Grant Funds - Combined Measurements	172
Anti-Drug Abuse Act W.E.M.E.T. Grant Fund (Special Revenue Fund)	173
Community Policing (COPS) Grant Fund (History of FY2003 Only)	174
Office of Highway Safety Planning (OHSP) Grant Fund (Special Revenue Fund)	175
Local Law Enforcement Block Grant Fund (Special Revenue Fund)	176
Homeland Security Grant Fund (History of FY2005 Only)	177
Police Employees Benefit Fund (Special Revenue Fund)	178 - 179

FIRE DIVISION

Financial Summary of Fire Division	180
General Fund Departments or Activities:	
- Fire Department	181 - 185
FEMA Firefighters Grant Fund (Special Revenue Fund)	186
Fire Vehicle and Equipment Pool Fund (Internal Services Fund)	187 - 188

**CITY OF HOLLAND
ANNUAL BUDGET FY-2006**

TABLE OF CONTENTS

TRANSPORTATION SYSTEM AND SERVICES GROUP

Introduction	189	-	190
Financial Summary of Management & Administrative Services Group			191
General Fund Departments or Activities:			
- Transportation Management & Engineering	192	-	194
- Street Operations & Maintenance	195	-	197
Street Funds:			
- MVH Major Streets & Trunkline Maintenance Fund (Special Revenue Fund)	198	-	199
- MVH Local Streets Fund (Special Revenue Fund)	200	-	201
- Allegan County Road Tax Fund (Special Revenue Fund)	202	-	203
- Street Improvements Reserve Fund (Special Revenue Fund)	204	-	205
- All Street Funds: Multi-Year Projection of Year-End Fund Equity Balances			206
Downtown Snowmelt Operating Fund (Special Revenue Fund)	207	-	208
Environmental Cleanup Fund (Special Revenue Fund)	209	-	210
Transport Operations & Facilities Funds:			
- Municipal Airport Operations Fund (Enterprise Fund)	211	-	214
- Municipal Airport: Five-Year Projection for Capital Projects			215
- Municipal Airport Donations Fund (Special Revenue Fund)	216	-	217
- Railroad Depot Operations Fund (Enterprise Fund)	218	-	219
- Macatawa Area Express (MAX) Fund (Enterprise Fund)	220	-	223
- Macatawa Area Express Tax Reserve Fund (Enterprise Fund)	224	-	225
Vehicle & Equipment Maintenance Operations & Facilities Funds:			
- Centralized Vehicle/Equipment Fund (Internal Services Fund)	226	-	229
- Streets Equipment Revolving Fund (History of FY2003 & FY2004 Only)	230	-	231
(Beginning FY2005, This Fund Dissolved and Assimilated Into Centralized Vehicle Fund)			
Transportation Employees Benefit Fund (Special Revenue Fund)	232	-	233

COMMUNITY AND NEIGHBORHOOD SERVICES GROUP

Introduction	234	-	235
Financial Summary of Community and Neighborhood Services Group			236

**CITY OF HOLLAND
ANNUAL BUDGET FY-2006**

TABLE OF CONTENTS

COMMUNITY AND NEIGHBORHOOD SERVICES GROUP - continued

General Fund Departments or Activities:

- City Hall & Grounds	237	- 238
- Planning & Zoning Office	239	- 243
- Environmental Health & Inspections	244	- 247
- Construction Inspections	248	- 249
- Community Social Services Program Assistance	250	- 252
- Ourstreet Program / Neighborhood Liaison Program	253	- 258
- Economic Development Assistance	259	- 261
- Human Relations Commission	262	- 265

Downtown Parking System Fund (Special Revenue Fund)	266	- 268
---	-----	-------

Downtown Development Authority-Mainstreet Fund (Component Unit Fund)	269	- 271
--	-----	-------

Downtown Principal Shopping District Fund (Special Revenue Fund)	272	- 275
--	-----	-------

Dangerous Structures Fund (Special Revenue Fund)	276	- 277
--	-----	-------

Brownfield Redevelopment Tax Capture Fund (Component Unit Fund)	278	- 279
---	-----	-------

Grant Funds for Community and Economic Development:

- MSHDA - NPP/HOME Grant Fund (Special Revenue Fund)	280	- 282
- CDBG Entitlement Grant Fund (Special Revenue Fund)	283	- 287
- Michigan Economic Development [MEDC] Grant Fund (Special Revenue Fund)	288	- 289

Solid Waste Recycling Fund (Enterprise Fund)	290	- 293
--	-----	-------

LEISURE & CULTURAL SERVICES GROUP

Introduction	294	- 295
--------------------	-----	-------

Financial Summary of Leisure & Cultural Services Group	296	
--	-----	--

General Fund Departments or Activities:

- Leisure/Cultural Administration	297	- 298
- Recreation Division	299	- 303
- Parks Division	304	- 306
- Municipal Stadium	307	- 309
- DeGraaf Nature Center	310	- 311
- Kollen Park Boat Launch	312	- 313
- 8th Street Market	314	- 316

**CITY OF HOLLAND
ANNUAL BUDGET FY-2006**

TABLE OF CONTENTS

LEISURE & CULTURAL SERVICES (continued)

General Fund Departments or Activities - continued:

- Cultural Activities Assistance	317	
- Civic Center	318	- 319
- Cemeteries	320	- 322
Cemetery Perpetual Care Fund (Permanent Fund)	323	- 324
Windmill Island Fund (Enterprise Fund)	325	- 328
Herrick District Library Taxation Fund (Special Revenue Fund)	329	- 330
Parks & Cemeteries Employees Benefit Fund (Special Revenue Fund)	331	- 332
Bi-Centennial Celebration Fund (Special Revenue Fund)		333
Tulip Planting Contest Fund (Special Revenue Fund)		334

Grant Funds for Leisure & Cultural Services :

- IMLS Learning Opportunities Grant Fund (Special Revenue Fund)	335	- 336
Holland Historical Trust Fund (Component Unit Fund)	337	- 339

UTILITY SERVICES GROUP

Introduction	340	- 341
Financial Summary of Utility Services Group		342

Utility Funds :

- Electric Fund (Enterprise Fund)	343	- 346
- Wastewater Fund (Enterprise Fund)	347	- 349
- Water Fund (Enterprise Fund)	350	- 352

Utility Organizational Units :

- Financial Summary Across All Organizational Units Within the Three Utility Funds		353
- Power Supply	354	- 355
- Electric Transmission & Distribution	356	- 357
- Water Treatment	358	- 359
- Water Distribution / Wastewater Collection	360	- 361
- Wastewater Treatment	362	- 363
- Administrative and General	364	- 365
- Accounting and Collecting	366	- 367
- Marketing	368	- 369
- Purchasing, Facilities, Warehousing & Meter Reading	370	- 371

Utility Capital Projects: Five-Year Projections Summary		372
---	--	-----

**CITY OF HOLLAND
ANNUAL BUDGET FY-2006**

TABLE OF CONTENTS

INTERNAL SERVICES FUNDS

Introduction	373 - 374
Financial Summary of Internal Services Funds Group	375
Internal Services Funds :	
- Technology Services Fund	376 - 380
- Communications Services Fund	381 - 385
- Photocopy Services Fund	386 - 388
- Postage Services Fund	389 - 391
- Fuel Dispensing Fund	392 - 395
- Motor Pool Fund (History Of FY2003 and FY2004 Only)	396 - 397
(Beginning FY2005, This Fund Dissolved and Assimilated Into Centralized Vehicle Fund)	
- Risk Management Funds:	
* Summary of Risk Management Funds	398 - 399
* Employee Workers Compensation Insurance Fund	400 - 402
* Employee Disability Insurance Fund	403 - 405
* Employee Health and Dental Insurance Fund	406 - 408
* Vehicle Insurance Fund	409 - 411
* Property Insurance Fund	412 - 414
* General Liability Insurance Fund	415 - 417

CAPITAL PROJECTS

Introduction	418 - 419
Overview of Multi-Year Capital Project Budgets (including Enterprise Funds)	420
Financial Summary of Capital Projects Group	421
Municipal Improvements Capital Projects :	
- All-Inclusive Municipal Capital Projects Control Fund	422 - 423
- Listing of Designated Municipal Capital Projects (Budget Year FY2006)	424
- Anticipated Impact Upon Future Operating Budgets	425
Street Improvements Capital Projects :	
- All-Inclusive Street Capital Projects Control Fund	426 - 427
- Listing of Designated Street Capital Projects (Budget Years FY2005 thru FY2009)	428 - 433
Sidewalk Improvements Capital Projects :	
- All-Inclusive Sidewalk Capital Projects Control Fund	434 - 435
- Listing of Designated Sidewalk Capital Projects (Budget Years FY2003 thru FY2006)	436

CITY OF HOLLAND ANNUAL BUDGET FY-2006

TABLE OF CONTENTS

CAPITAL PROJECTS - continued

Five-Year Projection Summaries Across All Capital Projects :

- Building Authority Capital Projects	437
- Municipal Improvements Capital Projects (Improvements Under \$1,000,000)	438 - 439
- Municipal Improvements Capital Projects (Improvements Exceeding \$1,000,000)	440
- Streets, Bridges, and Drainage System Capital Projects	441
- Sidewalk Capital Projects	442
- Municipal Airport Capital Projects	443
- Municipal Utilities (Electric, Water, Wastewater) Capital Projects	444

APPENDICES

Appendix A - Personnel

Introductory Table	445
--------------------------	-----

Summary Totals of Approved Employment Positions

- by Fund / Department Ten-Year Trends (Prior = FY1997 - FY2005 New = FY2006) :	
* Full-Time and Part-Time "A" Positions	446 - 448
* Part-Time "B" Positions @ Full-time Equivalency	449 - 450
- by Service Groups and Funds (Prior = FY2003 - FY2005 New = FY2006) :	
* Full-Time and Part-Time "A" Positions	451 - 452
* Part-Time "B" Positions @ Full-time Equivalency	453 - 454
- by Department (Prior = FY2003 - FY2005 New = FY2006) :	
* Full-Time and Part-Time "A" Positions	455
* Part-Time "B" Positions @ Full-time Equivalency	456

Detail of Individual Approved Employment Positions

- by Departments / Service Groups (Prior = FY2003 - FY2005 New = FY2006) :	
* Listing of Full-Time, Part-Time "A", Part-Time "B" Approved Positions	457 - 482

Appendix B - Capital Outlay

Introductory Table	483
--------------------------	-----

Detail of Approved Capital Outlay Items - by Service Group and Department

- reflecting All Service Groups & Departments, Except Utilities Service Group :	
* Individual Capital Outlay Items , Other Than Capital Projects	484 - 494
- reflecting Utilities Service Group Only :	
* Individual Capital Outlay Items , Including Capital Projects	495 - 504

CITY OF HOLLAND
ANNUAL BUDGET FY - 2006

TABLE OF CONTENTS

APPENDICES - continued

Appendix C - Debt Service

Introductory Table	505
Program Measurements	506
Fund Statement - Summary Across All Bond Issues (Other Than Revenue Bonds)	507
Fund Statements - Detail by Specific Types of Bond Issues :	
- for General LTGO Issues (Cash Control)	508
- for Michigan Act 175 Transportation Bond Issues	509
- for Building Authority Construction Bond Issues	510
- for Capital Lease: Land Contract	511
- for Special Assessment Bond Issues	512
Schedules of Remaining Debt Requirements - by Individual Debt Issue :	
- for All Debt Issues and Contracts (Including Revenue Bond Issues)	513 - 523
Schedule of Debt Limitation and Legal Debt Margin	524

Appendix D - Glossary

Glossary of Financial Terms (Primarily Related to Government Finance)	525 - 540
---	-----------

**CITY OF HOLLAND
ANNUAL BUDGET FY - 2006**

**ALTERNATE TABLE OF CONTENTS
- FUND SUMMARIES PAGE LOCATION -**

GENERAL FUND

General 80

PERMANENT FUNDS

Cemetery Perpetual Care 324

SPECIAL REVENUE FUNDS

CAPITAL OUTLAY:

Property Acquisition 127

Revolving Cash Assistance 153

DONATIONS:

Municipal Airport Donations 217

Specified Donations 155

DOWNTOWN:

Downtown Parking System O&M 268

Downtown Snowmelt O&M 208

Principal Shopping District 275

EMPLOYEE BENEFITS / COFFEE SHOPS:

City Hall Employee Benefits 157

Parks/Cemetery Employee Benefits 332

Police Employee Benefits 179

Transportation Employee Benefits 233

ENFORCEMENT:

Dangerous Structures 277

ENVIRONMENT:

Environmental Cleanup 210

GRANTS:

ADAA-COPS 174

ADAA-WEMET 173

CDBG Entitlement 287

FEMA Firefighters 186

Highway Safety (OHSP) 175

Homeland Security 177

IMLS Learning Opportunities 336

Local Law Enforcement Block 176

SPECIAL REVENUE FUNDS - continued

GRANTS - continued:

Michigan Economic Development [MEDC] 289

MSHDA - NPP/HOME 282

PUBLIC SAFETY / POLICE:

Community Relations 171

Criminal Justice Training 169

STREETS:

All Street Funds (Consolidated) 206

Allegan County Road Tax 203

M.V.H. Major Streets & Trunklines 199

M.V.H. Local Streets 201

Street Improvements Reserve 205

TAXES & ASSESSMENTS:

Library Tax Agency 330

Contested Assessments Defense 149

OTHER:

Bi-Centennial Celebration 333

Budget Stabilization 151

Public Access CATV 125

Tulip Planting Contest 334

DEBT SERVICE FUNDS

All LTGO Debt Issues (Consolidated) 507

Building Authority Issues (Multiple) 510

Capital Lease: Land Contract 511

Cash & Taxation Control - LTGO (Multiple) 508

Special Assessments Issues (Multiple) 512

Transportation - Michigan Act 175 Issue 509

CAPITAL PROJECT FUNDS

All Capital Projects Group Summary 421

Municipal Capital Improvements 423

Sidewalk Improvements 435

Street, Bridge, Drainage Improvements 427

**CITY OF HOLLAND
ANNUAL BUDGET FY - 2006**

**ALTERNATE TABLE OF CONTENTS
- FUND SUMMARIES PAGE LOCATION -**

ENTERPRISE FUNDS

CULTURAL & RECREATION:

Windmill Island 327

TRANSPORTATION:

Macatawa Area Express [MAX] 222

Macatawa Area Express - Tax Reserve 225

Railroad Depot Operations 219

Tulip City Airport 213

UTILITIES:

Electric 345

Wastewater 348

Water 351

Solid Waste / Recycle 292

INTERNAL SERVICES FUNDS

PUBLIC SAFETY:

Fire Vehicle & Equipment Pool 188

RISK MANAGEMENT:

All Risk Management Funds Summary 398

Employee Disability 405

Employee Health & Dental 408

Employee Workers Compensation 402

General Liability 417

Property 414

Vehicle 411

TECHNOLOGY:

Communication Services 385

Photocopy Services 388

Postage Services 391

Technology [Computer] Services 379

TRANSPORTATION:

Centralized Vehicle & Equipment Pool 228

- Former: Motor Pool (History Only) 396

- Former: Street Equipment (History Only) 230

Fuel Dispensing 395

COMPONENT UNIT FUNDS

Brownfield Redevelopment Authority 279

Downtown Development Authority 271

Holland Historic Trust 338

BUDGET OVERVIEW

INTRODUCTORY

- > ORGANIZATION MISSION / WORK PLAN PROCESS
- > ORGANIZATIONAL CHART
- > CITY MANAGER'S BUDGET MESSAGE
- > COMMUNITY LOCATION MAP
- > POPULATION TRENDS
- > DEMOGRAPHICS
- > TRENDS OF SIGNIFICANT REVENUES
- > GUIDE TO THE BUDGET PROCESS AND
FINANCIAL POLICIES
- > BUDGET EVENTS BY CALENDAR MONTH
- > ANNUAL BUDGET RESOLUTION

CITY OF HOLLAND

Organizational Mission and Action Plan Process

In 1995 and 1996, the City Council, City staff and City employees developed through a Continuous Improvement Process (CIP) Mission and Belief Statements which guide the operation of the City.

MISSION STATEMENT

Our mission is to provide . . .

- Quality municipal services defined with citizens through their participation and representation;
- The best conditions under which citizens live, work and play;
- Compassionate leadership in meeting the needs and vision of our community; and a government that serves with honesty and integrity.

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.

To implement the Mission Statement, the City Council has developed nine (9) key goals for the City as follows:

TRANSPORTATION

- To implement the development of a multi-faceted transportation system for the residents of the City of Holland and the greater community, which offers efficient, safe, affordable, and cost-effective transportation alternatives for drivers, pedestrians, bicyclists, and others who face transportation needs;
- To ensure that all transportation programs developed within the City of Holland are operated in an effective and efficient manner, are well-maintained, are designed to promote and encourage the continued development of neighborhoods, and are user-friendly to the greatest extent possible; and
- To ensure that transportation support services, such as parking and waiting areas are addressed as a part of the overall transportation planning effort.

NEIGHBORHOOD / HOUSING

- To support the stability and development of all neighborhoods in the community where housing is attractive, well-maintained and affordable and residents feel safe and accepted by others; and
- To support neighborhoods in which diversity of residents, through economic, social, and racial characteristics, and a diversity of uses is emphasized; and
- To encourage owner-occupied housing where possible and practical; and
- To support the provision of greenspace within all neighborhoods and to ensure that density issues are always given consideration.

ORGANIZATIONAL

- To adopt and embrace the Mission Statement of the City of Holland as the overriding principle guiding the operation of the organization; and
- To develop and sustain an organization whose participants are encouraged to be forward looking and proactive in addressing issues of future concern for the residents of the community, and to encourage collaboration among employees at all levels to address these issues; and
- To establish a desirable work environment which allows for the efficient and effective operation of City programs and activities by all employees of all City departments, while being easy to access and understand by users; and
- To support the development of a work staff which is diverse, knowledgeable and friendly in the provision of City services, and well trained in specific areas of responsibility.

STRENGTHEN THE FAMILY

- To join hands with area churches, social agencies, educational institutions and other interested organizations to develop programs which provide a safe and healthy environment for all members of families in this community; and
- To focus on issues identified as being important to families, such as recreation, youth activities, and quality/affordable child care; and
- To encourage the adoption of policies which promote economic stability within the community; and
- To encourage educational institutions to take an equally active role in supporting the families of our community.

PUBLIC UTILITIES

- To ensure that the public utilities provided to residents are always safe, reliable and affordable for all members of the community; and
- To maintain local control which is both responsive to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs; and
- To maintain a customer-focus in the administration of the utility operation, and to be accountable to customers at all times.

PUBLIC FACILITIES

- To ensure that all public facilities are attractive, up-to-date, and well-maintained for use by residents, employees and other "customers" of the City of Holland; and
- To emphasize safety, quality and efficiency in the construction, maintenance and operation of all city facilities; and
- To stress constant evaluation and innovation in order to provide residents with services they are able to access in the easiest and most effective manner possible.

ECONOMIC DEVELOPMENT

- To foster an environment wherein businesses desire to locate, expand, and remain; and
- To provide a quality of life in the City that is attractive to existing and potential employees of area businesses; and
- To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective; and
- To utilize the financial tools available to the City to retain and attract businesses; and
- To provide a diverse economic base that is resistant to the inevitable changes in the marketplace; and
- To provide the infrastructure necessary to support the City's economic development mission; and
- *To work in partnership with area governments and other economic development organizations to assist new or existing businesses to locate their facilities in the Holland area for the purpose of retention or expansion of employment opportunities for the citizens of the City of Holland.

ENVIRONMENTAL

- To encourage and promote environmental preservation and quality in all aspects of life, in order to ensure that residents have access to a safe and clean community; and
- To support efforts to preserve natural areas, and to protect natural wildlife and their habitats; and
- To offer greenspaces where urban dwellers can retreat to enjoy the quiet of nature.

AREA COOPERATION

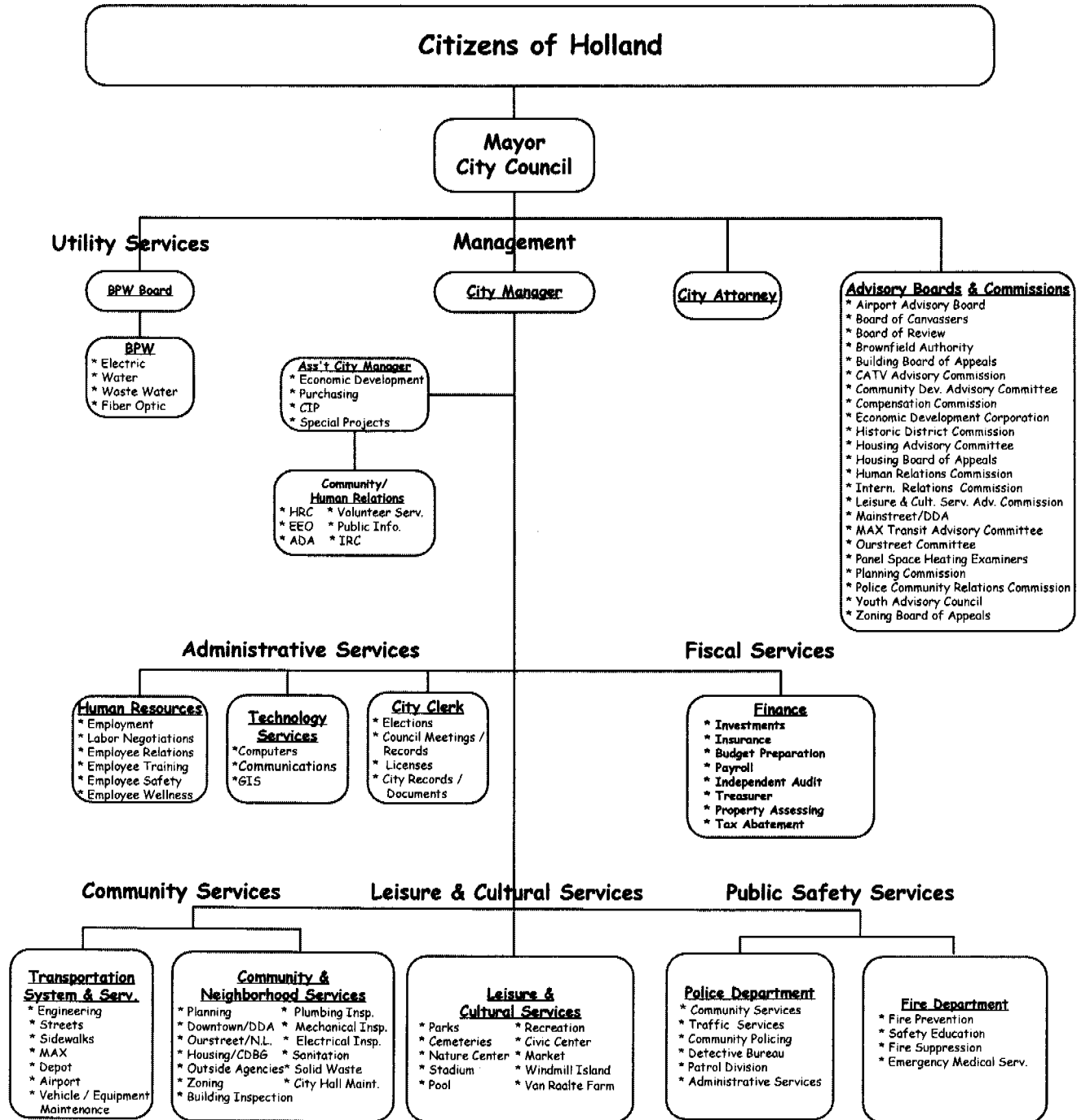
- To participate in the development of a common vision for the greater Macatawa-area communities, and to encourage innovation and risk-taking in the development of programs and services to meet the needs of the area; and
- To evaluate proposals in terms of their cost effectiveness and cost equity for all residents of the Macatawa area; and
- To be proactive in identifying and responding to the needs of the entire Macatawa area.

ANNUAL ACTION PLAN PROCESS

- Annually the City Council holds a "Coffee With City Council" open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all the Department Directors at which time the management staff presents to the City Council their top issues and programs facing the City.
- The City Council with the City Manager then holds a day long retreat. The City Council reviews the nine (9) goal statements and the status of the Action Plan for each goal which was developed for the prior year. During this process the City Council develops a new Action Plan for each of the goals.
- The updated City Council Goals and Action Plan (the complete plan is listed under the City Council section in the Management and Administrative Service Section of the budget) is then distributed to each Department Director. This plan then serves as a guide for developing the individual Action Plans outlined in the various departments, divisions and activities in the budget. These Action Plans serve as the guide in developing the annual budget.

City of Holland

Organizational Chart



CITY MANAGER BUDGET MESSAGE

HONORABLE MAYOR ALBERT H. MCGEEHAN AND MEMBERS OF THE CITY COUNCIL:

As City Manager, it is my pleasure to submit the budget as approved for fiscal year (FY) 2006 (July 1, 2005 to June 30, 2006) for the City of Holland. The budget represents the composite efforts of the City Manager, Department Directors, Finance Office, and various boards and citizen advisory committees. This document is more than a set of financial figures; it represents the City's Visions, Missions and Action Plans as an organization whose purpose it is to provide the citizens of Holland with the best possible programs and services for the dollars appropriated to make the City of Holland the best place to live, work and play.

The budget message is divided into two (2) sections. The first, which is incorporated at this time, is a summary of some of the key financial highlights for FY 2006. The second section highlights some of the key community and area characteristics and issues which impact the overall quality of life in the City and the policies which are established and prioritized in developing the annual budget.

KEY FINANCIAL HIGHLIGHTS

TOTAL BUDGET SOURCES AND USES: The total budget sources and uses are \$164,991,471. This is a balanced budget, however, \$24,372,701 of various fund balances have been utilized. These funds will primarily support numerous capital improvement projects. The General City operations account for \$55,078,274 in sources excluding use of fund balances, and \$63,774,274 in uses. The City's BPW utilities account for \$85,540,496 in sources excluding use of fund balances, and \$101,217,197 in uses.

TAX BASE: The City's tax base grew by only .87% from \$1,117,364,832 to \$1,127,045,439 or an increase of \$9,680,607. This increase was slightly lower as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by \$6,322,793, resulting in a loss of \$66,819 in City taxes. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was 2.3%. In other words, with the tax rate to remain the same, residential property owners will see a

2.3% increase in their City taxes, if they made no improvements to their property.

Therefore, the .87% growth in the total tax base was due to a loss in industrial real and personal property values. This was due to a mandate by the County Equalization Departments in Ottawa County to lower industrial properties by 5.70% and by Allegan County by 6.61%. The loss in personal property is a reflection of the sluggish industrial economy with limited investment in new equipment and the sale of several large industrial plants at below market value.

The .87% growth in the tax base is the lowest in over 25 years. The average growth in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, has been 4.86% in the City of Holland.

TAX RATE: The total tax rate for FY 06 will remain at 14 Mills. However, the distribution of the tax rate is slightly different than in FY 05 as indicated below:

KEY FINANCIAL HIGHLIGHTS

TAKE RATE - (continued)

<u>PROPERTY TAX LEVY MILLAGE RATES</u>		
CITY OF HOLLAND	FY 2005	FY 2006
Operating Levies:		
General	9.4590	9.4337
MAX Public Transportation	0.1000	0.1000
Total Operating	9.5590	9.5337
Capital Levies:		
Property Acquisition	0.0500	0.0000
Street Improvement Projects	1.0000	1.0000
Sidewalk Improve. Projects	0.0500	0.0500
Municipal Capital Projects	0.0000	0.0000
Total Capital	1.1000	1.0500
Debt Service Levies:		
General Obligation Debt	2.0000	2.0910
Total City of Holland	12.6590	12.6747
<u>HERRICK DISTRICT LIBRARY</u>		
Operating Levy	1.0673	1.0473
Debt Service Levy	0.2737	0.2780
Total Herrick District Library	1.3410	1.3253
<u>TOTAL MILLAGE RATES</u>	14.0000	14.0000

Due to the low tax base growth rate, debt service increased from 2.0000 to 2.0910 mills, as an annual 2.5% growth rate had been used for the financial forecast.

In the State of Michigan, there are 273 cities. Of those 103 have a lower tax rate and 169 have a higher tax rate, than the City of Holland. Holland is the 34 largest City in the State. Of the 33 cities larger, 17 have a lower tax rate, but of those 5 also have an income tax. There are 16 cities larger than Holland that have taxes higher than Holland and 4 of those also have an income tax. The average state tax rate, which includes city, special districts and authorities, is 16.19 mills. For Holland that rate is 15.56 mills which includes the City, Herrick District Library and the Holland Community Aquatic Center.

(Note: The Aquatic Center is not a part of the City budget)

Based on the new taxable value and keeping the tax rate the same, the City's property tax collections will increase from \$15,645,303 in FY 05 to \$15,793,615 in FY 06, or an increase of \$148,312 or .95%.

GENERAL FUND: The total General Fund Revenues are recommended at \$19,591,462, which is a 1.8% increase from the amount budgeted in FY 05. Expenditures are budgeted at \$19,906,609 or 4.03% above the FY 05 revised estimate. This will require the use of \$315,147 from Fund Balance for an estimated Fund Balance on June 30, 2006 of \$2,228,973. This fund balance represents 11.2% of FY 06 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of \$1,615,659 compared to \$1,872,659 in FY 04. For the third year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund \$375,002 short of a policy of maintaining 10% of the General Fund Expenditures.

This shortfall is primarily due to the recommendation to utilize \$111,000 in FY 05 to cover tax refunds ordered by the Michigan Tax Tribunal for prior year taxes. In addition, it is proposed \$146,000 be utilized in FY 06 to cover the cost of lost property taxes in FY 05 due to Tax Tribunal orders of \$110,000 and an estimated shortfall in State Revenue Sharing in FY 05 of \$36,000. These amounts will be transferred to the General Fund. The combined estimated fund balance and budget stabilization fund will be \$3,844,632, or 19.3% of FY 06 General Fund expenditures.

The General Fund was the most difficult fund to balance for FY 06. This was due to the

KEY FINANCIAL HIGHLIGHTS

GENERAL FUND - (continued)

continual decreased and lack of growth in state revenue sharing, reduction in interest earnings, and the growth of less than 1% in the tax base, while at the same time experiencing substantial increases in health insurance and employee pension costs. At the time the budget is approved, it is estimated state revenue sharing funds will be approximately the same as in FY 04 and FY 05. However, it should be pointed out the state legislature has not completed the state budget and therefore, this source of funding is still speculative. Further, if the state economy continues to decline, it is anticipated the City will experience additional reductions in this important General Fund revenue source.

EMPLOYMENT SUMMARY: In the FY 03, 04, and 05 budgets, nine (9) positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 06. On April 1, 2005, the City had six (6) positions which had not been filled in an effort to minimize the use of the General Fund Balance in

FY 05. For FY 06, the following personnel changes are recommended: two (2) additional positions be eliminated; four (4) vacant positions to be filled, and three (3) other positions to continue to be filled temporarily by other employees. All vacancies created after July 1, 2005 will continue to be reviewed and evaluated before they are refilled. In addition, there have been numerous changes in personnel allocations in an effort to meet service and program demands over the next 12-18 months.

OUTSIDE AGENCIES: For FY 06, a total of 65 non - profit agencies/programs requested funding assistance in the amount of \$1,072,463. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities.

The General Fund has been reduced by 5% for these activities, except for economic development programs. This resulted in cutting the following categories:

			Budgeted		
Request FY 06			FY 05	FY 06	5% Cut
\$333,751	(31)	Social Services	\$164,300	\$155,300	\$9,000
196,137	(19)	Leisure & Cultural Services	111,000	105,500	5,500
270,500	(1)	Holland Historical Trust	<u>270,500</u>	<u>257,000</u>	<u>13,500</u>
		Sub-total	\$545,800	\$517,800	\$28,000
		Economic Development			
\$-0-		HEDCOR	\$15,000	\$-0-	\$-0-
\$35,000	(1)	LSA	<u>30,000</u>	<u>35,000</u>	-0-
		Sub-total	\$45,000	\$35,000	-0-
\$237,075	(13)	CDBG	<u>\$102,750</u>	<u>\$73,400</u>	<u>\$29,350</u>
\$1,072,463	(65)	Total	\$693,550	\$626,200	

KEY FINANCIAL HIGHLIGHTS

OTHER FUNDS: The following is a brief overview of several other funds within the budget:

MANAGEMENT AND ADMINISTRATIVE SERVICES

PROPERTY ACQUISITION FUND: This fund was established to annually set aside funds to acquire properties that were needed for public projects and to obtain waterfront property when available. For the first time in 17 years, it is proposed that there be no special millage rate levied for this purpose. This is primarily due to the current financial condition of the City. In FY 05, the millage was .05 and generated \$55,900 in FY 06, this would have generated \$56,400. However, this rate was levied at .25 mills for 14 years and would generate about \$281,800 in FY 06.

There are no major land purchases anticipated in FY 06. However, there is a fund balance of \$115,072 available, if there is a need to purchase land in FY 06.

FISCAL SERVICES

CONTESTED ASSESSMENTS FUND: One of the major outstanding issues in preparing the FY 06 budget is again the number of outstanding tax appeals from several of the City's major industrial property owners. Funds have been budgeted to pay for the legal and expert appraisal costs which are anticipated, if tried before the Tax Tribunal. However, no funds have been allocated for reimbursements in case the taxable values are lowered by the Tribunal. Any major refunds are again recommended to be funded from the Budget Stabilization Fund.

TRANSPORTATION SYSTEM AND SERVICES

STREET FUNDS: There are four (4) funds involved in funding the operation, maintenance

and improvements to the City's street system. Two (2) of these involve gas tax revenues from the state of Michigan. These two (2) funds have received a limited increases over the past two (2) years and the revenues are anticipated to increase by approximately 3% in FY 06 from \$2,895,900 to \$2,983,700.

The budget maintains the 1 Mill property tax to assist with the continued upgrading of the City's street system. The 1 Mill will provide \$1,127,000 in new revenues. These funds will be utilized in implementing an aggressive Five-Year Street Capital Improvement program. In FY 06, the Allegan County Road Tax will generate about \$415,000.

SNOWMELT FUND: A major challenge in FY 05 was completing the expansion of the downtown snowmelt system. This was done in conjunction with other capital improvement projects for the Western Gateway and the new Police/Court Complex. The \$1 million estimated cost of the transmission line, including modifications at the James DeYoung Plant, is being funded by the BPW and will be paid back from existing snowmelt fund balances and future operating assessments within the snowmelt system. The FY 05 expansion doubled the capacity of the system. In order to fund the capital expansion, it will be necessary to continue to connect new customers along the new transmission line. The fund balance in June 2006 is estimated at \$227,302.

AIRPORT FUND: The operation of the airport will again be achieved without any use of property taxes. The runway extension project is under construction and will be funded with state and federal grants. The local match will come from private contributions. The \$23 Million runway extension project is anticipated

KEY FINANCIAL HIGHLIGHTS

AIRPORT FUND - (continued)

to be completed in the summer of 2005. The budget does include funding for maintaining and operating the new tunnel in the street operating budgets. This cost is estimated at \$80,188 for FY 06, including lighting of \$50,000, and maintenance of \$30,188.

MAX PUBLIC TRANSIT: It is proposed the MAX Transit tax levy be maintained at .1 Mill which generates \$112,705. In order to meet the City's contractual obligations for the area-wide MAX system, it will require an additional transfer of \$122,725 from the MAX Tax Reserve Fund, leaving a balance of \$195,629 on June 30, 2006.

Included in the FY 06 budget is \$400,000 to renovate the former Wendy's site to be utilized as a central transfer site for the MAX route system. This will continue to expand the concept of a multi modal transportation center, as this site is next the City's Padnos Transportation Center which provides Amtrak and Greyhound services. The next step will be to connect this center with the City's Tulip City Airport ground transportation which will then connect all of the transportation modes at one location.

CENTRALIZED VEHICLE/EQUIPMENT FUND:

This is the second year for this new fund which is a consolidation of the prior Act 51 Street Equipment and Motor Pool Funds. This fund now accounts for all vehicle and equipment maintenance and replacements in the City except for fire vehicles and public transit buses. In past years, the average reduction in rental rates has been 15%. Last year, the rate was reduced 20% which is the result of operating efficiencies and reducing the operation by two (2) employees. This rate reduction has been maintained in FY 06. This operation was moved into the new

Transportation Services facility in March of 2005 and is fully operational.

The FY 06 budget includes \$665,900 of equipment and vehicle replacement. The fund balance by June 2006 is estimated at \$2,000,000. It is important this balance be maintained to assure there are adequate funds available to replace equipment and vehicle on schedule.

This fund does not own the Fire Department suppression or emergency response vehicles. The equipment, however, is maintained in this fund. A separate Fire Vehicle Replacement Fund is maintained. In FY 06, a General Fund transfer of \$100,000 is proposed. The FY 06 budget includes the purchase of a new Pumper / Rescue and EMS response vehicles in the amount of \$433,000.

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY

(DDA); PRINCIPAL SHOPPING DISTRICT

(PSD); DOWNTOWN PARKING SYSTEM: Each of these three (3) funds are self-supporting from a special tax levy and special operating assessments. In FY 05, there were major staff reallocations made to improve these downtown operations. The PSD is now fully staffed and will also assist in staffing and promoting the 8th Street Market. The DDA tax levy will be maintained at 2 mills, required to be rolled back to \$1.8439 mills. The Parking and PSD special assessments are projected to be increased by 3% in FY 06.

CDBG PROGRAM: The FY 06 allocation for the federal CDBG program is \$368,900, which is approximately \$18,000 less than received in FY 05. In addition, there is \$26,550 in new income and carry over funds for a total proposed expenditures of \$395,450. These funds will

KEY FINANCIAL HIGHLIGHTS

CDBG PROGRAM - (continued)

again be recommended for distribution to various social service agencies and for housing improvement programs which benefit low and moderate income families. However, requests for FY 06 total \$577,075. The CDBG Advisory Committee will be making their funding recommendation to City Council by May 2005. A major concern is a proposal by President Bush to eliminate the CDBG program by June 2006. In addition, the City's Neighborhood Preservation program (NPP) grant will end by June of 2006. Over the past four (4) years, this grant has averaged \$250,000 per year. Both of these programs have been vital to help with the City's Ourstreet program, which involves extensive central City neighborhood revitalization. If these funds are terminated, it will be difficult for the City to sustain these vital programs.

SOLID WASTE RATES: The City's Solid Waste program started in 1993 and is administered by the City, but the pick-up and disposal is contracted through a private solid waste company. The last time the rates were adjusted was in 1995, and in FY 05, effective July 1, 2004, the rates were increased as follows:

TYPE OF SERVICE*	1995 RATES	2004 RATES
1 bag/month	\$4.79	\$5.00
2 bags/months	\$6.11	\$6.50
32 gallons	\$8.62	\$9.50
65 gallons	\$10.49	\$12.00
90 gallons	\$12.23	\$14.00
Additional bags	\$1.80	\$2.00
The service includes weekly recycling pickup		

These rates are recommended to remain in effect for FY 06.

The annual cost of this operation is \$1,214,978 in FY 06. The working capital at June 2006 is

estimated at \$152,357 with reserves set aside for container replacement at \$320,362.

LEISURE AND CULTURAL SERVICES

CEMETERY PERPETUAL CARE: A major change was implemented in this fund for FY 05. In the past, the City had placed 100% of the cemetery grave sales into the Perpetual Care Fund. State statute requires 25%. However, in order to assist the General Fund, 50% of the grave sales estimated at \$50,000 were allocated to the General Fund. Plans are to continue to allocate Perpetual Care interest earnings to the General Fund to support the cemetery operations. In FY 05, \$250,000 was allocated from the Perpetual Care Fund to the Capital Improvement Fund to fund the development of a new columbarium at the former Chapel building. This project is currently under construction. This will extend the life of the cemetery. It is proposed revenues generated from the columbarium sales be deposited back at 100% into the Perpetual Care Fund. The existing columbarium area is now full.

WINDMILL ISLAND: This fund is again unable to support the full operation from admission fees based on anticipated admissions in FY 06. The estimated General Fund subsidy in FY 05 is \$171,291, and the amount estimated for FY 06 is \$189,731. The FY 06 budget includes the operation of the new pavilion. It is proposed the admission fee at the tourist attraction be increased as follows effective January 2006.

	Current	Proposed
Adults	\$6.50	\$7.00
Children	\$3.50	\$4.00

KEY FINANCIAL HIGHLIGHTS

HERRICK DISTRICT LIBRARY: The City is a member by contract of the district library, which also includes the townships of Park, Holland and Laketown. The same operating and debt levies apply to the four (4) governmental units as follows:

	FY 05	FY 06	City
	Mills		
Operating	1.0673	1.0473	\$1,180,355
Debt	0.2787	0.2780	\$315,076

HOLLAND HISTORICAL TRUST: This non-profit organization, by contract with the City, operates and manages the Museum, Cappon House, Settler's House, and various historical asset's of the City. In FY 05, the subsidy from the City was \$270,500. The request was the same in FY 06, however, this amount is recommended at \$257,000, a \$13,500 or 5% reduction due to financial constraints. The total estimated budget by the Trust in FY 06 is \$524,658. The City's contribution would make up 49.0% of the budget.

UTILITY SERVICES

BPW UTILITIES: The BPW budget is submitted as recommended by the Board. The BPW Board recommended rate increase for each of the three (3) utilities, as indicated below. The rate increases incorporated into the FY 05 BPW budget were as follows:

	FY 05	FY 06
Electric Utility	1.5% + 5% in November	-
Water	5%	-
Wastewater	5%	0%

INTERNAL SERVICES

RISK MANAGEMENT / INSURANCE FUNDS:

The City is basically self-insured in the area of short-term employee disability, health insurance, vehicle, property and liability insurances. Most policies provide for a \$100,000 self-insured retention for claim costs, with umbrella insurance coverage for catastrophic individual and aggregate occurrences.

The Health Insurance program is anticipated to experience another 10% increase in FY 06. These increases are having a major impact on employee fringe benefit costs, especially in the General Fund. The Health Insurance fund will continue to be monitored closely to assure it is financially sound. The Workers' Compensation program was converted to a conventional insurance program several years ago. This program does provide dividends, if the City has a good safety experience. Due to an excellent on the Job Safety program, the City has received substantial dividends over the past four (4) years. As a result, it is proposed the workers' compensation rates again be reduced by 40% for FY 06 which will save the various City Funds approximately \$130,000, with the BPW saving \$48,000, and the General Fund \$82,000. With the uncertainties in the insurance market, moderate rate increases have been budgeted for the other insurance programs. Again, in FY 06 the City will have to be aggressive in obtaining quotations for its insurance policies.

CAPITAL IMPROVEMENTS

CAPITAL OUTLAY: The preparation of the FY 06 budget was completed within the basic City Council directive to maintain status-quo city operations. However, the budget does include adequate Capital Outlay Funds to replace

KEY FINANCIAL HIGHLIGHTS

CAPITAL OUTLAY - (continued)

vehicles and equipment throughout the organization. This has been accomplished as fund reserves have been set aside over the years in the various Internal Service Fund to assure adequate funds are available to replace worn out vehicles and equipment. Appendix B includes a complete summary of all the capital outlay for all eight (8) service groups in the City budget.

CAPITAL PROJECTS: All capital projects are outlined in the Capital Projects section of the budget. As a result of having to reallocating part of the City's tax rate to Debt Service, the amount allocated for capital projects for FY 06 is again at 0 Mills as in FY 05. From 1988 to 2004, the average millage for Municipal Capital Projects was 1.4 Mills which would generate \$1,577,900 in FY 06.

However, the FY 05 Year End Fund Balance for capital improvements in the General City was \$815,021 and those funds along with several other new sources and grants have been allocated to various proposed capital improvement projects in FY 06, amounting to \$3,884,181.

The Street and Sidewalk Capital Project funds include expenditures of \$11,735,500 which will

be funded from a combination of local, state and federal funds. The budget also includes \$3,302,000 of capital improvements at the airport which will be funded from local private contributions and state and federal grants.

The BPW Utility Funds again include an aggressive Capital Improvement program for all three (3) utilities to assure the electric, water, and wastewater plants along with the distribution and collection systems are maintained in excellent shape. Capital funding for the BPW is \$32,359,200.

DEBT SERVICE

DEBT SERVICE: The millage rate for debt service has been increased from 2.0 to 2.0910 Mills. This represents full implementation of the debt levy increase as a result of the \$19.5 Million bond issue issued in August 2002. The bonds were utilized for the construction of the new Police Complex, Transportation facility, and the Western Gateway projects. At the time the bonds were issued, it was anticipated the millage rate for debt service would increase to 2 Mills based on an annual 2.5% increase in the tax base. However, with less than 1% tax base growth in FY 06, it was necessary to increase this millage to 2.0910.

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY: This is the sixth budget of the new century prepared for the City of Holland, which will continue to lay the foundation for the 21st Century. During the last decade of the 20th Century, the City of Holland truly experienced an exciting ten years. This year we will again focus on the challenges and opportunities facing the City for the next 5 - 10 years. During the past couple of years, we,

as a country, state and a community are facing challenges that are very different than the past 10-15 years. For the first time in over 15 years, the City of Holland has experienced for the past 3-4 years one of the most severe economic downturns along with the State of Michigan. And, the events of 9-11 have changed forever our sense of national security and created new challenges in defining our responsibility for

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY - (continued)

community safety. Today we are still engaged in a full war in the Middle East, which will further increase our economic uncertainty and sense of national and international security.

Perhaps one of the greatest national and international impacts on the Holland area has been the globalization of the economy, especially in the manufacturing sector of the economy. The West Michigan area has established itself as one of the key manufacturing areas in the United States with almost 40% of the employment related to manufacturing. However, in the past four (4) years, we have experienced the outsourcing of many of these jobs to other countries such as Mexico, China and even Canada.

"As a result of the strong industrial, commercial and tourist economic base in the Holland / Zeeland area, it is anticipated the economic prosperity will continue for the next decade. This prosperity will continue to bring physical growth to the area and the seven governmental units in the MACC must carefully evaluate its land use, housing, and growth plans to assure that we protect the environment and implement "Smart Growth" policies to maximize the use of land resources while minimizing the impact on existing natural land areas. This effort must be done cooperatively in order to maintain the natural beauty of the Holland/Zeeland area, with which we have been blessed. We must also address the cultural and racial diversity of the area to assure this is a strength and not a weakness of the area."

This statement is from the FY 02 budget message. Although most of this statement is still true, it is the first sentence which has changed so drastically in just the last four years. The furniture industry has been one of the pillars of the West Michigan economy with Haworth, Herman Miller and Steelcase.

The past couple of years, thousands of employees have been laid off in these industries. *Haworth, Inc.* and *Herman Miller, Inc.* two of the City's top ten taxpayers, have suffered severe cuts due to the national economy.

In addition, the City's third largest taxpayer, *Lifesavers, Inc.*, was acquired by *Kraft Foods*. The SEC required Kraft to sell of the Lifesavers Bubble Gum and Breath Mint lines, which were subsequently sold to Hershey's. This was a loss of 1/3 of the Holland Lifesavers production. Further, Kraft chose to move the rest of the plant operations to an existing plant in Canada, due in large part to sugar tariff protection in the U.S. Kraft saved almost \$6 Million per year in sugar costs, but the Holland area lost over 600 jobs. The plant was closed in May 2003. However, the good news is a group of investors have purchased the facility for future industrial production. The property has been designated for Brownfield status which will provide several economic and tax incentives for development, and several small companies have been retained to operate out of the facility.

In early 2004, the City experienced further decline in the auto manufacturing industry as *Johnson Controls, Inc. (JCI)*, the City's largest employer, moved their sun visor production to Mexico, which will result in the loss of about 650 jobs in 2005. JCI has indicated they may be able to move other productions into their Southview plant. There has also been some good news in early 2004.

A new company to the Holland area, *Challenge Manufacturing, Inc.*, has purchased the former Herman Miller seating plant and has expanded and renovate the plant and bring 175 new jobs. In 2005, they announced another future expansion of 277,000 square feet and another 150 new jobs. Haworth will be bringing new

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY - (continued)

investments and expansion to their facilities as they are closing several facilities in other states and bringing those jobs to Holland.

They have projected new investments of \$64 Million and 155 new jobs to Holland in 2005 and 2006. During late 2003, 2004 and early 2005, there have also been signs of new economic growth with numerous smaller industries due to an increase in Industrial Tax Abatement applications to the City.

As a result, the City Council, at its last four (4) annual retreats, has established economic development / retention as a top priority. Special efforts have been under way to develop a City and area economic strategy. A new *Lakeshore Advantage* organization has been established which represents the cities of Holland and Zeeland and surrounding townships in economic development. This is a private non profit group which is funded with both private and public funds. Funds have again been appropriated in the FY 06 City budget to assist this new organization.

AREA GROWTH: The Holland / Zeeland Metropolitan Planning Organization (MPO), represented by the *Macatawa Area Coordinating Council (MACC)* comprised of the cities of Holland, Zeeland and the six (6) surrounding townships exceed a population of over 103,000 based on the 2000 Census, compared to 79,000 in 1990. The City of Holland's population is just over 35,000 and the City covers an area of 17.2 square miles. As the area continues to grow, it must continue to cooperate in order to maintain the quality of life to which it has become

accustomed. Two key issues must be addressed by the MACC over the next decade: 1) The implementation of the US-31 corridor and bypass project, which will have a major impact on traffic safety for the area and will provide the major transportation backbone, which is essential for a strong economic base; and 2) The comprehensive watershed plan developed in the late '90's must be implemented to address both Non-Point and Point Source Phosphorus pollutants to the Lake Macatawa watershed, which drains into Lake Michigan. In order to achieve the goals in the plan, it will take a cooperative effort and substantial financial resources from both the public and private sector if the area is going to realize improvements in the watershed.

As we continue into the 21st Century, the City of Holland will need to continue to develop a strong foundation for the new Millennium. If the City's economic prosperity and growth are to be maintained and expanded, then its boundaries must continue to expand. In December 1999, requests by property owners to annex almost 1,100 acres into the City, which should allow the City to develop and grow for the next decade, was approved by the State Boundary Commission.

To assure the area will be developed in a comprehensive manner in accordance with the new amendments to the City's Master and Land Use Plans, the annexed area has now been served with sanitary sewers, public water, a new water storage tank, and a new electric substation. As the area develops, the entire street network will require updating and expansion. Most of these projects were initiated in 2000 and completed by early 2002.

KEY COMMUNITY HIGHLIGHTS

AREA GROWTH - (continued)

In 2005, the new mixed use subdivision of Homestead Village was initiated with new commercial, multi-family and single-family homes which will eventually add over 700 new dwelling units.

The annexation of over 1,100 acres to the City in 1999, has provided some future growth for Holland, but it has also developed difficulties with future growth issues due to antiquated urban growth laws in Michigan. Public water has become a key issue with area urban growth policies. Unfortunately, water is one of the few tools the City has left to leverage future growth. The City in 2003 completed an additional annexation of 80 acres and several more property owners have expressed a desire to explore annexation. This process will only continue to stress the urban growth policies.

The MACC area and the State of Michigan must develop stronger policies to assure quality urban growth. The MACC has taken a first step by participating in the West Michigan Alliance Project, but the State does not seem to realize its critical role in this area by addressing outdated annexation and detachment statutes. The current State proposals will not resolve these difficult issues, but will make growth virtually impossible for all cities in the State.

The City of Holland continues to be the center of the Holland / Zeeland MPO, and major achievements have been made in improving the quality of life through area cooperative projects. The City Library was converted to a Library District and moved into its new \$12 million expanded and renovated facility in 1999. The Wastewater Treatment Plant was expanded and renovated in 1994 at a cost of approximately \$13 Million and serves the City

and five surrounding Townships. The City's Water Plant was expanded in 1997 at a cost of \$11 Million and serves the Cities of Holland and Zeeland, together with portions of three adjacent Townships. The \$11 Million Community Pool Expansion and Renovation Project opened in 1999 and is funded on an area-wide basis. In early 2000, the City's Dial-A-Ride system expanded into Holland Township and the City of Zeeland, and is providing both a *Fixed Route* and *Demand/Response System*.

PUBLIC TRANSPORTATION: As noted, the City's public transportation system was expanded into the City of Zeeland and a portion of Holland Township in early 2000. This program must be continually evaluated for program modification to assure its success, as public transportation will be essential as the area continues to grow. This process will require patience and an aggressive marketing program to encourage use of the new combined route and door-to-door service. An area transit authority is currently being explored and should be decided by late 2006.

In addition, the City must continue to work on promoting the AMTRAK transportation system through WESTRAIN to increase ridership on the rail line between Grand Rapids and Chicago. The City received an MDOT grant to purchase additional property to expand parking facilities for the existing train depot. This has been completed with the purchase of the adjacent Wendy's property, which is planned to be renovated to improve AMTRAK, Greyhound and the MAX ground transportation systems, and will serve as an inter-modal transportation center.

As some of the City's major industries continue to grow, air transportation facility needs to continue to be improved. In 2000, the existing

KEY COMMUNITY HIGHLIGHTS

PUBLIC TRANSPORTATION - (continued)

runway was resurfaced. In 2003, plans were initiated for the expansion of the runway at an estimated cost of \$23 million. This Airport project which will be completed in the summer of 2005 will be funded totally from federal, state and private contributions. A new terminal building is also in the planning stage. As with public transportation, an area-wide airport authority is also being explored to assure future growth and stability of this important transportation link.

NEIGHBORHOODS: The growth and prosperity of the 1990's also brought problems and new challenges. During the early 90's, the City began to experience central city neighborhoods with an increase in crimes involving youth gangs and violent crime against innocent citizens. As a result, the City initiated comprehensive neighborhood programs to assist citizens to become more involved and accept accountability with such programs as: neighborhood liaison, community and team policing, fire community services, Ourstreet and Weed & Seed. Through these programs, the City's central neighborhoods began to improve and crimes decreased substantially.

However, in 1999, the City again experienced increased gang activity. The City reevaluated its programs to assure the needs of the neighborhoods were met. The Michigan State University Community Policing Study, with extensive police and community input, was concluded in late 2000 and most of the recommendations have been carefully evaluated and implemented.

In 1998 and 2002, the City conducted comprehensive Citizen Surveys. In the 1998 Survey, crime and safe neighborhoods were of major concern. We were pleased to learn from

the 2002 Survey that our citizens expressed the greatest increase in the quality of life acceptability indices of Safety of Neighborhoods (+10.9%) and Safety of City (+30%). The FY 05 budget continues to maintain and improve City services involving Police and Neighborhoods Programs. However, due to the substantial cuts in State Revenue Sharing several positions within the Police and Fire Departments have been recommended to be left vacant until the economy improves.

In early 2003, the Holland Public Schools made a decision to restructure the elementary school system of neighborhood schools. This was the result of reduced state funding for education which impacted most severally the state's core city school districts which have limited growth potential. The School Board decision resulted in closing two (2) elementary schools including Washington and Lakeview. These schools were planned to be changed to adult education and alternative education (Washington) and Lakeview to be used as the new administrative facility. The plan is to sell the administrative facilities on River and 16th Street. These plans are still in the implementation stage, and are being reevaluated in response to questions raised by the community.

The City will have to work closely with the schools and the neighborhoods to minimize the potential negative impacts which could result from these changes. The City through the Planning Commission and the community developed an extensive evaluation of this issue and produced a document titled "Neighborhood Vitality and Holland's Elementary Schools" which hopefully will serve as a guide to deal with this critical community issue.

The City's downtown has experienced a major renaissance and achieved the National Main

KEY COMMUNITY HIGHLIGHTS

NEIGHBORHOODS - (continued)

Street award, while the area, at the same time, experienced its most rapid expansion of retail malls. In 2005, the 8th Street Market as part of the Western Gateway was completed. This facility has brought increased vitality to the downtown. In late 2005, the Hope College new Field House will be completed and add increased activities to the Eastern Gateway of the Downtown. The City's Historic District became one of the strongest neighborhoods in the community. Several of the City's neighborhood programs were recognized nationally and in 1996 the City achieved the distinguished "All America City" award. In 2002, the expansion of the Historic District was confirmed by a community vote and the FY 05 and FY 06 budgets include additional funds to expand the Ourstreet Program into this area or to other core City neighborhoods.

INFRASTRUCTURE & PUBLIC FACILITIES:

During the past decade, major emphasis was placed on upgrading the 150 mile of City street infrastructure with a goal of every street either being resurfaced or reconstructed over a 20-year period. At this point, the City is close to achieving its goal.

Major improvements have been made to public facilities such as the renovation and expansion of the City Hall, the construction of the Depot Transportation Center, and the development and renovation of the Museum. The expansion and upgrade of City facilities and its infrastructure will continue. The City in 2002 developed a comprehensive three to five year program to expand and renovate the existing Police and County Court facilities, relocate and build a new Transportation Service facility on property purchased in 1999, construct a new Fire Station

in the West End of the City, and renovate and expand the Civic Center.

All these projects are now completed with the exception of the Civic Center. This required an increase in the City's Debt Service tax rate, as a bond issue of \$19.5 million was issued in August 2002. A comprehensive financial plan was submitted to the City Council as part of the FY 03 budget, and is fully implemented. These building programs will be completed without raising the total tax rate of the City.

PUBLIC PARKS & GATEWAYS: The City of Holland has a long tradition of an excellent parks system for leisure, cultural and recreational opportunities. The City has expanded its parks system to 19 parks with over 350 acres, and has renovated all of the City parks except Lincoln and Smallenburg. In 2002, a new neighborhood park was constructed on the Holland Heights School property.

Kollen Park was the focus of a major community planning process in 1998 and 1999 resulting in a \$5.6 million future expansion/renovation plan. The first phase of this project was completed in 2003 with a \$500,000 grant and \$500,000 in local funds. The second and third phase will start in late 2005. The second phase will be funded with a \$650,000 grant and \$650,000 in local funds. The third phase will be installation of a boardwalk around the newly acquired lakefront easement obtained from *H.J. Heinz Company* along Lake Macatawa. This \$1.3 Million project has been fully designed and the funding is in place and construction will also start in late 2005. The project will be funded from three (3) different grants totaling \$875,000 and \$425,000 in local funds.

The first phase of the planning process for Smallenburg Park was initiated in 1999 and was

KEY COMMUNITY HIGHLIGHTS

PUBLIC PARKS & GATEWAYS - (continued)

completed in the fall of 2000. The first phase financial plan of \$250,000 for this park is set and construction will start in the summer of 2005. As the area of the City continues to expand to the south, the City in 2003 purchased 20 acres of additional parkland for future expansion and development.

In 2002, the 7th Street extension and Civic Center parking lot were initiated to implement the visions which were developed as part of the Western Gateway and Waterfront Development Plans, which included the 8th Street Market and new Police / Court Complex. In late 2002 and early 2003, the plans for the Eastern Gateway Plan were initiated, which has provided exciting development opportunities for the East End of the downtown area. Currently the new *Hope College De Vos Field House* is under construction. This new \$20 million facility should be completed in late 2005. This will remove college and high school basketball games from the City's Civic Center. This has allowed the City to start in early 2005 the planning for the renovation / expansion of the Civic Center. The renovation is anticipated to begin in calendar year 2006.

Another major part of the Eastern Gateway is the possible construction of a Traffic Round-About to serve as a main entrance to the City's downtown. The land has been acquired as part of the property exchange with Hope College in early 2004. This project is tentatively scheduled for 2007.

The Windmill Island Village Development Plan was in the planning stages for six years. Phase I of the development was scheduled to begin in August 2002, but the final public/private financial plans for this \$37 Million project was not resolved. The FY 05 budget required a new

plan to be developed and that process was completed as a joint venture between the City and Tulip Time. The first result of that study was the construction of a new pavilion in early 2005 which was available for Tulip Time Festival events and has already served numerous weddings and community events.

ORGANIZATION: One of the key elements of the City's Mission Statement is to "provide the best conditions under which citizens live, work and play". The City will continue to focus on these key elements over the next decade to assure the City can meet the foundation for this Mission. However, the success of achieving this Mission will not only be the responsibility of the

public sector but will continue to require the involvement of the private sector. This partnership has been essential in developing so many projects that have made Holland a unique community in which to live, work and play.

For the City to implement the many public programs, services and projects, much depends on financial resources generated from the private economic base. Therefore, the City will continue to place its primary emphasis on providing excellent City services, maintain and expand the infrastructure which supports the maintenance and expansion of the private sector and assure that public facilities are provided, which are needed to support a quality community in which to live, work and play.

Over the past several years, the City has developed a strong foundation for its *Continuous Improvement Process (CIP)*, which primarily focuses on providing quality service to our citizens. This commitment will continue into the future as we must continue to improve the quality of services we deliver to our citizens on a daily basis. That commitment has been developed in strong *Mission* and *Belief Statements* supported with personnel and

KEY COMMUNITY HIGHLIGHTS

ORGANIZATION - (continued)

financial commitments. Major emphasis will be placed on improving the quality of services through the use of technology.

Over the past several years, the City has invested heavily in computer technology and the City's BPW continues to expand the fiber optic loop system, which will enhance our citizens' access to the technology highway. In 2000, the City finalized its CATV franchise with AT&T and the efforts to have them utilize the City's fiber optic system was realized. The new combined system with AT & T was totally operational by mid-2002.

The BPW has just completed a comprehensive study to determine the feasibility to extend fiber optics to every home in Holland. The City is also cooperating with Ottawa County to install a comprehensive wireless system.

Emphasis has again been placed on developing a comprehensive work plan as part of the budget document by establishing specific goals and Action Plans for the various City departments and activities. This process will continue to be refined to measure our progress and establish specific dates for completing the plans. The development of the FY 06 Action Plans was based on the priorities established at the annual City Council and staff retreats and by the various boards and committees. This year, the Council again held an Open House for the public to provide early input into the budget process.

The objectives and time schedules have set many challenges during the past year. Through the cooperation of the Mayor, City Council, staff and various boards and advisory committees, the City again did well in FY 05 in implementing the Action Plans. However, many

of the plans will be continued into the next fiscal year, as they will not be completed prior to June 30, 2005. In FY 06, there will have to be an extra effort given to balancing all of the City's basic day to day services with numerous major capital projects that are being implemented during an economy which has struggled at the national and state level, and has impacted many of our own local industries. This can be done with careful financial planning by the City Council, staff and our various boards and commissions.

The same budget format was basically maintained for 13 consecutive years. This was important especially for prior year comparative purposes. In FY 00, a new finance system was implemented, and this system will ensure the future sound financial management of the City. However, the final FY 03 City budget document had a new look and format to comply with the GASB 34 Audit/Financial regulations. This format provides an overview of the budget from a functional service standpoint instead of a fund format. This should assist our citizens with a better understanding of the City budget.

The budget now outlines City services along nine (9) functional service groups as follows:

- Management and Administrative Services
- Fiscal Services
- Public Safety Services
- Transportation System and Services
- Community and Neighborhood Services
- Leisure and Cultural Services
- Board of Public Works Utility Services
- Internal Service Funds
- Capital Projects Funds

In FY 06, the City staff will begin the process of developing improved program measurements to determine the quantity and quality of our services. This will also involve developing benchmarks with other comparable cities in Michigan and nationally. This effort will take several years to implement.

CLOSING COMMENTS

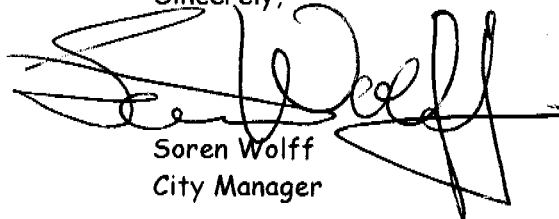
It has again been a challenge to prepare and present this budget for Council's consideration and approval. For the past several years, the City has initiated many public improvements and maintained adequate resources to provide a wide variety of services to its citizens. The challenge of maintaining the quality of life in the City continues to be a top priority. In FY 03, the City placed a hiring freeze on numerous positions, along with the elimination of out of state travel and numerous capital outlays were delayed. In FY 03, FY 04 and FY 05, nine (9) positions were eliminated and two (2) more are proposed to be eliminated in FY 06. If the economy does not improve similar freezes as used in FY 03, FY 04 and FY 05 may have to be implemented in FY 06 to assure the City's General Fund can remain financially sound.

Without the cooperation of both the public and private sectors and an increased involvement and awareness by the citizens, the challenge of maintaining and improving our quality of life will not continue. As importantly, the Holland area governmental units must cooperate on major projects and issues if the area is to retain its quality of life.

As we continue into the 21st Century, the City of Holland is fortunate to still be in good financial shape, and experiencing an excellent quality of life. However, in late 2001 through early 2005, both the state and national economy slowed down, and as a City, we have experienced several manufacturing plant closings and some of our major industries have had extensive employee layoffs. This has come at a time when the City has initiated numerous major capital improvement projects that were in the development phase for several years. The positive aspect of this is that the interest rates were extremely low for favorable bonding, and the construction industry was very competitive from a cost standpoint.

We were able to provide a solid foundation as we entered the 21st Century. Now we must continue to build on that foundation to ensure our citizens will continue to enjoy a community which provides an excellent place to live, work and play. As a place to work, we have some of our greatest challenges in the past 15 years, but I am confident, the City Council, the City staff, its numerous boards and commissions, the private sector and our citizens will be ready for the challenges and opportunities ahead.

Sincerely,

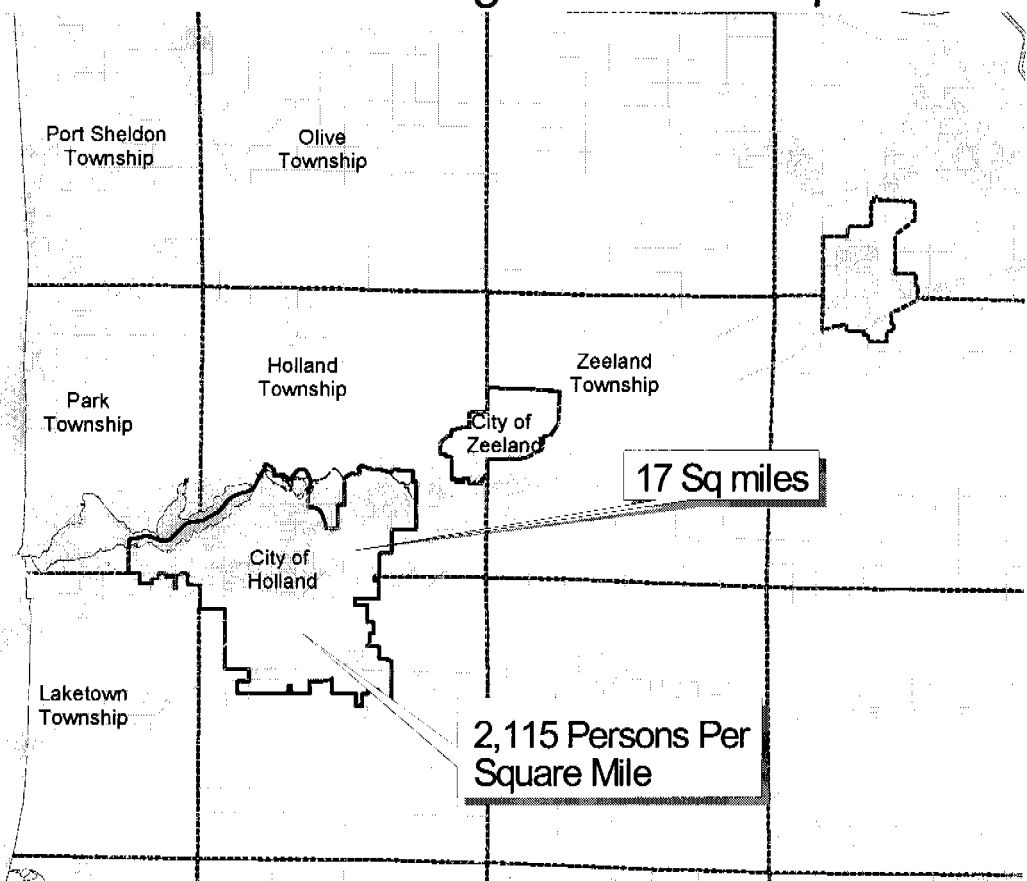
A handwritten signature in black ink, appearing to read 'Soren Wolff', with a large, stylized flourish extending from the bottom right.

Soren Wolff
City Manager

SW/b

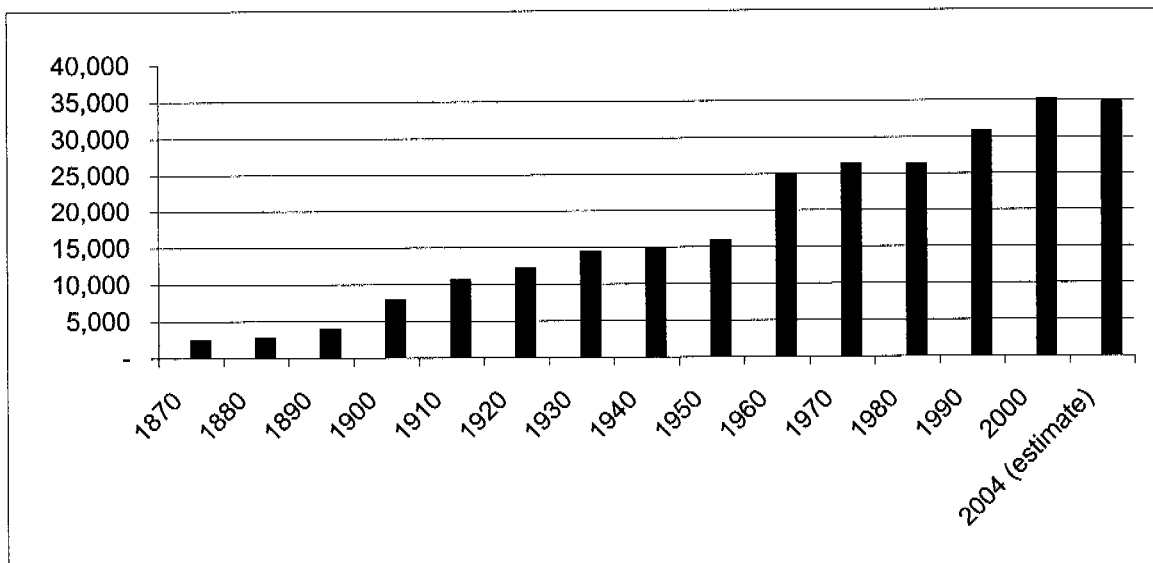


Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

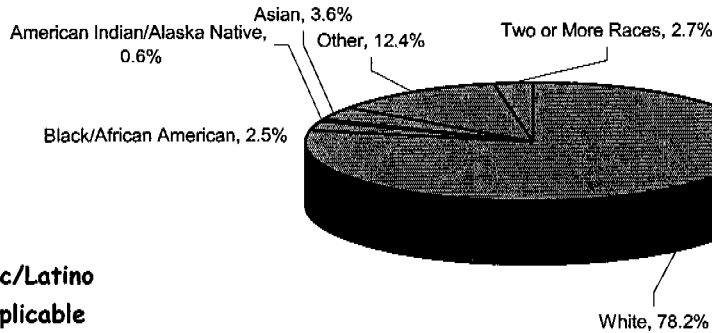
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867	Incorporated as a City	-----
1870	2,324	-----
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70
1980	26,281	(0.21)
1990	30,745	16.99
2000	35,048	14.00
2004 (estimate)	34,606	(1.26)



Source for Information:

* Michigan Manuals, Michigan Department of Management and Budget.

DEMOGRAPHICS

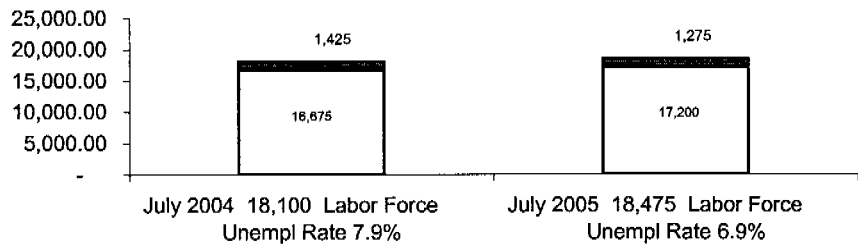


Race

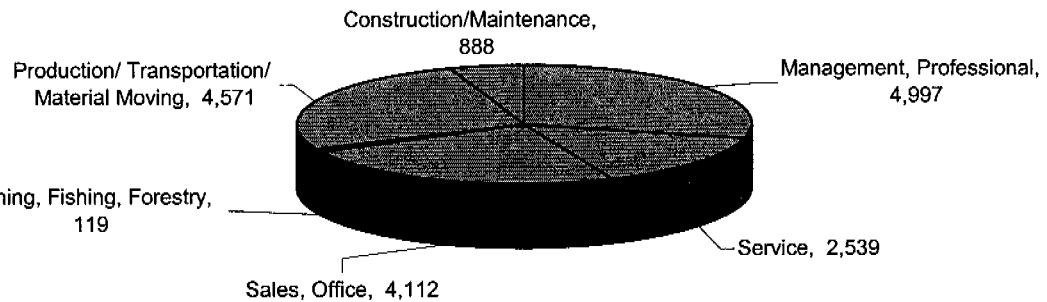
22.2% Hispanic/Latino
Included in Applicable
Race Categories Above

Employment Statistics per July 2005 Michigan Dept Labor

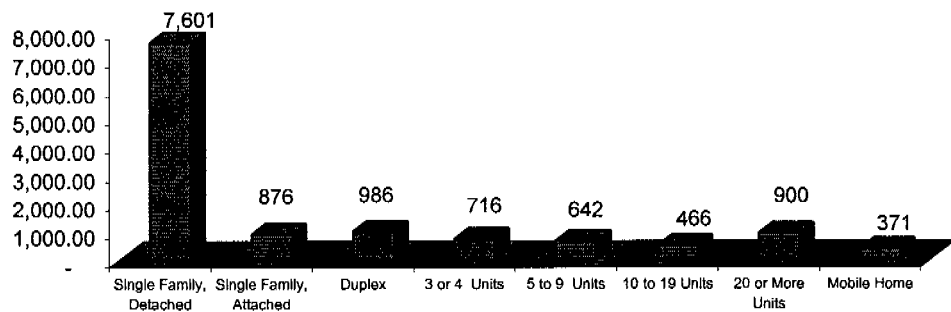
■ Unemployed
□ Employed



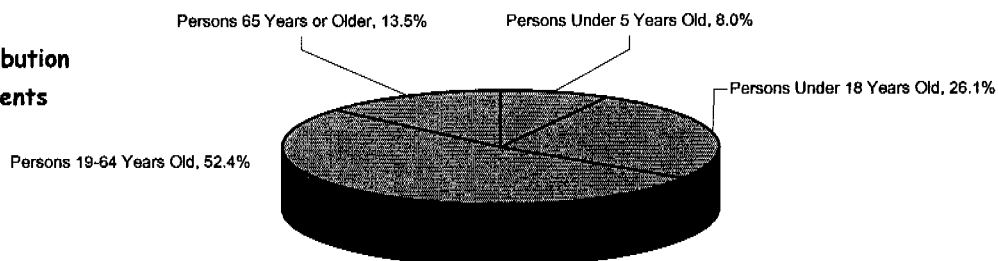
Employed Civilian Population - 17,226 16 Years and Over



Total Housing Units 12,558



Age Distribution of Residents



Source: Information is based on 2000 U.S. Census data, unless otherwise noted.

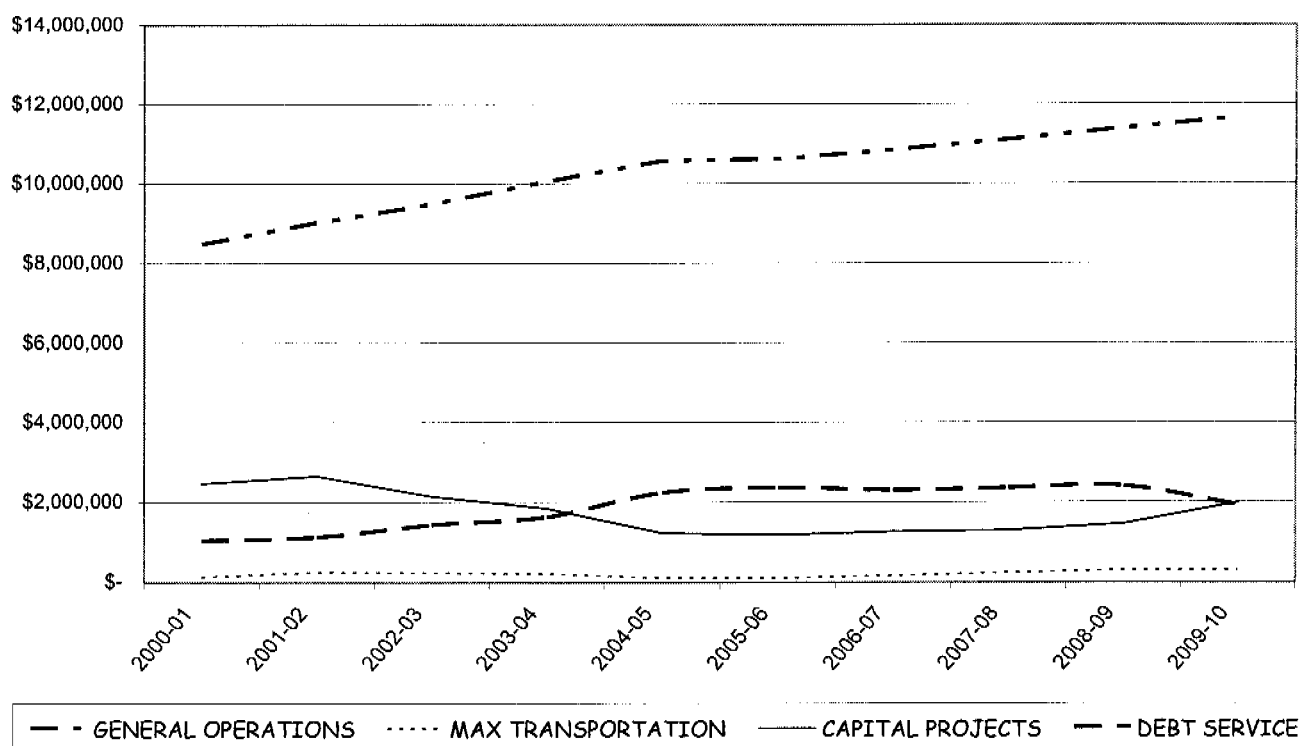
TRENDS OF SIGNIFICANT REVENUES

INTRODUCTORY OVERVIEW

- Primary revenue sources, across all funds, are grouped into the following classifications:
 - Property Taxes
 - Intergovernmental Revenue Sharing and Grants
 - Charges for Services
 - Licenses & Permits
 - Investment Earnings
 - Fines & Fees
 - All Other Revenue Sources
- Graph presentations depicting recent historical trends and anticipated near-term future trends are presented for the first five of these revenue sources.

REVENUE GROUP: PROPERTY TAXES

- Property Taxes represent the primary revenue source for General Municipal Operations, General Obligation Debt Service Requirements, and Capital Projects for Municipal and Street Projects. Property taxes also provide a small percentage of total funding for the MAX Transportation System.
- Projection assumptions include a city-wide taxable valuation base that increases approximately 2.5% annually, and an overall annual tax rate not exceeding approximately 12.75 mills (rate per \$1,000 of taxable valuation). Individual millage tax rate projections include:
 - Annual General Operating : 9.4 mills
 - Annual Capital Projects : Variable from 1.0 gradually increasing towards 1.6 mills
 - Annual Debt Service : Variable from 2.1 gradually declining towards 1.6 mills
 - Annual MAX Transportation Services : Variable from 0.1 gradually increasing towards 0.25 mills



REVENUE GROUP: INTERGOVERNMENTAL REVENUE-SHARING AND GRANTS

County Revenue Sharing

The Allegan County Road & Bridge Tax amounts to slightly over \$400,000 annually. This is a voted county tax with a sunset provision requiring voter re-approval every three years.

State Revenue Sharing & State Grants

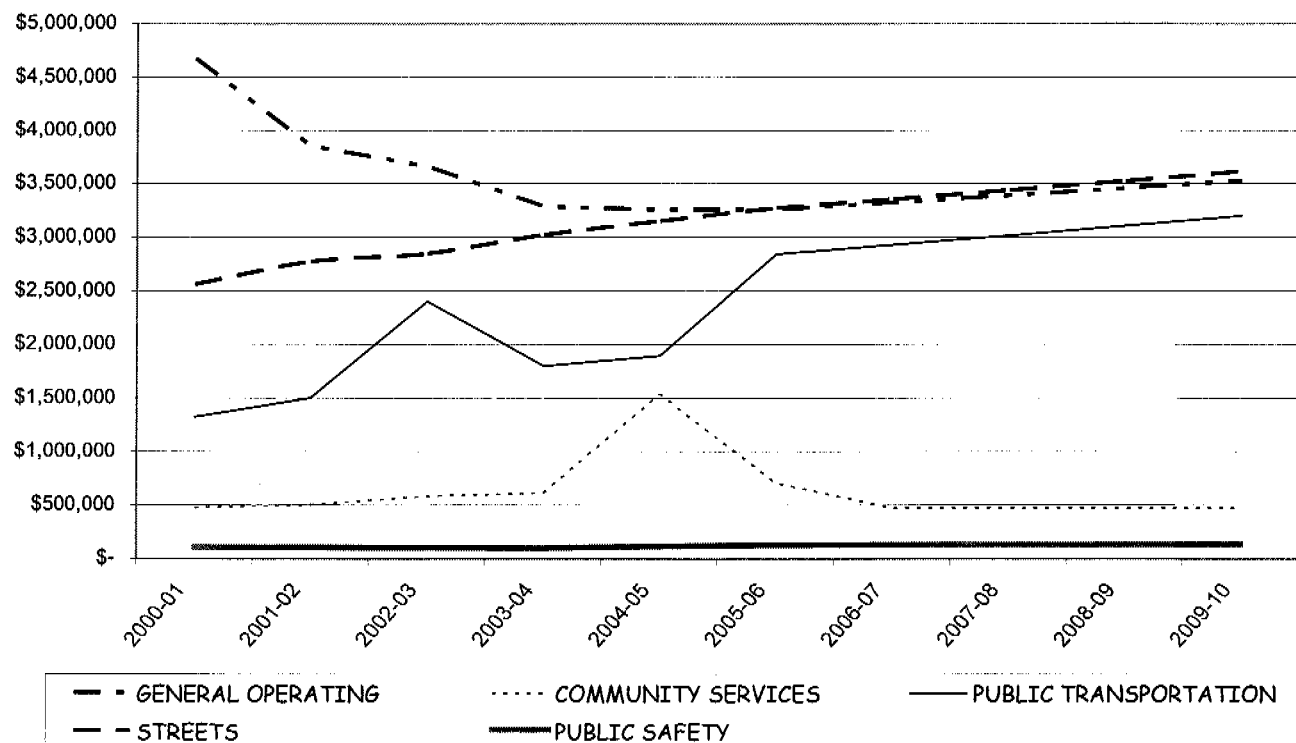
State revenue sharing items are authorized by the state constitution and/or state statutes, providing on-going funding sources for local units of government. Some revenue sharing sources are subject to volatility and unpredictability....especially during economic swings; sometimes resulting in significant variations from budget forecasts. Trend projections for FY2006 thru FY2010 include:

- sales tax to increase 2.0% annually
- gas & weight tax increasing 2.5% annually
- criminal justice training rising only 0.5% annually
- police drug enforcement grant (WEMET Grant) growing by 2.0% each year
- operating assistance grant to City's Public Transportation system 3.0% annual growth
- grant for housing fix-up assistance is anticipated to remain at the same level
- grants for capital purposes (e.g., housing, infrastructure, park improvements) are not included for future trending because of their one-time single purpose structures.

Federal Grants

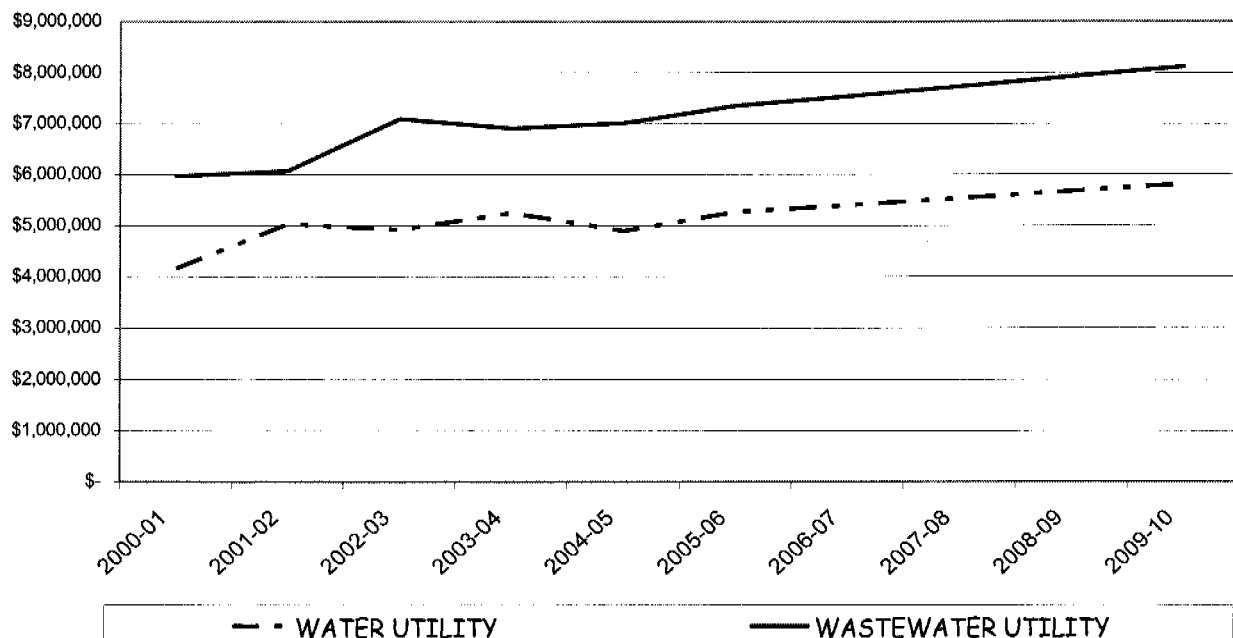
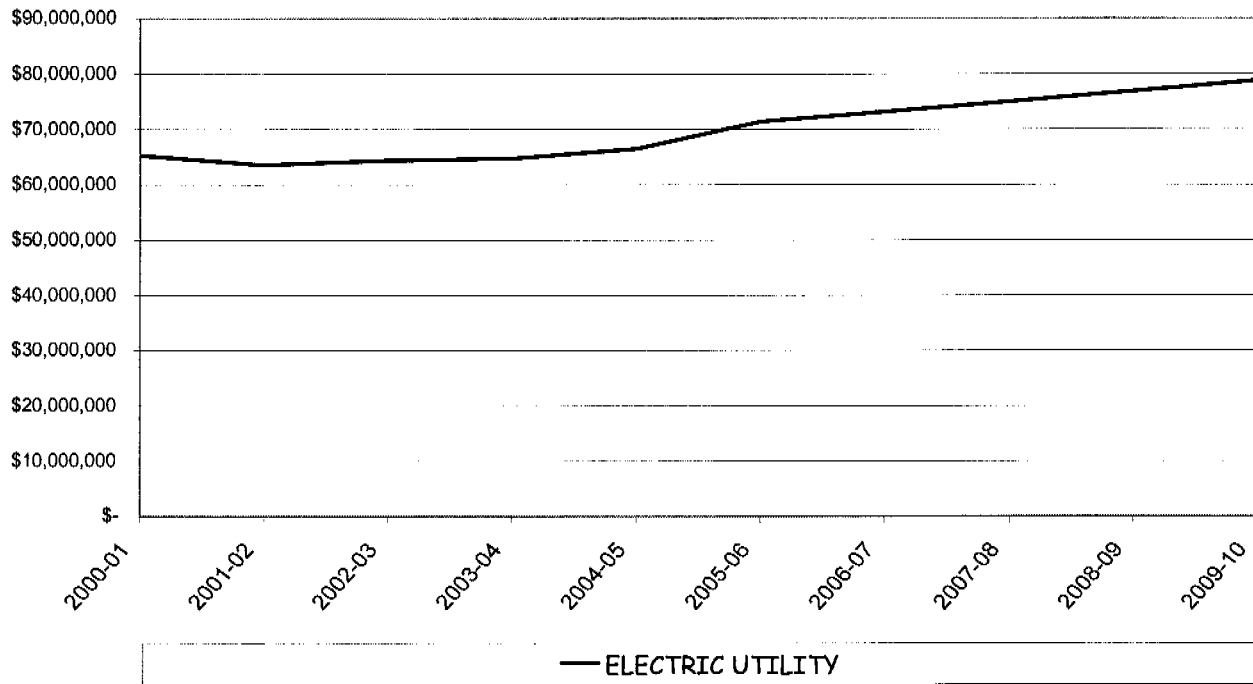
Certain types of federal grants tend to be recurrent from year-to-year for designated types of operational or public assistance purposes (such as CDBG and public transportation assistance). These grants are less subject to volatility because specific terms are delineated in the grant agreements:

- operating assistance grant to City's Public Transportation system accreting 3.0% annually
- Community Development Block (Entitlement) Grant anticipated to remain at the same level
- grants for capital purposes (e.g., primarily infrastructure enhancements) are not included for future trending purposes because of their one-time single purpose structures.



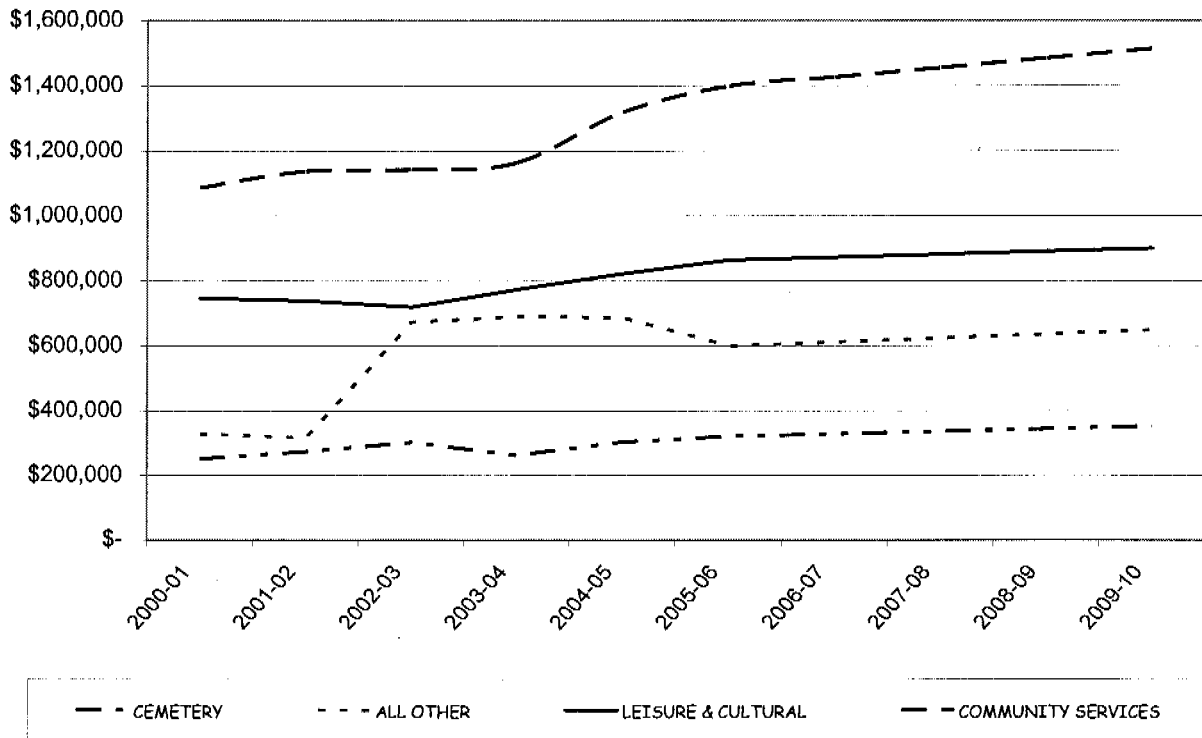
REVENUE GROUP: CHARGES FOR SERVICES (TO INCLUDE FEES AND SALES)

- Charges for Services is the largest single revenue source. Customer charges for the three municipal utilities, Electric / Water / Wastewater, comprise more than one-half of all revenue sources. Within the General Government, there are a number of Charges for Services across several Service Groups.
- The graphs immediately below reflects Municipal Utilities (Electric, Water, Wastewater) for five years of history and five years of projections. Revenue estimates thru fiscal year 2010 reflect a five-year projection of an approximate 2.5% annual growth for each utility, using a model that includes a combination of anticipated per unit sales plus anticipated future rate increases:



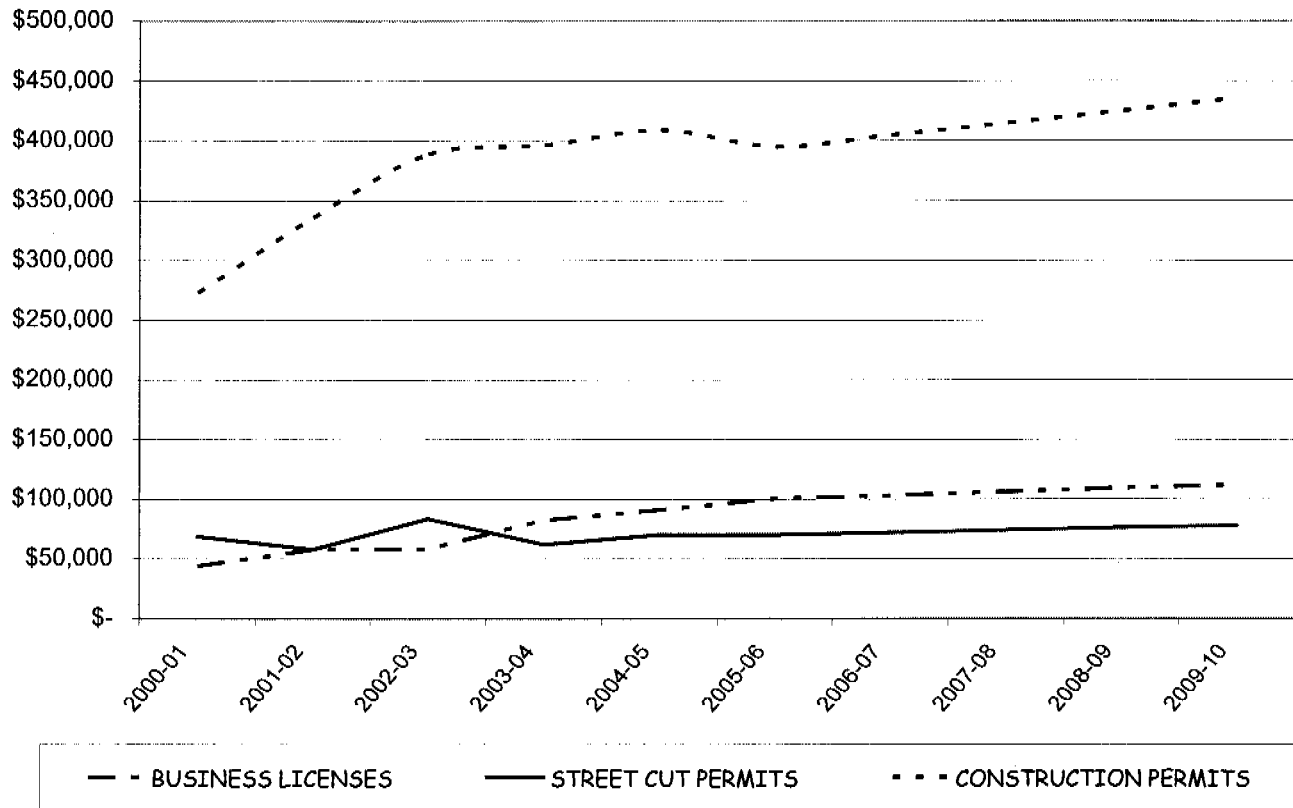
REVENUE GROUP: CHARGES FOR SERVICES (TO INCLUDE FEES AND SALES)

The graph below reflects a trend model for General Government (other than utilities) fees & charges for services for five years of history, together with projections thru fiscal year 2010. The five projected years include assumptions of 1% annual increases for Leisure & Cultural Services Group, 2.5% for Cemeteries, and 2% growth for each of the other Service Groups:



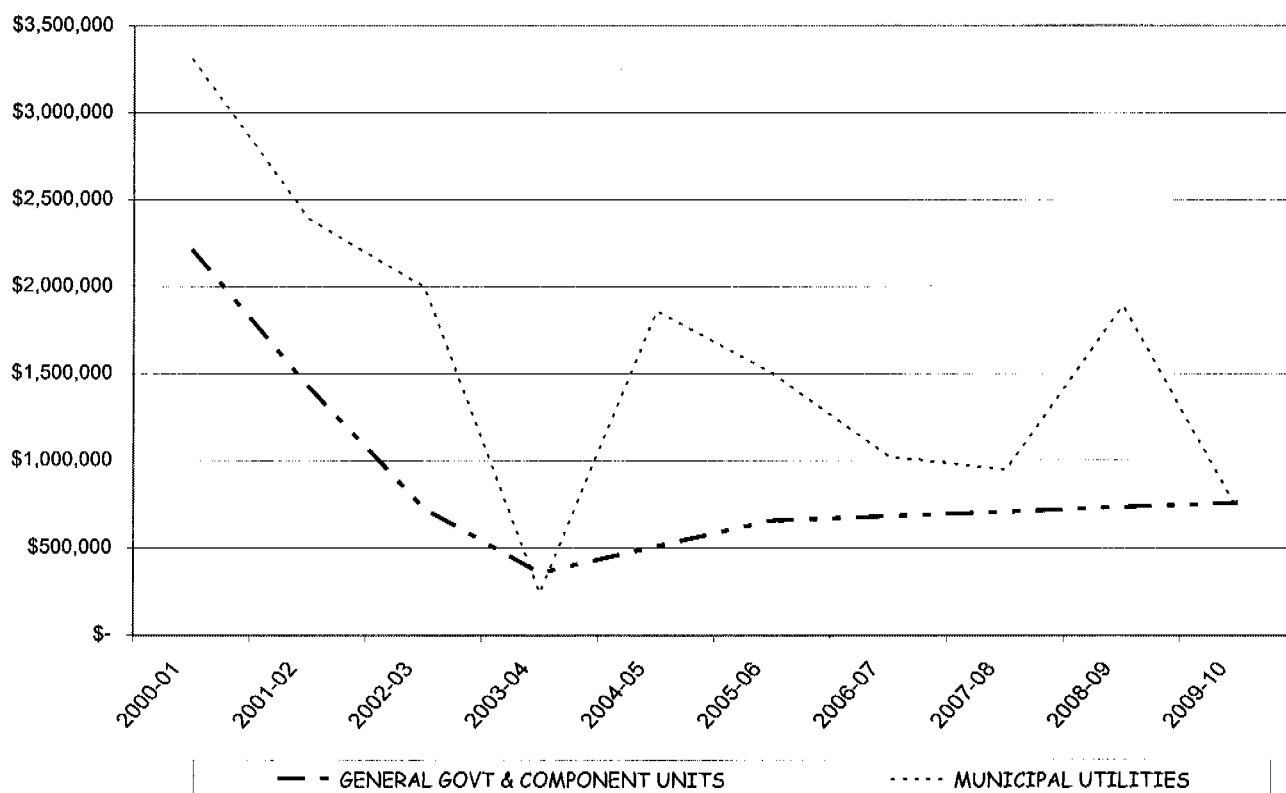
REVENUE GROUP: LICENSES & PERMITS

- Licenses & Permits does not represent a material revenue source; but is significant enough to reflect an illustration of trends over time.
- The graph below reflects five years of history, together with current budget estimates and a projection of four additional fiscal years. The projection model for all licenses and permits anticipates a 2.5% annual increases primarily from rate increases, with relatively little volume growth:



REVENUE GROUP: INVESTMENT INCOME

- Investment Income reflects a combination of portfolio size, types & length of investment securities, interest earnings, capital gains or losses on sales of investment securities, and year-end valuation adjustments to marketable securities held in the portfolio.
- For certain funds, such as the General Fund, investment income is considered a material revenue source.
- The graph below reflects the recent historic downward trend in the interest rate environment, more than any other single factor. The projections of fiscal year 2006 thru 2010 reflect:
 - portfolio for operations to remain relatively constant....the same as for fiscal year 2005
 - portfolio for capital projects reflects all anticipated bond proceeds temporarily invested.
 - total investment income for fiscal year 2006 reflects an approximate 2.5% - 2.75% rate of return
 - total investment income for fiscal years 2007 thru 2010 reflect an anticipated rate of return that gradually, but marginally, increases in each of the years.



FINANCIAL POLICIES & GUIDELINES

INTRODUCTION

The City of Holland's budgeting process is designed and prepared in accordance with the requirements set forth by State of Michigan Act 2 of 1968 as amended (Uniform Budgeting and Accounting Act). What follows is a brief overview that outlines the budgeting process.

With each passing year, additional financial pressures tend to accumulate as both internal and external demands are presented for consideration in the overall budget mix. The role of local government in providing services is constantly scrutinized and reassessed. Funding requests far exceed limited financial resources for balancing the budget.

City officials are responsible for ensuring that all essential services are planned and implemented in the most efficient manner possible. The budget process brings together goals & objectives, performance measurements, new & changing program demands & requests, and financial information. Using the assembled budget data, the City Council is annually provided the opportunity to review and debate the merits, the desired levels of service, and the appropriations for individual programs & services.

PLANNING PROCESS

The City of Holland's fiscal year begins July 1st. However, the budgeting process begins long before that date. In the month of January, the City Council members and citizens meet in informal manner, with the citizens doing all the talking. From that point forward, the process

closely parallels the outline as presented in the Budget Calendar.

The budget planning process can be separated between two primary areas: operating services and capital projects.

OPERATING SERVICES

Under the present administrative structure, operations are organized and budgeted across eight 'Service Groups', to include:

- Management & Administrative Services
- Fiscal Services
- Public Safety Services
- Transportation Services
- Community & Neighborhood Services
- Leisure & Cultural Services
- Utility Services
- Internal Services

The level of services and the structure for providing those services is continually reviewed and adjusted as both external and internal circumstances change.

CAPITAL PROJECTS

For capital improvement projects, a perpetual five-year development plan is updated annually - during the months of July through December by Department Heads, City Manager, Utilities Manager, Boards & Committees, and City Council. The plan includes projects for streets, utilities, and municipal capital projects (such as facilities). The ensuing fiscal year portion of the five-year plan is incorporated into the annual budgeting process.

FINANCIAL POLICIES

The policies that follow comprise basic principles and guidelines used in the fiscal management and overview for this government.

BUDGETING

- The City's budgeting process shall be in compliance with the State of Michigan's Uniform Budgeting Act and Chapter 9 of the Holland City Charter.
- The basis of budgeting policies shall mirror the basis of accounting policies. To this end, Government-Type Funds shall be budgeted following the Modified Accrual Basis, and Proprietary-Type Funds to Full Accrual Basis.
- The City shall avoid budgetary practices that tend to balance the budget of a given year (i.e., use of existing Fund Balances) to the detriment of budget years that immediately follow.
- The City shall stress results-oriented budgeting by integrating financial amounts with mission statements, action plans, performance measures, and other indicators.
- The City shall promote and encourage a positive business climate and an economic development environment in partnership with the private sector.
- The City shall maintain on-going projections of property tax millage rates, updated annually, to be used as guidelines for short-term and long-term budgetary purposes.
- The City shall maintain aggressive pursuit of grant funding from governmental and non-government sources; as a means of enhancing annual budgets.
- The City shall attempt to provide and maintain incentive programs through the annual budgeting process that benefit lower-income residents with property improvements and pride in maintaining their neighborhoods.
- The Operating and Capital Project Budgets shall provide major goals to be achieved, services & programs to be delivered, clearly identifying funding sources and spending limitations.
- At a minimum, the budget shall include adequate appropriations to meet all of the City's contractual commitments, mandatory obligations, and essential services.
- Local government services that directly and indirectly benefit all or most taxpayers and users, shall be financially supported primarily from broad-base revenue sources such as property taxes, state shared revenues, investment income, etc.
- Local government services that directly and indirectly benefit a relatively limited number of taxpayers or users, shall be financially supported primarily from specific user fees, impact fees, and/or special assessments.
- New services and expansion of existing services shall be considered in the proposed annual budget only in relation to revenue sources that can financially support all of the new and ongoing costs and/or reduction/elimination of other existing services & programs.

FINANCIAL POLICIES

BUDGETING - (continued)

- Existing services & programs funded through grants which will be reduced or eliminated, shall be reviewed in the same manner as new or expanded services.
- Capital Project Funds shall be budgeted on a 'multi-year' inception-to-completion basis.
- The budget development process shall include at least the following events:
 - In late January, City Council members shall hold informal open meetings with citizens and representatives of the business community. The intent of the meetings is to primarily listen and gather information about current and long-term issues on the minds of community members.
 - By mid-to-late February, departments, boards and outside agencies shall submit their detailed budget requests and proposals
 - During late February and the entire month of March, the Finance staff shall assemble the various requests and proposals into an orderly budget format for review and recommendations by the City Manager.
 - Throughout the month of March, the City Manager and department managers shall review and discuss the goals, action plans, performance measurements, organizational structures, staffing requirements, and monetary budget levels.
 - During the month of March, the City Manager shall finalize proposed updates to the Capital Improvements Five-Year Plan. The plan is integrated into the overall City budget budget for the ensuing fiscal year.
- By late March and/or early April, the City Manager shall make final recommendations for a consolidated budget across all funds and departments; and the Finance staff shall prepare the budget document in accordance with the City Manager's directives.
- By early April, the City Manager's Proposed Budget shall be submitted to the City Council for their review and discussion.
- During mid-to-late April, the City Council shall extensively review, discuss, and decide upon budget priorities and budget levels.
- By late April the City Council shall present its version of the budget to the general public; providing the community at-large approximately 10 days to review the budget document, as presented.
- At the first regularly-scheduled meeting in May, the City Council shall hold a public hearing regarding its proposed budget. At the close of the public hearing, the City Council votes to approve a budget and a property tax millage rate (including any adjustments to its proposed budget and tax millage) for the ensuing fiscal year that begins July 1.
- Adjustments to personnel classification and compensation issues (within the constraints of the newly adopted budget) shall be addressed by the City Council during the time period of late June and/or early July), coinciding with the start of the new fiscal year.
- Adjustments to rates of Fees and Charges for Services shall be addressed by the City Council as issues separate from adoption of the budget.
- The adopted budget shall be implemented with the start of the fiscal year, July 1.

FINANCIAL POLICIES

BASIS OF ACCOUNTING

- All Governmental-Type Funds and Expendable Trust Funds shall utilize a Modified Accrual Basis of Accounting. This means revenues are recorded when received in cash, except those susceptible to accrual, which are recorded as receivables and revenues when measurable and available to meet current obligations. Expenditures are recorded when a liability is incurred; except general obligation debt principal & interest maturities that are recorded at the time of payment in the Debt Service Funds.
- All of the City's Proprietary-Type Funds and Non-Expendable Trust Funds shall employ a Full Accrual Basis of Accounting. This implies that Revenues are recognized when earned (with no special exceptions) and Expenses are recognized and recorded as a liability when incurred (with no special exceptions).

ACCOUNTING & FINANCIAL REPORTING

- The accounting and reporting system shall comply with pronouncements of the Governmental Accounting Standards Board (GASB), as well as State of Michigan statutes and mandates.
- The accounting system shall provide necessary and reasonable internal controls for proper recording and monitoring of all assets, liabilities, reserves & equities, and revenue & expenditures.
- The accounting system shall include budgetary controls sufficient to assure adherence to the approved budget.
- The accounting system shall employ the use of Encumbrance Accounting in Governmental-type Funds to account for Purchase Orders,

Contracts, and other commitments for the expenditure of appropriated monies.

- The accounting system shall provide routine monthly, quarterly, and annual reports to management that provides comparisons of actual revenues and expenditures to budgeted amounts.
- At the conclusion of each fiscal year:
 - a Comprehensive Annual Financial Report shall be prepared in accordance with Government GAAP guidelines
 - an independent audit shall be performed by a Certified Public Accounting firm, in compliance with State of Michigan statutes.

FUND EQUITIES AND RESERVES

- The City shall attempt to maintain fund equity balances of the General Fund and Budget Stabilization Fund within a range of 7.5% to 12.5% of the ensuing fiscal year General Fund budget appropriations.
- As a part of the budgeting process, the City Council may determine to maintain designated cash reserve balances in certain funds.
- As a part of the budgeting process, the City may determine to maintain designated cash reserve balances in certain funds.
- As a part of the budgeting process, the City may determine to utilize certain designated fund equity amounts for purposes of balancing an ensuing fiscal year budget; except the City shall avoid budgetary practices that tend to balance the budget of a given year (i.e., use of existing Fund Balances) to the detriment of budget years that immediately follow

FINANCIAL POLICIES

REVENUES

- The City shall attempt to achieve diversified, reliable and stable sources of revenue to support the general operating budget and minimize volatility & vulnerability from budget year to budget year.
- The City shall maintain sound property appraisal policies and procedures to reflect accuracy of state equalized values.
- The City shall make every attempt to maintain its property tax millage rate(s) at the lowest levels possible while taking into consideration all budgetary factors, such as acceptable expenditure levels, reserve balance levels, and all revenue sources.
- After having determined ensuing budget year expenditure requirements, reserve balance levels, and estimates of all revenue sources; the City shall make every attempt to maintain the lowest operating millage rate.
- The City shall maintain an aggressive approach toward collection of past due taxes receivable and all other types of receivables.
- The City shall annually review the fees and charges for services; and modify rate structures to reflect changing costs to provide associated services....to include services recorded in both governmental and enterprise funds.
- The City shall be continually vigilant toward potential new sources of revenues, to include grants made available by government agencies.

CAPITAL PROJECTS & DEBT FINANCING

- The City shall annually update an on-going five 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.
- The City shall attempt to maintain its existing capital assets in adequate condition (unless individual assets may be considered to be discontinued and discarded) to minimize future maintenance and/or replacement.
- The City shall give due diligent consideration to the financial impact upon future operating budgets, in regard to proposed capital improvement projects.
- The City shall remain constantly alert and diligent to 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.
- The City shall not enter into any debt instrument or illegal form of debt that is not permitted under State of Michigan statutes.
- The City shall make every attempt to not exceed a maximum of twenty years on long-term debt borrowings.
- The City shall make every attempt to maintain a high bond rating level with the bond rating agencies, for the purpose of minimizing interest costs on long-term debt obligations.

FIXED ASSETS

- The City maintains an automated system to account for all items designated as fixed assets:
 - General Fixed Assets:
 - guidelines include items with a cost of at least \$500 and a useful life of at least two years.
 - Infrastructure Fixed Assets
 - policy format and guidelines are under consideration.

CASH AND INVESTMENTS

- The City maintains a cash and investment policy that includes the following:
 - For incoming funds, maintain a system of internal controls and reconciliations that reasonably assures proper administration of receipting, recording; and depositing.
 - For outgoing funds, maintain a system of internal controls and reconciliations that reasonably assures proper administration for payment approvals, recording, as well as actual disbursements of funds.
 - To the extent possible, the City shall pool its cash / investments across all of its funds; for purposes of operating efficiency and maximizing investment earnings.
 - Maintain a system of on-going cash-flow projections across all funds, using prior experience, current and anticipated cash inflows, and projected cash outflow requirements.
 - On-going analysis of market conditions to maximize investment yields, while giving due consideration to safety of investment principal.

BUDGET EVENTS BY CALENDAR MONTH (page 1 of 3)

JULY

Maintain & Monitor Current Fiscal Year Budgets -

- Implement new fiscal year budgets amounts for individual line-item accounts.
 - Update line-item accounts for authorized budget adjustments.
 - Financial reports to management, including comparison of actual to budget.
-

AUGUST

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
 - Financial reports to management, including comparison of actual to budget.
-

SEPTEMBER

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
 - Financial reports to management, including comparison of actual to budget.
-

OCTOBER

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
 - Financial reports to management, including comparison of actual to budget.
-

NOVEMBER

Present Financial Summary of Most Recent Fiscal Year Results -

- Comprehensive Annual Financial Report presented to City Council & City Manager.
- Independent Auditors present findings of audit and any recommendations to management.

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
 - Financial reports to management, including comparison of actual to budget.
-

DECEMBER

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Review and Analysis of Five Year Projection Plan for Capital Projects
-

BUDGET EVENTS BY CALENDAR MONTH (page 2 of 3)

JANUARY

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Continued Review and Analysis of Five Year Projection Plan for Capital Projects
 - City Council meets informally (typically a Saturday morning) with all interested citizens of the community regarding any topics that the citizens wish to discuss.
 - Issuance of ensuing fiscal year budget preparation worksheets to Department Managers.
-

FEBRUARY

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Finalize the Process of Reviewing and Analyzing Five Year Projection Plan for Capital Projects
 - City Council meets informally with Dept Managers (typically a Friday evening dinner & meeting). Dept Managers each present a brief update to Council members of significant projects, activities and events that are either current or imminent.
 - Dept Managers submit to City Manager proposals for ensuing fiscal year budgets:
 - line-item account budget proposals of individual functions and activities (with narrative).
 - staffing proposals for individual budget activities
 - performance measurements of individual budget activities
 - narratives regarding assigned and proposed Action Plans (goals & objectives)
 - Holland Board of Public Works (electric, water & wastewater municipal utilities) submits ensuing fiscal year budgets to City Manager.
 - Non-Profit Community Service Organizations submit assistance requests to City Manager.
 - Finance Office begins process of sorting, editing, assembling and updating proposed budget information - as submitted by Dept Managers - for City Manager review and modification.
-

MARCH

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Finance Office continues with its budget preparation processes:
 - sorting, assembling, editing and updating budget proposal information
 - submits departmental proposals to City Manager
 - City Manager reviews budgets and narratives with Dept Managers:
 - makes recommended adds, cuts, deletes, and other types of adjustments
 - prepares budget recommendation message to City Council
 - directs Finance Office to prepare a final proposed budget document for City Council.
-

BUDGET EVENTS BY CALENDAR MONTH (page 3 of 3)

APRIL

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- At the first scheduled City Council meeting of April, the City Manager formally presents a Proposed Budget to the City Council.
 - City Council and City Manager hold several study sessions to review the Proposed Budget.
 - City Council makes preliminary decisions regarding:
 - the ensuing fiscal year budget, as well as the proposed property tax millage rates.
 - the ensuing fiscal year property tax millage rates
 - City Council formally presents a proposed budget to the public, with:
 - a summary published in the local newspaper
 - complete detailed proposed budget documents placed on display in various public locations.
 - Taxpayers and citizens are provided approximately two weeks in which to personally review the City Council's proposed budget document.
-

MAY

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- At the first regularly scheduled meeting of May, the City Council:
 - holds public hearings on the proposed budget and the proposed property tax millage rates.
 - makes final decisions regarding the proposed budget and/or property tax millage rates.
 - adopts resolutions for ensuing fiscal year budget and property tax millage rates.
-

JUNE

Maintain & Monitor Current Fiscal Year Budgets -

- Update line-item accounts for authorized budget adjustments.
- Financial reports to management, including comparison of actual to budget.

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Human Resources Director submits input to the City Manager regarding departmental proposals for staffing levels, position adjustments, position pay reclassifications, current status of any bargaining unit negotiations, etc.
 - City Council adopts compensation packages and adjustments for the new fiscal year:
 - pay reclassifications for certain classified positions
 - compensation schedules that delineate pay levels for classified employment positions
 - contractual compensation levels for unclassified employees
 - adjustments - if any - to existing fringe benefit packages.
 - City Council adopts updated Schedule of Fees & Charges for the new fiscal year that compliment the various budgeted revenue line-items for 'Charges for Services' and 'Licenses & Permits'.
-

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2005 - JUNE 30, 2006

Adopted May 4, 2005

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2005-06 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

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

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 4, 2005 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, 2005 through June 30, 2006; and

BE IT FURTHER RESOLVED, that the authorized employment positions and classifications are adopted as specifically listed in the personnel schedules of each fund and/or organizational unit, and any additional changes shall be the result of a separate action(s) 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(s) 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, including utility rates, shall be adopted as a separate action(s) of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager or Assistant City Manager are hereby authorized to make appropriation transfer adjustments from the *Contingencies* account of their respectively administered funds, and appropriation transfer adjustments within organizational units of the same fund, for:

- changes in estimates of specific operating accounts
- individual capital outlay adjustments

and, that individual appropriation transfer adjustments from a *Contingencies* account or within organizational units which exceed \$5,000 may be authorized only by action of the City Council, and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the City Manager or Assistant City Manager are hereby authorized to administer appropriation adjustments to budgets of the fiscal year 2004-05, to the extent that such adjustments do not exceed the *2004-05 Revised Estimates*, as outlined in the fiscal year 2005-06 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2005 will be liquidated and re-established as of July 1, 2005 in the new fiscal year. This procedure will increase total Appropriations of the new fiscal year by the amount of the re-established encumbrances. The City Finance Office is hereby authorized to increase overall fund appropriations in the new fiscal year, 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, 2005 - June 30, 2006 is adopted as follows:

Designated Purpose	Property Tax Millage	
	Rate	Amount
<u>CITY OF HOLLAND</u>		
<u>Operating:</u>		
- General Government Operations	9.4337	\$ 10,632,209
- Dial-A-Ride Transportation System	0.1000	112,705
<u>Capital Projects and Acquisitions:</u>		
- Property Acquisitions	0.0000	-0-
- Sidewalk Development & Improvement Projects	0.0500	56,352
- Street Development & Improvement Projects	1.0000	1,127,045
- Municipal Capital Projects	0.0000	-0-
<u>Debt Service Obligations:</u>		
- General Obligation Debt	2.0910	2,369,873
<u>Total Property Tax Millage Levy</u>	<u>12.6747</u>	<u>\$ 14,298,184</u>
<u>HERRICK DISTRICT LIBRARY</u>		
- Library Operating	1.0473	\$ 1,180,355
- Library Debt Service Obligation	0.2780	315,076
<u>Total Property Tax Millage Levy</u>	<u>1.3253</u>	<u>\$ 1,495,431</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>14.0000</u>	<u>\$ 15,793,615</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.8439</u>	<u>\$ 158,722</u>

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the total Herrick District Library millage rate is still subject to revision due to county equalization. If the total Herrick District Library millage rate is revised pursuant to county equalization, then the Grand Total City of Holland (including Herrick District Library) millage rate will remain at 14.0000 mills. If the total Herrick District Library millage rate is revised upward by county equalization prior to July 1, 2005, then the City of Holland – General Government Operating millage rate will be revised downward by an equal amount. If the total Herrick District Library millage rate is revised downward by county equalization prior to July 1, 2005, then the City of Holland – General Government Operating millage rate will be revised upward by an equal amount.

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 2004-05: \$111,000 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2004-05 for prior tax years (those years prior to Tax Year 2004).

Fiscal Year 2005-06: \$10,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2005-06 for prior tax years (those years prior to Tax Year 2005). Furthermore, an additional \$136,000 is appropriated as a Transfer to the General Fund to recompense for FY2004-05 property tax rebates & reductions for Tax Year 2004 (current tax year) and FY2004-05 state revenue sharing budget shortfalls.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2004 AND 2005
- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2004	2005	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property	\$ 524,341,222	\$ 550,750,436	\$ 26,409,214	5.04%
Business				
Real Property:				
- Industrial	\$ 146,104,563	\$ 141,833,341	\$ (4,271,222)	-2.92%
- Commercial	218,118,549	225,651,519	7,532,970	3.45%
- Agricultural	1,760,577	1,994,918	234,341	13.31%
- Developmental	445,774	459,018	13,244	2.97%
- Total Business Real Property	\$ 366,429,463	\$ 369,938,796	\$ 3,509,333	0.96%
Personal Property:				
- Industrial	\$ 109,107,800	\$ 103,543,000	\$ (5,564,800)	-5.10%
- Commercial	44,868,300	42,197,500	(2,670,800)	-5.95%
- Utilities	4,228,200	4,278,500	50,300	1.19%
- Total Business Personal Property	\$ 158,204,300	\$ 150,019,000	\$ (8,185,300)	-5.17%
Total Business Property	\$ 524,633,763	\$ 519,957,796	\$ (4,675,967)	-0.89%
Total Regular Assessment Roll	\$ 1,048,974,985	\$ 1,070,708,232	\$ 21,733,247	2.07%

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

@ Regular Valuations

Real Property:				
- New	\$ 55,332,900	\$ 50,768,300	\$ (4,564,600)	-8.25%
- Rehabilitated	- 0 -	244,900	244,900	0.00%
- Total Real Property	\$ 55,332,900	\$ 51,013,200	\$ (4,319,700)	-7.81%
Personal Property:				
- New	\$ 83,379,100	\$ 74,061,900	\$ (9,317,200)	-11.17%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	\$ 83,379,100	\$ 74,061,900	\$ (9,317,200)	-11.17%
Total Real and Personal Property	\$ 138,712,000	\$ 125,075,100	\$ (13,636,900)	-9.83%
@ Taxable Valuation Equivalency	\$ 69,356,000	\$ 62,660,000	\$ (6,696,000)	-9.65%

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll	\$ 1,048,974,985	\$ 1,070,708,232	\$ 21,733,247	2.07%
Tax Abatement Assessment Roll	69,356,000	62,660,000	\$ (6,696,000)	-9.65%
Grand Total	\$ 1,118,330,985	\$ 1,133,368,232	\$ 15,037,247	1.34%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2005 (fiscal year 2006), the City of Holland administers six 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 2005 (fiscal year 2006) amount to \$5,214,686.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2005 (fiscal year 2006), P.A. 376 Tool & Die abatements amount to \$1,108,107.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2005

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property	\$ 845,043,487	\$ 75,490,682	\$ 155,063	\$ 920,689,232
Personal Property	107,973,200	42,040,800	5,000	150,019,000
Total	\$ 953,016,687	\$ 117,531,482	\$ 160,063	\$1,070,708,232
<u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 85,375,000	\$ 39,455,200	\$ - 0 -	\$ 124,830,200
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
Total	\$ 85,619,900	\$ 39,455,200	\$ - 0 -	\$ 125,075,100
Valuation for Budgeting Purposes	\$ 42,932,400	\$ 19,727,600	\$ - 0 -	\$ 62,660,000
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 995,949,087</u>	<u>\$ 137,259,082</u>	<u>\$ 160,063</u>	<u>\$1,133,368,232</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	County Of		Combined
	Ottawa	Allegan	
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property	\$ 603,580,675	\$ 317,108,557	\$ 920,689,232
Personal Property	57,720,400	92,298,600	150,019,000
Total	\$ 661,301,075	\$ 409,407,157	\$1,070,708,232
<u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 38,004,700	\$ 86,825,500	\$ 124,830,200
Rehabilitated Property	244,900	- 0 -	244,900
Total	\$ 38,249,600	\$ 86,825,500	\$ 125,075,100
Valuation for Budgeting Purposes	\$ 19,247,250	\$ 43,412,750	\$ 62,660,000
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 680,548,325</u>	<u>\$ 452,819,907</u>	<u>\$1,133,368,232</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2005 (fiscal year 2006), the City of Holland administers six 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 2005 (fiscal year 2006) amount to \$5,214,686.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2005 (fiscal year 2006), P.A. 376 Tool & Die abatements amount to \$1,108,107.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2004 AND 2005

- - BY PROPERTY TYPE - -

<u>Property Type</u>	<u>TAX YEAR 2004</u>		<u>TAX YEAR 2005</u>	
	<u>Taxable Valuation</u>	<u>% Of Total Taxable Valuation</u>	<u>Taxable Valuation</u>	<u>% Of Total Taxable Valuation</u>
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
<u>Residential Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 524,341,222		\$ 550,750,436	
Total - All Residential Property	\$ 524,341,222	46.89%	\$ 550,750,436	48.59%
<u>Business Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 366,429,463		\$ 369,938,796	
- Personal Property	158,204,300		150,019,000	
- Total	\$ 524,633,763		\$ 519,957,796	
IFT Abatement Assessment Roll:				
- Real Property	\$ 27,666,450		\$ 25,629,050	
- Personal Property	41,689,550		37,030,950	
- Total	\$ 69,356,000		\$ 62,660,000	
Total - All Business Property	\$ 593,989,763	53.11%	\$ 582,617,796	51.41%
<u>Grand Total - All Property</u>	\$ 1,118,330,985	100.00%	\$ 1,133,368,232	100.00%

TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY

Total - All Real Property	\$ 918,437,135	82.13%	\$ 946,318,282	83.50%
Total - All Personal Property	199,893,850	17.87%	187,049,950	16.50%
Grand Total - All Property	\$ 1,118,330,985	100.00%	\$ 1,133,368,232	100.00%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2005 (fiscal year 2006), the City of Holland administers six 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 2005 (fiscal year 2006) amount to \$5,214,686.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2005 (fiscal year 2006), P.A. 376 Tool & Die abatements amount to \$1,108,107.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2005

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
<u>Residential Property</u>			
Regular Assessment Roll:	\$ 667,539,925	\$ 550,750,436	\$ 116,789,489
<u>Business Property</u>			
Regular Assessment Roll:	\$ 560,004,430	\$ 519,957,796	\$ 40,046,634
IFT Abatement Assessment Roll:			
- Real Property	\$ 25,629,050	\$ 25,629,050	\$ -
- Personal Property	37,030,950	37,030,950	\$ -
- Total	\$ 62,660,000	\$ 62,660,000	\$ -
Total - All Business Property	\$ 622,664,430	\$ 582,617,796	\$ 40,046,634
<u>Grand Total - All Property</u>	\$ 1,290,204,355	\$ 1,133,368,232	\$ 156,836,123
			Reduction Percentage 12.16%

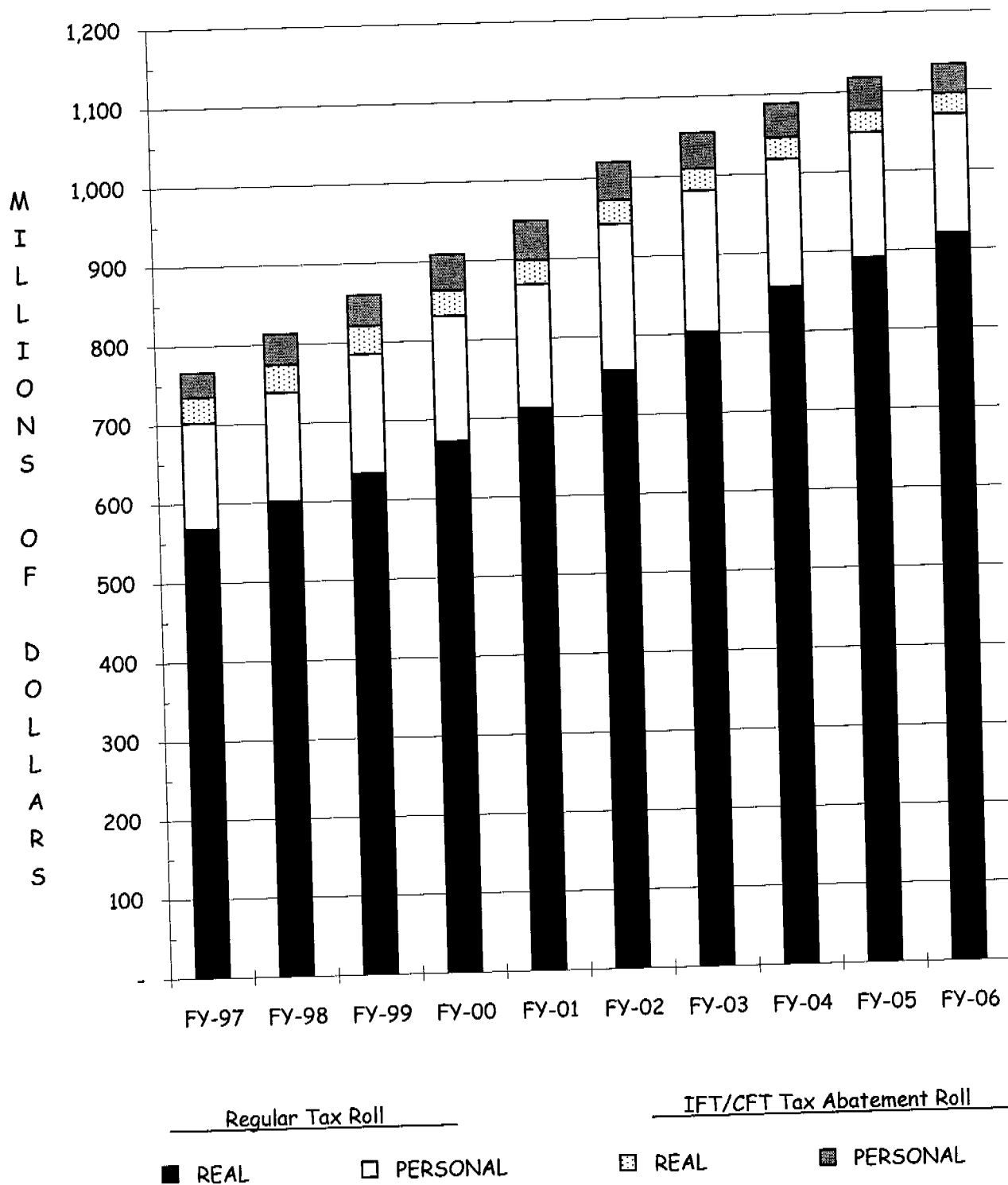
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2005 (fiscal year 2006), the City of Holland administers six 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 2005 (fiscal year 2006) amount to \$5,214,686.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

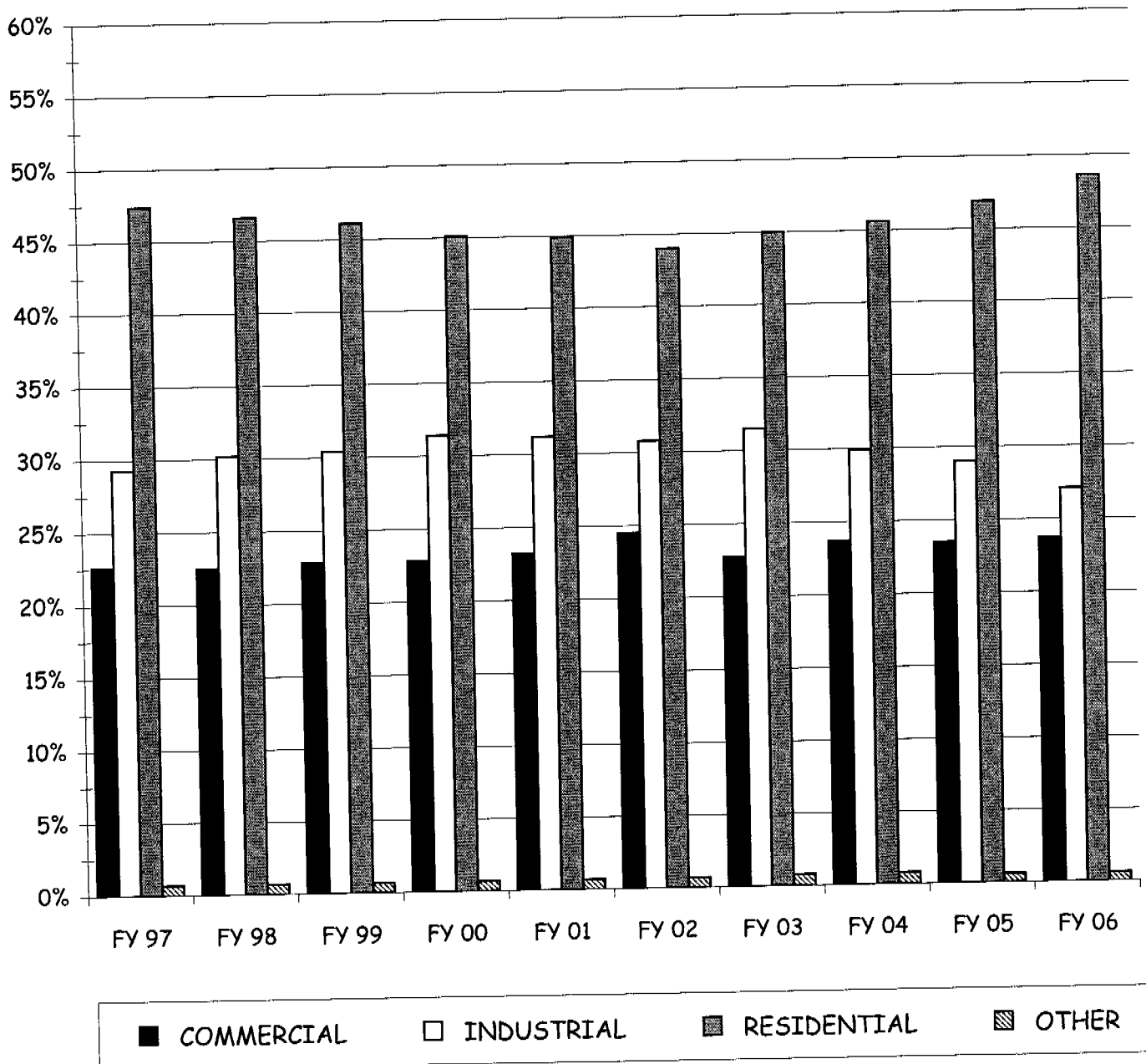
For tax year 2005 (fiscal year 2006), P.A. 376 Tool & Die abatements amount to \$1,108,107.

CITY OF HOLLAND MULTIPLE YEAR OVERVIEW OF PROPERTY ASSESSMENT BASE



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

PROPERTY ASSESSING OFFICE PROPERTY ASSESSMENT COMPOSITION BY PERCENTAGE



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

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS
TAX YEAR 2005 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY							
	29 E.6th St (5th St Partners,LLC)		570 E.16th St. 16th St Development,LLC		345 E.48th St. (Landmark, LLC)		665 E.48th St. (E.48th St Properties, LLC)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>								
-Debt Service:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Public Transportation	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
-Capital Levies:								
Property Acquisition	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Street Improv.	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Sidewalk Improv.	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Municipal Cap.Improv.	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
-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>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	Y	2,689,100	Y	4,900
Road Improvements	---	-----	---	-----	Y	2,689,100	Y	4,900
Emergency 911	---	-----	---	-----	Y	2,689,100	Y	4,900
<u>COUNTY OF OTTAWA</u>								
Operating	Y	1,333,985	Y	70,015	---	-----	---	-----
Parks	Y	1,333,985	Y	70,015	---	-----	---	-----
Emergency 911	Y	1,333,985	Y	70,015	---	-----	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Special Education	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
Vocational Education	Y	1,333,985	Y	70,015	Y	2,689,100	Y	4,900
<u>HOLLAND SCHOOLS</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,333,985	N	- 0 -	N	- 0 -	Y	4,900
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>HAMILTON SCHOOLS</u>								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
<u>ZEELAND SCHOOLS</u>								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
Recreation	--	-----	--	-----	--	-----	--	-----
Bldg & Site Sinking Fd	--	-----	--	-----	--	-----	--	-----
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	1,333,985	N	- 0 -	N	- 0 -	Y	4,900

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS
TAX YEAR 2005 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY				Grand Totals
	13 W 4th St (Steketee VanHuis)		573 Columbia Ave (Baker-Lofts / Bosgraaf)		
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	
<u>CITY OF HOLLAND</u>					
-Debt Service Levies:					- 0 -
Gen.Obligation Debt	N	- 0 -	N	- 0 -	
-Operating Levies:					5,214,686
General	Y	968,249	Y	148,437	5,214,686
Public Transportation	Y	968,249	Y	148,437	
-Capital Levies:					5,214,686
Property Acquisition	Y	968,249	Y	148,437	5,214,686
Street Improv.	Y	968,249	Y	148,437	5,214,686
Sidewalk Improv.	Y	968,249	Y	148,437	5,214,686
Municipal Cap.Improv.	Y	968,249	Y	148,437	5,214,686
-All Other:					- 0 -
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>DISTRICT LIBRARY</u>					- 0 -
Debt Service	N	- 0 -	N	- 0 -	5,214,686
Operating	Y	968,249	Y	148,437	
<u>COMMUNITY POOL</u>					- 0 -
Debt	N	- 0 -	N	- 0 -	5,214,686
Operating	Y	968,249	Y	148,437	
<u>COUNTY OF ALLEGAN</u>					2,694,000
Operating	---	-----	---	-----	2,694,000
Road Improvements	---	-----	---	-----	2,694,000
Emergency 911	---	-----	---	-----	2,694,000
<u>COUNTY OF OTTAWA</u>					2,520,686
Operating	Y	968,249	Y	148,437	2,520,686
Parks	Y	968,249	Y	148,437	2,520,686
Emergency 911	Y	968,249	Y	148,437	2,520,686
<u>INTERMEDIATE SCHOOL</u>					5,214,686
General Education	Y	968,249	Y	148,437	5,214,686
Special Education	Y	968,249	Y	148,437	5,214,686
Vocational Education	Y	968,249	Y	148,437	5,214,686
<u>HOLLAND SCHOOLS</u>					- 0 -
Debt	N	- 0 -	N	- 0 -	2,455,571
Operating	Y	968,249	Y	148,437	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	
<u>HAMILTON SCHOOLS</u>					- 0 -
Debt	--	-----	--	-----	- 0 -
Operating	--	-----	--	-----	
<u>ZEELAND SCHOOLS</u>					-----
Debt	--	-----	--	-----	-----
Operating	--	-----	--	-----	-----
Recreation	--	-----	--	-----	-----
Bldg & Site Sinking Fd	--	-----	--	-----	-----
<u>STATE OF MICHIGAN</u>					2,455,571
State Education Tax	Y	968,249	Y	148,437	

PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2004 FY 2004-05	Tax Year 2005 FY 2005-06	Change	
Regular Roll	\$ 1,048,974,985	\$ 1,071,286,477	\$ 22,311,492	2.13%
- Less MTT Adjustment-Freedom Village		(578,245)	(578,245)	
- Less LS Mold Tool & Die		(856,657)	(856,657)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(659,009)	(1,333,985)	(674,976)	
- 665 East 48th Street (Lifesavers)		(4,900)	(4,900)	
- 570 East 16th Street (GE)	(76,644)	(70,015)	6,629	
- 573 Columbia Ave (Baker-Lofts)		(148,437)	(148,437)	
- 13 West 4th Street (Steketee Van Huis)		(29,049)	(29,049)	
- 345 East 48th Street (Textron)	(230,500)	(312,900)	(82,400)	
Subtotal Regular Roll	1,048,008,832	1,067,952,289	\$ 19,943,457	1.90%
Tax Abatement Roll (Expressed at Equivalenc	69,356,000	62,660,000	(6,696,000)	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die		(251,450)	(251,450)	
- Less Brownfields:				
- 13 West 4th Street (Steketee Van Huis)		(939,200)	(939,200)	
- 345 East 48th Street (Textron)		(2,376,200)	(2,376,200)	
Subtotal Abatement Roll	69,356,000	59,093,150	\$ (10,262,850)	- 14.80%
Total - All Rolls Adjusted	\$ 1,117,364,832	\$ 1,127,045,439	\$ 9,680,607	0.87%
Valuation to Add Back to Debt Levies	966,153	6,322,793		

FY06 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$6,322,793 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY06 Taxable Valuation used for Debt Service computation is \$1,133,368,232.

FY05 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$966,153 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY06 Taxable Valuation used for Debt Service computation is \$1,118,330,985

PROPERTY TAX LEVY

ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2004-05 AND 2005-06

	Tax Year 2004 FY 2004-05	Tax Year 2005 FY 2005-06	Increase (Decrease)	
			Amount	Percent
PROPERTY TAX LEVY MILLAGE RATES				
<u>City of Holland</u>				
- Operating Levies:				
General	9.4590	9.4337	(0.0253)	- 0.27%
MAX Public Transportation System	0.1000	0.1000	0.0000	0.00%
Total Operating	9.5590	9.5337	(0.0253)	- 0.26%
- Capital Levies:				
Property Acquisition	0.0500	0.0000	(0.0500)	- 100.00%
Street Improvement Projects	1.0000	1.0000	0.0000	0.00%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.0000	0.0000	0.0000	0.00%
Total Capital	1.1000	1.0500	(0.0500)	- 4.55%
- Debt Service Levies:				
General Obligation Debt	2.0000	2.0910	0.0910	4.55%
- Total City of Holland	12.6590	12.6747	0.0157	0.12%
<u>Herrick District Library</u>				
- Operating	1.0673	1.0473	(0.0200)	- 1.87%
- Debt Service	0.2737	0.2780	0.0043	1.57%
- Total Herrick District Library	1.3410	1.3253	(0.0157)	- 1.17%
Total Millage Levy Rate	14.0000	14.0000	0.0000	0.00%

PROPERTY TAX LEVY MILLAGE AMOUNTS

<u>City of Holland</u>				
- Operating Levies:				
General	10,569,154	10,632,209	63,055	0.60%
MAX Public Transportation System	111,736	112,705	969	0.87%
Total Operating	\$ 10,680,890	\$ 10,744,914	\$ 64,024	0.60%
- Capital Levies:				
Property Acquisition	55,868	- 0 -	(55,868)	- 100.00%
Street Improvement Projects	1,117,365	1,127,045	9,680	0.87%
Sidewalk Improvement Projects	55,868	56,352	484	0.87%
Municipal Capital Projects	- 0 -	- 0 -	- 0 -	0.00%
Total Capital	\$ 1,229,101	\$ 1,183,397	\$ (45,704)	- 3.72%
- Debt Service Levies:				
General Obligation Debt *	2,236,662	2,369,873	133,211	5.96%
- Total City of Holland	\$ 14,146,653	\$ 14,298,184	\$ 151,531	1.07%
<u>Herrick District Library</u>				
- Operating	1,192,563	1,180,355	(12,208)	- 1.02%
- Debt Service *	306,087	315,076	8,989	2.94%
- Total Herrick District Library	\$ 1,498,650	\$ 1,495,431	\$ (3,219)	- 0.21%
Total Millage Levy Amount	\$ 15,645,303	\$ 15,793,615	\$ 148,312	0.95%

* Brownfield Captures and Tool & Die Abatements Are Not Excluded From Debt Service Levies

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2005-06

Taxing Jurisdiction	2005 Taxable Value Within City of Holland	2005-06 Millage		Projected 1% Administration Fee
		Rates	Amounts	
City of Holland	\$ 1,133,368,232	12.6747	\$ 14,365,102	\$ 143,651
Special Assessments			600,000	6,000
Downtown Development Authority	86,079,614	1.8439	158,722	1,587
Herrick District Library	1,133,368,232	1.3253	1,502,053	15,021
State of Michigan	1,133,175,582	6.0000	6,799,053	67,991
Holland Public School District:				
- Homestead Exemption Properties (a)	475,132,007	3.5968	1,708,955	17,090
- Non-Homestead Properties	520,817,080	21.5968	11,247,982	112,480
Hamilton Community School District:				
- Homestead Exemption Properties (a)	8,596,751	7.4000	63,616	636
- Non-Homestead Properties	128,662,331	25.4000	3,268,023	32,680
Zeeland Public School District:				
- Homestead Exemption Properties (a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Homestead Properties	160,063	26.0300	4,166	42
Ottawa Intermediate School District	1,133,368,232	4.2192	4,781,907	47,819
Holland Area Community Pool Authority	995,949,087	1.5700	1,563,640	15,636
County of Allegan	452,819,907	6.6275	3,001,064	30,011
County of Ottawa	680,548,325	4.2593	2,898,659	28,987
Total			<u>\$ 51,962,944</u>	<u>\$ 519,629</u>

Additional Notes

For items designated with (a) above -

The taxable valuation of "Homestead Exemption Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2005. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2004-05 AND FISCAL YEAR 2005-06

	Actual Tax Year 2004 FY 2004-05	Adopted Tax Year 2005 FY 2005-06	Increase (Decrease)	
			Amount	Percent
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 71,288,926	\$ 73,075,214	\$ 1,786,288	2.51%
- Personal Property	11,415,700	10,615,400	(800,300)	-7.01%
- Total	<u>\$ 82,704,626</u>	<u>\$ 83,690,614</u>	<u>\$ 985,988</u>	1.19%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	\$ 651,200	\$ 651,200	\$ - 0 -	0.00%
- Personal Property	1,042,950	1,737,800	694,850	66.62%
- Total	<u>\$ 1,694,150</u>	<u>\$ 2,389,000</u>	<u>\$ 694,850</u>	41.01%
Total Assessment Rolls	<u>\$ 84,398,776</u>	<u>\$ 86,079,614</u>	<u>\$ 1,680,838</u>	1.99%

PROPERTY TAX MILLAGE RATE LEVY

Operating Rate

- For Operations & Maintenance	1.8439	1.8439	- 0 -	0.00%
--------------------------------	--------	--------	-------	-------

PROPERTY TAX MILLAGE AMOUNT LEVY

Operating Levy

- For Operations & Maintenance	<u>\$ 155,623</u>	<u>\$ 158,722</u>	<u>\$ 3,099</u>	1.99%
--------------------------------	-------------------	-------------------	-----------------	-------

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

Fiscal Year	Millage Rate Levies									% Change
	LTGO		Capital Projects				DART/MAX	Herrick	Total	Increase (Decrease)
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	District Library		In Total Rate
1988	1.4268	10.3822	0.0000	0.1553	0.0000	1.2634	0.4000	1.3932	15.0209	0.00%
1989	1.4268	9.7461	0.2500	0.1083	0.0000	1.9432	0.4000	1.3966	15.2709	1.66%
1990	1.4268	9.0412	0.2500	0.1970	0.0000	2.4728	0.3000	1.3121	15.0000	-1.77%
1991	1.2912	8.7566	0.2493	0.2487	0.0000	2.6639	0.2500	1.0403	14.5000	-3.33%
1992	1.1378	8.9703	0.2445	0.2445	0.0000	2.0372	0.2250	1.1408	14.0000	-3.45%
1993	1.1216	9.6325	0.2494	0.2494	0.0000	1.4205	0.1000	1.0855	13.8588	-1.01%
1994	1.1216	9.4093	0.2493	0.2493	0.0000	1.3434	0.1000	1.0574	13.5302	-2.37%
1995	1.1216	9.1502	0.2496	0.2496	0.0000	1.2927	0.1000	1.0485	13.2123	-2.35%
1996	1.1216	9.1102	0.2500	0.2500	0.0000	1.2424	0.2000	1.0380	13.2123	0.00%
1997	1.1216	8.8498	0.2500	0.2500	0.0000	1.3348	0.3750	0.9811	13.1623	-0.38%
1998	1.1216	8.9900	0.2500	0.2500	0.0000	1.1078	0.2750	1.4886 *	13.4831	2.44%
1999	1.2840	8.8790	0.2500	1.0000	0.2500	1.0470	0.1500	1.3673	14.2273	5.52%
2000	1.2500	8.8000	0.2500	1.0000	0.2500	1.1000	0.1500	1.3827	14.1827	-0.31%
2001	1.1000	8.9389	0.2500	1.0000	0.2500	1.1000	0.1500	1.3938	14.1827	0.00%
2002	1.1108	8.8389	0.2500	1.0000	0.2500	1.1000	0.2500	1.3830	14.1827	0.00%
2003	1.3620	9.0000	0.1000	0.9500	0.1000	0.8876	0.2234	1.3770	14.0000	-1.29%
2004	1.5000	9.2421	0.1000	1.0000	0.1000	0.5000	0.2000	1.3579	14.0000	0.00%
2005	2.0000	9.4590	0.0500	1.0000	0.0500	0.0000	0.1000	1.3410	14.0000	0.00%
2006	2.0910	9.4337	0.0000	1.0000	0.0500	0.0000	0.1000	1.3253	14.0000	0.00%

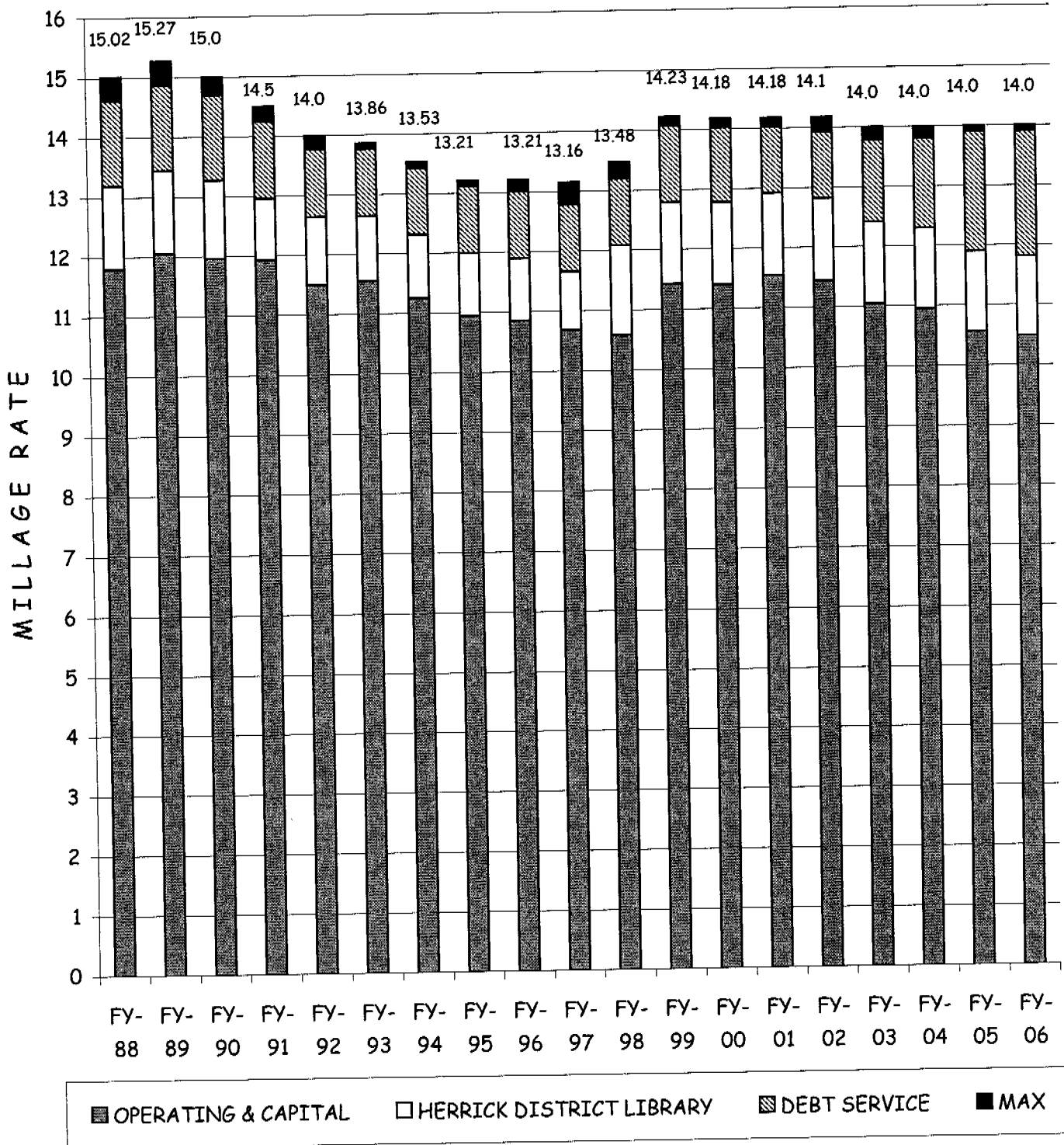
NOTES AND COMMENTS TO ABOVE MILLAGE RATES:

* Herrick Public Library (City of Holland owned library) became Herrick District Library (district-wide owned library) effective with calendar year 1997. The City of Holland continues to levy the millage for the new district library, and submits payment of taxes to the library as collected (as per terms of agreement with Herrick District Library).

CITY OF HOLLAND

COMPARISON & TRENDS OF CITY OF HOLLAND

PROPERTY TAX MILLAGE RATES



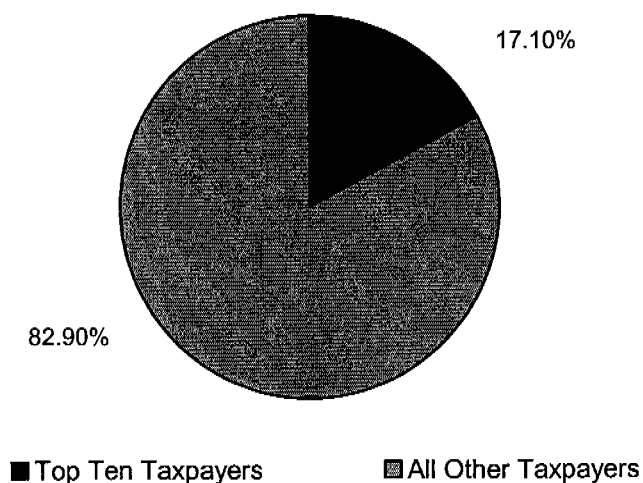
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS TAX YEAR 2005 (FY2006)

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. Johnson Controls Interiors	Automotive Parts Supplier	\$ 66,124,563	5.83 %
2. Haworth, Inc.	Office Furniture & Fixtures	44,544,480	3.93
3. ARC Holland Real Estate	Retirement Village	19,471,812	1.72
4. Hydro Automotive Structures	Aluminum Extrusion	11,648,051	1.03
5. H. J. Heinz Co.	Pickle & Cucumber Products	11,411,048	1.01
6. Lumir Corp	Real Estate Holdings	9,737,926	0.86
7. Brooks Beverage Inc	Production & Distribution of Beverages	8,648,588	0.76
8. New West MI Ind Inv LLC	Warehouse Facility	7,909,900	0.70
9. L & W Engineering Co.	Automotive Parts Manufacturer	7,242,357	0.64
10. Herman Miller, Inc.	Office Furniture & Fixtures	7,042,118	0.62
Totals		<u>\$193,780,843</u>	<u>17.10 %</u>

2005 Total Taxable Value is \$1,133,368,232, which includes IFT's at equivalency valuation.
The abatements are taxed at one-half the tax rate.

Concentration of Taxpayers



FUND SUMMARIES

FINANCIAL SUMMARY

- › SUMMARY OF BUDGETED FINANCIAL DATA:
 - FUNDS BY TYPE
 - GOVERNMENTAL-TYPE FUNDS
 - COMPONENT UNITS
 - PROPRIETARY-TYPE FUNDS

- › SUMMARY BY TYPE OF SOURCE AND USE
 - SOURCES & APPLICATIONS ACROSS ALL FUNDS
 - SUMMARY ACROSS ALL FUNDS
 - GOVERNMENTAL FUNDS & COMPONENT UNITS
 - ENTERPRISE FUNDS
 - INTERNAL SERVICE FUNDS

FY2006 FUNDS BY TYPE
WITH PROPOSED APPROPRIATIONS
(Basis of Budgeting / Basis of Accounting Presented For Each Fund Type)

GENERAL OPERATING

(Modified Accrual)

General Fund 19,906,609

PERMANENT

(Modified Accrual)

Cemetery Perpetual Care 102,000

SPECIAL REVENUE

(Modified Accrual)

Street Funds 8,489,173
Downtown Funds 493,867
Contested Assessments 50,000
CATV-Public Access TV 181,760
Property Acquisition 73,500
Environmental Cleanup 10,000
Budget Stabilization 146,000
Herrick District Library Taxation 1,495,431
Public Safety Grants 255,500
MSHDA Grant 335,259
CDBG Entitlement Grant 395,437
IMLS Van Raalte Farm Grant 49,826
Revolving Cash Assistance 50,000
Municipal Airport Donations 60,000
Dangerous Structures 24,000
Miscellaneous 11,740
Police Community Relations 14,500
12,135,993

DEBT SERVICE

(Modified Accrual)

General Obligation LTGO 2,389,409
Act 175 Transportation 700,048
Building Authority 2,630,545
Land Contract 17,500
Special Assessment 353,332
6,090,834

CAPITAL PROJECTS

(Modified Accrual)

Municipal Improvements 3,824,181
Street, Bridge, Signalization 11,612,500
Sidewalk Improvements 123,000
15,559,681

ENTERPRISE

(Full Accrual)

Solid Waste Recycling 1,214,978
Windmill Island 596,031
Railroad Depot Operations 60,400
Municipal Airport 3,418,425
MAX Public Bus Transportation 3,463,500
City Transportation Reserve 236,030
Electric Utility 74,032,408
Water Utility 11,346,024
Wastewater Utility 18,271,765
112,639,561

INTERNAL SERVICE FUNDS

(Full Accrual)

Technology Services 629,500
Communications Services 108,600
Photocopy Services 32,600
Postage Services 27,700
Centralized Vehicle/Equip 2,098,705
Fire Emergency Vehicle Pool 433,000
Fuel Dispensing 419,935
Risk Management 6,037,500
9,787,540

COMPONENT UNITS

(Modified Accrual)

Downtown Development Auth. 175,800
Brownfield Redevel. Auth. 175,430
Holland Historical Trust 524,658
875,888

Note: The Basis of Budgeting, which mimics the Basis of Accounting, is indicated for each fund type as either Modified Accrual or Full Accrual.

(Appropriations Above Include: Internal Transfers To Other Funds, Capital Outlay, and Debt Service Principal)

GOVERNMENTAL-TYPE OPERATING FUNDS

SUMMARY OF REVENUES

Fund	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL FUND</u>	18,155,849	18,307,167	19,126,967	19,591,462
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,739,610	2,954,631	3,057,368	3,148,741
MVH Local Street	831,611	916,891	951,479	1,192,734
Allegan County Road Tax	410,299	395,722	429,000	421,000
Street Improvement Reserve	1,012,903	1,088,498	1,135,546	1,146,045
Downtown Parking System	199,909	122,262	129,131	131,978
Downtown Snowmelt O&M	56,521	58,395	97,884	112,200
Principal Shopping District	101,609	99,820	120,593	176,555
Contested Assessments	177,500	133,633	100,318	50,000
CATV-Public Access TV	194,917	196,978	192,550	192,550
Property Acquisition	114,876	122,163	108,926	3,300
Environmental Cleanup	3,209	7,711	7,172	10,000
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,464,204	1,477,346	1,495,005	1,495,431
C/J Police Training	13,373	13,383	13,000	13,000
Bi-Centennial Celebration	131	42	150	200
Public Safety Grant	181,742	169,292	201,500	225,500
Law Enforcemt Block Grant	24,374	59,146	55,767	5,000
MSHDA Grant	195,931	168,758	334,704	335,259
CDBG Entitlement Grant	583,095	632,309	811,984	395,437
MEDC (Uniform Color) Grant	290	38,484	561,575	0
IMLS Van Raalte Farm Grant	0	18,663	48,101	49,826
Highway Safety Plan Grant	36,015	37,849	112,000	12,000
Macatawa Weed/Seed Grant	34,233	0	0	0
Cappon House Grant	222	0	0	0
FEMA Firefighters Grant	24,690	7,895	51,248	0
Homeland Security Grant	0	0	45,180	0
Municipal Improvements	24,770,610	0	0	0
Kollen Park Boat Launch	8,105	0	0	0
Farmer's Market	41,008	0	0	0
Revolving Cash Assistance	38,254	73,745	99,364	38,823
Specified Donations	16,526	80,062	21,984	0
Municipal Airport Donations	373,226	492,068	80,133	60,100
Windmill Island Lot Reservations	843	0	0	0
Tulip Planting Contest	1,653	1,320	0	0
Police Community Relations	17,812	14,913	6,100	6,100
Dangerous Structures	12,825	(66)	20,425	22,125
Police Employees Benefit	3,315	3,008	3,570	3,600
City Hall Employees Benefit	4,925	4,449	4,089	4,300
Transportation Employees Benefit	0	1,303	1,775	2,125
Park/Cemetery Employees Benefit	0	0	130	260
<u>DEBT SERVICE FUNDS</u>				
General Obligation	1,452,162	2,164,108	2,318,457	2,378,873
Michigan Act 175 Transportation	655,855	671,477	684,610	700,048
Building Authority	1,703,163	2,436,833	2,512,682	2,630,745
Land Contract	0	70,015	18,125	17,500
Special Assessments	419,661	443,057	298,064	266,175
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	141,364	80,164	106,206	118,396
TOTAL	56,218,420	33,563,494	35,362,862	34,957,388
Removal of Interfund Transfers	7,577,972	4,834,106	4,509,332	4,862,943
NET REVENUES - GOVT FUNDS	48,640,448	28,729,388	30,853,530	30,094,445

GOVERNMENTAL - TYPE OPERATING FUNDS
SUMMARY OF EXPENDITURES

Fund	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL FUND</u>	18,306,215	18,545,249	19,134,700	19,906,609
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,573,743	2,242,095	3,849,984	4,969,039
MVH Local Street	822,154	929,391	1,021,520	1,192,734
Allegan County Road Tax	144,069	348,905	460,819	1,245,000
Street Improvement Reserve	1,152,144	710,201	1,621,760	1,082,400
Downtown Parking System	161,059	114,200	143,761	158,216
Downtown Snowmelt O&M	58,956	46,300	139,851	140,351
Principal Shopping District	147,080	90,232	160,767	195,300
Contested Assessments	146,031	144,370	147,514	50,000
CATV-Public Access TV	158,643	228,885	181,760	181,760
Property Acquisition	167,319	171,344	21,131	73,500
Environmental Cleanup	3,209	7,711	11,972	10,000
Budget Stabilization	0	0	111,000	146,000
Herrick Dist Libr Taxation	1,463,359	1,476,668	1,496,940	1,495,431
C/J Police Training	18,799	18,974	13,000	13,000
Public Safety Grant	181,742	169,292	201,500	225,500
Law Enforcemt Block Grant	25,348	60,581	56,402	5,000
MSHDA Grant	195,931	168,758	334,704	335,259
CDBG Entitlement Grant	583,095	632,309	811,984	395,437
MEDC (Uniform Color) Grant	290	38,484	561,575	0
IMLS Van Raalte Farm Grant	0	18,663	48,101	49,826
Highway Safety Plan Grant	36,015	37,849	112,000	12,000
Macatawa Weed/Seed Grant	34,233	0	0	0
Cappon House Grant	222	0	0	0
FEMA Firefighters Grant	24,690	7,895	51,248	0
Homeland Security Grant	0	0	45,180	0
Municipal Improvements	9,268,621	0	0	0
Kollen Park Boat Launch	20,013	0	0	0
Farmer's Market	247,435	0	0	0
Revolving Cash Assistance	0	66,569	276,726	50,000
Specified Donations	20,152	30,489	101,892	2,090
Municipal Airport Donations	267,823	863,441	80,033	60,000
Windmill Island Lot Reserv.	34,241	0	0	0
Tulip Planting Contest	2,708	21,442	0	0
Police Community Relations	93,486	17,411	14,750	14,500
Dangerous Structures	6,425	716	22,205	24,000
Police Employees Benefit	3,769	3,983	3,500	3,500
City Hall Employees Benefit	4,681	4,536	3,961	4,250
Transportation Employees Benefit	0	171	1,700	1,700
Park/Cemetery Employees Benefit	0	0	95	200
<u>DEBT SERVICE FUNDS</u>				
General Obligation	1,525,952	2,221,153	2,307,855	2,389,409
Michigan Act 175 Transportation	655,855	671,477	684,610	700,048
Building Authority	1,702,100	2,430,580	2,518,534	2,630,545
Land Contract	0	70,015	18,125	17,500
Special Assessments	349,898	396,375	346,903	353,332
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	179,742	11,002	300,168	102,000
TOTAL	40,787,247	33,017,716	37,420,230	38,235,436
Less: Interfund Transfers	14,703,041	4,946,378	7,030,787	7,848,474
NET EXPENDITURES - GOVT FUNDS	26,084,206	28,071,338	30,389,443	30,386,962

GOVERNMENTAL-TYPE OPERATING FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2005	Revenue Estimate FY-06	Expenditure Estimate FY-06	Equity Transfers Reserve Adj	Estimated Balance 6/30/2006
GENERAL FUND	2,544,120	19,591,462	19,906,609	0	2,228,973
SPECIAL REVENUE FUNDS					
MVH Major Street /Trunkline	2,519,243	3,148,741	4,969,039		698,945
MVH Local Street	2,000	1,192,734	1,192,734		2,000
Allegan County Road Tax	848,312	421,000	1,245,000		24,312
Street Improvement Reserve	323,982	1,146,045	1,082,400		387,627
Downtown Parking System	81,659	131,978	158,216		55,421
Downtown Snowmelt O & M	255,453	112,200	140,351		227,302
Principal Shopping District	51,144	176,555	195,300		32,399
Contested Assessments	2,106	50,000	50,000		2,106
CATV-Public Access TV	90,579	192,550	181,760		101,369
Property Acquisition	185,272	3,300	73,500		115,072
Environmental Cleanup	0	10,000	10,000		0
Budget Stabilization	1,761,659	0	146,000	0	1,615,659
Herrick District Library Taxation	455	1,495,431	1,495,431		455
C/J Police Training	1,148	13,000	13,000		1,148
Bi-Centennial Celebration	6,886	200	0		7,086
Public Safety Grant	0	225,500	225,500		0
Law Enforcement Block Grant	0	5,000	5,000		0
MSHDA Grant	0	335,259	335,259		0
CDBG Entitlement Grant	0	395,437	395,437		0
MEDC (Uniform Color) Grant	0	0	0		0
IMLS Van Raalte Farm Grant	0	49,826	49,826		0
Highway Safety Planning Grant	0	12,000	12,000		0
FEMA Firefighters Grant	0	0	0		0
Homeland Security Grant	0	0	0		0
Revolving Cash Assistance	114,627	38,823	50,000		103,450
Specified Donations	2,090	0	2,090		0
Municipal Airport Donations	5,450	60,100	60,000		5,550
Police Community Relations	29,182	6,100	14,500		20,782
Dangerous Structures	3,838	22,125	24,000		1,963
Police Employees Benefit	2,145	3,600	3,500		2,245
City Hall Employees Benefit	2,906	4,300	4,250		2,956
Transportation Employees Benefit	1,207	2,125	1,700		1,632
Park/Cemetery Employees Benefit	35	260	200		95
DEBT SERVICE FUNDS					
General Obligation	12,602	2,378,873	2,389,409		2,066
Michigan Act 175 Transportation	0	700,048	700,048		0
Building Authority	6,311	2,630,745	2,630,545		6,511
Land Contract	0	17,500	17,500		0
Special Assessments	887,037	266,175	353,332		799,880
PERMANENT FUNDS					
Cemetery Perpetual Care	1,630,706	118,396	102,000		1,647,102
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	11,372,154	34,957,388	38,235,436	0	8,094,106

COMPONENT UNIT FUNDS
SUMMARY OF REVENUES & EXPENDITURES
AND FUND EQUITY ESTIMATES

	Actual FY-03	Actual FY-03	Revised Estimate FY-05	Budget FY-06
REVENUES				
Downtown Development Authority	155,422	173,266	176,042	173,632
Brownfield Redevel. Authority	0	24,901	48,716	175,108
Holland Historical Trust	579,662	627,174	564,292	516,025
	735,084	825,341	789,050	864,765
Removal Of Interfund Transfers	284,890	293,902	283,744	262,000
NET REVENUES - COMPONENT UNITS	450,194	531,439	505,306	602,765

EXPENDITURES				
Downtown Development Authority	200,143	163,411	192,663	175,800
Brownfield Redevel. Authority	0	22,057	51,238	175,430
Holland Historical Trust	559,396	593,469	564,292	524,658
	759,539	778,937	808,193	875,888
Removal Of Interfund Transfers	0	16,792	5,056	0
NET EXPEND. - COMPONENT UNITS	759,539	762,145	803,137	875,888

	Estimated Balance 7/1/05	Revenue Estimate FY-06	Expenditure Estimate FY-06	Adjustment Non-Cash Items	Estimated Balance 6/30/06
FUND EQUITY					
Downtown Development Authority	108,203	173,632	175,800		106,035
Brownfield Redevel. Authority	322	175,108	175,430		0
Holland Historical Trust	2,065,971	516,025	524,658	(80,000)	1,977,338
EST. EQUITY - COMPONENT UNITS	2,174,496	864,765	875,888		2,083,373

PROPRIETARY - TYPE FUNDS

SUMMARY OF REVENUES

FUND	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,065,007	1,067,965	1,213,862	1,254,764
- Windmill Island	882,266	532,247	550,074	596,031
- Railroad Depot Operations	78,238	61,159	61,350	60,400
- Municipal Airport Operations	1,062,444	1,153,970	2,879,818	3,425,550
- MAX Bus Transportation	2,877,940	2,366,300	2,477,141	3,439,130
- MAX Tax Reserve	245,504	221,505	122,315	123,705
	6,211,399	5,403,146	7,304,560	8,899,580
<u>Internal Services Funds</u>				
- Technology Services	582,414	537,378	567,574	590,200
- Communications Services	154,068	125,244	107,584	107,200
- Photocopy Services	34,505	31,572	33,592	24,900
- Postage Services	24,550	23,534	26,550	27,600
- Act 51 Street Equipment	751,352	740,578	0	0
- General City Motor Pool	562,926	630,008	0	0
- Centralized Vehicle/Equipmt	0	0	1,780,935	1,839,713
- Fire Emergency Vehicles Pool	179,356	100,035	106,300	107,600
- Fuel Dispensing	287,072	328,274	421,872	424,000
- Risk Management:				
Workers Comp Insurance	356,488	356,325	370,300	335,000
Employee Disability Ins.	83,652	84,976	98,150	102,700
Health/Dental Insurance	3,864,463	4,099,044	4,388,200	4,652,500
Vehicle Insurance	102,831	160,138	166,030	169,450
Property Insurance	46,534	26,633	46,350	48,300
Liability Insurance	213,977	139,690	152,000	128,100
	7,244,188	7,383,429	8,265,437	8,557,263
<u>Removal Of Interfund Transfers</u>	(887,444)	(338,395)	(385,797)	(373,431)
<u>Total General City Proprietary Revenues</u>	<u>12,568,143</u>	<u>12,448,180</u>	<u>15,184,200</u>	<u>17,083,412</u>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	65,845,055	65,006,290	67,856,268	72,432,622
- Water	4,991,582	5,298,015	4,919,284	5,300,889
- Wastewater	7,676,632	6,922,244	7,620,172	7,854,985
Removal Of Interfund Transfers	0	0	(48,000)	(48,000)
<u>Total BPW Utility Revenues</u>	<u>78,513,269</u>	<u>77,226,549</u>	<u>80,347,724</u>	<u>85,540,496</u>
<u>NET REVENUES - PROPRIETARY FDS</u>	<u>91,081,412</u>	<u>89,674,729</u>	<u>95,531,924</u>	<u>102,623,908</u>

PROPRIETARY - TYPE FUNDS **SUMMARY OF EXPENSES**

FUND	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,234,620	1,167,819	1,209,592	1,214,978
- Windmill Island	544,211	655,283	766,615	596,031
- Railroad Depot Operations	82,818	61,159	61,350	60,400
- Municipal Airport Operations	942,224	1,268,543	2,908,004	3,418,425
- MAX Bus Transportation	2,695,028	2,277,702	2,655,797	3,463,500
- MAX Tax Reserve	201,299	249,914	256,012	236,030
	5,700,200	5,680,420	7,857,370	8,989,364
<u>Internal Services Funds</u>				
- Technology Services	620,138	558,060	629,107	629,500
- Communications Services	138,224	140,882	114,683	108,600
- Photocopy Services	30,198	28,639	42,203	32,600
- Postage Services	26,030	23,326	26,600	27,700
- Act 51 Street Equipment	1,611,019	824,115	0	0
- General City Motor Pool	311,367	663,061	0	0
- Centralized Vehicle/Equipmt	0	0	1,781,703	2,098,705
- Fire Emergency Vehicles Pool	953,653	0	0	433,000
- Fuel Dispensing	282,640	324,188	418,007	419,935
- Risk Management:				
Workers Comp Insurance	305,415	409,148	433,400	500,600
Employee Disability Ins.	56,029	62,628	117,400	81,100
Health/Dental Insurance	3,957,335	4,193,762	4,107,740	4,963,500
Vehicle Insurance	117,394	195,143	180,800	214,000
Property Insurance	41,003	27,323	36,650	66,300
Liability Insurance	230,027	126,079	136,300	212,000
	8,680,472	7,576,354	8,024,593	9,787,540
<u>Removal Of Interfund Transfers</u>	(1,071,838)	(63,921)	(149,723)	(143,800)
<u>Total General City Proprietary Expenses</u>	<u>13,308,834</u>	<u>13,192,853</u>	<u>15,732,240</u>	<u>18,633,104</u>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	64,048,223	63,302,960	59,057,692	74,032,408
- Water	5,136,332	5,943,135	12,435,260	11,346,024
- Wastewater	6,897,347	7,705,315	7,589,605	18,271,765
Removal Of Interfund Transfers	(2,136,000)	(2,298,000)	(2,350,900)	(2,433,000)
<u>Total BPW Utility Expenses</u>	<u>73,945,902</u>	<u>74,653,410</u>	<u>76,731,657</u>	<u>101,217,197</u>
<u>NET EXPENSES-PROPRIETARY FDS</u>	<u>87,254,736</u>	<u>87,846,263</u>	<u>92,463,897</u>	<u>119,850,301</u>

Expenses include Capital Outlays & Debt Service Principal, but exclude Depreciation, and are reconciled to Fund Equity on the next

PROPRIETARY - TYPE FUNDS SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2005	Revenue Estimate FY-06	Expense Estimate FY-06	Capital & Debt Principal FY-06	Non-Cash Items/Eq Xfr FY-06	Estimated Balance 6/30/2006
GENERAL CITY						
<u>Enterprise Funds</u>						
- Solid Waste & Recycling	657,762	1,254,764	1,214,978	57,000	(48,000)	706,548
- Windmill Island	971,426	596,031	596,031	27,500	(55,000)	943,926
- Railroad Depot Operations	1,661,937	60,400	60,400	0	(81,300)	1,580,637
- Municipal Airport Operations	12,653,854	3,425,550	3,418,425	3,314,000	(470,000)	15,504,979
- MAX Bus Transportation	2,623,012	3,439,130	3,463,500	1,128,000	(300,000)	3,426,642
- MAX Tax Reserve	307,954	123,705	236,030	0	0	195,629
	18,875,945	8,899,580	8,989,364	4,526,500		22,358,361
<u>Internal Services Funds</u>						
- Technology Services	452,786	590,200	629,500	86,900	(140,000)	360,386
- Communications Services	67,063	107,200	108,600	4,900	(18,000)	52,563
- Photocopy Services	150,377	24,900	32,600	10,000	(20,000)	132,677
- Postage Services	16,174	27,600	27,700	0	(1,200)	14,874
- Centralized Vehicle/Equipmt	4,692,947	1,839,713	2,098,705	665,900	(500,000)	4,599,855
- Fire Emergency Vehicles Pool	1,571,704	107,600	433,000	433,000	(95,000)	1,584,304
- Fuel Dispensing	65,450	424,000	419,935	0	(2,545)	66,970
- Risk Management:						
Workers Comp Insurance	549,319	335,000	500,600	0	0	383,719
Employee Disability Insurance	45,654	102,700	81,100	0	0	67,254
Health/Dental Insurance	1,249,269	4,652,500	4,963,500	0	0	938,269
Vehicle Insurance	177,941	169,450	214,000	0	0	133,391
Property Insurance	552,078	48,300	66,300	0	0	534,078
Liability Insurance	268,123	128,100	212,000	0	0	184,223
	9,858,885	8,557,263	9,787,540	1,200,700	(776,745)	9,052,563
Total General City Proprietary Equity	28,734,830	17,456,843	18,776,904	5,727,200	(776,745)	31,410,924
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>						
- Electric	141,154,495	72,432,622	74,032,408	15,569,500	(9,880,478)	145,243,731
- Water	22,342,056	5,300,889	11,346,024	7,411,200	(1,195,283)	22,512,838
- Wastewater	46,975,151	7,854,985	18,271,765	12,333,000	(1,849,014)	47,042,357
Total Holland BPW Utility Equity	210,471,702	85,588,496	103,650,197	35,313,700	(12,924,775)	214,798,926
TOTAL ESTIMATED EQUITY -						
PROPRIETARY FUNDS	239,206,532	103,045,339	122,427,101	41,040,900	(13,701,520)	246,209,850

NOTE:

Estimated Equity Balances at 7/1/05 & 6/30/06 Include Working Capital, Reserves, and Capital Assets.

PROPRIETARY - TYPE FUNDS
SUMMARY OF ENDING RESERVES

FUND	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	335,610	330,636	325,205	320,362
- Windmill Island	338,344	216,541	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	0	0	0	0
- MAX Bus Transportation	400,000	500,000	600,000	600,000
- MAX Tax Reserve	470,060	441,651	307,954	195,629
Total Enterprise	1,544,014	1,488,828	1,233,159	1,115,991
<u>Internal Services Funds</u>				
- Technology Services	225,000	205,000	145,000	105,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Act 51 Street Equipment	1,550,000	1,470,000	0	0
- General City Motor Pool	800,000	790,000	0	0
- Centralized Vehicle/Equipmt	0	0	2,260,000	2,000,000
- Fire Emergency Vehicles Pool	119,431	219,467	325,767	367
- Fuel Dispensing	36,499	40,585	44,450	48,515
- Risk Management:				
Workers Comp Insurance	20,000	20,000	20,000	20,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	351,002	457,074	470,000	470,000
Vehicle Insurance	0	0	0	0
Property Insurance	0	0	0	0
Liability Insurance	5,000	5,000	5,000	5,000
Total Internal Service	3,106,932	3,207,126	3,270,217	2,648,882
Total General City Proprietary	4,650,946	4,695,954	4,503,376	3,764,873
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	4,286,428	4,334,651	4,396,671	4,459,621
- Water	0	0	0	0
- Wastewater	1,751,871	2,018,597	2,102,439	908,079
Total Holland BPW Utility	6,038,299	6,353,248	6,499,110	5,367,700
NET RESERVES-PROPRIETARY	10,689,245	11,049,202	11,002,486	9,132,573

PROPRIETARY - TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-03	Actual FY-04	Revised Estimate FY-05	Budget FY-06
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	191,310	98,027	107,728	152,357
- Windmill Island	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	281,245	166,672	138,486	145,611
- MAX Bus Transportation	433,523	422,121	143,465	119,095
- MAX Tax Reserve	0	0	0	0
Total Enterprise	906,078	686,820	389,679	417,063
<u>Internal Services Funds</u>				
- Technology Services	2,839	3,944	2,411	3,111
- Communications Services	24,601	8,963	1,864	464
- Photocopy Services	118,193	121,126	112,515	104,815
- Postage Services	6,758	6,966	6,916	6,816
- Act 51 Street Equipment	7,114	3,577	0	0
- General City Motor Pool	4,493	4,764	0	0
- Centralized Vehicle/Equipmt	0	0	7,573	8,581
- Fire Emergency Vehicles Pool	0	0	0	0
- Fuel Dispensing	0	0	0	0
- Risk Management:				
Workers Comp Insurance	645,240	592,419	529,319	363,719
Employee Disability Ins.	42,556	64,904	45,654	67,254
Health/Dental Insurance	712,533	533,953	801,487	490,487
Vehicle Insurance	227,716	192,711	177,941	133,391
Property Insurance	543,068	542,378	552,078	534,078
Liability Insurance	233,812	247,423	263,123	179,223
Total Internal Service	2,568,923	2,323,128	2,500,881	1,891,939
Total General City Proprietary	3,475,001	3,009,948	2,890,560	2,309,002
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	42,740,577	52,708,229	51,058,099	54,456,366
- Water	2,127,790	3,394,239	3,730,864	3,110,558
- Wastewater	18,782,078	19,674,837	20,424,063	20,171,177
Total Holland BPW Utility	63,650,445	75,777,305	75,213,026	77,738,101
NET WORKING CAPITAL-PROPRIETARY	67,125,446	78,787,253	78,103,586	80,047,103

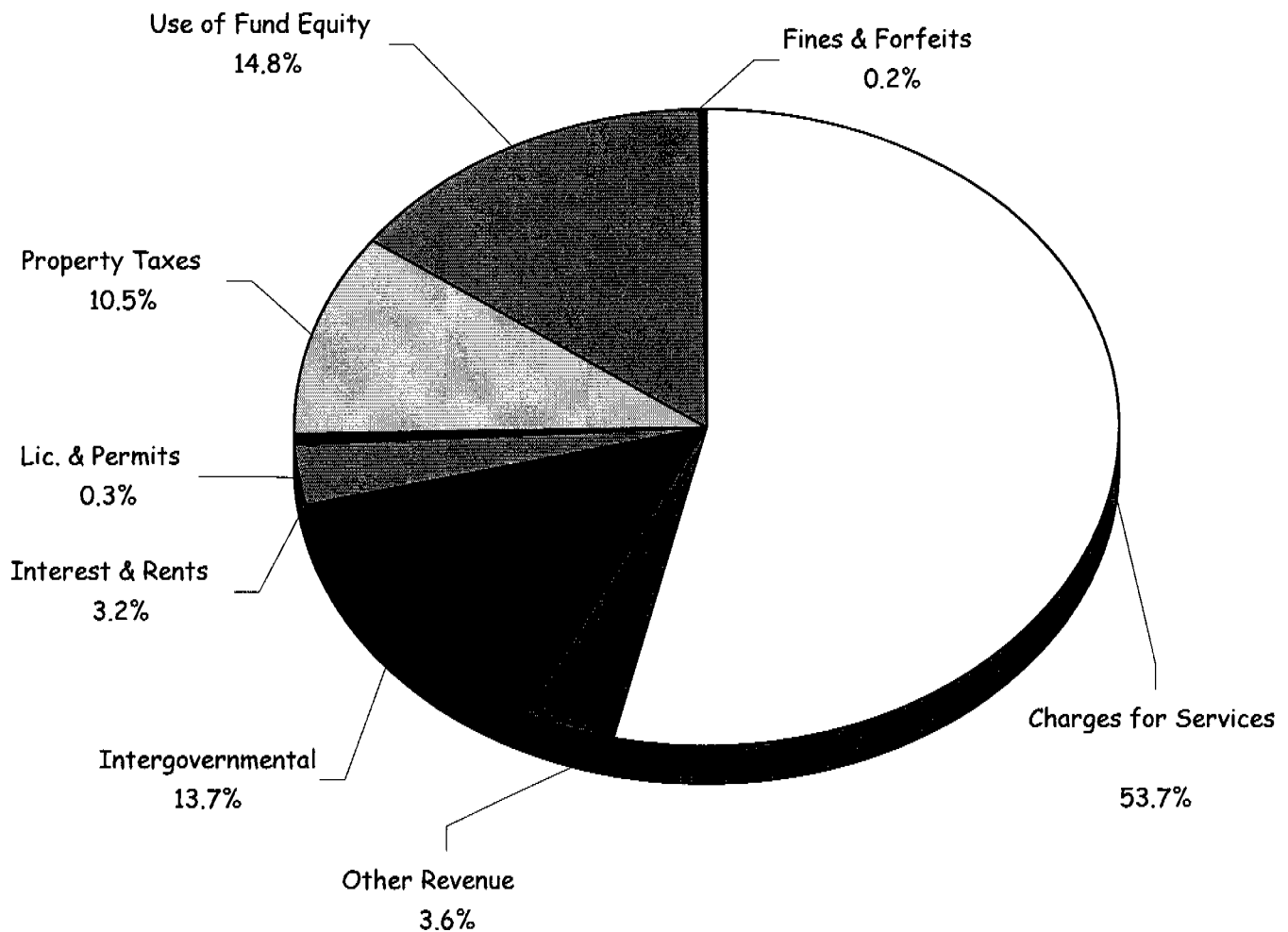
CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
- - ACROSS ALL FUND TYPES - -
For Fiscal Year July 1, 2005 thru June 30, 2006

<u>SOURCES</u>	<u>Adopted Budget</u>	<u>Percent of Total Budget</u>
Property Taxes & Special Assessments	17,247,320	10.5%
Licenses & Permits	568,600	0.3%
Intergovernmental	22,636,177	13.7%
Charges for Services	88,594,041	53.7%
Fines & Forfeits	260,000	0.2%
Interest & Rents	5,312,782	3.2%
Other Revenues	5,999,850	3.6%
Use of Fund Equity	24,372,701	14.8%
Total Sources	<u>\$164,991,471</u>	<u>100.0%</u>
 <u>APPLICATIONS</u>		
Management & Administrative Services	1,906,690	1.2%
Fiscal Services	1,623,366	1.0%
Public Safety Services	9,743,392	5.9%
Transportation System	9,857,459	6.0%
Community & Neighborhood Services	4,647,126	2.8%
Leisure & Cultural Services	6,299,200	3.8%
Utility Services	68,857,997	41.7%
Internal Service Funds	7,125,935	4.3%
Capital Projects (1)	51,220,881	31.0%
Debt Service	3,709,425	2.2%
Total Applications	<u>\$164,991,471</u>	<u>100.0%</u>

Note: "APPLICATIONS", as delineated above, excludes the non-cash item, *Depreciation Expense*, but includes capital projects and debt service of principal and interest for all fund types.

(1) Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included here, but rather within the related service groups. This explains the variance with all Service Groups presentation.

FISCAL YEAR 2006 SOURCES ACROSS ALL FUND TYPES

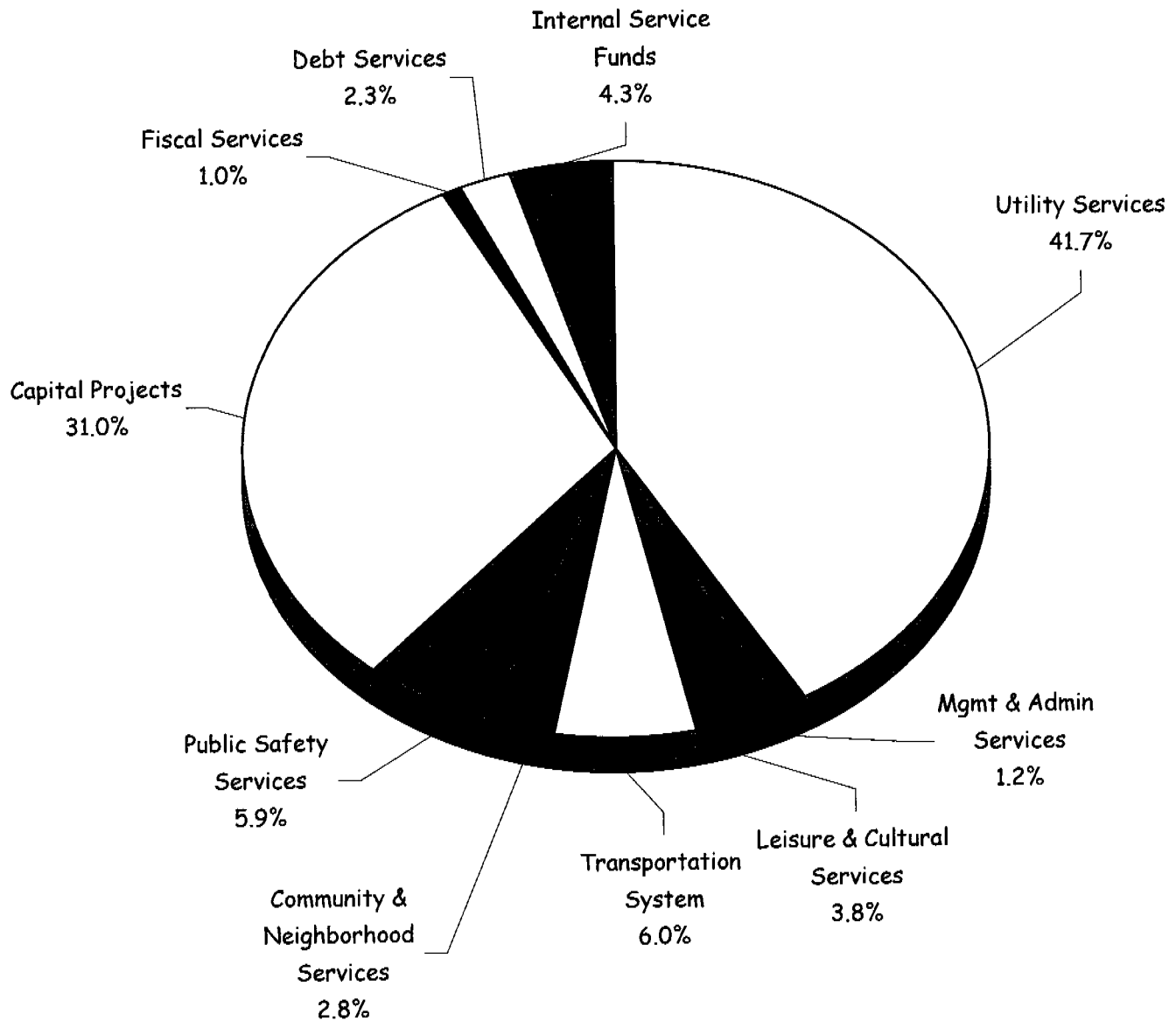


TOTAL \$164,991,471

NOTE: ALL INTERFUND TRANSFERS ARE EXCLUDED.

DOLLAR AMOUNTS FOR EACH SOURCE CLASSIFICATION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

FISCAL YEAR 2006 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$164,991,471

NOTE: USES INCLUDE ALL OPERATING EXPENSES, CAPITAL OUTLAYS, AND PRINCIPAL MATURITIES OF LONG-TERM DEBT. DEPRECIATION EXPENSE IS NOT INCLUDED BECAUSE IT IS NOT A CASH USE. ALL INTERFUND TRANSFERS ARE EXCLUDED. DOLLAR AMOUNTS FOR EACH CASH USE CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

FINANCING SOURCES, USES AND ENDING FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS
FINANCING SOURCES						
Taxes	\$ 11,258,509	\$ -	\$ 2,622,476	\$ 2,369,873	\$ 63,013	\$ 333,830
Special Assessments	-	-	332,340	154,574	-	-
Intergovernmental	3,317,653	-	4,270,109	-	8,593,000	13,535
Licenses and Permits	498,600	-	70,000	-	-	-
Charges for Services	1,029,800	62,000	266,610	-	-	36,800
Fines and Fees	260,000	-	-	-	-	-
Interest & Rents	522,000	48,639	118,966	1,069,985	7,400	58,600
Other	7,000	-	133,950	-	315,600	160,000
Transfers In - From Other Funds	2,697,900	7,757	1,439,738	717,548	4,878,900	262,000
TOTAL FINANCING SOURCES	19,591,462	118,396	9,254,189	4,311,980	13,857,913	864,765
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	16,893,562	110,639	7,814,451	3,594,432	8,979,013	602,765
FINANCING USES						
Service Group:						
Management & Administrative	1,668,930	-	255,260	-	-	-
Fiscal	1,959,620	-	252,340	-	-	-
Public Safety	9,136,892	-	273,500	-	35,000	-
Transportation	1,264,150	-	8,701,224	-	12,190,500	-
Community & Neighborhood	1,986,963	-	1,108,212	-	245,000	351,230
Leisure & Cultural	3,890,054	102,000	1,545,457	-	3,089,181	524,658
General Debt Service	-	-	-	4,409,473	-	-
Internal Service	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
TOTAL FINANCING USES	19,906,609	102,000	12,135,993	4,409,473	15,559,681	875,888
Less Transfers Out - To Other Funds	759,594	102,000	6,286,832	700,048	-	-
TOTAL FINANCING USES NET OF TRANSFERS OUT	19,147,015	-	5,849,161	3,709,425	15,559,681	875,888
FUND EQUITY						
Projected Fiscal Year End 6/30/06	\$ 2,228,973	\$ 1,647,102	\$ 3,409,574	\$ 808,457	\$ 2,140	\$ 2,083,373

Note - Non cash items, such as depreciation, are not included.

ACROSS ALL FUNDS

PROPRIETARY-TYPE FUNDS

ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 112,705	\$ -	\$ 16,760,406
-	-	486,914
6,441,880	-	22,636,177
-	-	568,600
85,826,931	1,371,900	88,594,041
-	-	260,000
1,780,029	1,707,163	5,312,782
5,100	5,378,200	5,999,850
321,431	100,000	10,425,274
<u>94,488,076</u>	<u>8,557,263</u>	<u>151,044,044</u>
<u>94,166,645</u>	<u>8,457,263</u>	<u>140,618,770</u>
-	-	1,924,190
-	-	2,211,960
-	-	9,445,392
7,178,355	-	29,334,229
1,214,978	-	4,906,383
596,031	-	9,747,381
-	-	4,409,473
-	9,787,540	9,787,540
103,650,197	-	103,650,197
<u>112,639,561</u>	<u>9,787,540</u>	<u>175,416,745</u>
<u>2,436,900</u>	<u>139,900</u>	<u>10,425,274</u>
<u>110,202,661</u>	<u>9,647,640</u>	<u>164,991,471</u>
<u>\$ 237,157,287</u>	<u>\$ 9,052,563</u>	<u>\$ 256,389,469</u>

(Concluded)

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2004	FY-2005	FY-2006	FY-2004	FY-2005	FY-2006
	Final	Final Revised	Adopted	Final	Final Revised	Adopted
	Actual	Estimate	Budget	Actual	Estimate	Budget
FINANCING SOURCES						
Taxes	\$ 10,652,471	\$ 11,101,206	\$ 11,258,509	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,341,450	3,316,630	3,317,653	- 0 -	- 0 -	- 0 -
Licenses and Permits	482,352	502,975	498,600	- 0 -	- 0 -	- 0 -
Charges for Services	882,093	985,994	1,029,800	60,300	50,000	62,000
Fines and Fees	237,186	255,000	260,000	- 0 -	- 0 -	- 0 -
Interest & Rents	349,250	470,750	522,000	11,960	48,449	48,639
Other	7,126	12,000	7,000	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	2,355,239	2,482,412	2,697,900	7,904	7,757	7,757
TOTAL FINANCING SOURCES:	\$ 18,307,167	\$ 19,126,967	\$ 19,591,462	\$ 80,164	\$ 106,206	\$ 118,396
FINANCING USES						
Service Group:						
Management & Administrative	\$ 1,304,009	\$ 1,397,568	\$ 1,668,930	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	1,879,496	1,911,329	1,959,620	- 0 -	- 0 -	- 0 -
Public Safety	8,559,182	8,934,312	9,136,892	- 0 -	- 0 -	- 0 -
Transportation	1,173,146	1,172,682	1,264,150	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,833,798	1,926,471	1,986,963	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,795,618	3,792,338	3,890,054	11,002	303,223	102,000
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	\$ 18,545,249	\$ 19,134,700	\$ 19,906,609	\$ 11,002	\$ 303,223	\$ 102,000
SOURCES OVER (UNDER) USES						
INCLUDING INTERFUND TRANSFER:	\$ (238,082)	\$ (7,733)	\$ (315,147)	\$ 69,162	\$ (197,017)	\$ 16,396
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	2,355,239	2,482,412	2,697,900	7,904	7,757	7,757
Transfers Out	786,959	784,608	759,594	11,002	300,168	102,000
SOURCES OVER (UNDER) USES						
EXCLUDING INTERFUND TRANSFERS	\$ (1,806,362)	\$ (1,705,537)	\$ (2,253,453)	\$ 72,260	\$ 95,394	\$ 110,639
FUND EQUITY - Fiscal Year End						
	\$ 2,551,853	\$ 2,544,120	\$ 2,228,973	\$ 1,827,723	\$ 1,630,706	\$ 1,647,102

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2004	FY-2005	FY-2006	FY-2004	FY-2005	FY-2006	FY-2004	FY-2005	FY-2006
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 2,670,744	\$ 2,664,177	\$ 2,622,476	\$ 1,628,096	\$ 2,369,873	\$ - 0 -	\$ 651,738	\$ 56,508	\$ 63,013
274,536	383,782	332,340	320,882	154,574	- 0 -	- 0 -	- 0 -	- 0 -
4,032,740	5,236,823	4,270,109	- 0 -	- 0 -	- 0 -	10,403,425	9,100,893	8,593,000
61,936	70,000	70,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
353,689	307,390	266,610	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
187,217	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
(158,428)	132,209	118,966	2,569,975	2,751,346	- 0 -	109,807	52,625	7,400
484,211	272,402	133,950	- 0 -	- 0 -	- 0 -	35,610	308,064	315,600
(354,342)	1,233,742	1,439,738	1,266,537	717,548	- 0 -	3,018,760	4,400,205	4,878,900
\$ 7,552,303	\$ 10,300,525	\$ 9,254,189	\$ 5,785,490	\$ 5,993,341	\$ - 0 -	\$ 14,219,340	\$ 13,918,295	\$ 13,857,913
\$ 400,229	\$ 202,891	\$ 255,260	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 525,045	\$ 85,300	\$ - 0 -
245,964	641,093	252,340	- 0 -	- 0 -	- 0 -	- 0 -	900	- 0 -
315,985	497,580	273,500	- 0 -	- 0 -	- 0 -	9,813,649	2,036,943	35,000
5,148,215	7,187,639	8,701,224	- 0 -	- 0 -	- 0 -	16,384,348	14,480,879	12,190,500
1,044,699	2,034,996	1,108,212	- 0 -	- 0 -	- 0 -	305,016	232,452	245,000
1,516,773	1,545,136	1,545,457	- 0 -	- 0 -	- 0 -	322,889	484,698	3,089,181
- 0 -	- 0 -	- 0 -	5,789,601	6,090,834	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
\$ 8,671,865	\$ 12,109,335	\$ 12,135,993	\$ 5,789,601	\$ 6,090,834	\$ - 0 -	\$ 27,350,947	\$ 17,321,172	\$ 15,559,681
\$ (1,119,562)	\$ (1,808,810)	\$ (2,881,804)	\$ (4,111)	\$ (97,493)	\$ - 0 -	\$ (13,131,607)	\$ (3,402,877)	\$ (1,701,768)
(354,342)	1,233,742	1,439,738	1,266,537	717,548	- 0 -	3,018,760	4,400,205	4,878,900
1,640,729	5,261,401	6,286,832	703,461	700,048	- 0 -	1,151,856	88,374	- 0 -
\$ 878,553	\$ 2,218,849	\$ 1,965,290	\$ (567,187)	\$ (114,993)	\$ - 0 -	\$ (14,998,511)	\$ (7,714,708)	\$ (6,580,668)
\$ 8,102,964	\$ 6,291,378	\$ 3,409,574	\$ 950,039	\$ 808,457	\$ - 0 -	\$ 5,107,015	\$ 2,140	\$ - 0 -

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2004	FY-2005	FY-2006	FY-2004	FY-2005	FY-2006
	Final	Final Revised	Adopted	Final	Final Revised	Adopted
	Actual	Estimate	Budget	Actual	Estimate	Budget
FINANCING SOURCES						
Taxes	\$ 15,603,049	\$ 16,191,764	\$ 13,943,998	\$ 168,351	\$ 201,291	\$ 333,830
Special Assessments	595,418	538,356	332,340	- 0 -	- 0 -	- 0 -
Intergovernmental	17,777,615	17,654,346	16,180,762	19,535	13,535	13,535
Licenses and Permits	544,288	572,975	568,600	- 0 -	- 0 -	- 0 -
Charges for Services	1,296,082	1,343,384	1,358,410	62,982	72,800	36,800
Fines and Fees	424,403	255,000	260,000	- 0 -	- 0 -	- 0 -
Interest & Rents	2,882,564	3,455,379	697,005	109,091	49,713	58,600
Other	526,947	592,466	456,550	180,110	167,967	160,000
Transfers In - From Other Funds	6,294,098	8,841,664	9,024,295	280,900	280,900	262,000
TOTAL FINANCING SOURCES:	\$ 45,944,464	\$ 49,445,334	\$ 42,821,960	\$ 820,969	\$ 786,206	\$ 864,765
FINANCING USES						
Services Group:						
- Management & Administrative	\$ 2,229,283	\$ 1,685,759	\$ 1,924,190	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Fiscal	2,125,460	2,553,322	2,211,960	- 0 -	- 0 -	- 0 -
- Public Safety	18,688,816	11,468,835	9,445,392	- 0 -	- 0 -	- 0 -
- Transportation	22,705,709	22,841,200	22,155,874	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,183,513	4,193,919	3,340,175	175,440	241,057	351,230
- Leisure & Cultural	5,646,282	6,125,395	8,626,692	593,469	564,292	524,658
- General Debt Service	5,789,601	6,090,834	- 0 -	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	\$ 60,368,664	\$ 54,959,264	\$ 47,704,283	\$ 768,909	\$ 805,349	\$ 875,888
SOURCES OVER (UNDER) USES						
INCLUDING INTERFUND TRANSFER:	\$ (14,424,200)	\$ (5,513,930)	\$ (4,882,323)	\$ 52,060	\$ (19,143)	\$ (11,123)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	6,294,098	8,841,664	9,024,295	280,900	280,900	262,000
Transfers Out	4,294,007	7,134,599	7,148,426	12,004	2,212	- 0 -
SOURCES OVER (UNDER) USES						
EXCLUDING INTERFUND TRANSFERS	\$ (16,421,247)	\$ (7,220,995)	\$ (6,758,192)	\$ (216,836)	\$ (297,831)	\$ (273,123)
FUND EQUITY - Fiscal Year End						
	\$ 18,539,594	\$ 11,276,801	\$ 7,285,649	\$ 2,269,295	\$ 2,174,496	\$ 2,083,373

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2004	FY-2005	FY-2006
	Final	Final Revised	Adopted
	Actual	Estimate	Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ 217,305	\$ 111,315	\$ 112,705
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	3,211,310	4,927,561	6,441,880
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	78,515,397	80,165,866	85,826,931
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	461,546	2,123,375	1,780,029
Other	4,064	47,193	5,100
Transfers In - From Other Funds	220,073	324,974	321,431
TOTAL FINANCING SOURCES:	\$ 82,629,695	\$ 87,700,284	\$ 94,488,076
<u>FINANCING USES</u>			
Service Group:			
Management & Administrative	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	- 0 -	- 0 -	- 0 -
Public Safety	- 0 -	- 0 -	- 0 -
Transportation	3,857,318	5,881,163	7,178,355
Community & Neighborhood	1,167,819	1,209,592	1,214,978
Leisure & Cultural	655,283	766,615	596,031
Utilities	76,951,410	79,082,557	103,650,197
TOTAL FINANCING USES:	\$ 82,631,830	\$ 86,939,927	\$ 112,639,561
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	\$ (2,135)	\$ 760,357	\$ (18,151,485)
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	220,073	324,974	321,431
Transfers Out	2,330,858	2,354,600	2,436,900
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	\$ 2,108,650	\$ 2,789,983	\$ (16,036,016)
<u>FUND EQUITY - Fiscal Year End</u>			
	\$ 224,040,583	\$ 229,347,647	\$ 237,157,287

INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2004	FY-2005	FY-2006
	Final	Final Revised	Adopted
	Actual	Estimate	Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,024,727	1,313,000	1,371,900
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	1,398,730	1,678,144	1,707,163
Other	4,841,650	5,165,470	5,378,200
Transfers In - From Other Funds	118,322	108,823	100,000
TOTAL FINANCING SOURCES:	\$ 7,383,429	\$ 8,265,437	\$ 8,557,263
<u>FINANCING USES</u>			
Type of Internal Service:			
Technology	\$ 558,060	\$ 629,107	\$ 629,500
Communications	140,882	114,683	108,600
Photocopies	28,639	42,203	32,600
Postage	23,326	26,600	27,700
Streets Equipment Revolving	824,115	- 0 -	- 0 -
City Motor Pool	663,061	- 0 -	- 0 -
Centralized Vehicle & Equipment	- 0 -	1,781,703	2,098,705
Fire Emergency Vehicle Replacement	- 0 -	- 0 -	433,000
Fuel Dispensing	324,188	418,007	419,935
Risk Management - All Coverages	5,014,083	5,012,290	6,037,500
TOTAL FINANCING USES:	\$ 7,576,354	\$ 8,024,593	\$ 9,787,540
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	<u>\$ (192,925)</u>	<u>\$ 240,844</u>	<u>\$ (1,230,277)</u>
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	118,322	108,823	100,000
Transfers Out	31,063	146,023	139,900
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	<u>\$ (43,540)</u>	<u>\$ 495,690</u>	<u>\$ (990,377)</u>
FUND EQUITY - Fiscal Year End	\$ 9,794,510	\$ 9,858,885	\$ 9,052,563

GENERAL FUND

FINANCIAL SUMMARY

- > FUND SUMMARY
- > FUNDING SOURCES
- > FUNDING USES

The General Fund is the basic and primary operating fund of general government operations. Various departments and activities of the General Fund are included throughout the Service Groups of the budget document.

GENERAL FUND

FUND SUMMARY

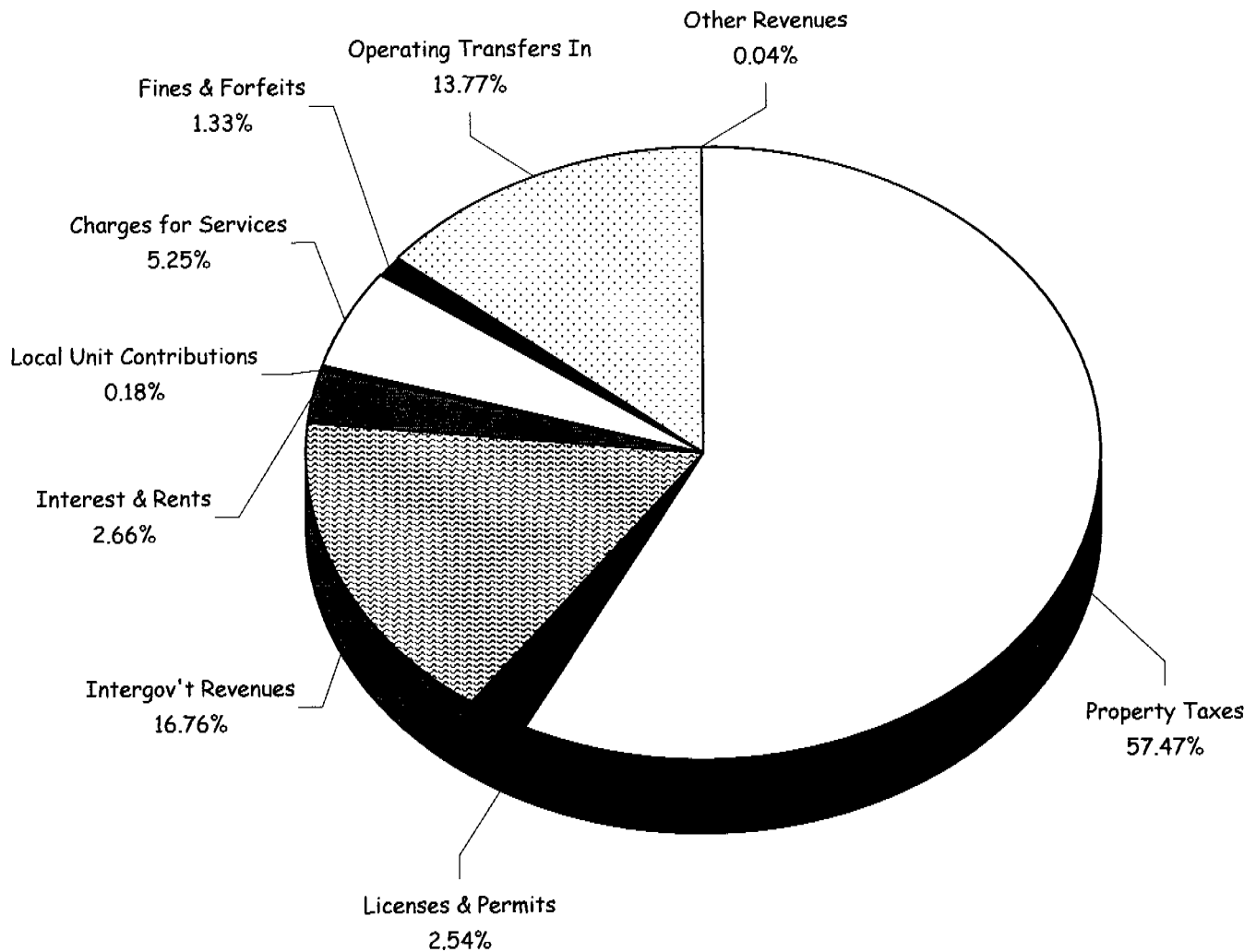
Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
TOTAL FUNDING SOURCES	\$ 18,155,849	\$ 18,307,167	\$ 19,126,967	\$ 19,591,462
TOTAL FUNDING USES	18,306,215	18,545,249	19,134,700	19,906,609
Net Increase (Decrease)				
From Operations	(150,366)	(238,082)	(7,733)	(315,147)
Equity Transfer to Other Funds:				
- Budget Stabilization Fund	(81,500)	- 0 -	- 0 -	- 0 -
FUND EQUITY - June 30:				
Reserved:				
- None	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Unreserved:				
- Designated for Market Adjustment	56,390	(68,364)	(53,000)	(37,000)
- Undesignated	2,733,545	2,620,217	2,597,120	2,265,973
	<u>\$ 2,789,935</u>	<u>\$ 2,551,853</u>	<u>\$ 2,544,120</u>	<u>\$ 2,228,973</u>

This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood Services, and Leisure & Cultural Services.

GENERAL FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
FUNDING SOURCES -				
Taxes	\$ 10,158,798	\$ 10,652,471	\$ 11,101,206	\$ 11,258,509
Licenses & Permits	450,294	482,352	502,975	498,600
Federal Grants	- 0 -	6,690	6,176	6,400
State Revenue Sharing	3,674,497	3,300,932	3,275,854	3,276,253
Local Unit Contributions	32,539	33,828	34,600	35,000
Charges for Services	808,040	881,803	985,994	1,029,800
Fines & Forfeits	236,056	237,186	255,000	260,000
Interests & Rents	484,850	349,250	470,750	522,000
Other Revenue	13,684	7,416	12,000	7,000
Transfers from Other Funds	2,297,091	2,355,239	2,482,412	2,697,900
TOTAL FUNDING SOURCES	\$ 18,155,849	\$ 18,307,167	\$ 19,126,967	\$ 19,591,462

**GENERAL FUND
FY-2006 APPROVED REVENUES & OTHER
FINANCING SOURCES**



TOTAL \$19,591,462
9.4337 mills

NOTE: DOLLAR AMOUNTS FOR EACH REVENUE CLASSIFICATION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

GENERAL FUND

Comparison by Classification of Revenues & Other Financing Sources
For Fiscal Years 1995-96, 2000-01, and 2005-06

Revenue Classification	1995-96		2000-01		2005-06	
Taxes	\$8,911,893	57.81%	\$9,023,392	50.08%	\$11,258,509	56.56%
Licenses & Permits	269,168	1.75%	48,918	0.27%	498,600	2.50%
Intergovernmental	3,086,006	20.02%	4,690,973	26.04%	3,282,653	16.48%
Local Unit Contributions	0	0.00%	31,109	0.17%	35,000	0.18%
Charges for Services	641,990	4.16%	867,643	4.82%	1,029,800	5.17%
Fines & Forfeits	225,123	1.46%	262,926	1.46%	260,000	1.31%
Interest & Rents	764,032	4.96%	1,097,728	6.09%	522,000	2.61%
Other Revenue	16,602	0.11%	8,884	0.05%	7,000	0.04%
Operating Transfers In	1,500,000	9.73%	1,985,180	11.02%	2,697,900	13.55%
Use of Fund Balance	0	0.00%	0	0.00%	315,147	1.58%
TOTAL REVENUES	\$15,414,814	100.00%	\$18,016,753	100.00%	\$19,906,609	99.98%

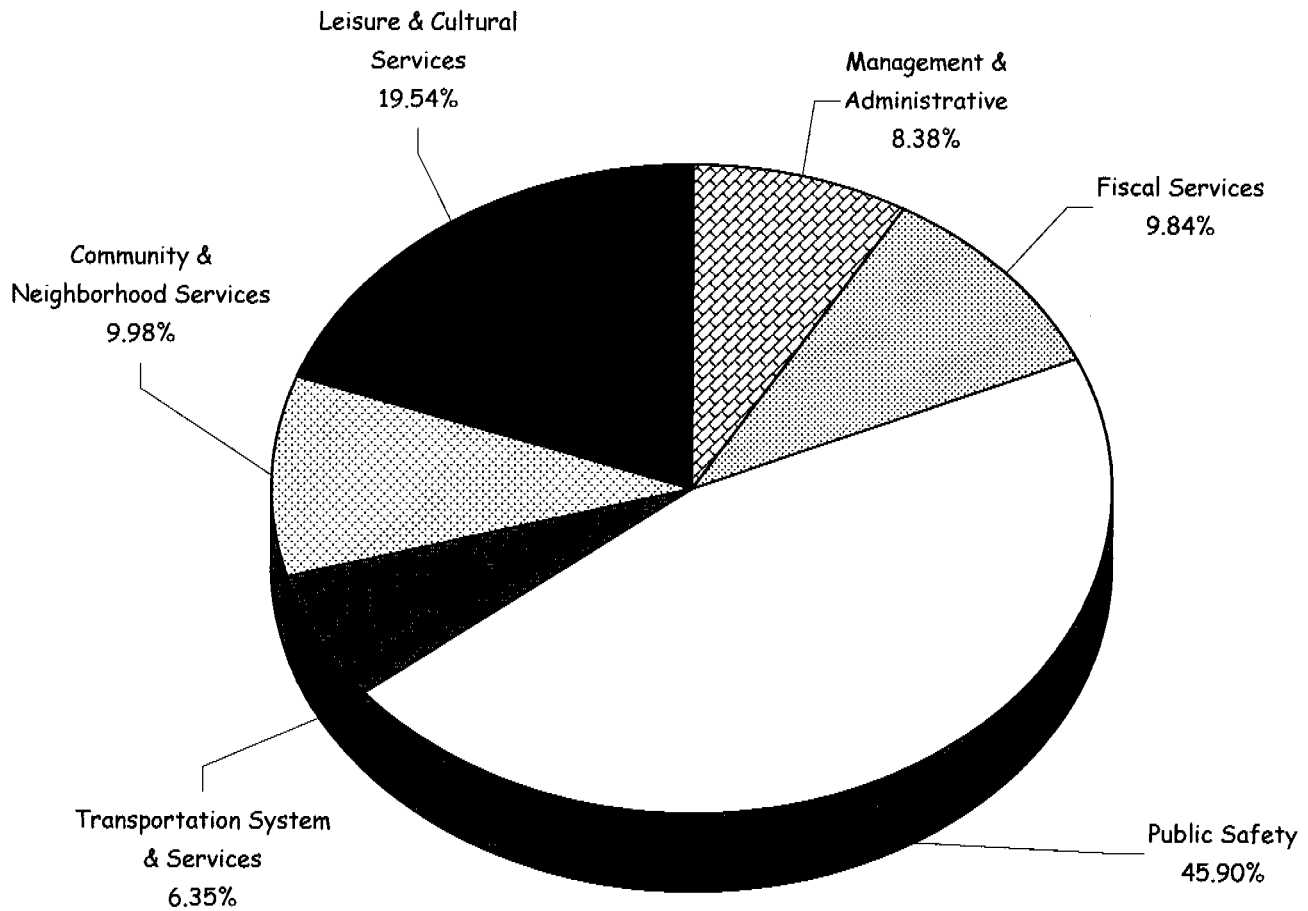
GENERAL FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
<u>FUNDING USES BY FUNCTION</u>				
<u>Management & Administrative Services Group</u>				
City Council	209,965	188,200	215,879	180,900
City Manager's Office	321,824	316,029	295,075	306,700
Elections & Voter Registration	61,140	53,906	85,027	59,030
City Attorney Services	224,053	185,371	209,200	205,200
City Clerk's Office	241,688	222,253	228,883	239,200
Personnel Office	306,119	318,465	272,981	278,500
Volunteer Services	70,789	19,785	15,523	24,400
Contingencies Appropriation	0	0	75,000	375,000
Total Management & Admin Services	1,435,578	1,304,009	1,397,568	1,668,930
<u>Fiscal Services Group</u>				
Finance Office	623,905	624,905	642,713	670,900
Independent Audit	34,724	25,548	26,198	58,300
Property Assessing Office	450,089	422,085	444,150	461,126
Procurement/Purchasing	28,992	34,224	33,090	36,400
Treasurer's Office	256,736	212,061	203,770	210,300
Unallocated Insurance	216,841	144,214	147,300	120,000
Transfers to Other Funds	525,574	416,459	414,108	402,594
Total Fiscal Services	2,136,861	1,879,496	1,911,329	1,959,620
<u>Public Safety Services Group</u>				
Police Department	5,487,982	5,887,792	6,219,112	6,393,436
Fire Department	2,569,701	2,671,390	2,715,200	2,743,456
Emergency Management	5,539	0	0	0
Total Public Safety	8,063,222	8,559,182	8,934,312	9,136,892
<u>Transportation System & Services Group</u>				
Street Division	600,075	900,909	1,019,992	1,096,541
Transportation Mgmt/Engineering	268,452	272,237	152,690	167,609
City-at-Large Utilities	401,423	0	0	0
Total Transportation System	1,269,950	1,173,146	1,172,682	1,264,150

GENERAL FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
FUNDING USES BY FUNCTION				
<u>Community & Neighborhood Services Group</u>				
City Hall	199,925	196,623	187,880	195,300
Planning & Zoning	251,992	247,796	273,290	286,700
Environmental Health & Inspections	410,983	415,896	412,095	424,657
Building Inspections	392,706	402,757	426,367	432,347
Community Social Services Assistance	163,624	164,148	163,080	155,300
OurStreet Program	168,196	191,417	182,730	192,959
Human Relations Commission	121,210	138,478	156,080	176,600
Economic Devel. Assistance	83,681	76,683	124,949	123,100
Total Community & Neighborhood	1,792,317	1,833,798	1,926,471	1,986,963
<u>Leisure & Cultural Services Group</u>				
Cemeteries	395,460	464,427	490,982	517,063
Leisure/Cultural Services Admin	126,690	90,910	49,156	50,000
Recreation Dept & Programs	846,415	837,156	866,450	911,297
Parks	1,328,567	1,486,769	1,449,622	1,461,248
Municipal Stadium	74,224	74,928	73,317	76,246
DeGraaf Nature Center	177,857	176,146	174,105	186,800
Kollen Park Boat Launch	0	7,883	5,980	6,000
8th Street Market	0	29,227	83,941	102,700
Cultural Activities Assistance	399,220	381,000	379,466	362,600
Civic Center	259,854	247,172	219,319	216,100
Total Leisure & Cultural	3,608,287	3,795,618	3,792,338	3,890,054
 TOTAL FUNDING USES	 18,306,215	 18,545,249	 19,134,700	 19,906,609

**GENERAL FUND
FY-2006 APPROVED EXPENDITURES & OTHER
FINANCING USES**



TOTAL \$19,906,609

NOTE: DOLLAR AMOUNTS FOR EACH EXPENSE FUNCTION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE. TRANSFERS TO OTHER FUNDS HAVE BEEN REFLECTED IN THE APPROPRIATE FUNCTION.

GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 1995-96, 2000-01, and 2005-06

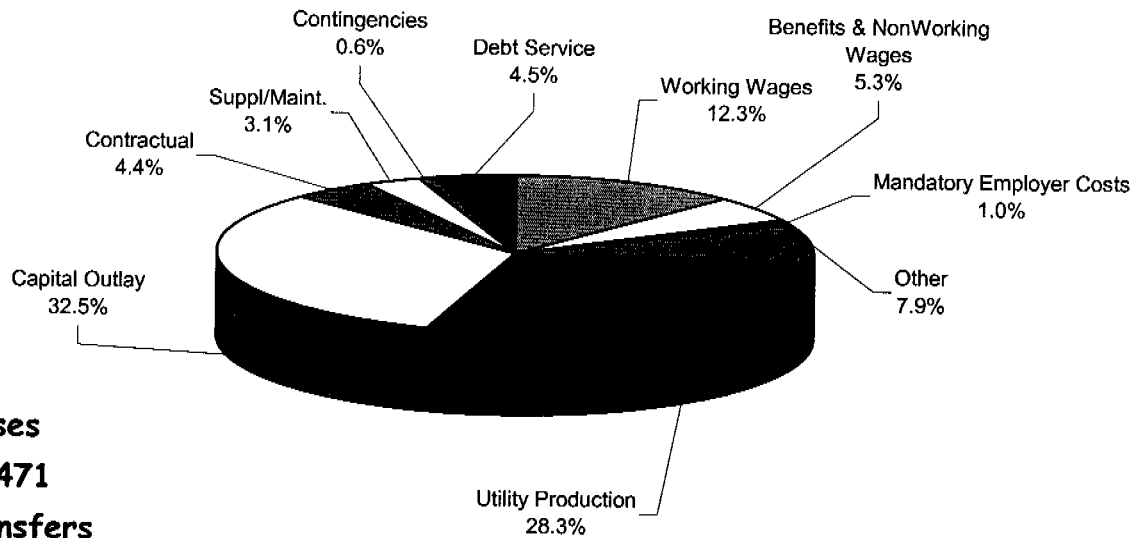
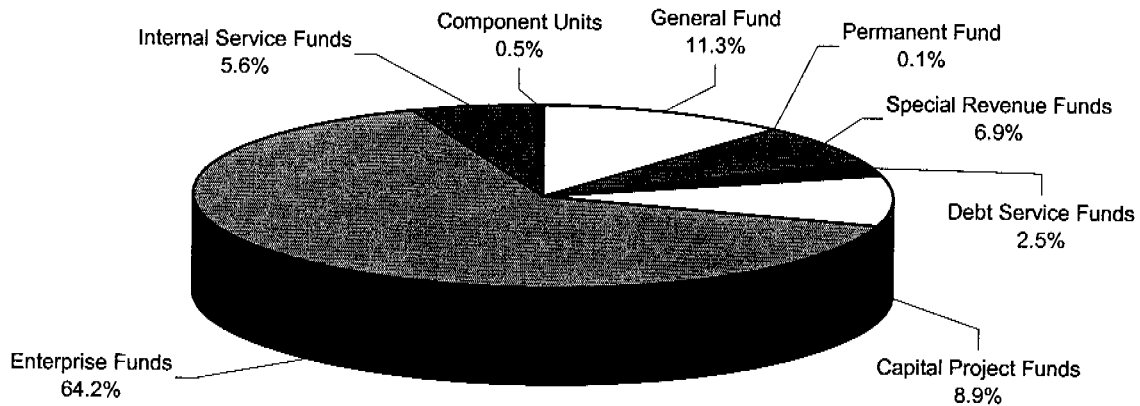
Service Group	1995-96		2000-01		2005-06	
Management & Administrative	\$1,075,938	7.22%	\$1,353,973	7.83%	\$1,668,930	8.38%
Fiscal Services	3,510,047	23.55%	2,569,645	14.84%	1,959,620	9.84%
Public Safety	5,394,358	36.19%	7,355,087	42.51%	9,136,892	45.90%
Transportation System	1,170,127	7.85%	1,133,492	6.56%	1,264,150	6.35%
Community & Neighborhood	1,172,771	7.86%	1,361,642	7.87%	1,986,963	9.98%
Leisure & Cultural	2,583,628	17.33%	3,526,756	20.39%	3,890,054	19.54%
Total Appropriations	\$14,906,869	100.00%	\$17,300,595	100.00%	\$19,906,609	100.00%

SERVICE GROUPS

- Management and Administrative Services
- Fiscal Services
- Public Safety Services
- Transportation
- Community & Neighborhood Services
- Leisure & Cultural Services
- Utility (BPW) Services
- Internal Service Funds
- Capital Project Funds

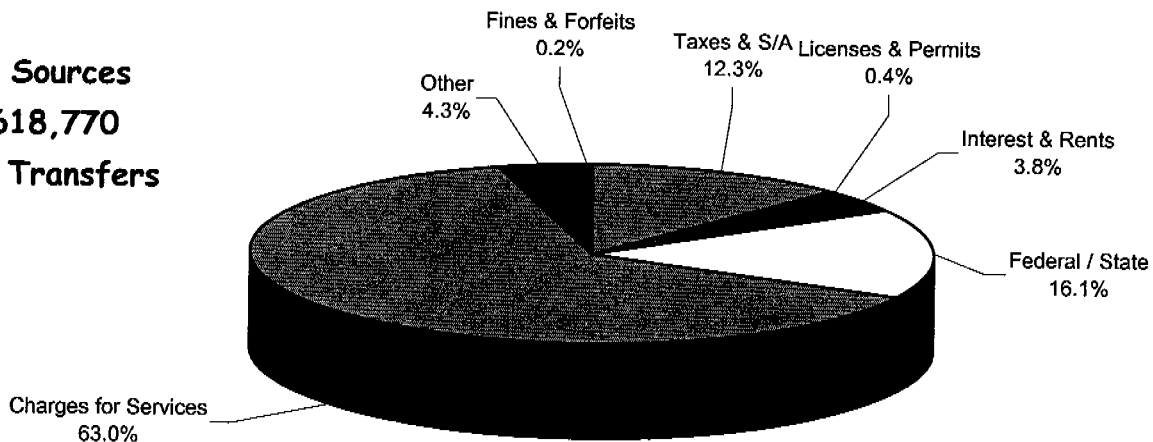
ALL SERVICE GROUPS

Total Uses By Fund Type \$175,416,745 (Incl. Transfers)



Funding Uses
\$164,991,471
Excluding Transfers

Funding Sources
\$140,618,770
Excluding Transfers



ALL SERVICE GROUPS

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -	
FUND TYPES -	
General	\$ 19,906,609
Permanent	102,000
Special Revenue	12,135,993
Debt Service	4,409,473
Capital Projects	15,559,681
Enterprise	112,639,561
Internal Service	9,787,540
Component Unit	875,888
FUND TYPE - TOTALS	<u>\$ 175,416,745</u>
- - GROUP FUNDING SOURCES & USES TOTALS - -	
FUNDING SOURCES -	
Taxes & Special Assessments	\$ 17,247,320
Licenses & Permits	568,600
Intergovernmental	22,636,177
Charges for Services	88,594,041
Fines & Forfeits	260,000
Interest & Rents	5,312,782
Other	5,999,850
Transfers In	10,425,274
TOTAL SOURCES	<u>\$ 151,044,044</u>
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 20,294,284
* Benefits - Includes NonWorking Wages	8,759,769
* Mandatory Employer Costs	1,723,465
Other Current Expenditures -	
* Supplies / Maintenance	5,137,270
* Contractual	7,271,460
* Utility Production	46,668,481
* Other	12,997,543
Capital Outlay	53,646,871
Debt Service Payments	
* Principal Maturities	5,259,463
* Interest & Fee Payments	2,232,865
Transfers Out	10,425,274
Contingencies	1,000,000
TOTAL USES	<u>\$ 175,416,745</u>
NON-CASH ITEMS - For Info Only	
Depreciation & Amortization Expense	\$ 14,735,820
- - GROUP STAFFING TOTALS - -	
Personnel Services Total Amount	\$ 30,777,518
* Full-Time Positions	403.25
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	52.37

ALL SERVICE GROUPS
SUPPORTING DETAIL
SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

<u>FY-2006 Approved Budget</u>	<u>General Fund</u> <u>Unallocated Sources</u>	<u>Debt Service</u> <u>Funds</u>	<u>Total Not Included in</u> <u>Service Groups</u>	<u>From Nine</u> <u>Service Groups</u>	<u>Grand Total</u>
FUND TYPES -					
General			- 0 -	19,906,609	19,906,609
Permanent			- 0 -	102,000	102,000
Special Revenue			- 0 -	12,135,993	12,135,993
Debt Service		4,409,473	4,409,473	- 0 -	4,409,473
Capital Projects			- 0 -	15,559,681	15,559,681
Enterprise			- 0 -	112,639,561	112,639,561
Internal Service			- 0 -	9,787,540	9,787,540
Component Unit			- 0 -	875,888	875,888
FUND TYPE - TOTALS	\$ - 0 -	\$ 4,409,473	\$ 4,409,473	\$ 171,007,272	\$ 175,416,745
FUNDING SOURCES -					
Taxes & Special Assessments	11,258,509	2,524,447	13,782,956	3,464,364	17,247,320
Licenses & Permits	3,000		3,000	565,600	568,600
Intergovernmental	3,276,253		3,276,253	19,359,924	22,636,177
Charges for Services	18,000		18,000	88,576,041	88,594,041
Fines & Forfeits			- 0 -	260,000	260,000
Interest & Rents	321,000	1,069,985	1,390,985	3,921,797	5,312,782
Other	1,500		1,500	5,998,350	5,999,850
Transfers In	2,650,900	717,548	3,368,448	7,056,826	10,425,274
TOTAL SOURCES	\$ 17,529,162	\$ 4,311,980	\$ 21,841,142	\$ 129,202,902	\$ 151,044,044
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	20,294,284	20,294,284
* Benefits - Includes NonWorking Wages			- 0 -	8,759,769	8,759,769
* Mandatory Employer Costs			- 0 -	1,723,465	1,723,465
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	5,137,270	5,137,270
* Contractual			- 0 -	7,271,460	7,271,460
* Utility Production			- 0 -	46,668,481	46,668,481
* Other		8,000	8,000	12,989,543	12,997,543
Capital Outlay			- 0 -	53,646,871	53,646,871
Debt Service Payments					
* Principal Maturities		2,292,963	2,292,963	2,966,500	5,259,463
* Interest & Fee Payments		1,408,462	1,408,462	824,403	2,232,865
Transfers Out		700,048	700,048	9,725,226	10,425,274
Contingencies			- 0 -	1,000,000	1,000,000
TOTAL USES	\$ - 0 -	\$ 4,409,473	\$ 4,409,473	\$ 171,007,272	\$ 175,416,745
NON-CASH ITEMS - For Info Only					
Depreciation & Amortization Expense					14,735,820

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,681,361 for the two City (non-Library) related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses) amounts above.

ALL SERVICE GROUPS

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	General Fund	BPW Utility Funds	All Other Funds	FY-2006 Approved Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 11,258,509		\$ 5,988,811	\$ 17,247,320
Licenses & Permits	498,600		70,000	568,600
Intergovernmental	3,317,653		19,318,524	22,636,177
Charges for Services	1,029,800	84,038,224	3,526,017	88,594,041
Fines & Forfeits	260,000		- 0 -	260,000
Interest & Rents	522,000	1,502,272	3,288,510	5,312,782
Other	7,000		5,992,850	5,999,850
Transfers In	2,697,900	48,000	7,679,374	10,425,274
TOTAL SOURCES	19,591,462	85,588,496	45,864,086	\$ 151,044,044
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 9,096,470	\$ 8,623,077	\$ 2,574,737	\$ 20,294,284
* Benefits - Includes NonWorking Wages	3,922,520	3,899,164	938,085	8,759,769
* Mandatory Employer Costs	635,209	831,812	256,444	1,723,465
Other Current Expenditures -				
* Supplies / Maintenance	822,600	2,260,381	2,054,289	5,137,270
* Contractual	832,910	2,167,057	4,271,493	7,271,460
* Utility Production	- 0 -	46,668,481	- 0 -	46,668,481
* Other	3,401,106	635,386	8,961,051	12,997,543
Capital Outlay	61,200	32,359,200	21,226,471	53,646,871
Debt Service Payments				
* Principal Maturities	- 0 -	2,954,500	2,304,963	5,259,463
* Interest & Fee Payments	- 0 -	818,139	1,414,726	2,232,865
Transfers Out	759,594	2,433,000	7,232,680	10,425,274
Contingencies	375,000	- 0 -	625,000	1,000,000
TOTAL USES	19,906,609	103,650,197	51,859,939	\$ 175,416,745
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense			\$	14,735,820
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 13,654,199	\$ 13,354,053	\$ 3,769,266	\$ 30,777,518
* Full-Time Positions				403.25
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positions @ F.T.E.				52.37

MANAGEMENT & ADMINISTRATIVE SERVICES

General Fund:

- City Council
- City Manager
- Elections
- City Attorney
- City Clerk
- Human Resources
- Volunteer Services
- Contingencies

Other Funds:

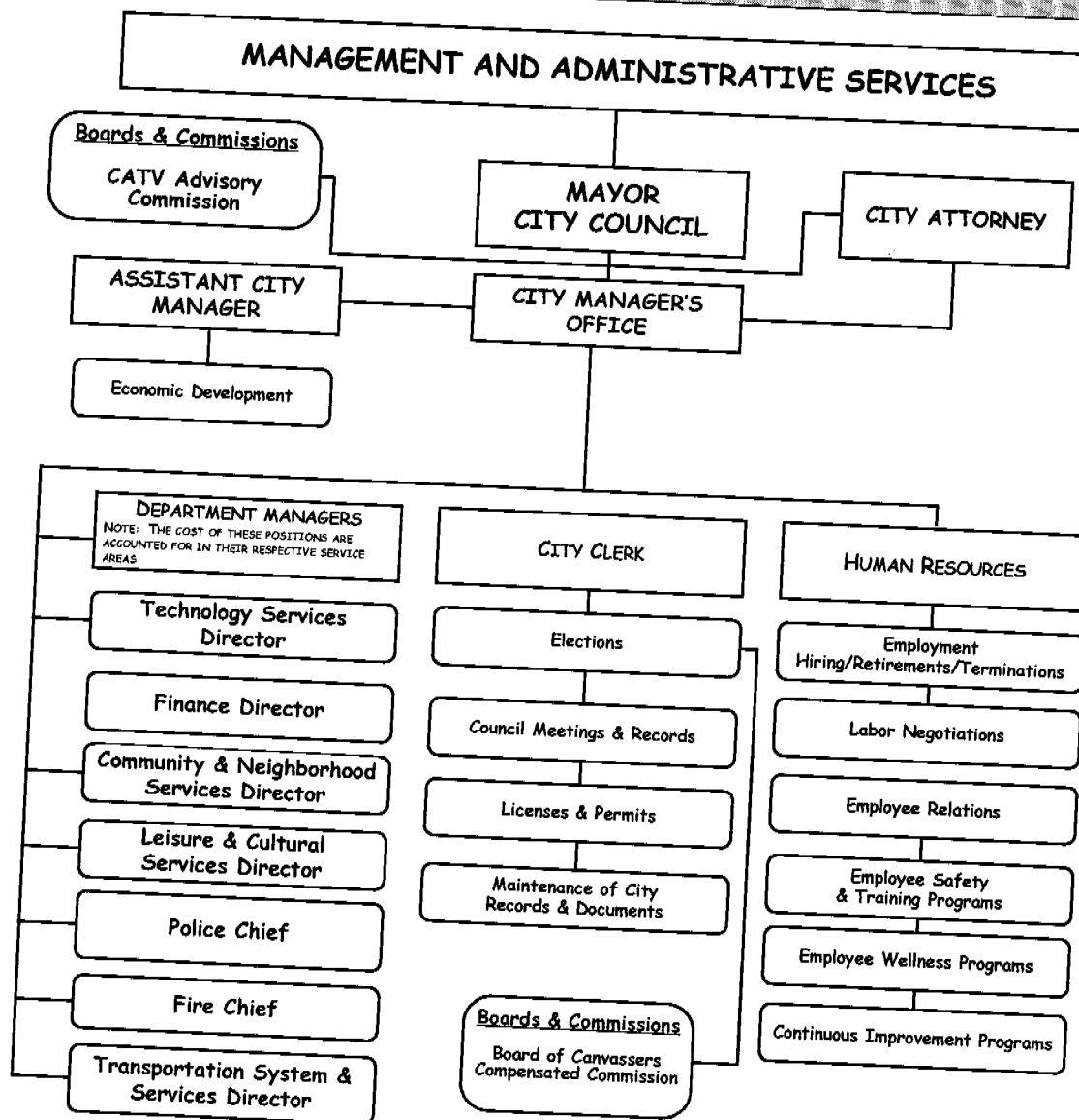
- Cable TV Public Access Fund
- Property Acquisition Fund

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

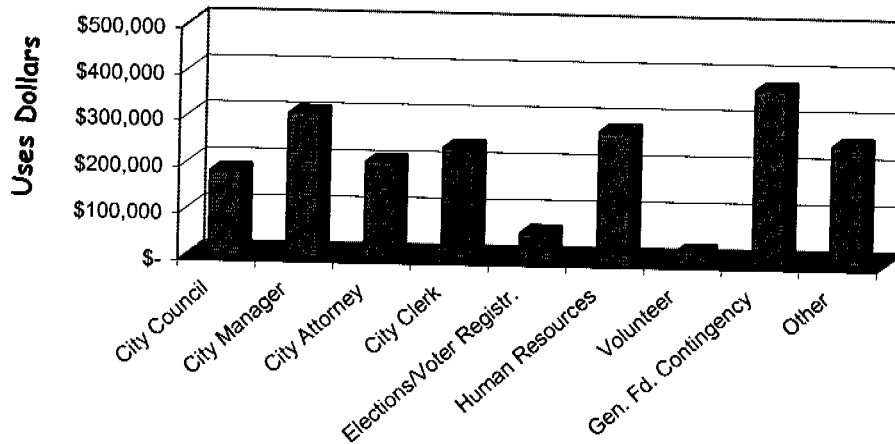
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and its various departments and operations, as well as the allocation of financial, manpower, and material resources to implement quality services and programs to meet the City's Mission Statement.

GROUP ORGANIZATIONAL STRUCTURE

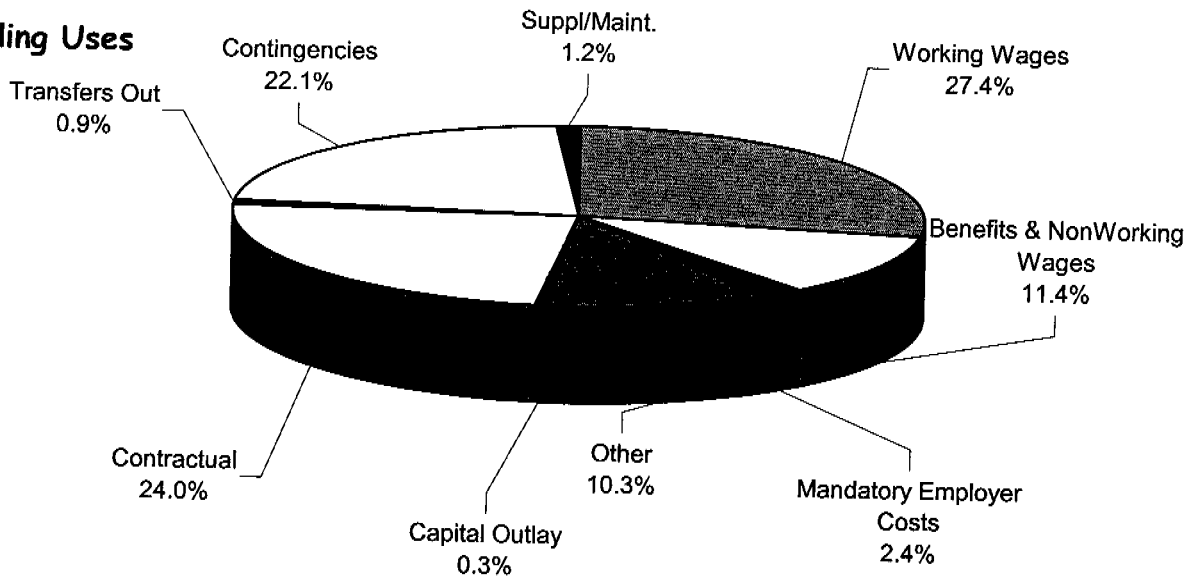


MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

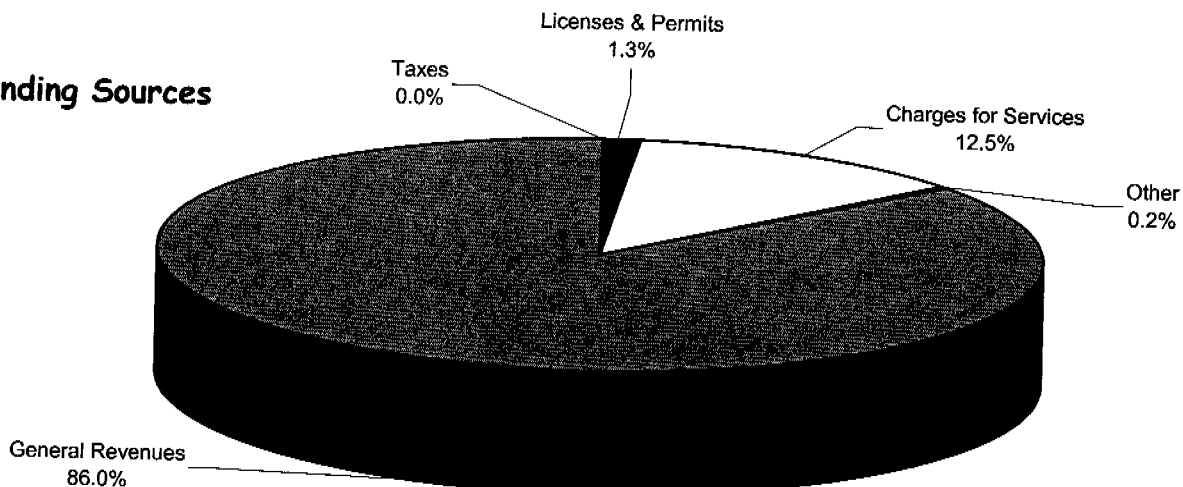
Total Uses By Department \$1,924,190



Funding Uses



Funding Sources



MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,435,598	\$ 1,304,009	\$ 1,397,568	\$ 1,668,930
Special Revenue	325,962	400,229	202,891	255,260
TOTAL FUND TYPE	\$ 1,761,560	\$ 1,704,238	\$ 1,600,459	\$ 1,924,190

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 105,151	\$ 108,453	\$ 55,626	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	18,193	23,101	24,000	25,000
Charges for Services	233,192	244,599	297,700	232,900
Interest & Rents	7,376	2,901	3,850	3,850
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	1,100	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 365,012	\$ 379,054	\$ 381,176	\$ 261,750

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 563,685	\$ 527,761	\$ 539,920	\$ 526,800
* Benefits - Includes NonWorking Wages	217,643	204,264	206,220	219,000
* Mandatory Employer Costs	47,668	44,303	43,500	46,610
Other Current Expenditures -				
* Supplies / Maintenance	21,332	18,122	25,493	22,350
* Contractual Expenditures	510,506	469,957	464,624	462,000
* Other	233,407	213,103	224,571	198,930
Capital Outlay	10,969	94,234	3,006	6,000
Transfers Out	156,350	132,494	18,125	17,500
Contingencies	- 0 -	- 0 -	75,000	425,000
TOTAL USES	\$ 1,761,560	\$ 1,704,238	\$ 1,600,459	\$ 1,924,190

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 828,996	\$ 776,328	\$ 789,640	\$ 792,410
* Full-Time Positions	10.58	9.38	8.50	8.45
* Part-Time Positions @ F.T.E.	0.60	0.50	0.40	0.35

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTIVITY MISSION STATEMENT

To serve as the legislative branch of the Holland City government by establishing the final policy decisions affecting City government developed through a cooperative effort with the Board of Public Works, and all other citizen advisory commissions, special task forces, and neighborhood organizations; and develop a climate which will continue to provide a strong residential, commercial and industrial base which will enhance the social, economic and cultural quality of life for its citizens; and participate in the Macatawa Area Coordinating Council to continue to strengthen the cooperation of the Holland/Zeeland area governmental units.

TRANSPORTATION:

- * To implement the development of a multi-faceted transportation system including surface, air, rail, water and public transit for the residents of the City of Holland and the greater community, which offers efficient, safe, affordable, and cost-effective transportation alternatives for drivers, pedestrians, bicyclists, and others who face transportation needs; and
- * To ensure that all transportation programs developed within the City of Holland are operated in an effective and efficient manner, are well-maintained, are designed to promote and encourage the continued development of neighborhoods, and are user-friendly to the greatest extent possible; and
- * To ensure that transportation support services, such as parking and waiting areas are addressed as a part of the overall transportation planning effort.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

NEIGHBORHOODS/HOUSING:

- * To support the stability and development of all neighborhoods in the community where housing is attractive, well-maintained and affordable and residents feel safe and accepted by others; and
- * To support neighborhoods in which diversity of residents, through economic, social, and racial characteristics, and a diversity of uses is emphasized; and

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

NEIGHBORHOODS/HOUSING: (cont.)

- * To encourage owner-occupied housing where possible and practical; and
- * To support the provision of greenspace within all neighborhoods and to ensure that density issues are always given consideration.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

ENVIRONMENTAL:

- * To encourage and promote environmental preservation and quality in all aspects of life, in order to ensure that residents have access to a safe and clean community; and
- * To support efforts to preserve natural areas, and to protect natural wildlife and their habitats; and
- * To offer greenspaces where urban dwellers can retreat to enjoy the quiet of nature.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

STRENGTHEN THE FAMILY:

- * To join hands with area churches, social agencies, educational institutions and other interested organizations to develop programs which provide a safe and healthy environment for all members of families in this community; and
- * To focus on issues identified as being important to families, such as recreation, youth activities, and quality/affordable child care; and
- * To encourage the adoption of policies which promote economic stability within the community; and

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

STRENGTHEN THE FAMILY: (cont.)

- * To encourage educational institutions to take an equally active role in supporting the families of our community.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

PUBLIC UTILITIES:

- * To ensure that the public utilities provided to residents are always safe, reliable and affordable for all members of the community; and
- * To maintain local control which is both responsive to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs; and
- * To maintain a customer-focus in the administration of the utility operation, and to be accountable to customers at all times.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

PUBLIC FACILITIES:

- * To ensure that all public facilities are attractive, up-to-date, and well-maintained for use by residents, employees and other "customers" of the City of Holland; and
- * To emphasize safety, quality and efficiency in the construction, maintenance and operation of all city facilities; and
- * To stress constant evaluation and innovation in order to provide residents with services they are able to access in the easiest and most effective manner possible.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ORGANIZATIONAL:

- * To adopt and embrace the Mission Statement of the City of Holland as the overriding principle guiding the operation of the organization; and
- * To develop and sustain an organization whose participants are encouraged to be forward looking and proactive in addressing issues of future concern for the residents of the community, and to encourage collaboration among employees at all levels to address these issues; and
- * To establish a desirable work environment which allows for the efficient and effective operation of City programs and activities by all employees of all City departments, while being easy to access and understand by users; and
- * To support the development of a work staff which is diverse, knowledgeable and friendly in the provision of City services, and well trained in specific areas of responsibility.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

AREA COOPERATION:

- * To participate in the development of a common vision for the greater Macatawa-area communities, and to encourage innovation and risk-taking in the development of programs and services to meet the needs of the area; and
- * To evaluate proposals in terms of their cost effectiveness and cost equity for all residents of the Macatawa area; and
- * To be proactive in identifying and responding to the needs of the entire Macatawa area.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ECONOMIC DEVELOPMENT:

- * To foster an environment wherein businesses desire to locate, expand, and remain.
- * To provide a quality of life in the City that is attractive to existing and potential employees of area businesses.
- * To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
- * To utilize the financial tools available to the City to retain and attract businesses.
- * To provide a diverse economic base that is resistant to the inevitable changes in the marketplace.
- * To provide the infrastructure necessary to support the City's economic development mission.
- * To work in partnership with area governments and other economic development organizations to assist new or existing businesses to locate their facilities in the Holland area for the purpose of retention or expansion of employment opportunities for the citizens of the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2006

The action plan is in the process of being updated and redesigned and will be added as a budget addendum.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - CITY COUNCIL - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Regular Scheduled Legislative Sessions	24	24	24	24
Number of Special Called Legislative Sessions	5	6	8	8
Number of Study Sessions	24	21	24	24
Number of Council Actions (calendar year)	802	864	870	880
Number of Ordinances Adopted	26	36	38	40
Newsletters - Community	3	2	0	0
City Calendar			1	1

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	209,965	188,200	215,879	180,900
TOTAL SOURCES	\$ 209,965	\$ 188,200	\$ 215,879	\$ 180,900

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 58,141	\$ 58,996	\$ 63,550	\$ 66,000
* Benefits - Includes NonWorking Wages	2,758	3,044	3,130	3,200
* Mandatory Employer Costs	4,601	4,664	5,070	5,300
Other Current Expenditures -				
* Supplies / Maintenance	1,974	1,792	1,900	1,700
* Contractual	38,588	20,739	24,600	24,700
* Other	103,903	97,530	117,629	80,000
Capital Outlay	- 0 -	1,435	- 0 -	- 0 -
TOTAL USES	\$ 209,965	\$ 188,200	\$ 215,879	\$ 180,900

- - STAFFING - -

Personnel Services Total Amount	\$ 65,500	\$ 66,704	\$ 71,750	\$ 74,500
* Full-Time Positions	0.30	0.25	0.25	0.25
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

DEPARTMENT MISSION STATEMENT

To improve the service and program capabilities of the City organizations through the effective and efficient forecasting and planning of financial, manpower and material needs of the City; to assist the City Council in developing the City's needs in services and programs; and to implement such services and programs established by the City Council through continual evaluation of the organization and structure of the City.

ACTION PLAN FOR FISCAL YEAR 2006

- * To update the Five-Year Capital Improvement Plan by March 2006 with updated projects and cost estimates.
- * To monitor all capital projects scheduled for FY 2005-2006 to assure proper implementation and timely completion and financial planning.
- * To coordinate annual strategic planning sessions for both City Council and City staff and continue status reporting system for the City Council by January 2006 and June 2007.
- * To assist the City Council with the review and implementation of the FY 2005-2006 City Council Objectives.
- * To continue to participate and be actively involved with the following area projects:
 - 1) Serve as Chairperson of Area Wastewater Treatment Committee.
 - 2) Serve on the Ottawa County Central Dispatch 911 Board.
 - 3) Continue to participate in the MACC organization and special projects.
 - 4) Serve on the WEMET Board.
 - 5) Serve on the Board of Public Works Board.
 - 6) Chamber of Commerce Board (Assistant City Manager)
 - 7) The DDA Board
 - 8) The Brownfield Board
 - 9) The West Michigan Alliance
- * To continue the implementation of the "Continuous Improvement Process" with the implementation of the benchmarking phase for all departments by June 2006.
- * To assure financial and construction plans and financial plans are completed for the following major capital projects:

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

- 1) Civic Center Renovation / Expansion Committee Report Implementation Plan by November 2005;
 - 2) The River Avenue Bridge and Pine / River / Michigan corridor project by July 2005;
 - 3) Kollen Park Waterfront phase II and III by June 2006.
- * To continue to work with MACC, MDOT and area governmental units on both short and long term implementation plans for U.S.31 improvement alternatives. (On-going)
 - * To monitor implementation plan for the City of Holland to comply with the Macatawa Watershed plan for Non-Point Sources. (On-going)
 - * To finalize water agreements, in cooperation with BPW Manager, with Laketown / Allegan County and City of Wyoming by September 2005.
 - * To assure the City's Economic Development activities are properly coordinated with the Holland Economic Development Corporation (HEDCOR), the Holland Chamber of Commerce, the new Lakeshore Advantage, and the Michigan Economic Development programs. (On-going)
 - * To provide a quarterly budget status report to City Council to assure all City funds are kept financially sound during these difficult economic times.
 - * To complete the evaluation of the organization which was implemented in 2004 and 2005 to assure implementation was effective, or make modifications prior to December 2005, including personnel assignments and interim directors.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	321,824	316,029	295,075	306,700
TOTAL SOURCES	\$ 321,824	\$ 316,029	\$ 295,075	\$ 306,700

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 195,782	\$ 193,950	\$ 178,700	\$ 178,400
* Benefits - Includes NonWorking Wages	92,479	90,884	89,100	96,100
* Mandatory Employer Costs	17,424	16,731	14,950	16,800

Other Current Expenditures -

* Supplies / Maintenance	3,766	3,402	3,400	3,200
* Contractual	211	76	100	100
* Other	12,162	10,986	8,825	12,100
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 321,824	\$ 316,029	\$ 295,075	\$ 306,700

- - STAFFING - -

Personnel Services Total Amount	\$ 305,685	\$ 301,565	\$ 282,750	\$ 291,300
* Full-Time Positions	2.85	2.75	2.75	2.70
* Part-Time Positions @ F.T.E.	0.55	0.40	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Elections / Voter Registration

ACTIVITY MISSION STATEMENT

To conduct scheduled and special elections as mandated by state law and City Charter at the lowest possible cost and as effectively and accurately as possible. To process and maintain voter registrations in connection therewith. To ensure that Election Inspector's receive training.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide supplies, materials, voting machines and trained staff for polling places for the August Primary, November General, and May Elections, to process voters, and to tabulate results. (On-going)
- * To maintain and assure that the registration program is current and up-to-date with the state-wide voter registration file, as required by state law. (On-going)
- * To maintain communication with the Holland Public Schools for the conduction of elections as prescribed by new election consolidation rules.
- * To work with the Ottawa County Clerk's Office to review and evaluate new voting equipment needs; storage of new voting equipment; and disposal of old voting equipment by November 2005.
- * To stay abreast of potential changes with regard to election process updates for the following: 1) Vehicle Bill; 2) No reason absentee voting; 3) Early voting; 4) Retention periods for election materials; 5) Digital driver license file; and 6) State street index system conversion to GIS by June 2006.
- * To evaluate and determine alternate sources of manpower during elections by October 2005.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Registered Voters for November Election	19,860	19,636	20,550	20,740
Number of Elections (Total)				
Regular	3	3	3	3
Special	3	3	3	3
	0	0	0	0
Average Number of Workers Per Election:				
Voting Station Election Officials:				
- Chairperson	16	15	16	15
- Election Worker	96	45	96	96
Board of Canvassers:				
- Board Members	4	4	4	4
Number of Registered Voters in Ottawa and Allegan County:				
Ottawa County	155,406	163,992	160,500	161,200
Allegan County	70,508	74,531	72,000	73,100
Number of Registered Voters in the State of Michigan	6,807,837	7,164,047	7,000,500	7,100,000

MANAGEMENT & ADMINISTRATIVE SERVICES

ELECTIONS / VOTER REGISTRATION (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,899	\$ 1,765	\$ 20,500	\$ 5,000
Funding Requirement - General Operating Revenues	59,237	52,141	64,527	54,030
TOTAL SOURCES	\$ 61,136	\$ 53,906	\$ 85,027	\$ 59,030

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 33,400	\$ 20,812	\$ 46,500	\$ 20,100
* Mandatory Employer Costs	293	244	660	500
Other Current Expenditures -				
* Supplies / Maintenance	6,813	5,684	12,000	9,800
* Contractual	6,122	10,285	10,900	14,000
* Other	14,508	16,881	14,967	14,630
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 61,136	\$ 53,906	\$ 85,027	\$ 59,030

- - STAFFING - -

Personnel Services Total Amount	\$ 33,693	\$ 21,056	\$ 47,160	\$ 20,600
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

Election Worker / Board of Canvasser Counts are Included in the Program Measurements for this activity.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Attorney

ACTIVITY MISSION STATEMENT

To provide legal services to the City Council, City staff, boards and advisory commissions, and help ensure that functions of the City are performed on a legal basis in accordance with the City Charter and Code, state statutes, and federal laws and regulations; prosecute for City Ordinance violations; and defend the City in litigations.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide legal advice and assistance to the risk management program, especially in regard to the risk retention exposures of self-funding for insurance coverages.
- * To provide legal advice and assistance regarding 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 continue to evaluate the total City legal services with the City Manager to develop operational and cost effectiveness by August 2005.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY ATTORNEY (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	224,053	185,371	209,200	205,200
TOTAL SOURCES	\$ 224,053	\$ 185,371	\$ 209,200	\$ 205,200

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 222,461	\$ 184,240	\$ 207,700	\$ 203,700
* Other	1,592	1,131	1,500	1,500
TOTAL USES	\$ 224,053	\$ 185,371	\$ 209,200	\$ 205,200

- - STAFFING - -

Positions: Services For This Activity Are Contracted With A Private Attorney Firm.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Clerk

DEPARTMENT MISSION STATEMENT

To provide administrative services 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 maintain and protect all public documents of the City.

ACTION PLAN FOR FISCAL YEAR 2006

- * To identify continued means of improving communications with citizens and for responding to concerns of how well services are delivered to local residents by November 30, 2005.
- * To evaluate the effectiveness of the City calendar and produce the 2006 City calendar while reducing the mailing cost by September 30, 2005.
- * To review the feasibility of an automated telephone line or time-sharing of the general telephone line with other City offices for incoming phone calls to City Hall.
- * To work with Technology Services to improve the file organizations of City information and records in the Laser Fiche Program and ensure that the program is operable for the user's needs by May 2006.
- * To stay abreast of electronic records management for municipalities and review policies associated with such by March 2006.
- * To maintain updates to the electronic calendar pages on the City of Holland Website.
- * That the City Clerk obtain state certification for Master Municipal Clerk by June 2006.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - CITY CLERK - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Meetings Attended **</u>				
City Council, City Boards and Commissions	54	58	60	60
<u>Licenses & Applications</u>				
Business Licenses and Permits Issued	383	434	445	450
Zoning Board of Appeals Applications Processed	38	34	38	40
<u>Ordinances</u>				
Ordinance Adopted	26	36	14	17
Council - regular, closed				
Zoning Board of Appeals				
Board of Review				
Board of Canvassers				
** Meetings attended by City Clerk or Administrative Aide				

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 18,193	\$ 23,101	\$ 24,000	\$ 25,000
Charges for Services	3,105	2,917	3,500	3,200
Funding Requirement - General Operating Revenues	220,402	196,235	201,383	211,000
TOTAL SOURCES	\$ 241,700	\$ 222,253	\$ 228,883	\$ 239,200

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 131,374	\$ 122,042	\$ 125,760	\$ 130,200
* Benefits - Includes NonWorking Wages	60,653	55,782	56,100	62,500
* Mandatory Employer Costs	11,855	10,886	11,040	11,700
Other Current Expenditures -				
* Supplies / Maintenance	4,860	4,285	4,500	4,300
* Contractual	4,826	5,507	6,600	6,000
* Other	28,132	23,751	24,883	24,500
TOTAL USES	\$ 241,700	\$ 222,253	\$ 228,883	\$ 239,200

- - STAFFING - -

Personnel Services Total Amount	\$ 203,882	\$ 188,710	\$ 192,900	\$ 204,400
* Full-Time Positions	3.88	3.88	3.00	3.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.30	0.25

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

DEPARTMENT MISSION STATEMENT

To provide professional leadership in all areas of Human Resources management for the City of Holland. To work with the management team and all employees to promote favorable employee relations through clear and fair policies, excellent communication, and maintaining a high quality of performance in position evaluation, recruiting, safety, employee appraisals, benefit management, training, workers' compensation administration, labor relations and numerous related activities.

ACTION PLAN FOR FISCAL YEAR 2006

- * Continue to monitor and improve the BenFlex cafeteria benefit program. Propose adding Health Savings Accounts (HSA's) and high deductible insurance plan to cafeteria plan for 2006. Also, take the appropriate steps to implement changes in cafeteria plan pricing using the Preferred Provider Organization (PPO) plan as the default pricing for BenFlex by December 31, 2005.
- * Continue the comprehensive Employee Wellness program, including education, fitness, health assessments, and incentives to promote healthier lifestyles for employees and to assist in controlling the City's health insurance costs. Set a 95% participation goal for FY06.
- * Work with the Wellness Committee to increase the overall effectiveness of the fitness programs by June 30, 2006.
- * Work with the Department Directors and City Manager to revise the City's employee performance evaluation process by June 30, 2005.
- * Develop and implement the FY06 Training Plan to include HSA training, conducting performance evaluations, various safety issues, and computer training, as needed. Plan to be written by July 1, 2005 and training to be completed by June 30, 2006.
- * Work to successfully reach a negotiated settlement for the Police Union contract by October 1, 2005.
- * Continue the WorkSafe program and reduce work-related injuries and work-related lost time accidents by 20% from calendar 2004.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

- * Continue to pursue the objective of a 20% or more minority work force by the end of FY06, as opportunities arise. The current minority percentage for the entire City is 18.6% and 17.14% in the General City.
- * Continue to work with the Continuous Improvement Steering Team to address the Steering Team's objectives and action plan for FY05, including:
 - updating the citizen and employee surveys,
 - educating employees on the City's vision statement,
 - how to best focus on the organizational vision in daily job responsibilities'
 - revision of the performance evaluation process for all employees.
- * To finalize the recommendations form the staff sick-leave and benefits committee by September 2005.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - HUMAN RESOURCES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Employees (Full-Time and Part-Time A)	253	241	244	243
Number of New Hires (Full-time and Part-Time A)	11	6	6	6
Number of Reclassifications (Full-Time and Part-Time A)	0	0	2	0
Number of Labor Contract Settlements	0	0	1	1
Number of Labor Contract Arbitrations (Starting Year)	1	0	0	0
Number of Grievances Filed	3	0	1	0
Number of Worker Compensation Claims (Calendar Year)	55	56	44	35
Number of Lost Time Accidents (Calendar Year)	2	2	1	1
Number of Lost Days (Calendar Year)	64	35	28	22
Participation in Wellness Program (% of Average Program Participation)	75	90	95	95
Number of Training participants - all classes (Full-Time and Part-Time A)	796	840	693	750

MANAGEMENT & ADMINISTRATIVE SERVICES

HUMAN RESOURCES (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 31,897	\$ 32,000	\$ 31,700	\$ 32,700
Funding Requirement - General Operating Revenues	274,234	286,465	241,281	245,800
TOTAL SOURCES	\$ 306,131	\$ 318,465	\$ 272,981	\$ 278,500

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 106,485	\$ 118,123	\$ 116,570	\$ 122,600
* Benefits - Includes NonWorking Wages	43,080	49,970	54,760	54,000
* Mandatory Employer Costs	9,879	10,360	10,960	11,400

Other Current Expenditures -

* Supplies / Maintenance	2,400	2,140	2,500	2,400
* Contractual	82,090	78,110	33,824	32,400
* Other	62,197	59,762	54,367	55,700

TOTAL USES	\$ 306,131	\$ 318,465	\$ 272,981	\$ 278,500
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 159,444	\$ 178,453	\$ 182,290	\$ 188,000
* Full-Time Positions	2.35	2.25	2.25	2.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

Volunteer Services

DEPARTMENT MISSION STATEMENT

To develop and sustain meaningful volunteer opportunities that promotes civic pride, provides citizen input on City activities and services, and strengthens the diversity of partnerships between the City and the community.

ACTION PLAN FOR FISCAL YEAR 2006

- * To coordinate a volunteer recruitment campaign with a goal of recruiting twenty-five (25) viable candidates for various boards and commissions by June 30, 2006.
- * To develop a multi-tiered volunteer recognition system by June 30, 2006.
- * To increase minority representation on boards and commissions to 15% by June 30, 2006.
- * To increase female representation on boards and commissions to 38% by June 30, 2006.
- * To maintain a database of all volunteer applications on file as well as the status of all City Board and Commission positions.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - VOLUNTEER SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
CVS Boards/Project/Program Volunteers				
Boards and Comissions Volunteers	190	200	202	220
Females	60 (32%)	64 (32%)	65 (32%)	83 (38%)
Minorities	28 (15%)	25 (13%)	23 (11%)	33 (15%)
Community Access Television Volunteers	357	400	425	500
DeGraaf Nature Center Volunteers	24	22	25	30
Holland Fire Department Volunteers	2	1	1	1
Holland Police Department Volunteers (Reserves)	40	35	40	40
Teen Court Volunteers*	40	17	20	25
Victims Services Unit Volunteers*		14	16	18
Cappon/Holland Museum/Holland Historic Trust Volunteers	215	181	190	200
Neighborhood Watch/Ourstreet Volunteers	89	93	95	100
Recreation Dept. Volunteers	128	126	130	133
Miscellaneous Volunteers	173	2	3	4
Total	1,346	1,091	1,147	1,271
CVS/Boards/Project/Program Hours				
Boards and Commissions	7,600	7,769	7,800	7,850
Community Access Television	18,565	19,122	19,500	20,000
DeGraaf Nature Center	641	520	575	600
Holland Fire Dept. (Chaplain)	376	376	385	395
Holland Police Dept. (Reserves)	1,916	2,850	2,860	2,870
Teen Court*	500	147	155	163
Victims Services Unit*		294	340	380
Cappon/Holland Museum/Historic Trust	8,110	7,043	7,395	7,765
Neighborhood Watch/Ourstreet	803	843	859	876
Recreation Dept.	6,400	6,720	6,854	6,991
Miscellananeous Volunteers	864	50	55	60
Total	45,775	45,734	46,778	47,950

* Teen Court & Victims Services Unit Numbers were combined in 2003. Due to the separation of adult and youth volunteers, these numbers were separated in 2004 and forward.

MANAGEMENT & ADMINISTRATIVE SERVICES

VOLUNTEER SERVICES (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 125	\$ 130	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	70,664	19,655	15,523	24,400
TOTAL SOURCES	\$ 70,789	\$ 19,785	\$ 15,523	\$ 24,400

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 35,789	\$ 10,225	\$ 7,840	\$ 8,500
* Benefits - Includes NonWorking Wages	18,673	4,584	3,130	3,200
* Mandatory Employer Costs	3,403	1,129	710	800

Other Current Expenditures -

* Supplies / Maintenance	1,448	785	1,043	800
* Contractual	608	- 0 -	600	800
* Other	10,868	3,062	2,200	10,300

TOTAL USES	\$ 70,789	\$ 19,785	\$ 15,523	\$ 24,400
-------------------	------------------	------------------	------------------	------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 57,865	\$ 15,938	\$ 11,680	\$ 12,500
* Full-Time Positions	1.20	0.25	0.25	0.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Contingencies

ACTIVITY MISSION STATEMENT

- * The purpose of the Contingencies activity is to establish an appropriation for the purpose of:
 - providing the City Council with limited additional appropriation funding for various unforeseen expenditures and costs that are incurred throughout the fiscal year.
 - adjusting individual departmental budgets for annual employee compensation adjustments.
 - adjusting liability accounts for compensated absences at fiscal year-end.

ACTION PLAN FOR FISCAL YEAR 2006

- * No expenditures are charged directly to the Contingencies Appropriation. Rather a specified appropriation is transferred to the department or activity that incurs the expenditure. The City Manager may approve amounts up to \$5,000, and any amount above that must be approved by the City Council.

MANAGEMENT & ADMINISTRATIVE SERVICES

CONTINGENCIES (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -
Funding Requirement - General Operating Revenues		- 0 -		- 0 -		75,000		375,000
TOTAL SOURCES	\$	- 0 -	\$	- 0 -	\$	75,000	\$	375,000

FUNDING USES -

Contingencies	\$	- 0 -	\$	- 0 -	\$	75,000	\$	375,000
TOTAL USES	\$	- 0 -	\$	- 0 -	\$	75,000	\$	375,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

FUND MISSION STATEMENT

To promote and facilitate quality local public access television programming to the residents of the City of Holland so that local issues can be addressed and considered; and to enable the CATV Advisory Commission to carry out its responsibilities to oversee cable television and community access activities in the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2006

- * Provide and promote local cable television programming for and by various educational, governmental, ethnic, professional, religious, cultural and other special interest groups, hereinafter referred to as "Community Access Television", through a contract with the Macatawa Area Community Media Center to provide the following:
 - MacMedia will operate Community Access Television for the City of Holland.
 - MacMedia will provide an annual plan with budget for CATV.
 - MacMedia will provide management and supervision of CATV.
 - MacMedia will provide sufficient staff to operate CATV.
 - MacMedia will provide sufficient training for CATV staff.
 - MacMedia will provide maintenance of CATV equipment.
 - MacMedia will perform all duties to maintain CATV channels.
 - MacMedia will promote the concept of CATV to the community.
- * Promote community access television programming of, by and for the public.
 - MacMedia will promote the concept of Public Access television to residents and ethnic, professional, religious, cultural and other special interest groups within the City of Holland.
 - MacMedia will develop programs to train volunteers to utilize CATV resources to create Public Access content.
 - MacMedia will conduct twelve (12) Training workshops per year (one a month) to encourage and support the public to produce programming.
 - MacMedia will produce a weekly program to promote, train and serve the community with the following goals:
 - . Provide a real production environment for volunteers to observe and participate in production of content to be cablecast on Public Access Television.
 - . Promote the concept of Public Access television to guests to the show and encourage their use of Public Access television for community communications.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

- . Provide a quality program, serving the community, showing the benefits of Public Access television, and its value to our local communications.
- * Provide and promote community access television programming of, by and for the schools and educational organizations.
 - MacMedia will promote the concept of Educational Access television to local area public schools, private schools, charter schools, colleges, universities, home schools, and educational organizations within the City of Holland;
 - MacMedia will develop programs to train educators to utilize Educational Access and CATV resources to create Educational Access content;
 - MacMedia will partner with various education professionals to develop supplemental curriculum to utilize Educational Access resources to support and improve current and future education;
 - MacMedia will promote the utilization of equipment, facilities and staff support by educators requiring these services to incorporate Educational Access into their classrooms and extra-curricular activities.
- * Provide community access television programming of, by and for the City of Holland.
 - MacMedia will produce City of Holland government meetings:
 - . City Council meetings (two per month);
 - . City Planning Commission meetings (once a month);
 - . City Zoning Board of Appeals meetings (once a month);
 - MacMedia will co-produce Holland City Connections (two per month).
 - MacMedia will produce, on request, up to four City of Holland Special productions.
- * Promote and encourage use and support of Community Access Television outside the City of Holland.
 - The CATV Advisory Commission and MacMedia will encourage contractual and financial support of the Interconnect.
 - MacMedia will encourage use and support of CATV by surrounding communities including: Fillmore Township, Laketown Township, Holland Charter Township, Park Township, City of Zeeland and Zeeland Charter Township.
 - MacMedia will establish fee for service outside the City of Holland.
- * Pursue additional resources and expansion to support Community Access Television.
 - The CATV Advisory Commission and MacMedia will pursue additional PEG Channel to provide a dedicated Public Access Channel to the City of Holland.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

- The CATV Advisory Commission and MacMedia will promote and encourage Community Access Television throughout Ottawa and Allegen Counties.
- * Promote value of Community Access Television through various community projects.
 - MacMedia will support the Tulip Time Festival: Produce coverage of three parades; a) Volksparade, b) Kinderparade, & c) Muziekparade.
 - MacMedia will produce (6) six West Michigan Biography programs for 2005.
- * To continue to monitor the performance of the current cable operator with regard to channel selection, continued improvement of cable television services, and the offering of new services as demanded by the public.
- * To implement a process to raise awareness, both within the community and with state and federal legislators, on the process of establishing cable television rates, the regulatory authority allowed by federal law, and the status of competition in the industry.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - -
 - - CABLE TELEVISION - PUBLIC ACCESS FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Average Total Hours of Programming per Week	429	443	450	475
Average Hours of Locally Produced Programming Per Week	66	74	80	85
Average Hours of Live Programs Per Week	6.5	9.9	12.0	15.0
Number of Certified Volunteers	357	400	425	500
Total Volunteer Hours	18,565	19,122	19,500	20,000

MANAGEMENT & ADMINISTRATIVE SERVICES

CABLE TV PUBLIC ACCESS FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 194,166	\$ 196,976	\$ 192,000	\$ 192,000
Interest & Rents	751	2	550	550
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 194,917	\$ 196,978	\$ 192,550	\$ 192,550

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,714	\$ 3,613	\$ 1,000	\$ 1,000
* Mandatory Employer Costs	213	289	110	110

Other Current Expenditures -

* Supplies / Maintenance	71	34	150	150
* Contractual	155,600	171,000	180,300	180,300
* Other	45	- 0 -	200	200

Capital Outlay

	- 0 -	53,949	- 0 -	- 0 -
TOTAL USES	\$ 158,643	\$ 228,885	\$ 181,760	\$ 181,760

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 36,274	\$ (31,907)	\$ 10,790	\$ 10,790
ENDING BALANCE -				
Designated / Reserved	\$ 43,591	\$ - 0 -	\$ 10,000	\$ 20,000
Undesignated / Unreserved	68,105	79,789	80,579	81,369
TOTAL FUND EQUITY	\$ 111,696	\$ 79,789	\$ 90,579	\$ 101,369

- - STAFFING - -

Personnel Services Total Amount	\$ 2,927	\$ 3,902	\$ 1,110	\$ 1,110
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.05	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Property Acquisition Fund

FUND MISSION STATEMENT

To set aside an amount equal to 1/4 mill for the purpose of future property acquisitions which are required to accommodate the expansion of existing or new City facilities, the expansion of existing or new open space and park areas or land needed for new City operations.

ACTION PLAN FOR FISCAL YEAR 2006

- * To update, as part of the 5-year Capital Improvement Program, a prioritization of properties to be considered for acquisition by December 2005.
- * To prepare a new development plan for the Western Machine Tool Works property by December 2005 as part of the restaurant project planned for 2005 adjacent to the property.
- * To purchase the CSX Railroad property off of Cleveland Avenue for Kollen Park Expansion project by August 2005.
- * To establish a long term water front property acquisition and funding plan for the area between Kollen Park and Van Bragt Park by June 2006.
- * Due to the economic conditions over the past four (4) years, the millage rate has been reduced as follows:

	<u>Millage Rate</u>	<u>Revenues</u>
Fiscal Year 2002 Actual	.25	\$255,055
Fiscal Year 2003 Actual	.10	\$105,151
Fiscal Year 2004 Actual	.10	\$108,265
Fiscal Year 2005 Actual	.05	\$55,868
Fiscal Year 2006 Proposed	.05	-0-

These are no major property purchases planned for fiscal year 2006, however, as economic conditions improve efforts should be made to restore the .25 millage rate for future waterfront properties.

MANAGEMENT & ADMINISTRATIVE SERVICES

PROPERTY ACQUISITION FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 105,151	\$ 108,453	\$ 55,626	\$ - 0 -
Federal Grants	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	2,000	10,811	50,000	- 0 -
Interest & Rents	6,625	2,899	3,300	3,300
Transfers In	1,100	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 114,876	\$ 122,163	\$ 108,926	\$ 3,300

FUNDING USES -

Capital Outlay	\$ 10,969	\$ 38,850	\$ 3,006	\$ 6,000
Transfers Out	156,350	132,494	18,125	17,500
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	\$ 167,319	\$ 171,344	\$ 21,131	\$ 73,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (52,443)	\$ (49,181)	\$ 87,795	\$ (70,200)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	146,658	97,477	185,272	115,072
TOTAL FUND EQUITY	\$ 146,658	\$ 97,477	\$ 185,272	\$ 115,072

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

General Fund:

- Finance
- Treasurer
- Independent Audit
- Property Assessing
- Procurement (Purchasing)
- Unallocated Insurance
- Transfers to Other Funds

Other Funds:

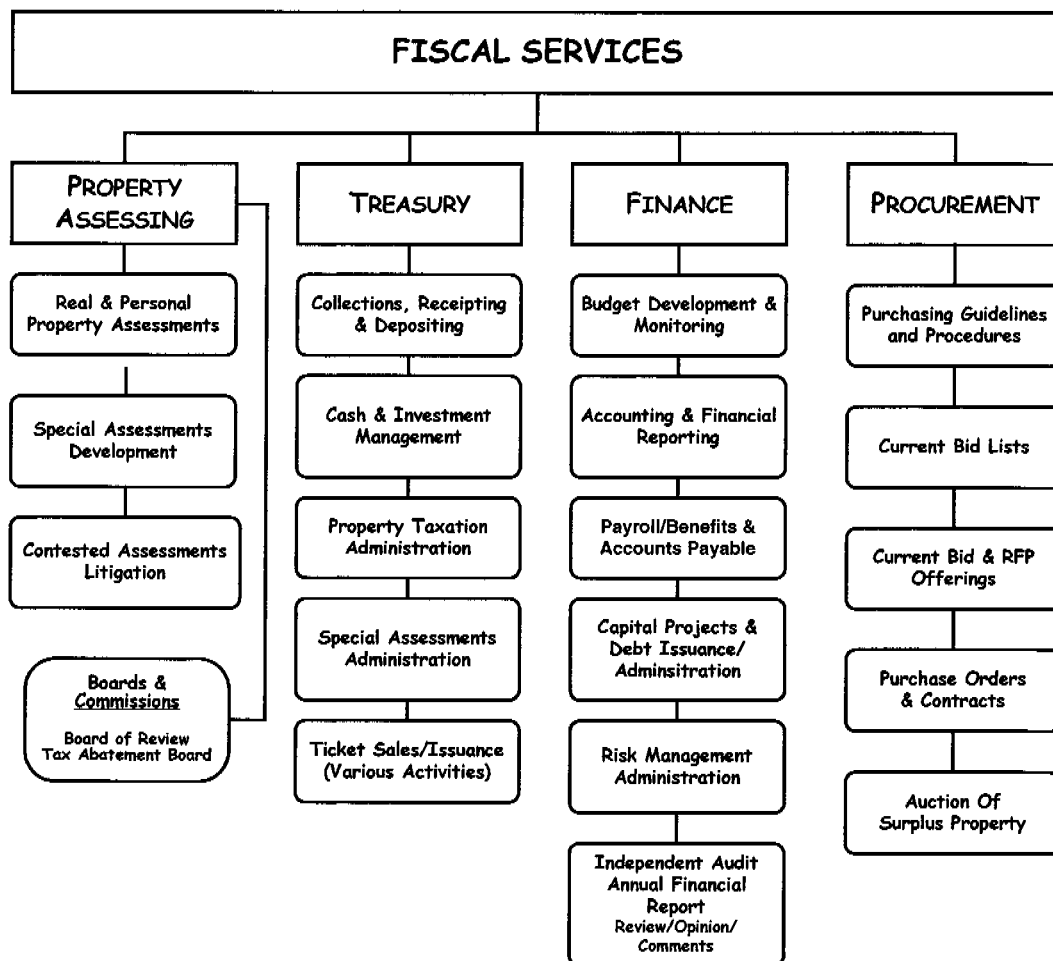
- Contested Property Assessments Fund
- Budget Stabilization Fund
- Revolving Cash Assistance Fund
- Specified Donations Fund
- City Hall Employees Benefit Fund
- Municipal Capital Improvements
Cash Control Fund (History Only)

FISCAL SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

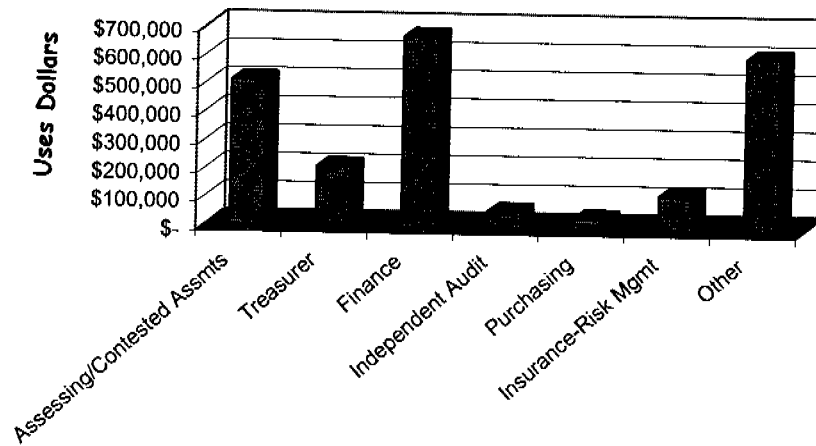
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner; provide due diligence in the administration of cash & investment management; equitably allocate the property tax burden & special assessments in accordance with city charter and state statutes; and maintain a procurement system that provides a cost-effective method for obtaining quality goods and services for the City.

GROUP ORGANIZATIONAL STRUCTURE

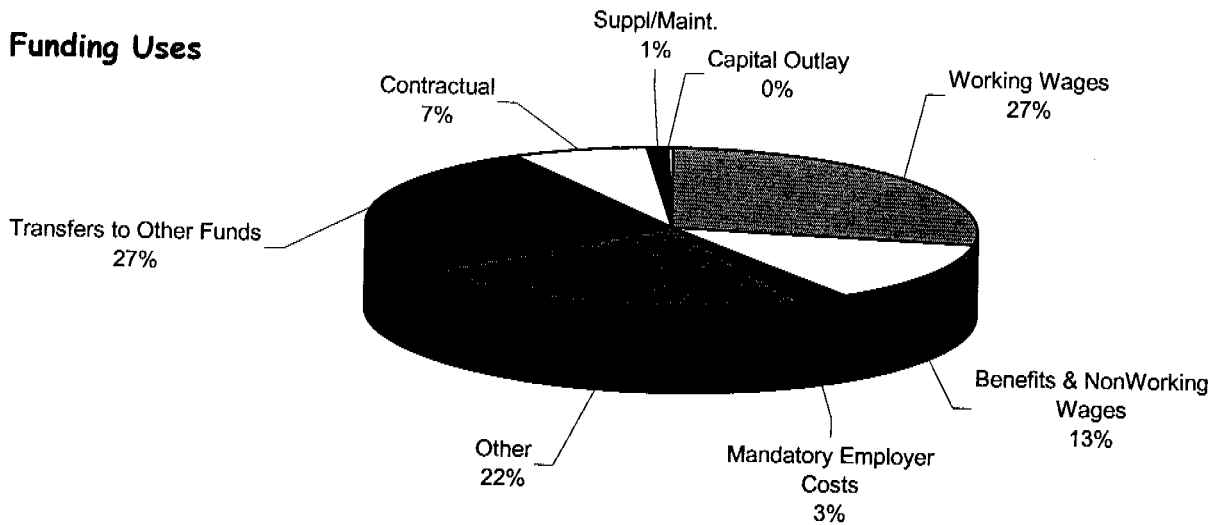


FISCAL SERVICES GROUP

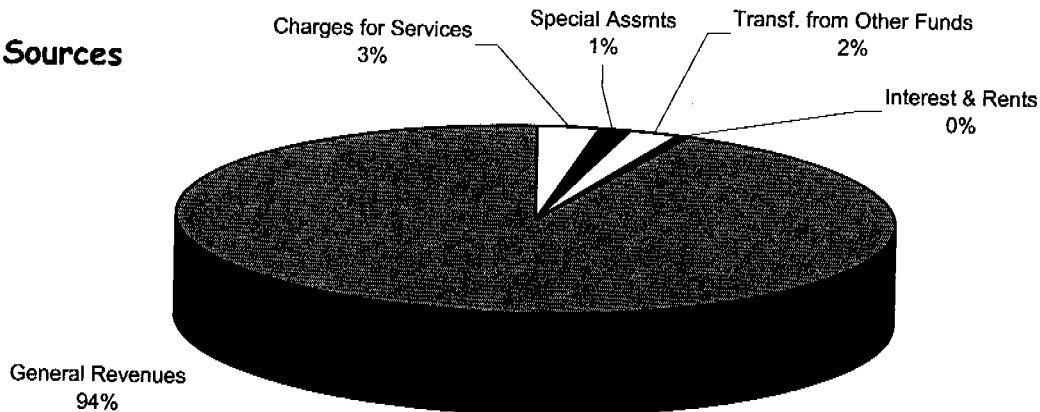
Total Uses By Department \$2,211,960



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 2,136,861	\$ 1,879,496	\$ 1,911,329	\$ 1,959,620
Special Revenue Funds	9,439,485	245,964	641,093	252,340
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	\$ 11,576,346	\$ 2,125,460	\$ 2,552,422	\$ 2,211,960

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 960,978	\$ 77,908	\$ 88,493	\$ 28,957
Intergovernmental	426,091	- 0 -	- 0 -	- 0 -
Charges for Services	47,152	50,532	77,759	53,700
Interest & Rents	318,730	7,497	10,935	9,966
Other	19,757,909	80,062	22,068	0
Transfers In	3,620,726	121,984	75,000	50,000
TOTAL SOURCES	\$ 25,131,586	\$ 337,983	\$ 274,255	\$ 142,623

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 568,208	\$ 563,521	\$ 580,650	\$ 606,200
* Benefits - Includes NonWorking Wages	253,855	248,175	272,400	287,700
* Mandatory Employer Costs	54,826	56,531	56,900	59,800
Other Current Expenditures -				
* Supplies / Maintenance	29,108	29,930	30,481	29,500
* Contractual Items	215,328	211,133	221,061	156,500
* Other	648,459	512,791	614,040	479,576
Capital Outlay	12,367	74,612	116,484	4,090
Transfers Out	9,794,195	428,767	660,406	588,594
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 11,576,346	\$ 2,125,460	\$ 2,552,422	\$ 2,211,960

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 876,889	\$ 868,227	\$ 909,950	\$ 953,700
* Full-Time Positions	15.20	15.20	15.30	14.35
* Part-Time Positions @ F.T.E.	0.50	1.40	0.50	0.50

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Finance

DEPARTMENT MISSION STATEMENT

Maintain an overall comprehensive financial system that administers, records and reports all financial transactions (excluding electric, water, and wastewater utilities); and provide pertinent information in an efficient manner to assist with specific needs and decisions of the City Council, City Manager, Department Managers, outside agencies and interested citizens.

ACTION PLAN FOR FISCAL YEAR 2006

- * In a coordinated effort with the City's primary designated local banking institution, establish policies and procedures regarding a new *Purchasing Credit Card System* to be utilized by various City departments; with review and approval by City Council resolution prior to system implementation by December 2005.
- * Enter into a professional services contractual arrangement with a property and fixed asset appraisal firm capable of establishing retrospective infrastructure and easement records and cost estimates, to comply with *Government Accounting Standards Board (GASB) Statement 34* requirements by the mandated deadline by September 2005.
- * Keep staff apprised and trained on various assessment/taxation economic incentive programs, as allowed by state statutes and authorized by the City Council; and continue with efforts to provide budgetary, accounting, and reporting support services for these programs. (on-going)
- * Continue with efforts toward documenting and compiling various financial and accounting system policies and procedures into a single comprehensive Finance and Treasurer manual by December 2005.
- * Continue with on-going efforts to again achieve the meritorious annual document awards from Government Finance Officers Association (GFOA), as follows:
 - City of Holland - Comprehensive Annual Financial Report for Fiscal Year 2005
Certificate of Achievement for Excellence in Financial Reporting Award
 - City of Holland - Annual Budget Document for Fiscal Year 2006
Distinguished Budget Presentation Award.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES</u>				
> Individual Funds - excluding Capital Projects	68	66	64	64
> Grants With Specific Financial Reporting Requirements	23	23	24	24
> Capital Projects with Financial Activity During Fiscal Year	56	48	76	55
<u>PAYROLL AND FRINGE BENEFITS</u>				
> Number of full-time and part-time "A" employees	253	248	245	243
> Number of part-time "B" employees	582	643	655	682
> Number of payroll cks issued annually (excludes direct dep.)	5,946	5,980	5,700	5,500
> Number of payroll direct dep. made annually (in lieu of payroll cks)	4,235	4,883	5,200	5,400
> Total payroll dollars disbursed annually	13,066,000	14,258,000	14,685,000	15,125,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	3,145,000	3,539,000	3,988,000	4,580,000
<u>ACCOUNTS PAYABLE</u>				
> Number of accounts payable checks issued annually	7,843	7,696	7,650	7,600
> Number of accounts payable direct deposit (in lieu of checks)	0	150	200	250
> Accounts payable dollars disbursed annually - including property tax distributions	66,760,410	68,825,647	71,000,000	73,000,000
<u>ACCOUNTS RECEIVABLE</u>				
> General accounts receivable invoices issued annually	3,876	3,855	2,500	2,500
> Daily review & internal audit of several specific purpose invoices				
<u>PROPERTY TAXATION and SPECIAL ASSESSMENTS</u>				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	13,280,174	13,726,790	14,114,944	14,365,102
> Herrick District Library	1,448,621	1,474,318	1,495,138	1,502,053
> Holland Public Schools	11,598,270	11,803,074	12,854,795	12,956,937
> Hamilton Community Schools	2,618,475	2,785,559	3,391,087	3,331,639
> Zeeland Public Schools	4,816	4,870	4,970	4,166
> Ottawa Area Intermediate Schools	4,490,984	4,593,399	4,704,372	4,781,907
> Community Pool	1,550,581	1,521,547	1,536,376	1,563,640
> State of Michigan **Fy04 SET millage reduced by 1 mill	8,099,736	7,070,308	6,996,876	6,799,053
> County of Ottawa	2,548,878	2,700,680	2,850,469	2,898,659
> County of Allegan	2,976,368	2,920,990	2,954,304	3,001,064
> Downtown Development Authority	139,878	149,973	155,632	158,722
> Fees and Interest on delinquent property taxes	99,600	104,609	90,000	100,000
> Special Assessment installments	710,795	689,941	698,960	600,000
> 1% Property Tax Administration Fee	493,491	493,324	516,569	519,600
<u>PUBLIC DEBT (outstanding at fiscal year end)</u>				
> General Obligation bond issues	0	0	0	0
> Building Authority bond issues	4	6	4	4
> Act 175 Street bond issues	2	2	2	1
> Long-term allocated assessments on Ottawa County bonds	1	1	1	1
> Revenue bond issues	2	2	2	2
> Special Assessment bond issues	7	6	6	6
> Installment Contracts	2	2	1	1
> Capital Lease Agreements	1	2	2	2

FISCAL SERVICES GROUP

FINANCE (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 26,750	\$ 30,000	\$ 33,300	\$ 34,200
Funding Requirement - General Operating Revenues	597,155	594,905	609,413	636,700
TOTAL SOURCES	\$ 623,905	\$ 624,905	\$ 642,713	\$ 670,900

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 238,899	\$ 245,410	\$ 251,270	\$ 257,800
* Benefits - Includes NonWorking Wages	105,114	120,922	133,360	141,600
* Mandatory Employer Costs	22,524	23,945	24,870	25,300
Other Current Expenditures -				
* Supplies / Maintenance	8,363	8,528	9,070	8,800
* Contractual	13,757	11,803	12,800	12,800
* Other	235,248	214,297	211,343	224,600
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 623,905	\$ 624,905	\$ 642,713	\$ 670,900

- - STAFFING - -

Personnel Services Total Amount	\$ 366,537	\$ 390,277	\$ 409,500	\$ 424,700
* Full-Time Positions	6.00	6.00	6.00	6.00
* Part-Time Positions @ F.T.E.	0.05	0.05	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Treasurer

DEPARTMENT MISSION STATEMENT

In a courteous and efficient manner, accept all amounts owing to the City of Holland, pursue collection of past due amounts in accordance with statutory procedures; maintain a detailed daily accounting of all collections, secure all money and evidences of value belonging to the City, including frequent deposit of collections to approved bank accounts; invest available funds in accordance with the City's Investment Policy; and provide several customer service functions.

ACTION PLAN FOR FISCAL YEAR 2006

- * Coordinate the efforts of Treasurer, Property Assessing, and Technology Services to maintain an internet program referred to as *Public Records Data (PRD)* system that provides online real-time display of all City of Holland assessment and tax parcel data by January 2006.
- * Remain actively current with pending legislation at the State of Michigan regarding significant adjustments to the property tax laws; especially as relates to the Governor's proposed single property tax levy & collection cycle (summer only); analyze and formulate the impacts and necessary internal changes that this legislation would require.
- * Keep staff apprised and trained on various assessment/taxation economic incentive programs, as allowed by state statutes and authorized by the City Council; and continue with efforts to provide efficient and accurate billing and collection support services regarding these programs, to include:
 - Multi-year tax diversion projects, such as Brownfield Re-Development Districts and related Tax Increment Financing Districts
 - Multi-year tax abatements for Neighborhood Enterprise Zones
 - Multi-year tax abatements on Industrial Facilities Tax Exemption Districts
 - Multi-year tax exemptions on new personal property acquisitions
 - Multi-year tax exemptions for Tool & Die Recovery Renaissance Zones
 - Offer alternative short-term tax payment plans (that do not conflict with state statutes) to firms experiencing economic set-backs and cash-flow problems.
- * Continue with enhancements to the Fiscal Service web pages by December 2005 to include:
 - Implementing a tax calendar and tax services.
 - Possibility of implementing internet online credit card payment of property taxes.
 - Possibility of implementing internet online credit card payment of permits.
- * Continue with efforts toward documenting and compiling various treasurer system policies and procedures into a single comprehensive Finance and Treasurer manual by January 2006.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities

FY-03
Actual

FY-04
Actual

FY-05
Projected

FY-06
Projected

ANNUAL VOLUME OF SELECTED TRANSACTIONS:

> Utility Billings	25,000	25,000	25,000	25,000
> Property Tax Billings	25,000	25,000	25,000	25,000
> Dog Licenses	478	437	450	450
> General Accounts Receivable Invoices	3,876	3,855	2,500	2,500
> Special Assessment (Full Payment) Receipts	37	65	102	102
> Other Licenses, Permits, & Misc. Invoices	4,781	8,388	9,900	9,900
> Pursuit of Delinquent Personal Property Taxes	251	359	459	459
> Credit Card Receipting Transaction Amounts	\$320,828	\$296,779	\$301,740	\$301,740

DAILY RECONCILIATION OF DEPOSITS AND REPORTS OF DEPARTMENTS MAKING ON-SITE COLLECTIONS:

- > Herrick District Library User Fee Collections
- > MAX Transportation User Fee Collections
- > Windmill Island Admission Collections
- > Cemetery Dept Sales Collections
- > Recreation Dept User Fee Collections
- > Police Dept Ordinance Fine Collections
- > Nature Center Admission/Sales Collections
- > Bouws Pool Sales Collections
- > Boat Launch User Fees

MONTHLY RECONCILIATION OF BANK ACCOUNTS:

- > City Deposit Account
- > General City Payroll
- > General City Accounts Payable
- > City Flexible Spending
- > Herrick District Library LUG
- > Herrick District Library Flexible Spending
- > Credit Card Statement

ROUTINE CUSTOMER SERVICES PROVIDED:

- > Provide Inquiry Regarding Utility Billing Status
- > Prepare Duplicate Utility Bills
- > Collections for Various Permits, Licenses, and Invoices
- > Provide Inquiry Regarding Property Tax Status
- > Prepare Duplicate Property Tax Statements
- > Sr. Citizen Property Tax Deferment Applications
- > Sales of MAX tickets
- > Sales of Recycle Bags
- > Sale of Dog Licenses between December 1 and February 28
- > Assist Taxpayers in Resolving Delinquent Accounts with the City

INTERNAL SERVICES PROVIDED:

- Receive and Sort Mail for All City Hall Offices

FISCAL SERVICES GROUP

TREASURER (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 12,565	\$ 14,045	\$ 13,150	\$ 13,300
Funding Requirement - General Operating Revenues	244,171	198,016	190,620	197,000
TOTAL SOURCES	\$ 256,736	\$ 212,061	\$ 203,770	\$ 210,300

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 83,055	\$ 78,757	\$ 84,250	\$ 85,200
* Benefits - Includes NonWorking Wages	39,134	41,430	48,870	50,100
* Mandatory Employer Costs	8,238	8,919	9,350	9,600

Other Current Expenditures -

* Supplies / Maintenance	9,416	9,946	9,700	9,700
* Contractual	15,434	19,364	20,500	21,400
* Other	101,459	53,036	31,100	33,500
Capital Outlay	- 0 -	609	- 0 -	800

TOTAL USES	\$ 256,736	\$ 212,061	\$ 203,770	\$ 210,300
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 130,427	\$ 129,106	\$ 142,470	\$ 144,900
* Full-Time Positions	2.85	2.85	2.85	2.85
* Part-Time Positions @ F.T.E.	0.25	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Independent Audit

ACTIVITY MISSION STATEMENT

In compliance with City Charter Section 9.11 and State of Michigan Act 2 of 1968, as amended, enter into a professional services contractual arrangement with a certified public accounting firm capable of performing a comprehensive independent financial audit of the City's financial activities and financial reporting at the conclusion of each fiscal year.

ACTION PLANS FOR FISCAL YEAR 2006

- * Complete and submit the final audited version of the *Comprehensive Annual Financial Report*, *Single Audit Report*, and *Macatawa Area Express (MAX) Transportation System Report*, together with any other special reports required for submittal to state and federal agencies, bond rating agencies, financial underwriting firms, document award program reviewers, and other interested parties by November 2005.
- * Present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements by November 2005.
- * Submittal of application to the *Government Finance Officers Association (GFOA)* for consideration of the meritorious award, *Certificate of Achievement for Excellence in Financial Reporting*, representing the fiscal year ending June 30, 2005 by November 2005.
- * Begin a contractual agreement with a certified public accounting firm capable of proficiently performing an annual independent audit for the City of Holland; to include producing final report documents, and presenting an effective presentation of findings and recommendations to management by August 2005.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>FUNDS AUDITED:</u>				
General City	30	30	54	54
Board of Public Works	3	3	3	3
Economic Development Corporation	0	0	0	0
Downtown Development Authority	1	1	1	1
Holland Historical Trust	1	1	1	1
Brownfield Redevelopment Authority	1	1	1	1
<u>COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:</u>				
Comprehensive Annual Financial Report	100	100	100	100
Single Audit Report	60	60	60	60
Board of Public Works Component Unit Report	25	50	50	50
Dial-A-Ride Transit Fund Component Unit Report	20	20	20	20
Holland Historical Trust Component Unit Report	30	30	30	30
<u>ALLOCATION OF ANNUAL AUDIT FEE*:</u>				
General Fund	55.775%	50.783%	43.000%	43.000%
Municipal Airport Operating Fund	2.500%	2.500%	2.500%	2.500%
Dial-A-Ride Transportation Fund	8.000%	9.000%	10.000%	10.000%
Board of Public Works Utility Funds	28.725%	27.717%	32.500%	32.500%
Holland Historical Trust	5.000%	10.000%	12.000%	12.000%
* Activity during fiscal year reflects the audit of the previous fiscal year.				

FISCAL SERVICES GROUP

INDEPENDENT AUDIT (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	34,724	25,548	26,198	58,300
TOTAL SOURCES	\$ 34,724	\$ 25,548	\$ 26,198	\$ 58,300

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 33,291	\$ 23,875	\$ 24,425	\$ 56,500
* Other	1,433	1,673	1,773	1,800
TOTAL USES	\$ 34,724	\$ 25,548	\$ 26,198	\$ 58,300

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Property Assessing

DEPARTMENT MISSION STATEMENT

Provide the fairest possible state equalized valuation and taxable valuation to each individual taxable real and personal property within the City of Holland, which collectively serve as the tax base for the City, portions of various other taxing jurisdictions with boundaries totally or partially within the City; provide efficient management for a comprehensive records system that encompasses several different classes of property; and provide an annual assessment roll against which multiple tax millage rates are applied.

ACTION PLAN FOR FISCAL YEAR 2006

- * Return City of Holland into compliance with State Assessors Board requirements by employing at least one staff member with state certification, *CMAE Level IV* by June 2006.
- * Keep staff apprised and trained on various assessment/taxation economic incentive programs, as allowed by state statutes and authorized by the City Council by September 2005.
- * Acquaint various staff members on the current status of commercial/industrial property appraisal records; and provide education & training to employ acceptable industry methodologies and techniques for tax assessment purposes by October 2005.
- * Accomplish desk-top review of approximately one-thousand residential parcels by June 2006.
- * Accomplish a review of approximately twenty-five percent of the two-hundred-sixty industrial properties, including recording relevant data into BS&A system valuation format by June 2006.
- * Develop a develop and outline a planned system to produce and record digital picture(s) of all real property parcels that will be maintained as an integral part of the property parcel record, and that can also be made available on the Public Record Data (PRD) online system.

Board Of Review

ACTIVITY MISSION STATEMENT

Conduct public hearings for all real and personal property owners desiring to appeal or clarify their property assessments; evaluate all merits regarding valuation appeals compared to Assessor determinations, and decide upon each appeal; review status of entire new year assessment roll and provide final determination; consider and decide upon appeals and recommended changes to principal residence exemptions.

ACTION PLAN FOR FISCAL YEAR 2006

Conduct public hearings for real and personal property assessments, as well as for various state authorized exemptions:

- * For March Public Hearings / Meetings
- * For July Public Hearings / Meetings
- * For December Public Hearings / Meetings

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROPERTY ASSESSING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Agricultural Improved Properties	8	8	8	8
Agricultural Vacant Properties	9	10	10	10
Commercial Improved Properties	699	714	712	715
Commercial Vacant Properties	133	137	134	128
Industrial Improved Properties	162	157	164	162
Industrial Vacant Properties	98	98	88	83
Residential Improved Properties	9,078	9,178	9,224	9,306
Residential Vacant Properties	376	433	427	382
Developmental Properties	7	6	6	6
Exempt Properties	604	605	588	613
Personal Property - Commercial	1,543	1,585	1,512	1,543
Personal Property - Industrial	137	133	133	137
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	279	307	295	290
Dockominiums, Commercial Condominiums and Buildings on Leased Land	71	99	104	104
Total Properties	13,213	13,479	13,414	13,496
Special Assessment Projects	6	9	10	10
Board of Review Appeals	110	77	120	120
MTT Assessment Appeal Properties				
Full Tribunal	34	41	40	31
Small Claims Division	3	1	3	3

FISCAL SERVICES GROUP

PROPERTY ASSESSING (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,956	\$ 2,049	\$ 2,050	\$ 2,000
Funding Requirement - General Operating Revenues	447,133	420,036	442,100	459,126
TOTAL SOURCES	\$ 450,089	\$ 422,085	\$ 444,150	\$ 461,126

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 229,170	\$ 218,634	\$ 225,820	\$ 243,600
* Benefits - To Include NonWorking Wages	104,348	79,184	83,270	86,400
* Mandatory Employer Costs	22,444	21,803	20,900	22,900

Other Current Expenditures -

* Supplies / Maintenance	7,759	8,050	8,250	8,100
* Contractual	2,883	10,709	15,200	15,300
* Other	83,485	83,705	90,710	83,626

Capital Outlay

	- 0 -	- 0 -	- 0 -	1,200
TOTAL USES	\$ 450,089	\$ 422,085	\$ 444,150	\$ 461,126

- - STAFFING - -

Personnel Services Total Amount	\$ 355,962	\$ 319,621	\$ 329,990	\$ 352,900
* Full-Time Positions	6.05	6.05	6.05	5.05
* Part-Time Positions @ F.T.E.	0.05	1.20	0.50	0.50

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Procurement / Purchasing

ACTIVITY MISSION STATEMENT

To implement the purchasing requirements of the Ordinance Code in order to insure a fair and equitable process for the procurement of quality supplies and services at the most cost effective means available.

ACTION PLAN FOR FISCAL YEAR 2006

- * To work with City departments to evaluate procurement procedures to ensure the most cost and quality effective procurement process.
- * To ensure that all departments understand the procurement process and are following a uniform procedure.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROCUREMENT / PURCHASING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Purchase Orders Issued	840	784	790	800
Bid Requests Issued	30	33	36	40

FISCAL SERVICES GROUP

PROCUREMENT / PURCHASING (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	28,992	34,224	33,090	36,400
TOTAL SOURCES	\$ 28,992	\$ 34,224	\$ 33,090	\$ 36,400

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 17,084	\$ 20,720	\$ 19,310	\$ 19,600
* Benefits - To Include NonWorking Wages	5,259	6,639	6,900	9,600
* Mandatory Employer Costs	1,620	1,864	1,780	2,000

Other Current Expenditures -

* Supplies / Maintenance	615	951	900	800
* Contractual	432	312	400	500
* Other	3,982	3,738	3,800	3,900

TOTAL USES	\$ 28,992	\$ 34,224	\$ 33,090	\$ 36,400
-------------------	------------------	------------------	------------------	------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 23,963	\$ 29,223	\$ 27,990	\$ 31,200
* Full-Time Positions	0.30	0.30	0.40	0.45
* Part-Time Positions @ F.T.E.	0.15	0.15	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Unallocated Insurance Premiums

ACTIVITY MISSION STATEMENT

Provision for an accounting activity within the City's General Fund budget for distribution of certain commercial premiums that cannot be equitably and easily distributed to specific departments or activities.

ACTION PLAN FOR FISCAL YEAR 2006

- * Various commercial insurance premiums that are charged to this activity include:
 - *Various Liability Insurance:*
 - > General Liability
 - > Law Enforcement Liability
 - > Public Officials Liability
 - > Criminal Activities Liability
 - > Foreign Travel Liability
 - *Property Insurance (certain unallocated distributions)*
- * This activity also includes approved appropriations meant to increase and/or replenish the cash balance in:
 - Vehicle Property & Liability Insurance Fund
 - General Liability Insurance Fund.

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised. Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	-----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources

	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	216,841	144,214	147,300	120,000
TOTAL SOURCES	\$ 216,841	\$ 144,214	\$ 147,300	\$ 120,000

FUNDING USES -

Other Current Expenditures -

* Other

	\$ 216,841	\$ 144,214	\$ 147,300	\$ 120,000
TOTAL USES	\$ 216,841	\$ 144,214	\$ 147,300	\$ 120,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Transfers to Other Funds

ACTIVITY MISSION STATEMENT

A separate General Fund activity that accounts for individual line item *Transfers to Other Funds*. The transfers are most generally for the purposes of providing other City of Holland funds with general operating assistance, capital outlay assistance, and/or percentage matching requirements from local sources to federal/state grants.

The General Fund receives general revenues, such as property taxes and state-shared revenues, while most other funds do not. For this reason, appropriations are established in the General Fund for the purpose of financially assisting certain other funds with operating and/or capital outlay requirements.

FISCAL SERVICES GROUP

TRANSFERS TO OTHER FUNDS (A GENERAL FUND ACTIVITY)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -
Funding Requirement - General Operating Revenues		525,574		416,459		414,108		402,594
TOTAL SOURCES	\$	525,574	\$	416,459	\$	414,108	\$	402,594

FUNDING USES -

Transfers Out	\$	525,574	\$	416,459	\$	414,108	\$	402,594
TOTAL USES	\$	525,574	\$	416,459	\$	414,108	\$	402,594

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Contested Property Assessments Fund

ACTIVITY MISSION STATEMENT

Provide accounting and reporting for professional legal and appraisal services necessary to defend, through litigation, commercial and industrial property tax assessments that are contested by the property owners. Also, provide for accounting and reporting the legal costs associated with pursuing delinquent personal property taxes that require services of the City Attorney's Office.

ACTION PLAN FOR FISCAL YEAR 2006

- * Allocate a portion of the 1% Property Tax Administration Fee as the primary means to financially support the costs of this fund.
- * Make concerted efforts to discuss and reach mutually agreeable settlement of commercial and industrial assessment disputes prior to and during litigation proceedings.
- * Contract for professional services to assist in defending contested taxable assessments that reach litigation status, to include:
 - legal services (primarily, City Attorney staff)
 - appraisal services (independent property appraisal firms).
- * Attempt to conclude all lingering personal property contested assessments appealed by various commercial and industrial taxpayers as a result of the State of Michigan's revised Property Depreciation Schedules that became effective in tax year 2000.
- * Provide the City Council with at least semi-annual updates regarding all outstanding property tax assessment appeals.
- * In pursuit of delinquent personal property tax collections, utilize the services of the City Attorney staff to assist with certain legal concerns, when considered a necessity.

FISCAL SERVICES GROUP
CONTESTED PROPERTY ASSESSMENTS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ -0-	\$ 43,633	\$ -0-	\$ -0-
Charges for Services	-0-	-0-	25,234	-0-
Other	-0-	-0-	84	-0-
Transfers In	177,500	90,000	75,000	50,000
TOTAL SOURCES	\$ 177,500	\$ 133,633	\$ 100,318	\$ 50,000

FUNDING USES -				
Other Current Expenditures -	\$ 146,031	\$ 144,370	\$ 147,500	\$ 50,000
* Contractual	-0-	-0-	14	-0-
* Other	-0-	-0-	-0-	-0-
Contingencies	-0-	-0-	-0-	-0-
TOTAL USES	\$ 146,031	\$ 144,370	\$ 147,514	\$ 50,000

- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 31,469	\$ (10,737)	\$ (47,196)	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	60,039	49,302	2,106	2,106
TOTAL FUND EQUITY	\$ 60,039	\$ 49,302	\$ 2,106	\$ 2,106

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Budget Stabilization Fund

FUND MISSION STATEMENT

Pursuant to P.A. 30 of 1978 of the State of Michigan, together with City of Holland Ordinance No. 757, adopted June 4, 1980, the Budget Stabilization Fund was established to meet General Fund deficits, to alleviate the reduction of level of services, or cover expenses of national disasters with the intent to keep a fund balance equal to 10% of the General Fund Budget.

ACTION PLAN FOR FISCAL YEAR 2006

- * To maintain the balance in this fund at a pre-determined level, equivalent to approximately ten percent (10%) of the total General Fund Expenditure Appropriation of the ensuing budget year. However, due to State Revenue Sharing shortfalls in FY02, FY03, FY04, FY05 and virtually no increase in FY06 it is proposed to use \$111,000 in FY05 and \$10,000 in FY06 for tax appeal adjustments of prior years. It is also proposed to transfer \$136,000 in FY06 back to the General Fund to cover the State Revenue Sharing shortfall in FY05 and current year tax appeal adjustments of FY05. This will leave the balance in FY06 at \$1,615,659 or about 8.1% of FY06 budgeted expenditures.
- * To provide the General Fund with the full receipt of investment income generated by the invested principal of this fund.
- * To review the existing policy of maintaining the balance in this fund at 10% of the General Fund's budgeted appropriation. This should be evaluated in conjunction with the current policy of maintaining a fund balance in the General Fund between 10%-15% by April 2006.

FISCAL SERVICES GROUP

BUDGET STABILIZATION FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Transfers In	\$ 81,500	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL SOURCES	\$ 81,500	\$ - 0 -	\$ - 0 -	\$ - 0 -

FUNDING USES -

Other	\$ - 0 -	\$ - 0 -	\$ 111,000	\$ 10,000
Transfers Out	- 0 -	- 0 -	- 0 -	136,000
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 111,000	\$ 146,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 81,500	\$ - 0 -	\$ (111,000)	\$ (146,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,872,659	1,872,659	1,761,659	1,615,659
TOTAL FUND EQUITY	\$ 1,872,659	\$ 1,872,659	\$ 1,761,659	\$ 1,615,659

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 1,990,661
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	\$ (375,002)

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Revolving Cash Assistance Fund

FUND MISSION STATEMENT

Accumulate and maintain sufficient cash within the fund to provide financing for special assessment and capital improvement projects, thereby reducing the need for immediate issuance of bonds for start-up costs of various projects. Also, to provide cash for smaller municipal projects requiring city-at-large contribution.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continually evaluate the cash reserves and cash-flow projections to assure that short-term financing will be available for scheduled project costs.
- * To attempt to build the minimum amount below which the fund balance should not decline. This floor amount is estimated to be in the range of \$100,000.
- * To determine if any of the current fund balance above \$100,000 can be transferred to the Capital Improvement Fund as all water and sanitary sewer extensions have been shifted to the BPW by December 2003.

FISCAL SERVICES GROUP

REVOLVING CASH ASSISTANCE FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 27,305	\$ 34,275	\$ 88,493	\$ 28,957
Interest & Rents	10,949	7,486	10,871	9,866
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	31,984	- 0 -	- 0 -
TOTAL SOURCES	\$ 38,254	\$ 73,745	\$ 99,364	\$ 38,823

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ 66,569	\$ 30,428	\$ - 0 -
Transfers Out	- 0 -	- 0 -	246,298	50,000
TOTAL USES	\$ - 0 -	\$ 66,569	\$ 276,726	\$ 50,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 38,254	\$ 7,176	\$ (177,362)	\$ (11,177)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	284,813	291,989	114,627	103,450
TOTAL FUND EQUITY	\$ 284,813	\$ 291,989	\$ 114,627	\$ 103,450

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Specified Donations Fund

FUND MISSION STATEMENT

To provide accounting and reporting for various donations received by the City for specific and designated purposes.

ACTION PLAN FOR FISCAL YEAR 2006

- * To graciously accept specified donations from the public and extend thanks and appreciation upon acceptance of the donation by City Council.
- * To prudently and expediently expend the donated funds in strict accordance with the donor's intended purpose.

FISCAL SERVICES GROUP

SPECIFIED DONATIONS FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$ 16,526	\$ 80,062	\$ 21,984	\$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 16,526	\$ 80,062	\$ 21,984	\$ - 0 -

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ 150	\$ 607	\$ - 0 -
* Contractual	3,500	700	236	- 0 -
* Other	4,285	9,897	14,993	- 0 -
Capital Outlay	12,367	7,434	86,056	2,090
Transfers Out	- 0 -	12,308	- 0 -	- 0 -
TOTAL USES	\$ 20,152	\$ 30,489	\$ 101,892	\$ 2,090

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (3,626)	\$ 49,573	\$ (79,908)	\$ (2,090)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	32,425	81,998	2,090	- 0 -
TOTAL FUND EQUITY	\$ 32,425	\$ 81,998	\$ 2,090	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2006. Rather, Appropriations Are Established Upon City Council Acceptance of Each Individual Donation. Virtually All Contributions Include A Specified Purpose By The Donor / Benefactor. Donation Projects Reflected Above for Completion in FY2006 Include the DeGraaf Nature Center Exhibits.

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

City Hall Employees Benefit Fund

FUND MISSION STATEMENT

Provide an adequate and satisfactory lunch/break room for the benefit of employees of the City Hall facilities and provide accountability for the operations.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.
- * To maintain procedures for special employee events (Employee Benefit Fund) such as decorated cakes, flowers, parties, and cards and update and revise as necessary with employee's participation.
- * To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability.
- * To continue to be responsive to employee's needs within the framework of available funds. Make improvements where possible with employee consensus.

FISCAL SERVICES GROUP

CITY HALL EMPLOYEES BENEFIT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 4,881	\$ 4,438	\$ 4,025	\$ 4,200
Interest & Rents	44	11	64	100
TOTAL SOURCES	\$ 4,925	\$ 4,449	\$ 4,089	\$ 4,300

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 2,955	\$ 2,305	\$ 1,954	\$ 2,100
* Other	1,726	2,231	2,007	2,150

TOTAL USES	\$ 4,681	\$ 4,536	\$ 3,961	\$ 4,250
-------------------	-----------------	-----------------	-----------------	-----------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 244	\$ (87)	\$ 128	\$ 50
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,865	2,778	2,906	2,956
TOTAL FUND EQUITY	\$ 2,865	\$ 2,778	\$ 2,906	\$ 2,956

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 933,673	\$ -0-	\$ -0-	\$ -0-
Intergovernmental	426,091	-0-	-0-	-0-
Interest & Rents	307,737	-0-	-0-	-0-
Other	19,741,383	-0-	-0-	-0-
Transfers In	3,361,726	-0-	-0-	-0-
TOTAL SOURCES	\$ 24,770,610	\$ -0-	\$ -0-	\$ -0-

FUNDING USES -

Other Current Expenditures -

* Other	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Transfers Out	9,268,621	-0-	-0-	-0-
TOTAL USES	\$ 9,268,621	\$ -0-	\$ -0-	\$ -0-

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 15,501,989	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ 17,282,281	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	744,202	-0-	-0-	-0-
TOTAL FUND EQUITY	\$ 18,026,483	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -

Positions: Not Applicable

Note - For FY2004, FY2005 and FY2006 this fund is reported in the Capital Projects Services Group and not included under the Fiscal Services Group. This presentation is included for historical comparisons.

PUBLIC SAFETY SERVICES

---POLICE DIVISION ---

General Fund:

- Police

Other Funds:

- Criminal Justice Police Training Fund
- Police Community Relations Fund
- Public Safety Grant Funds (WEMET, COPS)
- Police Employees Benefit Fund

- - - FIRE DIVISION - - -

General Fund:

- Fire
- Emergency Management (History Only)

Other Funds:

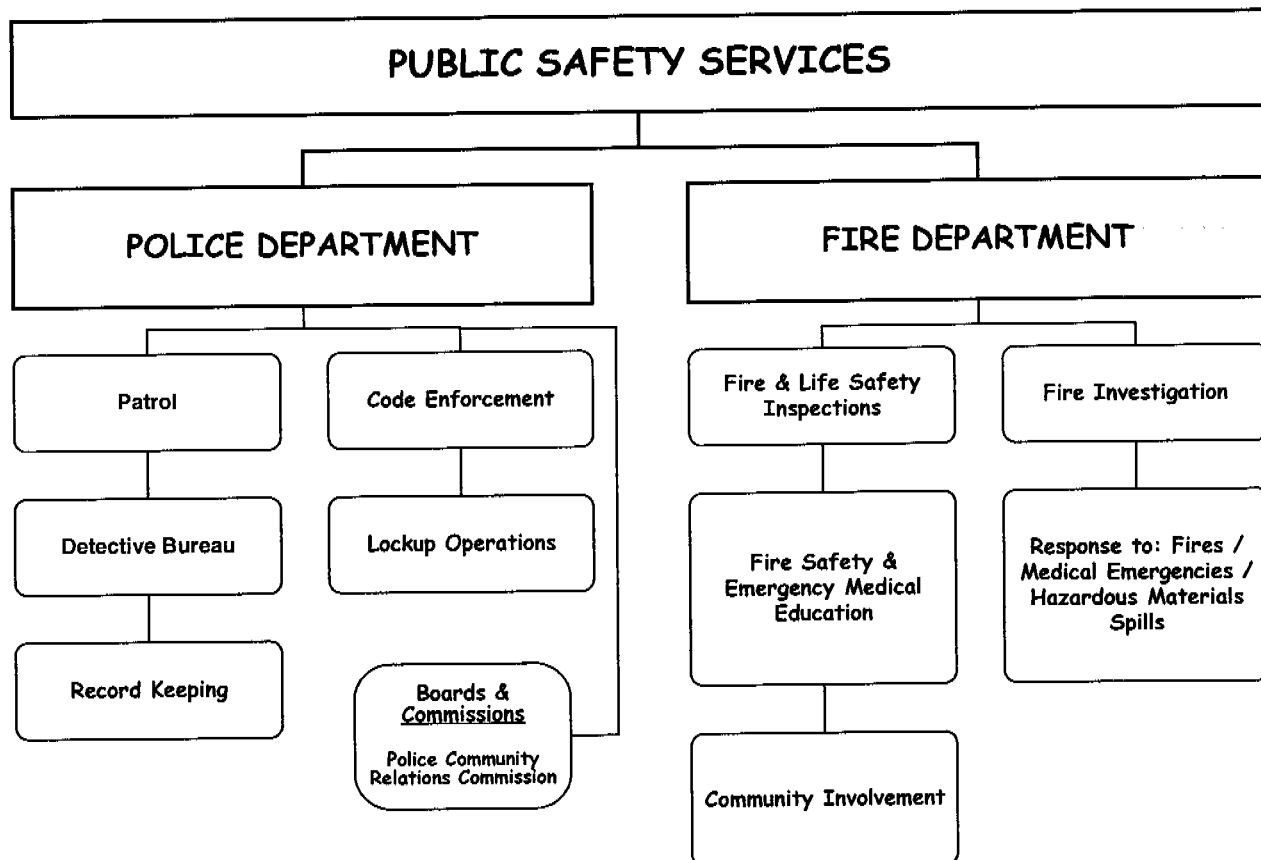
- Fire Vehicle and Equipment Pool Fund

PUBLIC SAFETY SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

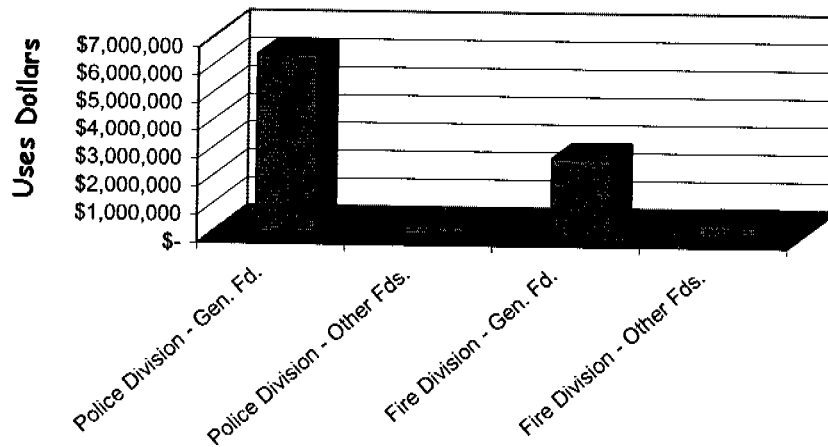
Public Safety Services is directed toward all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement responsibility, through the enforcement of statutes and City ordinances, response to emergencies, and crime prevention, awareness and educational programs. The Fire Division's overall objective is to provide protection of life and property in the City through enforcement of fire protection codes, prevention and protection, education to the public, efficient extinguishing of fires, and provision of emergency medical and hazardous materials response services.

GROUP ORGANIZATIONAL STRUCTURE

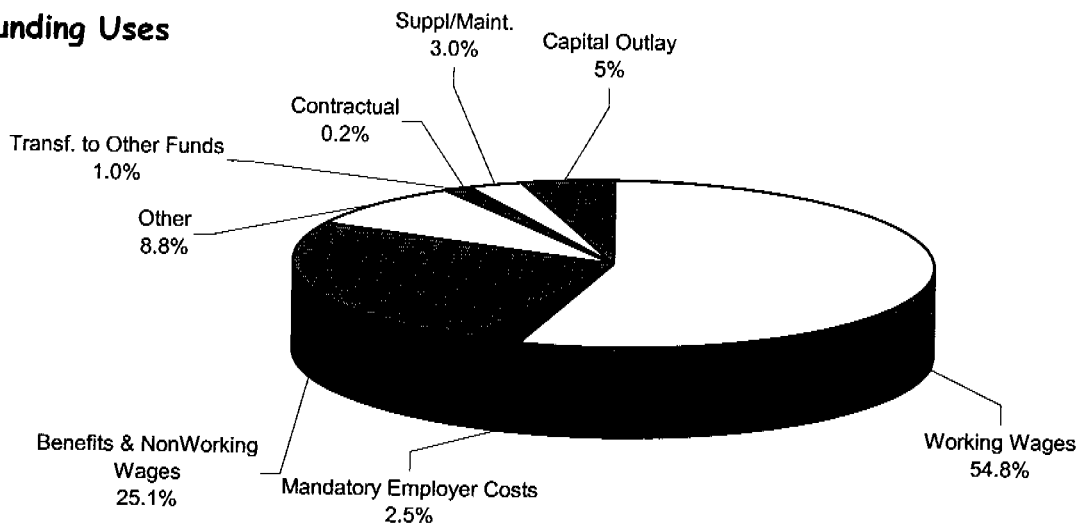


PUBLIC SAFETY SERVICES GROUP

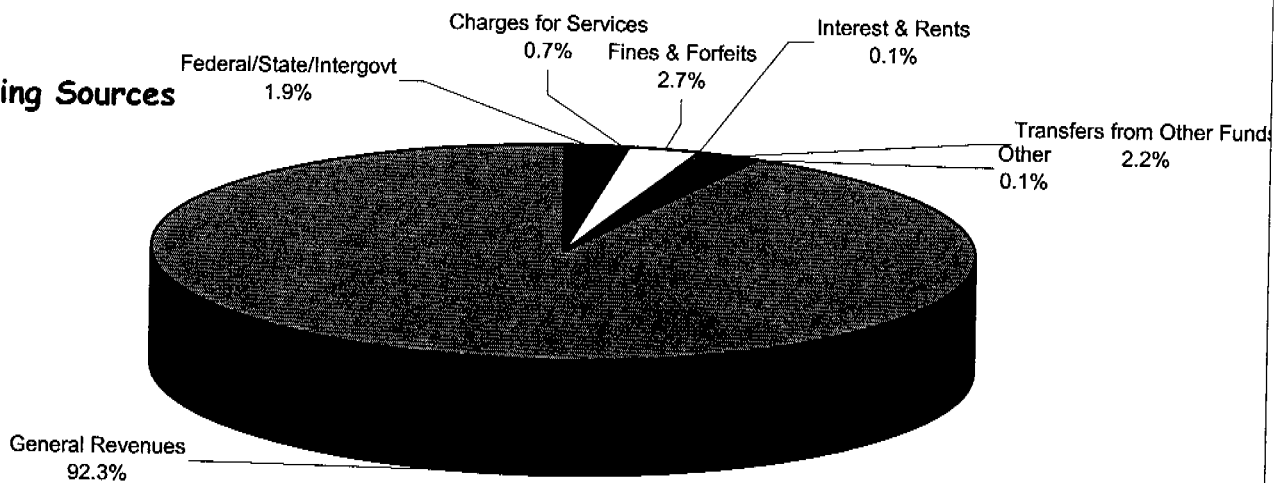
Total Uses By Department \$9,843,392



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 8,063,280	\$ 8,559,182	\$ 8,934,312	\$ 9,136,892
Special Revenue	383,849	315,985	497,580	273,500
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	953,653	- 0 -	- 0 -	433,000
TOTAL - ALL FUND TYPES	\$ 9,400,782	\$ 8,875,167	\$ 9,431,892	\$ 9,843,392

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	\$ 217,407	\$ 221,241	\$ 401,145	\$ 177,350
Charges for Services	61,874	66,441	79,410	71,200
Fines & Forfeits	236,058	237,186	255,000	260,000
Interest & Rents	24,708	788	7,424	8,500
Other	51,075	10,416	5,725	5,300
Transfers In	293,117	226,924	211,461	213,150
TOTAL SOURCES	\$ 884,239	\$ 762,996	\$ 960,165	\$ 735,500

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 4,965,190	\$ 5,119,915	\$ 5,360,222	\$ 5,395,400
* Benefits - Includes NonWorking Wages	2,114,218	2,363,682	2,374,294	2,467,600
* Mandatory Employer Costs	198,981	221,647	233,905	243,400
Other Current Expenditures -				
* Supplies / Maintenance	342,962	361,392	292,800	296,300
* Contractual Expenditures	38,053	23,917	72,898	23,250
* Other	419,820	540,943	819,240	863,342
Capital Outlay	1,126,558	138,061	178,533	454,100
Transfers Out	195,000	105,610	100,000	100,000
TOTAL USES	\$ 9,400,782	\$ 8,875,167	\$ 9,431,892	\$ 9,843,392

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 63,241	\$ 87,886	\$ 88,000	\$ 95,000

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 7,278,389	\$ 7,705,244	\$ 7,968,421	\$ 8,106,400
* Full-Time Positions	105.00	103.00	102.50	102.50
* Part-Time Positions @ F.T.E.	6.65	7.05	7.60	8.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

SUMMARY OF ALL DIVISION FUNCTIONS & FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 5,488,018	\$ 5,887,792	\$ 6,219,112	\$ 6,393,436
Special Revenue	359,159	308,090	446,332	273,500
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	\$ 5,847,177	\$ 6,195,882	\$ 6,665,444	\$ 6,666,936

- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	\$ 195,186	\$ 214,136	\$ 355,404	\$ 177,350
Charges for Services	59,757	60,235	74,610	67,200
Fines & Forfeits	236,058	237,186	255,000	260,000
Interest & Rents	4,026	753	1,124	900
Other	12,401	10,416	5,300	5,300
Transfers In	170,648	126,134	106,379	113,150
TOTAL SOURCES	\$ 678,076	\$ 648,860	\$ 797,817	\$ 623,900

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 3,519,190	\$ 3,716,521	\$ 3,887,142	\$ 3,916,200
* Benefits - Includes NonWorking Wages	1,424,702	1,624,586	1,659,624	1,732,400
* Mandatory Employer Costs	152,168	169,130	183,995	190,100
Other Current Expenditures -				
* Supplies / Maintenance	208,473	213,145	151,700	158,400
* Contractual	14,120	12,035	15,150	15,150
* Other	329,308	333,889	611,482	648,886
Capital Outlay	124,216	120,966	156,351	5,800
Transfers Out	75,000	5,610	- 0 -	- 0 -
TOTAL USES	\$ 5,847,177	\$ 6,195,882	\$ 6,665,444	\$ 6,666,936

- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 5,096,060	\$ 5,510,237	\$ 5,730,761	\$ 5,838,700
* Full-Time Positions	76.00	75.00	74.50	74.50
* Part-Time Positions @ F.T.E.	6.65	7.05	7.60	8.00

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - Police (Law Enforcement)

DEPARTMENT MISSION STATEMENT

The goal of the Holland Police Department is to provide residents and visitors with a professional level of police service in all areas of designated law enforcement responsibility.

This will be accomplished by:

- Enforcing the criminal statutes and City ordinances relative to crime and traffic.
- Providing an immediate response to criminal incidents, accidents, and other emergencies.
- Working in partnership with all members of the community.
- Providing crime prevention, awareness, and educational programs to the community.
- Providing other services that will benefit citizens and the community as a whole.

ACTION PLAN FOR FISCAL YEAR 2006

OPERATIONAL OBJECTIVES

- * Response Time: (January 1 - December 31)
 - To have a response time of 10 minutes or less on 90% of all calls received.
 - To have a response time of 5 minutes or less on 70% of all calls received.
- * Case Closure Rate: (January 1 - December 31)
 - Cases closed would include:
 - . Closed with an arrest being made.
 - . Closed due to the complaint being unfounded.
 - . Closed due to exceptional circumstances.
 - . Closed after being turned over to another agency.
 - To have a case closure rate on Part I crimes of 60%.
 - To have a case closure rate on Part 2 crimes of 95%.
- * Officer Availability Time: (January 1 - December 31)
 - Available or uncommitted time is time in which officers have the opportunity to be involved in community interaction, crime prevention, and traffic enforcement.
 - The goal is for patrol officers to have 10% uncommitted time.
 - The goal is for community policing officers to have 10% uncommitted time.
- * Continue in a cooperative effort with Ottawa County to develop a new Criminal Justice Complex. The goal this year is to start phase two, the construction of the new court facility, and complete by Spring 2006.
- * Implement "Police Dynamics" a character based training program within the department by December 2005. This program includes character based hiring, evaluating, recognizing and disciplining.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - Police (Law Enforcement)

- * Facilitate the start-up of a voluntary program for families in crisis where the relationships have been strained or broken between parents and children. The purpose is to provide a safe place for non-criminal juveniles to stay while the family receives counseling. The goal for a start-up date is Summer 2005.
- * Develop a "top 5" list of problem areas within the various Policing Teams districts. As these areas are identified a strategy will be established to work on solving the problem. Implementation date is Spring 2005.
- * Develop advanced technology methods for use during shift briefings to communicate to officers crime data, patrol information, community events and other information which will assist them during their tour of duty. Target start-up date is July 2005.
- * Archive two years of police records using the new scanning technology available by January 2006.

CRIMINAL JUSTICE TRAINING FUND

- * Participate with the West Michigan Criminal Justice Training Consortium (WMCJTC) to coordinate and/or teach four training programs. (September 2005 - April 2006)
- * Have department personnel participate in required training to include range qualification, Haz-Mat, CPR/1st Aid, Self Defense and blood borne pathogens on their TEAM training days. (September 2005 - April 2006)
- * As the number of crimes involving computers increase, train a staff member forensically trained and certified to access computer hard drives in order to recover evidence that would assist in criminal investigations. (Complete by Spring 2006)

WEMET

- * Maintain three officer assignments in WEMET to work on drug activity in the greater Holland area.
- * Establish a two person "street team" using officers assigned to WEMET that would primarily focus on City of Holland drug intelligence and enforcement by November 2006.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - Police (Law Enforcement)

POLICE COMMUNITY RELATIONS

- * Provide one fund-raiser benefit dance to support youth oriented programming in March 2006.
- * Promote and obtain at least 80 Holland Police Department youth athletic scholarships through the Policing Teams and School Liaison Officers. (Summer 2005)
- * Provide two (2) adult Citizen Police Academies during the year. (September 2005 & January 2006)
- * Provide one (1) Junior Citizen Police Academies during the year. (July - August 2005)
- * Provide Substance Abuse Violence Education (SAVE) and Gang Resistance Education and Training (GREAT) in the Holland Public and Holland Christian schools. This will be on-going throughout the school year 2005-06.
- * Award two \$1000 scholarships to area high school students who plan on attending college in the field of Criminal Justice. (July 2005)

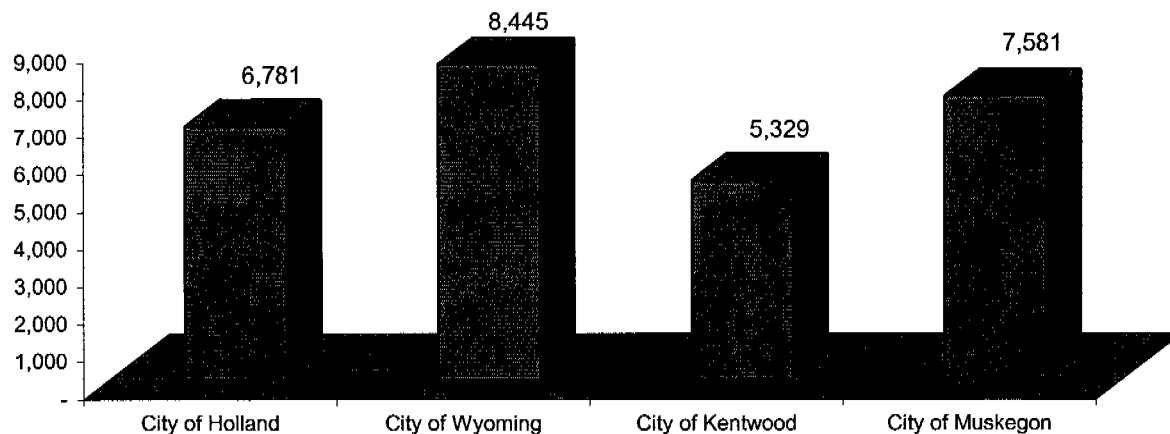
PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - POLICE - -

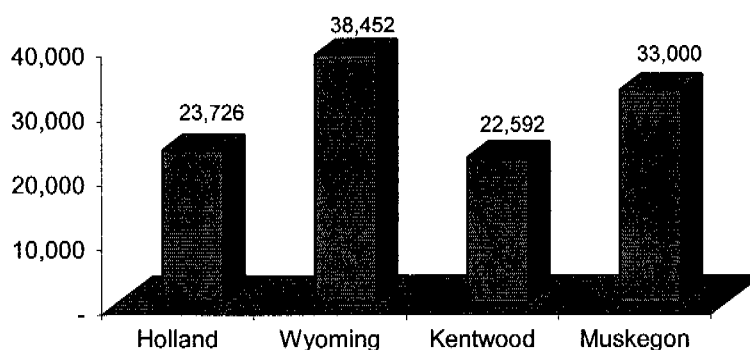
Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Police Calls:				
Total Police Calls	23,348	23,686	23,726	24,000
Part I Criminal Offenses	3,385	3,351	3,380	3,375
Part II Criminal Offenses	3,711	3,654	3,401	3,600
Service Calls	14,383	14,862	15,243	15,325
Accidents Reported:				
Total Crashes Investigated	1,869	1,819	1,702	1,700
Injury	322	271	237	230
Property Damage	1,546	1,548	1,465	1,470
Persons Killed	1	1	0	1
Case Solvability Factor				
Part I Criminal Offenses	57%	55%	56%	57%
Part II Criminal Offenses	94%	93%	94%	94%
Call Response Time % on total Police Calls				
10 minutes & under	88%	88%	87%	90%
5 minutes & under	68%	68%	66%	70%
Lockup Report:				
Total Bookings	4,353	4,189	4,123	4,200
Adult Arrests	2,357	2,056	2,260	2,225
Juvenile Arrests	727	901	712	725
Police Vehicle Report:				
Total Miles Driven	449,603	460,884	425,000	435,000
Preventable Cruiser Accidents	8	5	10	8
Training:				
Total Hours-FTO, Reserve, & Regular Officers	15,156	15,766	12,085	14,000
Animal Complaints Investigated				
Domestic Animals	766	846	761	790
Wildlife Animals	14	19	17	16
Citations Issued				
Warnings	71	58	57	60
Court	48	26	14	30
Parking Enforcement				
Overnight Violations	4,076	2,110	3,993	4,000
Handicapped Violations	157	57	223	200
Ordinance Violations	1,667	1,172	1,462	1,450
Parking Fines Collected	\$79,919	\$64,649	\$74,549	\$75,000
Park Patrol				
Total Incidents	12	22	5	10
Alcohol Arrests	18	8	2	5
Disorderly Arrests	6	6	3	5
Abandoned Vehicles - Total Processed	330	337	309	325
Found/Recovered Bicycles - Total Processed	167	219	160	180

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES

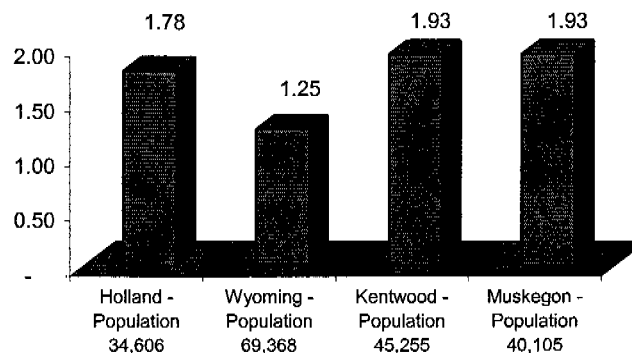
Crime Calls



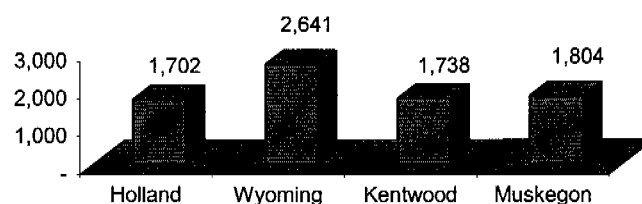
Total Calls



Officers Per 1,000 Population



Accident Crashes



Note: Comparable Michigan Cities, Based on Calendar Year 2004 Data.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**POLICE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 32,539	\$ 33,828	\$ 34,600	\$ 35,000
Charges for Services	56,518	57,255	71,100	63,700
Fines & Forfeits	236,058	237,186	255,000	260,000
Interest & Rents	1,330	- 0 -	- 0 -	- 0 -
Transfers In	75,000	23,000	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	5,086,573	5,536,523	5,858,412	6,034,736
TOTAL SOURCES	\$ 5,488,018	\$ 5,887,792	\$ 6,219,112	\$ 6,393,436

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,359,018	\$ 3,565,869	\$ 3,678,740	\$ 3,753,800
* Benefits - Includes NonWorking Wages	1,373,006	1,574,454	1,602,350	1,664,500
* Mandatory Employer Costs	146,279	162,773	173,150	182,900
Other Current Expenditures -				
* Supplies / Maintenance	195,741	199,876	141,300	148,700
* Contractual	14,120	12,035	15,150	15,150
* Other	300,986	306,790	590,632	627,586
Capital Outlay	98,868	65,995	17,790	800
TOTAL USES	\$ 5,488,018	\$ 5,887,792	\$ 6,219,112	\$ 6,393,436

- - STAFFING - -

Personnel Services Total Amount	\$ 4,878,303	\$ 5,303,096	\$ 5,454,240	\$ 5,601,200
* Full-Time Positions (see note)	73.00	72.00	71.50	71.50
* Part-Time Positions @ F.T.E.	6.65	7.05	7.60	8.00

ADDITIONAL NOTE: Effective FY-2004 one police officer position that previously was assigned to WEMET operations is deleted.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

POLICE CRIMINAL JUSTICE TRAINING FUND
- REFERENCE: STATE OF MICHIGAN ACT 302 OF 1982, AS AMENDED -
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 13,373	\$ 13,383	\$ 13,000	\$ 13,000
TOTAL SOURCES	\$ 13,373	\$ 13,383	\$ 13,000	\$ 13,000

FUNDING USES -

Other Current Expenditures -

* Other

	\$ 18,799	\$ 18,974	\$ 13,000	\$ 13,000
TOTAL USES	\$ 18,799	\$ 18,974	\$ 13,000	\$ 13,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,426)	\$ (5,591)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,739	1,148	1,148	1,148
TOTAL FUND EQUITY	\$ 6,739	\$ 1,148	\$ 1,148	\$ 1,148

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMMUNITY RELATIONS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
School Programs				
College	6	7	5	5
High School	18	16	17	17
Middle	53	21	25	25
Elementary	143	21	25	25
GREAT/SAVE	103	134	125	125
Community Programs				
Speaking Engagements	76	60	65	65
Canine	16	10	10	10
TRIAD/Senior Citizens	2	0	0	0
Citizen Police Academy	2	2	2	2
Junior Police Academy	2	1	1	1
National Night Out	1	1	1	1
Scholarships Awarded				
Athletic	48	89	80	80
Criminal Justice Education	0	2	2	2

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**POLICE COMMUNITY RELATIONS FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,516	\$ 297	\$ 800	\$ 800
Other	12,096	10,416	5,300	5,300
Transfers In	4,200	4,200	- 0 -	- 0 -
TOTAL SOURCES	\$ 17,812	\$ 14,913	\$ 6,100	\$ 6,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -

Other Current Expenditures -

* Supplies / Maintenance	10,502	10,074	8,650	8,000
* Other	7,984	7,337	6,100	6,500
Transfers Out	75,000	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 93,486	\$ 17,411	\$ 14,750	\$ 14,500
-------------------	------------------	------------------	------------------	------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (75,674)	\$ (2,498)	\$ (8,650)	\$ (8,400)
----------------------------	--------------------	-------------------	-------------------	-------------------

ENDING BALANCE -

Designated / Reserved	\$ 40,330	\$ 37,832	\$ 29,182	\$ 20,782
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL FUND EQUITY	\$ 40,330	\$ 37,832	\$ 29,182	\$ 20,782
--------------------------	------------------	------------------	------------------	------------------

- - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
--	-----------------	-----------------	-----------------	-----------------

Positions: Not Applicable

PROGRAM MEASUREMENTS

- PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - PUBLIC SAFETY GRANT FUNDS -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Anti-Drug Abuse Act WEMET Grant Fund</u>				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	1	0	0	0
WEMET Activity Report:				
Total Complaints Investigated	729	766	800	800
Holland Area Complaints	132	163	175	175
Arrests	596	674	700	700
Total Value of Drugs Seized	\$3,497,880	\$5,207,632	\$5,000,000	\$5,000,000

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**ANTI-DRUG ABUSE ACT (ADAA) GRANT FUND
- REFERENCE: WEST MICHIGAN ENFORCEMENT TEAM (W.E.M.E.T.) -
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 88,528	\$ 86,527	\$ 102,600	\$ 114,850
Other	210	- 0 -	- 0 -	- 0 -
Transfers In	88,317	82,765	98,900	110,650
TOTAL SOURCES	\$ 177,055	\$ 169,292	\$ 201,500	\$ 225,500

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 124,689	\$ 117,858	\$ 143,550	\$ 152,200
* Benefits - To Include NonWorking Wages	47,630	46,873	52,000	66,700
* Mandatory Employer Costs	4,736	4,561	5,950	6,600

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 177,055	\$ 169,292	\$ 201,500	\$ 225,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Personnel Services Total Amount	\$ 177,055	\$ 169,292	\$ 201,500	\$ 225,500
* Full-Time Positions	3.00	3.00	3.00	3.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

COMMUNITY POLICING GRANT FUND
- REFERENCE: COMMUNITY ORIENTED POLICING SERVICES (C.O.P.S. IN SCHOOL) -
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	--------------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 4,496	\$ - 0 -	\$ - 0 -	\$ - 0 -
Other	95	- 0 -	- 0 -	- 0 -
Transfers In	96	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 4,687	\$ - 0 -	\$ - 0 -	\$ - 0 -

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,764	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	1,801	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	122	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 4,687	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Personnel Services Total Amount	\$ 4,687	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

NOTE: This grant ended July 31, 2002. Information presented herein represents funding and staffing of recent years.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

OFFICE OF HIGHWAY SAFETY PLANNING GRANT FUND
- REFERENCE: U.S. DEPARTMENT OF TRANSPORTATION (MICHIGAN STATE POLICE) -
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Estimate	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	--------------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 36,015	\$ 37,849	\$ 112,000	\$ 12,000
TOTAL SOURCES	\$ 36,015	\$ 37,849	\$ 112,000	\$ 12,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 32,719	\$ 32,794	\$ 64,852	\$ 10,200
* Benefits - To Include NonWorking Wages	2,265	3,259	5,274	1,200
* Mandatory Employer Costs	1,031	1,796	4,895	600
Capital Outlay	- 0 -	- 0 -	36,979	- 0 -
TOTAL USES	\$ 36,015	\$ 37,849	\$ 112,000	\$ 12,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Personnel Services Total Amount	\$ 36,015	\$ 37,849	\$ 75,021	\$ 12,000
---------------------------------	-----------	-----------	-----------	-----------

Positions: Not Applicable

NOTE: This grant includes various sub-grants for overtime related to speed, safety, and alcohol driving violations, underage drinking violations and enforcement equipment purchases. It is anticipated that additional FY-2006 funding may be granted, but projections for grants not yet officially awarded are not included above.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

LOCAL LAW ENFORCEMENT BLOCK GRANT FUND

- REFERENCE: OFFICE OF JUSTICE PROGRAMS
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 20,235	\$ 42,549	\$ 48,024	\$ 2,500
Interest & Rents	1,104	428	264	- 0 -
Transfers In	3,035	16,169	7,479	2,500
TOTAL SOURCES	\$ 24,374	\$ 59,146	\$ 55,767	\$ 5,000

FUNDING USES -

Capital Outlay	\$ 25,348	\$ 54,971	\$ 56,402	\$ 5,000
Transfers Out	- 0 -	5,610	- 0 -	- 0 -
TOTAL USES	\$ 25,348	\$ 60,581	\$ 56,402	\$ 5,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (974)	\$ (1,435)	\$ (635)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,070	635	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 2,070	\$ 635	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes the bulletproof vest program and various technology upgrades for the Police Division.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**HOMELAND SECURITY GRANT FUND
- REFERENCE: OTTAWA COUNTY EMERGENCY MANAGEMENT
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ 45,180	\$ - 0 -
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 45,180	\$ - 0 -

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ 45,180	\$ - 0 -
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 45,180	\$ - 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes a tactical transport vehicle, infrared system and night binoculars for the Police Division.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Employees Benefit Fund

FUND MISSION STATEMENT

Provide an adequate and satisfactory lunch/break room for the benefit of employees of the Police Department facilities and provide accountability for the respective operations.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.
- * To maintain procedures for special employee events (Employee Benefit Fund) such as decorated cakes, flowers, parties, and cards and update and revise as necessary with employee's participation.
- * To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability.
- * To continue to be responsive to employee's needs within the framework of available funds. Make improvements where possible with employee consensus.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**POLICE EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,239	\$ 2,980	\$ 3,510	\$ 3,500
Interest & Rents	76	28	60	100
TOTAL SOURCES	\$ 3,315	\$ 3,008	\$ 3,570	\$ 3,600

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,230	\$ 3,195	\$ 1,750	\$ 1,700
* Other	1,539	788	1,750	1,800
TOTAL USES	\$ 3,769	\$ 3,983	\$ 3,500	\$ 3,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (454)	\$ (975)	\$ 70	\$ 100
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	3,050	2,075	2,145	2,245
TOTAL FUND EQUITY	\$ 3,050	\$ 2,075	\$ 2,145	\$ 2,245

- - STAFFING - -

Positions: Not Applicable

**PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION**

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 2,575,262	\$ 2,671,390	\$ 2,715,200	\$ 2,743,456
Special Revenue	24,690	7,895	51,248	- 0 -
Internal Service	953,653	- 0 -	- 0 -	433,000
TOTAL - ALL FUND TYPES	\$ 3,553,605	\$ 2,679,285	\$ 2,766,448	\$ 3,176,456

- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	\$ 22,221	\$ 7,105	\$ 45,741	\$ - 0 -
Charges for Services	2,117	6,206	4,800	4,000
Interest & Rents	20,682	35	6,300	7,600
Other	38,674	- 0 -	425	- 0 -
Transfers In	122,469	100,790	105,082	100,000
TOTAL SOURCES	\$ 206,163	\$ 114,136	\$ 162,348	\$ 111,600
FUNDING USES -				

Personnel Services -				
* Salaries & Wages - Working	\$ 1,446,000	\$ 1,403,394	\$ 1,473,080	\$ 1,479,200
* Benefits - Includes NonWorking Wages	689,516	739,096	714,670	735,200
* Mandatory Employer Costs	46,813	52,517	49,910	53,300
Other Current Expenditures -				
* Supplies / Maintenance	134,489	148,247	141,100	137,900
* Contractual	23,933	11,882	57,748	8,100
* Other	90,512	207,054	207,758	214,456
Capital Outlay	1,002,342	17,095	22,182	448,300
Transfers Out	120,000	100,000	100,000	100,000
TOTAL USES	\$ 3,553,605	\$ 2,679,285	\$ 2,766,448	\$ 3,176,456

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 63,241	\$ 87,886	\$ 88,000	\$ 95,000
----------------------	-----------	-----------	-----------	-----------

- - DIVISION STAFFING TOTALS - -

Personnel Services Total Amount	\$ 2,182,329	\$ 2,195,007	\$ 2,237,660	\$ 2,267,700
* Full-Time Positions	29.00	28.00	28.00	28.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

DEPARTMENT MISSION STATEMENT

The Mission of the Holland Fire Department is to provide excellent life and property safety to the community by aggressively enforcing modern fire prevention codes and laws; effectively educating the public of its role in fire safety; safely and efficiently extinguishing fires; and providing emergency medical, hazardous materials and other services consistent with the role of a modern fire department.

ACTION PLAN FOR FISCAL YEAR 2006

Fire Department

- * To complete a study and begin implementing renovations to Kollen Park and Waverly fire stations to address need for improved wellness facilities, building and grounds maintenance projects, and office/filing area utilization issues proposed for inclusion in Capital Improvement Program by June 2006.
- * To develop and present to Council a long-range community fire protection plan with intermediate and short term benchmarks by June 2006.
- * To continue working to overcome divisions between shifts, stations, and full- and part-paid groups to unify department by June 2006.
- * To implement Fire Equipment Replacement Fund proposed with FY06 budget to provide for replacement of thermal imagers, power tools, and other equipment in a timely and uniform manner by July 2005.
- * To evaluate training program to assure that all members are receiving training that corresponds with the duties that they are expected to perform by December 2005.
- * To complete and implement a plan in partnership with Holland and Park Townships for safe and effective response to incidents on Lake Macatawa and the near-shore of Lake Michigan by June 2006.
- * To refocus leadership, operational, training, and other elements to maximize firefighter safety and prevent deaths and serious injuries by June 2006.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

Emergency Management

- * To coordinate with Ottawa County Emergency Services to continue warning siren tests on the first Saturday of every month from March through September, monitoring tests at warning siren locations not equipped with 2-way controllers, and to report problems to service company for repairs by September 2005.
- * To furnish Emergency Operations Center at the Holland Police Department with all materials necessary to manage a large scale emergency from that location, including marker boards, magnetically attached incident management positions, maps, GIS access, and other materials, and coordinate secondary mobile command post location with Ottawa County Emergency Services by July 2005.
- * To work with department directors to update the City Emergency Plan by September 2005.
- * To work with the Ottawa County Department of Emergency Management to plan and conduct one table-top and one full-scale, field emergency exercise to test the City Emergency Plan by December 2005.
- * To update the Outdoor Warning Siren plan and oversee installation of sirens funded by budget or grants by April 2006.

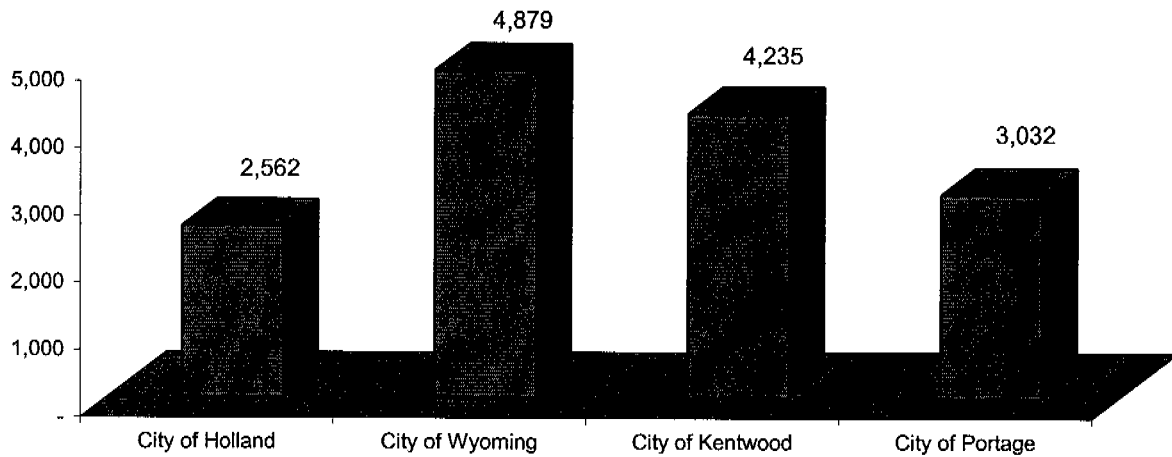
PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - FIRE - -

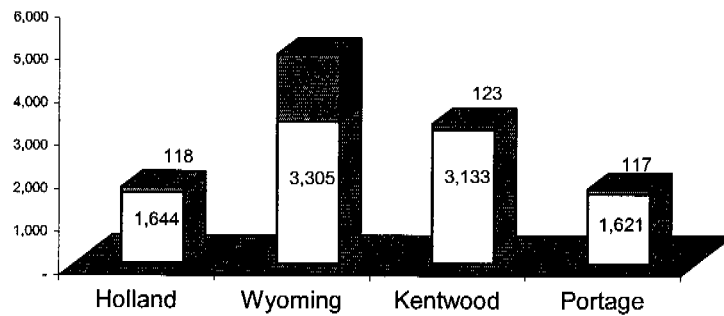
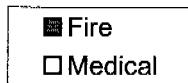
Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Fire Incidents	94	106	120	105
Structure Fires	47	48	58	50
Outside of Structure Fires	2	4	4	3
Vehicle Fires	23	22	12	15
Vegetation Fires	10	6	6	7
Refuse Fires	8	8	18	13
Explosion with no After-fire	0	10	2	2
Outside Spill or Leak with Ensuing Fire	0	0	0	0
Fire or Explosion not Otherwise Classified	4	8	20	15
Overpressure Ruptures	0	0	0	0
Medical Emergencies	1,661	1,742	1,676	1,700
Flammable Liquid/Gas Emergencies	214	221	198	200
Service Calls	82	83	108	120
Good Intent Calls	205	122	168	160
False Alarms/Alarm Malfunctions	250	317	384	350
Other/Miscellaneous Calls	5	3	2	3
TOTAL INCIDENTS	2,511	2,594	2,656	2,533
Change	-1.10%	3.30%	2.40%	-5.00%
Value of Property Exposed to Fire	\$67,423,901	\$346,716,711	\$1,246,021,510	\$500,000,000
Combined Real and Personal Property Lost	\$1,336,382	\$423,956	\$371,000	\$375,000
Percent of Exposed Property Saved	98.02%	99.87%	99.99%	99.25%
<u>TRAINING AND SAFETY ACTIVITIES</u>				
Total Personnel-Hours Spent in Training	4,562	3,781	4,752	4,750
Civilian Fire-Related Injuries	2	4	8	5
Firefighter Duty-Related Injuries	0	1	0	0
<u>FIRE PREVENTION ACTIVITIES</u>				
Fire Code Inspections Performed	49	94	120	250
Fire Investigations Conducted	10	25	29	35
Outside Fire Prevention Programs Presented	20	25	15	30
<u>COMMUNITY INVOLVEMENT ACTIVITIES</u>				
Fire Station Tours Conducted	44	0	0	0
Firesafety Education Programs Presented	125	0	0	0
First Aid/CPR Programs Presented	11	0	0	0
Other Programs	95	0	0	0
Insurance Service Office Rating	4	4	4	4
Number of fire stations	3	3	3	3
<u>EMERGENCY MANAGEMENT</u>				
Conduct Emergency Warning Systems Tests	6	6	6	6
Maintain and Update City Emergency Plan	1	1	0	1
Plan and Implement City Emergency Plan Test Exercise	1	0	0	1

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES

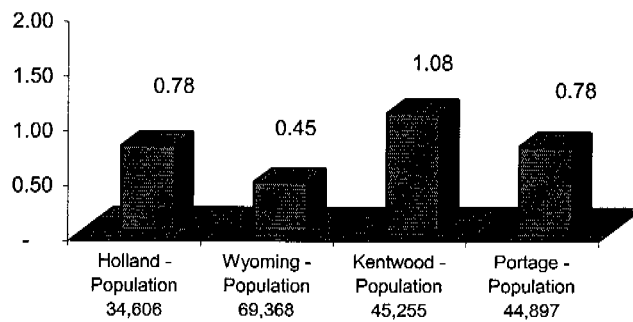
Total Incidents



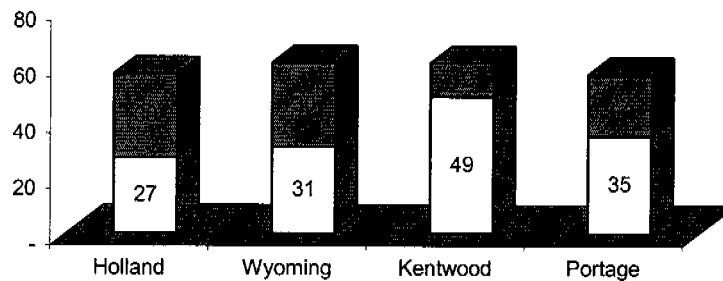
Fire and Medical Incidents



Full Time Firefighters Per 1,000 Population



Full Time Part Paid Firefighters



Note: Comparable Michigan Cities, Based on Calendar Year 2004 Data.

**PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION**

**FIRE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,117	\$ 6,206	\$ 4,800	\$ 4,000
Funding Requirement - General Operating Revenues	2,567,605	2,665,184	2,710,400	2,739,456
TOTAL SOURCES	\$ 2,569,722	\$ 2,671,390	\$ 2,715,200	\$ 2,743,456

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,446,000	\$ 1,403,076	\$ 1,473,080	\$ 1,479,200
* Benefits - To Include NonWorking Wages	689,516	739,096	714,670	735,200
* Mandatory Employer Costs	46,813	52,517	49,910	53,300
Other Current Expenditures -				
* Supplies / Maintenance	132,089	148,247	141,100	137,900
* Contractual	3,833	4,305	6,500	8,100
* Other	87,372	207,054	207,758	214,456
Capital Outlay	44,099	17,095	22,182	15,300
Transfers Out	120,000	100,000	100,000	100,000
TOTAL USES	\$ 2,569,722	\$ 2,671,390	\$ 2,715,200	\$ 2,743,456

- - STAFFING - -

Personnel Services Total Amount	\$ 2,182,329	\$ 2,194,689	\$ 2,237,660	\$ 2,267,700
* Full-Time Positions	29.00	28.00	28.00	28.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION**

FEDERAL EMERGENCY MGMT AGENCY (FEMA) GRANT FUND
- REFERENCE: ASSISTANCE TO FIREFIGHTERS GRANT PROGRAM -
(A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 22,221	\$ 7,105	\$ 45,741	\$ -0-
Other	-0-	-0-	425	-0-
Transfers In	2,469	790	5,082	-0-
TOTAL SOURCES	\$ 24,690	\$ 7,895	\$ 51,248	\$ -0-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ 318	\$ -0-	\$ -0-
* Benefits - To Include NonWorking Wages	-0-	-0-	-0-	-0-
* Mandatory Employer Costs	-0-	-0-	-0-	-0-

Other Current Expenditures -

* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	20,100	7,577	51,248	-0-
Capital Outlay	4,590	-0-	-0-	-0-

TOTAL USES	\$ 24,690	\$ 7,895	\$ 51,248	\$ -0-
-------------------	------------------	-----------------	------------------	---------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -0-	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
TOTAL FUND EQUITY	\$ -0-	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes activities such as wellness assessments and fitness equipment for the Fire Division and residential smoke detector installations in the community.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division: Fire Vehicle and Equipment Pool Fund

FUND MISSION STATEMENT

To ensure that adequate funds are available to refurbish and replace major fire fighting and rescue vehicles as they complete their expected life cycles to provide quality equipment for the protection of life and property.

ACTION PLAN FOR FISCAL YEAR 2006

- * To update the replacement schedule of all fire vehicles so that adequate fund transfers from the General Fund can be requested to replace equipment as scheduled by January 2006.
- * To review status of current apparatus and future apparatus needs, revising Fire Apparatus Replacement Schedule as needed by January 2006.
- * To complete specification preparation, solicitation and award of bids, oversee manufacture, and take delivery of new engine/rescue vehicle by December 2005.

**PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION**

**FIRE VEHICLE AND EQUIPMENT POOL FUND
(AN INTERNAL SERVICES FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 20,682	\$ 35	\$ 6,300	\$ 7,600
Other	38,674	- 0 -	- 0 -	- 0 -
Transfers In	120,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 179,356	\$ 100,035	\$ 106,300	\$ 107,600

FUNDING USES -

Capital Outlay	\$ 953,653	\$ - 0 -	\$ - 0 -	\$ 433,000
TOTAL USES	\$ 953,653	\$ - 0 -	\$ - 0 -	\$ 433,000

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 63,241	\$ 87,886	\$ 88,000	\$ 95,000
----------------------	-----------	-----------	-----------	-----------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 116,115	\$ 12,149	\$ 18,300	\$ 12,600
ENDING BALANCE -				
Designated / Reserved	\$ 119,431	\$ 219,467	\$ 325,767	\$ 367
Undesignated / Unreserved	1,421,824	1,333,937	1,245,937	1,583,937
TOTAL FUND EQUITY	\$ 1,541,255	\$ 1,553,404	\$ 1,571,704	\$ 1,584,304

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES

General Fund:

- Streets - Operations & Maintenance
- Streets - Management & Engineering
- Utility Expenses - City-At-Large (History Only)

Other Funds:

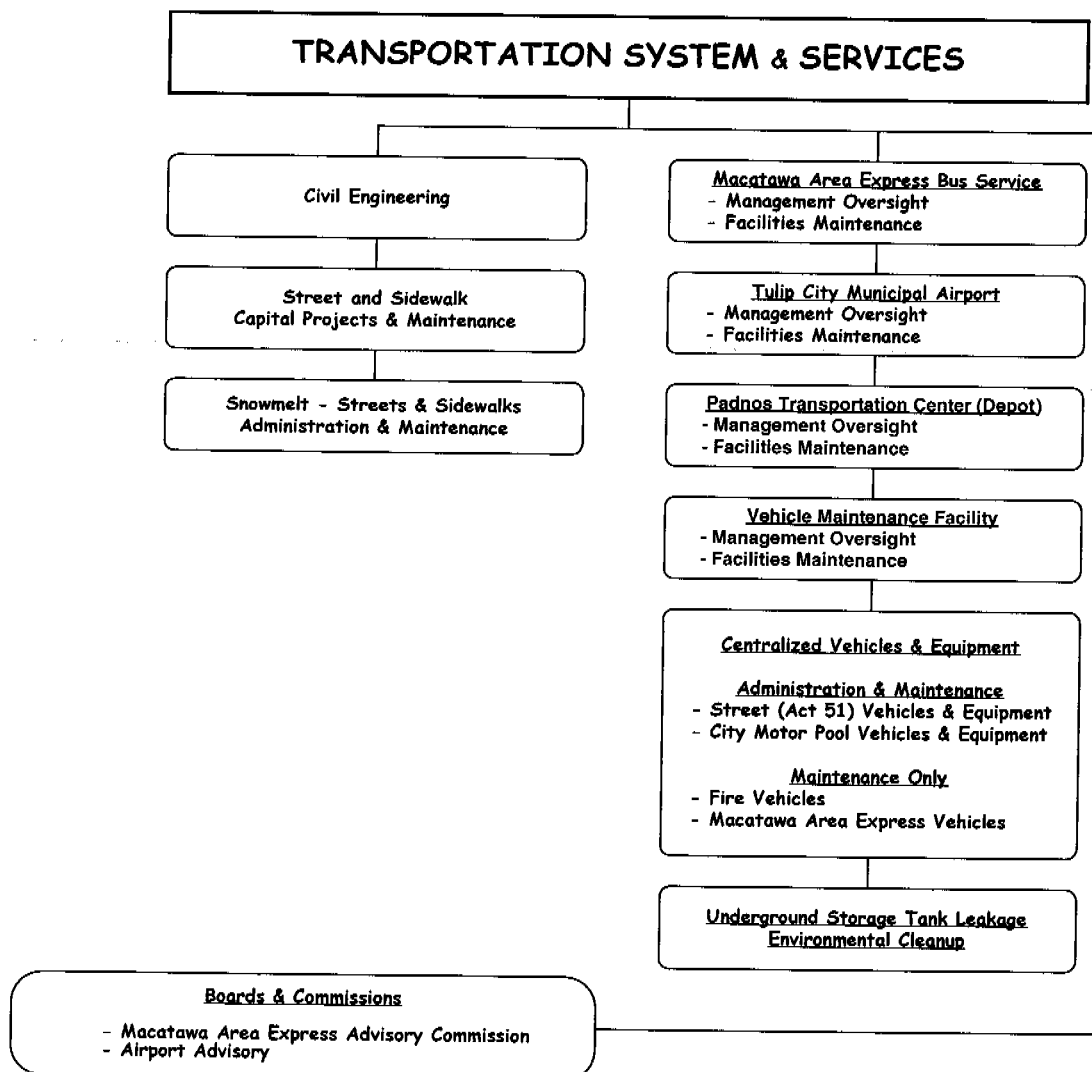
- Motor Vehicle Highway Major Street Funds
- Motor Vehicle Highway Local Street Fund
- Allegan County Road Tax Fund
- Street Improvements Reserve Fund
- Downtown Snowmelt Fund
- Underground Storage Tank Environmental Cleanup Fund
- Municipal Airport Operating Fund
- Municipal Airport Donations Fund
- Depot Operations Fund
- Public Bus Transportation (Macatawa Area Express) Fund
- Public Bus Transportation Tax Reserve Fund
- Street Equipment Operating & Reserve Fund

TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

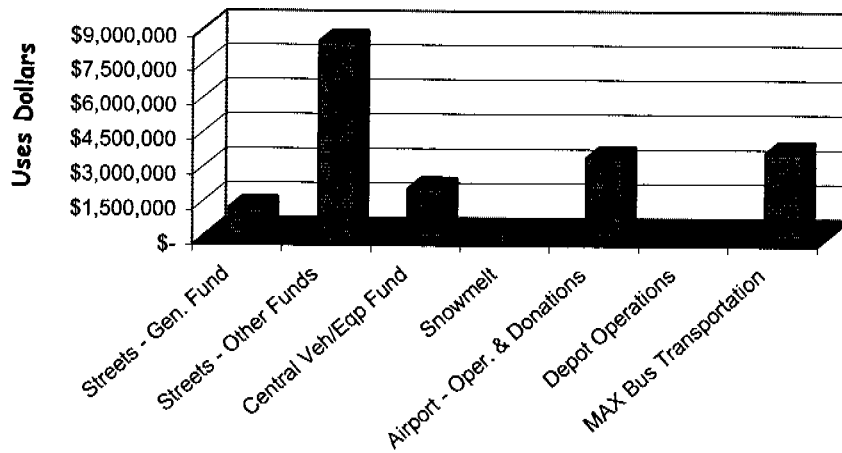
The Transportation Systems and Services Group have responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation network that includes the maintenance and enhancement of the City's streets, alleys, sidewalks and storm drain systems, and air, rail, and bus services.

GROUP ORGANIZATIONAL STRUCTURE

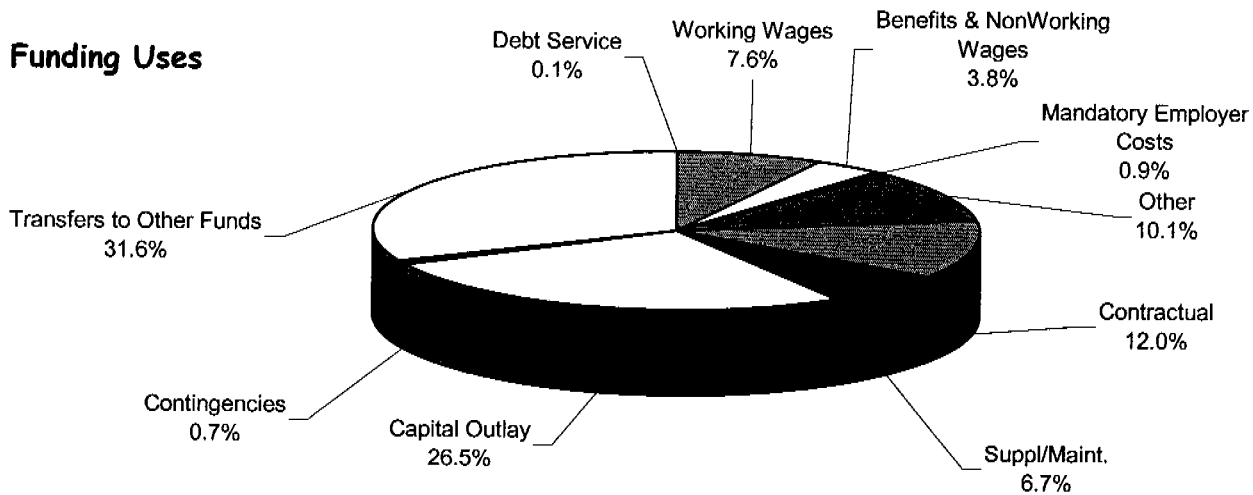


TRANSPORTATION SYSTEM & SERVICES GROUP

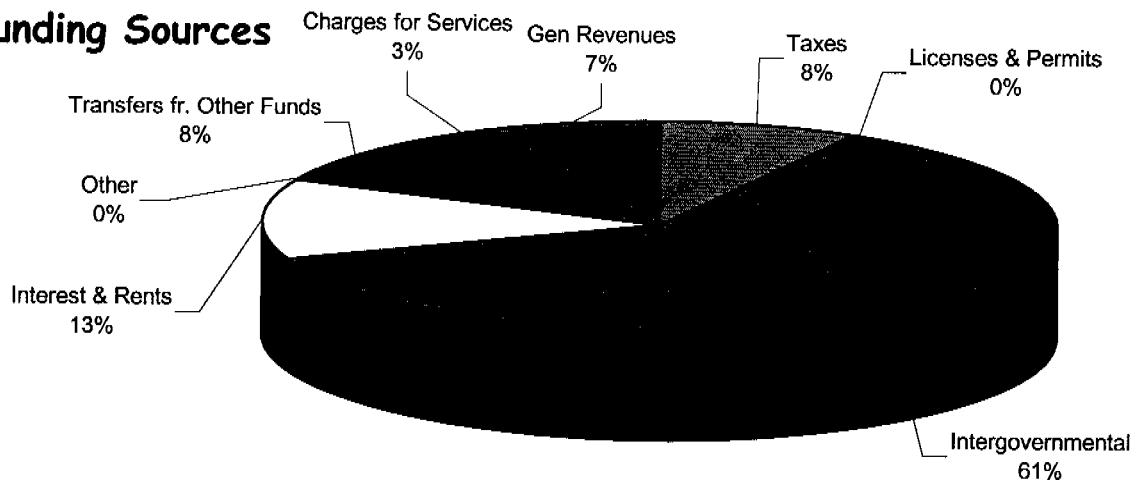
Total Uses By Department \$19,242,434



Funding Uses



Funding Sources



TRANSPORTATION SYSTEM & SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 1,269,951	\$ 1,173,174	\$ 1,172,682	\$ 1,264,150
Special Revenue	5,022,098	5,148,215	7,187,639	8,701,224
Enterprise	3,921,369	3,857,318	5,881,163	7,178,355
Internal Service	1,611,019	824,115	1,781,703	2,098,705
TOTAL - ALL FUND TYPES	\$ 11,824,437	\$ 11,002,822	\$ 16,023,187	\$ 19,242,434
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,270,278	\$ 1,342,250	\$ 1,287,745	\$ 1,307,050
Licenses & Permits	83,396	61,939	70,000	70,000
Intergovernmental	6,455,038	6,469,591	8,238,461	9,840,580
Charges for Services	182,555	181,684	386,103	430,500
Interest & Rents	1,059,798	1,062,652	2,032,924	2,054,938
Other	365,451	457,007	86,553	75,000
Transfers In	1,103,542	990,952	1,106,130	1,335,375
TOTAL SOURCES	\$ 10,520,058	\$ 10,566,075	\$ 13,207,916	\$ 15,113,443
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,114,655	\$ 1,181,254	\$ 1,353,218	\$ 1,471,200
* Benefits - Includes NonWorking Wages	508,792	521,908	624,813	727,917
* Mandatory Employer Costs	126,545	134,519	157,479	173,956
Other Current Expenditures -				
* Supplies / Maintenance	644,960	667,548	1,185,792	1,285,300
* Contractual	1,892,943	2,044,196	2,203,077	2,303,930
* Other	1,587,866	1,579,499	1,802,090	1,939,231
Capital Outlay	1,667,166	1,541,873	3,677,852	5,105,300
Debt Service Payments -				
* Principal Maturities	36,000	38,277	38,277	12,000
* Interest & Fee Payments	14,120	10,668	8,245	4,625
Transfers Out	4,231,390	3,283,080	4,972,344	6,082,975
Contingencies	- 0 -	- 0 -	- 0 -	136,000
TOTAL USES	\$ 11,824,437	\$ 11,002,822	\$ 16,023,187	\$ 19,242,434
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 949,665	\$ 981,955	\$ 1,351,300	\$ 1,351,300
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 1,749,992	\$ 1,837,681	\$ 2,135,510	\$ 2,373,073
* Full-Time Positions	29.75	29.07	32.40	32.40
* Part-Time Positons @ F.T.E.	1.65	2.55	2.90	3.65

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

DEPARTMENT MISSION STATEMENT

To provide engineering design and construction administration services for City capital projects that help preserve or enhance the City's street system, alleys, sidewalk network, and storm drain system; to provide engineering advice to the planning office in matters of new community developments or substantial redevelopment projects; to serve as a resource to other City departments with respect to general engineering issues; to represent the City's interest in road, sidewalk, drainage, and transportation matters as may be directed in metropolitan and regional planning forums, and in the negotiation and administration of transportation contracts between the City and the Michigan Department of Transportation (MDOT).

ACTION PLAN FOR FISCAL YEAR 2006

- * To plan, design and construct the following street, sidewalk, and storm drainage improvement projects:
 - Michigan/River Avenues from 28th Street north to 15th Street in 2005 construction season.
 - Pine Avenue from 7th Street north to the bridge in 2004 construction season.
 - 40th Street from just west of Washington Avenue to Graafschap Road (partially 3-lane, partially 2-lane) in 2005 construction season.
 - 23rd/24th between Diekema/Homestead street improvements in cooperation with BILDA Development and the Board of Public Works, as well as the extension of 24th Street east to Ottawa Avenue.
 - Storm drainage improvements on 24th Street between Michigan and Maple, in conjunction with the Michigan/River improvements and the Holland Hospital expansion.
- * In coordination with the Ottawa Road Commission and Holland Township, develop construction of the temporary River Avenue bridge in the 2005 construction season, and finalize plans for the permanent River Avenue Bridge reconstruction in 2006, (along with the associated roadway and utility projects on approach roads to be coordinated with the bridge project).
- * Work with MDOT for portions of Highway M-40 in southeast portion of the City which will be improved in the 2005 construction season

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

- * To develop a resurfacing program for the summer of 2005, based on a goal of addressing 5% of the City's streets each year.
- * Begin design and engineering work for Matt Urban Drive (Washington Avenue west to City limits) and 8th Street, from Ferris to Country Club Road.
- * Continue working through MACC to implement the Areawide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed, to aid in the improvement of surface water quality; to assist in the preparation and submittal of the Watershed Management Plan by November 2005 and the Storm Water Pollution Prevention Initiative and Implementation Schedule by May 2006.
- * Complete and finalize closure and redevelopment of up to three (3) rail crossings in central City areas, and identify any possibilities for land transfer issues with CSX that might be incorporated into closure agreements by June 2005.
- * Work with the Holland Public Schools to evaluate vehicle and pedestrian traffic flow around the Holland High School campus area, with a goal of assisting the school in developing solutions to current issues.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SVS GROUP - MANAGEMENT & ENGINEERING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Construction Projects in Process	20	22	15	12

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION MANAGEMENT & ENGINEERING (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Funding Requirement - General Operating Revenues	\$ 268,452	\$ 272,237	\$ 152,690	\$ 167,609
TOTAL SOURCES	\$ 268,452	\$ 272,237	\$ 152,690	\$ 167,609

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 151,319	\$ 165,240	\$ 79,950	\$ 83,800
* Benefits - To Include NonWorking Wages	78,322	70,714	34,550	42,300
* Mandatory Employer Costs	14,715	15,870	8,550	8,800

Other Current Expenditures -

* Supplies / Maintenance	1,505	1,986	3,100	2,600
* Contractual	2,632	98	3,400	1,900
* Other	19,959	18,329	23,140	21,209

Capital Outlay	- 0 -	- 0 -	- 0 -	7,000
TOTAL USES	\$ 268,452	\$ 272,237	\$ 152,690	\$ 167,609

- - STAFFING - -

Personnel Services Total Amount	\$ 244,356	\$ 251,824	\$ 123,050	\$ 134,900
Full-Time Positions	2.90	2.90	2.90	2.90
Part-Time Positions @ F.T.E.	0.25	0.60	0.55	0.55

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Streets Division

DEPARTMENT MISSION STATEMENT

To maintain and enhance the City's street system, alleys, sidewalks, and storm drain systems; to provide street maintenance equipment and human resources for environmentally enriching programs such as spring cleanup and the fall leaf pickup; provide support for community festivals and events which enhance the quality of life; and provide a transportation network essential to maintain the commercial, industrial and residential base of the City.

ACTION PLAN FOR FISCAL YEAR 2006

- * Safely and expeditiously complete annual cycles of spring and fall cleanup, and support for community festivals and special events, on an on-going basis.
- * In coordination with the engineering office, develop and implement improved record keeping with respect to storm water management system maintenance by August 2005.
- * Expand use of computers by all supervisors and program coordinators, both for accessing records maintained on the system, and for inputting data now transmitted by paper trails by June 2006.
- * To more fully utilize the new Transportation Services facility, through the development of a training calendar and schedule for employees by February 2006
- * To improve the exterior storage areas and wash-out pits on the west side of the Transportation Services facility site by November 2005.
- * To investigate the acquisition and use of an automated de-icing system for winter street maintenance by March 2006.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICES GROUP - STREETS DIVISION - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles)	140.88	141.06	147.80	149.00
Trunkline Mileage	9.92	10.36	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Connections	285	282	280	280
Community Sidewalk Network in Miles of Walk	141.12	148.00	149.25	150.00
Sidewalk Repair Activities (in square feet) *	34,700+	19,251	20,000	20,000
* Figures incorporate sidewalks rebuilt in conjunction with street reconstruction projects.				
+ 19,900 By \$50,000 Sidewalk Repair. 14,800 S.F. by E 14th Street Project.				

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS DIVISION (A GENERAL FUND DEPARTMENT ACTIVITY)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 6,197	\$ 7,344	\$ 6,000	\$ 6,000
Interest & Rents	71,004	100,000	120,000	126,000
Funding Requirement - General Operating Revenues	522,874	793,593	893,992	964,541
TOTAL SOURCES	\$ 600,075	\$ 900,937	\$ 1,019,992	\$ 1,096,541

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 205,399	\$ 191,765	\$ 224,619	\$ 220,900
* Benefits - To Include NonWorking Wages	93,946	75,450	62,440	91,000
* Mandatory Employer Costs	39,280	40,579	38,093	36,075

Other Current Expenditures -

* Supplies / Maintenance	16,607	22,004	41,535	44,700
* Contractual Expenditures	59,922	67,819	89,400	91,500
* Other	184,921	503,320	563,905	609,966

Capital Outlay	- 0 -	- 0 -	- 0 -	2,400
TOTAL USES	\$ 600,075	\$ 900,937	\$ 1,019,992	\$ 1,096,541

- - STAFFING - -

Personnel Services Total Amount	\$ 338,625	\$ 307,794	\$ 325,152	\$ 347,975
Full-Time Positions	19.40	20.04	19.74	19.74
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.60	0.90

NOTE: The largest time allocation of these positions are direct charges to the two Motor Vehicle Highway Funds.

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Motor Vehicle Highway Major Streets & Trunkline Maintenance Fund

FUND MISSION STATEMENT

This fund is established in accordance with Michigan Law - Act 51 to maintain and improve the local street system of the City, including associated storm drainage and non-motorized transportation facilities supported principally by the allocation of motor vehicle highway funds (gas and use tax) by the Michigan Department of Transportation, but may be augmented by grants, contractual services or local contributions.

ACTION PLAN FOR FISCAL YEAR 2006

* Objectives for this fund are listed under the Engineering/Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

MOTOR VEHICLE HIGHWAY MAJOR STREETS & TRUNKLINE MAINTENANCE FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 2,019,431	\$ 2,270,655	\$ 2,302,000	\$ 2,379,000
Licenses & Permits	44,672	27,982	28,000	28,000
Interest & Rents	42,983	8,600	67,500	67,000
Transfers In	632,524	647,394	659,868	674,741
TOTAL SOURCES	\$ 2,739,610	\$ 2,954,631	\$ 3,057,368	\$ 3,148,741

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 228,014	\$ 224,055	\$ 268,170	\$ 306,600
* Benefits - To Include NonWorking Wages	102,941	127,306	156,053	179,221
* Mandatory Employer Costs	21,012	20,805	32,503	40,050
Other Current Expenditures -				
* Supplies / Maintenance	170,500	109,975	185,641	214,900
* Contractual	58,597	40,600	68,862	66,800
* Other	414,564	423,473	362,265	397,100
Transfers Out	1,578,115	1,295,881	2,776,490	3,656,368
Contingencies	- 0 -	- 0 -	- 0 -	108,000
TOTAL USES	\$ 2,573,743	\$ 2,242,095	\$ 3,849,984	\$ 4,969,039

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 165,867	\$ 712,536	\$ (792,616)	\$ (1,820,298)
ENDING BALANCE -				
Designated / Reserved	\$ 718,809	\$ 998,450	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,880,514	2,313,409	2,519,243	698,945
TOTAL FUND EQUITY	\$ 2,599,323	\$ 3,311,859	\$ 2,519,243	\$ 698,945

- - STAFFING - -

Personnel Services Total Amount	\$ 351,967	\$ 372,166	\$ 456,726	\$ 525,871
---------------------------------	------------	------------	------------	------------

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

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Motor Vehicle Highway Local Streets Fund

FUND MISSION STATEMENT

This fund is established in accordance with Michigan Law - Act 51 to maintain and improve the local street system of the City, including associated storm drainage and non-motorized transportation facilities supported principally by the allocation of motor vehicle highway funds (gas and use tax) by the Michigan Department of Transportation, but may be augmented by grants, contractual services or local contributions.

ACTION PLAN FOR FISCAL YEAR 2006

- * Objectives for this fund are listed under the Engineering/Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

MOTOR VEHICLE HIGHWAY LOCAL STREETS FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 549,103	\$ 595,357	\$ 593,900	\$ 604,700
Licenses & Permits	38,724	33,957	42,000	42,000
Interest & Rents	(870)	- 0 -	1,600	1,600
Transfers In	244,654	287,577	313,979	544,434
TOTAL SOURCES	\$ 831,611	\$ 916,891	\$ 951,479	\$ 1,192,734

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 239,417	\$ 274,171	\$ 300,719	\$ 350,300
* Benefits - To Include NonWorking Wages	108,729	150,493	181,360	210,496
* Mandatory Employer Costs	22,195	25,402	29,263	36,331
Other Current Expenditures -				
* Supplies / Maintenance	108,477	106,895	155,470	179,900
* Contractual	5,263	12,909	20,500	26,500
* Other	314,742	335,438	309,466	355,900
Transfers Out	23,331	24,083	24,742	25,307
Contingencies	- 0 -	- 0 -	- 0 -	8,000
FUNDING USES - TOTALS	\$ 822,154	\$ 929,391	\$ 1,021,520	\$ 1,192,734

- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 9,457	\$ (12,500)	\$ (70,041)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	84,541	72,041	2,000	2,000
TOTAL FUND EQUITY	\$ 84,541	\$ 72,041	\$ 2,000	\$ 2,000

- - STAFFING - -				
Personnel Services Total Amount	\$ 370,341	\$ 450,066	\$ 511,342	\$ 597,127

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

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Allegan County Road Tax Fund

FUND MISSION STATEMENT

This fund is established as a management tool for receiving and dispersing those funds collected by Allegan County through a county voted millage for street improvements, with the portion of this millage derived from the portion of the City of Holland in Allegan County and returned to the City for administration by the local road agency; the funds are restricted to Allegan portions of the City, and are generally allocated to major street, drain, or bridge improvements.

ACTION PLAN FOR FISCAL YEAR 2006

* Objectives for this fund are listed under the Engineering/Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

ALLEGAN COUNTY ROAD TAX FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 406,308	\$ 392,145	\$ 415,000	\$ 415,000
Interest & Rents	3,991	3,577	14,000	6,000
TOTAL SOURCES	\$ 410,299	\$ 395,722	\$ 429,000	\$ 421,000

FUNDING USES -

Transfers Out	\$ 144,069	\$ 348,905	\$ 460,819	\$ 1,245,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 144,069	\$ 348,905	\$ 460,819	\$ 1,245,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 266,230	\$ 46,817	\$ (31,819)	\$ (824,000)
ENDING BALANCE -				
Designated / Reserved	\$ 482,324	\$ 291,764	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	350,990	588,367	848,312	24,312
TOTAL FUND EQUITY	\$ 833,314	\$ 880,131	\$ 848,312	\$ 24,312

- - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Positions: Not Applicable				

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Street Improvements Reserve Fund

FUND MISSION STATEMENT

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

ACTION PLAN FISCAL YEAR 2006

- * To provide funding to assist with the implementation of the five-year street improvement plan outlined in the Capital Improvements section of the budget.
- * To direct revenues from this fund toward capital improvements outlined in the Engineering and Street sections of the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

STREET IMPROVEMENTS RESERVE FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 999,323	\$ 1,084,945	\$ 1,113,546	\$ 1,127,045
Interest & Rents	13,580	3,553	22,000	19,000
TOTAL SOURCES	\$ 1,012,903	\$ 1,088,498	\$ 1,135,546	\$ 1,146,045

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 3,461	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	1,148,683	710,201	1,621,760	1,082,400
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,152,144	\$ 710,201	\$ 1,621,760	\$ 1,082,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (139,241)	\$ 378,297	\$ (486,214)	\$ 63,645
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ 613,198	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	431,899	196,998	323,982	387,627
TOTAL FUND EQUITY	\$ 431,899	\$ 810,196	\$ 323,982	\$ 387,627

- - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Positions: Not Applicable				

**TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS**

FUND SUMMARY - FY 2006 through FY 2011

<u>At End of Fiscal Year</u>	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>All Street Funds</u>
- - - - ENDING FUND EQUITY - - - -					
FY2006	698,945	2,000	24,312	387,627	1,112,884
FY2007	938,398	2,000	51,762	212,827	1,204,987
FY2008	574,068	2,000	(447,239)	(1,963,093)	(1,834,264)
FY2009	500,403	2,000	(52,520)	(2,043,411)	(1,593,528)
FY2010	883,743	2,000	351,093	(959,387)	277,449
FY2011	1,251,852	2,000	763,778	155,738	2,173,368

(1) The City has the ability to transfer up to 25% of the Gas & Weight Tax Revenues from the MVH Major Street Fund to the MVH Local Street Fund without special resolution. Transfers over 25% can occur by special resolution of City Council, in conformance with MDOT guidelines.

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM & SERVICES

Downtown Snowmelt System Operating Fund

FUND MISSION STATEMENT

To provide the downtown with a cost and operational efficient Snowmelt system along 8th Street and parking lots 1 and 8 and to provide users of the downtown with a snow-free environment during the winter months to promote all uses of the downtown, both public and private.

ACTION PLAN FOR FISCAL YEAR 2006

- * To review the need to increase the rate per front foot for the FY 2006 Special Assessment Roll. It is anticipated an increase may be required due to increased energy and the new capital cost for funding the expansion of the system in fiscal year 2005.
- * To update the inventory of all private snowmelt systems in the downtown public right-of-way and determine the potential of connecting the systems to the new expanded system by August 2005.
- * To develop a plan for expanding snowmelt in the sidewalks on River Avenue to Centennial Park, Herrick District Library and City Hall as part of the River Avenue reconstruction project in 2006 by November 2006.

TRANSPORTATION SYSTEM & SERVICES GROUP

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND (A SPECIAL REVENUE FUND)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 36,000	\$ 40,000	\$ 62,884	\$ 67,300
Interest & Rents	5,521	2,095	6,800	7,400
Other	- 0 -	- 0 -	6,400	15,000
Transfers In	15,000	16,300	21,800	22,500
TOTAL SOURCES	\$ 56,521	\$ 58,395	\$ 97,884	\$ 112,200

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ 6,441	\$ 1,000	\$ - 0 -
* Other	58,956	39,859	138,851	140,351
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 58,956	\$ 46,300	\$ 139,851	\$ 140,351
-------------------	------------------	------------------	-------------------	-------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,435)	\$ 12,095	\$ (41,967)	\$ (28,151)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	285,325	297,420	255,453	227,302
TOTAL FUND EQUITY	\$ 285,325	\$ 297,420	\$ 255,453	\$ 227,302

- - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
---------------------------------	----------	----------	----------	----------

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Environmental Cleanup Fund

FUND MISSION STATEMENT

To clean all City-owned sites of underground storage tank contamination in accordance with accepted Michigan Department of Environmental Quality (MDEQ) standards.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to monitor the natural attenuation process for reduction of groundwater contamination at the former Street Department site along Fairbanks Avenue.
- * To evaluate alternatives to natural attenuation for elimination of the groundwater contamination at the former Street Department site by December 2005.

TRANSPORTATION SYSTEM & SERVICES GROUP

ENVIRONMENTAL CLEANUP FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,902	\$ - 0 -	\$ 2,372	\$ - 0 -
Transfers In	307	7,711	4,800	10,000
TOTAL SOURCES	\$ 3,209	\$ 7,711	\$ 7,172	\$ 10,000

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 1,453	\$ - 0 -	\$ - 0 -	\$ - 0 -
------------------------------	----------	----------	----------	----------

Other Current Expenditures -

* Supplies / Maintenance	1,449	- 0 -	2,372	- 0 -
* Contractual	307	7,711	9,600	10,000

TOTAL USES	\$ 3,209	\$ 7,711	\$ 11,972	\$ 10,000
-------------------	-----------------	-----------------	------------------	------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ (4,800)	\$ - 0 -
---------------------	----------	----------	------------	----------

ENDING BALANCE -

Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	4,800	4,800	- 0 -	- 0 -

TOTAL FUND EQUITY	\$ 4,800	\$ 4,800	\$ - 0 -	\$ - 0 -
--------------------------	-----------------	-----------------	-----------------	-----------------

- - STAFFING - -

Personnel Services Total Amount	\$ 1,453	\$ - 0 -	\$ - 0 -	\$ - 0 -
---------------------------------	----------	----------	----------	----------

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Operating Fund

FUND MISSION STATEMENT

To provide a municipal airport that enhances the economic growth of the City and Holland/Zeeland community; offers access for emergency air service; provides recreational opportunities; and generates sufficient revenues to provide for necessary management, operations, and maintenance expenses without the use of general local tax funds.

ACTION PLAN FOR FISCAL YEAR 2006

- * To complete the runway extension project by September 2005.
- * To complete the perimeter animal and security fencing by November 2005.
- * To bring an airport authority resolution before potential participating area governments by September 2005.
- * To use the preliminary design study for a new terminal, anticipated to be completed by the end of FY05, to pursue the financing for this facility by September 2005 and complete this fund raising by June 2006.
- * To prepare the final design for a new terminal and begin possible property acquisition by June 2006.
- * To develop community awareness of the airport and its benefits to the area by:
 - Preparing regular informational pieces for the media and direct mailings on activities at the airport.
 - By co-sponsoring an event with the Wings of Mercy.
 - By sponsoring a ribbon-cutting ceremony for the runway extension project.
- * To pursue the provision of customs service at the airport by December 2005.
- * To pursue the replacement of the current Instrument Landing System (ILS) for runway 26 with a federally funded ILS by June 2006.
- * To begin the review of a new Fixed Base Operator agreement as the current agreement expires in October 2006.

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT OPERATING FUND

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Aircraft Operations	45,000	43,500	43,000	44,000
Non-Scheduled Commercial Passenger Flights	19,950	18,750	18,500	19,500
Non-Scheduled Commercial Freight Flights	2,500	2,200	2,000	2,100
Based Aircraft	60	57	57	56
Note: These figures are estimates (except for "based aircraft") provided by the Fixed Base Operator (FBO). The Airport Advisory Board is considering acquiring traffic counting equipment to provide actual counts.				

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT OPERATING FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

	\$ 758,695	\$ 1,009,093	\$ 2,654,550	\$ 3,219,450
Intergovernmental	20,000	22,532	22,800	22,800
Charges for Services	111,893	117,229	122,435	123,300
Interest & Rents	(317)	180	- 0 -	- 0 -
Other	172,173	4,936	80,033	60,000
Transfers In				
TOTAL SOURCES	\$ 1,062,444	\$ 1,153,970	\$ 2,879,818	\$ 3,425,550

FUNDING USES -

Personnel Services -

* None

\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
----------	----------	----------	----------

Other Current Expenditures -

* Supplies / Maintenance

17,242	13,310	17,800	23,300
--------	--------	--------	--------

* Contractual

26,634	13,549	25,200	26,200
--------	--------	--------	--------

* Other

35,174	37,080	37,836	40,300
--------	--------	--------	--------

Capital Outlay

806,387	1,126,501	2,780,646	3,302,000
---------	-----------	-----------	-----------

Debt Service Payments -

* Principal

36,000	38,277	38,277	12,000
--------	--------	--------	--------

* Interest

14,120	10,668	8,245	4,625
--------	--------	-------	-------

Transfers Out

6,667	29,158	- 0 -	- 0 -
-------	--------	-------	-------

Contingencies

- 0 -	- 0 -	- 0 -	10,000
-------	-------	-------	--------

TOTAL USES	\$ 942,224	\$ 1,268,543	\$ 2,908,004	\$ 3,418,425
-------------------	-------------------	---------------------	---------------------	---------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense

\$ 407,523	\$ 407,527	\$ 470,000	\$ 470,000
------------	------------	------------	------------

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT OPERATING FUND (AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 555,084	\$ 642,678	\$ 2,320,737	\$ 2,851,125
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	9,690,439	10,333,117	12,653,854	15,504,979
TOTAL FUND EQUITY	\$ 9,690,439	\$ 10,333,117	\$ 12,653,854	\$ 15,504,979

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ (114,573)	\$ (28,186)	\$ 7,125
ENDING BALANCE	\$ 281,245	\$ 166,672	\$ 138,486	\$ 145,611

- - STAFFING - -				
Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

MUNICIPAL AIRPORT CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	Original Adopted Budget	Five-Year Development Plan Update Subsequent to Budget Adoption				
	FY2006	FY2006	FY2007	FY2008	FY2009	FY2010
<u>FINANCING SOURCES</u>						
Federal and State Grants:						
* Federal (F.A.A.)	3,136,900	2,726,500	4,816,500	1,525,000	3,990,000	3,800,000
* State of Michigan (M.A.C.)	82,550	71,750	201,750	43,500	105,000	100,000
Local Contributions:						
* Private Sector Donations	82,550	71,750	1,751,750	43,500	105,000	100,000
<u>Total Sources</u>	<u>3,302,000</u>	<u>2,870,000</u>	<u>6,770,000</u>	<u>1,612,000</u>	<u>4,200,000</u>	<u>4,000,000</u>
<u>FINANCING APPLICATIONS</u>						
Airport Layout Plan - Update	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
Terminal Facility :						
* Property Acquisition	850,000	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	- 0 -	3,000,000	- 0 -	- 0 -	- 0 -
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -	- 0 -
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8						
- Property Acquisition for I L S	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -	- 0 -
- Installation of I L S	- 0 -	- 0 -	- 0 -	1,500,000	- 0 -	- 0 -
* Runway 26						
- I L S / M A L S R	1,500,000	1,500,000	- 0 -	- 0 -	- 0 -	- 0 -
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	190,000	- 0 -	- 0 -	- 0 -
* Runway - North / South						
- Property Acquisition	- 0 -	- 0 -	- 0 -	- 0 -	4,200,000	- 0 -
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	112,000	- 0 -	- 0 -
- Site Development & Construction	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	4,000,000
Security Fencing	432,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Hanger Area - Site Development	- 0 -	- 0 -	240,000	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>3,302,000</u>	<u>2,870,000</u>	<u>6,770,000</u>	<u>1,612,000</u>	<u>4,200,000</u>	<u>4,000,000</u>

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Donations Fund

FUND MISSION STATEMENT

To allow for the accrual of the monies necessary to provide the local share of capital improvement projects funded by grants from the Michigan Aeronautics Commission and/or the Federal Aviation Administration, through private contributions from local individuals, businesses, industries and other concerned supporters of the airport.

ACTION PLAN FOR FISCAL YEAR 2006

- * To raise the private contributions that may be needed to support the additional airport capital projects that could be part of FY06 grants from the FAA and MDOT by June 2006.
- * To raise funds to support a new terminal as determined by the financing strategy that will be developed for this project by February 2006.

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT DONATIONS FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 587	\$ 124	\$ - 0 -	\$ - 0 -
Interest & Rents	6,473	7,285	100	100
Other	366,166	484,033	80,033	60,000
Transfers In	- 0 -	626	- 0 -	- 0 -
TOTAL SOURCES	\$ 373,226	\$ 492,068	\$ 80,133	\$ 60,100

FUNDING USES -

Other Current Expenditures -

* Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	267,823	863,441	80,033	60,000
TOTAL USES	\$ 267,823	\$ 863,441	\$ 80,033	\$ 60,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 105,403	\$ (371,373)	\$ 100	\$ 100
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	376,723	5,350	5,450	5,550
TOTAL FUND EQUITY	\$ 376,723	\$ 5,350	\$ 5,450	\$ 5,550

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Depot Operations Fund

FUND MISSION STATEMENT

To provide a public transportation facility that can serve railroad, bus and the City's public transportation passengers with accommodating facilities which will promote the use of public transportation; and provide office and meeting facilities to accommodate the Holland Tulip Time, Inc. and Visitors and Convention Bureau to promote the Holland area for tourism, conventions and the annual Tulip Time Festival.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to work with AMTRAK and WESTRAIN to promote the use of the railroad for a 10% increase in ridership by June 2006.
- * To continue to work with WESTRAIN and the West Michigan Chamber Coalition to develop a long-range plan for continuing the AMTRAK service or alternate between Grand Rapids and Chicago in conjunction with the plans to provide a high-speed rail service between Detroit and Chicago. (On-going)
- * To continue to develop a plan for the former Wendy's property to provide additional AMTRAK parking, new offices, a waiting area for Greyhound service, and integrate the MAX Transit transfer point by August 2005.

PROGRAM MEASUREMENTS

- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	2003 Actual	2004 Actual	2005 Projected	2006 Projected
ANNUAL RIDERSHIP Amtrak Train	26,616	29,929	31,425	32,682

TRANSPORTATION SYSTEM & SERVICES GROUP

DEPOT OPERATIONS FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 7,170	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Rents	33,134	34,751	35,700	36,700
Other	(950)	- 0 -	- 0 -	- 0 -
Transfers In	38,884	26,408	25,650	23,700
TOTAL SOURCES	\$ 78,238	\$ 61,159	\$ 61,350	\$ 60,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 8,189	\$ 8,701	\$ 9,200	\$ 9,400
* Mandatory Employer Costs	745	811	750	1,000
Other Current Expenditures -				
* Supplies / Maintenance	21,082	6,898	7,000	7,000
* Contractual	22,690	20,888	21,000	21,400
* Other	21,242	23,861	23,400	21,600
Capital Outlay	8,870	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 82,818	\$ 61,159	\$ 61,350	\$ 60,400
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 80,973	\$ 81,261	\$ 81,300	\$ 81,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (76,683)	\$ (81,261)	\$ (81,300)	\$ (81,300)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,824,498	1,743,237	1,661,937	1,580,637
TOTAL FUND EQUITY	\$ 1,824,498	\$ 1,743,237	\$ 1,661,937	\$ 1,580,637
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	\$ 8,934	\$ 9,512	\$ 9,950	\$ 10,400
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.20	0.20	0.20	0.20

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Macatawa Area Express (MAX) Fund

FUND MISSION STATEMENT

To provide cost-effective, customer responsive public transportation services that will enhance the mobility and community access of the citizens of the Macatawa area.

ACTION PLAN FOR FISCAL YEAR 2006

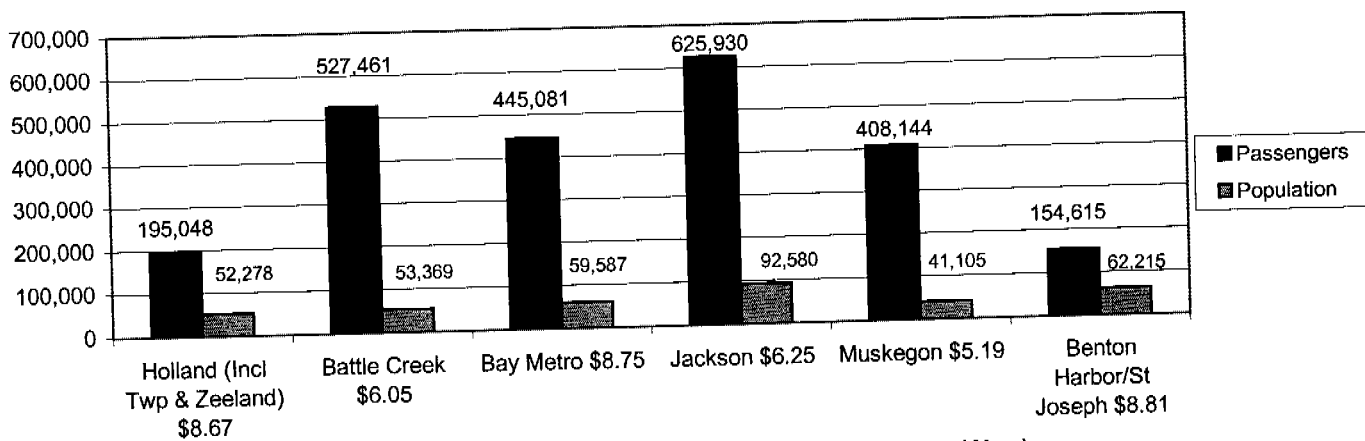
- * To reach a level of 182,000 rides during the fiscal year, 60% on the fixed routes and 40% on the reservation service by June 2006.
- * To implement a new fixed route structure improving the travel options for the residents of the Macatawa area by November 2005.
- * To implement door to door service for Seniors and Individuals with Disabilities to better meet their needs by January 2006.
- * To implement improved scheduling software to improve service delivery by September 2005.
- * To examine future service expansion areas by June 2006.
- * To continue a comprehensive marketing campaign that creates public awareness of MAX services and the benefits of public transportation. (on-going)
- * To identify a site for the new MAX facility and complete architectural, engineering and environmental studies by June, 2006.
- * To work with the MAX Transit Advisory Committee to determine the feasibility of a downtown transfer center, bringing all transportation modes (rail, MAX, Greyhound Bus) to this center by June 2006.

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MACATAWA AREA EXPRESS (MAX) FUND

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
TOTAL ANNUAL RIDERSHIP	170,620	172,946	178,300	182,000
Demand Response	98,879	95,974	103,414	72,800
Fixed Routes	75,350	71,741	76,972	109,200
Total Miles	628,112	642,093	648,000	650,000
TROLLEY SERVICE (calendar year)				
Total Annual Ridership	0	0	1,500	5,000
Total Number of Vehicles	21	21	26	28
Total Number of Senior Citizen Passengers	11,482	11,066	10,657	11,014
Total Number of Disabled Passengers	97,824	95,136	103,784	105,950
Total Number of Senior/Disabled Passengers	3,510	3,466	4,113	4,195
Other Passengers	57,804	63,278	59,648	60,841
Cost per Passenger (operating only)	\$11.28	\$12.38	\$11.07	\$11.00
% of passengers picked-up w/in 45 minutes of phone call	99%	99%	99%	99%
% of passengers delivered to destination on-time	99%	99%	99%	99%
% of passengers riding less than 30 minutes	80%	94%	91%	95%

COMPARABLES TO OTHER CITIES



Cost per Passenger Indicated - Source FY2003 MDOT (State Fiscal Year)

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS OPERATING FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 153,456	\$ 151,797	\$ 181,130	\$ 193,700
Intergovernmental	2,713,744	2,202,217	2,273,011	3,222,430
Interest & Rents	12,488	11,688	23,000	23,000
Other	(1,748)	598	- 0 -	- 0 -
TOTAL SOURCES	\$ 2,877,940	\$ 2,366,300	\$ 2,477,141	\$ 3,439,130

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 132,510	\$ 152,193	\$ 80,000	\$ 87,800
* Benefits - To Include NonWorking Wages	42,688	39,032	15,300	16,100
* Mandatory Employer Costs	10,846	12,595	5,500	6,700

Other Current Expenditures -

* Supplies / Maintenance	166,412	246,755	306,064	322,900
* Contractual	1,513,554	1,624,026	1,727,315	1,822,800
* Other	55,352	67,179	67,410	75,300
Capital Outlay	769,966	132,222	450,508	1,128,000
Transfers Out	3,700	3,700	3,700	3,900

TOTAL USES	\$ 2,695,028	\$ 2,277,702	\$ 2,655,797	\$ 3,463,500
-------------------	---------------------	---------------------	---------------------	---------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 244,019	\$ 274,645	\$ 300,000	\$ 300,000
----------------------	------------	------------	------------	------------

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS OPERATING FUND (AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 708,859	\$ (53,825)	\$ (28,148)	\$ 803,630
ENDING BALANCE -				
Designated / Reserved *	\$ 400,000	\$ 500,000	\$ 600,000	\$ 600,000
Undesignated / Unreserved	2,304,985	2,151,160	2,023,012	2,826,642
TOTAL FUND EQUITY	\$ 2,704,985	\$ 2,651,160	\$ 2,623,012	\$ 3,426,642

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (11,402)	\$ (278,656)	\$ (24,370)
ENDING BALANCE	\$ 433,523	\$ 422,121	\$ 143,465	\$ 119,095

- - STAFFING - -

Personnel Services Total Amount	\$ 186,044	\$ 203,820	\$ 100,800	\$ 110,600
* Full-Time Positions	2.25	2.43	0.98	0.83
* Part-Time Positions @ F.T.E.	0.65	1.15	0.55	1.00

* Includes Designation for Bus Reserve	100,000	200,000	300,000	300,000
--	---------	---------	---------	---------

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

City of Holland Public Transportation Reserve Fund

FUND MISSION STATEMENT

To reserve unexpended generating funds from the Dial-A-Ride system in the City of Holland and other local Dial-A-Ride sources prior to January 2000 in order to support future City public transportation needs; and to reserve City public transportation taxes for this purpose.

ACTION PLAN FOR FISCAL YEAR 2006

- * To use this fund to provide a portion of the City's financial support to the Macatawa Area Express (MAX) public transportation system.
- * To use this fund to assist with the City's share of unanticipated expenses resulting from the MAX public transportation system.
- * To use this fund to reserve future taxes levied by the City of Holland to support public transportation.

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS TAX RESERVE FUND - PUBLIC BUS TRANSPORTATION - (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 234,955	\$ 217,305	\$ 111,315	\$ 112,705
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	10,549	4,200	11,000	11,000
TOTAL SOURCES	\$ 245,504	\$ 221,505	\$ 122,315	\$ 123,705

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 199,649	\$ 249,143	\$ 235,400	\$ 235,430
* Other	1,650	771	20,612	600
TOTAL USES	\$ 201,299	\$ 249,914	\$ 256,012	\$ 236,030

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 44,205	\$ (28,409)	\$ (133,697)	\$ (112,325)
ENDING BALANCE -				
Designated / Reserved	\$ 470,060	\$ 441,651	\$ 307,954	\$ 195,629
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 470,060	\$ 441,651	\$ 307,954	\$ 195,629

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	-----	-----	-----
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM SERVICES

Centralized Vehicle/Equipment Fund

FUND MISSION STATEMENT

To provide and maintain vehicles and equipment for use by various General City Departments and to provide a financing mechanism for the planned replacement of said vehicles and equipment.

ACTION PLAN FOR FISCAL YEAR 2006

- * To purchase replacement and requested vehicles and equipment for use by various departments as outlined in Capital Outlay by June 1, 2006.
- * In light of some spending reductions, concentrate on preventative maintenance programs to extend the useful life of vehicles and equipment not being replaced. (On-going).
- * To work with impacted departments on improving new operation procedures at the new maintenance facility. (On-going)
- * To continue to work towards incorporating all city vehicles into the Centralized Maintenance system program, by December 1, 2005.
- * To continue to better define and identify the cost allocation plan for overhead to be used in billing the Macatawa Area Express and others.
- * To expand the automated Truck Tracker System to incorporate small equipment as well as the vehicles and larger pieces of equipment, by October 31, 2005 (contingent upon purchase and availability of software).
- * To better utilize the Transportation Services facility for training opportunities for employees.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICE GROUP - -
 - - CENTRALIZED VEHICLE/EQUIPMENT FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
General Motor Pool:				
Planned Replacement of Vehicles & Equipment	\$0	\$191,885	\$65,200	\$108,900
Additional and New Vehicles & Equipment	\$1,979	\$55,612	\$0	\$0
Vehicle & Equipment Lease Cost	\$552,791	\$605,485	\$530,347	\$549,077
Vehicles	61	64	52	52
Equipment	77	77	77	77
Two Way Radios	30	33	34	35
Street:				
Planned Replacement of Vehicles & Equipment	N/A	N/A	\$161,200	\$205,800
Additional and New Vehicles & Equipment	N/A	N/A	\$68,600	\$45,800
Vehicle & Equipment Lease Cost	\$715,920	\$761,100	\$714,000	\$715,000
Vehicles	31	31	31	31
Equipment	64	65	70	73
Two Way Radios	47	47	47	47
Police:				
Planned Replacement of Vehicles & Equipment	N/A	N/A	\$96,000	\$127,800
Additional and New Vehicles & Equipment	N/A	N/A	\$0	\$0
Vehicle & Equipment Lease Cost	\$73,212	\$79,356	\$299,407	\$305,236
Vehicles	N/A	N/A	30	30
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	21	21	23	26
Fire:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	8
Total:				
Planned Replacement of Vehicles & Equipment	\$0	\$191,885	\$65,200	\$108,900
Additional and New Vehicles & Equipment	\$1,979	\$55,612	\$0	\$0
Vehicle & Equipment Lease Cost	\$1,268,711	\$1,366,585	\$1,244,347	\$1,264,077
Vehicles (Not Including MAX or Fire)	92	95	113	113
Equipment	141	142	147	150
Two Way Radios	77	80	81	82

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND (AN INTERNAL SERVICES FUND)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 172,051	\$ 205,900
Interest & Rents	- 0 -	- 0 -	1,608,764	1,633,813
Other	- 0 -	- 0 -	120	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 1,780,935	\$ 1,839,713

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 390,560	\$ 412,400
* Benefits - Includes NonWorking Wages	- 0 -	- 0 -	175,110	188,800
* Mandatory Employer Costs	- 0 -	- 0 -	42,820	45,000

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	466,110	489,300
* Contractual	- 0 -	- 0 -	1,400	1,400
* Other	- 0 -	- 0 -	254,205	275,905
Capital Outlay	- 0 -	- 0 -	446,698	665,900
Transfers Out	- 0 -	- 0 -	4,800	10,000
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 1,781,703	\$ 2,098,705

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ - 0 -	\$ - 0 -	\$ 500,000	\$ 500,000
----------------------	----------	----------	------------	------------

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND (AN INTERNAL SERVICES FUND)

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ (54,070)	\$ (93,092)
<i>Equity Transfer from Motor Pool & Street Equipment Revolving Fd</i>			\$ 4,747,017	
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ 2,260,000	\$ 2,000,000
Undesignated / Unreserved	- 0 -	- 0 -	2,432,947	2,599,855
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ 4,692,947	\$ 4,599,855

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 8,341	\$ (768)	\$ 1,008
ENDING BALANCE	\$ - 0 -	\$ 8,341	\$ 7,573	\$ 8,581

- - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ 608,490	\$ 646,200
Full-Time Positions	- 0 -	- 0 -	8.78	8.93
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	1.00	1.00

ADDITIONAL INFORMATION REGARDING THIS FUND:

Beginning FY2005 the Street Equipment Revolving Fund and the Motor Pool Fund were combined into the Centralized Vehicle/Equipment Fund to coincide with the reorganization and move to the new Transportation Services Facility. The Street Equipment Revolving Fund contributed Reserves of \$1,470,000 and the Motor Pool Fund contributed Reserves of \$790,000 for a total contributed Reserve of \$2,260,000.

TRANSPORTATION SYSTEM & SERVICES GROUP

STREET EQUIPMENT REVOLVING FUND (AN INTERNAL SERVICES FUND)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 11	\$ - 0 -	\$ - 0 -
Interest & Rents	749,052	769,691	- 0 -	- 0 -
Other	2,300	(29,124)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 751,352	\$ 740,578	\$ - 0 -	\$ - 0 -

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 148,354	\$ 165,129	\$ - 0 -	\$ - 0 -
* Benefits - Includes NonWorking Wages	82,166	58,913	- 0 -	- 0 -
* Mandatory Employer Costs	17,752	18,457	- 0 -	- 0 -

Other Current Expenditures -

* Supplies / Maintenance	133,160	159,710	- 0 -	- 0 -
* Contractual	234	1,012	- 0 -	- 0 -
* Other	88,408	130,033	- 0 -	- 0 -
Capital Outlay	81,943	283,150	- 0 -	- 0 -
Transfers Out	1,059,002	7,711	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 1,611,019	\$ 824,115	\$ - 0 -	\$ - 0 -
-------------------	---------------------	-------------------	-----------------	-----------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 217,150	\$ 218,522	\$ - 0 -	\$ - 0 -
----------------------	------------	------------	----------	----------

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS EQUIPMENT REVOLVING FUND (AN INTERNAL SERVICES FUND)

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (994,874)	\$ (18,909)	\$ - 0 -	\$ - 0 -
---------------------	--------------	-------------	----------	----------

<i>Equity Transfer to Centralized Veh/Eqp Fund</i>			\$ (2,821,913)	
--	--	--	----------------	--

ENDING BALANCE -

Designated / Reserved	\$ 1,550,000	\$ 1,470,000	\$ - 0 -	\$ - 0 -
-----------------------	--------------	--------------	----------	----------

Undesignated / Unreserved	1,290,822	1,351,913	- 0 -	- 0 -
---------------------------	-----------	-----------	-------	-------

TOTAL FUND EQUITY	\$ 2,840,822	\$ 2,821,913	\$ - 0 -	\$ - 0 -
-------------------	--------------	--------------	----------	----------

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (3,537)	\$ (3,577)	\$ - 0 -
---------------------	-------	------------	------------	----------

ENDING BALANCE	\$ 7,114	\$ 3,577	\$ - 0 -	\$ - 0 -
----------------	----------	----------	----------	----------

- - STAFFING - -

Personnel Services Total Amount	\$ 248,272	\$ 242,499	\$ - 0 -	\$ - 0 -
---------------------------------	------------	------------	----------	----------

Full-Time Positions	5.20	3.70	- 0 -	- 0 -
---------------------	------	------	-------	-------

Part-Time Positions @ F.T.E.	0.55	0.60	- 0 -	- 0 -
------------------------------	------	------	-------	-------

ADDITIONAL INFORMATION REGARDING THIS FUND:

Beginning FY2005, this fund is discontinued. Street Equipment Revolving becomes an activity within the Centralized Vehicle/Equipment Fund in the Transportation System & Services Group. The historic information presented above provides accounting information of recent years.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Transportation Employees Benefit Fund

FUND MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Transportation Services Department; to provide appropriate recognition's/remembrances on the occasion of deaths, illnesses, births or other circumstances as described in the rules; and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FISCAL YEAR 2006

- * To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.
- * To maintain committee of employees and agreed-upon procedures for special employee events and to update and revise as necessary with employee's participation.
- * To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the fund's viability.
- * To continue to be responsive to employee's needs within the framework of available funds, and make improvements where possible with employee consensus.

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION EMPLOYEES BENEFIT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 1,750	\$ 2,100
Interest & Rents	- 0 -	(17)	25	25
Other	- 0 -	1,320	- 0 -	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ 1,303	\$ 1,775	\$ 2,125

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ 15	\$ 700	\$ 700
* Other	- 0 -	156	1,000	1,000
TOTAL USES	\$ - 0 -	\$ 171	\$ 1,700	\$ 1,700

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ 1,132	\$ 75	\$ 425
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	1,132	1,207	1,632
TOTAL FUND EQUITY	\$ - 0 -	\$ 1,132	\$ 1,207	\$ 1,632

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

General Fund:

- City Hall & Grounds
- Planning & Zoning
- Environmental Health & Inspections
- Construction Inspections
- Community Social Services Assistance
- Ourstreet / Neighborhood Liaison Programs
- Housing Advisory Commission
- Economic Development Assistance
- Human Relations Commission

Other Funds:

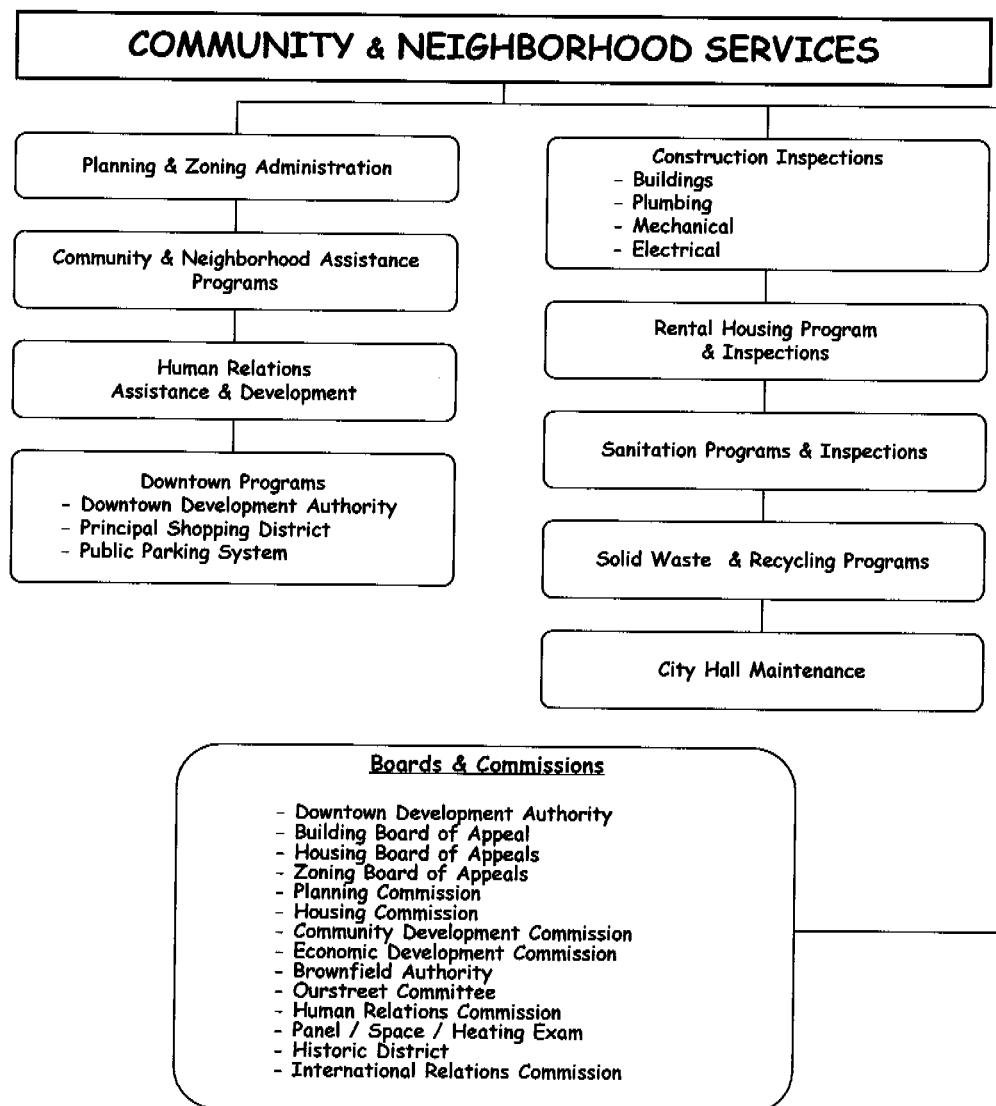
- Downtown Public Parking Fund
- Downtown Development Authority Fund
- Downtown Principal Shopping District Fund
- Dangerous Structures Fund
- MSHDA NPP/HOME Grant Fund
- CDBG Entitlement Grant Fund
- Michigan Economic Development Grant Fund
- Solid Waste and Recycle Pickup Fund

COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

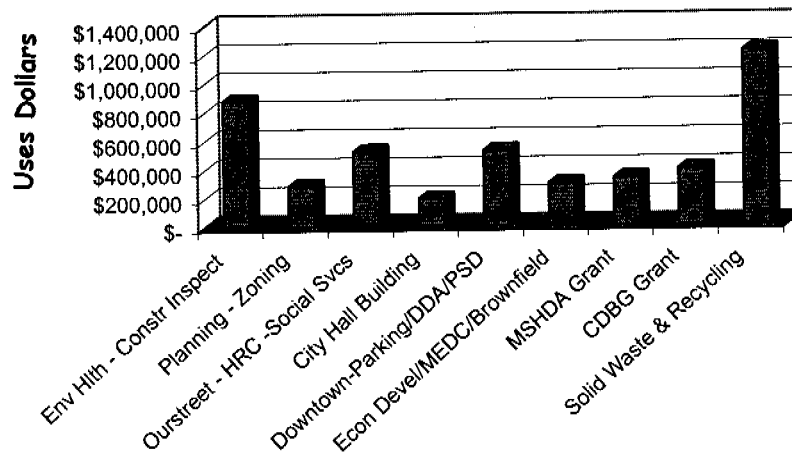
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community, with an emphasis on neighborhood improvements and maintenance of a diversified and viable downtown, commercial and industrial areas.

GROUP ORGANIZATIONAL STRUCTURE

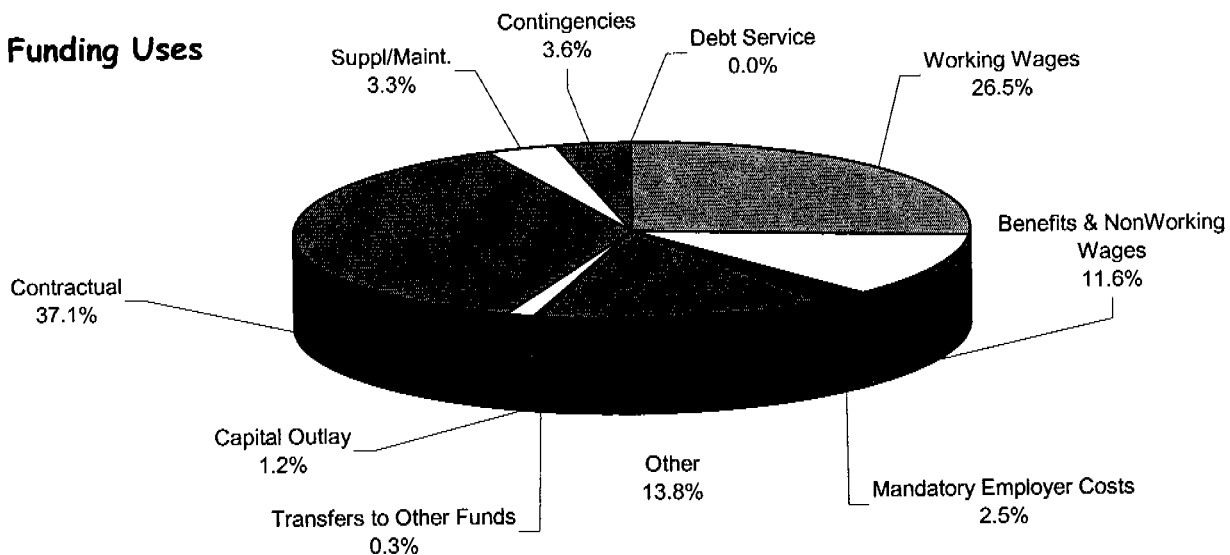


COMMUNITY & NEIGHBORHOOD SERVICES GROUP

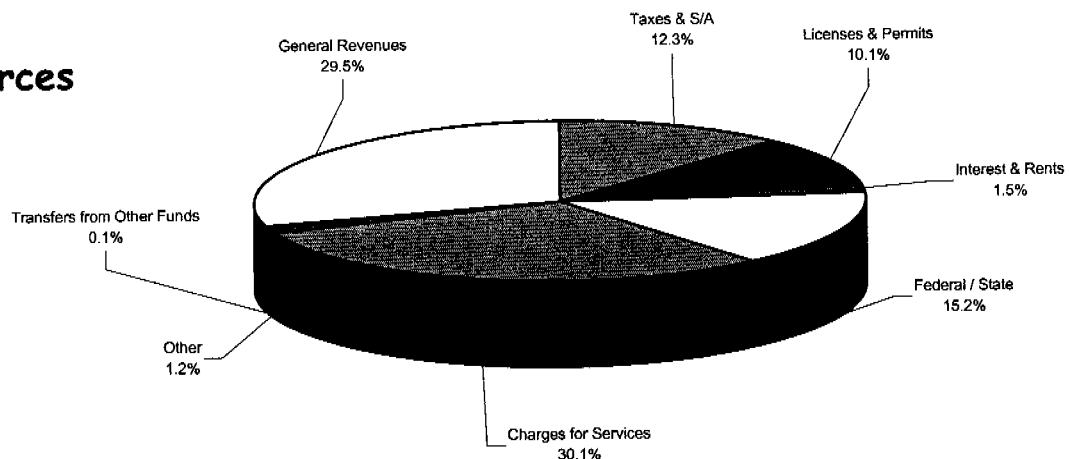
Total Uses By Department \$4,661,383



Funding Uses



Funding Sources



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 1,792,333	\$ 1,833,798	\$ 1,926,471	\$ 1,986,963
Special Revenue	1,093,880	1,044,699	2,034,996	1,108,212
Capital Projects	256,008	- 0 -	- 0 -	- 0 -
Enterprise	1,234,620	1,167,819	1,209,592	1,214,978
Component Unit	200,143	175,440	241,057	351,230
TOTAL ACROSS FUND TYPES	\$ 4,576,984	\$ 4,221,756	\$ 5,412,116	\$ 4,661,383
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 455,057	\$ 381,890	\$ 433,696	\$ 569,913
Licenses & Permits	428,393	455,577	476,000	470,600
Intergovernmental	586,163	617,828	1,540,800	708,756
Charges for Services	1,142,131	1,163,614	1,318,562	1,399,257
Interest & Rents	70,949	50,632	70,707	69,582
Other	194,773	214,545	158,746	54,150
Transfers In	95,523	34,098	34,533	5,000
TOTAL SOURCES	\$ 2,972,989	\$ 2,918,184	\$ 4,033,044	\$ 3,277,258
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,026,495	\$ 1,060,183	\$ 1,183,431	\$ 1,235,503
* Benefits - Includes NonWorking Wages	439,050	459,827	510,198	540,990
* Mandatory Employer Costs	95,437	101,891	110,840	118,743
Other Current Expenditures -				
* Supplies / Maintenance	152,562	144,953	149,495	156,100
* Contractual	1,818,090	1,756,033	2,097,376	1,727,163
* Other	644,919	562,867	687,921	642,588
Capital Outlay	383,272	89,456	625,260	57,400
Debt Service Payments -				
* Interest & Fee Payments	1,093	1,431	1,049	1,639
Transfers Out	16,066	45,115	35,346	14,257
Contingencies	- 0 -	- 0 -	11,200	167,000
TOTAL USES	\$ 4,576,984	\$ 4,221,756	\$ 5,412,116	\$ 4,661,383
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 37,654	\$ 47,752	\$ 48,000	\$ 48,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 1,560,982	\$ 1,621,901	\$ 1,804,469	\$ 1,895,236
Positions: Full-Time	25.60	25.30	25.20	25.40
Positions: Part-Time @ F.T.E.	1.50	1.80	3.00	3.55

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

City Hall & Grounds

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide a minimum of one training day on the use of the Building Management program by August 2005.
- * To continue to monitor the effectiveness of the Building Management program in controlling utility costs and energy conservation using historical data since January 1998.
- * To scrape and paint the exterior bands on City Hall by June 2005.
- * To rebid the contract for Mechanical maintenance by November 2005, looking for opportunities to coordinate with other buildings in addition to the Depot.
- * Review the wall color scheme in City Hall and begin a re-painting program for all areas by January 2006.
- * Repair damaged ceiling tiles by August 2005.
- * Repair joints in stairway tiles by August 2005.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CITY HALL & GROUNDS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total Electrical Usage (Kilowatts/calendar year)	1,060,500	983,400	976,000	976,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CITY HALL & GROUNDS (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	199,925	196,623	187,880	195,300
TOTAL SOURCES	\$ 199,925	\$ 196,623	\$ 187,880	\$ 195,300

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 35,799	\$ 38,315	\$ 39,120	\$ 39,200
* Benefits - To Include NonWorking Wages	11,418	12,677	13,750	15,100
* Mandatory Employer Costs	4,101	4,450	4,460	4,700

Other Current Expenditures -

* Supplies / Maintenance	17,743	11,698	5,100	7,900
* Contractual	36,255	38,998	39,600	40,600
* Other	93,350	90,485	85,850	87,800

Capital Outlay	1,259	- 0 -	- 0 -	- 0 -
----------------	-------	-------	-------	-------

TOTAL USES	\$ 199,925	\$ 196,623	\$ 187,880	\$ 195,300
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 51,318	\$ 55,442	\$ 57,330	\$ 59,000
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

PLANNING: Provide a coordinated, comprehensive approach to community planning focusing on the physical, social, and economic needs and aspirations of the community in order to provide the best conditions for living, working and recreation for the citizens of Holland. Support the work of City Council, Planning Commission, and others in the preparation, revision, and implementation of policies, plans, and ordinances in the pursuit of this mission. Assure plans and policies are consistent with the community's objectives for "good neighborhoods" and high quality community and economic development.

ACTION PLAN FOR FISCAL YEAR 2006

- * Development of Master Plan Updates:
 - Complete Master Plan Update for Holland Heights, including land use map changes, by Fall 2005.
 - Complete Master Plan Update in South End by July 2005.
 - Complete Pedestrian and Bicycle Plan by Fall 2005.
 - Conduct Master Plan Update in West End, to be complete by Spring 2006.
- * Implementation of Central Neighborhood Master Plan Recommendations, including:
 - Revision of central neighborhood zoning changing various R-zones to a predominantly single family "traditional neighborhood" zone by Summer 2005.
 - Continuation of public infrastructure improvements including selective curb and curb lawn restoration, sidewalk installation, and development of a "good alley" pilot program by Fall 2005.
- * Implementation of Hospital Area Neighborhood Master Plan, including:
 - Rezoning of properties consistent with Plan by Summer 2005.
 - Implement the "wellness trail" throughout the neighborhood incrementally.
 - Work with property owners to create a new 29th Street mixed-use neighborhood center. (on-going)
- * Increase Planning and Revitalization for Neighborhood Commercial Districts by continuing to organize business and property owners, address zoning issues associated with these districts, and explore Main Street related programs that could add structure to this effort. (on-going)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

- * 16th Street and River Avenue sub-neighborhood: Work with Holland Public Schools and other property owners to facilitate revitalization of vacant and underutilized properties. (On-going)
- * Continue the implementation of Pine, River and Michigan Avenue traffic improvement recommendations, with decisions on improvements in coordination with major street reconstruction projects to be constructed during the Summers of 2005 and 2006.
- * Work with Mainstreet/Downtown Development Authority: on preparing and adopting comprehensive update to the Downtown Strategic Plan for downtown by Fall 2005.
- * Assist the Mainstreet/Downtown Development Authority and Downtown Parking Board in prioritizing and implementing Downtown Parking Strategic Plan recommendations. (On-going)
- * Develop a long-range plan for the Western Machine Tool Works property in the context of adjacent waterfront redevelopment by Fall 2005. Develop a strategy for reconstruction of the old Fire House in the context of greater plans.
- * With property owners, continue defining a vision for land uses and infrastructure improvements in the northern end of downtown. (On-going)
- * To continue work with other department staff and the City Manager's Office on a variety of traffic-related planning, design, and implementation issues, including the Eastern Gateway roundabout.
- * To undertake a collaborative land planning process with Holland Township following the design charrette carried out by the West Michigan Strategic Alliance and the Grand Valley Chapter of the American Institute of Architects; Spring/Summer 2005.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

HISTORIC PRESERVATION: To work with residents, property owners, and City commissions to provide education and direction for continuing the preservation of significant architectural and historic resources throughout the City.

ACTION PLAN FOR FISCAL YEAR 2005

- * Continue community outreach by Commission members and staff to identify residents interested in preservation who may have an interest in filling vacancies on the Historic District Commission as those opportunities arise. (On-going)
- * Continue to work with other City offices to educate property owners in the Historic District with respect to application procedures, permit/COA requirements, and guidelines for exterior work on properties, including at least one educational program for residents of the District and Trust membership on topics of preservation. Program by Summer 2005.
- * Work with City departments to assure preservation staff is notified of property ownership changes within historic districts and that all new property owners in historic districts are fully informed about preservation regulations and assistance/incentive programs. "System" in place by July 2005. (On-going thereafter)
- * To continue the distribution of information regarding the state's historic homeowner tax credits and assist homeowners in applying for these benefits. (On-going)
- * To continue Commission member education through a field trip to a neighboring community's commission to study their districts and administrative procedures by October 2005; attend continuing education opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network; and, budget permitting, send at least one commissioner to the MHPN conference in April 2006.
- * To integrate preservation issues and objectives into the ongoing comprehensive Master Plan update efforts of the Planning Commission. (On-going)
- * Review the historic district ordinance for possible amendments that would allow staff to review and approve minor exterior alterations by July 2005.
- * Van Raalte Farm: Assist Leisure and Cultural Services in determining the future direction of the house, barn, and land historic designation. Summer 2005.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - PLANNING & ZONING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	17	24	22	22
Extensions	0	1	1	1
Amendments	7	2	5	5
Courtesy Reviews	0	0	2	2
Approved Non-res Sq. Ft.	351,981	292,061	500,000	40,000
New construction	269,994	135,465	200,000	175,000
Additions	81,987	156,596	300,000	225,000
Approved residential units	0	109	60	100
Parking Determinations	0	0	1	1
Reciept/Review of Study	0	3	2	2
Infill Review (Commission)	0	1	1	1
Subdivisions	1	1	1	2
Site Condo Project Approvals	1	0	1	1
Recommendations to City Council:				
Rezoning	9	7	8	8
Text Amendments	7	7	4	4
Street Vacations	2	4	3	3
Master Plan Amendments	3	1	3	3
Other	0	2	4	4
ZBA Referrals Considered	1	0	2	2
Study Session Items	36	51	50	50
Historic District Commission:				
Properties Surveyed	0	1	50	10
Community Education Sessions	2	2	2	2
Applications for Certificates of Appropriateness Reviewed	38	29	25	30
Tax Credit Application (received)	10	7	8	8

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

PLANNING & ZONING (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 6,030	\$ 6,480	\$ 8,300	\$ 8,300
Funding Requirement - General Operating Revenues	245,959	241,316	264,990	278,400
TOTAL SOURCES	\$ 251,989	\$ 247,796	\$ 273,290	\$ 286,700

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 143,786	\$ 145,178	\$ 157,460	\$ 165,000
* Benefits - To Include NonWorking Wages	55,405	47,798	61,640	68,400
* Mandatory Employer Costs	12,784	13,029	14,880	15,700

Other Current Expenditures -

* Supplies / Maintenance	5,558	6,038	5,700	5,300
* Contractual	24,806	19,903	19,700	16,200
* Other	9,650	15,850	13,910	16,100
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 251,989	\$ 247,796	\$ 273,290	\$ 286,700
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 211,975	\$ 206,005	\$ 233,980	\$ 249,100
Full-Time Positions	2.90	2.40	3.50	3.50
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.30

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health & Inspections

DEPARTMENT MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures and property uses, food service establishments, swimming pools, electrical, mechanical and plumbing systems, and all other factors and activities within the jurisdiction of this department, affecting the health, safety and welfare of the community.

ACTION PLAN FOR FISCAL YEAR 2006

ZONING

- * To provide plan review services within ten (10) business days of plan receipt, and fifteen (15) business days of receipt of plans for more complicated structures.
- * To provide three hours of training to new Zoning Board of Appeals members after attendance at six (6) meetings.
- * To use the staff re-organization as a tool to streamline processes and improve efficiencies throughout this fiscal year.

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- * To continue follow-up inspections of approximately 1300 rental units with a goal of having 95% of all units inspected in the previous year in compliance by March of the following year.
- * To continue increased presence in Ourstreet I and II areas focusing on a 92% compliance rate goal by using all available technology and working in collaboration with the Neighborhood Liaison. (on-going)
- * To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using new BS&A software program. (on-going)
- * To monitor and reduce late payments for annual rental fees, last counted at 36, and use a "second notice" invoice mailed before the due date, follow up telephone call, to assure the number continues to decrease.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health & Inspections

- * To issue a minimum of one annual newsletter for landlords and rental property owners. A second newsletter may be issued if program changes warrant the distribution of additional information by October 2005.
- * To continue to issue Smoke Detector Certificates for the sale of a home within 24 (business) hours.

FOOD SERVICE

- * To perform food service plan reviews and ongoing inspections for the establishment of new restaurants within ten (10) days of receipt.
- * To continue to investigate all food service complaints within one (1) business day.
- * To continue to inspect all licensed food service establishments at a frequency mandated by the State.
- * To produce the "Food Service Thermometer" newsletter on a bi-monthly schedule, and make this publication available on the web site.
- * To provide for a new agreement with Allegan and Ottawa Counties prior to the expiration of this agreement in December 2005.
- * To coordinate with both Allegan and Ottawa Counties in the preparation and training for all new food service establishments.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
 - - ENVIRONMENTAL HEALTH & INSPECTIONS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Rental Housing - Inspections	1,386	1,254	1,300	1,300
Housing Board of Appeals, Public Hearings	4	8	14	14
Land Use Permits	284	302	300	300
Food Licenses - Total Approved and issued (License year)	305	361	450	450
Food Licenses - No Charge (ie, churches, TT STFU's)	90	122	30	30
STFU Inspections (charged)	19	29	30	30
Vending Machines Inspected (License Year 1/3 of Total)	65	53	60	60
Inoperable Vehicles - Violations corrected	539	529	530	530
Garbage and Rubbish - Investigations	1,532	1,572	1,600	1,600
Weeds - Investigations	237	183	200	200
Zoning Board of Appeals Public Hearing	47	40	24	30
Point of Sale Smoke Detectors	0	*11	500	500
Home Business Inspections	0	3	14	14
Home Business Type I	0	3	14	14
Home Business Type II	0	0	1	1
Point of Sale Smoke detectors * Ourstreet Only				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ENVIRONMENTAL HEALTH & INSPECTIONS (A GENERAL FUND DEPARTMENT ACTIVITY)

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 39,986	\$ 59,396	\$ 67,000	\$ 75,600
Charges for Services	108,938	133,996	127,350	126,950
Funding Requirement - General Operating Revenues	262,059	222,504	217,745	222,107
TOTAL SOURCES	\$ 410,983	\$ 415,896	\$ 412,095	\$ 424,657

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 220,865	\$ 223,766	\$ 220,810	\$ 226,200
* Benefits - To Include NonWorking Wages	111,218	118,829	115,620	126,400
* Mandatory Employer Costs	24,907	26,573	25,140	25,800

Other Current Expenditures -

* Supplies / Maintenance	10,540	8,465	9,600	9,400
* Contractual	4,151	2,659	1,780	1,700
* Other	38,300	35,604	39,145	35,157
Capital Outlay	1,002	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 410,983	\$ 415,896	\$ 412,095	\$ 424,657
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 356,990	\$ 369,168	\$ 361,570	\$ 378,400
Full-Time Positions	6.78	6.78	6.48	6.16
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Construction Inspections

ACTIVITY MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures, electrical, mechanical, and plumbing systems and all other factors and activities within the jurisdiction of the State Construction Code, affecting the health, safety and welfare of the community.

ACTION PLAN FOR FISCAL YEAR 2006

- * To search for opportunities to collaborate with the Board of Public Works in making Environmental Health and Inspections, a "one stop shopping" experience for permits and water service requests and inspections by September 2005.
- * To provide plan review services within 10 business days of plan receipt, and 15 days business days of receipt of plans for more complicated structures. (On-going)
- * To continue staff training for five (5) inspectors to maintain State Certification by obtaining 20 to 30 hours each, of required education during this code change year. (On-going)
- * To increase the amount of electronic file storage and reduce paper file storage by 20% by December 2005.
- * To identify means to improve the score on the Building Code Effectiveness Grading Schedule of the Insurance Services Office, Inc. by September 2005.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Plumbing - Permits	414	368	400	400
Mechanical - Permits	632	581	600	600
Electrical - Permits	752	720	1,000	1,000
Building - Permits	1,008	896	950	1,000
Building - Constuction Valuation	\$60,486,448	\$79,490,698	\$90,000,000	\$90,000,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CONSTRUCTION INSPECTIONS (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 388,407	\$ 396,181	\$ 409,000	\$ 395,000
Charges for Services	3	250	350	4,750
Funding Requirement - General Operating Revenues	4,309	6,326	17,017	32,597
TOTAL SOURCES	\$ 392,719	\$ 402,757	\$ 426,367	\$ 432,347

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 201,820	\$ 211,751	\$ 220,240	\$ 222,700
* Benefits - To Include NonWorking Wages	96,637	101,038	105,920	116,000
* Mandatory Employer Costs	18,863	20,311	21,050	21,500
Other Current Expenditures -				
* Supplies / Maintenance	29,520	31,185	31,900	31,000
* Contractual	6,444	2,411	7,800	5,800
* Other	39,435	36,061	39,457	35,347
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 392,719	\$ 402,757	\$ 426,367	\$ 432,347

- - STAFFING - -

Personnel Services Total Amount	\$ 317,320	\$ 333,100	\$ 347,210	\$ 360,200
Full-Time Positions	5.12	5.12	5.02	5.02
Part-Time Positions @ F.T.E.	- 0 -	0.05	0.05	0.05

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Social Services Assistance

ACTIVITY MISSION STATEMENT

To provide financial support to selected community social service agencies and activities based on their consistency with the City's Consolidated Plan, based on need, community support, quality of service, financial considerations, and based on the ability of the agency to have an impact on improving the quality of life for the community and region through the use of funding from other MACC governments.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to utilize the Consolidated Planning process to identify and prioritize community needs for the allocation of Community Social Services Assistance (CSSA) funding. (December 2005 - January 2006).
- * To assist City Council with social services planning and the selection of programs and activities to be funded with CSSA. (January 2006 - June 2006).
- * To initiate and facilitate a planned multi-year migration of the CSSA program toward an incentive-based match funding program without reducing services available to the citizens of Holland and the metro-area by February 2006.
- * To promote the development of "fair share" funding of metro-wide social services from adjacent governmental units in partnership with existing City of Holland CSSA funding through increased financial participation of governments located within a defined geographic area, and through advocacy for a MACC funded and operated CSSA program by February 2006.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Reports unduplicated clients served for FY02-04 funded programs: (Note: FY2004 projections = contract goal of clients to be served) (Note: FY2005 funded agencies to be determined {TBD})				
Child & Family Services - Higher Horizons	77	48	70	TBD
Child & Family Services - Parent Education (Bavolek Nurturing)	239	163	98	TBD
Child & Family Services - Substance Abuse	198	331	320	TBD
Center for Women in Transition - Emergency Shelter	108	114	125	TBD
Center for Women in Transition - Transitional Housing	54	67	75	TBD
Center for Women in Transition - Children's Program	222	259	275	TBD
El Centro of Bethany Services - Mental Health Therapy	158	83	76	TBD
Life Svcs Systems - Community in Schools* (Parent Outreach Ctr)	204*	176	1,600	TBD
Evergreen Commons - Case Coordination	323	285	216	TBD
Evergreen Commons - Home maker Services	104	96	125	TBD
Evergreen Commons - Adult Day Care	39	42	45	TBD
OAR Inc. - Outpatient Services	1,935	2,253	2,000	TBD
OAR Inc. - Womens Shelter (Harbor House)	86	55	61	TBD
Allegan/Ottawa County Dispute Resolution	651	653	660	TBD
American Red Cross - Community Health/Safety Education	2,040	4,203	1,500	TBD
American Red Cross - Youth Action Teams (now..Youth Programs)	886	727	500	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	3,287	299	926	TBD
Child Assessment Center	587	581	540	TBD
Community Health Center - Uninsured Health Care Assistance	not funded 03	658	not funded 05	TBD
Boys and Girls Club - YES Youth Employment Program	13	8	11	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	66	64	not funded 05	TBD
OASID Communities That Care - Youth Leadership Development	0	174	not funded 05	TBD
Community Action House - Super Tuesday Program	270	349	350	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOCIAL SERVICES ASSISTANCE (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Funding Requirement - General Operating Revenues	\$ 163,624	\$ 164,148	\$ 163,080	\$ 155,300
TOTAL SOURCES	\$ 163,624	\$ 164,148	\$ 163,080	\$ 155,300

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,349	\$ 4,056	\$ 3,730	\$ 3,800
* Benefits - To Include NonWorking Wages	- 0 -	1,691	1,240	1,400
* Mandatory Employer Costs	223	270	310	300

Other Current Expenditures -

* Supplies / Maintenance	52	131	100	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	160,000	158,000	146,500	- 0 -
Contingencies	- 0 -	- 0 -	11,200	149,800

TOTAL USES	\$ 163,624	\$ 164,148	\$ 163,080	\$ 155,300
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 3,572	\$ 6,017	\$ 5,280	\$ 5,500
Full-Time Positions	0.05	0.07	0.07	0.07
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

DEPARTMENT MISSION STATEMENT

To maintain safe, peaceful, and attractive neighborhoods with emphasis to the Ourstreet Target Areas. To provide pro-active, "on-the-street" assistance to homeowners, landlords and tenants by working with residents and community agencies to enhance relations among neighbors and provide needed services.

ACTION PLAN FOR FISCAL YEAR 2006

- * Work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet Target Area and empower residents to undertake improvements.
- * Develop a list of property improvement opportunities by December 2005 and make contact with those property owners by June 2006.
- * Organize five (5) neighborhood meetings by June 30, 2006.
- * Provide mini-grants in the Ourstreet Target Area for 3 neighborhood initiatives by June 30, 2006.
- * Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet Target Area by June 30, 2006.
- * Advocate for the neighborhood and promote neighborhood programs and resources. Promote neighborhood assets to potential homebuyers and investors.
- * Facilitate face to face contacts with neighborhood residents by knocking on 200 doors in the Ourstreet Target Area (ongoing).
- * Media projects, newsletters, appearances on local radio and television: five (5) projects by June 30, 2006
- * Four (4) neighborhood celebrations by June 30, 2006.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

- * Advocate for the neighborhood and neighborhood residents (ongoing).
- * Facilitate meetings with commercial property owners in the Ourstreet Target Area: four (4) meetings by June 30, 2006.
- * Provide a Paint Blitz program and other resources to physically improve residential homes in the Ourstreet Target Areas by March 2006.
- * Provide supplies, equipment, and assistance for graffiti removal (ongoing).
- * Assist the Holland Fire Department to promote their hard-wired smoke detector program (ongoing).
- * Help twenty (20) property owners find resources to improve their homes by June 30, 2006.
- * Provide materials rebate for 40 homes by June 30, 2006 (including landscaping).
- * Three (3) design assistance projects by June 30, 2006.
- * Six (6) sewer and water improvement projects by June 30, 2006.
- * Provide resources to help ten (10) property owners to repaint or side their homes by June 30, 2006.
- * Expand the Ourstreet Target Area to include 19th Street from Lincoln to Harrison Avenues and to include the expanded NPP Area from Van Raalte to Harrison, and provide resources to physically improve homes in this Target Area:
 - Provide materials rebate for twenty (20) homes by June 30, 2006
 - Provide assistance to pave four (4) driveways by June 30, 2006
 - Three (3) design assistance projects by June 30, 2006
 - Provide resources to help four (4) property owners to repaint or side their homes by June 30, 2006
 - Two (2) sewer and water projects by June 30, 2006

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

- * Evaluate further expansion of the district considering properties north of 12th Street and west of River, and properties in the 13th to 16th Street Lincoln to Fairbanks areas by surveying specific physical improvement needs by March 2006.
- * Working with other City staff, evaluate the potential for concentrated assistance programs in the Holland Heights and Montello Park neighborhoods by March 2006.
- * Recruit 100 Target Area residents to participate in self-empowerment classes by June 30, 2006 such as:
 - Home Maintenance
 - Homebuyer Education
 - Financial Literacy
 - Personal Safety and Crime Prevention
 - Neighborhood Leadership
 - Landlord / Tenant Relationships
- * Facilitate 40 Super Tuesday programs by June 30, 2006.

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - OURSTREET/NEIGHBORHOOD LIAISON

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>ORGANIZATION</u>				
Neighborhood Blocks Organized (Cumulative)	52	62	65	70
New Blocks Organized	3	2	10	10
Neighborhood Representatives (formerly Block Captains)	136	146	156	166
Neighborhood Meetings	10	11	5	5
Neighborhood Celebrations	8	19	10	4
Graffiti Clean-up Projects	25	56	30	30
Neighborhood Leadership Academy participants	18	15	15	15
<u>PROMOTION</u>				
Media Projects	2	N/A	5	5
Brochures	1	N/A	3	N/A
Doorknocking	N/A	N/A	300	200
Good Neighbor Awards	5	0	4	4
Arts and Cultural Activities	N/A	N/A	0	N/A
<u>DESIGN</u>				
Design Assistance				
Target Area I	6	5	4	0
Target Area II	0	1	0	0
Neighborhood Preservation Program Area	5	4	15	3
Proposed Expansion	0	0	0	3
Meeting with Neighborhood Businesses				
Neighborhood Preservation Program Area	1	1	2	4
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
14th Street	1	1	2	3
15th Street	0	0	0	0
NPP	8	1	3	3
Other Property Improvement Projects				
Target Area I	8	6	5	10
Target Area II	8	0	5	3
Neighborhood Preservation Program Area	4	10	10	7
Smoke Detector Program				
Target Area I	N/A	11	1	N/A
Target Area II	N/A	0	0	N/A
Neighborhood Preservation Program Area	N/A	4	1	N/A

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - OURSTREET/NEIGHBORHOOD LIAISON

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>DESIGN (con't)</u>				
Driveway Improvements				
Target Area I	10	9	4	4
Target Area II	6	2	0	0
Neighborhood Preservation Program Area	1	4	6	6
Proposed Expansion				4
MSHDA Home Purchase and Rehab - NPP	2	6	6	2
Rental Rehab - NPP	1	2	1	1
Homeowner Rehab - NPP	N/A	N/A	2	1
Public Improvement Project - NPP	N/A	N/A	0	2
Tree/Brush Removal				
Target Area I	1	2	1	2
Target Area II	0	2	0	0
Neighborhood Preservation Program Area	3	6	4	2
Proposed Expansion	0	0	0	2
Landscape Blitz				
Neighborhood Preservation Program Area	0	0	38	10
Materials Rebate				
Target Area I	30	34	25	20
Target Area II	21	0	0	0
Neighborhood Preservation Program Area	11	24	35	20
Proposed Expansion	0	0	0	20
Conversion Program				
Target Area I	0	1	1	1
Target Area II	0	0	0	1
<u>NEIGHBORHOOD STRUCTURING</u>				
Self-empowerment class participants	N/A	N/A	75	100
Super Tuesday	N/A	38	30	40
Building Permits				
Target Area I	62	55	50	45
Target Area II	6	1	5	5
Neighborhood Preservation Program Area	57	50	50	55
Proposed Expansion	0	0	0	15
Private Investment *				
Target Area I	\$373,600.00	\$326,655.00	\$300,000.00	\$300,000.00
Target Area II	\$19,675.00	\$5,300.00	\$6,000.00	\$4,000.00
Neighborhood Preservation Program Area	\$296,400.00	\$271,442.00	\$300,000.00	\$320,000.00
* Average Annual Investment 1991-1995 - Ourstreet I Area - \$163,000				
* Average Annual Investment 1991-1995 - Ourstreet II Area - \$96,000				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

OURSTREET / NEIGHBORHOOD LIAISON PROGRAM (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	168,202	191,417	182,730	192,959
TOTAL SOURCES	\$ 168,202	\$ 191,417	\$ 182,730	\$ 192,959

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 89,648	\$ 99,356	\$ 93,590	\$ 103,800
* Benefits - To Include NonWorking Wages	36,688	48,123	41,500	40,800
* Mandatory Employer Costs	8,282	9,776	9,220	10,100

Other Current Expenditures -

* Supplies / Maintenance	3,566	3,290	3,800	3,700
* Contractual	2,011	2,736	4,000	3,800
* Other	28,007	28,136	30,620	30,759

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 168,202	\$ 191,417	\$ 182,730	\$ 192,959

- - STAFFING - -

Personnel Services Total Amount	\$ 134,618	\$ 157,255	\$ 144,310	\$ 154,700
Full-Time Positions	3.00	3.00	2.05	2.05
Part-Time Positions @ F.T.E.	0.15	0.15	0.45	0.70

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

ACTIVITY MISSION STATEMENT

- * To foster an environment wherein businesses desire to locate, expand, and remain.
- * To provide a quality of life in the City that is attractive to existing and potential employees of area businesses.
- * To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
- * To utilize the financial tools available to the City to retain and attract businesses.
- * To provide a diverse economic base that is resistant to the inevitable changes in the marketplace.
- * To provide the infrastructure necessary to support the City's economic development mission.

ACTION PLAN FOR FISCAL YEAR 2006

- * To serve as a central resource for information on City economic development activities including financial incentives, development contacts, property information, utilities, regulations, and quality of life components. (on-going)
- * To serve as an advocate for area businesses in terms of providing assistance with City and State requirements for incentives and developments. (on-going)
- * To work directly with businesses on specific retention, relocation, or expansion projects in the City. (on-going)
- * To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on:
 - forwarding information on site availability in the City;
 - distributing marketing materials on the City;
 - formulating an area-wide economic development strategy;
 - conducting contacts with businesses located in the City;

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

- establishing business incubator opportunities.
- * To continue working with the Brownfield Authority to offer development incentives, review Brownfield Plan applications, develop recommendations to City Council, and to manage the Brownfield plans. (on-going)
- * To initiate contacts with businesses on their current activities, plans, and outlook for their future in Holland. (on-going)
- * To prepare a comprehensive marketing package that can be distributed to contacts that will explain the amenities of doing business in the City, as well as incentives, utilities, and other information. (September 2005)
- * To continue to monitor economic conditions in the City, Holland/Zeeland area, and the West Michigan region. (on-going)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - ECONOMIC DEVELOPMENT - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Brownfield Projects Adopted / Amended	4	1	2	2
MEDC Projects Adopted	1	0	1	1
Tax Abatement Projects	9	17	18	20
Companies Visited (Assistant City Manager Only)	N/A	10	30	40

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ECONOMIC DEVELOPMENT ASSISTANCE (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 270	\$ - 0 -	\$ - 0 -
Transfers In	\$ - 0 -	\$ 4,788	\$ 2,212	\$ - 0 -
Funding Requirement - General Operating Revenues	83,681	71,625	122,737	123,100
TOTAL SOURCES	\$ 83,681	\$ 76,683	\$ 124,949	\$ 123,100

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 18,758	\$ 26,608	\$ 42,640	\$ 46,900
* Benefits - To Include NonWorking Wages	7,880	11,715	19,560	24,100
* Mandatory Employer Costs	1,561	2,229	3,810	4,400
Other Current Expenditures -				
* Contractual	57	189	8,000	4,000
* Other	\$ 55,425	\$ 35,942	\$ 50,939	\$ 43,700
TOTAL USES	\$ 83,681	\$ 76,683	\$ 124,949	\$ 123,100

- - STAFFING - -

Personnel Services Total Amount	\$ 28,199	\$ 40,552	\$ 66,010	\$ 75,400
Full-Time Positions	0.35	0.40	0.75	0.75
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

DEPARTMENT MISSION STATEMENT

The Human Relations Department serves to protect the equal rights and equal opportunities of all citizens by preventing discrimination in housing, education, employment, and public services by conducting activities that promote social justice and cultural understanding and improve relationships among all the citizens of the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2006

HOUSING

- * To continue to work with the Lakeshore Fair Housing Center to conduct 2 Fair Housing Monitoring test by April 2006.
- * To sponsor a Housing Fair to promote home ownership opportunities and provide fair housing training and education by April 2006
- * To conduct 2 Tenant and Landlord workshops that will outline their rights and responsibilities as well as cover fair housing laws by May 06.
- * To issue the Social Justice Award in Housing at the annual Core City MLK Celebration and City Council meeting by January 06.

EMPLOYMENT

- * To complete the City's Equal Employment Opportunity report and share with City Department Heads to continue to monitor the City's EEO progress by December 06.
- * To sponsor a workshop "Know Your Rights" with the Department of Civil Rights by June 06.
- * To continue to monitor the Affirmative Action Michigan ballot issue and conduct meetings to educate the public in partnership with LEDA and the League of Women Voters.
- * To issue the Social Justice Award in Employment at the annual Core City MLK Celebration and City Council meeting by January 06.

EDUCATION

- * To continue to monitor the patterns of retention of students in local schools and attempt to assist them to improve their retention rates June 06.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

EDUCATION

- * To study the "No Child Left Behind" federal legislation and find ways in which the community can be of help to the local school district by June 06.
- * To continue to work with the Alternative Education Program to help improve the program and facilitate more community support by May 06.
- * To issue the Social Justice Award in Education at the annual Core City MLK Celebration and City Council meeting by January 06.

GOVERNMENT/COMMUNITY RELATIONS

- * To continue work with the International Relations Commission and the HRC to bring the community together to celebrate their multicultural heritage by April 2006.
- * To issue the Social Justice Award in Government/Community Relations at the annual Core City MLK Celebration and City Council meeting by January 06.
- * To work with the Lakeshore Ethnic Diversity Alliance (LEDA) on upcoming activities, yet to be determined this year, to improve race relations in the community by June 06.

Youth Services

- * To issue the Social Justice Award to a youth who promotes Equal Opportunity and Access in our community by January 06.
- * To conduct the HRC Youth Leadership Development and Conference Program by April 06.
- * To continue to work with the City Youth Advisory Board to create an informational brochure for Holland area youth on "Things For Youth To Do And Enjoy In Holland Area" by December 2005.
- * To continue to work with the City Youth Advisory Board to explore the need for a Safe Center for youth runaways in the Holland area by May 2006.
- * To help sponsor the Lakeshore Youth Leadership Development Program's Leadership Training Summit by October 06.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total Complaints and Request for Information	993	1,144	1,100	1,200
Total Requests for Information and Assistance	977	1,118	1,070	1,170
By Service Area:				
Education	51	48	770	60
Employment	148	131	155	150
Housing	403	390	430	450
Government/Community: Consumer	52	53	60	70
Public Services - Accommodations	0	2	2	2
Public Services	323	192	355	436
Welfare Eligibility	0	2	2	2
Total HRC Complaints	16	26	30	30
By Service Area:				
Education	0	0	4	4
Employment	9	13	13	13
Housing	3	3	5	5
Government/Community: Consumer	1	4	3	3
Public Services - Accommodations	0	0	0	0
Public Services	3	6	5	5
Welfare Eligibility	0	0	0	0
Teen Court				
Total Cases Processed	15	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HUMAN RELATIONS COMMISSION (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 2,050	\$ 1,996	\$ 1,800	\$ 1,800
Funding Requirement - General Operating Revenues	119,160	136,482	154,280	174,800
TOTAL SOURCES	\$ 121,210	\$ 138,478	\$ 156,080	\$ 176,600

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 60,458	\$ 69,706	\$ 85,070	\$ 100,900
* Benefits - To Include NonWorking Wages	30,477	37,126	40,050	41,700
* Mandatory Employer Costs	5,502	5,991	7,360	8,900

Other Current Expenditures -

* Supplies / Maintenance	2,994	3,444	2,800	2,800
* Contractual	2,040	2,789	1,500	1,500
* Other	19,739	19,422	19,300	20,400

Capital Outlay	- 0 -	- 0 -	- 0 -	400
TOTAL USES	\$ 121,210	\$ 138,478	\$ 156,080	\$ 176,600

- - STAFFING - -

Personnel Services Total Amount	\$ 96,437	\$ 112,823	\$ 132,480	\$ 151,500
Full-Time Positions	1.80	2.00	2.00	2.00
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.20	0.50

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Downtown Parking System Fund

FUND MISSION STATEMENT

To create and maintain a viable Downtown area for the greater Holland community by providing the Downtown with a parking system that has adequate spaces for customers, employees, Downtown residents, and visitors. Such parking must remain cost effective, be well designed, and be located so as not to isolate the retail core from the surrounding neighborhoods.

ACTION PLAN FOR FISCAL YEAR 2006

- * Continue to focus on these comprehensive education programs per the Downtown Parking Strategic Plan (DPSP):
 - Modify perceptions about working distances/parking availability by Fall 2005.
 - Ensure that business owners and employees park in appropriate locations and are familiar with parking policies - On-going, with Summer 2005 emphasis.
 - Ensure residential parkers understand overnight lot designations and permit requirements - On-going, with Fall 2005 emphasis.
 - Make adjustments in lots available to resident parkers without negatively impacting customers by Spring 2005; review status in Fall 2005.
 - Revise parking promotional pieces to reflect new public lots (Lot 8B, Eighth Street Market Place, Ottawa County Court House by March 2006.
- * With the Downtown Parking Board, address initial management recommendations per the DPSP:
 - Explore the potential of designating a "Gold Zone" by Fall 2005.
 - Reduce demand for parking through recommendations including promotion of alternative ways to get to Downtown such as MAX buses and bicycles by Summer 2005.
 - Explore ways to better serve increasing overnight parking users, possibly allowing on-street overnight parking, and/or revamping the overnight parking system by May 2006.
 - Continue to advocate for expanded on-street parking and participate in City Council discussions regarding overnight on-street parking.
- * Continue to work with the part-time Downtown Parking Enforcer to monitor and address issues with overnight parking, lot conditions, and general aspects of Downtown's parking and traffic systems. Slightly increase hours to achieve more consistent enforcement.
- * Continue to research funding for capital parking improvements per DPSP recommendations by Summer/Fall 2005.
- * With Environmental Health, continue to monitor Lot 9F recycling plan and research expansion of program into other lots as needed by Summer 2005.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN PARKING FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Parking Permits Issued				
Number	197	125	145	150
Revenue	\$6,803	\$3,400	\$4,300	\$4,400
Public Off- Street Parking Supply Downtown				
Lots	13	13	14	15
Spaces	903	903	931	950

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PUBLIC PARKING FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 115,554	\$ 119,000	\$ 122,600	\$ 126,278
Charges for Services	6,803	3,416	4,331	4,300
Interest & Rents	(248)	(154)	2,200	1,400
Transfers In	77,800	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 199,909	\$ 122,262	\$ 129,131	\$ 131,978

FUNDING USES -

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 10,163	\$ 16,383	\$ 35,070	\$ 37,700
* Benefits - To Include NonWorking Wages	3,664	3,796	10,900	8,900
* Mandatory Employer Costs	2,302	3,035	3,930	4,000
Other Current Expenditures -				
* Supplies / Maintenance	33,887	38,320	35,660	37,800
* Contractual	4,417	4,565	10,000	10,000
* Other	16,921	32,469	32,845	33,920
Capital Outlay	78,347	- 0 -	250	- 0 -
Debt Service Payments -				
* Interest & Fee Payments	1,093	1,431	1,049	1,639
Transfers Out	10,265	14,201	14,057	14,257
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	\$ 161,059	\$ 114,200	\$ 143,761	\$ 158,216

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 38,850	\$ 8,062	\$ (14,630)	\$ (26,238)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	88,227	96,289	81,659	55,421
TOTAL FUND EQUITY	\$ 88,227	\$ 96,289	\$ 81,659	\$ 55,421

- - STAFFING - -

Personnel Services Total Amount	\$ 16,129	\$ 23,214	\$ 49,900	\$ 50,600
Full-Time Positions	0.25	0.25	0.50	0.50
Part-Time Positions @ F.T.E.	0.15	0.40	0.55	0.55

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Downtown Development Authority Fund-Mainstreet Fund (Component Unit Fund)

FUND MISSION STATEMENT

To create and maintain 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.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to pursue and/or support the variety of public improvement projects set forth in the Strategic Planning Committee's "Broadening the Vision" report, and those identified in the on-going Strategic Plan Update (update to be completed by Fall 2005), such as Windmill Island boardwalk, Window-on-the-Waterfront Park, snowmelt expansion, and Eastern Gateway improvements. The River Avenue Bridge, River/Michigan Avenue corridor and Pine Avenue corridor public improvement projects will be the focus during both 2005 and 2006. The RiverWorks Task Force will work on a RiverWorks public awareness campaign for the community to mitigate impacts from the extensive downtown roadway and bridge construction.
- * To continue to refine role of DDA in light of the PSD's separate organizational status by December 2005.
- * To continue to follow up with the six (6) participating entities on the Tourism Initiative (started in November 2002) and address action items listed in the report. Items to be addressed in fiscal year 2006 include improved cooperation and communication between entities, and the future of Dutch WinterFest (possibly shifting from HACVB hands to PSD hands).
- * To continue to monitor, revise and market as necessary Downtown's no-cost design assistance and low-interest loan programs: two (2) design assistance programs and two (2) loan projects are expected for fiscal year 2006.
- * To pursue Design Review Board issues: a) update wayfinding keymaps and monitor the wayfinding signage system recommending other updates as necessary by September 2005; b) review C-3 sign applications (on-going); and c) design and install new fall banners by October 2005.
- * To provide additional tree root applications and maintenance to benches, urns, and plantings by Spring 2006.
- * Administer and monitor the new street performer ordinance, reporting on its status at its annual anniversary of Spring 2006.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN DEVELOPMENT AUTH. FUND -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
New Business Recruited	2	5	3	6
Building Improvement Expenditures	\$700,000	\$5M	\$1M	\$1M
Total Incentive Investment (CDBG)	0	0	0	0
Number of Designs Prepared (Design Assistance)	4	2	3	1
Number of Loan Program Projects	1	2	2	1
Number of Cash Rebate Projects	0	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND (A COMPONENT UNIT FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 139,878	\$ 156,384	\$ 155,632	\$ 158,722
Intergovernmental	4,610	4,610	4,610	4,610
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	5,544	1,872	5,400	5,300
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	5,390	10,400	10,400	5,000
TOTAL SOURCES	\$ 155,422	\$ 173,266	\$ 176,042	\$ 173,632
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 64,704	\$ 68,586	\$ 61,150	\$ 48,200
* Benefits - Includes NonWorking Wages	27,926	22,355	16,810	14,200
* Mandatory Employer Costs	6,262	6,554	4,980	4,700
Other Current Expenditures -				
* Supplies / Maintenance	27,588	31,638	37,394	36,300
* Contractual	22,714	13,806	23,400	21,900
* Other	33,674	20,472	46,179	45,500
Capital Outlay	17,275	- 0 -	2,750	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	\$ 200,143	\$ 163,411	\$ 192,663	\$ 175,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (44,721)	\$ 9,855	\$ (16,621)	\$ (2,168)
ENDING FUND EQUITY -				
Designated / Reserved	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Undesignated / Unreserved	104,969	114,824	98,203	96,035
TOTAL FUND EQUITY	\$ 114,969	\$ 124,824	\$ 108,203	\$ 106,035
- - STAFFING - -				
Personnel Services Total Amount	\$ 98,892	\$ 97,495	\$ 82,940	\$ 67,100
Full-Time Positions	1.70	1.70	0.80	0.80
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.15	0.15

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

FUND MISSION STATEMENT

The Principal Shopping District (PSD) mission is to increase the awareness and overall appeal of downtown Holland locally, regionally, and nationally to benefit PSD members.

ACTION PLAN FOR FY 2006

- * Create an effective marketing plan that encompasses print, radio, and television advertising for target markets.
 - Create new identity, name, logo, slogan for Downtown Holland in FY06.
 - Improve and expand media relations by November 2005.
 - Revamp and develop new marketing literature as needed.
- * Create new marketing collateral pieces that better promote and encompass downtown Holland.
 - Produce downtown map listing individual stores on a seasonal basis beginning July 1.
 - Produce downtown calendar of events twice a year beginning July 1.
 - Produce downtown restaurant guide in Summer 2006.
 - Replace current downtown brochure with rack card upon depletion of existing brochure.
 - Work with economic development entities and major property owners to produce business recruiting piece during FY06.
 - Produce employee and resident coupon booklets on a seasonal basis beginning July 1.
- * Coordinate with the "RiverWorks" Construction Task Force.
 - Work as part of team to promote public awareness of businesses along the construction corridor, and specifically downtown Holland throughout FY06.
 - Coordinate events with committee members to take place from July 1, 2005-June 30, 2006.
- * Form Collaborations with groups/individuals to improve communication and awareness and increase levels of cross marketing within these groups.
 - Create downtown website for culture, arts and special events that encompasses all downtown events.
 - Collaborate with Holland Area CVB to better market downtown Holland on a national level.
 - Collaborate with Holland Area CVB and local hotels to market to groups visiting the Holland

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

area for group events by November, 2005.

- * Foster vibrancy and excitement in downtown Holland thorough continuation of PSD organized special events and promotions.
 - Create process to evaluate new events and promotions by December, 2005.
 - Take over Dutch Winterfest from Holland Area CVB and recreate and revamp events to better enhance the downtown area by November 2005.
 - Create working committees for new and existing events on a continual basis.
 - Work with DDA to make kiosks more user friendly by end of summer 2005.
 - Structure events calendar for calendar year.
- * Work with Holland Area Chamber of Commerce to create a partnership with benefits specifically designed for downtown Holland businesses including special PSD membership rates, programs and incentives by December 2005.
- * Raise additional funding and resources to enhance all programming through corporate sponsorships of new or existing events, additional associate memberships, and possible expansion of district (on-going).
- * Create measurability for all aspects of action plan and diligently measure, record and report these impacts and results to membership (on-going).

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP-PRINCIPAL SHOPPING DISTRICT FUND

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Associate Membership	1	1	1	3
Corporate Sponsorship	0	1	1	3
<u>Marketing & Promotion Initiatives</u>	0	2	2	3
Produce New or Update TV Spots	0	0	1	2
Weekly Radio Show	0	0	1	1
Review and Revamp KIOSK Usage	0	0	1	1
Produce Media Kit	0	0	1	1
Produce Sponsorship Kit	0	0	1	1
Produce Associate Member Kit	0	0	1	1
Produce Welcome Kit for New Businesses	0	0	1	4
Employee/ Resident Appreciation Program	0	0	1	4
Downtown merchant maps	0	0	2	4
Calendar of Events	1	1	1	1
Restaurant Guide	0	0	1	1
Downtown Rack Card/Brochure	0	0	1	1
Sunday Hours Rack Card	0	0	1	1
Christmas Tree And Decorations	0	1	1	1
Marketing to Visiting Groups Program	1	1	1	1
Create New Logo/Tagline/Brand	0	0	0	1
Improve Website	0	0	0	1
Business Recruiting Piece	0	0	0	1
8th Street Market Place Marketing Partnerships	0	0	1	1
<u>Number of Events held & assisted</u>	3	7	21	38
Sidewalk Sales				
Summer Concert Series				
"Be A Tourist"				
Hope Freshman Orientation				
Merchant Holiday Open House				
Lighting up the Holidays				
Wedding Walk				
Gallery Walk Series				
Gone Shopping				
St. Patrick's Day Celebration				
Santa's House				
Kerstmarkt				
Farmer's Market				
Sinterklaas Eve				
Up on the Rooftops				
Ice Sculpting Competition				
Octoberfest				
Street Performers				
February Meltdown Sale				
LeStyle Da Vie	15	15	20	20
<u>Advocacy and Unity</u>				
PSD/Chamber Partnership Program	0	0	1	1
Collaborate with other entities	0	0	1	1
D-Coffee / Mixes	0	0	13	17
E - Newsletters	0	0	52	52
Printed newsletters	12	12	9	4
Full Membership Meetings	2	2	2	2

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 91,413	\$ 94,539	\$ 109,805	\$ 109,805
Charges for Services	7,157	100	3,738	38,250
Interest & Rents	1,789	(69)	1,800	1,400
Other	1,250	5,250	5,250	27,100
TOTAL SOURCES	\$ 101,609	\$ 99,820	\$ 120,593	\$ 176,555

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 7,364	\$ 7,760	\$ 38,900	\$ 47,600
* Benefits - To Include NonWorking Wages	3,196	2,575	6,210	9,500
* Mandatory Employer Costs	704	730	3,420	4,300
Other Current Expenditures -				
* Supplies / Maintenance	6,799	4,890	6,000	6,200
* Contractual	1,790	766	1,700	41,100
* Other	126,637	73,511	100,852	84,400
Capital Outlay	590	- 0 -	3,685	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	2,200
TOTAL USES	\$ 147,080	\$ 90,232	\$ 160,767	\$ 195,300

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (45,471)	\$ 9,588	\$ (40,174)	\$ (18,745)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	81,730	91,318	51,144	32,399
TOTAL FUND EQUITY	\$ 81,730	\$ 91,318	\$ 51,144	\$ 32,399

- - STAFFING - -

Personnel Services Total Amount	\$ 11,264	\$ 11,065	\$ 48,530	\$ 61,400
Full-Time Positions	0.20	0.20	0.75	0.75
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.30	0.30

INTRODUCTION TO DEPARTMENT COMMUNITY AND NEIGHBORHOOD SERVICES

Dangerous Structures Fund

FUND MISSION STATEMENT

To proceed with the repair or demolition of dangerous structures in an efficient manner as one of many methods employed to protect the health, safety, and welfare of occupants, neighbors, and general public.

ACTION PLAN FOR FISCAL YEAR 2006

- * As necessary, identify and process structures as dangerous structures (8 structures anticipated).
- * Encourage resolution without City intervention of all eight (8) of these structures.
- * Proceed with repair or demolition for those structures that could not be resolved without intervention.

PROGRAM MEASUREMENTS

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Dangerous Structures Public Hearings	5	2	6	5
Number of Housing Board of Appeals Public Hearings	3	1	4	4
Number Repaired by the Owner	3	1	2	4
Number Repaired by the City	2	0	2	0
City Cost of Repairs/Demolition	\$7,275	\$0	\$22,000	\$22,000
Number of Vacant Properties	2	0	0	4
Number of Occupied Properties	3	2	4	1
Non-Rental Properties	1	2	3	3
Rental Properties	4	0	1	2
Legal Action for Eviction of Occupants	1	0	0	1
Residential	5	1	4	4
Commercial	0	1	0	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DANGEROUS STRUCTURES FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 6,325	\$ - 0 -	\$ 20,300	\$ 22,000
Interest & Rents	(32)	(66)	125	125
Transfers In	6,532	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 12,825	\$ (66)	\$ 20,425	\$ 22,125

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 66	\$ 316	\$ 505	\$ 500
* Contractual	- 0 -	400	1,200	1,500
* Other	6,359	- 0 -	20,500	22,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 6,425	\$ 716	\$ 22,205	\$ 24,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 6,400	\$ (782)	\$ (1,780)	\$ (1,875)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,400	5,618	3,838	1,963
TOTAL FUND EQUITY	\$ 6,400	\$ 5,618	\$ 3,838	\$ 1,963

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Brownfield Redevelopment Authority Fund (Component Unit Fund)

FUND MISSION STATEMENT

To provide a fund to receive Brownfield Redevelopment tax increment financing revenues and to distribute these revenues to the various Brownfield projects.

ACTION PLAN FOR FISCAL YEAR 2006

- * To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - BROWNFIELDS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Active Projects (Capturing Taxes)	0	2	3	6
Taxable Valuation Capture (IFT at Equivalency)	0	\$312,277	\$1,460,053	\$5,214,686

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

BROWNFIELD REDEVELOPMENT AUTHORITY FUND (A COMPONENT UNIT FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ 11,967	\$ 45,659	\$ 175,108
Interest & Rents	- 0 -	62	213	- 0 -
Transfers In	- 0 -	- 0 -	2,844	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ 12,029	\$ 48,716	\$ 175,108
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	- 0 -	25	46,182	175,430
Transfers Out	- 0 -	12,004	2,212	- 0 -
TOTAL USES	\$ - 0 -	\$ 12,029	\$ 48,394	\$ 175,430
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ 322	\$ (322)
ENDING FUND EQUITY -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	322	- 0 -
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ 322	\$ - 0 -
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

MSHDA - NPP/HOME Grant Fund

FUND MISSION STATEMENT

To maintain safe, peaceful, and attractive neighborhoods with special emphasis to the Ourstreet Target Areas. To provide pro-active, "on-the-street" assistance to homeowners, landlords, and tenants by working with residents and community agencies to enhance relations among neighbors and provide needed services

ACTION PLAN FOR FISCAL YEAR 2006

- * Promote homeownership in the Neighborhood Preservation Program (NPP) area by helping four (4) home buyers to purchase and rehabilitate a home by June 2006.
- * Improve housing affordability by assisting two (2) rental properties with rental rehabilitation by June 2006.
- * Improve housing quality in the target area by completing two (2) homeowner rehabilitation projects.
- * Market the NPP Target Area by producing brochures, a promotional video, and hosting neighborhood meetings by June 2006 (three (3) projects).
- * Recognize up to four (4) residents in the Ourstreet Target Area with Good Neighbor awards by April 2006.
- * Improve attractiveness of the neighborhood by landscaping four (4) properties by June 2006.
- * Work with Staff, the Ourstreet Committee, and residents to implement two (2) Public Improvement Projects by June 2006.
- * Seek greater coordination and efficiency with other city departments.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - NPP/HOME GRANT FUND -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>PROMOTION</u>				
Good Neighbor Awards	5	0	4	4
<u>DESIGN</u>				
Design Assistance				
Neighborhood Preservation Program Area	5	0	21	10
MSHDA Home Purchase and Rehab-NPP	2	3	3	3
Rental Rehab	1	1	2	1
Homeowner Rehab-NPP	N/A	0	2	1
Public Improvement Project-NPP	N/A	N/A	1	1
Landscape Blitz				
Neighborhood Preservation Program Area	0	0	21	10
<u>NEIGHBORHOOD STRUCTURING</u>				
Building Permits				
Neighborhood Preservation Program Area	57	50	50	55

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MSHDA - NPP/HOME GRANT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 195,931	\$ 163,057	\$ 318,856	\$ 335,259
Other	- 0 -	5,701	15,848	- 0 -
TOTAL SOURCES	\$ 195,931	\$ 168,758	\$ 334,704	\$ 335,259

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 35,662	\$ 16,623	\$ 32,565	\$ 40,403
* Benefits - To Include NonWorking Wages	14,343	9,708	26,458	19,130
* Mandatory Employer Costs	3,109	1,610	3,698	3,743
Other Current Expenditures -				
* Contractual	142,817	140,817	271,983	271,983
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 195,931	\$ 168,758	\$ 334,704	\$ 335,259

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Personnel Services Total Amount	\$ 53,114	\$ 27,941	\$ 62,721	\$ 63,276
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

The figures presented above are provided as estimates of the grant fund summary during the City's FY-2005 and FY-2006.

The prior MSHDA - NPP (Mich State Housing Development Authority - Neighborhood Preservation Program) / HOME Grant funding period was 04/01/01 to 01/31/05 (extended) in the multi-year amount of \$555,500 (\$32,180 was unexpended).

The current MSHDA - NPP (Mich State Housing Development Authority - Neighborhood Preservation Program) / HOME Grant funding period is 02/01/04 to 06/30/06 in the multi-year amount of \$531,900.

A FHLBI-NIP Grant (through Macatawa Bank) in the amount of \$60,000 which began in October 2004 is also included above.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant Program - 22nd Entitlement Year

FUND MISSION STATEMENT

To provide safe, affordable housing; address unmet social service and community needs to provide a suitable living environment, principally for persons of low and moderate income; address slum and blighted areas and buildings; preserve the architectural and historic heritage of the community; and expand economic opportunities through the support of City and community organizations with Community Development Block Grant monies.

ACTION PLAN FOR FISCAL YEAR 2006

- * Prepare and administer subrecipient agreements with agencies and organizations for programs, services and activities selected for FY2006 CDBG funding. Complete agreements by August 2005 with administration ongoing through June 2006.
- * Assist the Community Development Committee to consult with agencies, city departments and citizens to identify and quantify community needs and develop outcomes to be accomplished to meet those needs.
- * Work with City Council to prioritize the Consolidated Plan Strategy for FY2007 by February 2006.
- * Assist the City of Holland and the community in meeting the objectives of the Consolidated Plan by soliciting and selecting activities, which support the missions and achieve the outcomes of that plan for operation in FY2006 by May 2005. (see missions below)
- * Monitor federal budget process through Oct-Dec 2005 to determine if presidential recommendation to eliminate CDBG funding for City Fiscal Year 2007 will occur. In the event elimination seems eminent, enact a contingency plan to manage final CDBG funding for City Fiscal Year 2006 that will allow selected programs to extend into FY2007.
- * Assist City of Holland elected officials by providing information about the accomplishments of the CDBG program to inform congressional representatives during federal budget debates expected throughout 2005.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant Program - 22nd Entitlement Year

Housing Missions:

Homeownership -

There will be increased opportunities for City residents to own a residence.

- * Homeownership Outcome - Homeownership percent will increase to levels typical for Healthy City of Holland Neighborhoods (Van Raalte, Longfellow @ approximately 75% homeownership).

Housing Conditions -

The residents of the City of Holland will live in safe, decent housing, which, at a minimum, meets local codes.

- * Housing Conditions Outcome - 95% of residential structures in a neighborhood will be code compliant.

Affordability -

Residents of the City of Holland will have the opportunity to live in housing which costs 30% or less, including utilities, of the household's gross income.

- * Affordability Outcome - Households at or below 80% MFI are able to rent or purchase affordable housing in City of Holland Neighborhoods.

Housing Options -

There will be an adequate opportunity for all City residents to live in housing sized and designed to meet their needs in a variety of neighborhoods.

- * Housing Options Outcome - Under Development by CDC

Homelessness -

There will be an adequate number of housing units and services available to residents of the City experiencing an emergency housing crisis.

- * Homelessness Outcome - Under Development by CDC

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant Program - 22nd Entitlement Year

Non-Housing Missions:

Special Needs -

There will be adequate services available for those City residents with special needs involving housing, health, safety or welfare.

- Special Needs Outcome - Under Development by CDC

Financial Assistance/Economic Development -

There will be adequate short-term assistance available for City residents with financial needs that threaten health, safety or welfare and long-term assistance to upgrade household earned income to an adequate level.

- Financial Assistance/Economic Development Outcome - Under Development by CDC

Community Assistance/Economic Development -

There will be adequate assistance and incentives provided for rehabilitation of deteriorated downtown and neighborhood commercial and historic properties to improve and enhance the viability of that area and the surrounding neighborhoods.

- Community Assistance/Economic Development Outcome - Under Development by CDC

Community Services -

There will be adequate public services, facilities and infrastructure to meet the needs of the residents of the City and provide for a quality living environment.

- Community Services Outcome - Under Development by CDC

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CDBG ENTITLEMENT GRANT FUND -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Housing Mission:</u>				
Homeownership				
Jubilee Ministries - Direct Homeownership Assistance	1	2	6	TBD
Community Action House - Homeownership Grants	0	0	0	Dropped Prog
Lakeshore Habitat for Humanity - Direct Homeownership Assist	0	1	7	TBD
Ottawa Co. Comm Action Agency - IDA Direct Homeownership	0	0	2	2
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	83	96	85	TBD
City of Holland - Ourstreet Driveway Improvement Program	5	5	6	TBD
Affordability - No direct activities under this mission.	0	0	0	TBD
Housing Options				
City of Holland - Fair Housing - Workshop Participants	6	0	0	TBD
City of Holland - Fair Housing - Brochures and Books	1,000	0	0	TBD
Homelessness				
Community Action House - Guaranteed Security Deposit Program	20	9	60	TBD
Good Samaritan Ministries - Transitional Housing Program	33	43	40	TBD
<u>Non-Housing Missions</u>				
Special Needs				
Resthaven Patrons Inc. - Fire Safety Improvements (Sen. Housing)	0	1	not funded	TBD
Financial Assistance/Economic Development				
Jubilee Ministries - Micro Business Development	24	24	20	TBD
Jubilee Ministries - Employee Program	34	31	not funded	TBD
Commercial Assistance/Economic Development				
City of Holland - Nghbd Comm Storefront Renovation Program	2	1	18	TBD
Park Theatre Renovation - Preservation through Performance	0	cancelled	not funded	TBD
Community Services				
Boys and Girls Club - Youth Programs	1,542	1,617	1,010	TBD
Hope College - Children's After School Programs (CASA)	105	105	100	TBD
Holland Comm. Hospital Foundation - Growth Connections Prog.	1,529	1,568	1,500	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	65	64	not funded	TBD
Core City Christian Com. Dev. Assoc. - Life Strategies Program	0	102	not funded	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

COMMUNITY DEVELOPMENT BLOCK GRANT FUND - C. D. B. G. ENTITLEMENT FUNDING - (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 385,332	\$ 411,677	\$ 655,759	\$ 368,887
Other	191,962	201,722	137,148	26,550
Transfers In	5,801	18,910	19,077	- 0 -
TOTAL SOURCES	\$ 583,095	\$ 632,309	\$ 811,984	\$ 395,437
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 54,899	\$ 55,435	\$ 70,506	\$ 68,200
* Benefits - To Include NonWorking Wages	26,098	27,145	32,770	32,960
* Mandatory Employer Costs	5,065	5,303	6,212	7,150
Other Current Expenditures -				
* Supplies / Maintenance	1,911	1,689	5,736	9,400
* Contractual	485,429	521,819	673,191	277,727
* Other	3,892	2,008	4,492	- 0 -
Transfers Out	5,801	18,910	19,077	- 0 -
TOTAL USES	\$ 583,095	\$ 632,309	\$ 811,984	\$ 395,437

- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -				
Personnel Services Total Amount	\$ 86,062	\$ 87,883	\$ 109,488	\$ 108,310
Full-Time Positions	1.45	1.38	1.28	1.48
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

The figures presented above are provided as recommendations by the CDBG Committee. The CDBG Grant budget will be adopted as a separate action of the Holland City Council. Original federal grant amounts for each fiscal year are as follows: FY2002 = \$436,000, FY2003 = \$428,000, FY2004 = \$389,000, FY2005 = \$386,000.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Michigan Economic Development Grant Fund

FUND MISSION STATEMENT

To work in partnership with area governments and other economic development organizations to assist new or existing businesses to locate their facilities in the Holland area for the purpose of retention or expansion of employment opportunities for the citizens of the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2006

- * Provide the administrative oversight and reporting for the MEDC - Economic Development Infrastructure grant related to the Uniform Color Company plant development at 850 East 48th Street in accordance with the City/County agreement with Allegan County the actual grant recipient. Administrative management is expected to be ongoing through October 2006.
- * Manage engineering consultants during the design, bidding and construction of water and sewer infrastructure and a railroad spur being brought to the new Uniform Color Company facility site. Management of consultants is expected to be ongoing through October 2005.
- * Complete the construction of water and sewer infrastructure extensions to serve the Uniform Color Company plant development site at 850 East 48th Street. Completed.
- * Complete design work and approval by CSX for the construction of a railroad spur to serve the Uniform Color Company plant development site at 850 East 48th Street. Construction is expected to be completed by the end of the 2005 construction season.
- * Monitor Uniform Color Company compliance with job development and new hires in accordance with the employment plan prepared to achieve compliance with MEDC job reporting requirements. New hiring is expected to be ongoing through November 2005.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**MICHIGAN ECONOMIC DEVELOPMENT GRANT FUND
- PROJECT: UNIFORM COLOR COMPANY -
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 290	\$ 38,484	\$ 561,575	\$ -0-
TOTAL SOURCES	\$ 290	\$ 38,484	\$ 561,575	\$ -0-

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	-0-	-0-	-0-	-0-
* Other	-0-	-0-	-0-	-0-
Capital Outlay	290	38,484	561,575	-0-
Contingencies	-0-	-0-	-0-	-0-
TOTAL USES	\$ 290	\$ 38,484	\$ 561,575	\$ -0-

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -0-	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE	\$ -0-	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Solid Waste Recycling Fund

FUND MISSION STATEMENT

To provide methods, programs, education, and resources to allow for the cost efficient and environmentally responsible disposal of solid waste for all city residents and businesses.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue as necessary, a comprehensive review of the refuse/recycling, Project Pride, leaf pickup, and spring cleanup programs to improve efficiency and effectiveness to property owners.
- * To provide education on recycling to reduce the amount of solid waste entering landfills.
- * Participate and contribute to the publication of a city calendar that includes comprehensive information on solid waste disposal and recycling, for distribution in November 2005.
- * To increase total recycling within City limits by 5% through a concentrated education program.
- * To continue to work closely with Ottawa County and provide education to City residents regarding the proper disposal of Household Hazardous Waste by August 2005.
- * Increase school participation in recycling programs by providing a minimum of 12 education presentations in local schools, and offering project suggestions to student led programs at these facilities by December 2005
- * To reduce the number of City Sponsored Project Prides to two annual events, one fixed traditional drop off site in March, and a second with a coupon to be used at one's convenience between June and October.
- * To host a Project Pride spotlight event at three (3) locations featuring recycle reuse opportunities that are available year round during the summer months.
- * Implement quality of life legislation as passed by the state to reduce the amount of time debris associated with spring and fall cleanup remains in the right-of-way by June 2006.
- * Publish and distribute a "Good Neighbor" brochure by December 2005.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - SOLID WASTE RECYCLING FUND -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
HAZARDOUS WASTE				
Community Day Collection*	Pounds not reported	Pounds n/a	Pounds n/a	Pounds n/a
PROJECT PRIDE				
Pounds of trash collected at PP site.	762,800	271,360	300,000	300,000
Estimated pounds of trash collected with redeemed coupons.	-	240,000	240,000	240,000
Coupons redeemed.	-	301	300	300
Pounds of scrap metal collected by Padnos Co.	not reported	54,180	50,000	50,000
Freon appliances collected.	215	31	100	100
CURB SIDE RECYCLING				
1-4 Family Dwelling Units	9,085	8,807	8,770	8,770
Type of Waste Recycles - In Pounds				
- Total Fiber (newsprint (90%, corrugated 9%, junk mail .5%, magazines .5%))	2,169,540	2,572,480	2,500,000	2,500,000
- Total Comingle (includes metals 19%, glass 59%, plastic 22%)	619,820	850,280	730,000	730,000
Total of Above	2,789,360	3,422,760	3,230,000	3,230,000
REFUSE				
1 Bag/month	388	341	330	330
2 Bag/month	216	189	185	185
32 Gallon weekly	2,871	2,794	2,760	2,760
65 Gallon weekly	3,624	3,490	3,475	3,475
90 Gallon weekly	1,986	1,993	2,020	2,020
Multi-Family				
2 Yard	-	-	-	41
4 Yard	-	-	1	7
6 Yard	-	-	-	1
Recycling	-	-	16	255
* Discounted at City Level, March 2004.				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,004,825	\$ 1,017,106	\$ 1,152,393	\$ 1,192,907
Interest & Rents	58,676	48,987	60,969	61,357
Other	1,506	1,872	500	500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,065,007	\$ 1,067,965	\$ 1,213,862	\$ 1,254,764

FUNDING USES -

Personnel Service Expenses

* Salaries & Wages - Working	\$ 69,751	\$ 76,660	\$ 82,580	\$ 84,900
* Benefits - Includes NonWorking Wages	14,100	15,251	17,770	22,400
* Mandatory Employer Costs	1,772	2,030	2,370	3,450

Other Current Expenses

* Supplies / Maintenance	12,338	3,849	5,200	5,800
* Contractual	1,037,157	1,004,175	1,033,522	1,029,353
* Other	13,530	14,882	11,150	12,075
Capital Outlays	85,972	50,972	57,000	57,000

TOTAL USES	\$ 1,234,620	\$ 1,167,819	\$ 1,209,592	\$ 1,214,978
-------------------	---------------------	---------------------	---------------------	---------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 37,654	\$ 47,752	\$ 48,000	\$ 48,000
----------------------	-----------	-----------	-----------	-----------

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

(This Fund Continues From Previous Page)

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (121,295)	\$ (96,634)	\$ 13,270	\$ 48,786
ENDING BALANCE -				
Designated / Reserved:	\$ 335,610	\$ 330,636	\$ 325,205	\$ 320,362
Undesignated / Unreserved:	405,516	313,856	332,557	386,186
TOTAL FUND EQUITY	\$ 741,126	\$ 644,492	\$ 657,762	\$ 706,548

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (93,283)	\$ 9,701	\$ 44,629
ENDING BALANCE	\$ 191,310	\$ 98,027	\$ 107,728	\$ 152,357

- - STAFFING - -

Personnel Services Total Amount	\$ 85,623	\$ 93,941	\$ 102,720	\$ 110,750
Full-Time Positions	- 0 -	- 0 -	- 0 -	0.32
Part-Time Positions @ F.T.E.	0.70	0.70	0.80	0.80

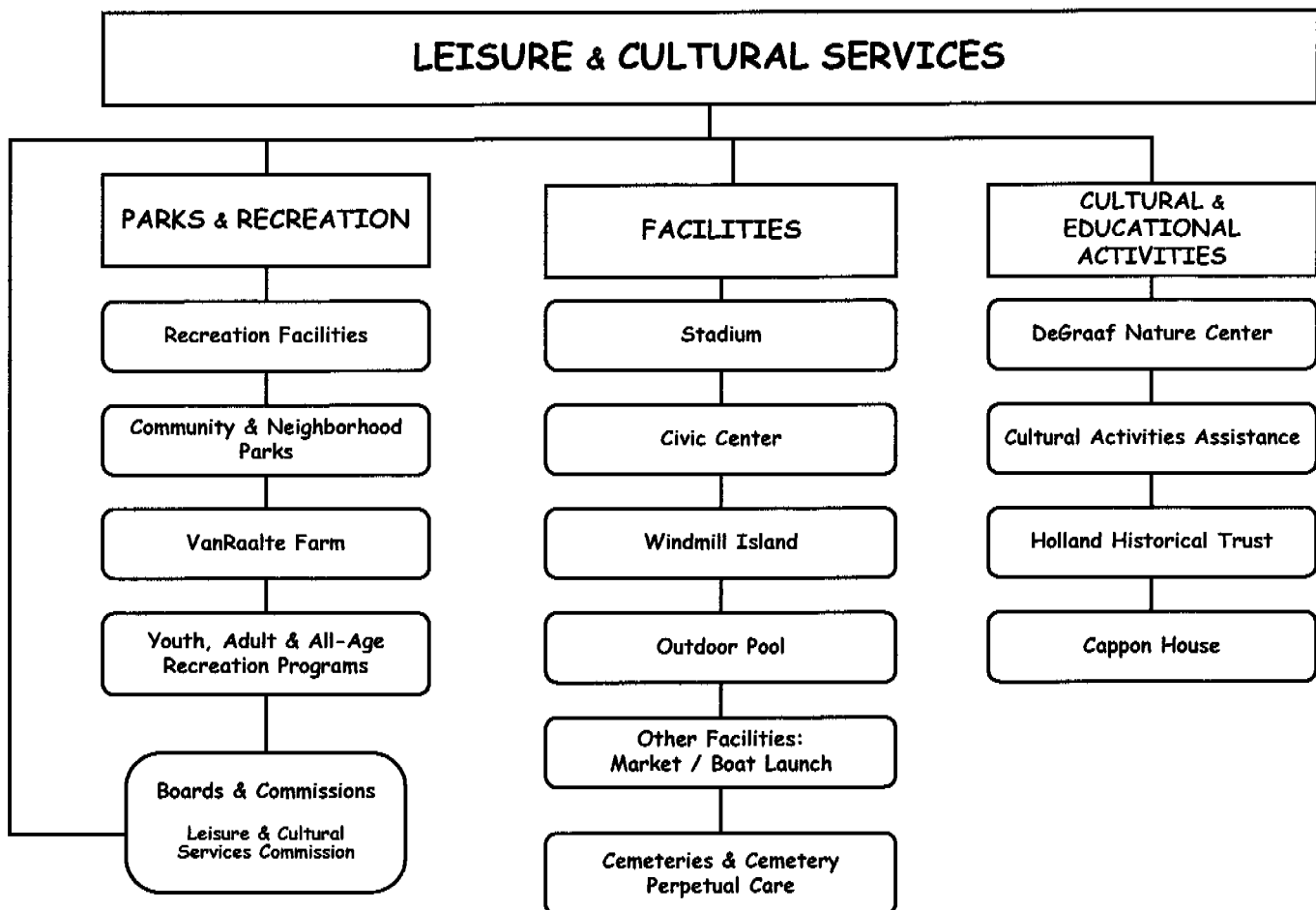
LEISURE & CULTURAL SERVICES GROUP

INTRODUCTION

GROUP MISSION STATEMENT

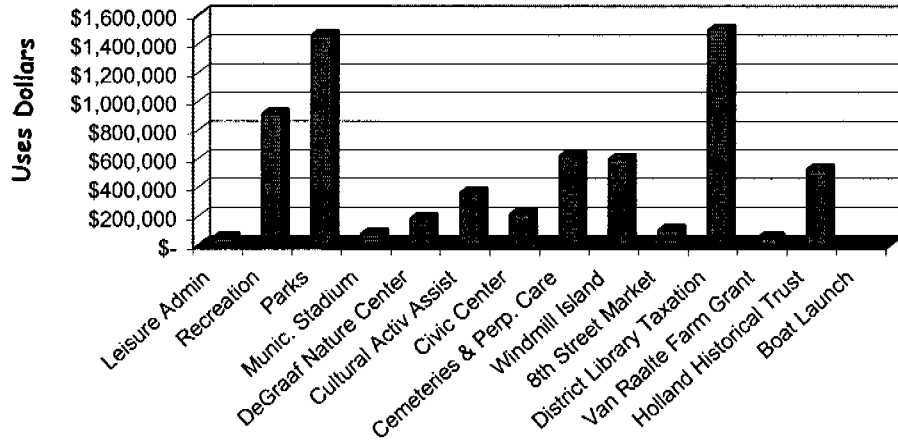
The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit of leisure time activities, and to continue the development of such facilities for the presentation of the natural beauty of the City and the enjoyment of all age groups.

GROUP ORGANIZATIONAL STRUCTURE

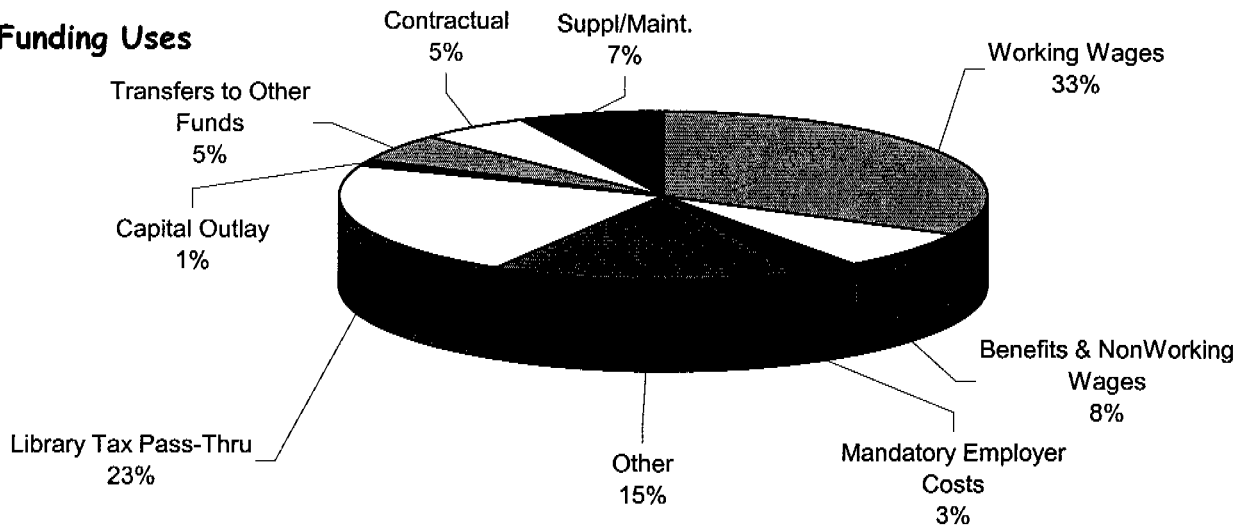


LEISURE & CULTURAL SERVICES GROUP

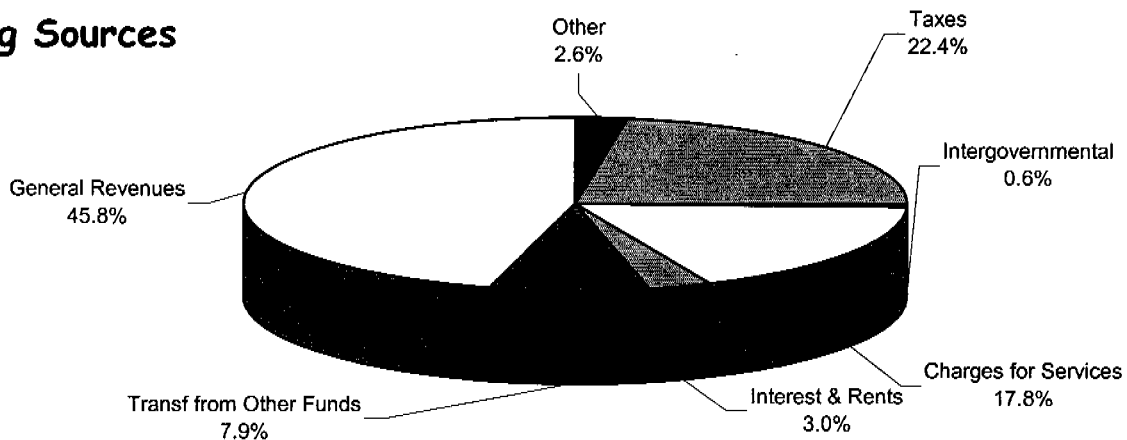
Total Uses By Department \$6,658,200



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 3,608,277	\$ 3,795,619	\$ 3,792,338	\$ 3,890,054
Permanent	179,742	11,002	303,223	102,000
Special Revenue	1,767,756	1,516,773	1,545,136	1,545,457
Enterprise	544,211	655,283	766,615	596,031
Component Unit	559,396	593,469	564,292	524,658
TOTAL - ALL FUND TYPES	\$ 6,659,382	\$ 6,572,146	\$ 6,971,604	\$ 6,658,200

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,464,204	\$ 1,477,346	\$ 1,495,005	\$ 1,495,431
Intergovernmental	13,857	24,839	38,289	40,238
Charges for Services	1,021,767	1,034,879	1,125,325	1,184,260
Interest & Rents	192,903	197,213	173,899	199,539
Other	203,487	191,993	187,549	170,100
Transfers In	875,908	487,662	521,861	526,401
TOTAL SOURCES	\$ 3,772,126	\$ 3,413,932	\$ 3,541,928	\$ 3,615,969

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,013,545	\$ 2,071,924	\$ 2,087,193	\$ 2,155,356
* Benefits - Includes NonWorking Wages	472,661	518,883	473,830	502,370
* Mandatory Employer Costs	199,322	210,212	216,099	221,144
Other Current Expenditures -				
* Supplies / Maintenance	442,566	523,690	506,836	488,300
* Contractual	255,127	279,614	338,590	358,760
* Other	2,400,453	2,491,768	2,516,640	2,510,970
Capital Outlay	87,274	175,631	261,748	62,300
Debt Service Payments -				
* Principal Maturities	60,000	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	4,880	- 0 -	- 0 -	- 0 -
Transfers Out	723,554	300,424	570,668	359,000
TOTAL USES	\$ 6,659,382	\$ 6,572,146	\$ 6,971,604	\$ 6,658,200

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 118,649	\$ 130,521	\$ 133,500	\$ 135,000

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 2,685,528	\$ 2,801,019	\$ 2,777,122	\$ 2,878,870
* Full-Time Positions	32.10	31.00	30.15	28.15
* Part-Time Positions @ F.T.E.	33.66	34.09	35.99	36.32

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Leisure and Cultural Services Administration

DEPARTMENT MISSION STATEMENT

To provide the coordination of all leisure and cultural service activities of the City to provide quality recreation and cultural opportunities through the direction and supervision of the following divisions: Recreation, Civic Center, Municipal Stadium, Parks, Cemeteries, Windmill Island, DeGraaf Nature Center, 8th Street Market, and all associated public facilities. Also, this department will cooperate and coordinate cultural and leisure activities with other non-profit organizations involved with community cultural and leisure programs.

ACTION PLAN FOR FISCAL YEAR 2006

- * To work on the completion of the Kollen Park Boat Launch Renovation and the Heinz Waterfront Walkway Project by June 2006.
- * To continue pursuing possible funding sources for an artificial ice rink by September 2005.
- * To work with the Civic Center Committee to develop recommendation on future construction of a new or redeveloped Civic Center as part of the Western Gateway overall development plan by August 2005.
- * To complete Phase I development of Smallenburg Park by November 2005.
- * To work with Holland Public Schools on the possible development of City/School Park facilities by June 2006.
- * To develop a plan for the possible implementation of a dog park by December 2005.

LEISURE & CULTURAL SERVICES GROUP

LEISURE & CULTURAL SERVICES ADMINISTRATION (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	126,690	90,910	49,156	50,000
TOTAL SOURCES	\$ 126,690	\$ 90,910	\$ 49,156	\$ 50,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 78,642	\$ 58,861	\$ 28,200	\$ 28,700
* Benefits - To Include NonWorking Wages	34,068	21,500	14,630	15,200
* Mandatory Employer Costs	7,959	6,308	2,800	2,900

Other Current Expenditures -

* Supplies / Maintenance	1,194	1,383	1,400	1,200
* Other	4,827	2,858	2,126	2,000

TOTAL USES	\$ 126,690	\$ 90,910	\$ 49,156	\$ 50,000
-------------------	-------------------	------------------	------------------	------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 120,669	\$ 86,669	\$ 45,630	\$ 46,800
Full-Time Positions	1.30	1.30	0.60	0.60
Part-Time Positions @ F.T.E.	- 0 -	0.05	0.05	0.05

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation Division

DEPARTMENT MISSION STATEMENT

To provide diverse recreational and leisure time activities which appeal to citizens of all ages and interests; to assure facilities are properly and adequately supervised and maintained in good working condition; and to provide the participants with safe and enjoyable activities.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continually strive to exceed customer expectations in the delivery of our services.
 - Expand efforts to collaborate with surrounding municipal recreation agencies as well as other non-profit agencies to provide leisure activities. (December 2005)
 - Initiate an internship program with area colleges to provide assistance with recreational programming. (July 2005)
 - To continue to utilize our technological resources to provide convenient options to our constituents (web page information, on line registration, etc). (On going)
- * To continue to meet with and listen to youth oriented individuals and groups from the community that are comprised of various ethnic backgrounds and nationalities on a regular basis in order to determine the needs and desires of the minority community.
 - To continue to explore new ways of marketing our programs to our constituents to assure that all citizens are aware of the programs that we offer.
 - To work with the Youth Advisory Council on evaluating recreational programming and how they affect our constituents. (December 2005)
 - To continue to meet with the Holland Area Boys and Girls Club Program Committee on a monthly basis to jointly provide programs to Central-city.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
YOUTH ATHLETIC PROGRAMS				
Youth T-Ball	239	232	240	246
Boys Soccer	449	399	420	425
Girls Soccer	487	365	400	420
Gymnastics	305	284	300	310
Tennis Lessons	769	753	770	770
Swimming Lessons	870	869	880	890
Sports School	147	146	150	160
Wrestling Clinic	41	31	40	45
Punt, Pass & Kick	61	20	40	50
Boys Basketball	233	289	300	310
Youth Golf Lessons	47	47	50	60
Hershey Track	91	73	80	90
Girls Softball	153	143	150	160
Girls Basketball	97	90	100	110
Girls Volleyball	81	72	80	90
Little Peoples Olympics	137	127	130	140
In-Line Hockey	99	97	100	110
Start Smart	32	40	40	60
Tiny Tikes Football	54	63	70	80
ADULT ATHLETIC PROGRAMS				
Table Tennis	92	107	110	120
Volleyball (winter)	130	110	120	130
Basketball (winter)	400	319	350	360
Golf Lessons	39	29	35	40
Basketball (summer)	300	253	260	270
Mens Softball	1,040	1,008	1,100	1,150
Mens Fastpitch Softball	64	0	0	0
Womens Softball	80	80	80	80
Co-Ed Softball	485	400	420	440
Womens Fastpitch Softball	80	64	65	80
Sand Volleyball	80	56	60	70
Touch Football	288	224	230	250
Fall Softball	752	416	425	440
Adult Tennis Lessons	53	55	60	70
Adult Tennis League	0	0	0	0
Adult Soccer League (new)	100	80	90	100

PROGRAM MEASUREMENTS

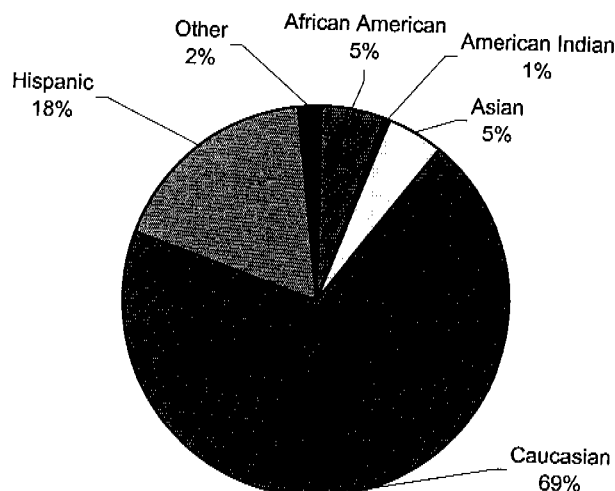
- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
NON-ATHLETIC EVENTS				
<u>FAMILY SPECIAL EVENTS</u>				
Concerts at Centennial Park	2,400	2,500	2,600	2,700
Dad/Daughter Dance	189	140	150	160
Mom/Son Event	218	206	215	220
Halloween Celebration	150	150	100	120
Lunch with Santa	73	73	75	100
Party in the Park	2,500	2,600	2,650	2,700
<u>YOUTH PROGRAMS</u>				
Junior Adventure Club	150	157	160	160
Summer Playground	2,762	2,900	3,000	3,100
<u>BOUWS POOL ATTENDANCE</u>				
Children	9,037	8,897	9,000	9,200
Adults	1,843	1,501	1,700	1,900
Families	759	708	800	900
Totals	11,639	11,106	11,500	12,000

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2004 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Youth T-Ball	7	3	5	188	36	1
Boys Soccer	7	2	10	371	58	2
Girls Soccer	5	3	9	396	72	1
Gymnastics	11	1	6	263	16	1
Tennis Lessons	12	0	11	719	28	24
Swimming Lessons	17	0	45	711	86	0
Sports School	4	0	2	116	16	5
Wrestling Clinic	3	0	0	18	8	0
Punt, Pass, Kick	3	0	0	15	5	0
Boys Basketball	38	0	0	222	29	0
Youth Golf Lessons	2	0	3	47	5	0
Hershey Track	10	6	6	61	12	0
Girls Softball	2	2	4	125	20	0
Girls Basketball	7	2	1	77	10	0
Girls Volleyball	2	0	2	64	13	8
Little Peoples Olympics	4	3	4	97	29	1
In-Line Hockey	3	1	2	88	5	0
Start Smart	3	0	5	24	8	0
Tiny Tikes Football	8	0	2	38	15	0
Adventure Club	4	3	6	128	16	1
Halloween Celebration						
Lunch with Santa	8	0	0	39	31	1
Playground Program	211	9	197	974	689	92
Total Participants	371	35	320	4,781	1,207	137



LEISURE & CULTURAL SERVICES GROUP

RECREATION (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 261,630	\$ 265,339	\$ 271,880	\$ 300,700
Interest & Rents	6,493	3,478	5,500	6,500
Funding Requirement - General Operating Revenues	578,292	568,339	589,070	604,097
TOTAL SOURCES	\$ 846,415	\$ 837,156	\$ 866,450	\$ 911,297

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 432,557	\$ 412,909	\$ 414,877	\$ 446,670
* Benefits - To Include NonWorking Wages	74,384	67,949	56,470	77,770
* Mandatory Employer Costs	44,280	42,916	43,049	46,084

Other Current Expenditures

* Supplies / Maintenance	103,470	113,113	127,153	122,200
* Contractual	62,333	68,258	79,560	79,560
* Other	125,894	127,611	135,828	136,913
Capital Outlay	3,497	4,400	9,513	2,100

TOTAL USES	\$ 846,415	\$ 837,156	\$ 866,450	\$ 911,297
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 551,221	\$ 523,774	\$ 514,396	\$ 570,524
Full-Time Positions	4.30	4.30	4.00	4.00
Part-Time Positions @ F.T.E.	0.70	0.70	1.05	1.05

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks Division

DEPARTMENT MISSION STATEMENT

The Park and Cemetery Division will continue to pursue excellence in all areas entrusted to its care. The Division seeks to enhance the community by providing outstanding services and safe, functional, beautiful facilities as efficiently as possible, and the continuing development of parks for the preservation of the natural beauty of the City and the enjoyment for all age groups.

ACTION PLAN FOR FISCAL YEAR 2006

- * Develop preliminary engineering and detailed cost estimates to identify grants and other funding sources for the rehabilitation of the Van Raalte Farm home lot by December 2005.
- * Continue to expand training for part-time and full-time employees in the following areas:
 - Safety
 - Vehicles & equipment - how & what to inspect daily to avoid unnecessary damage and how to report problems to the mechanics
 - Mixed gas for two (2) cycle engines - how to mix and transport it
 - CPR and First Aid training
 - Continue Work Safe training
- * Develop a plan for future opportunities for floral displays throughout the City, including greenhouse options such as developing a conservatory with the city's historic greenhouses at Windmill Island or Window-on-the-Waterfront by January 2006.
- * Evaluate the City's production greenhouse space vs. contract growing annuals and perennials by January 2006.
- * Develop a plan to improve the City's use of the Pine Avenue forestry yard in wet conditions and to improve drainage by channeling more surface water into the Pine Avenue storm drain during road reconstruction by January 2006.
- * Review landscaping on points and boulevards to enhance beauty and reduce maintenance needs by December 2005.
- * Develop a plan and up-date the landscaping at Lakeview Park (on Black Bass Avenue) after the large, dying trees are removed by September 2005.
- * Develop a plan to transition all irrigation controls to the Toro Sentinel System with a remote link to a central PC at the parks warehouse by February 2006.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Forestry Activities				
Trees Planted	202	128	150	150
Trees Planted by Contract	19	70	64	70
Trees Trimmed	2,089	974	1,500	1,500
Trees Removed	336	323	350	350
Trees Removed by Contract	0	0	0	0
Stump Removal	272	241	250	250
Tulip Beds & Lanes				
Annual Tulip Plantings	230,000	350,000	350,000	350,000
Greenhouse Plantings				
Start-Up Summer Flowers and Winter Flowers	75,000	75,000	75,000	75,000
* Greenhouse is currently at capacity				
Area Maintained by Park Personnel:				
Parks: Kollen, Centennial, Smallenburg, Van Bragt, Mich Ave, Window-on-the-Waterfront, Prospect Woods, Tongeren, Morton, Paw Paw Preserve, Lakeview & Holland Hts & School, College Ave, Lincoln Skate Prk, Prk & Cem Whse, VanRaalte Farm, Water Tower	313.6 acres	313.6 acres	313.6 acres	313.6 acres
Recreation: Matt Urban, Maplewood, Moran, Columbia Ave Courts, and Riverview Ballfield	40 acres	40 acres	40 acres	40 acres
DDA: 7th & 9th Street parkways, Downtown Area	12 acres	17 acres	17 acres	17 acres
Parking Lots, West Michigan Tool and Adjoining Property				
Holland Museum Facilities: Cappon House, Settlers Hse, Holland Museum	.8 acres	.8 acres	.8 acres	.8 acres
Street & Blvds: 16th Blvd & Curbing, Washington & 12th St. Blvd Maplewood Blvd, 23rd St Blvd, Russ Point, Holland Hts Pts, 19th St Cul-de-Sac, South Shore & 8th Points, 2 other Small Points.	5.35 acres	5.35 acres	5.35 acres	5.35 acres
Other: City Hall, Depot/ Adjoining Area, Washington Square Old Hospice House, Holland Municipal Stadium, Sugar Beet Area	20 acres	20 acres	20 acres	20 acres
Total Area Maintained by Park Personnel	391.75 acres	396.75 acres	396.75 acres	396.75 acres
Number of Events in Park Facilities:				
Kollen Park	5	16	16	16
Centennial Park	30	39	36	36
Smallenburg	5	0	3	3
Window on the Waterfront	1	1	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	0	1	3	3
College Avenue Park	0	1	1	1
Other Services:				
Election Day Services, Winter Sidewalk Plowing, Maintenance on Park Buildings, Project Pride, Repair Playground equipment				
Repair Equipment, Remove Vandalism Problems				

LEISURE & CULTURAL SERVICES GROUP

PARKS (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 4,112	\$ 2,947	\$ 6,000	\$ 6,500
Interest & Rents	20,991	19,800	4,800	6,000
Transfers In	- 0 -	10,000	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,303,464	1,454,023	1,438,822	1,448,748
TOTAL SOURCES	\$ 1,328,567	\$ 1,486,770	\$ 1,449,622	\$ 1,461,248

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 551,298	\$ 575,301	\$ 567,900	\$ 585,100
* Benefits - To Include NonWorking Wages	194,165	227,288	218,170	212,300
* Mandatory Employer Costs	56,448	59,550	58,250	59,300

Other Current Expenditures

* Supplies / Maintenance	122,790	172,992	141,048	141,200
* Contractual	36,864	48,115	70,602	62,000
* Other	359,158	385,718	382,217	388,648

Capital Outlay	7,844	17,806	11,435	12,700
TOTAL USES	\$ 1,328,567	\$ 1,486,770	\$ 1,449,622	\$ 1,461,248

- - STAFFING - -

Personnel Services Total Amount	\$ 801,911	\$ 862,139	\$ 844,320	\$ 856,700
Full-Time Positions	12.50	11.50	11.40	10.40
Part-Time Positions @ F.T.E.	8.60	9.35	9.40	9.65

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

A small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Services Group'.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Municipal Stadium

ACTIVITY MISSION STATEMENT

To provide a municipal stadium that is a safe, attractive facility for sports, games, and special events. The City will strive to provide excellent customer service; clear prompt communication; accurate, on-time set-up for all games and events; and the best quality of turf and facilities possible within our resources.

ACTION PLAN FOR FISCAL YEAR 2006

- * Replace windows in press box by September 2005.
- * Complete a final stage of restroom renovation by August 2005.
- * Renovate irrigation North of fence by drive by October 2005.
- * Investigate landscaping options to eliminate turf grass on the hill surrounding north-end of the field by December 2005.
- * Obtain a portable heart defibrillator for the press box by December 2005.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - MUNICIPAL STADIUM - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Football Games:	17	17	17	17
Hope College	8	8	8	8
Holland High School - Varsity	4	4	4	4
Holland High School - Junior Varsity	5	5	5	5
Saugatuck	0	0	0	0
Soccer Games:	11	11	11	11
Hope College	0	0	0	0
Holland High School	0	0	0	0
Recreation Division	1	0	1	1
West Michigan Edge	10	11	10	10
Church Services and/or Religious Events	1	1	1	1
Commencement - Hope College	1	1	1	1
Commencement - Holland High School	1	1	1	1
Other	3	3	3	3
TOTAL	34	28	34	34

LEISURE & CULTURAL SERVICES GROUP

MUNICIPAL STADIUM (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 1,278	\$ 1,700	\$ 2,000
Interest & Rents	10,560	10,570	11,000	15,000
Funding Requirement - General Operating Revenues	63,664	63,080	60,617	59,246
TOTAL SOURCES	\$ 74,224	\$ 74,928	\$ 73,317	\$ 76,246

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 18,760	\$ 21,764	\$ 24,750	\$ 20,600
* Benefits - To Include NonWorking Wages	4,389	4,917	5,770	5,900
* Mandatory Employer Costs	1,804	2,070	2,450	2,100

Other Current Expenditures

* Supplies / Maintenance	18,806	14,493	18,800	19,300
* Contractual	565	601	900	900
* Other	22,007	20,385	20,647	22,946
Capital Outlay	7,893	10,698	- 0 -	4,500

TOTAL USES	\$ 74,224	\$ 74,928	\$ 73,317	\$ 76,246
-------------------	------------------	------------------	------------------	------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 24,953	\$ 28,751	\$ 32,970	\$ 28,600
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.70	0.70	0.70	0.35

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

DeGraaf Nature Center

DEPARTMENT MISSION STATEMENT

To provide nature, environmental, conservation, and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it, and to provide a place for people to relax and enjoy the beauty of nature.

ACTION PLAN FOR FISCAL YEAR 2006

- * Resurface exterior entryways by removing the tile and replacing with long wearing outdoor carpet by July 2005.
- * Finish grade and pave 8 foot by 40 foot path next to nature center leading to the trailhead by August 2005.
- * Reseal, re-stripe and repair the existing parking lot by August 2005.
- * Excavate and Pave 16 foot x 45 foot Bus Drop Off Area along Graafschap Road by August 2005.
- * Dredge north end of pond by September 2005.
- * Replace trailhead sign with new sign by August 2005.

PROGRAM MEASUREMENTS

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Summer Recreation Department Classes	402	420	420	420
School Classroom Programs	13,850	12,287	13,000	14,000
Afterschool Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	175	200	250	250
Public Program Attendance (special events, classes, etc)	2,382	3,088	3,500	3,500
Outside Groups Utilizing the Nature Center:	600	800	800	800
Holland Audubon				
Holland Horticulture & Garden Club				

LEISURE & CULTURAL SERVICES GROUP

DE GRAAF NATURE CENTER (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 63,617	\$ 56,441	\$ 78,214	\$ 82,400
Other	5,666	5,619	5,500	5,500
Funding Requirement - General Operating Revenues	108,574	114,086	90,391	98,900
TOTAL SOURCES	\$ 177,857	\$ 176,146	\$ 174,105	\$ 186,800

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 101,775	\$ 108,099	\$ 94,980	\$ 98,500
* Benefits - To Include NonWorking Wages	27,126	24,828	26,910	28,400
* Mandatory Employer Costs	9,333	10,625	9,410	10,000

Other Current Expenditures

* Supplies / Maintenance	18,695	18,996	19,450	19,300
* Contractual	14,348	7,329	17,195	20,800
* Other	6,580	6,269	6,160	6,300
Capital Outlay	- 0 -	- 0 -	- 0 -	3,500

TOTAL USES	\$ 177,857	\$ 176,146	\$ 174,105	\$ 186,800
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 138,234	\$ 143,552	\$ 131,300	\$ 136,900
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.70	1.70	1.70	1.70

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Kollen Park Boat Launching

ACTIVITY MISSION STATEMENT

To provide a quality boat launch facility that is well maintained and readily accessible to boaters for boating use of Lake Macatawa.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide parking as well as access to the boat launch for users during Phase II of the Kollen Park Project.
- * Implement automated permit machines at the boat launch during the Summer of 2006.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - KOLLEN PARK BOAT LAUNCHING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Number of Permits Purchased:				
Seasonal				
Full Price				
-Resident @ \$25.00 ea	164	120	165	165
-Non-resident @ \$40.00 ea	7	7	10	10
Senior Citizens				
-Resident @ \$18.00 ea	27	22	30	30
-Non-resident @ \$25.00 ea	0	3	5	5
Daily				
-Resident @ \$5.00 per day	422	450	450	450
-Non-resident @ \$8.00 per day	110	53	110	110

LEISURE & CULTURAL SERVICES GROUP

KOLLEN PARK BOAT LAUNCHING (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	- 0 -	\$	6,411	\$	6,500	\$	6,500
Funding Requirement - General Operating Revenues		- 0 -		1,472		(520)		(500)
TOTAL SOURCES	\$	- 0 -	\$	7,883	\$	5,980	\$	6,000

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$	- 0 -	\$	4,425	\$	4,200	\$	4,200
* Mandatory Employer Costs		- 0 -		464		480		500
Other Current Expenditures								
* Supplies / Maintenance		- 0 -		2,680		600		600
* Contractual		- 0 -		314		700		700
* Other		- 0 -		- 0 -		- 0 -		- 0 -
Capital Outlay		- 0 -		- 0 -		- 0 -		- 0 -

TOTAL USES	\$	- 0 -	\$	7,883	\$	5,980	\$	6,000
-------------------	-----------	--------------	-----------	--------------	-----------	--------------	-----------	--------------

- - STAFFING - -

Personnel Services Total Amount	\$	- 0 -	\$	4,889	\$	4,680	\$	4,700
Full-Time Positions		- 0 -		- 0 -		- 0 -		- 0 -
Part-Time Positions @ F.T.E.		- 0 -		0.35		0.25		0.25

ADDITIONAL INFORMATION REGARDING HISTORY FOR THIS ACTIVITY:

Prior to FY-2004, a separate Enterprise Fund provided the accounting for the Kollen Park Boat Launch activity. The fund is discontinued effective July 1, 2004. However, the fund information continues to be presented within this Service Group for the purpose of presenting historic accounting information of recent fiscal years.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

8th Street Market

ACTIVITY MISSION STATEMENT

To provide the community with a traditional outdoor market and special event venue that is a focal point for the central City area for the enjoyment of all.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to look for various ideas for expanding the 8th Street Market, incorporating special events that would enhance the market character.
- * To work with other designated personnel in preparing an updated informative brochure about the participants of the 8th Street Market for the 2006 season by January 2006.
- * To research the prospect of adding an additional market day for handcrafted items only; separate from the Wednesday-Saturday 8th Street Market for the 2006 season by January 2006.
- * To review the fee structure at the end of the 2005 market season and bring any new recommended changes to the Director of Leisure and Cultural Services by January 1, 2006.
- * To enhance the 8th Street Market through creation of newsletters, increased international produce, cooking classes, market demonstrations, cookbook, promotions, and street performers.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - 8TH STREET MARKET - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total daily stalls rented (calendar year)	1,026	808	1,050	1,100
Total number of seasonal stalls rented	77	77	82	82
Project Fresh coupon program	2,498	3,074	3,200	3,200
Special Events	0	0	15	30
** This figure does not include stalls used (free of charge) by six various non-profit and political groups throughout the market season. ** This figure will be affected by construction of the new Farmers Market; due to loss of some the of the parking lot area used for overflow of daily vendors.				

LEISURE & CULTURAL SERVICES GROUP

8TH STREET MARKET (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$	- 0 -	\$ 6,690	\$ 6,176	\$ 6,400
Interest & Rents		- 0 -	- 0 -	6,000	15,000
Charges for Services		- 0 -	33,175	25,500	49,000
Other		- 0 -	- 0 -	5,000	- 0 -
Funding Requirement - General Operating Revenues		- 0 -	(10,638)	41,265	32,300
TOTAL SOURCES	\$	- 0 -	\$ 29,227	\$ 83,941	\$ 102,700

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$	- 0 -	\$ 13,747	\$ 28,040	\$ 42,200
* Benefits - To Include NonWorking Wages		- 0 -	- 0 -	990	3,150
* Mandatory Employer Costs		- 0 -	1,273	2,570	3,950

Other Current Expenditures

* Supplies / Maintenance		- 0 -	533	1,600	3,000
* Contractual		- 0 -	6,877	12,500	16,800
* Other		- 0 -	6,797	38,241	32,600

Capital Outlay

		- 0 -	- 0 -	- 0 -	1,000
TOTAL USES	\$	- 0 -	\$ 29,227	\$ 83,941	\$ 102,700

- - STAFFING - -

Personnel Services Total Amount	\$	- 0 -	\$ 15,020	\$ 31,600	\$ 49,300
Full-Time Positions		- 0 -	- 0 -	0.25	0.25
Part-Time Positions @ F.T.E.		- 0 -	0.40	0.65	0.95

ADDITIONAL INFORMATION REGARDING HISTORY FOR THIS ACTIVITY:

Prior to FY-2004, a separate Enterprise Fund provided the accounting for the Farmers Market activity. The fund is discontinued effective July 1, 2004. However, the fund information continues to be presented within this Service Group for the purpose of presenting historic accounting information of recent fiscal years.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cultural Activities Assistance

ACTIVITY MISSION STATEMENT

To provide financial assistance to selected community cultural and recreational organizations and events based on community need and support, quality of activity, financial considerations and the ability of the organization or event to have an impact on improving the quality of life in the area of recreation and cultural opportunities.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue to annually evaluate all requests by outside cultural agencies for City of Holland funds to assure compliance with City Council goals and objectives, with all requests being evaluated by the Leisure and Cultural Services Advisory Commission by April 2005.
- * To continue to implement the City Council adopted policy and formula for financial assistance to those agencies that have an area-wide benefit and participation to assure financial participation by adjacent governmental units.

LEISURE & CULTURAL SERVICES GROUP CULTURAL ACTIVITIES ASSISTANCE (A GENERAL FUND ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	399,220	381,000	379,466	362,600
TOTAL SOURCES	\$ 399,220	\$ 381,000	\$ 379,466	\$ 362,600
FUNDING USES -				
Other Current Expenditures				
* Contractual	\$ 96	\$ - 0 -	\$ 100	\$ 100
* Other	112,106	110,500	108,866	105,500
Transfers Out	287,018	270,500	270,500	257,000
TOTAL USES	\$ 399,220	\$ 381,000	\$ 379,466	\$ 362,600

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Civic Center Division

DEPARTMENT MISSION STATEMENT

To provide a facility which accommodates the residents of Holland for recreation and leisure time activities and special community events such as Tulip Time, LAUP Festival, Trade Shows and athletic events for Hope College and the Christian Schools.

ACTION PLAN FOR FISCAL YEAR 2006

- * To work with a City Council appointed Civic Center Renovation Committee to establish a comprehensive plan for improvements/expansion of the facility by September 2005.
- * To work with the 8th Street Market Master and the PSD on programming and marketing as we transition into the new 8th Street Market Place.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CIVIC CENTER - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Civic Center Building Use</u>				
Entire Facility	126	136	135	140
Gymnasium Only	874	882	880	885
Exhibition Room Only	67	70	75	80

LEISURE & CULTURAL SERVICES GROUP

CIVIC CENTER (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 1,518	\$ 1,300	\$ 800
Interest & Rents	42,472	41,893	42,500	32,500
Funding Requirement - General Operating Revenues	217,382	203,761	175,519	182,800
TOTAL SOURCES	\$ 259,854	\$ 247,172	\$ 219,319	\$ 216,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 119,204	\$ 109,293	\$ 95,750	\$ 93,800
* Benefits - To Include NonWorking Wages	41,068	47,484	27,240	30,100
* Mandatory Employer Costs	12,585	12,907	9,850	10,000

Other Current Expenditures -

* Supplies / Maintenance	38,981	31,450	34,700	33,700
* Contractual	1,939	619	2,300	2,500
* Other	46,077	44,529	45,939	46,000

Capital Outlay	- 0 -	890	3,540	- 0 -
TOTAL USES	\$ 259,854	\$ 247,172	\$ 219,319	\$ 216,100

- - STAFFING - -

Personnel Services Total Amount	\$ 172,857	\$ 169,684	\$ 132,840	\$ 133,900
Full-Time Positions	2.50	2.50	1.50	1.50
Part-Time Positions @ F.T.E.	1.55	1.55	1.75	1.75

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cemeteries

DEPARTMENT MISSION STATEMENT

The Park and Cemetery Division will continue to pursue excellence in all areas entrusted to its care. The Division seeks to enhance the community by providing outstanding services and safe, functional, beautiful facilities as efficiently as possible.

ACTION PLAN FOR FISCAL YEAR 2006

- * Address drainage issues in Pilgrim Home on south side drives by October 2005.
- * Complete Phase I of irrigation automation in Pilgrim Home Cemetery by November 2005.
- * Repair Pilgrim Home entry columns from 16th Street by May 2006.
- * Investigate ways to transport caskets from hearse to grave that do not involve our employees carrying them by January 2006.
- * Develop policies and procedures for indoor columbarium by August 2005.
- * Continue renovation of beauty spots by completing one in each cemetery by May 2006.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	88	94	125	130
Graafschap Cemetery	63	56	60	65
Accumulated	35,136	35,286	35,471	35,666
Burials:				
Pilgrim Home Cemetery - Annual	238	210	220	220
Graveside Services	87	88	90	90
Percent of Burials	36%	42%	38%	36%
Graafschap Cemetery - Annual	60	73	75	75
Graveside Services	9	10	15	20
Percent of Burials	15%	14%	20%	27%
Marker Foundation Installations:				
Pilgrim Home Cemetery	213	170	200	200
Graafschap Cemetery	67	54	60	60
Certificates of Transfer	75	49	50	50
Cemetery Acreage Maintained:				
Pilgrim Home Cemetery	52.3	52.3	52.3	52.3
Graafschap Cemetery	16.3	16.3	16.3	16.3
Grave Inventory:				
Pilgrim Home Cemetery	4,411	4,317	4,192	4,062
Plotted	2,443	2,349	2,224	2,094
Unplotted	1,968	1,968	1,968	1,968
Graafschap Cemetery	1,008	952	892	827
Plotted	758	702	642	577
Unplotted	250	250	250	250
Niche Sales				
Pilgrim Home Cemetery	7	4	1	10
Niche Inventory (96 niches originally constructed)				
Pilgrim Home Cemetery	5	1	496	486

LEISURE & CULTURAL SERVICES GROUP

CEMETERIES (A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 201,293	\$ 201,288	\$ 253,000	\$ 258,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	36,056	10,529	47,400	47,000
Funding Requirement - General Operating Revenues	158,101	252,610	190,582	212,063
TOTAL SOURCES	\$ 395,450	\$ 464,427	\$ 490,982	\$ 517,063

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 146,120	\$ 170,268	\$ 189,400	\$ 198,500
* Benefits - To Include NonWorking Wages	56,660	86,634	77,610	76,000
* Mandatory Employer Costs	16,105	19,585	21,150	21,700

Other Current Expenditures -

* Supplies / Maintenance	29,254	29,720	38,510	38,500
* Contractual	47,009	55,203	60,100	71,100
* Other	89,238	99,655	98,468	101,763
Capital Outlay	11,064	3,362	5,744	9,500

TOTAL USES	\$ 395,450	\$ 464,427	\$ 490,982	\$ 517,063
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 218,885	\$ 276,487	\$ 288,160	\$ 296,200
Full-Time Positions	4.25	4.15	4.15	4.15
Part-Time Positions @ F.T.E.	1.10	0.90	1.30	1.30

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cemetery Perpetual Care Permanent Fund

FUND MISSION STATEMENT

To meet state statute requirements and to build a continuing growth fund for perpetual care of the cemetery. Currently all interest earned in the fund is transferred to the General Fund to support the operation and maintenance of the cemetery.

ACTION PLAN FOR FISCAL YEAR 2006

- * To collect all fees and administer the investments of the fund efficiently and in accordance with the City and State of Michigan requirements.
- * Invest 100% of income from indoor niche sales into the Perpetual Care Fund.

LEISURE & CULTURAL SERVICES GROUP

CEMETERY PERPETUAL CARE FUND (A PERMANENT FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 100,250	\$ 60,300	\$ 50,000	\$ 62,000
Interest & Rents	37,149	11,960	48,449	48,639
Transfers In	3,965	7,904	7,757	7,757
TOTAL SOURCES	\$ 141,364	\$ 80,164	\$ 106,206	\$ 118,396

FUNDING USES -

Other Current Expenditures

* Other	\$ - 0 -	\$ - 0 -	\$ 3,055	\$ - 0 -
Transfers Out	179,742	\$ 11,002	\$ 300,168	\$ 102,000
TOTAL USES	\$ 179,742	\$ 11,002	\$ 303,223	\$ 102,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (38,378)	\$ 69,162	\$ (197,017)	\$ 16,396
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,758,561	1,827,723	1,630,706	1,647,102
TOTAL FUND EQUITY	\$ 1,758,561	\$ 1,827,723	\$ 1,630,706	\$ 1,647,102

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Fund

FUND MISSION STATEMENT

To develop and maintain a top quality, local, state and national tourist attraction, which retains the Dutch heritage and culture of the City of Holland, which supports the Tulip Time Festival, the local tourist economy and provides a facility for the community to celebrate special events.

ACTION PLAN FOR FISCAL YEAR 2006 WINDMILL ISLAND REMAINS STATUS QUO

- * To continue exposing Windmill Island in association with the tour market, by attending the following conventions and marketplaces; National Tour Association, American Bus Association, Circle Michigan, West Michigan Tourist Association.
- * To work closely with the Holland area attraction group, including Tulip Time Office and the Convention/Visitors Bureau to promote attendance at Windmill Island.
- * To apply greater effort to increase group advertising by placing ads in magazines and newspapers throughout the State of Michigan and Chicago area, AAA Magazine, Michigan Group Tour, Shoreline Living, Hotel Guest Directories, campground and state park publications.
- * To increase attendance by 10% in FY 2006 above prior year attendance.
- * To renegotiate all concession agreements by April 2006.
- * To continue implementing Windmill Island improvement plan for buildings and grounds during summer, fall and winter of 2005.
- * To begin implementing the plan for integrating the Greenway plan into the Windmill Island property and connecting it to Paw Paw Park and Window-on-the-Waterfront Park.
- * To study the greenhouses situation for the City and evaluate whether privatization makes sense.
- * To coordinate events for the pavilion and provide greater public opportunities at the Island through this and other activities such as the Halloween Festival.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - WINDMILL ISLAND FUND - -

[illegible]

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND FUND (AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 323,624	\$ 339,911	\$ 358,301	\$ 379,300
Interest & Rents	2,335	2,193	11,400	22,400
Other	(80)	1,414	9,082	4,600
Transfers In	556,387	188,729	171,291	189,731
TOTAL SOURCES	\$ 882,266	\$ 532,247	\$ 550,074	\$ 596,031

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 252,954	\$ 281,353	\$ 285,190	\$ 300,900
* Benefits - Includes NonWorking Wages	21,277	24,726	22,840	23,200
* Mandatory Employer Costs	23,432	26,532	27,200	28,600

Other Current Expenses:

* Supplies / Maintenance	53,518	77,831	66,500	73,700
* Contractual	53,815	58,650	62,633	71,800
* Other	53,736	63,403	72,236	70,331
Capital Outlay	20,599	122,788	230,016	27,500

Debt Service Payments

* Principal	60,000	- 0 -	- 0 -	- 0 -
* Interest	4,880	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 544,211	\$ 655,283	\$ 766,615	\$ 596,031
-------------------	-------------------	-------------------	-------------------	-------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense - Regular Capital Assets	\$ 52,001	\$ 52,194	\$ 55,000	\$ 55,000
---	-----------	-----------	-----------	-----------

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND FUND (AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 366,653	\$ (52,442)	\$ (41,525)	\$ (27,500)
ENDING BALANCE -				
Designated / Reserved:	\$ 338,344	\$ 216,541	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	727,049	796,410	971,426	943,926
FUND EQUITY - END OF YEAR	\$ 1,065,393	\$ 1,012,951	\$ 971,426	\$ 943,926

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -				
Personnel Services Total Amount	\$ 297,663	\$ 332,611	\$ 335,230	\$ 352,700
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	11.55	12.15	12.85	13.35

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Herrick District Library Taxation Fund

FUND MISSION STATEMENT

Provide accurate and efficient accounting mechanism for recording City of Holland annual property taxes designated for Herrick District Library operations and debt service; to include levy amounts, receivables, collections and distributions

ACTION PLAN FOR FISCAL YEAR 2006

- * To establish the property tax roll, together with fund accounting entries, of taxes designated for the District Library.
- * To perform periodic and routine reconciliation of the detailed property tax roll to account balances in this fund.
- * To provide timely and efficient distribution of collected taxes to the District Library.
- * In accordance with State of Michigan statutes, pursue collection of delinquent personal property taxes designated for the District Library.

LEISURE & CULTURAL SERVICES GROUP

**HERRICK DISTRICT LIBRARY TAXATION FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 1,464,204	\$ 1,477,346	\$ 1,495,005	\$ 1,495,431
TOTAL SOURCES	\$ 1,464,204	\$ 1,477,346	\$ 1,495,005	\$ 1,495,431

FUNDING USES -

Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,463,359	\$ 1,476,668	\$ 1,496,940	\$ 1,495,431
TOTAL USES	\$ 1,463,359	\$ 1,476,668	\$ 1,496,940	\$ 1,495,431

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 845	\$ 678	\$ (1,935)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,712	2,390	455	455
TOTAL FUND EQUITY	\$ 1,712	\$ 2,390	\$ 455	\$ 455

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Park and Cemetery Employees Benefit Fund

FUND MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Park and Cemetery Divisions, and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FISCAL YEAR 2006

- * To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.
- * To maintain committee of employees and agreed-upon procedures for special employee events and to update and revise as necessary with employee's participation.
- * To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the fund's viability.
- * To continue to be responsive to employee's needs within the framework of available funds, and make improvements where possible with employee consensus.

LEISURE & CULTURAL SERVICES GROUP

PARK AND CEMETERY EMPLOYEES BENEFIT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 130	\$ 260
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 130	\$ 260

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ 75	\$ 100
* Other	- 0 -	- 0 -	20	100
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 95	\$ 200

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ 35	\$ 60
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	35	95
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ 35	\$ 95

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Bi-Centennial Celebration Fund

FUND MISSION STATEMENT

Maintain a discreet fund to build up a fund balance for the Year 2047 Community Celebration.

ACTION PLAN FOR FISCAL YEAR 2006

- * To earn compounded interest monthly on the initial seed monies received from the Celebration 2000 Committee.

LEISURE & CULTURAL SERVICES GROUP BI-CENTENNIAL CELEBRATION FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	\$ 131	\$ 42	\$ 150	\$ 200
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 131	\$ 42	\$ 150	\$ 200
FUNDING USES -				
None	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL USES	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 131	\$ 42	\$ 150	\$ 200
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,694	6,736	6,886	7,086
TOTAL FUND EQUITY	\$ 6,694	\$ 6,736	\$ 6,886	\$ 7,086

- - STAFFING - -

Positions: Not Applicable

LEISURE & CULTURAL SERVICES GROUP

TULIP PLANTING CONTEST FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,200	\$ 1,200	\$ - 0 -	\$ - 0 -
Interest & Rents	453	120	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,653	\$ 1,320	\$ - 0 -	\$ - 0 -

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 720	\$ 720	\$ - 0 -	\$ - 0 -
* Other	1,988	1,800	- 0 -	- 0 -
Transfers Out	- 0 -	18,922	- 0 -	- 0 -
TOTAL USES	\$ 2,708	\$ 21,442	\$ - 0 -	\$ - 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (1,055)	\$ (20,122)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	20,122	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 20,122	\$ - 0 -	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL INFORMATION:

This fund will be closed at the conclusion of FY-2004.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

IMLS Learning Opportunities (Van Raalte Farm) Grant Fund

FUND MISSION STATEMENT

To provide nature, environmental, conservation, and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it.

ACTION PLAN FOR FISCAL YEAR 2006

- * Emphasis will be placed on public programming such as a Halloween event as well as several night hikes and Saturday programs. Program activities will be balanced between public and school programs.
- * A maple sugar shack will be constructed by March 2006 and the Maple Sugar program will be conducted.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - IMLS VAN RAALTE FARM GRANT - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Summer Recreation Department Classes	NA	122	126	130
School Classroom Programs	NA	1,117	1,538	2,500
Public Program Attendance (special events, classes, etc)	NA	160	430	500
Note: This program began with a grant received in the Fall 2003. New programs began in January 2004 in FY-04				

LEISURE & CULTURAL SERVICES GROUP

IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT FUND (A SPECIAL REVENUE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ - 0 -	\$ 11,724	\$ 23,188	\$ 24,913
Charges for Services	- 0 -	2,089	- 0 -	- 0 -
Other	- 0 -	4,850	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	24,913	24,913
TOTAL SOURCES	\$ - 0 -	\$ 18,663	\$ 48,101	\$ 49,826
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ 12,705	\$ 38,406	\$ 39,686
* Mandatory Employer Costs	- 0 -	1,130	3,191	3,310
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	4,828	1,500	1,500
* Other	- 0 -	- 0 -	5,004	5,330
TOTAL USES	\$ - 0 -	\$ 18,663	\$ 48,101	\$ 49,826
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
FUND EQUITY - END OF YEAR	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	\$ - 0 -	\$ 13,835	\$ 41,597	\$ 42,996
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	0.35	0.65	0.65

ADDITIONAL INFORMATION REGARDING THIS FUND:

This grant is a three year grant which began on 12/03/2003 and ends on 12/31/2006. The federal funding is structured as follows: Year 1 - \$24,913 Year 2 - \$24,913 Year 3 - \$24,913 Total All 3 Years - \$74,739

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Holland Historical Trust Fund (Component Unit)

FUND MISSION STATEMENT

To be the catalyst for a dynamic interaction of the area's past and present by focusing on its rich and diverse heritage, making it accessible and a means of fostering a sense of community for all.

ACTION PLAN FOR FISCAL YEAR 2006

- * To plan and develop facilities to maximize their usefulness to the public.
- * To assess the need for financial resources and pursue methods to obtain them.
- * To determine a cohesive identity for the Trust's "products" and communicate that effectively.
- * To advance the mission of the Trust by maximizing the potential of our "product" through refinement of our process.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total attendance at museums	36,939	37,040	37,500	37,500
Education tours participation	10,375	7,337	7,500	7,500
Memberships	894	886	880	880

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND (A COMPONENT UNIT FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 8,925	\$ 6,425	\$ 8,925	\$ 8,925
Charges for Services	58,148	62,982	72,800	36,800
Rental Income:				
* Armory	22,115	22,200	22,000	23,000
* Other Than Armory	34,489	26,796	20,300	28,500
Investment Income (Net of Market Value Adj)	(21,416)	58,161	1,800	1,800
Other:				
* Capital Campaign Contributions	50,000	30,000	9,967	- 0 -
* Other Private Contributions	147,901	150,110	158,000	160,000
Transfers In - from City of Holland General Fund	279,500	270,500	270,500	257,000
TOTAL SOURCES	\$ 579,662	\$ 627,174	\$ 564,292	\$ 516,025
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 293,368	\$ 303,199	\$ 315,500	\$ 296,500
* Benefits - To Include NonWorking Wages	19,524	13,557	23,200	30,350
* Mandatory Employer Costs	25,590	26,852	35,699	32,700
Other Current Expenditures -				
* Supplies / Maintenance	54,383	54,951	55,500	34,000
* Contractual	31,612	33,648	32,000	32,500
* Other	98,542	145,575	100,893	97,108
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	36,377	15,687	1,500	1,500
TOTAL USES	\$ 559,396	\$ 593,469	\$ 564,292	\$ 524,658

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:				
* Holland Historical Trust	\$ 549,146	\$ 578,747	\$ 554,292	\$ 514,158
* Armory	10,250	14,722	10,000	10,500
OTHER APPLIED PURPOSES:				
* Use of Endowment Funds	- 0 -	- 0 -	- 0 -	- 0 -
* Capital Campaign	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 559,396	\$ 593,469	\$ 564,292	\$ 524,658

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND (A COMPONENT UNIT FUND)

(This Fund Continues From Previous Page)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 66,648	\$ 78,327	\$ 78,500	\$ 80,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (10,005)	\$ (44,622)	\$ (78,500)	\$ (88,633)
ENDING BALANCE -				
Non-Expendable	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Investment in Fixed Assets	\$ 1,269,186	\$ 1,315,938	\$ 1,237,438	\$ 1,157,438
Expendable:				
* Designated Restrictions -				
Permanent	40,000	40,000	40,000	40,000
Temporary	348,068	273,460	275,900	275,900
Board of Directors	469,414	450,000	446,000	446,000
* Reserves	11,932	14,376	15,495	8,000
* Unreserved / Undesignated	493	697	1,138	- 0 -
TOTAL FUND EQUITY	\$ 2,189,093	\$ 2,144,471	\$ 2,065,971	\$ 1,977,338

- - STAFFING - -

Personnel Services Total Amount	\$ 338,482	\$ 343,608	\$ 374,399	\$ 359,550
Full-Time Positions	4.00	4.00	5.00	4.00
Part-Time Positions @ F.T.E.	7.01	5.89	5.64	5.27

UTILITY FUNDS (BOARD OF PUBLIC WORKS)

Funds:

- Electric Utility Fund
- Wastewater Utility Fund
- Water Utility Fund

Departments within Funds:

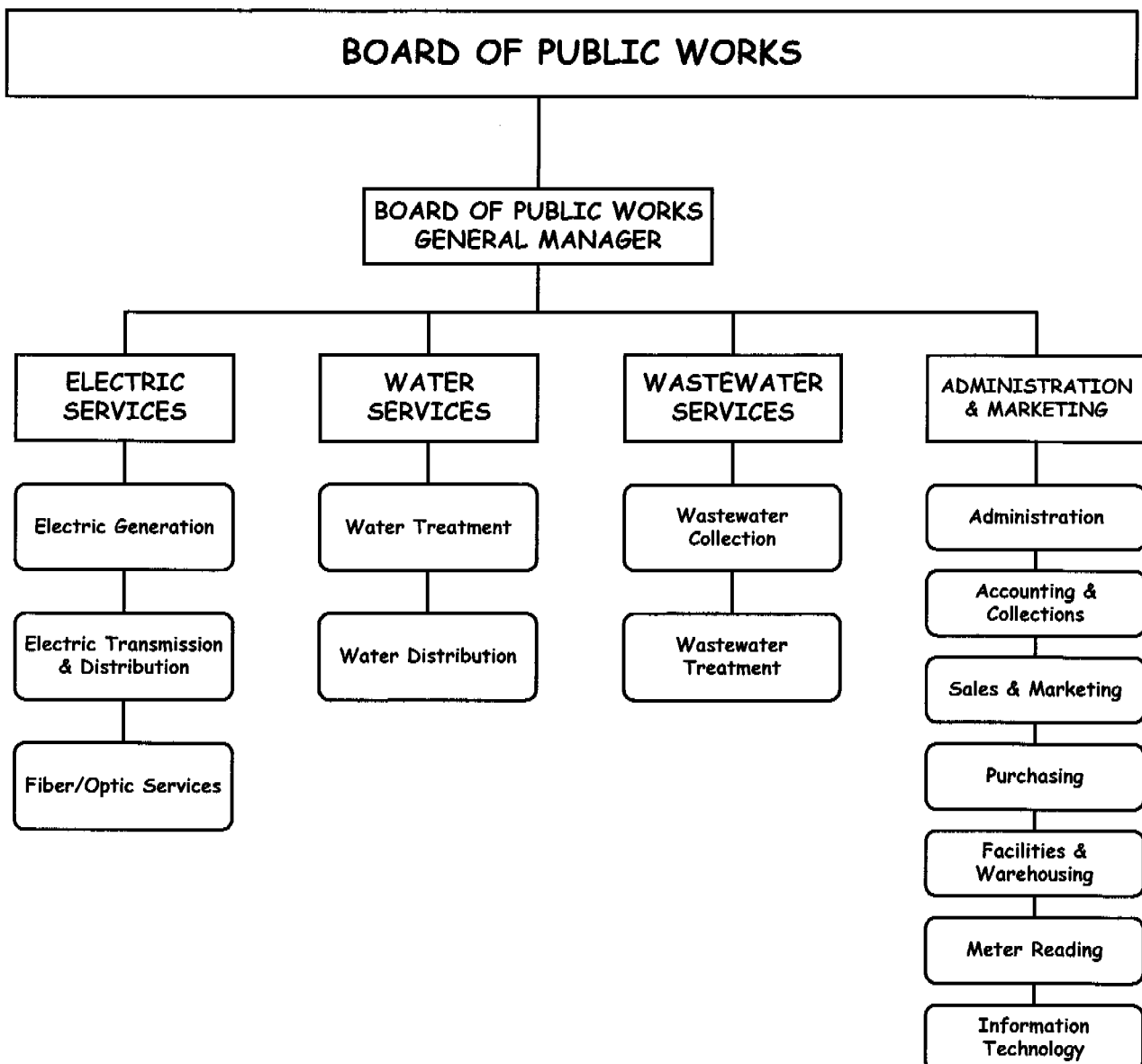
- Power Supply
- Electric Transmission & Distribution
- Water Treatment
- Water Distribution Wastewater Collection
- Administrative & General
- Accounting & Collecting
- Sales, Marketing, and Information Technology
- Purchasing, Facilities, Warehousing, and Meter-Reading

UTILITIES SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

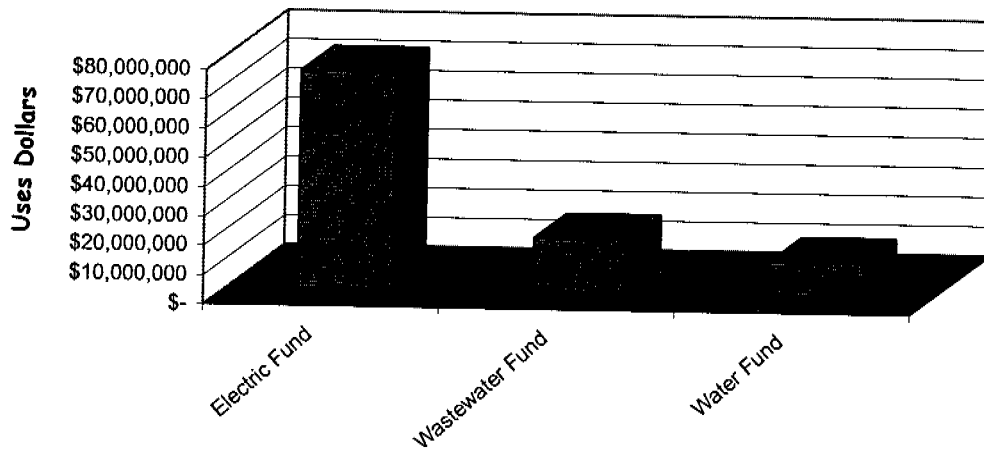
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plant facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

GROUP ORGANIZATIONAL STRUCTURE

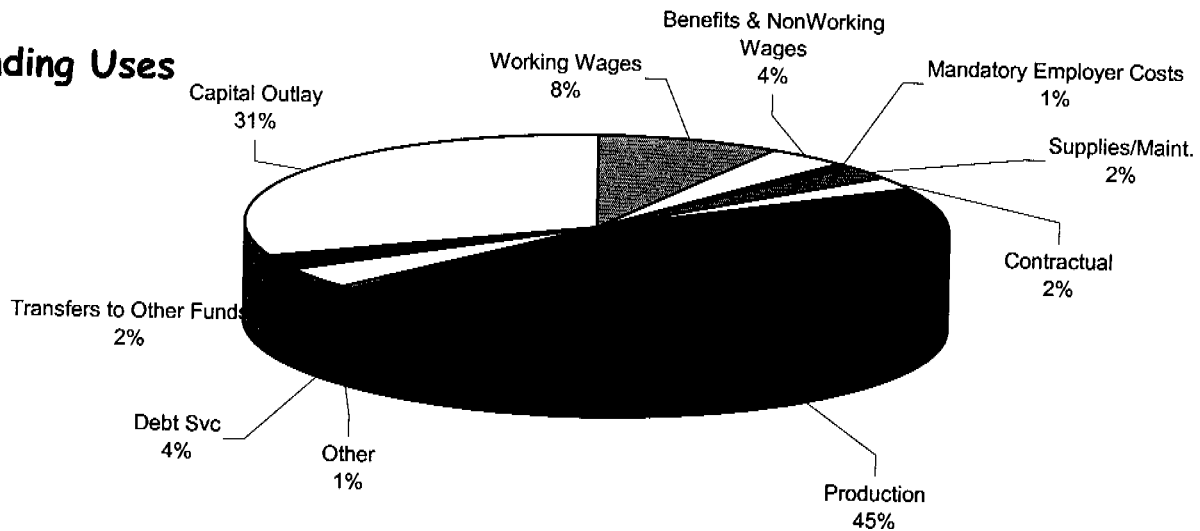


BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

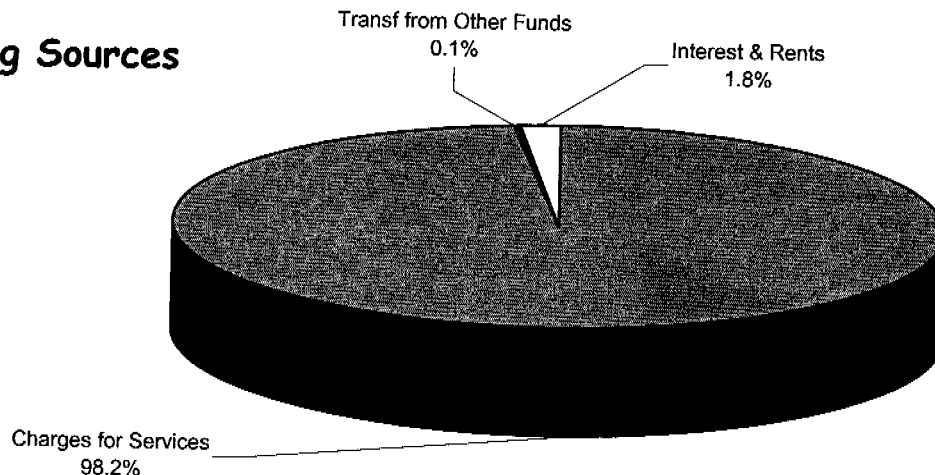
Total Uses By Department \$103,650,197



Funding Uses



Funding Sources



UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	\$ 76,081,902	\$ 76,951,410	\$ 79,082,557	\$ 103,650,197
FUND TYPE - TOTALS	\$ 76,081,902	\$ 76,951,410	\$ 79,082,557	\$ 103,650,197
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	\$ 76,487,834	\$ 76,984,051	\$ 78,451,242	\$ 84,038,224
Interest & Rents	1,996,339	242,498	1,858,871	1,502,272
Other	29,096	- 0 -	37,611	- 0 -
Transfers In	- 0 -	- 0 -	48,000	48,000
TOTAL SOURCES	\$ 78,513,269	\$ 77,226,549	\$ 80,395,724	\$ 85,588,496
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 7,571,592	\$ 8,011,209	\$ 8,124,660	\$ 8,623,077
* Benefits - Incl NonWorking Wages	3,001,403	3,468,892	3,498,949	3,899,164
* Mandatory Employer Costs	734,025	787,655	786,351	831,812
Other Current Expenses -				
* Supplies / Maintenance	1,986,538	2,369,659	2,446,094	2,260,381
* Contractual	2,119,665	2,236,468	2,414,065	2,167,057
* Utility Production	39,738,633	41,256,727	43,790,247	46,668,481
* Other	562,633	608,855	487,116	635,386
Capital Outlays	9,584,370	11,716,016	11,525,501	32,359,200
Debt Service Payments -				
* Principal Maturities	7,258,178	3,236,438	2,870,000	2,954,500
* Interest & Fee Payments	1,388,865	961,491	788,674	818,139
Transfers Out	2,136,000	2,298,000	2,350,900	2,433,000
TOTAL USES	\$ 76,081,902	\$ 76,951,410	\$ 79,082,557	\$ 103,650,197
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 11,228,327	\$ 11,644,785	\$ 12,295,949	\$ 12,792,136
Amortization Expense	\$ 229,922	\$ 199,151	\$ 154,992	\$ 132,639
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	\$ 11,307,020	\$ 12,267,756	\$ 12,409,960	\$ 13,354,053
* Full-Time Positions	182.00	182.00	187.00	187.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
Peak kW	225,890	222,600	224,826	227,074
Total Number of Customers	26,138	26,864	27,031	27,217
kWh Sales Total	1,081,933,171	1,064,962,296	1,076,197,590	1,098,330,475
Revenue per unit	0.0576	0.0595	0.0611	0.0640
Cost per unit	0.0546	0.0580	0.0606	0.0622
Res. Avg.usage - kWh per month	645.7	627.6	620.7	623.1
<u>KWH Sales</u>				
Residential	167,389,896	162,697,720	161,695,364	165,576,052
Commercial	430,673,945	427,763,896	433,209,321	440,682,182
Industrial	480,253,615	470,888,737	477,684,052	488,431,943
Street Lighting	3,615,715	3,611,943	3,608,853	3,640,298
Total	1,081,933,171	1,064,962,296	1,076,197,590	1,098,330,475

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

[illegible]

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 64,463,883	\$ 64,819,973	\$ 66,540,833	\$ 71,413,625
Interest & Rents	1,352,076	186,317	1,233,923	970,997
Other	29,096	- 0 -	33,512	- 0 -
Transfers In	- 0 -	- 0 -	48,000	48,000
TOTAL SOURCES	\$ 65,845,055	\$ 65,006,290	\$ 67,856,268	\$ 72,432,622
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 4,694,867	\$ 5,012,903	\$ 5,127,138	\$ 5,473,451
* Benefits - Incl NonWorking Wages	1,822,027	2,118,880	2,167,166	2,419,028
* Mandatory Employer Costs	452,595	487,244	498,347	520,497
Other Current Expenses -				
* Supplies / Maintenance	1,049,004	1,343,228	1,419,786	1,264,235
* Contractual	1,611,621	1,699,444	1,905,058	1,632,397
* Electric Utility Production	37,679,419	39,186,931	41,740,496	44,240,586
* Other	311,624	324,334	342,820	325,869
Capital Outlays	7,156,042	8,154,158	888,236	13,094,500
Debt Service Payments -				
* Principal Maturity Payments	6,493,955	2,430,000	2,415,000	2,475,000
* Interest & Fee Payments	641,069	247,838	202,745	153,845
Transfers Out	2,136,000	2,298,000	2,350,900	2,433,000
TOTAL USES	\$ 64,048,223	\$ 63,302,960	\$ 59,057,692	\$ 74,032,408
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 8,513,830	\$ 8,941,381	\$ 9,382,038	\$ 9,805,542
Amortization Expense	\$ 188,097	\$ 157,730	\$ 113,760	\$ 74,936

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 6,744,902	\$ 3,188,377	\$ 2,606,014	\$ 4,089,236
ENDING BALANCE -				
Designated / Reserved	\$ 4,286,428	\$ 4,334,651	\$ 4,396,671	\$ 4,459,621
Undesignated / Unreserved	131,073,676	134,213,830	136,757,824	140,784,110
TOTAL FUND EQUITY	\$ 135,360,104	\$ 138,548,481	\$ 141,154,495	\$ 145,243,731

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 9,967,652	\$ (1,650,130)	\$ 3,398,267
ENDING BALANCE	\$ 42,740,577	\$ 52,708,229	\$ 51,058,099	\$ 54,456,366

- - STAFFING - -

Personnel Services Total Amount	\$ 6,969,489	\$ 7,619,027	\$ 7,792,651	\$ 8,412,976
* Full-Time Positions	105.00	105.00	110.00	110.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Total gallons treated (mg)	3,046	3,320	3,260	3,300
Total number of customers	12,024	12,097	12,181	12,242
CCU Sales (Retail only)	1,863,324	1,781,790	1,775,323	1,768,206
Revenue per unit (Retail)	1.915	1.927	2.015	2.016
Cost per unit (All units)	2.013	1.975	1.983	2.126
Residential average usage	5.9	5.8	5.8	5.9
CCU Sales (Wholesale)	1,624,120	1,812,150	1,839,355	1,894,536
Revenue per unit (Wholesale)	0.796	0.699	0.672	0.773
<u>CCU Sales</u>				
Residential	735,420	713,318	720,503	727,708
Commercial/Industrial	1,127,904	1,068,472	1,054,820	1,040,498
Wholesale	1,624,120	1,812,150	1,839,355	1,894,536
Total	3,487,444	3,593,940	3,614,678	3,662,742

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 7,099,310	\$ 6,912,837	\$ 7,014,444	\$ 7,355,785
Interest & Rents	577,322	9,407	605,728	499,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 7,676,632	\$ 6,922,244	\$ 7,620,172	\$ 7,854,985
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,590,155	\$ 1,660,685	\$ 1,658,302	\$ 1,750,836
* Benefits - Incl NonWorking Wages	676,829	761,271	758,506	830,563
* Mandatory Employer Costs	157,662	167,623	171,443	173,997
Other Current Expenses -				
* Supplies / Maintenance	546,457	598,007	611,977	554,339
* Contractual	330,757	257,546	252,111	266,312
* Wastewater Utility Production	1,626,558	1,610,934	1,622,295	1,972,145
* Other	114,757	136,755	69,558	165,702
Capital Outlays	1,197,941	1,851,041	1,749,029	11,853,500
Debt Service Payments -				
* Principal Maturity Payments	386,362	407,528	455,000	479,500
* Interest & Fee Payments	269,869	253,925	241,384	224,871
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 6,897,347	\$ 7,705,315	\$ 7,589,605	\$ 18,271,765
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 1,675,454	\$ 1,619,049	\$ 1,752,827	\$ 1,817,783
Amortization Expense	\$ 31,231	\$ 31,231	\$ 31,231	\$ 31,231

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 656,903	\$ (174,782)	\$ 450,538	\$ 67,206
ENDING BALANCE -				
Designated / Reserved	\$ 1,751,871	\$ 2,018,597	\$ 2,102,439	\$ 908,079
Undesignated / Unreserved	44,947,524	44,506,016	44,872,712	46,134,278
FUND EQUITY - END OF YEAR	\$ 46,699,395	\$ 46,524,613	\$ 46,975,151	\$ 47,042,357

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 892,759	\$ 749,226	\$ (252,886)
ENDING BALANCE	\$ 18,782,078	\$ 19,674,837	\$ 20,424,063	\$ 20,171,177

- - STAFFING - -

Personnel Services Total Amount	\$ 2,424,646	\$ 2,589,579	\$ 2,588,251	\$ 2,755,396
* Full-Time Positions	43.00	43.00	43.00	43.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Peak (MG)	30.819	28.682	29.993	30.008
Gallons Treated (MG)	4,867	4,438	4,373	4,395
Total number of customers	13,039	13,207	13,273	13,406
CCU Sales (Retail only)	3,530,462	3,442,892	3,237,278	3,439,278
Revenue per unit (Retail only)	0.859	0.929	0.989	0.936
Cost per unit	0.744	0.841	0.835	0.902
Residential average usage	9.94	9.53	8.65	9.57
CCU Sales (Wholesale)	2,617,336	2,347,396	2,411,773	2,435,890
Revenue per unit (Wholesale)	0.481	0.524	0.502	0.533
<u>CCU Sales</u>				
Residential	1,242,833	1,191,289	1,091,868	1,102,787
Commercial/Industrial	2,287,629	2,251,603	2,145,410	2,149,376
Resales	2,617,336	2,347,396	2,411,773	2,435,890
Total	6,147,798	5,790,288	5,649,051	5,688,053

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

WATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 4,924,641	\$ 5,251,241	\$ 4,895,965	\$ 5,268,814
Interest & Rents	66,941	46,774	19,220	32,075
Other	- 0 -	- 0 -	4,099	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 4,991,582	\$ 5,298,015	\$ 4,919,284	\$ 5,300,889
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,286,570	\$ 1,337,621	\$ 1,339,220	\$ 1,398,790
* Benefits - Incl NonWorking Wages	502,547	588,741	573,277	649,573
* Mandatory Employer Costs	123,768	132,788	116,561	137,318
Other Current Expenses -				
* Supplies / Maintenance	391,077	428,424	414,331	441,807
* Contractual	177,287	279,478	256,896	268,348
* Water Utility Production	432,656	458,862	427,456	455,750
* Other	136,252	147,766	74,738	143,815
Capital Outlays	1,230,387	1,710,817	8,888,236	7,411,200
Debt Service Payments -				
* Principal Maturity Payments	377,861	398,910	- 0 -	- 0 -
* Interest & Fee Payments	477,927	459,728	344,545	439,423
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 5,136,332	\$ 5,943,135	\$ 12,435,260	\$ 11,346,024
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 1,039,043	\$ 1,084,355	\$ 1,161,084	\$ 1,168,811
Amortization Expense	\$ 10,594	\$ 10,190	\$ 10,001	\$ 26,472

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

WATER UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 413,861	\$ 370,062	\$ 201,175	\$ 170,782
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	21,770,819	22,140,881	22,342,056	22,512,838
TOTAL FUND EQUITY	<u>\$ 21,770,819</u>	<u>\$ 22,140,881</u>	<u>\$ 22,342,056</u>	<u>\$ 22,512,838</u>

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 1,266,449	\$ 336,625	\$ (620,306)
ENDING BALANCE	<u>\$ 2,127,790</u>	<u>\$ 3,394,239</u>	<u>\$ 3,730,864</u>	<u>\$ 3,110,558</u>

- - STAFFING - -

Personnel Services Total Amount	\$ 1,912,885	\$ 2,059,150	\$ 2,029,058	\$ 2,185,681
* Full-Time Positions	34.00	34.00	34.00	34.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Fuel & Purchased Power	38,426,204	36,555,580	41,693,761	43,357,408
Wages & Benefits	12,267,757	13,026,874	12,547,316	13,354,053
Allocated Labor	(786,264)	(760,263)	(714,516)	(756,209)
Interest on Bonds	1,160,642	1,038,838	943,666	950,778
Contribution to City	2,298,000	2,350,900	2,350,900	2,433,000
Depreciation	11,644,785	11,712,948	12,295,949	12,792,136
Remaining Expenses	8,787,662	8,830,591	8,094,512	9,130,108
Total BPW	73,798,786	72,755,468	77,211,588	81,261,274

Detail of Remaining Expenses

Property / Liability Insurance	1,033,232	1,102,433	1,069,053	1,176,600
Bio-Solids Disposal - WWTP	760,665	711,500	770,594	950,000
Chemicals - WWTP	468,850	546,000	457,868	517,000
Maintenance Supplies - PP	472,118	485,550	510,794	464,000
Production Electric - WWTP	334,528	347,200	316,104	347,200
Tree Trimming	371,848	312,200	243,946	305,000
Pollution Control - PP	158,262	253,101	117,405	294,143
Legal / Professional / Consulting	580,858	362,400	256,707	282,800
Production Electricity - WTP	263,165	280,000	262,495	280,000
Electric System Supplies / Maint - T&D	380,193	182,100	275,780	274,700
Flyash Disposal	265,360	253,236	189,050	228,025
Electric Subs O & M	233,059	180,000	202,542	220,000
Computer Software / Service Fees	162,001	212,760	151,570	209,030
Chemicals - PP	171,991	156,051	120,576	167,451
Postage	142,956	160,870	145,060	164,030
Chemicals - WTP	115,523	105,000	121,306	115,000
Dredging Disposal	819	100,000	10,000	100,000
Uncollectibles	28,534	100,000	57,068	100,000
Maintenance Supplies - WWTP	86,953	100,000	86,404	100,000
Other Expenses	2,756,747	2,880,190	2,730,190	2,835,129
Total Remaining Expenses	8,787,662	8,830,591	8,094,512	9,130,108

Breakdown of Other Expenses by Area

Electric T & D, Fiber & IT	586,449	625,410	580,799	593,875
Water / Wastewater Dist / Coll	426,895	481,564	422,783	472,610
Power Plant	496,339	416,749	491,558	415,495
Wastewater Treatment Plant	385,542	378,985	381,828	390,690
Facilities / Warehouse	295,570	314,770	292,723	304,105
Administration & General	244,940	247,837	242,580	229,514
Water Treatment Plant	177,187	183,535	175,480	192,610
Marketing & Customer Service	90,312	141,255	89,442	137,200
Accounting & Collecting	53,513	90,085	52,997	99,030
Total Breakdown of Other Expenses	2,756,747	2,880,190	2,730,190	2,835,129

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Power Supply

DEPARTMENT MISSION STATEMENT

To provide electrical energy to meet the requirements of electric system customers and to provide that energy at the lowest cost possible at the reliability level needed by those customers.

ACTION PLAN FOR FISCAL YEAR 2006

- * To install or procure additional generation capacity to meet the growth of our customers' load.
- * To evaluate the potential of installing renewable resources for a portion of Holland's energy requirements.
- * To increase the amount of time spent performing preventive maintenance rather than corrective.
- * To protect Holland's interests, through a defined risk management plan, while operating in the regional electricity market of the Midwest Independent System Operator.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - POWER SUPPLY - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	2,442,367	2,427,852	2,498,024	2,470,007
Benefits	742,228	828,928	759,142	886,017
Subtotal	3,184,595	3,256,780	3,257,166	3,356,024
Total Purchased Power	28,100,496	14,260,944	30,490,008	30,036,280
Coal (Electric Production)	7,585,747	10,432,998	8,230,797	10,803,965
Natural Gas (Elec Production)	2,697,109	11,855,638	2,926,456	2,511,163
Maintenance Supplies / Services	472,118	485,550	510,132	464,000
Pollution Control Supplies	154,853	248,401	117,405	290,643
Flyash Disposal	265,360	253,236	189,050	228,025
Other Maintenance Supplies	204,458	213,690	205,816	191,640
Production/Treatment Chemicals	171,991	156,051	120,576	167,451
Other Production and Supplies	69,973	89,000	83,593	100,350
Dredging Disposal	819	100,000	10,000	100,000
Vehicle Expense	62,011	45,154	56,357	46,250
Other Operating Expenses	24,689	39,500	32,438	43,500
Legal, Professional, Consulting Fees	281,418	71,500	212,760	41,500
Facilities Expense	83,893	38,960	89,244	36,760
Other Employee Costs	60,599	26,345	55,074	36,095
Fuel Oil (Electric Production)	42,855	6,000	46,499	6,000
Office Supplies	5,298	4,400	5,678	3,200
Subtotal	40,283,687	38,327,367	43,381,885	45,106,822
Allocated Labor				
TOTAL	43,468,282	41,584,147	46,639,051	48,462,846
Electric Fund	100%	100%	100%	100%
Wastewater Fund	0%	0%	0%	0%
Water Fund	0%	0%	0%	0%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Electric Transmission & Distribution & Fiber Optics

DEPARTMENT MISSION STATEMENT

To provide a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and communication services and are committed to customer satisfaction.

ACTION PLAN FOR FISCAL YEAR 2006

- * To utilize fiber optic technology for system control and communication throughout the organization.
- * To continue to improve the electric transmission and distribution systems to ensure a superior level of reliability to our customers that is unequalled by our competitors.
- * To continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.
- * To utilize state-of-the-art computer and control systems to effectively and efficiently serve the needs of our customers.
- * To provide responsible management of capital investment and operational expenses to ensure that our customers and community are served by the least cost provider of utility services while investing in a reliable system, supported by an efficient and productive workforce.

Information Technology

DEPARTMENT MISSION STATEMENT

To provide a comprehensive information management system to efficiently manage the information maintained by the BPW and delivered to both internal and external customers.

ACTION PLAN FOR FISCAL YEAR 2006

- * Improve the efficiency of managing information within the BPW by expanding the use of information stored in a SQL database format.
- * Reduce the cost of maintaining the desktop computing within the BPW.
- * Increase the speed and reliability of information access, and increase the usefulness and profitability of data information through the use of improved decision support systems.
- * Increase the security of information systems to reduce the risk of lost, stolen or misused information.

SUMMARY BY ORGANIZATIONAL UNIT

UTILITIES SVCS GROUP - ELECTRIC TRANS. & DISTR., FIBER OPTICS & INFO. TECH.

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	2,289,730	2,550,946	2,341,909	2,630,016
Benefits	684,627	796,615	700,228	886,685
Subtotal	2,974,357	3,347,561	3,042,137	3,516,701
Tree Trimming	371,848	312,200	243,946	305,000
Electric Subs O & M	232,916	180,000	202,542	220,000
Electric System Maintenance	147,646	93,400	127,267	122,700
Electric System Supplies	233,364	88,700	148,513	152,000
Maintenance Supplies	87,616	80,650	93,023	86,700
Meters - Maintenance & Repair	89,880	75,000	89,974	89,900
Vehicle Expense	44,778	67,000	45,598	44,500
Legal, Professional & Consulting Fees	104,215	59,000	97,331	59,000
Computer Hardware / Maintenance	112,442	98,190	124,422	85,225
Other Employee Costs	32,109	27,870	32,677	26,850
Other Operating Expenses	71,979	52,250	72,044	39,025
Computer Software / Service Fees	68,336	57,000	68,904	62,500
Street Light In-Rate Repairs	35,688	46,000	38,762	35,700
Fiber Optic Maintenance Contracts	849	40,000	11,392	40,000
Fiber Optic System Maintenance	27,526	25,900	31,727	30,000
Travel Expenses	23,147	22,300	24,952	19,200
Seminars and Conferences	21,641	19,100	23,654	28,925
Facilities Expense	23,919	24,900	28,118	22,500
Contingency (Budget Only)	0	13,000	0	18,000
Production & Supplies	9,085	15,100	15,331	12,000
Office Supplies	10,379	25,750	19,446	20,850
Subtotal	1,749,363	1,423,310	1,539,622	1,520,575
TOTAL	4,723,720	4,770,871	4,581,760	5,037,276
Allocated Labor	(727,964)	(685,625)	(659,202)	(685,138)
TOTAL BUDGETED	3,995,756	4,085,246	3,922,558	4,352,138
Electric Fund	90%	90%	90%	90%
Wastewater Fund	5%	5%	5%	5%
Water Fund	5%	5%	5%	5%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT BOARD OF PUBLIC WORKS UTILITIES SERVICES

Water Treatment

DEPARTMENT MISSION STATEMENT

To ensure that water plant facilities are adequate to serve the needs of the community at large and the individual customers; to maintain facilities to achieve optimum performance and longevity; to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue the development of a long-range plan for future water supply capacity.
- * To ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations.
- * To improve the SCADA control system.
- * To repaint the interior wall on ceilings of the filter room, pump room and low lift pumping station.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WATER TREATMENT - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	517,140	498,708	528,925	501,472
Benefits	162,129	181,806	165,824	198,467
Subtotal	679,269	680,514	694,748	699,939
Production Electricity	263,165	280,000	262,495	280,000
Production / Treatment Chemicals	115,523	105,000	121,306	115,000
Facilities Expense	34,121	36,750	27,632	41,700
Other Outside Services	37,979	27,700	19,096	38,000
Other Production & Supplies	28,443	27,100	20,216	28,600
Maintenance Supplies	27,523	29,725	19,709	23,100
Sludge Disposal	18,807	20,000	11,884	20,000
Misc Maintenance Supplies	18,157	20,000	12,300	20,000
Contingency (Budget Only)	0	9,000	0	9,000
Other Operating Expense	8,204	8,800	3,350	7,950
Other Employee Cost	8,899	9,710	5,989	7,110
Office Supplies	2,015	3,250	1,309	3,190
Vehicle Expense	468	300	420	800
Subtotal	563,304	577,335	505,706	594,450
Allocated Labor				
TOTAL	1,242,573	1,257,849	1,200,454	1,294,389
Electric Fund	0%	0%	0%	0%
Wastewater Fund	0%	0%	0%	0%
Water Fund	100%	100%	100%	100%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT BOARD OF PUBLIC WORKS UTILITIES SERVICES

Water-Wastewater Distribution / Collection

DEPARTMENT MISSION STATEMENT

To ensure that water distribution and wastewater collection facilities are adequate to serve the needs of the community at large and the individual customers; to maintain facilities to achieve optimum performance and longevity; to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN FOR FISCAL YEAR 2006

- * To replace sanitary sewer and water mains in coordination with City street improvements.
 - Michigan and River Avenues from 28th Street to 15th Street
 - 40th Street, from Graafschap Road to Washington Avenue
- * To plan and construct necessary water main and sanitary sewer improvements to meet customer needs.
 - 12th Street, Settlers Road to Waverly Road
 - Apple Ave, from 27th Street to 32nd Street
- * To construct an additional lake crossing water transmission main to add reliability and capacity to the existing water transmission main system.

SUMMARY BY ORGANIZATIONAL UNIT

- UTILITIES SVCS GROUP - WATER-WASTEWATER DISTRIBUTION / COLLECTION -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	950,874	953,926	972,543	956,279
Benefits	297,214	331,482	303,987	357,571
Subtotal	1,248,088	1,285,408	1,276,530	1,313,850
Electricity	99,633	89,700	85,932	93,700
Maintenance Supplies	77,122	80,380	66,516	68,450
Misc Maintenance Supplies	36,807	50,200	31,745	45,300
Underground Services	27,920	40,000	24,081	43,000
Vehicle Expense	34,198	31,300	29,495	34,000
Facilities Expense	33,863	30,409	29,206	33,710
Other Operating Expenses	39,780	24,930	34,310	29,900
Maintenance Permits and Fees	35,177	24,700	30,340	26,300
Insurance Claims Paid	13,999	23,500	12,074	22,800
Contingency (Budget Only)	0	22,500	0	22,500
Hydrant Maintenance	20,640	20,000	17,802	20,700
Other Employee Costs	14,540	19,020	12,541	19,200
Mechanical Services	9,241	18,200	7,970	15,400
Office Supplies	7,704	18,305	6,645	7,450
Subtotal	450,624	493,144	388,656	482,410
TOTAL	1,698,712	1,778,552	1,665,186	1,796,260
Allocated Labor	(20,219)	(32,534)	(17,439)	(30,576)
TOTAL BUDGETED	1,678,493	1,746,018	1,647,747	1,765,684
Electric Fund	14%	12%	12%	12%
Wastewater Fund	43%	44%	44%	44%
Water Fund	43%	44%	44%	44%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT BOARD OF PUBLIC WORKS UTILITIES SERVICES

Wastewater Treatment

DEPARTMENT MISSION STATEMENT

To ensure that the wastewater plant facilities are adequate to serve the needs of the community at large and the individual customers; to maintain facilities to achieve optimum performance and longevity; to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN FOR FISCAL YEAR 2006

- * To meet or exceed all standards of wastewater effluent quality.
- * To be involved with community-wide efforts to improve the water quality of Lake Macatawa.
- * Continue to develop a long-range expansion and improvement plan for improved treatment and disposal of residuals.
- * To evaluate biosolids dewatering and disposal options and design improvements.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WASTEWATER TREATMENT - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	1,003,728	1,011,298	1,026,601	1,020,822
Benefits	335,312	368,949	342,953	393,744
Subtotal	1,339,040	1,380,247	1,369,554	1,414,566
Bio-Solids Disposal	760,665	711,500	770,594	950,000
Treatment Chemicals	468,850	546,000	457,868	517,000
Treatment Electricity	334,528	347,200	316,104	347,200
Misc Maintenance Supplies	86,953	100,000	86,404	100,000
Treatment Water	64,494	61,200	59,515	64,500
Gas Heating	50,225	40,700	45,684	60,000
Maintenance Expenses	61,725	65,350	56,831	58,500
Maintenance of Facilities	58,524	43,000	48,728	43,000
Outside Lab Services	20,281	36,000	19,659	40,000
Other Operating Expenses	62,759	44,800	53,833	37,000
Treatment & Supplies	30,421	35,600	28,487	34,500
Outside Maintenance Services	24,304	30,000	22,914	24,400
Contingency (Budget Only)	0	18,000	0	18,000
Other Employee Costs	8,124	11,285	7,375	9,840
Facilities Expense	10,079	13,150	9,270	8,650
Office Supplies	5,534	3,600	3,364	3,600
Vehicle Expense	3,505	3,600	3,397	3,400
Subtotal	2,050,971	2,110,985	1,990,026	2,319,590
TOTAL	3,390,011	3,491,232	3,359,580	3,734,156
Allocated Labor	(32,062)	(32,998)	(33,078)	(32,583)
TOTAL BUDGETED	3,357,948	3,458,234	3,326,502	3,701,573
Electric Fund	0%	0%	0%	0%
Wastewater Fund	100%	100%	100%	100%
Water Fund	0%	0%	0%	0%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Administrative & General

DEPARTMENT MISSION STATEMENT

To satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount at the most reasonable price.

ACTION PLAN FOR FISCAL YEAR 2006

- * To achieve regulatory compliance for the purpose of improving and protecting our natural environment, ensuring that a safe work environment exists for our employees, and maintaining high-integrity operations for the well-being of the community.
- * To reduce service problems below prior year numbers. For electric and water, this is defined by average frequency and duration of interruptions. For wastewater, this will be based on sewer backups.
- * To model business leadership in economic development for the Holland Community.
- * To provide training programs which will enhance the growth and development of BPW employees.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	478,095	502,191	488,990	501,538
Benefits	223,632	245,432	228,728	269,429
Subtotal	701,726	747,623	717,718	770,967
Property Insurance	636,733	697,313	639,424	703,366
Liability Insurance	396,499	405,120	429,629	473,234
Legal, Professional, Consulting Fees	130,080	132,200	67,870	94,700
Vehicle Insurance Expense	53,932	59,215	53,832	62,851
Other Employee Costs	39,477	31,330	31,396	37,650
Memberships	33,865	56,282	26,509	35,582
Education & Training - Internal	11,763	34,800	6,292	34,800
Contingency (Budget Only)	0	17,000	0	17,000
New Hire Costs	8,763	21,600	6,412	14,040
Inventory Adjustments	(11,793)	14,000	2,679	14,000
Other Operating Expenses	18,626	7,220	6,118	7,601
Facilities Expense	4,357	3,800	2,683	4,000
Office Supplies	4,890	3,480	1,194	2,980
Maintenance Supplies	140	0	134	0
Subtotal	1,327,332	1,483,360	1,274,172	1,501,804
TOTAL PAYROLL & OPERATING	2,029,058	2,230,983	1,991,890	2,272,771
Depreciation	11,644,785	11,712,948	12,295,949	12,792,136
Interest Expense	1,160,642	1,038,838	943,666	809,478
Other Income (Expense)	81,964	0	26,410	0
Contribution to the City	2,298,000	2,298,000	2,350,900	2,433,000
TOTAL BUDGETED	17,214,450	17,280,769	17,608,815	18,307,385
Electric Fund	56%	56%	56%	56%
Wastewater Fund	22%	22%	22%	22%
Water Fund	22%	22%	22%	22%
Total	100%	100%	100%	100%
10% Contingencies by Fund		6,798,195		6,012,821
		513,011		495,164
		778,778		746,235

INTRODUCTION TO DEPARTMENT BOARD OF PUBLIC WORKS UTILITIES SERVICES

Accounting & Collecting

DEPARTMENT MISSION STATEMENT

To provide timely and accurate financial reporting along with special analyses as required for decision-making.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide valid and timely information to Board of Directors.
- * To provide financial information useful for management decision-making.
- * To implement enhancements to the finance system which will improve service within the BPW.
- * To implement enhancements to the customer service information system and utility billing software which will improve service to our customers.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ACCOUNTING & COLLECTING - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	656,484	707,396	671,444	691,177
Benefits	179,289	211,270	183,375	230,317
Subtotal	835,773	918,666	854,819	921,494
Postage	123,711	134,000	118,502	134,000
Computer Software / Service Fees	45,844	69,060	41,278	62,910
Legal, Professional, Consulting Fees	32,990	37,500	25,115	42,500
Printing / Copying / Microfilming	19,262	29,500	22,584	27,200
Other Employee Costs	15,766	17,335	11,392	24,930
Contingency (Budget Only)	0	17,000	0	20,000
Office Supplies	8,554	11,450	7,809	12,650
Maintenance Supplies	6,859	8,500	4,261	8,750
Other Operating Expenses	893	3,900	815	2,750
Facilities Expense	2,179	2,400	1,989	2,750
Subtotal	256,058	330,645	233,746	338,440
TOTAL	1,091,831	1,249,311	1,088,565	1,259,934
Electric Fund	50%	50%	50%	50%
Wastewater Fund	25%	25%	25%	25%
Water Fund	25%	25%	25%	25%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT BOARD OF PUBLIC WORKS UTILITIES SERVICES

Marketing

MARKETING MISSION STATEMENT

To manage the external relations of the Holland BPW including customer service, key accounts, public relations, customer rates and other marketing functions.

ACTION PLAN FOR FISCAL YEAR 2006

- * Review, and update as necessary, customer service policies and procedures.
- * Continue a customer satisfaction survey program to monitor customer expectations, beliefs and opinions.
- * Provide needed information to large customers through the Key Accounts program.
- * Assist in an economic development program coordinated with the City and other Holland area organizations.
- * Explore marketing opportunities to exchange information with BPW customers on utility issues affecting them and the BPW.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - MARKETING - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	532,179	553,900	544,306	545,504
Benefits	147,264	171,086	150,620	160,057
Subtotal	679,443	724,986	694,926	705,561
Uncollectables	28,534	100,000	57,069	100,000
Other Operating Expenses	28,975	45,195	18,749	52,220
Legal, Prof & Consulting Fees	7,950	37,000	309	36,500
Printing Not Advertising	2,515	30,000	964	28,000
Advertising	20,741	28,000	2,200	21,000
Special Events	18,828	24,950	7,705	20,700
Postage	9,385	16,000	7,330	19,000
Other Employee Costs	13,970	13,030	8,911	15,100
Office Supplies	5,435	9,000	4,245	6,300
Facilities Expense	4,990	5,180	3,897	5,100
Maintenance Supplies	3,301	3,000	1,578	3,000
Subtotal	144,624	311,355	112,958	306,920
TOTAL	824,067	1,036,341	807,884	1,012,481
Allocated Labor	(5,422)	0	(4,235)	(2,711)
TOTAL BUDGETED	818,645	1,036,341	803,649	1,009,770
Electric Fund	62%	62%	62%	62%
Wastewater Fund	19%	19%	19%	19%
Water Fund	19%	19%	19%	19%
Total	100%	100%	100%	100%

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Purchasing, Facilities, Warehousing & Meter Reading

DEPARTMENT MISSION STATEMENT

To procure and inventory an appropriate supply of materials and equipment to support the on-going operation, maintenance and construction projects of the electric, water and wastewater utilities. To provide appropriate building and grounds maintenance of the BPW Service Center, substations, pump stations, and lift stations. To make continual progress towards full implementation of the automated meter reading system.

ACTION PLAN FOR FISCAL YEAR 2006

- * To maintain the excellent appearance of BPW sites and install landscaping that will further enhance the image of the BPW.
- * To utilize technology to improve and maintain an accurate inventory of materials.
- * To continue to implement the automated meter reading system (AMR) installation.
- * To provide Purchasing solutions for improved parts availability and cost reduction.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - PURCHASING, FACILITIES & WAREHOUSE - -

	FY-2004 Final <u>Actual</u>	FY-2005 Approved <u>Budget</u>	FY-2005 Final Revised <u>Estimate</u>	FY-2006 Approved <u>Budget</u>
Payroll	472,365	512,592	483,129	494,615
Benefits	153,098	172,497	156,587	160,335
Subtotal	625,463	685,089	639,716	654,950
Electricity	64,086	71,100	60,309	72,000
Custodial Services	34,975	36,000	32,914	35,000
Maintenance Supplies	30,084	40,800	28,311	29,835
HVAC Systems	24,872	25,000	23,406	26,000
Gas Heating	25,737	20,200	24,220	25,800
Office Supplies	19,263	22,400	18,128	24,000
Facilities Expense	21,863	23,700	20,575	21,100
Other Operating Expenses	14,256	19,900	13,416	18,100
Contingency (Budget Only)	0	13,950	0	13,950
Misc Maintenance Supplies	9,396	10,700	8,842	11,700
Radio / Phone Maintenance	24,285	11,000	22,854	11,200
Vehicle Expense	20,973	15,700	19,737	10,550
Other Employee Costs	4,803	6,720	4,520	8,670
Production & Supplies	11,348	11,500	10,679	8,600
Subtotal	305,941	328,670	287,912	316,505
TOTAL	931,404	1,013,759	927,628	971,455
Allocated Labor	(597)	(9,105)	(562)	(5,201)
TOTAL BUDGETED	930,807	1,004,654	927,066	966,254
Electric Fund	54%	54%	54%	54%
Wastewater Fund	23%	23%	23%	23%
Water Fund	23%	23%	23%	23%
Total	100%	100%	100%	100%

**MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -**

FIVE-YEAR PROJECTION SUMMARY

	FY2005 Budgeted	FY2006 Projected	FY2007 Projected	FY2008 Projected	FY2009 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	4,041,236	2,623,623	1,819,464	1,869,817	(11,654,281)
Financed from Cash Reserves	5,709,514	5,626,377	10,042,536	13,742,448	21,054,281
Bond Issue Proceeds	- 0 -	- 0 -	82,000,000	82,000,000	- 0 -
	<u>9,750,750</u>	<u>8,250,000</u>	<u>93,862,000</u>	<u>97,612,265</u>	<u>9,400,000</u>
<u>Financing Applications:</u>					
Power Resources	2,488,125	3,810,107	87,202,160	90,329,283	3,785,482
Electric Transmission and Distribution & Allocated Adminin to Projects	<u>7,262,625</u>	<u>4,439,893</u>	<u>6,659,840</u>	<u>7,282,982</u>	<u>5,614,518</u>
	<u>9,750,750</u>	<u>8,250,000</u>	<u>93,862,000</u>	<u>97,612,265</u>	<u>9,400,000</u>
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	18,577	78,204	49,108	12,478	(22,193)
Financed from Cash Reserves	33,623	27,313	189,130	1,109,495	138,948
Bond Issue Proceeds	8,900,000	950,000	850,000	- 0 -	15,200,000
	<u>8,952,200</u>	<u>1,055,517</u>	<u>1,088,238</u>	<u>1,121,973</u>	<u>15,316,755</u>
<u>Financing Applications:</u>					
Water Plant	93,680	105,552	108,824	112,197	14,000,000
Water Distribuiton & Allocated Admin to Project	<u>8,858,520</u>	<u>949,965</u>	<u>979,414</u>	<u>1,009,776</u>	<u>1,316,755</u>
	<u>8,952,200</u>	<u>1,055,517</u>	<u>1,088,238</u>	<u>1,121,973</u>	<u>15,316,755</u>
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
<u>Financing Sources:</u>					
Wastewater Fund - Net Revenues & Earnings	146,206	(2,951)	(191,216)	(703,336)	(818,373)
Financed from Cash Reserves	31,969	2,740,194	2,784,324	2,116,841	2,275,698
Bond Issue Proceeds	2,700,000	3,600,000	3,636,000	- 0 -	- 0 -
	<u>2,878,175</u>	<u>6,337,243</u>	<u>6,229,108</u>	<u>1,413,505</u>	<u>1,457,325</u>
<u>Financing Applications:</u>					
Wastewater Plant	1,038,050	5,297,405	5,202,056	198,975	210,535
Wastewater Collection & Allocated Admin	<u>1,840,125</u>	<u>1,039,838</u>	<u>1,027,052</u>	<u>1,214,530</u>	<u>1,246,790</u>
	<u>2,878,175</u>	<u>6,337,243</u>	<u>6,229,108</u>	<u>1,413,505</u>	<u>1,457,325</u>

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES FUNDS

Technology Services Fund

Communication Services Fund

Photocopy Services Fund

Postage Services Fund

Fuel Dispensing Fund

City Motor Pool Fund

Risk Management Funds (Employee-Related Insurances):

- Employee Workers Compensation Insurance
- Employee Disability Insurance
- Employee Health & Dental Insurance

Risk Management Funds (Property Casualty Insurances):

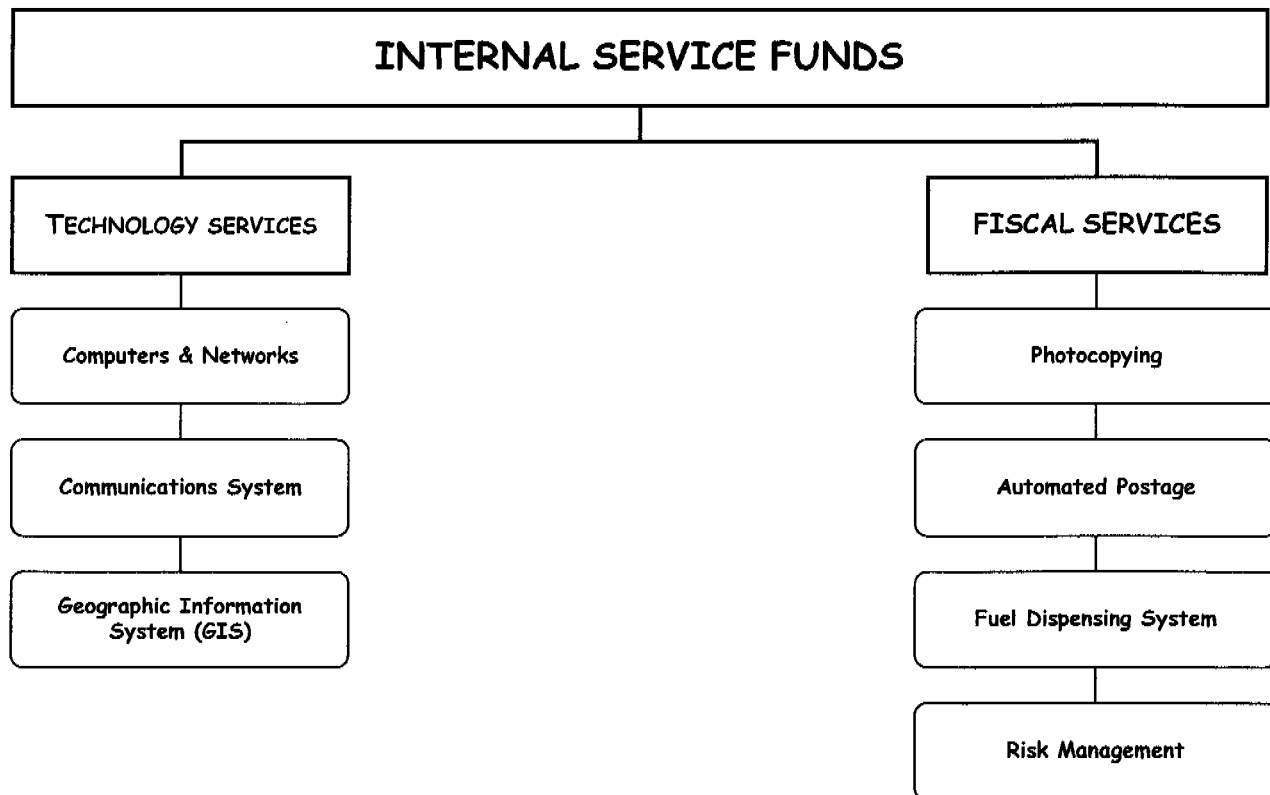
- Vehicle Insurance
- Property Insurance
- General Liability & Public Officials Liability Insurance

INTERNAL SERVICES FUNDS GROUP INTRODUCTION

GROUP MISSION STATEMENT

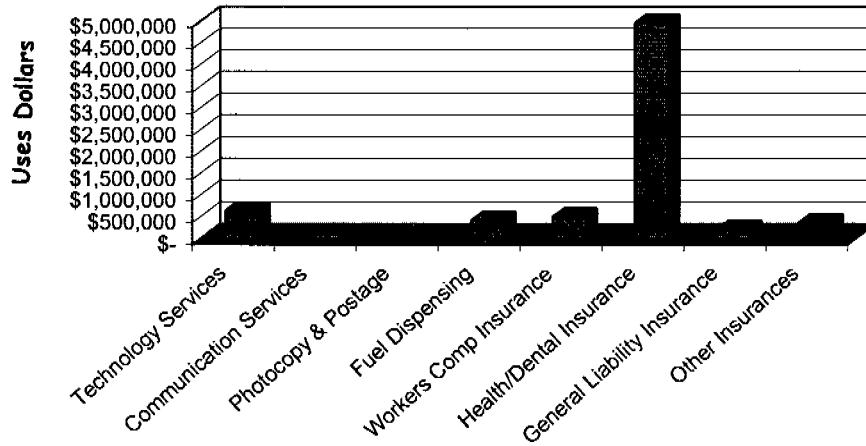
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

GROUP ORGANIZATIONAL STRUCTURE

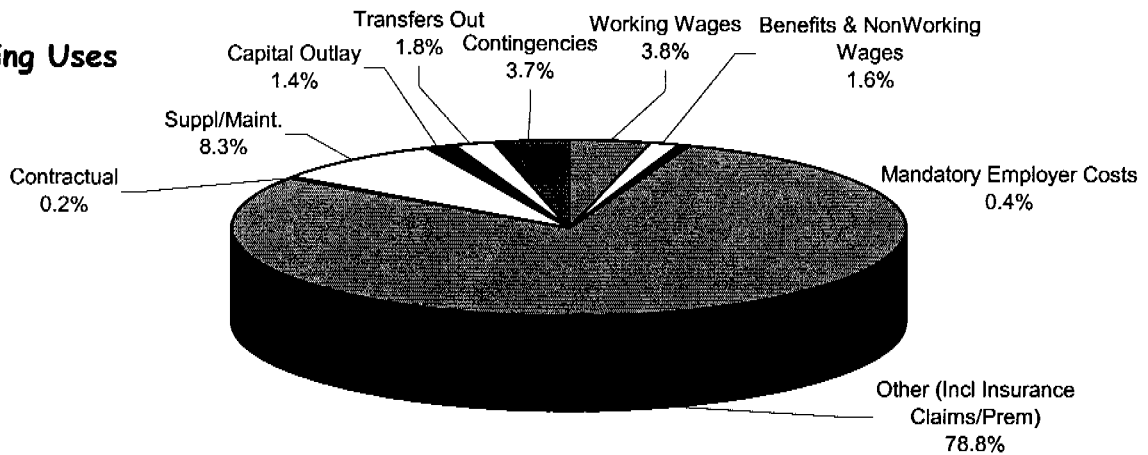


INTERNAL SERVICE FUNDS GROUP

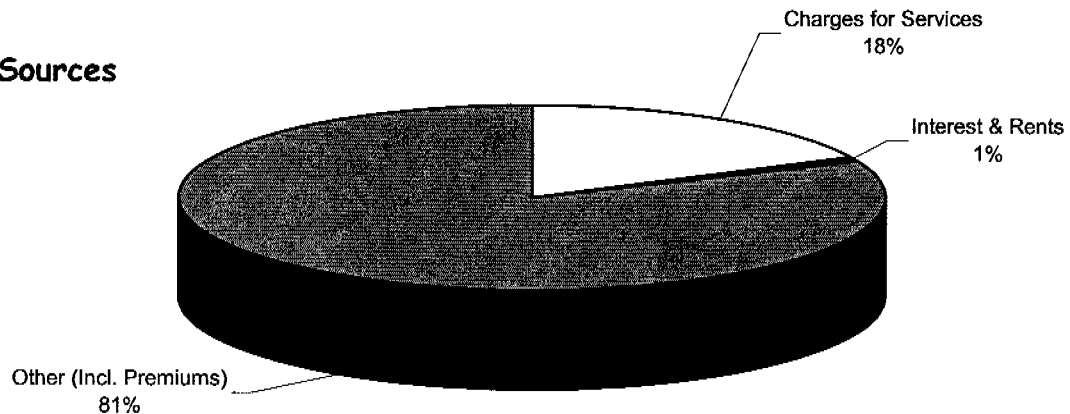
Total Uses By Department \$7,255,835



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	\$ 6,115,800	\$ 6,752,239	\$ 6,242,890	\$ 7,255,835
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	\$ 1,042,627	\$ 1,024,716	\$ 1,140,949	\$ 1,166,000
Interest & Rents	619,300	629,004	63,080	65,750
Other	4,651,553	4,870,774	5,165,350	5,378,200
Transfers In	- 0 -	18,322	8,823	- 0 -
TOTAL SOURCES	\$ 6,313,480	\$ 6,542,816	\$ 6,378,202	\$ 6,609,950
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 389,189	\$ 375,437	\$ 273,011	\$ 273,748
* Benefits - Includes NonWorking Wages	166,870	165,905	110,232	115,028
* Mandatory Employer Costs	39,049	40,726	28,140	28,000
Other Current Expenditures -				
* Supplies / Maintenance	508,889	567,725	582,641	599,039
* Contractual Expenditures	17,331	10,903	11,320	16,800
* Other	4,848,475	5,168,839	4,949,745	5,719,520
Capital Outlay	135,016	399,352	146,578	101,800
Debt Service Payments -				
* Principal Maturities	8,361	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	151	- 0 -	- 0 -	- 0 -
Transfers Out	2,469	23,352	141,223	129,900
Contingencies	- 0 -	- 0 -	- 0 -	272,000
TOTAL USES	\$ 6,115,800	\$ 6,752,239	\$ 6,242,890	\$ 7,255,835
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 400,208	\$ 381,944	\$ 181,745	\$ 181,745
Loss on Disposal of Capital Asset	3,746	8,614	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 595,108	\$ 582,068	\$ 411,383	\$ 416,776
* Full-Time Positions	8.45	8.20	5.00	5.00
* Part-Time Positions @ F.T.E.	0.20	0.30	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Technology Services Fund

FUND MISSION STATEMENT

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and services, to anticipate and meet the ever-changing informational needs of the City.

ACTION PLAN FOR FISCAL YEAR 2006

- * Replace the fiber for the Kollen Park Fire Station (install single-mode fiber) and upgrade the fiber for the Waverly Fire (upgrade to VLAN) station. Complete by July 2005.
- * Replace desktop computers that will not work with the latest server operating system. Complete by December 2005.
- * Migrate the servers to the latest version of the operating system with Active Directories capability. Complete by March 2006.
- * To perform a network analysis, using a consulting firm, to identify potential bottlenecks, stray packets, or hardware issues which may exist due in part by HBPW expanding the network to include VLANs. Complete by December 2005.
- * To perform a detailed security assessment, using a consulting firm, to determine the vulnerabilities of the Internet connection. Complete by December 2005.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Servers:				
Database - Win 2000 - disk 45GB	0	0	1	1
E-Mail - NT (new) - disk 27GB	1	1	1	1
E-Mail - NT (old) - disk 13GB	1	1	1	1
Intranet/Internet - NT - disk 2GB	1	1	1	1
Intranet/Internet G.I.S - NT - disk 20GB	1	1	1	1
Finance Database - NT - disk 45GB	1	1	1	1
Finance Database - Linux - disk 45GB	0	0	1	1
G.I.S. - NT - disk 18GB	1	1	1	1
Imaging - disk GB	1	1	1	1
Print/File/Database - NT - disk 20GB	1	1	1	1
MAX Office - NT - disk 36GB	1	1	1	1
Recreation Dept. - disk GB	1	1	1	1
Total Computers	10	10	12	12
Micro Computers:				
Assessor	6	6	8	8
City Clerk	8	8	9	9
City Council	9	9	9	9
City Manager	5	5	3	3
Civic Center	11	11	11	11
Community Development	2	2	0	0
Community Services & Development	5	5	0	0
Council Chambers/Control Room	3	3	3	3
DeGraaf Nature Center	2	2	4	4
Downtown Development Authority	2	2	3	3
Environmental Health	17	17	0	0
Finance	6	6	7	7
Fire Department	10	10	11	11
Human Relations	2	2	4	4
Human Resources	4	4	3	3
MAX Office	7	7	14	14
Neighborhood Community Services	0	0	26	26
OurStreet	4	4	4	4
Park & Cemetery Office	4	4	4	4
Planning	4	4	0	0
Police Department	31	33	37	37
Purchasing/Motorpool	3	3	0	0
Street Department	2	2	0	0
Technology Services	12	12	15	15

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
Micro Computers: continued				
Training				
Training Room	3	3	0	0
Transportation Services	1	1	1	1
Treasurer	0	0	14	14
Volunteer	3	3	4	4
Windmill Island	2	2	0	0
Unassigned/Surplus	3	3	3	3
	4	4	21	21
Total Micro Computers	175	177	218	218
Number of Printers in Use:				
Assessor	3	3	3	3
City Clerk	3	3	3	3
City Manager	3	3	3	3
Civic Center	6	6	5	5
Community Development	3	3	0	0
Community Services & Development	1	1	0	0
DeGraff Nature Center	2	2	2	2
Neighborhood Community Services	0	0	11	11
Downtown Development Authority	2	2	3	3
Environmental Health	5	5	0	0
Finance	4	4	3	3
Fire Dept	4	4	5	5
Human Relations	1	1	1	1
Human Resources	0	0	1	1
MAX Office	2	2	5	5
Ourstreet	4	4	4	4
Park & Cemetery Offices	3	3	4	4
Planning	1	1	0	0
Police Dept	18	19	20	20
Purchasing / Motorpool	3	3	0	0
Street Department	2	2	0	0
Technology Services	6	6	5	5
Transportation Services	0	0	6	6
Treasurer	2	2	1	1
Windmill Island	3	3	3	3
Unassigned/Surplus	4	4	3	3
Total Printers	85	86	91	91

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 575,624	\$ 519,971	\$ 563,574	\$ 586,200
Interest & Rents	4,638	880	4,000	4,000
Other	2,152	1	- 0 -	- 0 -
Transfers In	- 0 -	16,526	- 0 -	- 0 -
TOTAL SOURCES	\$ 582,414	\$ 537,378	\$ 567,574	\$ 590,200

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 296,737	\$ 262,340	\$ 271,710	\$ 272,400
* Benefits - Includes NonWorking Wages	118,253	105,176	109,530	114,300
* Mandatory Employer Costs	27,234	24,940	24,740	24,900

Other Current Expenditures -

* Supplies / Maintenance	70,152	75,822	80,600	93,100
* Contractual	2,650	338	1,000	1,000
* Other	17,963	17,577	23,841	24,900
Capital Outlay	87,149	71,867	108,863	86,900
Transfers Out	- 0 -	- 0 -	8,823	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	12,000

TOTAL USES	\$ 620,138	\$ 558,060	\$ 629,107	\$ 629,500
-------------------	-------------------	-------------------	-------------------	-------------------

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 148,360	\$ 129,500	\$ 140,000	\$ 140,000
Loss on Disposal of Capital Asset	3,746	7,378	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (102,681)	\$ (85,693)	\$ (92,670)	\$ (92,400)
ENDING BALANCE -				
Designated / Reserves	\$ 225,000	\$ 205,000	\$ 145,000	\$ 105,000
Undesignated / Unreserved	406,149	340,456	307,786	255,386
TOTAL FUND EQUITY	<u>\$ 631,149</u>	<u>\$ 545,456</u>	<u>\$ 452,786</u>	<u>\$ 360,386</u>

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 1,105	\$ (1,533)	\$ 700
ENDING BALANCE	<u>\$ 2,839</u>	<u>\$ 3,944</u>	<u>\$ 2,411</u>	<u>\$ 3,111</u>

- - STAFFING - -				
Personnel Services Total Amount	\$ 442,224	\$ 392,456	\$ 405,980	\$ 411,600
* Full-Time Positions	6.00	5.00	5.00	5.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Communications Services Fund

FUND MISSION STATEMENT

To provide telephone support for voice, data, and long distance services. This includes the operation, service, and evaluation of the equipment.

ACTION PLAN FOR FISCAL YEAR 2006

- * Replace phone sets at Kollen Park and Waverly Fire stations. This will move the phones to the 3Com system that is on HBPW fiber and will replace the existing phone systems in each building. Complete by July 2005.
- * Replace phone sets at DDA Office. This will move the phones to the 3Com system that is on HBPW fiber and eliminate 2 SBC lines. Complete by July 2005.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Number of Regular Phones in Use by Department:</u>				
-Assessor's Office	7	7	7	7
-City Manager's Office	5	5	5	5
-Clerk's Office	7	7	7	7
-Community Development	2	2	0	0
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	3
-Engineering	6	6	0	0
-Environmental Health Department	15	15	0	0
-Finance Office	7	7	7	7
-Human Relations Office	3	5	5	5
-Human Resources Office	3	3	3	3
-MAX	1	1	0	0
-Mayor	1	1	1	1
-Neighborhood Community Services	0	0	29	29
-Planning	4	4	0	0
-Technology Services	9	9	9	9
-Transportation Services Facility	0	22	0	0
-Treasurer's Office	4	4	4	4
-Volunteer Services Office	3	0	0	0
-Total City Hall	80	101	80	80
-Bouws Pool	1	1	1	1
-Civic Center	7	7	7	7
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	2	2	3	3
-Fire Stations #1	6	6	6	6
-Fire Stations #2	14	14	14	14
-Fire Stations #3	1	1	1	1
-Maplewood	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX	6	6	12	12
-Moran Park (tennis courts)	1	1	1	1
-Motor Pool	2	2	0	0
-Ourstreet/Weed & Seed	1	1	4	4
-Parks & Cemetery Office	11	11	19	19
-Police Dept	61	61	86	86
-Stadium	1	1	1	1
-Street Department Garage/Warehouse	5	5	0	0
-Transportation Services Facility	0	0	22	22
-Windmill Island	4	4	4	4
-Grand Total	206	227	264	264
<u>Number of Pay Phones</u>				
-Various Locations	12	12	12	12

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Number of Nextel Phones in Use by Department:</u>				
-City Manager	1	1	1	1
-Civic Center	5	5	4	4
-Community Neighborhood Services	2	2	0	0
-Environmental Health	7	8	0	0
-Fire Department	6	6	6	6
-Max Offices	0	0	1	1
-Mayor	0	0	1	1
-Neighborhood community Services	0	0	9	9
-Ourstreet	2	3	3	3
-Parks & Cemetery Offices	6	7	6	6
-Police Department	18	17	19	19
-Street Department Garage/Warehouse	1	1	0	0
-Technology Services	0	0	1	1
-Transportation Services Facility	0	0	7	7
-Windmill Island	1	1	1	1
-Grand Total	49	51	59	59
<u>Number of Cellular Phones in Use by Department:</u>				
-MAX Office	2	2	0	0
-Ourstreet	1	0	0	0
-Grand Total	3	2	0	0
<u>Number of Computer Modems in Use by Department:</u>				
-City Council	9	9	9	9
-Clerk's Office	1	1	1	1
-Finance Office	2	2	2	2
-Neighborhood Community Services	4	4	4	4
-Technology Services	4	4	4	4
-Total City Hall	20	20	20	20
-Downtown Development Authority	2	2	2	2
-Fire Department Station #2	1	1	1	1
-LCS - Civic Center	1	1	1	1
-LCS DeGraaf Nature Center	2	2	2	2
-LCS -Windmill Island	3	3	3	3
-Police Department	1	1	1	1
-Transportation Services Facility	0	0	1	1
-Grand Total	30	30	31	31

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>Number of FAX Machines</u>				
City Hall				
-Assessor's Office	1	1	1	1
-City Manager's Office	1	1	1	1
-Finance Office	1	1	1	1
-Neighborhood Community Services	1	1	1	1
-Total City Hall	4	4	4	4
-Civic Center	1	1	1	1
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	1	1	1	1
-Fire Department Station #1	1	1	1	1
-Fire Department Station #2	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX Office	1	2	2	2
-Ourstreet	1	1	1	1
-Parks & Cemetery Offices	1	1	1	1
-Police Department	2	3	3	3
-Transportation Services Facility	2	2	2	2
-Windmill Island	1	1	1	1
-Grand Total	14	16	16	16
<u>Number of Pagers by Departments</u>				
-Civic Center	2	0	0	0
-Fire Department	8	6	6	6
-MAX Office	0	0	0	0
-Parks & Cemetery Offices	2	0	0	0
-Police Department	20	29	29	29
-Transportation Services Facility	1	0	0	0
-Grand Total	33	35	35	35
<u>Number of Credit Card Validation Machines</u>				
-Civic Center	2	2	2	2
-DeGraaf Nature Center	1	1	1	1
-Max Office	0	0	1	1
-Parks & Cemetery Offices	1	1	1	1
-Treasurer's Office	1	1	1	1
-Windmill Island	1	1	1	1
-Grand Total	6	6	7	7

INTERNAL SERVICE FUNDS GROUP

COMMUNICATION SERVICES FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 123,174	\$ 121,503	\$ 98,761	\$ 107,200
Interest & Rents	38	145	- 0 -	- 0 -
Other (Rebates)	30,856	1,800	- 0 -	- 0 -
Transfers In	- 0 -	1,796	8,823	- 0 -
TOTAL SOURCES	\$ 154,068	\$ 125,244	\$ 107,584	\$ 107,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	\$ 12,054	\$ 14,589	\$ 14,011	\$ 17,000
* Other	112,813	107,343	84,700	86,700
Capital Outlay	4,845	18,950	15,972	4,900
Debt Service Payments -				
* Principal Maturity Payments	8,361	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	151	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 138,224	\$ 140,882	\$ 114,683	\$ 108,600
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 16,697	\$ 17,661	\$ 18,000	\$ 18,000
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 12,353	\$ (14,349)	\$ (9,127)	\$ (14,500)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	90,539	76,190	67,063	52,563
TOTAL FUND EQUITY	\$ 90,539	\$ 76,190	\$ 67,063	\$ 52,563
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ (15,638)	\$ (7,099)	\$ (1,400)
ENDING BALANCE	\$ 24,601	\$ 8,963	\$ 1,864	\$ 464
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Photocopy Services Fund

FUND MISSION STATEMENT

To provide quality, high speed, cost effective photocopy and collating equipment for use by all General City Departments.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide centralized support for extensive photocopying needs at:
 - City Hall
 - Police Department
 - Fire Department
 - Downtown Development Authority Office
 - Recreation Department / Civic Center Office
 - Parks & Cemetery Department Office
 - Ourstreet Office
 - Park Warehouse/Motor Pool Office
 - Transportation Facility
 - DeGraaf Nature Center
- * To continue to build adequate reserves for replacement units as required.
- * To reduce the per-copy assessment from \$0.033/copy to \$0.023/copy for FY 2006. This rate structure is anticipated to be adequate for maintaining a desirable balance for *Working Capital* and a *Reserve for Asset Replacement*.
- * To carry out the acquisition of all photocopiers, with approval by the City Council by December 2005.
- * To examine various options for the most favorable financing of new or replacement units such as outright purchase and lease with option to purchase.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - PHOTOCOPY SERVICES - -

PHOTOCOPIER UNITS - BY LOCATION	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
City Hall: Assessing and Board of Review				
- Large Size Floor Model	40,376	28,581	30,000	30,000
City Hall: City Clerk and Elections				
- Desktop / Stand model	20,857	20,574	29,000	29,000
City Hall: Community Services & Development / Engineers				
- Blueprint Copier (No per copy fee for the unit)	0	0	0	0
- Large Floor Model	142,704	136,299	140,000	140,000
City Hall: Department of Environmental Health				
- Small Size Floor Model	18,287	15,393	18,500	18,500
City Hall: Finance & Treasurer				
- Small Size Floor Model	48,949	45,590	48,000	48,000
City Hall: Mayor, City Manager, Human Resources				
- Large Floor Model	138,032	120,339	130,000	130,000
DDA / Mainstreet				
- Small Size Floor Model	27,373	21,600	25,000	25,000
Degraaf Nature Center				
- Desktop / Stand Model	11,280	13,641	14,500	14,500
Fire Dept: Kollen Park Station				
- Small Size Floor Model	52,614	59,969	65,000	65,000
Fire Dept: Waverly Station				
- Desktop / Stand Model	1,182	1,256	1,400	1,400
Ourstreet				
- Small Size Floor Model	17,213	14,664	16,500	16,500
Parks & Cemetery / Max				
- Desktop / Stand Model	13,379	9,071	13,000	13,000
Police Dept: Administration and Pllice Community Services				
- Mid Size Floor Model (Replaced with newer model in Fy05)	336,721	287,563	265,000	265,000
- Mid Size Floor Model (Replaced with newer model in Fy05)	0	16,304	25,000	25,000
Recreation Dept / Civic Center				
- Small Size Floor Model	58,719	64,568	65,000	65,000
Transportation Services Center				
- Desktop / Stand Model (Motorpool / Purchasing)	6,320	14,114	15,500	15,500
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	4,626	2,395	2,600	2,600
Total Copies	938,632	871,921	904,000	904,000
Assessment Fee per Copy for All Sites Above	\$0.033	\$0.033	\$0.033	\$0.023

INTERNAL SERVICE FUNDS GROUP

PHOTOCOPY SERVICES FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 32,259	\$ 30,837	\$ 30,792	\$ 21,700
Interest & Rents	2,246	735	2,800	3,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 34,505	\$ 31,572	\$ 33,592	\$ 24,900

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 20,564	\$ 23,647	\$ 20,400	\$ 17,400
* Other	92	60	60	5,200
Capital Outlay	9,542	4,932	21,743	10,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 30,198	\$ 28,639	\$ 42,203	\$ 32,600
-------------------	------------------	------------------	------------------	------------------

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 20,445	\$ 18,677	\$ 20,000	\$ 20,000
Loss on Disposal of Capital Asset	- 0 -	1,236	- 0 -	- 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (6,596)	\$ (12,048)	\$ (6,868)	\$ (17,700)
---------------------	------------	-------------	------------	-------------

ENDING BALANCE -

Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	169,293	157,245	150,377	132,677

TOTAL FUND EQUITY	\$ 169,293	\$ 157,245	\$ 150,377	\$ 132,677
--------------------------	-------------------	-------------------	-------------------	-------------------

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 2,933	\$ (8,611)	\$ (7,700)
---------------------	-------	----------	------------	------------

ENDING BALANCE	\$ 118,193	\$ 121,126	\$ 112,515	\$ 104,815
----------------	------------	------------	------------	------------

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Postage Services Fund

FUND MISSION STATEMENT

Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.

ACTION PLAN FOR FISCAL YEAR 2006

- * To implement anticipated changes to postal rates in a timely manner.
- * To deliver the mail to the U.S. Post Office in a timely manner, at least once daily (and whenever feasible, twice daily).

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
City Council	\$ 521	\$ 133	\$ 500	\$ 519
City Manager	740	510	600	623
Elections	2,566	1,712	3,500	3,632
Finance Office	5,168	5,429	5,500	5,708
Independent Audit	0	0	0	0
Property Assessing Office	820	717	750	778
City Clerk	1,937	1,973	2,000	2,075
Personnel Office	489	451	600	623
Purchasing	263	224	5	5
Treasurer's Office	548	643	700	726
Volunteer Services	298	177	50	52
Planning Office	1,242	2,226	1,500	1,557
Environmental Health/Inspections	2,147	2,298	2,400	2,491
Environmental Health/Rental Housing	3,348	2,320	2,500	2,594
Environmental Health/Construction Inspections	767	894	900	934
Community Services	583	839	600	623
Community Social Services	0	114	100	104
Human Relations Office	346	482	500	519
Ourstreet/Neighborhood Liaison Program	381	11	300	311
Parks	22	18	50	52
Historic District Commission	387	180	150	156
Brownfield	0	37	100	104
CATV	18	28	0	0
Mainstreet/DDA	322	352	400	415
Principal Shopping District	174	0	300	311
Dangerous Structures	55	107	200	208
Solid Waste Recycling	53	97	150	156
Municipal Airport	212	215	250	259
MAX/Dial-A-Ride	369	483	275	285
Technology Services	38	8	20	21
MSHDA NPP Marketing	171	0	0	0
CDBG-Administration	490	539	550	571
CDBG-Rehab	14	0	0	0
Windmill Island	0	0	50	52
Transportation Facility	0	287	1,000	1,038
Total	\$ 24,490	\$ 23,506	\$ 26,500	\$ 27,502

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 24,490	\$ 23,505	\$ 26,500	\$ 27,500
Interest & Rents	60	29	50	100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 24,550	\$ 23,534	\$ 26,550	\$ 27,600

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 24,842	\$ 22,384	\$ 25,500	\$ 26,500
* Other	1,188	942	1,100	1,200
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 26,030	\$ 23,326	\$ 26,600	\$ 27,700

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 1,244	\$ 1,244	\$ 1,200	\$ 1,200
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,724)	\$ (1,036)	\$ (1,250)	\$ (1,300)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	18,460	17,424	16,174	14,874
TOTAL FUND EQUITY	\$ 18,460	\$ 17,424	\$ 16,174	\$ 14,874

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 208	\$ (50)	\$ (100)
ENDING BALANCE	\$ 6,758	\$ 6,966	\$ 6,916	\$ 6,816

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Fuel Dispensing Fund

FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispensation system at the Holland Public School Waverly Road maintenance facility for all City and Holland Public Schools vehicles, equipment and school buses.

ACTION PLAN FOR FISCAL YEAR 2006

- * To maintain the fuel system to meet all environmental requirements.
- * To continue to build a reserve for equipment replacement from per gallon surcharges assessed.
- * To provide timely and informational reporting on fuel consumption and charges to all participating departments.
- * Per gallon overhead charge established at \$0.0401 throughout FY 2006 which will be adjusted to final actual overhead costs at fiscal year end.
- * Historical actual per gallon overhead charge:
 - FY05 \$0.039558 (estimated)
 - Fy04 \$0.047137
 - FY03 \$0.034228
 - FY02 \$0.035749
 - FY01 \$0.047916
 - FY00 \$0.056438
 - FY99 \$0.046777
 - FY98 \$0.049071
 - FY97 \$0.044903
 - FY96 \$0.025643
 - FY95 \$0.025898
 - FY94 \$0.033042

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected		FY-05 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	44,946.2	43,591.7	20,589.3		0.0	
Fire Department	426.6	519.9	972.1		972.1	
MAX	965.5	553.6	935.8		935.8	
Board of Public Works	28,997.8	28,948.4	28,804.1		28,804.1	
Street Equipment	1,444.8	1,282.9	885.5		885.5	
Centralized Vehicle & Equipment	26,633.7	27,717.4	50,830.7		71,420.0	
Windmill Island	1,395.7	1,092.9	788.6		788.6	
Subtotal City of Holland	104,810.3	103,706.8	103,806.1	88.15%	103,806.1	88.15%
Holland Public Schools	12,244.4	13,289.1	13,960.6	11.85%	13,960.6	11.85%
Total Combined Gallons of Gasoline Dispensed	117,054.7	116,995.9	117,766.7	100.00%	117,766.7	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	
Fire Department	5,864.1	5,581.9	5,961.6		5,961.6	
MAX	82,029.3	83,563.2	81,395.1		81,395.1	
Board of Public Works	21,130.9	18,110.8	16,950.8		16,950.8	
Street Equipment	24,411.9	29,761.1	31,974.9		31,974.9	
Centralized Vehicle & Equipment	4,966.2	5,494.3	5,090.7		5,090.7	
Windmill Island	141.1	187.2	226.1		226.1	
Subtotal City of Holland	138,543.5	142,698.5	141,599.2	75.04%	141,599.2	75.04%
Holland Public Schools	44,654.8	48,263.0	47,092.0	24.96%	47,092.0	24.96%
Total Combined Gallons of Diesel Dispensed	183,198.3	190,961.5	188,691.2	100.00%	188,691.2	100.00%
Total City of Holland Gallons	243,353.8	246,405.3	245,405.3	80.08%	245,405.3	80.08%
Total Holland Public Schools Gallons	56,899.2	61,552.1	61,052.6	19.92%	61,052.6	19.92%
Combined Total Gallons	300,253.0	307,957.4	306,457.9	100.00%	306,457.9	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected		FY-06 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	44,946.2	43,591.7	20,589.3	19.83%	0.0	0.00%
Fire Department	426.6	519.9	972.1	0.94%	972.1	0.94%
MAX	965.5	553.6	935.8	0.90%	935.8	0.90%
Board of Public Works	28,997.8	28,948.4	28,804.1	27.75%	28,804.1	27.75%
Street Equipment	1,444.8	1,282.9	885.5	0.85%	885.5	0.85%
Centralized Vehicle & Equipment	26,633.7	27,717.4	50,830.7	48.97%	71,420.0	68.80%
Windmill Island	1,395.7	1,092.9	788.6	0.76%	788.6	0.76%
Subtotal City of Holland	104,810.3	103,706.8	103,806.1	100.00%	103,806.1	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	0.00%
Fire Department	5,864.1	5,581.9	5,961.6		5,961.6	4.21%
MAX	82,029.3	83,563.2	81,395.1		81,395.1	57.48%
Board of Public Works	21,130.9	18,110.8	16,950.8		16,950.8	11.97%
Street Equipment	24,411.9	29,761.1	31,974.9		31,974.9	22.58%
Centralized Vehicle & Equipment	4,966.2	5,494.3	5,090.7		5,090.7	3.60%
Windmill Island	141.1	187.2	226.1		226.1	0.16%
Subtotal City of Holland	138,543.5	142,698.5	141,599.2	100.00%	141,599.2	100.00%
Total City of Holland Gallons	243,353.8	246,405.3	245,405.3		245,405.3	
Gallons of Fuel (Diesel and Gasoline) Dispensed:						
Police Department	44,946.2	43,591.7	20,589.3	8.39%	0.0	0.00%
Fire Department	6,290.7	6,101.8	6,933.7	2.83%	6,933.7	2.83%
MAX	82,994.8	84,116.8	82,330.9	33.55%	82,330.9	33.55%
Board of Public Works	50,128.7	47,059.2	45,754.9	18.64%	45,754.9	18.64%
Street Equipment	25,856.7	31,044.0	32,860.4	13.39%	32,860.4	13.39%
Centralized Vehicle & Equipment	31,599.9	33,211.7	55,921.4	22.79%	76,510.7	31.18%
Windmill Island	1,536.8	1,280.1	1,014.7	0.41%	1,014.7	0.41%
Total City of Holland Gallons	243,353.8	246,405.3	245,405.3	100.00%	245,405.3	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 286,782	\$ 328,124	\$ 421,322	\$ 423,400
Interest & Rents	290	150	550	600
TOTAL SOURCES	\$ 287,072	\$ 328,274	\$ 421,872	\$ 424,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,407	\$ 1,729	\$ 1,301	\$ 1,348
* Benefits - Includes NonWorking Wages	1,076	931	702	728
Other Current Expenditures -				
* Supplies / Maintenance	275,296	314,149	410,130	412,039
* Contractual	804	820	820	800
* Other	3,057	6,559	5,054	5,020
TOTAL USES	\$ 282,640	\$ 324,188	\$ 418,007	\$ 419,935
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 2,545	\$ 2,545	\$ 2,545	\$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 1,887	\$ 1,541	\$ 1,320	\$ 1,520
ENDING BALANCE -				
Designated / Reserves	\$ 36,499	\$ 40,585	\$ 44,450	\$ 48,515
Undesignated / Unreserved	26,090	23,545	21,000	18,455
TOTAL FUND EQUITY	\$ 62,589	\$ 64,130	\$ 65,450	\$ 66,970
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	- 0 -	- 0 -	- 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Positions: Not Applicable				
ADDITIONAL NOTE:				
The time of certain positions listed under "Staffing" for <u>General Fund - Finance and General Fund - Treasurer</u> is charged, in small part, to this fund.				

INTERNAL SERVICE FUNDS GROUP

MOTOR POOL FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 298	\$ 776	\$ - 0 -	\$ - 0 -
Interest & Rents	563,954	615,492	- 0 -	- 0 -
Other	(1,326)	13,740	- 0 -	- 0 -
TOTAL SOURCES	\$ 562,926	\$ 630,008	\$ - 0 -	\$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 90,045	\$ 111,368	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	47,541	59,798	- 0 -	- 0 -
* Mandatory Employer Costs	10,773	13,671	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	77,245	91,806	- 0 -	- 0 -
* Contractual Expenditures	52	- 0 -	- 0 -	- 0 -
* Other	52,231	82,815	- 0 -	- 0 -
Capital Outlay	33,480	303,603	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 311,367	\$ 663,061	\$ - 0 -	\$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 210,917	\$ 212,317	\$ - 0 -	\$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

MOTOR POOL FUND

This Fund Continues From Previous Page

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 74,122	\$ 58,233	\$ - 0 -	\$ - 0 -
<i>Equity Transfer to Centralized Vehicle/Equipment Fund</i>			\$ (1,925,104)	
ENDING BALANCE -				
Designated / Reserves	\$ 800,000	\$ 790,000	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,066,871	1,135,104	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 1,866,871	\$ 1,925,104	\$ - 0 -	\$ - 0 -

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 271	\$ (4,764)	\$ - 0 -
ENDING BALANCE	\$ 4,493	\$ 4,764	\$ - 0 -	\$ - 0 -

- - STAFFING - -				
Personnel Services Total Amount	\$ 148,359	\$ 184,837	\$ - 0 -	\$ - 0 -
* Full-Time Positions	2.45	3.20	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.20	0.30	- 0 -	- 0 -

ADDITIONAL INFORMATION REGARDING THIS FUND:

Beginning FY2005, this fund is discontinued. Motor Pool becomes an activity within the Centralized Vehicle/Equipment Fund in the Transportation System & Services Group. The historic information presented above provides accounting information of recent years.

INTERNAL SERVICE FUNDS GROUP

- SUMMARY OF RISK MANAGEMENT -

- - - - - SUMMARY OF ALL FUNDS WHICH FOLLOW

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 48,074	\$ 11,573	\$ 55,680	\$ 57,850
Other	4,619,871	4,855,233	5,165,350	5,378,200
TOTAL SOURCES	\$ 4,667,945	\$ 4,866,806	\$ 5,221,030	\$ 5,436,050

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs	\$ 1,042	\$ 2,115	\$ 3,400	\$ 3,100
----------------------------	----------	----------	----------	----------

Other Current Expenditures -

* Contractual	42,561	35,073	41,500	48,000
* Other	4,661,131	4,953,543	4,834,990	5,596,500
Transfers Out	2,469	23,352	132,400	129,900
Contingencies	- 0 -	- 0 -	- 0 -	260,000

TOTAL USES	\$ 4,707,203	\$ 5,014,083	\$ 5,012,290	\$ 6,037,500
-------------------	---------------------	---------------------	---------------------	---------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (39,258)	\$ (147,277)	\$ 208,740	\$ (601,450)
---------------------	-------------	--------------	------------	--------------

ENDING BALANCE -

Designated / Reserves	\$ 376,002	\$ 482,074	\$ 495,000	\$ 495,000
Undesignated / Unreserved	2,404,919	2,151,570	2,347,384	1,745,934

TOTAL FUND EQUITY	\$ 2,780,921	\$ 2,633,644	\$ 2,842,384	\$ 2,240,934
--------------------------	---------------------	---------------------	---------------------	---------------------

- - WORKING CAPITAL - -

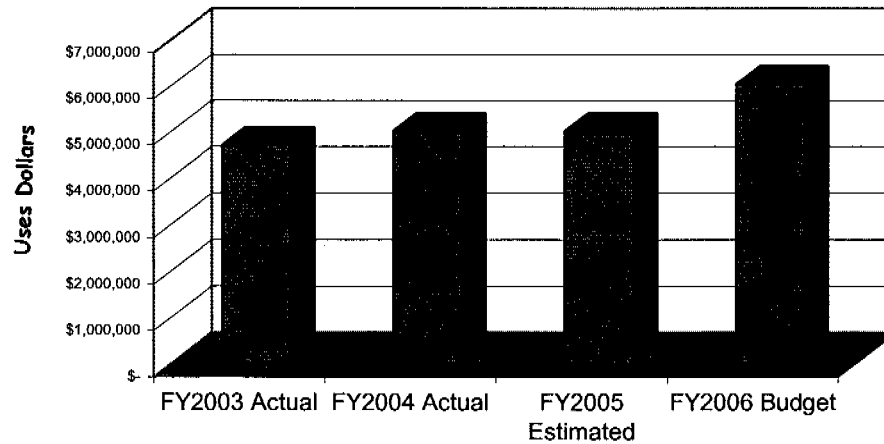
INCREASE (DECREASE)	-----	\$ (253,349)	\$ 195,814	\$ (601,450)
ENDING BALANCE	\$ 2,404,919	\$ 2,151,570	\$ 2,347,384	\$ 1,745,934

- - STAFFING - -

Positions: Not Applicable

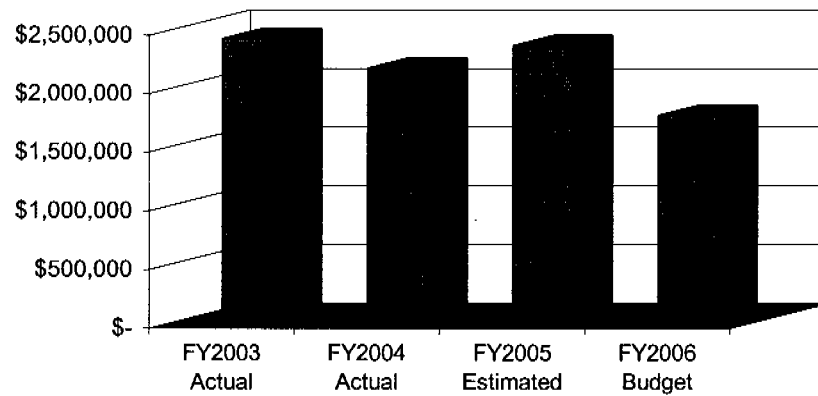
INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

Total Uses - FY2006 - \$6,037,500



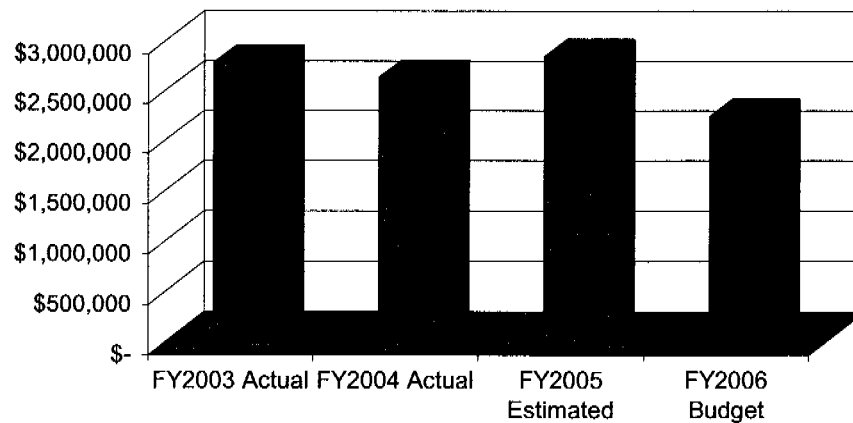
Ending Working Capital

FY2006 \$1,745,934



Ending Fund Equity/Reserves

FY2006 \$2,240,934



INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Workers Compensation Insurance Fund

FUND MISSION STATEMENT

Provide a workers compensation insurance program with the intent to reduce annual costs to the City of Holland, reduce job related injuries and assure retention costs for all self-funded claims are properly funded.

ACTION PLAN FOR FISCAL YEAR 2006

- * The Self-Funded Workers Compensation Fund will assess individual departmental budgets using the rates provided by The Accident Fund.
- * To assure a self-funded reserve balance that provides sufficient financial coverage (with stop-loss coverage) to meet the cost of commercial insurance premiums and medical and indemnity claims resulting from employee on-the-job injuries or illness.
- * To continue the contractual arrangement with the current local insurance agency and with a third party administrator to provide claims services for claims that occurred while self-insured by July 2005.
- * To provide funding to assist with meeting the goals established by the Human Resources Department to reduce job related injuries.
- * To strive to reduce workers compensation rates by accomplishing a positive safety record.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - WORKERS COMP INSURANCE - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>WORKER COMP CLAIMS</u>				
- Number of Claims Filed	55	57	50	40
- Number of Claims Filed Resulting In Lost Work Days	1	2	1	1
- Number of Scheduled Work Days Paid	36	35	25	25
<u>EMPLOYEE SAFETY TRAINING PROGRAMS</u>				
- Number of Participants	475	416	420	420
- Number of Employee Safety Awards Issued	144	134	150	150
<u>COMMERCIAL INSURANCE PREMIUM EXPERIENCE:</u>				
Insurance Premiums Paid	\$ 247,762	\$ 297,728	\$ 275,000	\$ 290,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(68,478)	(10,201)	(5,000)	(5,000)
Net Commercial Policy Premiums Payment Experience	\$ 179,284	\$ 287,527	\$ 270,000	\$ 285,000
<u>PAYMENT EXPERIENCE ON FORMER SELF-FUNDED CARRYOVERS:</u>				
(THE FOLLOWING REPRESENTS PAYMENTS & STOP-LOSS RECOVERIES ON LINGERING WORKERS COMP CLAIMS THAT WERE INITIALLY FILED PRIOR TO FY-99, DURING WHICH TIME THE CITY OF HOLLAND ADMINISTERED A SELF-FUNDED WORKERS COMP PLAN):				
Claims Paid:				
- for Medical	\$ 32,457	\$ 54,858	\$ 20,500	\$ 20,900
- for Indemnity	13,093	50,748	1,500	1,100
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(31,852)	(63,230)	(74,800)	(20,000)
Net Self-Funded Claims Payment Experience	\$ 13,698	\$ 42,376	\$ (52,800)	\$ 2,000
<u>SUMMARY OF PREMIUMS AND SELF-FUNDED CLAIMS EXPERIENCE</u>	\$ 261,460	\$ 340,104	\$ 222,200	\$ 292,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 10,682	\$ 3,728	\$ 14,600	\$ 15,000
Other	345,806	352,597	355,700	320,000
TOTAL SOURCES	\$ 356,488	\$ 356,325	\$ 370,300	\$ 335,000

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 94	\$ 67	\$ 500	\$ 500
* Other	305,321	409,081	303,000	320,200
Transfers Out	- 0 -	- 0 -	129,900	129,900
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	\$ 305,415	\$ 409,148	\$ 433,400	\$ 500,600

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 51,073	\$ (52,823)	\$ (63,100)	\$ (165,600)
ENDING BALANCE -				
Designated / Reserves	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Undesignated / Unreserved	645,242	592,419	529,319	363,719
TOTAL FUND EQUITY	\$ 665,242	\$ 612,419	\$ 549,319	\$ 383,719

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (52,823)	\$ (63,100)	\$ (165,600)
ENDING BALANCE	\$ 645,242	\$ 592,419	\$ 529,319	\$ 363,719

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Disability/Income Protection Insurance Fund

FUND MISSION STATEMENT

Provide a comprehensive self-funded insurance program that provides employees with partial income protection in the event of extended absence from work due to prolonged illness or injury. The self-funded plan is meant to assure a reasonably adequate fund balance to meet potential claims, and to reduce the commercial insurance premium costs by procuring claims protection only for employee absences that extend beyond one year.

ACTION PLAN FOR FISCAL YEAR 2006

- * To assure a self-insured reserve balance that is considered sufficient to meet the cost of short-term disability claims that might result from employee illness or non-occupational injury, with the following limitations:
 - Deferred period of working days as established by the applicable union contract, away from regularly scheduled work due to illness or injury before employee's entitlement begins.
 - Employee entitlement equivalent to percentage of gross pay, as stated in the applicable union contract and/or approved by the City Council.
- * To secure a commercial insurance policy by December 2005 that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded income protection plan.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

[illegible]

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ (84)	\$ 128	\$ 1,350	\$ 1,300
Other	83,736	84,848	96,800	101,400
TOTAL SOURCES	\$ 83,652	\$ 84,976	\$ 98,150	\$ 102,700

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs	\$ 1,042	\$ 2,115	\$ 3,400	\$ 3,100
----------------------------	----------	----------	----------	----------

Other Current Expenditures -

* Other	54,987	60,513	114,000	68,000
---------	--------	--------	---------	--------

Contingencies	- 0 -	- 0 -	- 0 -	10,000
---------------	-------	-------	-------	--------

TOTAL USES	\$ 56,029	\$ 62,628	\$ 117,400	\$ 81,100
-------------------	------------------	------------------	-------------------	------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 27,623	\$ 22,348	\$ (19,250)	\$ 21,600
---------------------	-----------	-----------	-------------	-----------

ENDING BALANCE -

Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
-----------------------	----------	----------	----------	----------

Undesignated / Unreserved	42,556	64,904	45,654	67,254
---------------------------	--------	--------	--------	--------

TOTAL FUND EQUITY	\$ 42,556	\$ 64,904	\$ 45,654	\$ 67,254
--------------------------	------------------	------------------	------------------	------------------

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 22,348	\$ (19,250)	\$ 21,600
---------------------	-------	-----------	-------------	-----------

ENDING BALANCE	\$ 42,556	\$ 64,904	\$ 45,654	\$ 67,254
----------------	-----------	-----------	-----------	-----------

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Health/Dental Insurance Fund

FUND MISSION STATEMENT

Provide a self-funded insurance program that provides a means for improving the accountability of employee/retiree health and dental insurance claims; to better control claims and administrative overhead costs paid by the City of Holland. The self-funded plan is meant to provide the employees and retirees with quality coverage; to assure an adequate fund balance to meet potential claims up to the specific stop loss limit; to protect against possible catastrophic losses by providing adequate aggregate stop-loss commercial insurance coverage.

ACTION PLAN FOR FISCAL YEAR 2006

- * To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims anticipated to be incurred by employees, retirees, and family members.
- * To provide for on-going commercial insurance that indemnifies for specific and aggregate stop-loss when claims exceed the pre-designated risk retention thresholds.
- * To provide for on-going contractual arrangement with the insurance agent and/or third-party claims administrator to provide claims services on behalf of the City of Holland.

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - RISK MANAGEMENT - HEALTH/DENTAL INSURANCE -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>NUMBER OF INDIVIDUAL CONTRACTS:</u>	597	601	575	580
<u>SELF-FUNDED RETENTION LIMITS:</u>				
- for Specific (each individual contract)	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
- for Aggregate (combined total for all contracts)	2,582,509	2,991,861	3,504,500	3,966,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	\$ 169,518	\$ 208,332	\$ 236,600	\$ 263,000
- for Claims Administration Fees	178,914	199,257	203,100	211,000
- for Capitation/Incentive Fees (POS Contracts)	59,748	68,151	82,500	94,500
- Total Payments for Premiums and Fees	\$ 408,180	\$ 475,740	\$ 522,200	\$ 568,500
Payments for Self-Funded Claims:				
- for Health & Dental Claims	\$ 3,508,529	\$ 3,685,000	\$ 3,531,100	\$ 4,259,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(129,225)	(47,485)	(21,300)	- 0 -
	\$ 3,379,304	\$ 3,637,515	\$ 3,509,800	\$ 4,259,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	\$ 38,157	\$ 32,670	\$ 51,940	\$ 36,000
Total Net Payment Experience	\$ 3,825,641	\$ 4,145,925	\$ 4,083,940	\$ 4,863,500

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

----- EMPLOYEE HEALTH & DENTAL INSURANCE FUND

	FY-2003	FY-2004	FY-2005	FY-2006
	Final	Final	Final	Approved
Description	Actual	Actual	Revised Est.	Budget

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 22,668	\$ 5,349	\$ 16,200	\$ 18,500
Other	3,841,795	4,093,695	4,372,000	4,634,000
TOTAL SOURCES	\$ 3,864,463	\$ 4,099,044	\$ 4,388,200	\$ 4,652,500

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	3,954,866	4,193,410	4,105,240	4,863,500
Transfers Out	2,469	352	2,500	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	\$ 3,957,335	\$ 4,193,762	\$ 4,107,740	\$ 4,963,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (92,872)	\$ (94,718)	\$ 280,460	\$ (311,000)
ENDING BALANCE -				
Designated / Reserves	\$ 351,002	\$ 457,074	\$ 470,000	\$ 470,000
Undesignated / Unreserved	712,525	511,735	779,269	468,269
TOTAL FUND EQUITY	\$ 1,063,527	\$ 968,809	\$ 1,249,269	\$ 938,269

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (200,790)	\$ 267,534	\$ (311,000)
ENDING BALANCE	\$ 712,525	\$ 511,735	\$ 779,269	\$ 468,269

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Vehicle Insurance Fund

FUND MISSION STATEMENT

Provide a vehicle insurance protection program that includes:

- First-dollar liability protection for personal injury and collision through acquisition of commercial insurance policies.
- Property damage protection to city-owned vehicles through a program combination of self-insured risk retention and commercial insurance policy coverage.
- Self-insurance reserves adequate for meeting potential risk retentions on claims.

ACTION PLAN FOR FISCAL YEAR 2006

- * To assure a self-funded reserve balance that provides adequate financial coverage to meet the cost of repairs or replacements resulting from physical damages to city-owned vehicles.
- * To provide for a commercial insurance policy by July 2005 that provides:
 - First-dollar liability protection for personal injury and collision, as well as catastrophic coverage for damage and/or destruction to multiple vehicles.
 - Physical damage coverage for MAX buses and fire trucks resulting from accidents where the individual occurrence exceeds \$1,000.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - VEHICLE INSURANCE - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES</u>				
Number of Vehicles Insured for Liability	201	205	207	207
<u>COMMERCIAL INSURANCE LIABILITY LIMITS</u>				
Bodily Injury & Property Damage	\$ 15,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Personal Injury Protection	Statutory	Statutory	Statutory	Statutory
Property Protection	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Mini Tort	\$ 500	\$ 500	\$ 500	\$ 500
Non-Owned & Hired Auto Liability	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Uninsured / Underinsured Motorists	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
<u>COST OF REPAIRS / REPLACEMENTS TO CITY-OWNED VEHICLES</u>				
Self-Funded Retention (Per Vehicle - Per Occurrence)	100% of Cost	100% of Cost	100% of Cost	100% of Cost
Exceptions for Fire Dept Vehicles, MAX Buses, and BATMOBILE:				
- Comprehensive Deductible (Retention)	\$ 500	\$ 500	\$ 500	\$ 500
- Collision Deductible (Retention)	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Commercial Insurance Premiums				
General City	\$ 88,658	\$ 146,815	\$ 148,800	\$ 156,000
Board of Public Works	21,931	53,832	55,000	58,000
Total Commercial Insurance Premiums	110,589	200,647	203,800	214,000
Self Funded Claims Paid	28,736	25,328	32,000	33,000
Total	\$ 139,325	\$ 225,975	\$ 235,800	\$ 247,000
Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-thru only.				

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

VEHICLE INSURANCE FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 3,026	\$ (421)	\$ 3,130	\$ 3,450
Other	99,805	160,559	162,900	166,000
TOTAL SOURCES	\$ 102,831	\$ 160,138	\$ 166,030	\$ 169,450

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 28,736	\$ 25,328	\$ 32,000	\$ 33,000
* Other	88,658	146,815	148,800	156,000
Transfers Out	- 0 -	23,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	\$ 117,394	\$ 195,143	\$ 180,800	\$ 214,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (14,563)	\$ (35,005)	\$ (14,770)	\$ (44,550)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	227,716	192,711	177,941	133,391
TOTAL FUND EQUITY	\$ 227,716	\$ 192,711	\$ 177,941	\$ 133,391

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (35,005)	\$ (14,770)	\$ (44,550)
ENDING BALANCE	\$ 227,716	\$ 192,711	\$ 177,941	\$ 133,391

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Property Insurance Fund

FUND MISSION STATEMENT

Provide property insurance protection that includes:

- Indemnification to city-owned facilities and equipment through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses
- Self-insurance reserves adequate for meeting potential risk retentions on claims

ACTION PLAN FOR FISCAL YEAR 2006

- * To assure a self-funded reserve balance that provides adequate financial coverage to meet the cost of approved repair or replacement claims resulting from physical damages to city-owned facilities and equipment, up to the established stop-loss risk retention threshold.
- * To provide a commercial insurance program by July 2005 that:
 - Indemnifies for individual claim occurrences, to the extent that the established risk retention threshold is exceeded.
 - Indemnifies for catastrophic loss on individual claim occurrences, up to specified upper limits.
 - Indemnifies for multiple losses within the same fiscal year by establishing an accumulated stop-loss provision, thereby adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - PROPERTY INSURANCE - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>SELF-FUNDED INSURANCE - RETENTION LIMITS</u>				
Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aggregate	500,000	500,000	557,500	557,500
<u>COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS</u>				
<u>BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -</u>				
Insurable Limits - All Buildings and Other Property Items (Blanket)	\$ 112,856,415	\$ 124,771,680	\$ 134,783,390	\$ 140,000,000
Insurable Limits - Specifically Identified Property (per Underwriter)				
- Valuable Papers	\$ 250,000	\$ 250,000	\$ 500,000	\$ 500,000
- Extra Expense	750,000	750,000	750,000	750,000
- Accounts Receivable	500,000	500,000	500,000	500,000
- Personal Effects of Employees	1,000	1,000	1,000	1,000
- Property of Others	15,000	15,000	15,000	15,000
- Builders Risk	500,000	500,000	500,000	500,000
- Mobile Equipment	4,760,000	4,760,000	2,121,557	2,500,000
- Property in Transit	250,000	250,000	250,000	250,000
- Portable Emergency Equipment	50,000	50,000	50,000	50,000
- Electronic Data Processing	2,500,000	2,500,000	3,450,000	3,450,000
- Floods & Earthquakes	5,000,000	5,000,000	5,000,000	5,000,000
- Communication Towers	100,000	100,000	100,000	100,000
<u>BOILER UNITS</u>				
Self-Funded Retention Limits-Non-Elec Utility Units	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Commercial Insurable Limits - All Boiler Units	75,000,000	75,000,000	75,000,000	75,000,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Self-Funded Claims Paid	\$ 1,440	\$ 272	\$ 1,000	\$ 2,000
Commercial Insurance Premiums				
General City	36,453	23,580	31,650	34,800
Board of Public Works	779,862	631,132	636,550	700,200
Total Commercial Insurance Premiums	816,315	654,712	668,200	735,000
Property Appraisals for Insurance Valuation Purposes	3,095	3,124	3,500	4,000
Total	\$ 820,850	\$ 658,108	\$ 672,700	\$ 741,000
Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-thru only.				

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

PROPERTY INSURANCE FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 10,078	\$ 3,055	\$ 14,700	\$ 13,500
Other	36,456	23,578	31,650	34,800
TOTAL SOURCES	\$ 46,534	\$ 26,633	\$ 46,350	\$ 48,300

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 3,095	\$ 3,473	\$ 4,000	\$ 4,500
* Other	37,908	23,850	32,650	36,800
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	\$ 41,003	\$ 27,323	\$ 36,650	\$ 66,300

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 5,531	\$ (690)	\$ 9,700	\$ (18,000)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	543,068	542,378	552,078	534,078
TOTAL FUND EQUITY	\$ 543,068	\$ 542,378	\$ 552,078	\$ 534,078

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (690)	\$ 9,700	\$ (18,000)
ENDING BALANCE	\$ 543,068	\$ 542,378	\$ 552,078	\$ 534,078

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: General & Public Officials Liability Insurance Fund

FUND MISSION STATEMENT

Provide a liability insurance protection that includes indemnification against liability claims against the City of Holland; through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses.

ACTION PLAN FOR FISCAL YEAR 2006

- * To assure a self-funded reserve balance that is considered sufficient to meet the potential cost of approved claims resulting from oversight, carelessness, neglect, errors & omissions on the part of the city government and/or its officials and employees, up to the established stop-loss threshold.
- * To provide a commercial insurance program by July 2005 that:
 - Indemnifies for individual claim occurrences, to the extent the pre-established risk retention threshold level is exceeded
 - Indemnifies for catastrophic loss on individual claim occurrences, up to specified upper limits
 - Indemnifies for multiple losses within the same fiscal year by establishing an accumulated stop-loss provision, thereby adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.
- * To provide for a contractual arrangement with the insurance agent and/or a third-party claims administrator to provide claims services on behalf of the City of Holland by December 2005.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - LIABILITY INSURANCE - -

Administrative and Operational Activities	FY-03 Actual	FY-04 Actual	FY-05 Projected	FY-06 Projected
<u>SELF-FUNDED INSURANCE RETENTION LIMITS - APPLICABLE TO ALL LIABILITY COVERAGES</u>				
Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aggregate (All-Lines Aggregate Insurance Program - Loss Fund)	500,000	500,000	557,500	557,500
<u>COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS</u>				
<u>COMPREHENSIVE GENERAL LIABILITY -</u>				
Insurable Limits - Each Occurrence	\$ 15,000,000	\$ 11,000,000	\$ 10,000,000	\$ 10,000,000
Insurable Limits - Aggregate	15,000,000	11,000,000	10,000,000	10,000,000
Insurable Limits - Premises Medical Paym.	10,000	10,000	10,000	10,000
<u>PUBLIC OFFICIALS LIABILITY -</u>				
Insurable Limits - Each Occurrence	\$ 15,000,000	\$ 11,000,000	\$ 10,000,000	\$ 10,000,000
Insurable Limits - Aggregate	15,000,000	11,000,000	10,000,000	10,000,000
<u>LAW ENFORCEMENT PROFESSIONAL LIABILITY -</u>				
Insurable Limits - Each Occurrence	\$ 15,000,000	\$ 11,000,000	\$ 10,000,000	\$ 10,000,000
Insurable Limits - Aggregate	15,000,000	11,000,000	10,000,000	10,000,000
<u>CRIME AND FIDELITY -</u>				
Self-Funded Retention Limits / Commercially Insured Limits				
- Public Employee Dishonesty Bond	\$250 / \$350,000	\$250 / \$350,000	\$250 / \$350,000	\$250 / \$350,000
- Forgery, Theft, Disappearance, Destruction	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
- Treasurer and Deputy Treas. Bond	250 / 100,000	250 / 100,000	250 / 100,000	250 / 100,000
- Tax Collection Time Increase	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
<u>PAYMENT EXPERIENCE SUMMARY:</u>				
Self-Funded Claims Paid - to Claimant	\$ 32,119	\$ 4,639	\$ 10,000	\$ 30,000
Self-Funded Claims Paid - for Legal Defense	10,636	6,205	5,000	10,000
Commercial Insurance Premiums				
General City	187,272	114,958	121,300	127,300
Board of Public Works	265,698	398,630	433,200	454,900
Total for Commercial Premiums	452,970	513,588	554,500	582,200
Total	\$ 495,725	\$ 524,432	\$ 569,500	\$ 622,200
Note: The Board of Public Works premiums are not reflected on the ledger. They are a pass-thru only.				

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

LIABILITY INSURANCE FUND

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,704	\$ (266)	\$ 5,700	\$ 6,100
Other	212,273	139,956	146,300	122,000
TOTAL SOURCES	\$ 213,977	\$ 139,690	\$ 152,000	\$ 128,100

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 10,636	\$ 6,205	\$ 5,000	\$ 10,000
* Other	219,391	119,874	131,300	152,000
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	\$ 230,027	\$ 126,079	\$ 136,300	\$ 212,000

- - FUND EQUITY - -

INCREASE (DECREASE)

ENDING BALANCE -

Designated / Reserves

Undesignated / Unreserved

TOTAL FUND EQUITY

INCREASE (DECREASE)	\$ (16,050)	\$ 13,611	\$ 15,700	\$ (83,900)
ENDING BALANCE -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Designated / Reserves	233,812	247,423	263,123	179,223
Undesignated / Unreserved	238,812	252,423	268,123	184,223
TOTAL FUND EQUITY	\$ 238,812	\$ 252,423	\$ 268,123	\$ 184,223

- - WORKING CAPITAL - -

INCREASE (DECREASE)

ENDING BALANCE

INCREASE (DECREASE)	-----	\$ 13,611	\$ 15,700	\$ (83,900)
ENDING BALANCE	\$ 233,812	\$ 247,423	\$ 263,123	\$ 179,223

- - STAFFING - -

Positions: Not Applicable

CAPITAL PROJECT FUNDS

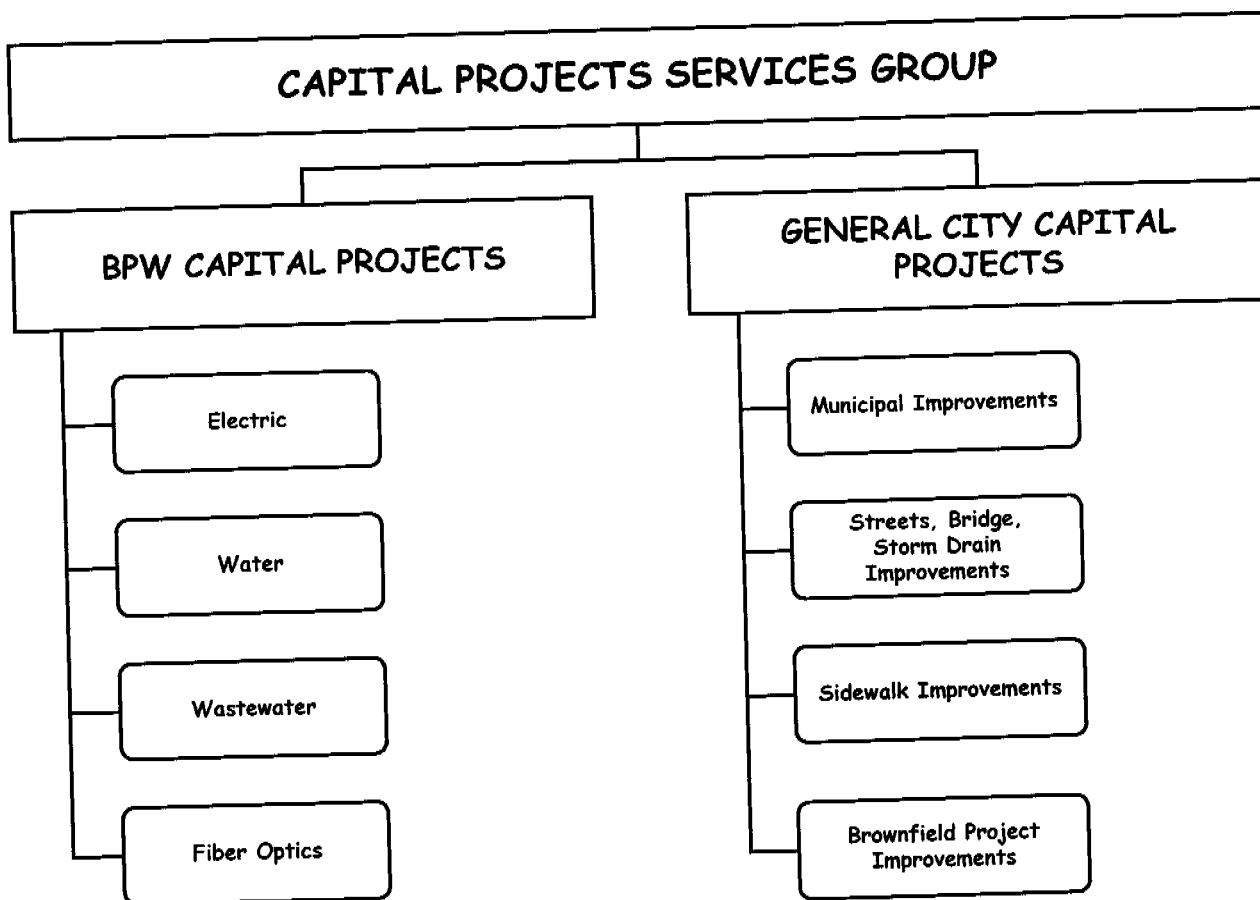
- Municipal Capital Improvements Cash Control Fund
- Street, Bridge, Storm Drain Capital Projects Fund
- Sidewalk Improvements Fund

CAPITAL PROJECTS SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

The Capital Projects Services Group accounts for all the City's Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

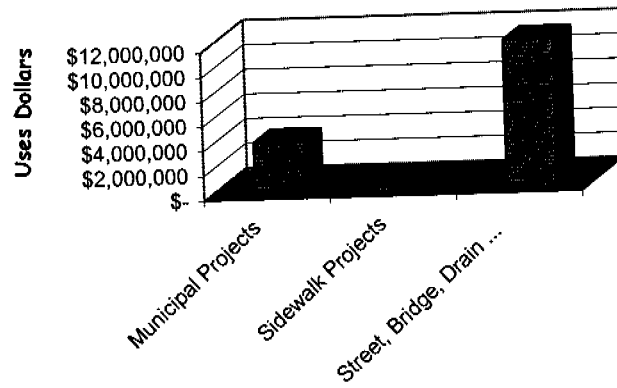
GROUP ORGANIZATIONAL STRUCTURE



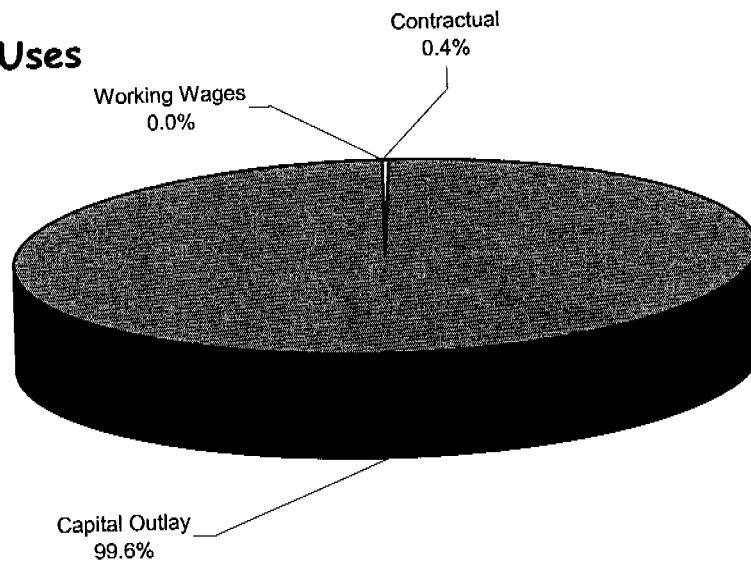
Note: The BPW Capital Projects are summarized in this section, but included for accounting in the Utility Services Group.

CAPITAL PROJECTS SERVICES GROUP

Total Uses By Department \$15,559,681

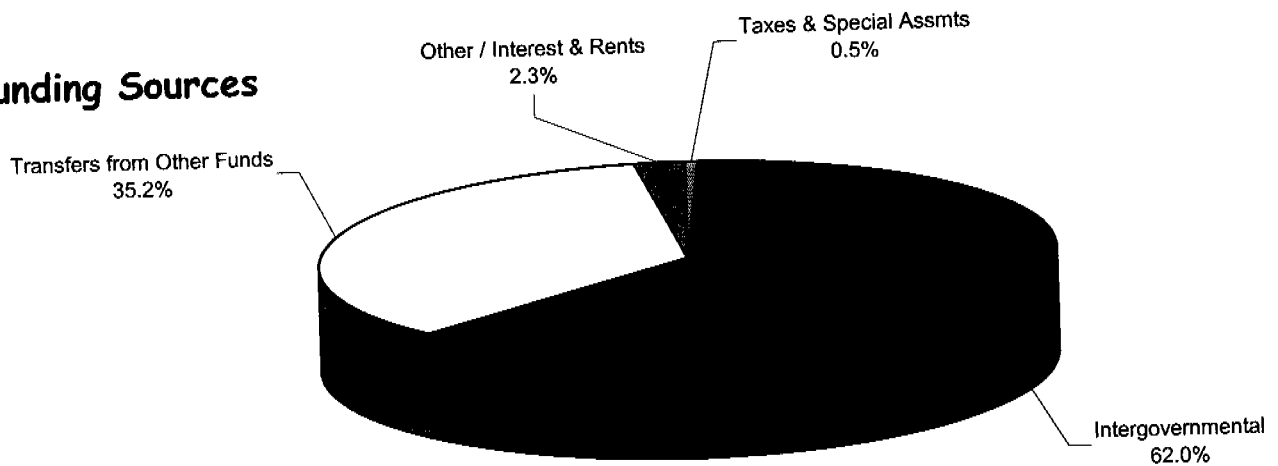


Funding Uses



This presentation excludes activity in the Enterprise and Internal Service Funds. Only activity in the governmental Capital Projects Funds are included.

Funding Sources



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented or Continued During Fiscal Year 2006

GOVERNMENTAL-TYPE FUNDS

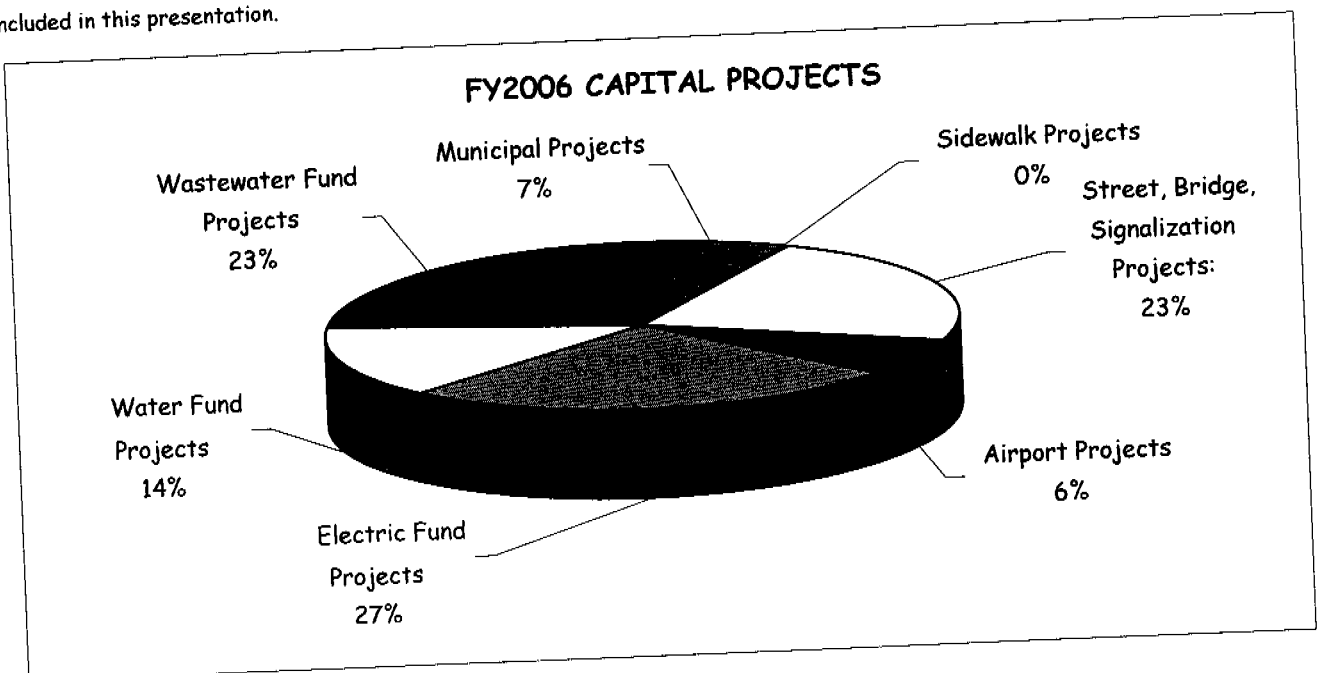
Municipal Improvements Projects:	\$3,824,181
See Capital Projects Section (excludes \$60,000 BPW Utility Fund Share of Kollen Park Project)	
Street, Bridge, Signalization, Storm Sewer Capital Projects:	4,413,900
See Capital Projects Section - City Share	6,965,000
See Capital Projects Section - MDOT, Grants, and Private Share	233,600
See Capital Projects Section - Special Assessments	123,000
Sidewalk Improvements Projects	

PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	3,302,000
See Municipal Airport Fund	13,094,500
See Electric Utility Fund	7,411,200
See Water Utility Fund	11,853,500
See Wastewater Utility Fund	
	<u>\$51,220,881</u>

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS

Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.



CAPITAL PROJECTS SERVICES GROUP
SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -				
Capital Projects	\$ - 0 -	\$ 27,350,947	\$ 17,324,246	\$ 15,559,681
TOTAL - ALL FUND TYPES	\$ - 0 -	\$ 27,350,947	\$ 17,324,246	\$ 15,559,681

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ 651,738	\$ 56,508	\$ 63,013
Intergovernmental	- 0 -	10,403,425	9,100,893	8,593,000
Interest & Rents	- 0 -	109,807	52,625	7,400
Other	- 0 -	35,610	308,064	315,600
Transfers In	- 0 -	3,018,760	4,400,205	4,878,900
TOTAL SOURCES	\$ - 0 -	\$ 14,219,340	\$ 13,918,295	\$ 13,857,913

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ 6,916	\$ 7,806	\$ 7,000
Other Current Expenditures -				
* Contractual Items	- 0 -	59,193	105,941	56,000
Capital Outlay	- 0 -	26,132,982	17,122,125	15,496,681
Transfers Out	- 0 -	1,151,856	88,374	- 0 -
TOTAL USES	\$ - 0 -	\$ 27,350,947	\$ 17,324,246	\$ 15,559,681

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ - 0 -	\$ 6,916	\$ 7,806	\$ 7,000
---------------------------------	----------	----------	----------	----------

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Municipal Improvements Cash Control Fund

FUND MISSION STATEMENT

To develop a comprehensive capital improvement budget to address both short- and long-term improvements to the City's infrastructure and public facilities and buildings, in order to assure the City will maximize its return on its investment and provide its citizens with an infrastructure and public facilities to improve the economic, social, and environmental quality of life in the City.

ACTION PLAN FOR FISCAL YEAR 2006

- * To levy 0.00 mills to fund new municipal capital projects as approved by City Council which is a reduction from 0.50 mills in FY 05.
- * To complete the design and/or construction of all capital projects outlined in the Parks and Recreation; Cemetery; Civic Center; Police Department; Fire Department; Cultural Activities and Miscellaneous project section of the Municipal Capital Projects Fund by June 2006.
- * To complete design and/or construction of the street projects as outlined in the Street Capital Project Summary by June 2006.
- * To develop a five-year Street Capital Improvement project list and plan for the financial resources to implement the plan and with a 1.00 mill tax levy specifically set aside for street capital improvements by April 2006.
- * To develop the fifth phase of the Sidewalk Improvement Program to be funded from the .05 mill tax levy (a decrease from .10 mill in FY04) for sidewalk improvements by June 2006.

CAPITAL PROJECTS GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND (A CAPITAL PROJECTS FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

	\$	- 0 -	\$ 542,449	\$	- 0 -	\$	- 0 -
Taxes		- 0 -	435,074		293,743		1,700,000
Intergovernmental		- 0 -	108,366		48,225		5,000
Interest & Rents		- 0 -	16,698		149,120		10,000
Other		- 0 -	787,843		259,443		465,000
Transfers In							
TOTAL SOURCES	\$	- 0 -	\$ 1,890,430	\$	750,531	\$	2,180,000

FUNDING USES -

	\$	- 0 -	\$ 14,253,019	\$	3,536,324	\$	3,824,181
Capital Outlay		- 0 -	1,147,068		85,530		- 0 -
Transfers Out							
TOTAL USES	\$	- 0 -	\$ 15,400,087	\$	3,621,854	\$	3,824,181

- - FUND EQUITY - -

INCREASE (DECREASE)	\$	- 0 -	\$ (13,509,657)	\$	(2,871,323)	\$	(1,644,181)
ENDING BALANCE -							
Designated / Reserved	\$	17,282,281	\$ 3,893,144	\$	1,140,481	\$	- 0 -
Undesignated / Unreserved		744,202	623,682		505,022		1,322
TOTAL FUND EQUITY	\$	18,026,483	\$ 4,516,826	\$	1,645,503	\$	1,322

- - STAFFING - -

Positions: Not Applicable

Note - Prior years' history for this fund is reflected within the Fiscal Services Group as a Special Revenue Fund. From FY2004 forward this fund is reported as a Capital Project Fund and not included under the Fiscal Services Group.

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress

Appropriations for New Projects

For Fiscal Year July 1, 2005 - June 30, 2006

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2005	New Appropriations FY-2006	Combined Carryover and New Appropriations FY-2006
<u>Parks & Recreation</u>			
Bouws Outdoor Swimming Pool - Major Renovation	75,000		75,000
Kollen Park Renovation (Phases II and III)	2,601,299		2,601,299
Kollen Park Restroom Renovation	- 0 -	25,000	25,000
Smallenburg Park Renovation (Phase I: East Portion)	212,682		212,682
Miscellaneous Park Improvements			
- River Ave/Window-on-the-Waterfront	46,500		46,500
Ice Skating Facility Preliminary Design	10,000		10,000
Court Resurfacing at Various Parks	- 0 -	23,700	23,700
Irrigation Computer System & Equipment	- 0 -	30,000	30,000
Van Raalte Farm	50,000		50,000
<u>Civic Center</u>			
Civic Center - Renovation Study	20,000		20,000
<u>Cemeteries</u>			
Irrigation Replacement	- 0 -	55,000	55,000
<u>Streets, Parking, and Pedestrian Walkways</u>			
Street End Enhancements to Lake Macatawa	25,000		25,000
Restaurant Boardwalk Project (\$200,000 Grant)	- 0 -	400,000	400,000
Transportation Facility - Additional Paving & Curbing	- 0 -	15,000	15,000
Tree Planting Along Streets	- 0 -	15,000	15,000
<u>Public Safety</u>			
Renovate Kollen Park & Waverly Fire Stations - A/E	- 0 -	15,000	15,000
Emergency Warning Sirens	- 0 -	20,000	20,000
<u>Other</u>			
Ourstreet - Expansion Area III	- 0 -	60,000	60,000
Ourstreet - Assistance Program	- 0 -	135,000	135,000
Leaf Disposal Site Improvements - Ottawa Avenue	10,000		10,000
Neighborhood Commercial Infrastructure	- 0 -	20,000	20,000
Central Neighborhood Restoration	20,000		20,000
<u>Total Municipal Capital Projects Recommendation</u>	<u>3,070,481</u>	<u>813,700</u>	<u>3,884,181</u>

MUNICIPAL CAPITAL PROJECTS
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2006	FY2007	FY2008	FY2009	FY2010
<u>Parks & Recreation</u>					
Bouws Outdoor Swimming Pool - Major Renovation	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Renovation (Phases II and III)	- 0 -	5,000	5,000	10,000	10,000
Kollen Park Restroom Renovation	- 0 -	(1,000)	(1,050)	(1,100)	(1,150)
Smallenburg Park Renovation (Phase I: East Portion)	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Miscellaneous Park Improvements					
- River Ave/Window-on-the-Waterfront	- 0 -	100	105	110	115
Ice Skating Facility Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Court Resurfacing at Various Parks	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Irrigation Computer System & Equipment	(3,500)	(7,300)	(7,650)	(8,000)	(8,400)
Van Raalte Farm - Historic Home Lot	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)
<u>Civic Center</u>					
Civic Center - Renovation Study	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Cemeteries</u>					
Irrigation Replacement	(1,100)	(2,200)	(2,300)	(2,400)	(2,500)
<u>Streets, Parking, and Pedestrian Walkways</u>					
Street End Enhancements to Lake Macatawa	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Restaurant Boardwalk Project *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transportation Facility - Additional Paving & Curbing	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Tree Planting Along Streets	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Public Safety</u>					
Renovate Kollen Park & Waverly Fire Stations - A/E	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Emergency Warning Sirens	300	300	300	300	300
<u>Other</u>					
Ourstreet - Expansion Area III *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Ourstreet - Assistance Program *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Commercial Infrastructure *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Central Neighborhood Restoration *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Total	<u>(5,300)</u>	<u>(7,100)</u>	<u>(7,595)</u>	<u>(3,090)</u>	<u>(3,635)</u>

ADDITIONAL NOTES :

- Projects Above That Are Marked With An Asterisk Reflect Items Where There Is No Direct City of Holland Ownership: And Therefore, No Future Annual Operating Costs (Savings).
- Street Capital Projects Are Not Anticipated to Financially Impact Operating Budgets.

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Street Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

ACTION PLAN FOR FISCAL YEAR 2006 FOR ENGINEERING OFFICE

- * To plan, design and construct the following street, and storm drainage improvement projects:
 - M40 from I-196 to the south City limits.
 - Relocate Cleveland Avenue to the east between 13th and 16th Streets.
 - Reconstruct River and Michigan Avenues from 9th to 28th Streets.
 - Reconstruct Pine Avenue from the bridge to 7th Street.
 - Reconstruct 40th Street from Graafschap Road to Washington Avenue.
 - Reconstruct streets adjacent to the proposed residential development at 23rd Street, Diekema, and Homestead.
 - Construct an extension of 24th Street between Diekema and Ottawa Avenues.
 - Construct a temporary River Avenue bridge and begin the demolition of the existing bridge.
 - Complete construction of the River Avenue pedestrian bridges across Lake Macatawa.

CAPITAL PROJECTS GROUP

STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND (A CAPITAL PROJECTS FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	9,968,351	8,807,150	6,893,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	18,904	158,944	305,600
Transfers In	- 0 -	2,214,915	4,053,762	4,413,900
TOTAL SOURCES	\$ - 0 -	\$ 12,202,170	\$ 13,019,856	\$ 11,612,500

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ 11,832,549	\$ 13,427,405	\$ 11,612,500
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ - 0 -	\$ 11,832,549	\$ 13,427,405	\$ 11,612,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ 369,621	\$ (407,549)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ 37,928	\$ 407,549	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 37,928	\$ 407,549	\$ - 0 -	\$ - 0 -

- - STAFFING - -

Positions: Not Applicable

Electric, Water and Wastewater Fund portions of these projects are not included above, but are included instead within the Utility Services Group (Enterprise Funds).

STREET CAPITAL PROJECTS SUMMARY

Actual and Anticipated Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2004 - June 30, 2005

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:					
Summer 2004 Resurfacing Program	122,574	0	148,515	116,543	387,632
7th Street Transition (a few final bills yet)	2,997				2,997
M40 Widening, Waverly Extension to I196 (Final MDOT)			29,623		29,623
40th Street, Washington to Graafschap (actual to date)			13,092		13,092
14th Street, River to Fairbanks (FY04 project - a few final actuals)				138	138
Guardrail Safety Project (less FY03 & FY04 City Share actuals \$36,625)					
MDOT Safety Grant	230,400	65,105			65,105
City Share	101,730				
Total Project Cost	332,130				
US31 MDOT Improvements Phase 2-City Share	9,474				9,474
(Total \$19,000 less FY03 City Share \$10,274 + actuals)					
Washington Avenue, 64th to Geurink (Tunnel)					
Federal Grant	15,249,600	6,840	259,440		266,280
State Grant	847,200				
City Share - Airport Donations Fund	847,200				
City Share - Street Fund	450,000				
Total Project Cost	17,394,000				
(reflected to right is FY05 portion only + in house actuals)					
32nd & Graafschap Curb (FY04 project - a few final actuals)			104		104
Fairbanks, 8th-16th St		31,860			31,860
(less FY03 City MVH Share \$12,279, FY04 \$29,683)					
MDOT Federal Grant	409,555				
MDOT Reimbursement	125				
City Share - MVH Major	73,822				
City Share - Revolving Cash Fund	114,870				
BPW Share	301,506				
Total Project Cost	899,878				
8th Street, Pine East to River (with Snowmelt)	337,503			0	337,503
(less City Share FY04 \$12,788)					
City Share	350,291				
Special Assmts (Revolving Cash Fd)	44,428				
BPW	5,200				
Total Project Cost	399,919				
Kensington Drive (Homestead Development)					
(less FY04 City=\$12,359, Developer=\$12,242)					
City Share	136,999			124,640	124,640
Developer (SJ&R) Share	136,998				
Total Project Cost	273,997				
23rd/24th Between Diekema & Ottawa (actual to date)				15,197	15,197
Pine Ave Curb Work (actual to date)	734				734
15th Street, River to Lincoln				473,343	473,343
(less FY04 City=\$40,998, BPW=\$76,697)					
City Share	514,341				
BPW	637,902				
Total Project Cost	1,152,243				

CONTINUED ON NEXT PAGE

STREET CAPITAL PROJECTS SUMMARY

**Actual and Anticipated Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2004 - June 30, 2005**

<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
----------------------------------	----------------------------------	---	---	-----------------

CONTINUED FROM PREVIOUS PAGE

Road and Street Construction (continued):

	59,489			59,489
Reconstructing Pine Avenue, 7th to 9th (4R87) (less City Share FY04 \$3,455)	59,489			
City Share	62,944			
BPW	35,241			
Total Project Cost	98,185			
Reconstructing River, 7th to Bridge (URS Project)(4R82) (actuals to date on labor, admin/legal, and \$66,600 engineering budget)			69,689	69,689
Reconstructing Pine, 7th to Bridge (URS Project) (4R83) (actuals to date on labor and \$66,600 engineering budget)			74,539	74,539
Reconstructing River/Michigan Turnback, 28th-9th (Engineering-URS Project) (4R94)				0
MDOT	236,800			
BPW	160,000			
Total Project Cost	396,800		90,000	90,000
Railroad Crossing Closings				
MDOT	225,000			
City	90,000			
Total Project Cost	315,000		25,000	25,000
6th Street Curb, River to Columbia			478,158	901,297
8th St Western Gateway, Pine to Maple (FY05 Portion Only)	423,139		5,500	5,500
Country Club Road, 8th-16th (engineering)				7,344
Matt Urban Dr, Washington Ave to West City Limit (engineering + actuals)			7,344	7,344
8th St, Ferris to Country Club (engineering + actuals)			9,099	9,099
M40, I-196 to South City Limits (actuals to date)	908			908
			35,000	35,000
<u>Drains:</u>				
Holland Community Hospital Drain Project				
City Share	35,000			
Hospital Share	35,000			
Total Project Cost	70,000		14,074	14,074
Federal/State Stormwater Regulation Implementation (MACC)				
<u>Traffic Signals:</u>				
Carryover from FY2004 - Various 4T10-4T17	11,505		2,701	14,206
8th and Pine (excludes \$8,372 spent FY04)	159,157			159,157
			90,840	90,840
<u>Bridge Construction:</u>				
River Avenue Bridge - preliminary engineering 50% share in conjunction with Ottawa County Road Commission (\$107,210 - \$45,228 FY03 & FY04 expended + in house)				580,600
River Avenue East Pedestrian Bridge	580,600			
MDOT CMAQ	812,500			
Utilities (BPW/SBC)	526,700			
Ottawa Co Road Comm/Holl Twp	580,600			
City Share	580,600			
Total Project Cost	2,500,400			
	1,811,885	0	460,819	1,621,760
				3,894,464

Total

- 429 -

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2005 - June 30, 2006

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2005 Resurfacing Program		140,000		50,000	135,000	325,000
M40, I-196 to South City Limits		720,000		730,000		1,450,000
MDOT	2,510,000					
City Share	1,450,000					
Total Project Cost	3,960,000					
Relocate Cleveland East, 16th to 13th					360,000	360,000
City Share	360,000					
BPW	60,000					
Total Project Cost	420,000					
Reconstructing River/Michigan, 28th to 9th, Turnback (URS Project) (4R94)						
(less FY05 Engineering Portion MDOT=\$236,800, BPW=\$160,000)						
Phase 1 - 28th to 14th, Phase 2 - 14th to Bridge						
MDOT	3,500,000					0
BPW	498,000					
Total Project Cost	3,998,000					
Reconstructing Pine, 7th to Bridge (URS Project) (4R83)					117,000	117,000
MDOT	883,000					
City Share	117,000					
Total Project Cost	1,000,000					
40th Street, Washington to Graafschap						
Special Assessments	206,000	759,000		465,000	210,000	1,434,000
City Share (Major Street)	1,434,000					
Total Project Cost	1,640,000					
23rd/24th Between Diekema & Ottawa					190,400	190,400
City Share	190,400					
Developer Share	72,000					
Special Assessments	27,600					
Total Project Cost	290,000					
Neighborhood Commercial Infrastructure (Curb/Street Improvements)					20,000	20,000
Central Neighborhood Restoration (Curb/Street Improvements)					20,000	20,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					30,000	30,000
Bridge Construction:						
River Avenue Vehicle Bridge		657,500				657,500
Safety Funds	200,000					
MACC TIP Funds	1,434,000					
Ottawa County	500,000					
Ottawa Co Road Comm/Holl Twp	657,500					
City Share	657,500					
Total Project Cost	3,449,000					
River Avenue West Pedestrian Bridge		170,000				170,000
MACC CMAQ	135,000					
Ottawa County	90,000					
Ottawa Co Road Comm/Holl Twp	170,000					
City Share	170,000					
Total Project Cost	565,000					
Total		2,446,500	0	1,245,000	1,082,400	4,773,900

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2006 - June 30, 2007

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
<u>Road and Street Construction:</u>					
Summer 2006 Resurfacing Program	140,000		50,000	135,000	325,000
Matt Urban Drive, Washington Ave to West City Limit			350,000	399,000	749,000
Special Assessments	136,000				
City Share (major street)	749,000				
Total Project Cost	885,000				
Reconstructing River, 7th to Bridge (URS Project) (4R82)	183,400			750,000	933,400
(less FY05 Engineering \$66,600)	-				
MDOT	1,000,000				
City Share	1,000,000				
Total Project Cost				46,000	46,000
8th Street, Ferris to Country Club	114,000				
Special Assessments	640,000				
MDOT (MACC)	46,000				
City Share	800,000				
Total Project Cost					
Total	323,400	0	400,000	1,330,000	2,053,400

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2007 - June 30, 2008

		<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>						
Summer 2007 Resurfacing Program		140,000		50,000	160,000	350,000
32nd Street, West of Ottawa to City Limit		270,000		885,000	1,150,000	2,305,000
Special Assessments	295,000					
City Share	<u>2,305,000</u>					
Total Project Cost	<u>2,600,000</u>					
12th Street, Pine to Lincoln					550,000	550,000
City Share	550,000					
BPW	<u>800,000</u>					
Total Project Cost	<u>1,350,000</u>					
8th / Fairbanks Roundabout					1,000,000	1,000,000
Lincoln, 16th to 24th		505,000			500,000	1,005,000
Special Assessments	100,000					
City Share	<u>1,005,000</u>					
CDBG Grant	<u>795,000</u>					
Total Project Cost	<u>1,900,000</u>					
 Total		 <u><u>915,000</u></u>	 <u><u>0</u></u>	 <u><u>935,000</u></u>	 <u><u>3,360,000</u></u>	 <u><u>5,210,000</u></u>

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2008 - June 30, 2009

		<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>						
Summer 2008 Resurfacing Program		140,000		50,000	160,000	350,000
18th Street, Cleveland to Pine					700,000	700,000
City Share	700,000					
BPW	<u>700,000</u>					
Country Club Road, 8th to 16th		0			434,000	434,000
Special Assessments	66,000					
City Share	<u>434,000</u>					
Total Project Cost	<u>500,000</u>					
Total		<u>140,000</u>	<u>0</u>	<u>50,000</u>	<u>1,294,000</u>	<u>1,484,000</u>

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Sidewalk Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a City-wide sidewalk network by implementing the City's Comprehensive Sidewalk Plan that will enable citizens to walk safely to schools, parks, neighbors, neighborhood shopping and service areas and to employment.

ACTION PLAN FOR FISCAL YEAR 2006

- * To continue the annual sidewalk repair program in a selected area of the City by October 2005.
- * To order-in sidewalks in areas identified by City Council by June 2006.
- * To develop plans for sidewalk construction to support 2005 and 2006 street construction projects. (on-going)
- * To construct a limited area of new sidewalks along City streets as identified by City Council. Priorities will be established by City Council's sidewalk committee and construction will occur by June 2006.

CAPITAL PROJECTS GROUP

SIDEWALK IMPROVEMENTS FUND (A CAPITAL PROJECTS FUND)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ 109,289	\$ 56,508	\$ 63,013
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	- 0 -	1,571	4,400	2,400
Other	- 0 -	8	- 0 -	- 0 -
Transfers In	- 0 -	3,000	87,000	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ 113,868	\$ 147,908	\$ 65,413
FUNDING USES -				
SIDEWALKS - REPAIRS				
Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ 6,916	\$ 7,806	\$ 7,000
Other Current Expenditures -				
* Contractual	- 0 -	59,193	105,941	56,000
SIDEWALKS - STREETSCAPE				
Capital Outlay	- 0 -	900	- 0 -	10,000
SIDEWALKS - FILL-IN-THE-GAP				
Capital Outlay	- 0 -	- 0 -	146,040	- 0 -
SIDEWALKS - NEIGHBORHOODS				
Capital Outlay	- 0 -	41,274	12,356	50,000
TOTAL USES	\$ - 0 -	\$ 108,283	\$ 272,143	\$ 123,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ - 0 -	\$ 5,585	\$ (124,235)	\$ (57,587)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	177,055	182,640	58,405	818
TOTAL FUND EQUITY	\$ 177,055	\$ 182,640	\$ 58,405	\$ 818
- - STAFFING - -				

Positions: Not Applicable

Note - Prior years' history for this fund is reflected within the Community & Neighborhood Services Group. From FY2004 forward this fund is reported within the Capital Projects Group.

SIDEWALK CAPITAL PROJECTS LISTING

FY-2003 Actual / FY-2004 Actual / FY-2005 Estimated / FY-2006 Budget

Project and Financing Mechanisms	Actual FY-2003	Actual FY-2004	Final Revised Estimate FY-2005	Approved Budget FY-2006
<u>Sidewalk Repair Program</u>	57,471	66,109	63,997	63,000
- Property Taxation and Investment Income	0	0	49,750	0
<u>Asphalt Walk Repair</u>				
- Property Taxation and Investment Income	10,625	900	0	10,000
<u>Streetscape Sidewalk Improvements</u>				
- Property Taxation and Investment Income	0	41,274	0	0
- Transfer from General Fd				
<u>Dartmouth Ave, Ottawa Ave, 20th-24th</u>				
- Property Taxation and Investment Income	450	0	0	0
<u>West 32nd St - Graafschap Rd to Michigan Ave.</u>				
- Federal CMAQ Grant	0	0	12,356	0
- Property Taxation and Investment Income				
<u>Waverly Rd, Chicago Dr to 8th St</u>				
- Property Taxation and Investment Income	149,678	0	0	0
<u>Graafschap Rd, 40th to South City Limits</u>				
- Property Taxation and Investment Income	13,547	0	146,040	0
<u>Fill-in-the-Gaps</u>				
- Special Assessments and Investment Income	2,573	0	0	0
<u>5th Street, Central to River</u>				
- Property Taxation and Investment Income	2,275	0	0	0
<u>College Avenue, 6th to 7th</u>				
- Property Taxation and Investment Income	19,389	0	0	0
<u>Lugers Road / Myrtle Avenue</u>				
- Property Taxation and Investment Income	0	0	0	50,000
<u>Project Areas To Be Identified</u>				
- Property Taxation and Investment Income	256,008	108,283	272,143	123,000
<u>Totals</u>				

BUILDING AUTHORITY CAPITAL PROJECTS
FIVE-YEAR PROJECTION SUMMARY

FY2006	FY2007	FY2008	FY2009	FY2010
Budgeted	Projected	Projected	Projected	Projected

NO PROJECTED BUILDING AUTHORITY CAPITAL PROJECTS AT THIS TIME

Financing Sources:

None

<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
--------------	--------------	--------------	--------------	--------------

Financing Applications:

None

<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
--------------	--------------	--------------	--------------	--------------

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY OF PROJECTS WITH TOTAL ESTIMATED COST PER INDIVIDUAL PROJECT LESS THAN \$1,000,000

	FY2006	FY2007	FY2008	FY2009	FY2010
	<u>Budgeted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
CEMETERY PROJECTS:					
<u>Financing Sources -</u>					
Transfers-In from Cemetery Perpetual Care Fund	55,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Irrigation System Improvements	55,000	- 0 -	- 0 -	- 0 -	- 0 -
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Revolving Cash Assistance Fund	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	220,000	- 0 -	- 0 -	- 0 -	- 0 -
	235,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Central City Neighborhood Restoration	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Commercial Infrastructure	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Ourstreet - Residential Assistance (Areas I & II)	135,000	- 0 -	- 0 -	- 0 -	- 0 -
Ourstreet - Residential Assistance (Expansion Area III)	60,000	- 0 -	- 0 -	- 0 -	- 0 -
	235,000	- 0 -	- 0 -	- 0 -	- 0 -
LEISURE & CULTURAL SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Grant - State MEDC (for Kollen Park / Restaurant Boardwalk)	200,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	717,882	- 0 -	- 0 -	- 0 -	- 0 -
	917,882	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Civic Center Study of Re-Development and/or Renovation	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Ice Skating Facility A&E Design	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Restroom Renovations	25,000	- 0 -	- 0 -	- 0 -	- 0 -
Lakefront Boardwalks & Viewing Points Development:					
- at Proposed Street Ends	25,000	- 0 -	- 0 -	- 0 -	- 0 -
- at Proposed Kollen Park / Restaurant	400,000	- 0 -	- 0 -	- 0 -	- 0 -
Outdoor Swimming Pool Renovations	75,000	- 0 -	- 0 -	- 0 -	- 0 -
Parks Automated Irrigation System Enhancements	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Tennis Court Resurfacings	23,700	- 0 -	- 0 -	- 0 -	- 0 -
Smallenburg Park Renovations & Enhancements	212,682	- 0 -	- 0 -	- 0 -	- 0 -
VanRaalte Farm Enhancements	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Window-On-Waterfront @ River Avenue Enhancements	46,500	- 0 -	- 0 -	- 0 -	- 0 -
	917,882	- 0 -	- 0 -	- 0 -	- 0 -

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY
OF PROJECTS WITH TOTAL ESTIMATED COST
PER INDIVIDUAL PROJECT LESS THAN \$1,000,000

	FY2006 Budgeted	FY2007 Projected	FY2008 Projected	FY2009 Projected	FY2010 Projected
PUBLIC SAFETY PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	35,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Emergency Warning Siren Replacements	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Fire Station A&E Renovation Design	15,000	- 0 -	- 0 -	- 0 -	- 0 -
	35,000	- 0 -	- 0 -	- 0 -	- 0 -
TRANSPORTATION SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Revolving Cash Assistance Fund	15,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Transportation Facility Enhancements:					
- Addition of Curbs & Gutters to Entrance / Exit Road	15,000	- 0 -	- 0 -	- 0 -	- 0 -
OTHER PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Revolving Cash Assistance Fund	25,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Leaf Disposal Site Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Tree Plantings Along Streets	15,000	- 0 -	- 0 -	- 0 -	- 0 -
	25,000	- 0 -	- 0 -	- 0 -	- 0 -
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN \$1,000,000 ESTIMATED TOTAL COST					
<u>All Financing Sources</u>	1,282,882	- 0 -	- 0 -	- 0 -	- 0 -
<u>All Financing Applications</u>	1,282,882	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY OF PROJECTS WITH TOTAL ESTIMATED COST PER INDIVIDUAL PROJECT EXCEEDING \$1,000,000

	FY2006	FY2007	FY2008	FY2009	FY2010
	Budgeted	Projected	Projected	Projected	Projected

KOLLEN PARK RENOVATION & EXPANSION PROJECT

FINANCING SOURCES:

Grants -

- from Michigan DNR Waterways (Phase II Development)	344,000	344,000	- 0 -	- 0 -	- 0 -
- from Michigan Trust Fund (Phases III Development)	250,000	250,000	- 0 -	187,500	187,500
- from Michigan Trust Fund (Phases IV Development)	- 0 -	- 0 -	- 0 -	187,500	187,500
- from Great Lakes Fisheries (Phase III Development)	175,000	175,000	- 0 -	- 0 -	- 0 -

Private Sector Contributions -

- from Heinz Foundation and local H.J. Heinz Co., N.A.	10,000	10,000	- 0 -	- 0 -	- 0 -
- from Holland Community Foundation and Other Sources	- 0 -	- 0 -	- 0 -	350,000	350,000

Transfers from Other City of Holland Funds -

- from Waterfront Boardwalk Fund (earlier Heinz donations)	15,000	15,000	- 0 -	- 0 -	- 0 -
- from Street Improvements Reserve Fund	180,000	180,000	- 0 -	- 0 -	- 0 -
- from Municipal Capital Improvements Cash Control Fund	410,453	410,453	- 0 -	58,000	58,000

<u>Total Sources</u>	1,384,453	1,384,453	- 0 -	783,000	783,000
----------------------	-----------	-----------	-------	---------	---------

FINANCING APPLICATIONS:

Phase II: Launch Ramp / Kollen Park Drive & Cleveland Ave. -

- Designing / Surveying / Testing / Constr. Management	50,021	50,021	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	651,604	651,604	- 0 -	- 0 -	- 0 -

Phase III: Heinz Waterfront Boardwalk -

- Designing / Surveying / Testing / Constr. Management	34,328	34,328	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	648,500	648,500	- 0 -	- 0 -	- 0 -

Phase IV: Center Park Area / Pier -

- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	30,000	30,000
- Construction / Contingencies	- 0 -	- 0 -	- 0 -	375,000	375,000

Phase V: Pavillion -

- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	28,000	28,000
- Construction / Contingencies	- 0 -	- 0 -	- 0 -	350,000	350,000

<u>Total Applications</u>	1,384,453	1,384,453	- 0 -	783,000	783,000
---------------------------	-----------	-----------	-------	---------	---------

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

STREET, BRIDGE, & DRAIN CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2006 Budgeted	FY2007 Projected	FY2008 Projected	FY2009 Projected	FY2010 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	2,446,500	323,400	915,000	140,000	No Projection
- Allegan Road Tax Shared Revenue Fund	1,245,000	400,000	935,000	50,000	"
- Street Improvements Fund	1,082,400	1,330,000	3,360,000	1,294,000	"
City of Holland Utility Funds	558,000	- 0 -	800,000	700,000	"
Special Assessments to Benefitting Properties	233,600	250,000	395,000	66,000	"
Allocations to Other Units of Government					
- Holland Township (via County Road Commission)	827,500	- 0 -	- 0 -	- 0 -	"
Capital Grants					
- County (via Ottawa County Commission)	590,000	- 0 -	- 0 -	- 0 -	"
- State MDOT and Federal Agencies	8,462,000	640,000	795,000	- 0 -	"
(Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC)					
Other Sources	272,000	- 0 -	- 0 -	- 0 -	"
Total Sources	15,717,000	2,943,400	7,200,000	2,250,000	- 0 -

FINANCING APPLICATIONS

Road & Street Projects	- 0 -	- 0 -	- 0 -	- 0 -	No Projection
- Resurfacings	325,000	325,000	350,000	350,000	"
- New Construction and/or Re-Construction	11,308,000	2,618,000	6,850,000	1,900,000	"
Bridge Projects	4,014,000	- 0 -	- 0 -	- 0 -	"
Drainage System Projects	30,000	- 0 -	- 0 -	- 0 -	"
Central City Residential / Commercial Infrastructure Projects					
- Curbing and Driveway Entrance Enhancements	40,000	- 0 -	- 0 -	- 0 -	"
Total Applications	15,717,000	2,943,000	7,200,000	2,250,000	- 0 -

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

SIDEWALK CAPITAL PROJECTS FIVE-YEAR PROJECTION SUMMARY
--

	<u>FY2006</u> <u>Budgeted</u>	<u>FY2007</u> <u>Projected</u>	<u>FY2008</u> <u>Projected</u>	<u>FY2009</u> <u>Projected</u>	<u>FY2010</u> <u>Projected</u>
<u>FINANCING SOURCES</u>					
Property Taxes	56,352	58,000	59,500	60,900	62,300
Special Assessments	6,661	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	2,400	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	57,587	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Sources</u>	<u>123,000</u>	<u>58,000</u>	<u>59,500</u>	<u>60,900</u>	<u>62,300</u>

FINANCING APPLICATIONS

Sidewalk Repairs Program	63,000	58,000	59,500	60,900	62,300
Streetscape Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>123,000</u>	<u>58,000</u>	<u>59,500</u>	<u>60,900</u>	<u>62,300</u>

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL AIRPORT CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	Original Adopted Budget	Five-Year Development Plan Update Subsequent to Budget Adoption				
	FY2006	FY2006	FY2007	FY2008	FY2009	FY2010
FINANCING SOURCES						
Federal and State Grants:						
* Federal (F.A.A.)	3,136,900	2,726,500	4,816,500	1,525,000	3,990,000	3,800,000
* State of Michigan (M.A.C.)	82,550	71,750	201,750	43,500	105,000	100,000
Local Contributions:						
* Private Sector Donations	82,550	71,750	1,751,750	43,500	105,000	100,000
<u>Total Sources</u>	<u>3,302,000</u>	<u>2,870,000</u>	<u>6,770,000</u>	<u>1,612,000</u>	<u>4,200,000</u>	<u>4,000,000</u>
FINANCING APPLICATIONS						
Airport Layout Plan - Update	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
Terminal Facility :						
* Property Acquisition	850,000	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	- 0 -	3,000,000	- 0 -	- 0 -	- 0 -
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -	- 0 -
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8						
- Property Acquisition for ILS	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -	- 0 -
- Installation of ILS	- 0 -	- 0 -	- 0 -	1,500,000	- 0 -	- 0 -
* Runway 26						
- ILS / MALSR	1,500,000	1,500,000	- 0 -	- 0 -	- 0 -	- 0 -
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	190,000	- 0 -	- 0 -	- 0 -
* Runway - North / South						
- Property Acquisition	- 0 -	- 0 -	- 0 -	- 0 -	4,200,000	- 0 -
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	112,000	- 0 -	- 0 -
- Site Development & Construction	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	4,000,000
Security Fencing	432,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Hanger Area - Site Development	- 0 -	- 0 -	240,000	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>3,302,000</u>	<u>2,870,000</u>	<u>6,770,000</u>	<u>1,612,000</u>	<u>4,200,000</u>	<u>4,000,000</u>

**MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -**

FIVE-YEAR PROJECTION SUMMARY

	FY2005 Budgeted	FY2006 Projected	FY2007 Projected	FY2008 Projected	FY2009 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	4,041,236	2,623,623	1,819,464	1,869,817	(11,654,281)
Financed from Cash Reserves	5,709,514	5,626,377	10,042,536	13,742,448	21,054,281
Bond Issue Proceeds	- 0 -	- 0 -	82,000,000	82,000,000	- 0 -
	<u>9,750,750</u>	<u>8,250,000</u>	<u>93,862,000</u>	<u>97,612,265</u>	<u>9,400,000</u>
<u>Financing Applications:</u>					
Power Resources	2,488,125	3,810,107	87,202,160	90,329,283	3,785,482
Electric Transmission and Distribution & Allocated Adminin to Projects	<u>7,262,625</u>	<u>4,439,893</u>	<u>6,659,840</u>	<u>7,282,982</u>	<u>5,614,518</u>
	<u>9,750,750</u>	<u>8,250,000</u>	<u>93,862,000</u>	<u>97,612,265</u>	<u>9,400,000</u>

WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)

<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	18,577	78,204	49,108	12,478	(22,193)
Financed from Cash Reserves	33,623	27,313	189,130	1,109,495	138,948
Bond Issue Proceeds	8,900,000	950,000	850,000	- 0 -	15,200,000
	<u>8,952,200</u>	<u>1,055,517</u>	<u>1,088,238</u>	<u>1,121,973</u>	<u>15,316,755</u>
<u>Financing Applications:</u>					
Water Plant	93,680	105,552	108,824	112,197	14,000,000
Water Distribuiton & Allocated Admin to Project	<u>8,858,520</u>	<u>949,965</u>	<u>979,414</u>	<u>1,009,776</u>	<u>1,316,755</u>
	<u>8,952,200</u>	<u>1,055,517</u>	<u>1,088,238</u>	<u>1,121,973</u>	<u>15,316,755</u>

WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)

<u>Financing Sources:</u>					
Wastewater Fund - Net Revenues & Earnings	146,206	(2,951)	(191,216)	(703,336)	(818,373)
Financed from Cash Reserves	31,969	2,740,194	2,784,324	2,116,841	2,275,698
Bond Issue Proceeds	2,700,000	3,600,000	3,636,000	- 0 -	- 0 -
	<u>2,878,175</u>	<u>6,337,243</u>	<u>6,229,108</u>	<u>1,413,505</u>	<u>1,457,325</u>
<u>Financing Applications:</u>					
Wastewater Plant	1,038,050	5,297,405	5,202,056	198,975	210,535
Wastewater Collection & Allocated Admin	<u>1,840,125</u>	<u>1,039,838</u>	<u>1,027,052</u>	<u>1,214,530</u>	<u>1,246,790</u>
	<u>2,878,175</u>	<u>6,337,243</u>	<u>6,229,108</u>	<u>1,413,505</u>	<u>1,457,325</u>

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

APPENDIX A

PERSONNEL

- > FULLTIME EMPLOYEE TRENDS
- > PART TIME EMPLOYEE TRENDS
- > FTE SUMMARY BY DEPARTMENT
- > FTE SUMMARY BY SERVICE GROUP AND FUND
- > PART TIME SUMMARY BY DEPARTMENT
- > PART TIME SUMMARY BY SERVICE GROUP AND FUND
- > FTE DETAIL BY POSITION WITHIN DEPARTMENT

CITY OF HOLLAND

Fulltime Employee Trends As Budgeted (Includes Part-Time A) General Fund

	<u>FY-97</u>	<u>FY-98</u>	<u>FY-99</u>	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>
City Council	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.25	0.25
City Manager	3.35	3.35	3.25	3.85	2.95	2.95	2.85	2.75	2.75	2.70
Finance	5.75	5.25	5.25	5.75	5.75	6.00	6.00	6.00	6.00	6.00
Property Assessing	7.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	5.05
City Clerk	3.40	2.90	3.15	4.08	3.88	3.88	3.88	3.88	3.00	3.00
Human Resources	2.35	2.35	2.35	2.35	2.35	2.35	2.35	2.25	2.25	2.25
Procurement (Purchasing)	0.00	0.00	0.00	0.00	0.30	0.30	0.30	0.30	0.40	0.45
Treasurer	2.20	2.70	2.70	2.20	2.20	2.95	2.85	2.85	2.85	2.85
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cemetery	4.10	4.25	4.70	4.25	4.25	4.25	4.25	4.15	4.15	4.15
Volunteer Services	1.10	1.10	1.10	1.05	1.05	1.05	1.20	0.25	0.25	0.25
Planning & Zoning	2.70	2.70	2.70	2.70	2.70	3.05	2.90	2.40	3.50	3.50
Police	61.65	62.80	63.80	63.80	63.80	72.00	73.00	72.00	71.50	71.50
Fire	28.00	28.00	29.00	29.00	29.00	29.00	29.00	28.00	28.00	28.00
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	8.00	9.00	9.00	9.80	6.78	6.78	6.78	6.78	6.48	6.16
Construction Inspections	0.00	0.00	0.00	0.00	5.02	5.02	5.12	5.12	5.02	5.02
Streets Division	22.15	22.15	22.15	22.15	22.15	22.15	19.40	20.04	19.74	19.74
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	0.00	0.00	2.90	2.90	2.90	2.90
Community Social Services	0.00	0.00	0.05	0.05	0.05	0.05	0.05	0.07	0.07	0.07
Ourstreet/Neighborhood Liaison	2.20	2.20	2.95	2.95	3.00	3.00	3.00	3.00	2.05	2.05
Housing Advisory Commission	0.00	0.15	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00
Human Relations	1.60	1.60	1.60	1.60	1.60	1.80	1.80	2.00	2.00	2.00
Leisure & Cultural Services	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	0.60	0.60
Recreation Programs	4.25	4.30	4.50	4.30	4.30	4.30	4.30	4.30	4.00	4.00
Parks	11.80	12.50	12.50	12.50	12.50	12.50	12.50	11.50	11.40	10.40
Municipal Stadium	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
DeGraaf Nature Center	1.00	1.00	1.00	1.00	1.80	1.80	1.95	1.95	1.95	1.95
Market	0.55	0.55	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25
Civic Center	2.30	2.30	2.30	2.50	2.50	2.50	2.50	2.50	1.50	1.50
Economic Development	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.40	0.75	0.75
General Fund Total	208.35	210.10	213.15	214.98	217.03	226.78	228.18	224.29	220.96	218.64

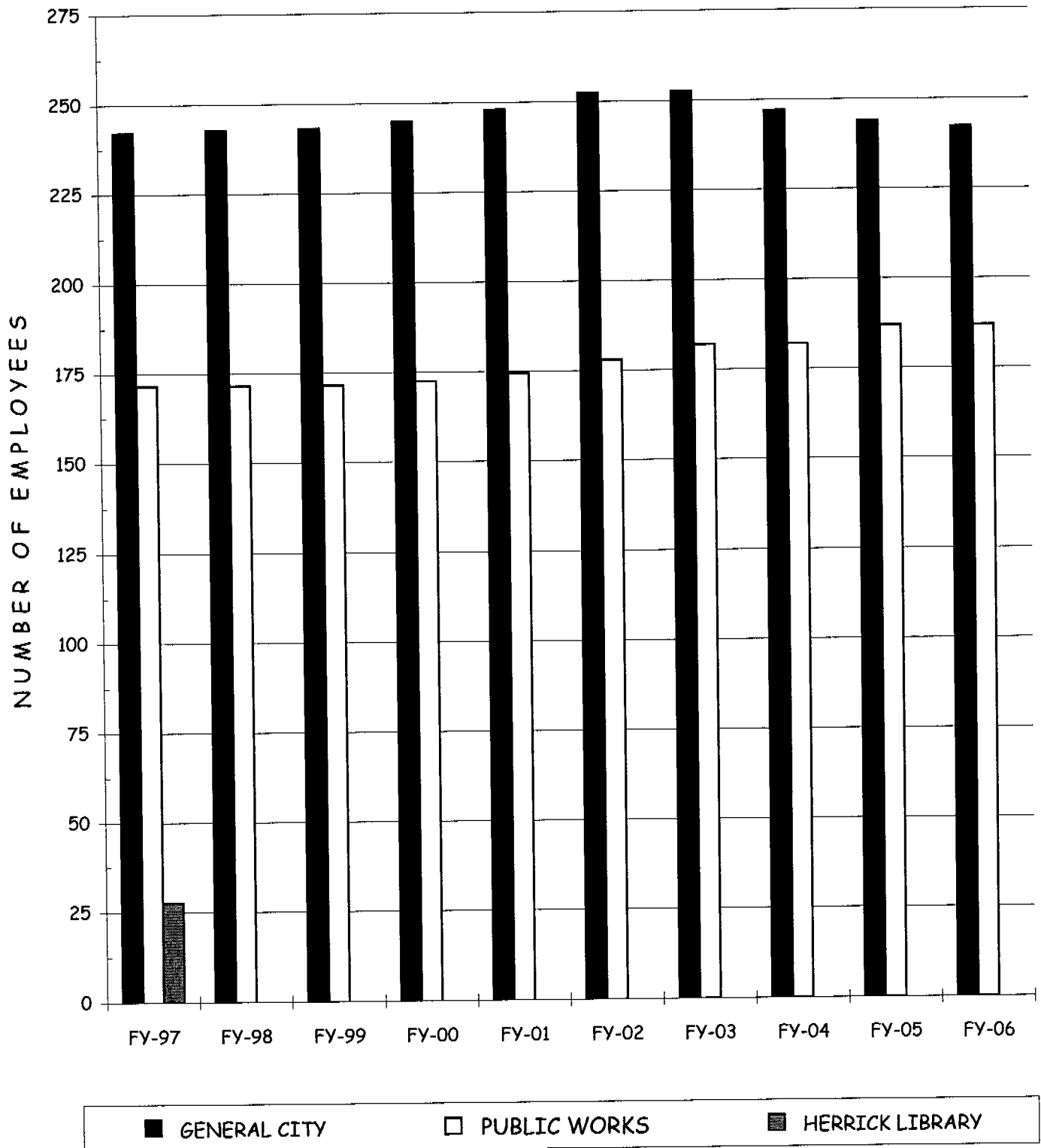
CITY OF HOLLAND

Fulltime Employee Trends As Budgeted (Includes Part-Time A) (Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<u>FY-97</u>	<u>FY-98</u>	<u>FY-99</u>	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>
Downtown Public Parking	0.40	0.45	0.45	0.45	0.25	0.25	0.25	0.25	0.50	0.50
Downtown Develop. Authority	1.60	1.70	1.70	1.50	1.70	1.70	1.70	1.70	0.80	0.80
Principal Shopping District	0.00	0.00	0.00	0.20	0.20	0.20	0.20	0.20	0.75	0.75
Solid Waste Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32
Windmill Island	4.00	4.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Macatawa Area Express (MAX)	1.50	1.50	1.60	2.70	2.60	2.60	2.25	2.43	0.98	0.83
Technology Services	5.00	5.00	5.00	5.00	6.00	6.00	6.00	5.00	5.00	5.00
Strt Equip Operating & Reserve	5.20	5.20	5.20	5.20	5.20	5.20	5.20	3.70	0.00	0.00
City Motor Pool	2.30	2.30	2.50	2.20	2.45	2.45	2.45	3.20	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.78	8.93
CDBG Entitlement Grant	1.85	1.70	1.65	1.65	1.65	1.30	1.45	1.38	1.28	1.48
MSHDA Rental Housing Grant	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Public Safety Grants	12.00	11.00	10.00	10.00	10.00	4.00	3.00	3.00	3.00	3.00
Other Funds Total	33.85	32.85	30.10	29.90	31.05	25.70	24.50	22.86	23.09	23.61
General City Total	242.20	242.95	243.25	244.88	248.08	252.48	252.68	247.15	244.05	242.25
Board of Public Works	171.50	171.50	171.50	172.50	174.50	178.00	182.00	182.00	187.00	187.00
Holland Historical Trust	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	4.00
Grand Total	417.70	418.45	418.75	421.38	426.58	434.48	438.68	433.15	436.05	433.25

CITY OF HOLLAND FULL-TIME AND PART-TIME "A" EMPLOYMENT TRENDS



CITY OF HOLLAND

Part Time Employee Trends As Budgeted General Fund

	<u>FY-97</u>	<u>FY-98</u>	<u>FY-99</u>	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>
City Manager	0.00	0.00	0.00	0.00	0.35	0.55	0.55	0.40	0.00	0.00
Finance	0.10	0.00	0.40	0.00	0.00	0.00	0.05	0.05	0.00	0.00
Property Assessing	0.10	0.10	0.10	0.05	0.05	0.00	0.05	1.20	0.50	0.50
City Clerk	0.50	0.95	0.70	0.00	0.00	0.10	0.00	0.00	0.30	0.25
Human Resources	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurement (Purchasing)	0.00	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.00	0.00
Treasurer	0.55	0.15	0.20	0.50	0.70	0.00	0.25	0.00	0.00	0.00
City Hall & Grounds	0.20	0.20	0.20	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Cemetery	4.60	4.60	4.30	1.95	1.50	1.15	1.10	0.90	1.30	1.30
Planning & Zoning	0.20	0.20	0.20	0.20	0.45	0.30	0.30	0.30	0.30	0.30
Police	6.50	6.60	7.10	7.45	7.15	7.40	6.65	7.05	7.60	8.00
Environmental Health & Insp.	1.75	1.75	1.75	0.50	0.55	0.10	0.10	0.10	0.10	0.10
Construction Inspections	0.00	0.00	0.00	0.00	0.20	0.20	0.00	0.05	0.05	0.05
Streets Division	0.65	0.50	0.20	0.20	0.20	0.20	0.00	0.00	0.60	0.90
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.60	0.55	0.55
Ourstreet/Neighborhood Liaison	0.45	0.60	0.00	0.15	0.15	0.15	0.15	0.15	0.45	0.70
Housing Advisory Commission	0.00	0.05	0.00	0.15	0.15	0.15	0.00	0.00	0.00	0.00
Human Relations	0.85	1.10	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.50
Leisure & Cultural Services	0.00	0.05	0.10	0.05	0.00	0.00	0.00	0.05	0.05	0.05
Recreation Programs	0.70	0.70	0.70	0.70	0.75	0.70	0.70	0.70	1.05	1.05
Parks	6.80	6.80	7.30	7.35	8.95	7.55	8.60	9.35	9.40	9.65
Municipal Stadium	0.50	0.50	0.60	0.65	0.65	0.65	0.70	0.70	0.70	0.35
DeGraaf Nature Center	1.85	2.05	2.05	2.20	1.70	1.70	1.70	1.70	1.70	1.70
Kollen Park Boat Launch	0.35	0.35	0.35	0.30	0.35	0.30	0.35	0.35	0.25	0.25
Market	0.05	0.20	0.35	0.40	0.40	0.40	0.40	0.40	0.65	0.95
Civic Center	2.20	2.20	2.15	1.80	1.85	1.85	1.55	1.55	1.75	1.75
General Fund Total	29.30	29.65	28.75	24.70	26.35	23.70	23.70	25.85	27.60	29.00

CITY OF HOLLAND

Part Time Employee Trends As Budgeted (Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<u>FY-97</u>	<u>FY-98</u>	<u>FY-99</u>	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>
Downtown Public Parking	0.25	0.05	0.10	0.10	0.15	0.15	0.15	0.40	0.55	0.55
Downtown Develop. Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.15
Principal Shopping District	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.30
CATV Public Access Television	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.10	0.10	0.10
Solid Waste Recycling	0.00	0.00	0.00	0.00	0.00	0.70	0.70	0.70	0.80	0.80
Windmill Island	10.30	10.30	11.90	12.15	11.10	11.45	11.55	12.15	12.85	13.35
Railroad Depot	0.15	0.15	0.20	0.20	0.20	0.25	0.20	0.20	0.20	0.20
Macatawa Area Express (MAX)	0.20	0.00	0.00	0.00	0.00	0.00	0.65	1.15	0.55	1.00
Technology Services	0.00	0.90	0.90	0.55	0.25	0.00	0.00	0.00	0.00	0.00
Strt Equip Operating & Reserve	0.00	0.40	0.40	0.40	0.55	0.40	0.55	0.60	0.00	0.00
City Motor Pool	0.25	0.25	0.00	0.00	0.35	0.20	0.20	0.30	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
IMLS Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.65	0.65
Sesquicentennial Trust	0.30	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Enterprise/Services Total	11.45	12.35	13.50	13.40	12.60	13.15	14.05	15.95	17.15	18.10
General City Total	40.75	42.00	42.25	38.10	38.95	36.85	37.75	41.80	44.75	47.10
Holland Historical Trust	4.93	5.01	5.83	6.45	5.85	6.35	7.01	5.89	5.64	5.27
Grand Total	45.68	47.01	48.08	44.55	44.80	43.20	44.76	47.69	50.39	52.37

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

SERVICE GROUP	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
Management & Administrative	10.58	9.38	8.50	8.45	1.95%
Fiscal Services	15.20	15.20	15.30	14.35	3.31%
Public Safety	135.00	133.00	132.50	132.50	30.59%
Transportation System & Services	29.75	29.07	32.40	32.40	7.48%
Community & Neighborhood Services	25.60	25.30	25.20	25.40	5.86%
Leisure & Cultural Services	32.10	31.00	30.15	28.15	6.50%
Board of Public Works Utilities	182.00	182.00	187.00	187.00	43.16%
Internal Services Funds	8.45	8.20	5.00	5.00	1.15%
TOTAL	438.68	433.15	436.05	433.25	100.00%

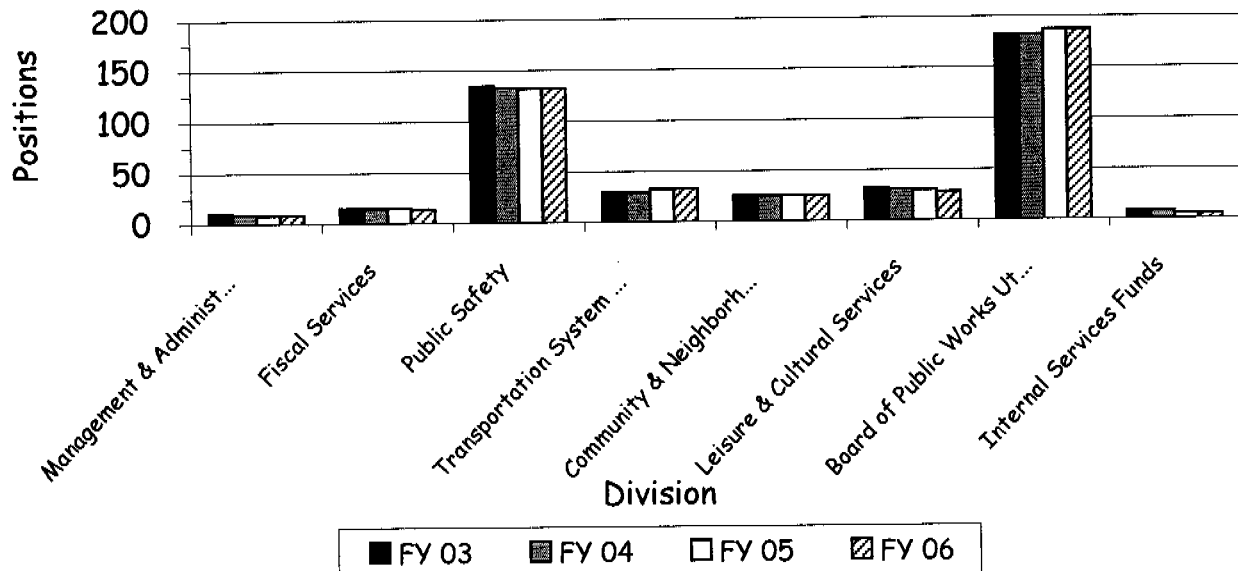
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
General Operating	228.18	224.29	220.96	218.64	50.48%
Downtown Public Parking	0.25	0.25	0.50	0.50	0.12%
Mainstreet/DDA	1.70	1.70	0.80	0.80	0.18%
Principal Shopping District	0.20	0.20	0.75	0.75	0.17%
Solid Waste Recycling	0.00	0.00	0.00	0.32	0.07%
Windmill Island	1.00	1.00	1.00	1.00	0.23%
Public Bus Transportation (MAX)	2.25	2.43	0.98	0.83	0.19%
Board of Public Works Utilities	182.00	182.00	187.00	187.00	43.17%
Technology Services	6.00	5.00	5.00	5.00	1.15%
Street Equipment Operating & Reserve	5.20	3.70	0.00	0.00	0.00%
City Motor Pool	2.45	3.20	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	0.00	8.78	8.93	2.06%
CDBG Entitlement Grant	1.45	1.38	1.28	1.48	0.34%
MSHDA Rental Housing Grant	1.00	1.00	1.00	1.00	0.23%
Public Safety Grants	3.00	3.00	3.00	3.00	0.69%
Holland Historic Trust	4.00	4.00	5.00	4.00	0.92%
TOTAL	438.68	433.15	436.05	433.25	100.00%

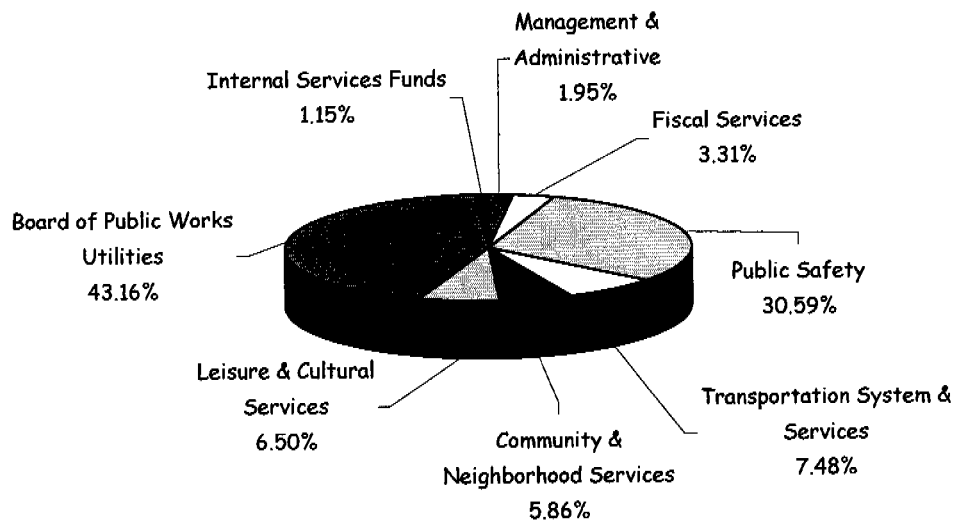
FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE

**FY-03 thru FY-06 Full-Time Positions Summary
Across All Service Groups**



**FY-06 Full-Time Positions Percentage Summary
Across All Service Groups**



PART-TIME POSITIONS - @ Full-Time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

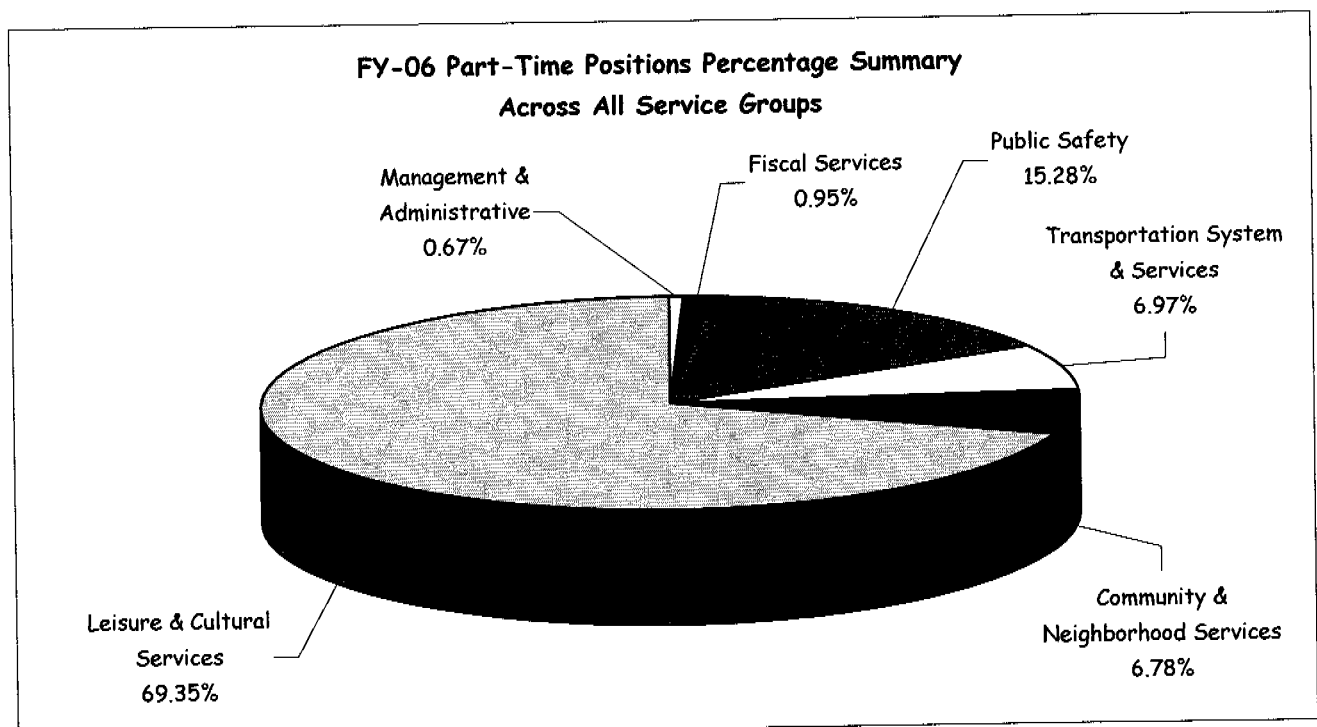
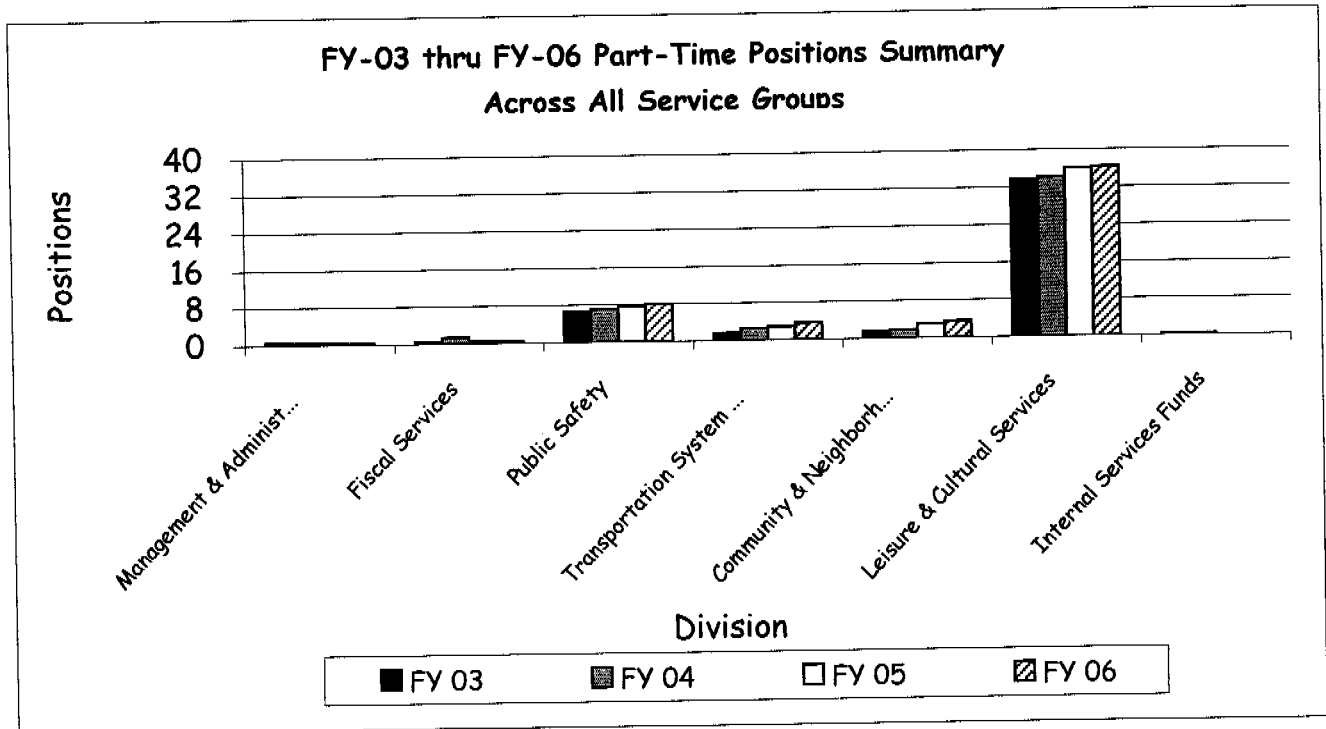
SERVICE GROUP	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
Management & Administrative	0.60	0.50	0.40	0.35	0.67%
Fiscal Services	0.50	1.40	0.50	0.50	0.95%
Public Safety	6.65	7.05	7.60	8.00	15.28%
Transportation System & Services	1.65	2.55	2.90	3.65	6.97%
Community & Neighborhood Services	1.50	1.80	3.00	3.55	6.78%
Leisure & Cultural Services	33.66	34.09	35.99	36.32	69.35%
Internal Services Funds	0.20	0.30	0.00	0.00	0.00%
TOTAL	44.76	47.69	50.39	52.37	100.00%

MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
General Operating	23.70	25.85	27.60	29.00	55.38%
Downtown Public Parking	0.15	0.40	0.55	0.55	1.05%
Downtown Development Authority	0.00	0.00	0.15	0.15	0.29%
Downtown Principal Shopping District	0.00	0.00	0.30	0.30	0.57%
CATV Public Access Television	0.05	0.10	0.10	0.10	0.19%
Solid Waste Recycling	0.70	0.70	0.80	0.80	1.53%
Windmill Island	11.55	12.15	12.85	13.35	25.49%
Railroad Depot	0.20	0.20	0.20	0.20	0.38%
Public Bus Transportation (MAX)	0.65	1.15	0.55	1.00	1.91%
Street Equipment Operating & Reserve	0.55	0.60	0.00	0.00	0.00%
City Motor Pool	0.20	0.30	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	0.00	1.00	1.00	1.91%
IMLS Grant	0.00	0.35	0.65	0.65	1.24%
Holland Historic Trust	7.01	5.89	5.64	5.27	10.06%
TOTAL	44.76	47.69	50.39	52.37	100.00%

PART-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION **TOTAL PART-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE**



FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
City Council	0.30	0.25	0.25	0.25	0.06%
City Manager	2.85	2.75	2.75	2.70	0.62%
Finance	6.00	6.00	6.00	6.00	1.38%
Property Assessing	6.05	6.05	6.05	5.05	1.17%
City Clerk	3.88	3.88	3.00	3.00	0.69%
Human Resources	2.35	2.25	2.25	2.25	0.52%
Procurement (Purchasing)	0.30	0.30	0.40	0.45	0.10%
Treasurer	2.85	2.85	2.85	2.85	0.66%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.23%
Cemeteries	4.25	4.15	4.15	4.15	0.96%
Volunteer Services	1.20	0.25	0.25	0.25	0.06%
Planning & Zoning	2.90	2.40	3.50	3.50	0.81%
Police	73.00	72.00	71.50	71.50	16.51%
Fire	59.00	58.00	58.00	58.00	13.39%
Environmental Health & Inspections	6.78	6.78	6.48	6.16	1.42%
Construction Inspections	5.12	5.12	5.02	5.02	1.16%
Streets Division	19.40	20.04	19.74	19.74	4.56%
Transportation Management & Engineering	2.90	2.90	2.90	2.90	0.67%
Community Social Services	0.05	0.07	0.07	0.07	0.02%
Ourstreet / Neighborhood Liaison	3.00	3.00	2.05	2.05	0.47%
Human Relations	1.80	2.00	2.00	2.00	0.46%
Leisure & Cultural Services	1.30	1.30	0.60	0.60	0.14%
Recreation Programs	4.30	4.30	4.00	4.00	0.92%
Parks	12.50	11.50	11.40	10.40	2.40%
Municipal Stadium	0.30	0.30	0.30	0.30	0.07%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.45%
Market	0.00	0.00	0.25	0.25	0.06%
Civic Center	2.50	2.50	1.50	1.50	0.35%
Economic Development	0.35	0.40	0.75	0.75	0.17%
Downtown Public Parking	0.25	0.25	0.50	0.50	0.12%
Downtown Development Authority	1.70	1.70	0.80	0.80	0.18%
Downtown Principal Shopping District	0.20	0.20	0.75	0.75	0.17%
Solid Waste Recycling	0.00	0.00	0.00	0.32	0.07%
Windmill Island	1.00	1.00	1.00	1.00	0.23%
Public Bus Transportation (MAX)	2.25	2.43	0.98	0.83	0.19%
Board of Public Works:					
- Power Supply	46.00	46.00	46.00	46.00	10.62%
- Electric Transmission & Distribution	33.00	33.00	37.00	37.00	8.54%
- Wastewater Treatment	21.00	21.00	21.00	21.00	4.85%
- Water Treatment	10.00	10.00	10.00	10.00	2.31%
- Water-Wastewater Distribution / Collection	21.00	21.00	21.00	21.00	4.85%
- Purchasing, Facilities, Warehousing & Meter:	12.00	12.00	12.00	12.00	2.77%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.46%
- Administration & Human Resources	6.00	6.00	6.00	6.00	1.38%
- Information Technology	7.00	7.00	8.00	8.00	1.85%
- Marketing & Customer Service	11.00	11.00	11.00	11.00	2.54%
Technology Services	6.00	5.00	5.00	5.00	1.15%
Street Equipment Operating & Reserve	5.20	3.70	0.00	0.00	0.00%
City Motor Pool	2.45	3.20	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	0.00	8.78	8.93	2.06%
CDBG Entitlement Grant	1.45	1.38	1.28	1.48	0.34%
MSHDA Rental Housing Grant	1.00	1.00	1.00	1.00	0.23%
Public Safety Grants	3.00	3.00	3.00	3.00	0.69%
Holland Historic Trust	4.00	4.00	5.00	4.00	0.92%
TOTAL	438.68	433.15	436.05	433.25	100.00%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 06	
	FY 03	FY 04	FY 05	POSITIONS	PERCENT
City Manager	0.55	0.40	0.00	0.00	0.00%
Finance	0.05	0.05	0.00	0.00	0.00%
Property Assessing	0.05	1.20	0.50	0.50	0.95%
Clerk	0.00	0.00	0.30	0.25	0.48%
Procurement (Purchasing)	0.15	0.15	0.00	0.00	0.00%
Treasurer	0.25	0.00	0.00	0.00	0.00%
City Hall & Grounds	0.10	0.10	0.10	0.10	0.19%
Cemeteries	1.10	0.90	1.30	1.30	2.48%
Planning & Zoning	0.30	0.30	0.30	0.30	0.57%
Police	6.65	7.05	7.60	8.00	15.28%
Environmental Health & Inspections	0.10	0.10	0.10	0.10	0.19%
Contruction Inspections	0.00	0.05	0.05	0.05	0.10%
Streets Division	0.00	0.00	0.60	0.90	1.72%
Transportation Management & Engineering	0.25	0.60	0.55	0.55	1.05%
Ourstreet / Neighborhood Liaison	0.15	0.15	0.45	0.70	1.34%
Human Relations	0.00	0.00	0.20	0.50	0.95%
Leisure & Cultural Services	0.00	0.05	0.05	0.05	0.10%
Recreation Programs	0.70	0.70	1.05	1.05	2.00%
Parks	8.60	9.35	9.40	9.65	18.43%
Municipal Stadium	0.70	0.70	0.70	0.35	0.67%
DeGraaf Nature Center	1.70	1.70	1.70	1.70	3.25%
Kollen Park Boat Launch	0.35	0.35	0.25	0.25	0.48%
Market	0.40	0.40	0.65	0.95	1.81%
Civic Center	1.55	1.55	1.75	1.75	3.34%
Downtown Public Parking	0.15	0.40	0.55	0.55	1.05%
Downtown Development Authority	0.00	0.00	0.15	0.15	0.29%
Downtown Principal Shopping District	0.00	0.00	0.30	0.30	0.57%
CATV Public Access Television	0.05	0.10	0.10	0.10	0.19%
Solid Waste Recycling	0.70	0.70	0.80	0.80	1.53%
Windmill Island	11.55	12.15	12.85	13.35	25.49%
Railroad Depot	0.20	0.20	0.20	0.20	0.38%
Public Bus Transportation (MAX)	0.65	1.15	0.55	1.00	1.91%
Street Equipment Operating & Reserve	0.55	0.60	0.00	0.00	0.00%
City Motor Pool	0.20	0.30	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	0.00	1.00	1.00	1.91%
IMLS Grant	0.00	0.35	0.65	0.65	1.24%
Holland Historic Trust	7.01	5.89	5.64	5.27	10.06%
TOTAL	44.76	47.69	50.39	52.37	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.30	0.25	0.25	0.25
*** 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	9.30	9.25	9.25	9.25
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.50	0.50	0.50	0.45
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.35	0.25	0.25	0.25
Total Full Time	2.85	2.75	2.75	2.70
*** PART TIME ***				
Administrative Assistant to City Manager	0.55	0.40	0.00	0.00
Total Full & Part Time FTE	3.40	3.15	2.75	2.70
<u>CITY CLERK</u>				
*** FULL TIME ***				
City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	1.00	1.00
Departmental Assistant I	1.88	1.88	1.00	1.00
Total Full Time	3.88	3.88	3.00	3.00
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.30	0.25
Total Full & Part Time FTE	3.88	3.88	3.30	3.25

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	1.00	1.00
Executive Assistant I	0.35	0.25	0.25	0.25
Total Full Time	2.35	2.25	2.25	2.25
<u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Community/Human Relations Coordinator	0.10	0.00	0.00	0.00
Community Relations Specialist	1.00	0.00	0.00	0.00
Executive Assistant I	0.00	0.25	0.25	0.25
Administrative Aide I	0.10	0.00	0.00	0.00
Total Full Time	1.20	0.25	0.25	0.25
<u>CATV PUBLIC ACCESS TELEVISION</u>				
*** PART TIME ***				
Administrative Assistant to City Manager	0.05	0.10	0.10	0.10
<u>MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL</u>				
Full Time	10.58	9.38	8.50	8.45
Part Time	0.60	0.50	0.40	0.35
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	20.18	18.88	17.90	17.80

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>FINANCE</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.85	0.85	0.85	0.85
Assistant Finance Officer	0.90	0.90	0.90	0.90
Sr. Municipal Accountant	1.00	1.00	1.00	1.00
Municipal Accountant I	0.50	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.50	0.50
Account Clerk/Payables	1.00	1.00	1.00	1.00
Account Clerk/Payroll & Benefits	1.00	1.00	1.00	1.00
Account Clerk/Cashier	0.25	0.25	0.25	0.25
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.00	0.00
Total Full & Part Time FTE	6.05	6.05	6.00	6.00
<u>TREASURER</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.10	0.10	0.10	0.10
Assistant Finance Officer	0.10	0.10	0.10	0.10
Municipal Accountant I	0.50	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.50	0.50
Account Clerk/Cashier	1.65	1.65	1.65	1.65
Total Full Time	2.85	2.85	2.85	2.85
*** PART TIME ***				
Clerical Assistant	0.25	0.00	0.00	0.00
Total Full & Part Time FTE	3.10	2.85	2.85	2.85

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>PROPERTY ASSESSING</u>				
*** FULL TIME ***				
Finance Officer/Assessor	0.05	0.05	0.05	0.05
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	1.00	1.00	1.00	1.00
Appraiser Analyst-Personal Property	0.00	0.00	1.00	1.00
Appraiser II	1.00	1.00	0.00	0.00
Appraiser I	1.00	1.00	1.00	1.00
Account Clerk/GIS Operator	1.00	1.00	0.00	0.00
Departmental Assistant I	1.00	1.00	2.00	1.00
Total Full Time	6.05	6.05	6.05	5.05
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.50	0.50
Technical Assistant	0.00	1.20	0.00	0.00
Engineering Draftsman/Tech	0.05	0.00	0.00	0.00
Total Part Time	0.05	1.20	0.50	0.50
Total Full & Part Time FTE	6.10	7.25	6.55	5.55
<u>PROCUREMENT (PURCHASING)</u>				
*** FULL TIME ***				
Assistant City Manager	0.10	0.10	0.00	0.05
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.20	0.20
Department Assistant I	0.00	0.00	0.20	0.20
Total Full Time	0.30	0.30	0.40	0.45
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.00	0.00
Total Full & Part Time FTE	0.45	0.45	0.40	0.45
<u>FISCAL SERVICES TOTAL</u>				
Full Time	15.20	15.20	15.30	14.35
Part Time	0.50	1.40	0.50	0.50
Total Full & Part Time FTE	15.70	16.60	15.80	14.85

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>POLICE</u>				
*** FULL TIME ***				
Police Chief	1.00	1.00	1.00	1.00
Police Captain	3.00	3.00	3.00	3.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	6.00	6.00	6.00	6.00
Police Officer	42.00	41.00	41.00	41.00
Departmental Assistant III	1.00	1.00	1.00	1.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	7.00	7.00	7.00	7.00
Civilian Jailer	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	0.50	0.50
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	73.00	72.00	71.50	71.50
*** PART TIME ***				
Police Cadet	4.00	4.20	4.75	4.75
Police Reserve Officer	1.05	1.05	1.05	1.05
School Crossing Guards	1.40	1.30	1.30	1.30
General Maintenance Worker	0.20	0.50	0.50	0.90
Total Part Time	6.65	7.05	7.60	8.00
Total Full & Part Time FTE	79.65	79.05	79.10	79.50
<u>PUBLIC SAFETY GRANTS</u>				
*** FULL TIME ***				
Police Staff Sergeant	1.00	0.00	0.00	0.00
Policer Officer	2.00	3.00	3.00	3.00
Total Full Time	3.00	3.00	3.00	3.00
Police Division Total				
Full Time	76.00	75.00	74.50	74.50
Part Time	6.65	7.05	7.60	8.00
Total Full & Part Time FTE	82.65	82.05	82.10	82.50

PUBLIC SAFETY SERVICES

FIRE DIVISION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>FIRE</u>				
*** FULL TIME ***				
Fire Chief	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	3.00
Fire Lieutenant	3.00	6.00	6.00	6.00
Community Involvement Lieutenant	1.00	0.00	0.00	0.00
Firefighter	16.00	13.00	13.00	13.00
Community Firefighter	2.00	2.00	2.00	2.00
Part-Paid Firefighter	29.00	29.00	29.00	29.00
Part-Paid Firefighter Sergeant	1.00	1.00	1.00	1.00
Departmental Aide II	1.00	1.00	1.00	1.00
Total Full Time	59.00	58.00	58.00	58.00
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	135.00	133.00	132.50	132.50
Part Time	6.65	7.05	7.60	8.00
Total Full & Part Time FTE	141.65	140.05	140.10	140.50

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.24	0.24	0.24
Director of Community Svcs & Devel	0.30	0.00	0.00	0.00
Departmental Assistant II	0.30	0.50	0.50	0.50
Street Superintendent	0.80	0.80	1.00	1.00
Supervisor	3.00	3.00	3.00	3.00
Storekeeper/Dispatcher	0.50	0.00	0.00	0.00
Equipment Mechanic II	0.50	0.50	0.00	0.00
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	8.00	9.00	9.00	9.00
Equipment Operator	4.00	4.00	4.00	4.00
Total Full Time	19.40	20.04	19.74	19.74
*** PART TIME ***				
Maintenance	0.00	0.00	0.60	0.90
Total Full & Part Time FTE	19.40	20.04	20.34	20.64
<u>TRANSPORTATION MANAGEMENT & ENGINEERING</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.40	0.40	0.40
Director of Community Svcs & Devel	0.60	0.00	0.00	0.00
Civil Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.30	0.50	0.50	0.50
Total Full Time	2.90	2.90	2.90	2.90
*** PART TIME ***				
Engineering Draftsman/Tech	0.25	0.00	0.00	0.00
Technical Assistant	0.00	0.60	0.55	0.55
Total Part Time	0.25	0.60	0.55	0.55
Total Full & Part Time FTE	3.15	3.50	3.45	3.45

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>RAILROAD DEPOT</u>				
*** PART TIME ***				
Police Cadet	0.20	0.20	0.20	0.20
<u>PUBLIC BUS TRANSPORTATION (MAX)</u>				
*** FULL TIME ***				
Assistant City Manager	0.10	0.10	0.00	0.00
Director of Transportation Services	0.00	0.08	0.08	0.08
MAX Coordinator	0.00	0.00	0.75	0.75
Mtr Pool Supervisor/Purchasing Agt	0.40	0.40	0.00	0.00
Equipment Mechanic II	1.75	1.75	0.00	0.00
Department Assistant I	0.00	0.10	0.15	0.00
Total Full Time	2.25	2.43	0.98	0.83
*** PART TIME ***				
Clerical Assistant	0.10	0.15	0.05	0.50
Administrative Consultant	0.40	0.50	0.00	0.00
Marketing Consultant	0.15	0.50	0.50	0.50
Total Part Time	0.65	1.15	0.55	1.00
Total Full & Part Time FTE	2.90	3.58	1.53	1.83
<u>STREET EQUIPMENT OPERATING & RESERVE</u>				
*** FULL TIME ***				
Street Supertintendent	0.20	0.20	0.00	0.00
Lead Mechanic	1.00	1.00	0.00	0.00
Storekeeper/Dispatcher	0.50	0.00	0.00	0.00
Equipment Mechanic II	1.50	1.50	0.00	0.00
Welder	1.00	1.00	0.00	0.00
Heavy Equipment Operator	1.00	0.00	0.00	0.00
Total Full Time	5.20	3.70	0.00	0.00
*** PART TIME ***				
Maintenance	0.55	0.60	0.00	0.00
Total Full & Part Time FTE	5.75	4.30	0.00	0.00

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.00	0.08	0.08
Mtr Pool Supervisor/Purchasing Agt	0.00	0.00	0.80	0.80
Lead Mechanic	0.00	0.00	2.00	2.00
Equipment Mechanic II	0.00	0.00	5.50	5.50
Welder	0.00	0.00	0.00	0.00
Department Assistant	0.00	0.00	0.40	0.55
Total Full Time	0.00	0.00	8.78	8.93
*** PART TIME ***				
Mechanic Assistant	0.00	0.00	1.00	1.00
Total Full & Part Time FTE	0.00	0.00	9.78	9.93
<u>TRANSPORTATION SYSTEM & SERVICES TOTAL</u>				
Full Time	29.75	29.07	32.40	32.40
Part Time	1.65	2.55	2.90	3.65
Total Full & Part Time FTE	31.40	31.62	35.30	36.05

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.10	0.10	0.10	0.10
Total Full & Part Time FTE	1.10	1.10	1.10	1.10
<u>PLANNING & ZONING</u>				
*** FULL TIME ***				
Director of Community Svcs & Devel	0.10	0.00	0.00	0.00
Planning/Development Manager	0.90	0.90	0.70	0.70
Municipal Planner II	1.00	1.00	1.00	1.00
Municipal Planner I	0.50	0.50	0.60	0.60
Engineering Assistant	0.00	0.00	0.80	0.80
Clerical Specialist	0.00	0.00	0.20	0.20
Departmental Assistant II	0.40	0.00	0.20	0.20
Total Full Time	2.90	2.40	3.50	3.50
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.30
Total Full & Part Time FTE	3.20	2.70	3.80	3.80
<u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.70	0.70	0.70	0.70
Chief Sanitarian	1.00	1.00	1.00	1.00
Building Inspector / Zoning Administrator	0.10	0.10	0.10	0.10
Plumbing & Mechanical Inspector	0.20	0.20	0.20	0.20
Housing Inspector II	0.90	0.90	0.90	0.90
Building / Housing Inspector I	0.60	0.60	0.60	0.60
Housing Enforcement Inspector I	0.98	0.98	0.98	0.98
Departmental Assistant I	0.40	0.40	0.40	0.40
Clerical Specialist	0.50	0.50	0.40	0.40
Departmental Assistant II	0.60	0.60	0.40	0.40
Code Enforcment Assistant	0.80	0.80	0.80	0.48
Total Full Time	6.78	6.78	6.48	6.16
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Total Full & Part Time FTE	6.88	6.88	6.58	6.26

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.30	0.30	0.30	0.30
Electrical Inspector	1.00	1.00	1.00	1.00
Building Inspector/Zoning Administrator	0.90	0.90	0.90	0.90
Plumbing & Mechanical Inspector	0.80	0.80	0.80	0.80
Housing Inspector II	0.10	0.10	0.10	0.10
Building/Housing Inspector I	0.40	0.40	0.40	0.40
Housing Enforcement Inspector I	0.02	0.02	0.02	0.02
Departmental Assistant I	0.60	0.60	0.60	0.60
Clerical Specialist	0.50	0.50	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Account Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	5.12	5.12	5.02	5.02
*** PART TIME ***				
Clerical Assistant	0.00	0.05	0.05	0.05
Total Full & Part Time FTE	5.12	5.17	5.07	5.07
<u>COMMUNITY SOCIAL SERVICES ASSISTANCE</u>				
*** FULL TIME ***				
Community Development Supervisor	0.05	0.07	0.07	0.07
<u>OURSTREET / NEIGHBORHOOD LIAISON</u>				
*** FULL TIME ***				
Planning/Development Manager	0.00	0.00	0.05	0.05
Ourstreet Coordinator	1.00	1.00	1.00	1.00
Neighborhood Liaison Officer	1.00	1.00	1.00	1.00
Ourstreet Assistant	1.00	1.00	0.00	0.00
Total Full Time	3.00	3.00	2.05	2.05
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.30	0.55
Graffiti Removal	0.15	0.15	0.15	0.15
Total Part-Time	0.15	0.15	0.45	0.70
Total Full & Part Time FTE	3.15	3.15	2.50	2.75

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 03	ACTUAL FY 04	FY05	APPROVED FY 06
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.35	0.35	0.50	0.50
Community Development Supervisor	0.00	0.05	0.25	0.25
Total Full Time	0.35	0.40	0.75	0.75
<u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Community/Human Relations Coordinator	0.90	1.00	1.00	1.00
Administrative Aide I	0.90	1.00	1.00	1.00
Total Full Time	1.80	2.00	2.00	2.00
*** PART TIME ***				
Youth Services Coordinator	0.00	0.00	0.20	0.50
Total Full & Part Time FTE	1.80	2.00	2.20	2.50
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Planning/Development Manager	0.00	0.00	0.05	0.05
Downtown Development Coordinator	0.10	0.10	0.40	0.40
Administrative Aide I	0.10	0.10	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.25	0.25	0.50	0.50
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.15	0.15
Parking Enforcement	0.00	0.25	0.25	0.25
Maintenance	0.15	0.15	0.15	0.15
Total Part-Time	0.15	0.40	0.55	0.55
Total Full & Part Time FTE	0.40	0.65	1.05	1.05

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
Planning/Development Manager	0.10	0.10	0.20	0.20
Downtown Development Coordinator	0.80	0.80	0.60	0.60
Administrative Aide I	0.80	0.80	0.00	0.00
Total Full Time	1.70	1.70	0.80	0.80
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.15	0.15
Total Full & Part Time FTE	1.70	1.70	0.95	0.95
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Downtown Development Coordinator	0.10	0.10	0.00	0.00
Marketing & Promotions Coordinator	0.00	0.00	0.75	0.75
Administrative Aide I	0.10	0.10	0.00	0.00
Total Full Time	0.20	0.20	0.75	0.75
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.30	0.30
Total Full & Part Time FTE	0.20	0.20	1.05	1.05
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Code Enforcement Assistant	0.00	0.00	0.00	0.32
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.70	0.70	0.80	0.80
Total Full & Part Time FTE	0.70	0.70	0.80	1.12
<u>MSHDA RENTAL HOUSING GRANT</u>				
*** FULL TIME ***				
Ourstreet Project Aide	1.00	1.00	1.00	1.00

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CDBG ENTITLEMENT GRANT</u>				
*** FULL TIME ***				
Community Development Supervisor	0.95	0.88	0.68	0.68
Municipal Planner I	0.50	0.50	0.40	0.40
Engineering Assistant	0.00	0.00	0.20	0.20
Code Enforcment Assistant	0.00	0.00	0.00	0.20
Total Full Time	1.45	1.38	1.28	1.48
<u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	25.60	25.30	25.20	25.40
Part Time	1.50	1.80	3.00	3.55
Total Full & Part Time FTE	27.10	27.10	28.20	28.95

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>LEISURE/CULTURAL SERVICES ADMINISTRATION</u>				
*** FULL TIME ***				
Director of Leisure & Cultural Services	1.00	1.00	0.00	0.00
Interim Leisure & Cultural Director	0.00	0.00	0.30	0.30
Departmental Assistant II	0.30	0.30	0.30	0.30
Total Full Time	1.30	1.30	0.60	0.60
*** PART TIME ***				
Clerical Assistant	0.00	0.05	0.05	0.05
Total Full & Part Time FTE	1.30	1.35	0.65	0.65
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Interim Leisure & Cultural Director	0.00	0.00	0.50	0.50
Recreation Manager	0.80	0.80	0.00	0.00
Youth/General Recreation Coordinator	1.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Skilled Recreation Technician	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Skilled Maintenance Technician	0.05	0.05	0.05	0.05
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	4.30	4.30	4.00	4.00
*** PART TIME ***				
Maintenance/Grounds	0.25	0.25	0.25	0.25
Clerical Assistant	0.45	0.45	0.80	0.80
Total Part Time	0.70	0.70	1.05	1.05
Total Full & Part Time FTE	5.00	5.00	5.05	5.05

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>PARKS</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.75	0.75	0.75	0.75
Departmental Assistant I	0.25	0.25	0.25	0.25
Supervisor	2.00	2.00	2.00	2.00
Tree Trimmer I	2.00	2.00	2.00	2.00
Skilled Maintenance Technician	0.70	0.70	0.70	0.70
Equipment Mechanic II	0.10	0.10	0.00	0.00
Greenhouse Operator	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.70	0.70	0.70	0.70
Equipment Operator	1.00	1.00	1.00	1.00
Skilled Grounds Keeper	2.00	1.00	1.00	1.00
Laborer II	1.00	1.00	1.00	0.00
Total Full Time	12.50	11.50	11.40	10.40
*** PART TIME ***				
Grounds Maintenance	7.50	8.25	8.25	8.50
Gardener	0.70	0.70	0.70	0.70
Security Maintenance	0.40	0.40	0.45	0.45
Total Part Time	8.60	9.35	9.40	9.65
Total Full & Part Time FTE	21.10	20.85	20.80	20.05
<u>MUNICIPAL STADIUM</u>				
*** FULL TIME ***				
Skilled Maintenance Technician	0.25	0.25	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.30	0.30	0.30	0.30
*** PART TIME ***				
Maintenance/Grounds	0.70	0.70	0.70	0.35
Total Full & Part Time FTE	1.00	1.00	1.00	0.65

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	1.95	1.95	1.95	1.95
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.40	0.40
Intern - Naturalist	0.15	0.15	0.00	0.00
Educational Assistant	0.65	0.65	0.65	0.65
Summer Class Teacher	0.05	0.05	0.00	0.00
Outdoor Assistant	0.45	0.45	0.65	0.65
Total Part Time	1.70	1.70	1.70	1.70
Total Full & Part Time FTE	3.65	3.65	3.65	3.65
<u>KOLLEN PARK BOAT LAUNCH</u>				
*** PART TIME ***				
Boat Ramp Supervisor	0.15	0.15	0.10	0.10
Boat Ramp Attendant	0.20	0.20	0.15	0.15
Total Part Time	0.35	0.35	0.25	0.25
<u>MARKET</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.00	0.00	0.25	0.25
*** PART TIME ***				
Market Master	0.40	0.40	0.50	0.70
Maintenance	0.00	0.00	0.15	0.25
Total Part Time	0.40	0.40	0.65	0.95
Total Full & Part Time FTE	0.40	0.40	0.90	1.20

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>CIVIC CENTER</u>				
*** FULL TIME ***				
Interim Leisure & Cultural Director	0.00	0.00	0.20	0.20
Recreation Manager	0.20	0.20	0.00	0.00
Departmental Assistant II	0.30	0.30	0.30	0.30
Sr Building Custodian	1.00	1.00	1.00	1.00
Building Custodian	1.00	1.00	0.00	0.00
Total Full Time	2.50	2.50	1.50	1.50
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.20	1.20	1.40	1.40
Total Part Time	1.55	1.55	1.75	1.75
Total Full & Part Time FTE	4.05	4.05	3.25	3.25
<u>CEMETERIES</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Departmental Assistant I	0.75	0.65	0.75	0.75
Supervisor	1.00	1.00	1.00	1.00
Equipment Mechanic II	0.10	0.10	0.00	0.00
Skilled Plumber/Irrigation Technician	0.15	0.15	0.15	0.15
Cemetery Maintenance II	2.00	2.00	2.00	2.00
Total Full Time	4.25	4.15	4.15	4.15
*** PART TIME ***				
Clerical Assistant	0.50	0.40	0.50	0.50
Grounds Maintenance	0.60	0.50	0.80	0.80
Total Part Time	1.10	0.90	1.30	1.30
Total Full & Part Time FTE	5.35	5.05	5.45	5.45

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>WINDMILL ISLAND</u>				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
Maintenance	0.00	0.00	0.00	0.00
Total Full Time	1.00	1.00	1.00	1.00
*** PART TIME ***				
Tulip Time Worker	1.10	1.00	0.95	0.95
Klompens Dancer/Tour Guide	2.70	3.00	3.00	3.00
Ticket Taker	1.00	0.80	0.85	0.85
Tour Guide	1.40	1.40	1.40	1.45
Grounds Maintenance	4.50	4.80	5.50	5.90
Clerical Assistant	0.85	1.15	1.15	1.20
Total Part Time	11.55	12.15	12.85	13.35
Total Full & Part Time FTE	12.55	13.15	13.85	14.35
<u>IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT</u>				
*** PART TIME ***				
Naturalist	0.00	0.35	0.65	0.65

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>HOLLAND HISTORIC TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Curator	1.00	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
Education Director	1.00	1.00	1.00	1.00
Visitor Services	0.00	0.00	1.00	1.00
Total Full Time	4.00	4.00	5.00	4.00
*** PART TIME ***				
Medica Community Relations	0.75	0.50	0.63	0.63
Volunteer Director	0.00	0.38	1.00	0.00
Registrar	0.75	0.75	0.75	0.75
Site Manager, Cappon House	0.75	0.50	0.75	0.75
Visitor Services Manager	0.63	0.75	0.00	0.00
Gift Shop Manager	0.62	0.50	0.00	0.00
Membership Development Coordinator	0.50	0.00	0.00	0.63
Museum Attendant	0.85	0.85	0.85	0.85
Custodian	1.00	0.50	0.50	0.50
Facilities Manager	0.50	0.50	0.50	0.50
Archivists	0.66	0.66	0.66	0.66
Total Part Time	7.01	5.89	5.64	5.27
Total Full & Part Time FTE	11.01	9.89	10.64	9.27
<u>LEISURE & CULTURAL SERVICES TOTAL</u>				
Full Time	32.10	31.00	30.15	28.15
Part Time	33.66	34.09	35.99	36.32
Total Full & Part Time FTE	65.76	65.09	66.14	64.47

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
POWER SUPPLY				
*** FULL TIME ***				
Power Resources Director	1.00	1.00	1.00	1.00
Operations Planner	1.00	1.00	1.00	1.00
Fuel & Resource Specialist	1.00	1.00	1.00	1.00
Production Engineering Supervisor	1.00	1.00	1.00	1.00
Maintenance Planner	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Lead Operator	4.00	4.00	4.00	4.00
Power Plant Mechanic A	2.00	2.00	2.00	2.00
Plant Operators	8.00	8.00	8.00	8.00
Power Plant Mechanic B	2.00	2.00	2.00	2.00
Mechanic C	1.00	1.00	1.00	1.00
Instrumentation Technician	2.00	2.00	2.00	2.00
Auxiliary Operator	4.00	4.00	4.00	4.00
Coal & Ash Handler - Lead	1.00	1.00	1.00	1.00
Coal & Ash Handler	1.00	1.00	1.00	1.00
Utility III	2.00	2.00	2.00	2.00
Utility II	3.00	3.00	3.00	3.00
Utility I	2.00	2.00	2.00	2.00
Clerk Typist II	1.00	1.00	1.00	1.00
Coal & Ash Truck Driver	2.00	2.00	2.00	2.00
Electric Production Engineer	1.00	1.00	1.00	1.00
Instrument Controls / Operator	1.00	1.00	1.00	1.00
Storeroom Clerk	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
Total Full Time	46.00	46.00	46.00	46.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>ELECTRIC SERVICES & TECHNOLOGY</u>				
*** FULL TIME ***				
Electric Services & Technology Director	0.00	0.00	1.00	1.00
Electric T & D Director	1.00	1.00	0.00	0.00
Superintendent of Electric T & D	0.00	0.00	1.00	1.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Lineworker A	5.00	5.00	5.00	5.00
Lineworker B	2.00	2.00	2.00	2.00
Ground / Equipment Operator	2.00	2.00	2.00	2.00
Systems Operation Technician	4.00	4.00	4.00	4.00
Operations / Metering Supervisor	1.00	1.00	1.00	1.00
Distribution Technician II	2.00	2.00	2.00	2.00
Distribution Technician I	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Utility Engineering Aide	2.00	2.00	2.00	2.00
Draftsperson	1.00	1.00	1.00	1.00
Electrical Distribution Engineer	1.00	1.00	1.00	1.00
Broadband Designer I / II	0.00	0.00	3.00	3.00
Clerk Typist II	1.00	1.00	1.00	1.00
Communications Engineer	1.00	1.00	1.00	1.00
Communications Technician	1.00	1.00	1.00	1.00
Engineering Technician I	1.00	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	1.00
Senior Electrical Systems Engineer	1.00	1.00	1.00	1.00
Total Full Time	33.00	33.00	37.00	37.00
ELECTRIC UTILITY TOTAL	79.00	79.00	83.00	83.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
WASTEWATER TREATMENT				
*** FULL TIME ***				
Wastewater Plant Superintendent	1.00	1.00	1.00	1.00
Mechanical Maintenance Supervisor	1.00	1.00	1.00	1.00
Operations / Electronics Supervisor	1.00	1.00	1.00	1.00
Plant Operator	5.00	5.00	5.00	5.00
Laboratory Analyst	2.00	2.00	2.00	2.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Lead Waste Treatment Maintenance	2.00	2.00	2.00	2.00
Industrial Electrician	1.00	1.00	1.00	1.00
Maintenance II	2.00	2.00	2.00	2.00
Utility II	2.00	2.00	2.00	2.00
Clerk Typist II	1.00	1.00	1.00	1.00
Pollution Control Supervisor	1.00	1.00	1.00	1.00
Total Full Time	21.00	21.00	21.00	21.00
WATER TREATMENT				
*** FULL TIME ***				
Water Treatment Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00
Lead Water Treatment Plant Operator	1.00	0.00	0.00	0.00
Water Treatment Plant Operator	4.00	5.00	5.00	5.00
Lead Water Plant Maintenance	1.00	1.00	1.00	1.00
Utility I	1.00	1.00	1.00	1.00
Water Plant Maintenance I	1.00	1.00	1.00	1.00
Total Full Time	10.00	10.00	10.00	10.00
WATER-WASTEWATER DISTRIBUTION / COLLECTION				
*** FULL TIME ***				
Water & Wastewater Director	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	0.00	0.00	0.00
Water Services & Mntc Supervisor	0.00	1.00	1.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	7.00	7.00	7.00	7.00
Scheduler	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Engineering Field Technician	4.00	4.00	4.00	4.00
Engineering Field Services Coordinator	1.00	1.00	1.00	1.00
W / WW System Superintendent	1.00	1.00	1.00	1.00
GIS Operator	1.00	1.00	1.00	1.00
Total Full Time	21.00	21.00	21.00	21.00
WATER & WASTEWATER UTILITY TOTAL	52.00	52.00	52.00	52.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>ADMINISTRATION & HUMAN RESOURCES</u>				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
Environmental / Safety Specialist	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00
<u>ACCOUNTING & COLLECTIONS</u>				
*** FULL TIME ***				
Finance Director	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Billing Coordinator	2.00	2.00	2.00	2.00
Billing System Specialist	1.00	1.00	1.00	1.00
General Accountant	1.00	1.00	1.00	1.00
Chief Accounting Clerk	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounts Receivable Clerk II	1.00	1.00	1.00	1.00
CSR - Cashier	2.00	2.00	2.00	2.00
Cost Analyst	1.00	1.00	1.00	1.00
Accounting Clerk Typist II	0.00	0.00	0.00	0.00
Programmer Analyst	0.00	0.00	0.00	0.00
Accounting System Specialist	1.00	1.00	1.00	1.00
Cost and Rates Manager	0.00	0.00	0.00	0.00
Central Records Clerk	1.00	1.00	1.00	1.00
Total Full Time	15.00	15.00	15.00	15.00
<u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Systems Administrator	1.00	0.00	0.00	0.00
Information Systems Analyst	0.00	1.00	1.00	1.00
Programmer / Analyst	0.00	0.00	1.00	1.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Internet Technology Specialist	1.00	1.00	1.00	1.00
Electric Programmer / Analyst	1.00	1.00	1.00	1.00
GIS Programmer / Analyst	1.00	1.00	1.00	1.00
GIS Specialist	1.00	1.00	1.00	1.00
Total Full Time	7.00	7.00	8.00	8.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>MARKETING</u>				
*** FULL TIME ***				
Sales and Marketing Director	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Key Accounts Coordinator / Analyst	1.00	1.00	1.00	1.00
Cost and Rates Specialist	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Rep I	5.00	5.00	5.00	5.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Clerk Typist II	0.00	0.00	0.00	0.00
Total Full Time	11.00	11.00	11.00	11.00
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u>				
*** FULL TIME ***				
Lead Meter Reader I	1.00	1.00	1.00	1.00
Meter Reader I	2.00	2.00	2.00	2.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00
Building & Grounds Maintenance - Utility I	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Utility II (Courier)	1.00	1.00	1.00	1.00
Utility I (Custodian)	1.00	1.00	1.00	1.00
Senior Buyer	1.00	1.00	1.00	1.00
Junior Buyer	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	0.00	1.00	1.00	1.00
Team Leader - Warehouse	1.00	0.00	0.00	0.00
Total Full Time	12.00	12.00	12.00	12.00
ADMIN & MARKETING TOTAL	51.00	51.00	52.00	52.00
BOARD OF PUBLIC WORKS				
UTILITY SERVICES TOTAL	182.00	182.00	187.00	187.00

INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 03	FY 04	FY 05	FY 06
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Director of Technology Services	1.00	1.00	1.00	1.00
Senior Programmer/Analyst	1.00	0.00	0.00	0.00
Network Systems Specialist	1.00	1.00	1.00	1.00
Web Specialist	1.00	1.00	1.00	1.00
GIS Technician/Programmer	1.00	1.00	1.00	1.00
Technical Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	6.00	5.00	5.00	5.00
<u>CITY MOTOR POOL</u>				
*** FULL TIME ***				
Mtr Pool Supervisor/Purchasing Agt	0.40	0.40	0.00	0.00
Lead Mechanic	1.00	1.00	0.00	0.00
Equipment Mechanic II	1.05	1.05	0.00	0.00
Department Assistant	0.00	0.75	0.00	0.00
Total Full Time	2.45	3.20	0.00	0.00
*** PART TIME ***				
Clerical Assistant	0.20	0.30	0.00	0.00
Total Full & Part Time FTE	2.65	3.50	0.00	0.00
<u>INTERNAL SERVICES TOTAL</u>				
Full Time	8.45	8.20	5.00	5.00
Part Time	0.20	0.30	0.00	0.00
Total Full & Part Time FTE	8.65	8.50	5.00	5.00

APPENDIX B

CAPITAL OUTLAY

- > MANAGEMENT & ADMINISTRATIVE SERVICES GROUP (none)
- > FISCAL SERVICES GROUP
- > PUBLIC SAFETY SERVICES GROUP
- > TRANSPORTATION SYSTEM AND SERVICES GROUP
- > COMMUNITY AND NEIGHBORHOOD SERVICES GROUP
- > LEISURE & CULTURAL SERVICES GROUP
- > INTERNAL SERVICE FUNDS GROUP
- > BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

CAPITAL OUTLAY

- - FISCAL SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
<u>ASSESSOR DEPARTMENT (GENERAL FUND)</u>				
<u>Office Equipment & Furniture</u>				
Lateral File Unit 4-Drawer 42"	New	1	1,200	1,200
Total - Office Equipment & Furniture				1,200
TOTAL ASSESSOR DEPARTMENT (GENERAL FUND)				1,200
<u>TREASURER DEPARTMENT (GENERAL FUND)</u>				
<u>Office Equipment & Furniture</u>				
Workstation Desk Chair	Replace	2	400	800
Total - Office Equipment & Furniture				800
TOTAL TREASURER DEPARTMENT (GENERAL FUND)				800
TOTAL - FISCAL SERVICES GROUP				2,000

- - PUBLIC SAFETY SERVICES GROUP - -

POLICE DIVISION

POLICE DEPARTMENT (GENERAL FUND)

Machinery & Equipment

Indoor/Outdoor Power Vacuum	New	1	800	800
Total - Machinery & Equipment				800
TOTAL POLICE DEPARTMENT (GENERAL FUND)				800

POLICE DEPARTMENT (LAW ENFORCEMENT BLOCK GRANT)

Machinery & Equipment

ABA Level II Ballistic Vests (50% of Local Share on Applied for Federal Grant)	Replace	11	454	5,000
Total - Machinery & Equipment				5,000
TOTAL POLICE DEPARTMENT (BLOCK GRANT)				5,000

TOTAL POLICE DIVISION

5,800

CAPITAL OUTLAY

- - PUBLIC SAFETY SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
<u>FIRE DIVISION</u>				
<u>FIRE DEPARTMENT (GENERAL FUND)</u>				
<u>Machinery & Equipment</u>				
Infrared Imaging Cameras	New	1	13,300	13,300
Chain Saws	Replace	2	1,000	2,000
Total - Machinery & Equipment				<u>15,300</u>
TOTAL FIRE DEPARTMENT (GENERAL FUND)				<u>15,300</u>
<u>FIRE VEHICLE AND EQUIPMENT POOL FUND</u>				
<u>Vehicles</u>				
Vehicle 1	Replace	1	400,000	393,000
Vehicle 2	New	1	40,000	40,000
Total - Vehicles				<u>433,000</u>
TOTAL FIRE VEHICLE AND EQUIPMENT POOL FUND				<u>433,000</u>
TOTAL FIRE DIVISION				<u>448,300</u>
TOTAL - PUBLIC SAFETY SERVICES GROUP				<u>454,100</u>

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

STREET DEPARTMENT (GENERAL FUND)

Land Improvements

Various improvements to Transportation Services facility and site, additional asphalt paving on west side	New	1	15,000	- 0 -
Additional concrete curb and paving of washout pits				
Total - Land Improvements				<u>- 0 -</u>

Buildings & Additions

Change remotes on 8 overhead doors in maint area	New	1	1,300	1,300
Lengthen vehicles exhaust hoses	New	1	1,000	- 0 -
Gas pilot with electronic pilot on pressure washer	New	1	1,100	1,100
Total - Buildings & Additions				<u>2,400</u>

TOTAL STREET DEPARTMENT FUND

2,400

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
<u>STREETS - MANAGEMENT / ENGINEERING (GENERAL FUND)</u>				
<u>Machinery & Equipment</u>				
Traffic Counter/Traffic Speed Recorder	New	1	7,000	7,000
Total Machinery & Equipment				7,000
TOTAL ENGINEERING DEPARTMENT				7,000
<u>MUNICIPAL AIRPORT FUND</u>				
<u>Land</u>				
New Terminal Property Acquisition (Federal \$807,500 / State \$21,250 / Local \$21,250)	Replace	1	850,000	850,000
Total - Land				850,000
<u>Land Improvements</u>				
Runway & Taxiway Modifications (East End) (Federal \$304,000 / State \$8,000 / Local \$8,000)	New	1	320,000	320,000
Security & Animal Control Fencing (Federal \$410,400 / State \$10,800 / Local \$10,800)	New	1	432,000	432,000
ILS/MALSR For Runway 26 (Federal \$1,425,000 / State \$37,500 / Local \$37,500)	Replace	1	1,500,000	1,500,000
Airport Layout Plan Update (Federal \$95,000 / State \$2,500 / Local \$2,500)	Replace	1	100,000	100,000
Total - Land Improvements				2,352,000
<u>Buildings & Additions</u>				
New Terminal Engineering (Federal \$95,000 / State \$2,500 / Local \$2,500)	Replace	1	100,000	100,000
Total - Buildings				100,000
(Total Fund - Federal \$3,136,900 / State \$82,550 / Local \$82,550)				
TOTAL MUNICIPAL AIRPORT FUND				3,302,000
<u>MACATAWA AREA EXPRESS (MAX FUND)</u>				
<u>Buildings & Additions</u>				
Renovate Transfer Center	New & Replace	1	400,000	400,000
A & E Environmental	New	1	50,000	50,000
Total - Buildings & Additions (Federal \$360,000 / State \$90,000)				450,000

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
<u>MACATAWA AREA EXPRESS (MAX FUND) (continued)</u>				
<u>Machinery & Equipment</u>				
Bike Racks	New	3	1,000	3,000
Computer Equipment	Replace	2	1,500	3,000
Maintenance Equipment	Replace	5	1,000	5,000
Office Equipment	New & Replace	4	1,000	4,000
Total - Machinery & Equipment				15,000
(Federal \$12,000 / State \$3,000) All items above				
<u>Vehicles</u>				
Low floor Buses	New & Replace	3	220,989	663,000
Total - Vehicles				663,000
(Federal \$530,400 / State \$132,600) All items above				
(Total Fund - Federal - 80% - \$902,400 / State - 20% - \$225,600)				
TOTAL MACATAWA ARE EXPRESS (MAX) FUND				1,128,000

CENTRALIZED VEHICLE/EQUIPMENT FUND

<u>Machinery & Equipment</u>				
Trailer for Asphalt Roller - #193 (Street)	Replace	1	9,000	9,000
less estimated trade-in		1	(200)	(200)
Sander for Truck - #104 (Street)	Replace	1	24,000	24,000
Front End Loader - #130 (Street)	Replace	1	110,000	110,000
less estimated trade-in		1	(11,000)	(11,000)
Plate Vibrator - #194 (Street)	Replace	1	1,900	1,900
Power Asphalt Saw - #151 (Street)	Replace	1	4,000	4,000
Powered Line Remover - #196 (Street)	Replace	1	8,500	8,500
less estimated trade-in		1	(100)	(100)
Power Pole Pruner - #163 (Street)	Replace	1	500	500
Portable Cement Mixer - #188 (Street)	Replace	1	3,200	3,200
less estimated trade-in		1	(100)	(100)
Trailer Mounted Air Compressor (Street)	Replace	1	11,000	11,000
less estimated trade-in		1	(1,000)	(1,000)

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)</u>				
<u>Machinery & Equipment (continued)</u>				
Gas Powered Hand Saw - #153 (Street)	Replace	1	1,200	1,200
Hedge Trimmer - #156 (Street)	Replace	1	300	300
Chain Saws (Street)	Replace	2	450	900
Leaf Boxes (Street)	Replace	2	2,250	4,500
Underbody Scrapers (Street)	Replace	3	6,000	12,000
Dump Boxes (Street)	Replace	3	5,500	11,000
Front End Plows & Quick Connects (Street)	Replace	3	6,500	13,000
Hydraulic Systems (Street)	Replace	3	5,500	11,000
Strobe Light Sets (Street)	Replace	3	500	1,000
Self-Propelled Sweeper - #333 (Park)	Replace	1	24,000	24,000
less estimated trade-in		1	(2,000)	(2,000)
"Z" Mower 72" - #461 (Park & Cemetery)	Replace	1	8,000	8,000
less estimated trade-in		1	(500)	(500)
Tractor/Backhoe - #450 (Cemetery)	Replace	1	72,000	72,000
less estimated trade-in		1	(8,000)	(8,000)
Two - Way Radio - #272 (Central Veh/Equip)	New	1	500	500
Snow Plow Package - #319 (Park)	Replace	1	5,000	5,000
Parts Washer (Central Veh/Equip)	New	1	7,000	7,000
Emmissions Tester (Central Veh/Equip)	New	1	3,000	3,000
Transmission Fluid Machine (Central Veh/Equip)	New	1	6,000	6,000
3/4" Impact Wrench (Central Veh/Equip)	Replace	1	600	600
Misc. Tools & Equipment (Central Veh/Equip)	New & Replace	1	3,000	3,000
Vehicle Exhaust Hoses (Central Veh/Equip)	New	1	1,000	1,000
Floor Scrubber (Central Veh/Equip & Transp.)	New	1	22,000	22,000
Sky Lift Work Platform (Central Veh/Equip & Transp.)	New	1	15,000	15,000
Total - Machinery & Equipment				371,200

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)</u>				
<u>Vehicles</u>				
35,000 GVW Cab & Chassis - #121 (Street)	Replace	1	55,000	55,000
less estimated trade-in		1	(6,000)	(6,000)
35,000 GVW Cab & Chassis - #114 (Street)	Replace	1	55,000	55,000
less estimated trade-in		1	(6,000)	(6,000)
3/4 Ton 4 X 2 Pickup/Dump - #109 (Street)	Replace	1	33,500	33,500
		1	(4,000)	(4,000)
3/4 Ton 4 X 4 Pickup/Dump - #142 (Street)	Replace	1	32,000	32,000
		1	(3,000)	(3,000)
Marked Police Sedans #16,#18,#29,#32	Replace	4	21,000	84,000
		1	(3,200)	(3,200)
Marked Police Tahoes #21, #22	Replace	2	26,000	52,000
		1	(5,000)	(5,000)
Change Over Equipment in Police Vehicles	Replace	6	1,733	10,400
Total - Vehicles				294,700
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				665,900
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				5,105,300

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

HUMAN RELATIONS (GENERAL FUND)

Machinery & Equipment

Digital Camera	New	1	400	400
Total - Machinery & Equipment				400
TOTAL HUMAN RELATIONS				400

ENVIRONMENTAL QUALITY/SOLID WASTE FUND

Machinery & Equipment

Various Refuse/Recycle Containers - As Required	Replace	---	---	57,000
Total Machinery & Equipment				57,000
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				57,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				57,400

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - -

	New or Replacement	Units	Unit Cost	Amount
<u>RECREATION (GENERAL FUND)</u>				
<u>Machinery & Equipment</u>				
Hydraulic Lift Table	New	1	900	900
Impact Wrenches	New	1	700	700
Metal Detector	Replace	1	500	500
Total - Machinery & Equipment				<u>2,100</u>
TOTAL RECREATION (GENERAL FUND)				<u>2,100</u>
<u>PARKS (GENERAL FUND)</u>				
<u>Machinery & Equipment</u>				
Multi-Gas Detector and Alert Monitor	Replace	1	800	800
Rear Tine Rototiller	Replace	1	600	600
Auto Control Alert System Kollen Park	New	1	1,500	1,500
21" Self Propelled Mower	Replace	6	687	4,100
13hp Gas Powered Pressure Washer	New	1	2,300	2,300
Line Timmer	Replace	6	267	1,600
Metal Skin on Greenhouse Boiler	Replace	1	1,800	1,800
Total - Machinery & Equipment				<u>12,700</u>
TOTAL PARKS (GENERAL FUND)				<u>12,700</u>
<u>8TH STREET MARKET (GENERAL FUND)</u>				
<u>Buildings & Structures</u>				
Banners	New	11	90	1,000
Total - Buildings & Structures				<u>1,000</u>
TOTAL 8TH STREET MARKET (GENERAL FUND)				<u>1,000</u>
<u>MUNICIPAL STADIUM (GENERAL FUND)</u>				
<u>Land Improvements</u>				
Final Phase of Irrigation	New	1	4,500	4,500
Total - Land Improvements				<u>4,500</u>
TOTAL MUNICIPAL STADIUM (GENERAL FUND)				<u>4,500</u>

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>NATURE CENTER (GENERAL FUND)</u>				
<u>Land Improvements</u>				
Pave Bus Pickup/Drop off Site on Roadside	New	1	2,500	2,500
Total - Land Improvements				<u>2,500</u>
<u>Buildings & Structures</u>				
Installation of Outdoor Carpet in entryways	New	1	1,000	1,000
Total - Buildings & Structures				<u>1,000</u>
TOTAL NATURE CENTER (GENERAL FUND)				<u>3,500</u>
<u>CEMETERY (GENERAL FUND)</u>				
<u>Machinery & Equipment</u>				
Side Dump Trailer	Replace	2	2,550	5,100
Auto control Alert System	New	1	1,500	1,500
21" Self Propelled Mowers	Replace	3	700	2,100
Line Trimmer	Replace	3	266	800
Total - Machinery & Equipment				<u>9,500</u>
TOTAL CEMETERY (GENERAL FUND)				<u>9,500</u>
<u>WINDMILL ISLAND FUND</u>				
<u>Land Improvements</u>				
Trees for the parking lot	New	20	100	2,000
Total - Land Improvements				<u>2,000</u>
<u>Buildings & Structures</u>				
Container Storage Unit	New	1	2,300	2,300
Total - Buildings & Structures				<u>2,300</u>
<u>Machinery & Equipment</u>				
Garbage cans	Replace	10	450	4,500
Picnic Tables	Replace	10	800	8,000
Tables for Pavilion	New	10	125	1,200
Chairs for Pavilion	New	200	25	5,000
Total - Machinery & Equipment				<u>18,700</u>

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>WINDMILL ISLAND FUND</u>				
<u>Vehicles</u>				
1997 Ford Pickup Truck	New	1	4,500	4,500
Total - Vehicles				<u>4,500</u>
TOTAL WINDMILL ISLAND FUND				<u>27,500</u>
<u>HOLLAND HISTORICAL TRUST FUND</u>				
<u>Machinery & Equipment</u>				
Phone System	New	1	1,500	1,500
Total - Machinery & Equipment				<u>1,500</u>
TOTAL HOLLAND HISTORICAL TRUST FUND				<u>1,500</u>
TOTAL LEISURE & CULTURAL SERVICES				<u>62,300</u>

- - INTERNAL SERVICES FUNDS - -

TECHNOLOGY SERVICES FUND

Hardware Items

For Assessor				
> Desktop Computer (CD-RW)	Replace	2	1,000	2,000
For Cemetery				
> Desktop Computer	Replace	1	1,000	1,000
For Centralized Vehicle/Equipment				
> Desktop Computer	Replace	1	1,000	1,000
For City Manager				
> Desktop Computer	Replace	2	1,000	2,000
For Clerk				
> Desktop Computer	Replace	1	1,000	1,000
For CNS - DDA				
> Desktop Computer	Replace	2	1,000	2,000
For CNS - Ourstreet				
> Desktop Computer	Replace	1	1,000	1,000
For CNS - Planning				
> Desktop Computer	Replace	2	1,000	2,000

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>TECHNOLOGY SERVICES FUND (continued)</u>				
For Finance				
> Desktop Computer	Replace	2	1,000	2,000
> Monitor 19" Flat	Replace	1	400	400
For Fire Department				
> Desktop Computer	Replace	1	1,000	1,000
For Human Relations				
> Desktop Computer	Replace	1	1,000	1,000
For Human Resources				
> Notebook Computer	Replace	1	1,700	1,700
For Parks				
> Desktop Computer	New	1	1,000	1,000
For Police Department				
> Desktop Computer (CD-DVD)	Replace	4	1,000	4,000
> Desktop Computer (CD-RW, DVD-RW)	Replace	1	1,200	1,200
For Streets Division				
> Notebook Computer	Replace	1	1,700	1,700
For Technology Services				
> PDA's - Parks	* New	3	500	1,500
> Tablet PC - Parks	* New	1	2,000	2,000
> Install Gig E BPW Fiber Station #2	* Replace	1	4,000	4,000
> Computer to Video scan converter	* New	1	1,100	1,100
> Tape Backup units	* Replace	2	2,250	4,500
> Backup Tapes	* Replace	25	30	800
> File Storage Server	* Replace	1	9,000	9,000
> Switch with fiber connection	* Replace	1	7,000	7,000
For Treasurer's Office				
> Desktop Computer (no monitor)	Replace	2	1,000	2,000
Total - Hardware				57,900
<u>Software Items</u>				
For Centralized Vehicle/Equipment				
> Truck Tracker 200 additional vehicles	Upgrade	8	200	1,600
For Technology Services				
> Parks Maint Trac Maintenance Tracking	* New	1	23,200	23,200
> PDA Software for MaintTrac Maint Tracking	* New	1	4,200	4,200
Total - Software Items				29,000
TOTAL TECHNOLOGY SERVICES FUND				86,900
* Financed Directly from "Reserve for Asset Replacement"				

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>COMMUNICATION SERVICES FUND</u>				
<u>Hardware Items</u>				
For MAX				
>UPS for Phone Equipment	New	1	400	400
For Parks				
>UPS for Phone Equipment	New	1	400	400
For Police Department				
>UPS for Phone Equipment	New	1	2,200	2,200
For Transportation Services				
>UPS for Phone Equipment	New	1	400	400
TOTAL - Hardware Items				3,400
<u>Software Items</u>				
For Technology Services				
>3 com NBX Telephone System Upgrade	Replace	1	1,500	1,500
				4,900
TOTAL COMMUNICATION SERVICES FUND				4,900
<u>PHOTOCOPY SERVICES FUND</u>				
<u>Machinery & Equipment</u>				
For Community & Neighborhood Services	Replace	1	10,000	10,000
TOTAL - Machinery & Equipment				10,000
TOTAL PHOTOCOPY SERVICES FUND				10,000
TOTAL - INTERNAL SERVICES FUNDS				101,800

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Power Plant</u>	<u>Amount</u>
Unit 7 Major Hot Gas Path Inspection	500,000
Replace House Air Compressor	90,000
Unit Stop Valve Replacement	65,000
New Continuous Separator	50,000
Refurbish Unit 4 (1) BFP Rotating Element	50,000
Replace Unit 4 Stack Gunitite	50,000
Spare Mark V Cards for Unit 9	50,000
Other New Capital Projects	264,000
Total Power Plant	<u>1,119,000</u>
 <u>Electric Transmission and Distribution</u>	
Underground Distribution Systems	1,900,000
Distribution Transformers	850,000
Overhead Distribution Systems	425,000
Ottawa Ave Substation Additional Feeders	350,000
Substations / Metering Equipment & Materials	200,000
Poles	190,000
Relocate Facilities - New Bridge to 136th	150,000
Other New Capital Projects	305,000
Total Electric Transmission and Distribution	<u>4,370,000</u>
 <u>Broadband</u>	
Underground Fiber	200,000
Overhead Fiber	150,000
Other New Capital Projects	303,000
Total Broadband	<u>653,000</u>

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Water Plant</u>	<u>Amount</u>
Painting Low Service, Pump Room and Filter Room Interior	100,000
Other New Capital Projects	62,350
Total Water Plant	<u>162,350</u>
<u>Wastewater Plant</u>	
Bio-solids Process Improvements (per B & V Recommendation)	9,936,000
Wastewater Reuse Pipe (in River Ave)	300,000
Other New Capital Projects	114,500
Total Wastewater Plant	<u>10,350,500</u>
<u>Water Distribution</u>	
Lake Crossing Watermain	5,000,000
Other New Capital Projects	478,500
Total Water Distribution	<u>5,478,500</u>
<u>Wastewater Collection</u>	
Various Sanitary Sewer Rehabilitation Projects	350,000
Other New Capital Projects	199,500
Total Wastewater Collection	<u>549,500</u>
<u>Other Departments</u>	
Total Facilities, Warehouse and Meter Reading	18,000
Total Accounting	45,000
Total New Capital Projects	22,745,850
Total Open Capital Projects (see following pages for detail)	9,613,350
Total Capital Budget	<u><u>32,359,200</u></u>

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Rebudgeted from Fiscal Year 2005:

	<u>Amount</u>
Automated Meter Reading (AMR) System	2,500,000
Relocate Generator Step-Up (GSU) yard - James DeYoung	2,500,000
New Landfill Cell Construction - Type 3	800,000
New Offices	600,000
Phase II Coal Plant Development	500,000
Michigan and River Ave (28th St to 14th St) - (Water \$340,000, WW \$120,000)	460,000
River Ave -14th St to the Bridge (Water \$237,000, WW \$80,000)	317,000
Water Meter Replacements for AMR Project (50% Water, 50% WW)	300,000
40th St from Graafschap to Zonne Ct. (Water \$231,000, WW \$59,000)	290,000
New Outage Management System - Phase I	180,000
Additional Quincy St Sub Circuits	175,000
Replace MOAB Switches at Industrial Sub	120,000
8th St and Sunrise Ave Water Main Upgrades	115,000
New Ash Truck Trailer	100,000
Water Main in College Ave (14th St to Graves Place)	81,000
Interactive Voice Recognition System	80,000
Restorative Work on Water Main Crossing at River Ave Bridge	65,000
Pine Avenue Modifications	50,000
SCADA - RTU Upgrade for Advanced Data Acquisition	50,000
Reskin Switchgear Roof	45,000
Carbon Monoxide Monitor (Total - \$45,000)	35,000
Elimination of Morningside Dr Lift Station # 28 by Installing Approximately 200 LF of New Sewer Main South to 32nd St	35,000
Programmable Logic Controllers for SCADA	30,000
Relocate Facilities - on River Ave., 9th to 28th Street	30,000
Metering - Zeeland	22,000
Four Primary Sludge Depth Meters	20,000
Incline Belt	20,000
Billing Printer	15,000
Unit 3 Circulating Water Pump Impeller	15,000
Pumping Station Electrical Upgrades - Low Service	10,350
Bearing Water Cooler	10,000
Replace one Lime pump	10,000
Site Lighting Improvements	10,000
Security Upgrade	9,500
Hydrogen Analyzer	7,500
CEMS Sample Line	6,000
Total	<u>9,613,350</u>

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Power Supply</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2005:	
New Landfill Cell Construction - Type 3	800,000
New Offices	600,000
Phase II Coal Plant Development	500,000
New Ash Truck Trailer	100,000
Pine Avenue Modifications	50,000
Reskin Switchgear Roof	45,000
Carbon Monoxide Monitor (Total - \$45,000)	35,000
Incline Belt	20,000
Unit 3 Circulating Water Pump Impeller	15,000
Site Lighting Improvements	10,000
Bearing Water Cooler	10,000
Hydrogen Analyzer	7,500
CEMS Sample Line	6,000
Subtotal	<u>2,198,500</u>
 New for Fiscal Year 2006:	
Unit 7 Major Hot Gas Path Inspection	500,000
Turbine and Can Inspection	450,000
Turbine Miscellaneous	50,000
Replace House Air Compressor	90,000
Unit Stop Valve Replacement	65,000
New Continuous Separator	50,000
Refurbish Unit 4 - One BFP Rotating Element	50,000
Replace Unit 4 Stack Gunnite	50,000
Spare Mark V Cards for Unit 9	50,000
Unit 4 Turbine Wear Follow Up Inspection	40,000
New HP Heater Bundle for Unit 3	40,000
Smart Pig the Natural Gas Pipeline	35,000
New Holiday Decorations	30,000
New Control Valves for Unit 4	30,000
New Light Panels for Unit 1, 2 & 3	25,000
New Flyash Exhauster	17,000
New Exciter Coupling for Unit 3	12,000
New Exciter Coupling for Unit 4	12,000
Carbon Monoxide Monitor (Total - \$45,000)	10,000
New Printer Copier	7,000
Isolation Transformers for High Bay Lighting	6,000
Subtotal	1,119,000
 Total Power Supply	<u><u>3,317,500</u></u>

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Electric Transmission & Distribution</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2005:	
Relocate Generator Step-Up (GSU) Yard - James DeYoung	2,500,000
New Outage Management System - Phase I	180,000
Additional Quincy St Sub Circuits	175,000
Replace MOAB Switches at Industrial Sub	120,000
SCADA - RTU Upgrade for Advanced Data Acquisition	50,000
Relocate Facilities - on River Ave., 9th to 28th Street	30,000
Subtotal	3,055,000
New for Fiscal Year 2006:	
Underground Distribution Systems	1,900,000
Distribution Transformers	850,000
Overhead Distribution Systems	425,000
Ottawa Ave Substation Additional Feeders	350,000
Substations / Metering Equipment & Materials	200,000
Poles	190,000
Relocate Facilities - New Bridge to 136th	150,000
3.6 MVAR Capacitor Additions	100,000
River Ave Project Phase 3	65,000
Replace Circuit Switchers at Washington Sub	55,000
Landscaping / Irrigation at James St Sub	20,000
SCADA Load Tap Changer (LTC) Control	15,000
Substation Surface Improvements	15,000
Power Quality Test Equipment	10,000
SCADA Transformer Temperature Monitors	10,000
Controls for Unit 6 Distribution	8,000
Extend Driveway to Unit 9 Transformer	7,000
Subtotal	4,370,000
Total Electric Transmission & Distribution	7,425,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Broadband

Amount

New for Fiscal Year 2006:

Underground Fiber	200,000
Overhead Fiber	150,000
Electronic Equipment	100,000
Termination Equipment	50,000
Misc Fiber	50,000
Network Protocol Analyzer	30,000
Fiber Inspection Equipment	25,000
Fiber Fusion Splicer	20,000
Replace Radio Repeaters	18,000
Fiber Node Generator Backup	10,000
Total Broadband	653,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Water Treatment Plant</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2005:	
Programmable Logic Controllers for SCADA	30,000
Metering - Zeeland	22,000
Pumping Station Electrical Upgrades - Low Service	10,350
Security Upgrade	9,500
Subtotal	71,850
New for Fiscal Year 2006:	
Painting Low Service, Pump Room and Filter Room Interior	100,000
Replace Filter Console	16,000
Replace Chemical Feed Pumps (3)	15,000
New Soft Starts (2)	10,000
Replace Autoclave	8,500
Replace Chlorine Analyzers (2)	7,000
Replace Streaming Current Monitor	5,850
Subtotal	162,350
Total Water Plant	234,200
 <u>Wastewater Treatment Plant</u>	
Rebudgeted from Fiscal Year 2005:	
Four Primary Sludge Depth Meters	20,000
Replace One Lime Pump	10,000
Subtotal	30,000
New for Fiscal Year 2006:	
Bio-solids Process Improvements (per B & V Recommendation)	9,936,000
Wastewater Reuse Pipe (in River Ave)	300,000
Replace Drain Pipe from 3 & 4 Thickener	50,000
Replace Paging System	20,000
Replace West Side HVAC Air Handler	20,000
Replace Muffin Monster for Primary Sludge	15,000
Replace Workstations in IPP Office	5,000
New Card Reader Access to 2nd Street Gate	4,500
Subtotal	10,350,500
Total Wastewater Plant	10,380,500

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Water Distribution Services</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2005:	
Michigan and River Ave (28th St to 14th St) - (Water \$340,000, WW \$120,000)	340,000
40th St from Graafschap to Zonne Ct. (Water \$231,000, WW \$59,000)	231,000
River Ave -14th St to the Bridge (Water \$237,000, WW \$80,000)	237,000
Water Meter Replacements for AMR Project (50% Water, 50% WW)	150,000
8th St and Sunrise Ave Water Main Upgrades	115,000
Water Main in College Ave (14th St to Graves Place)	81,000
Restorative Work on Water Main Crossing at River Ave Bridge	65,000
Subtotal	1,219,000
New for Fiscal Year 2006:	
Lake Crossing Water Main	5,000,000
River Ave -14th St to the Bridge (Water \$143,000, WW \$150,000) - Additional	143,000
Various Water System Improvement Projects	100,000
Maplewood Complex Water Main from 37th to 40th St	58,000
Water Main Replacement 24th St from Maple to Michigan	50,000
Water Meters - New and Normal Replacements (50% Water, 50% WW)	30,000
Hydrant Replacements	30,000
Pine Ave (1st St to 3rd St) Water Main Replacement	30,000
Fiber Optic Upgrade (Waverly, Southside, 48th St. Water Reservoirs)	30,000
Replace Dump Truck # 23 (50% Water, 50% WW)	7,500
Subtotal	5,478,500
Total Water Distribution Services	6,697,500

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Wastewater Collection Services</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2005:	
Water Meter Replacements for AMR Project (50% Water, 50% WW)	150,000
Michigan and River Ave (28th St to 14th St) - (Water \$340,000, WW \$120,000)	120,000
River Ave -14th St to the Bridge (Water \$237,000, WW \$80,000)	80,000
40th St from Graafschap to Zonne Ct. (Water \$231,000, WW \$59,000)	59,000
Elimination of Morningside Dr Lift Station # 28 by Installing Approximately 200 LF of New Sewer Main South to 32nd St	35,000
Subtotal	444,000
New for Fiscal Year 2006:	
Various Sanitary Sewer Rehabilitation Projects	350,000
River Ave -14th St to the Bridge (Water \$143,000, WW \$150,000) - Additional	150,000
Water Meters - New and Normal Replacements (50% Water, 50% WW)	30,000
Generator Plugs at three Lift Stations	12,000
Replace Dump Truck # 23 (50% Water, 50% WW)	7,500
Subtotal	549,500
Total Wastewater Collection Services	993,500

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Amount</u>
<u>Facilities, Warehouse & Meter Reading</u>	
Rebudgeted from Fiscal Year 2005:	
Automated Meter Reading (AMR) System	<u>2,500,000</u>
Subtotal	2,500,000
New for Fiscal Year 2006:	
AMR Data Interrogation Software	<u>18,000</u>
Subtotal	18,000
Total Facilities, Warehouse and Meter Reading	<u><u>2,518,000</u></u>
<u>Accounting & Collecting</u>	
Rebudgeted from Fiscal Year 2005:	
Billing Printer	<u>15,000</u>
Subtotal	15,000
New for Fiscal Year 2006:	
Upgrade Harris Server (Hardware and Migration Services)	25,000
Project Work Order Module for Solomon	<u>20,000</u>
Subtotal	45,000
Total Accounting & Collecting	<u><u>60,000</u></u>
<u>Information Technology</u>	
Rebudgeted from Fiscal Year 2005:	
Interactive Voice Recognition System	<u>80,000</u>
Total Information Technology	<u><u>80,000</u></u>

APPENDIX C

DEBT SERVICE

> PROGRAM MEASUREMENTS

> FUND SUMMARIES (see note below)

- ACROSS ALL LTGO BOND ISSUES
- TAXATION & CASH CONTROL
- MICHIGAN ACT 175 TRANSPORTATION BONDS
- BUILDING AUTHORITY BONDS
- CAPITAL LEASE - LAND CONTRACT
- SPECIAL ASSESSMENT BONDS

> DETAIL OF REMAINING DEBT REQUIREMENTS

- BY INDIVIDUAL DEBT OBLIGATION

> LEGAL DEBT LIMITATION AND LEGAL DEBT MARGIN

Note -

For further financial debt service summary information on government long-term debt issued for a specific enterprise-type of purpose (e.g., Electric Generation), reference the fund financial statements (balance sheet, revenue & expense statement, and cash flow statement) of the specific enterprise fund. Detail of annual principal and interest requirements are included in this appendix.

PROGRAM MEASUREMENTS

- - DEBT SERVICE - -

(Existing Issues Across All Governmental Debt Service Funds, Excludes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/05	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>General Obligation Bond Issues</u>								
None								
<u>Act 175 Bond Issue</u>								
1995 Street Improvements	Property Taxation	06-22-95	08-01-05	4.79400%	2,160,000	640,349	280,000	7,210
1996 Street Improvements	Property Taxation	06-01-96	08-01-08	5.19420%	3,750,000	1,502,163	1,825,000	210,813
Total Act 175 Issues					5,910,000	2,142,512	2,105,000	218,023
<u>Building Authority Bond Issue</u>								
1996 City Hall Improvements	Property Taxation	04-01-96	04-01-16	5.52145%	5,000,000	3,778,050	0	0
1997 Herrick Dist. Library Expansion	Property Taxation	09-01-97	05-01-17	5.03270%	7,500,000	4,127,276	0	0
(The first two Building Authority Bond Issues were refunded 05-13-04 and remaining principal maturities to be called in the Spring of 2005, and not reflected above as Remaining, became self supporting through the refunding.)								
1999 Herrick Dist. Library Expansion	Property Taxation	06-01-99	05-01-09	4.31590%	2,300,000	647,755	1,300,000	146,175
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	18,785,000	9,030,307
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	4,120,000	1,059,920
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	5,345,000	1,373,183
Total Building Authority Bond Issues					43,870,000	22,462,698	29,550,000	11,609,585
<u>Capital Lease</u>								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	100,000	22,500
2004 Land Contract (Hope College)	Property Taxation	04-22-04	04-22-09	0.00000%	352,000	0	352,000	0
Total Capital Lease Issues					527,000	34,375	452,000	22,500
<u>Special Assessment Issues</u>								
Series 1992-A Issue	Special Assmts.	07-01-92	03-01-07	6.04458%	525,000	213,392	40,000	3,000
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	160,000	29,938
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	185,000	34,435
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	1,009,963	346,946
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	225,000	65,462
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	650,000	165,380
Total Special Assessment Issues					3,790,603	1,631,072	2,269,963	645,161
<u>Grand Total</u>					54,097,603	26,270,657	34,376,963	12,495,269

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 1,432,751	\$ 1,628,096	\$ 2,223,927	\$ 2,369,873
Special Assessments	272,852	320,882	177,175	154,574
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	861,335	1,543,991	1,615,256	1,681,361
from Herrick District Library	832,038	886,588	897,226	949,184
* Special Assessment Interest	129,994	115,810	95,889	86,601
* Investment Income	46,016	23,586	34,200	34,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In **	655,855	1,266,537	788,265	717,548
TOTAL SOURCES	\$ 4,230,841	\$ 5,785,490	\$ 5,831,938	\$ 5,993,341

FUNDING USES -

Other Current Expenditures -				
* Other Miscellaneous	\$ 8,762	\$ 5,686	\$ 7,989	\$ 8,000
* Building Authority Rental Payments	861,335	1,543,991	1,615,256	1,681,361
Debt Service Payments -				
* Principal	1,286,975	1,829,475	2,079,475	2,292,963
* Interest	1,417,710	1,705,150	1,486,114	1,405,636
* Agent Fees	3,168	1,838	2,583	2,826
Transfers Out **	655,855	703,461	684,610	700,048
TOTAL USES	\$ 4,233,805	\$ 5,789,601	\$ 5,876,027	\$ 6,090,834

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,964)	\$ (4,111)	\$ (44,089)	\$ (97,493)
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 64,955	\$ 14,163	\$ 18,913	\$ 8,577
- for Special Assessment Long-term Debt	889,194	935,876	887,037	799,880
TOTAL FUND EQUITY	\$ 954,149	\$ 950,039	\$ 905,950	\$ 808,457

Note - Building Authority Rental Receipts and Corresponding Rental Payments (non Library bond issues) are subtracted out in the supplemental overall Sources & Uses presentations.

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

TAXATION & CASH CONTROL

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
FUNDING SOURCES -				
Taxes	\$ 1,432,751	\$ 1,628,096	\$ 2,223,927	\$ 2,369,873
Investment Income	19,411	10,967	9,000	9,000
Transfers In	- 0 -	525,045	85,530	- 0 -
TOTAL SOURCES	\$ 1,452,162	\$ 2,164,108	\$ 2,318,457	\$ 2,378,873
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ 8,762	\$ 5,686	\$ 7,989	\$ 8,000
- Building Authority Lease Payments	861,335	1,543,990	1,615,256	1,681,361
Transfers Out	655,855	671,477	684,610	700,048
TOTAL USES	\$ 1,525,952	\$ 2,221,153	\$ 2,307,855	\$ 2,389,409
SOURCES OVER (UNDER) USES	\$ (73,790)	\$ (57,045)	\$ 10,602	\$ (10,536)
ENDING FUND EQUITY	\$ 59,045	\$ 2,000	\$ 12,602	\$ 2,066

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

----- MICHIGAN ACT 175 TRANSPORTATION BONDS (SUMMARY OF TWO OUTSTANDING ISSUES)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
FUNDING SOURCES -				
Transfers In	\$ 655,855	\$ 671,477	\$ 684,610	\$ 700,048
TOTAL SOURCES	\$ 655,855	\$ 671,477	\$ 684,610	\$ 700,048
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 480,000	\$ 520,000	\$ 560,000	\$ 605,000
* Interest	175,855	151,477	124,610	95,048
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 655,855	\$ 671,477	\$ 684,610	\$ 700,048
SOURCES OVER (UNDER) USES	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

----- BUILDING AUTHORITY CONSTRUCTION BONDS (SUMMARY OF FOUR OUTSTANDING ISSUES)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control -Taxes	\$ 861,335	\$ 1,543,991	\$ 1,615,256	\$ 1,681,361
- from Herrick District Library	832,038	886,588	897,226	949,184
* Investment Earnings	9,790	6,254	200	200
TOTAL SOURCES	\$ 1,703,163	\$ 2,436,833	\$ 2,512,682	\$ 2,630,745
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 600,000	\$ 1,015,000	\$ 1,280,000	\$ 1,430,000
* Interest	1,101,500	1,414,730	1,237,458	1,199,769
* Agent Fees	600	850	1,076	776
TOTAL USES	\$ 1,702,100	\$ 2,430,580	\$ 2,518,534	\$ 2,630,545
SOURCES OVER (UNDER) USES	\$ 1,063	\$ 6,253	\$ (5,852)	\$ 200
ENDING FUND EQUITY	\$ 5,910	\$ 12,163	\$ 6,311	\$ 6,511

DEBT SERVICE FUNDS

LONG-TERM DEBT

CAPITAL LEASE - LAND CONTRACT

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
FUNDING SOURCES -				
Transfers In	\$ - 0 -	\$ 70,015	\$ 18,125	\$ 17,500
TOTAL SOURCES	<u>\$ - 0 -</u>	<u>\$ 70,015</u>	<u>\$ 18,125</u>	<u>\$ 17,500</u>
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ - 0 -	\$ 62,500	\$ 12,500	\$ 12,500
* Interest	- 0 -	7,515	5,625	5,000
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ - 0 -</u>	<u>\$ 70,015</u>	<u>\$ 18,125</u>	<u>\$ 17,500</u>
SOURCES OVER (UNDER) USES	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>
ENDING FUND EQUITY	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

----- SPECIAL ASSESSMENT BONDS (SUMMARY OF SIX OUTSTANDING ISSUES)

Description	FY-2003 Final Actual	FY-2004 Final Actual	FY-2005 Final Revised Est.	FY-2006 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 272,852	\$ 320,882	\$ 177,175	\$ 154,574
Interest & Rents:				
* Special Assessment Interest	129,994	115,810	95,889	86,601
* Investment Income	16,815	6,365	25,000	25,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 419,661</u>	<u>\$ 443,057</u>	<u>\$ 298,064</u>	<u>\$ 266,175</u>
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 206,975	\$ 231,975	\$ 226,975	\$ 245,463
* Interest	140,355	131,428	118,421	105,819
* Agent Fees	2,568	988	1,507	2,050
Transfers Out	- 0 -	31,984	- 0 -	- 0 -
TOTAL USES	<u>\$ 349,898</u>	<u>\$ 396,375</u>	<u>\$ 346,903</u>	<u>\$ 353,332</u>
SOURCES OVER (UNDER) USES	<u>\$ 69,763</u>	<u>\$ 46,682</u>	<u>\$ (48,839)</u>	<u>\$ (87,157)</u>
ENDING FUND EQUITY	<u>\$ 889,194</u>	<u>\$ 935,876</u>	<u>\$ 887,037</u>	<u>\$ 799,880</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

ACT 175 TRANSPORTATION FUND BOND ISSUE, Series 1995

With Limited Tax General Obligation Pledge
\$2,160,000 Non-Voted Bond Issue dated June 22, 1995
Total Original Bond Issue: 10 Annual Serial Maturities from August 1, 1996 to August 1, 2005
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	280,000	7,210	287,210
Total	<u>280,000</u>	<u>7,210</u>	<u>287,210</u>

ACT 175 TRANSPORTATION FUND BOND ISSUE, Series 1996

With Limited Tax General Obligation Pledge
\$3,750,000 Non-Voted Bond Issue dated June 1, 1996
Total Original Bond Issue: 12 Annual Serial Maturities from August 1, 1997 to August 1, 2008
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

2005-06	325,000	87,838	412,838
2006-07	475,000	67,200	542,200
2007-08	500,000	41,600	541,600
2008-09	525,000	14,175	539,175
Total	<u>1,825,000</u>	<u>210,813</u>	<u>2,035,813</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY BOND ISSUE, Series 1999

With Limited Tax General Obligation Pledge

\$2,300,000 Voted Bond Issue dated June 1, 1999

Total Original Bond Issue: 10 Annual Serial Maturities from May 1, 2000 to May 1, 2009
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	275,000	56,162	331,162
2006-07	325,000	44,337	369,337
2007-08	350,000	30,363	380,363
2008-09	350,000	15,313	365,313
Total	<u>1,300,000</u>	<u>146,175</u>	<u>1,446,175</u>

BUILDING AUTHORITY BOND ISSUE, Series 2002

With Limited Tax General Obligation Pledge

\$19,500,000 Voted Bond Issue dated September 1, 2002

19 Annual Serial Maturities from October 1, 2003 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2005-06	455,000	800,953	1,255,953
2006-07	525,000	786,821	1,311,821
2007-08	580,000	770,246	1,350,246
2008-09	640,000	751,146	1,391,146
2009-10	715,000	728,234	1,443,234
2010-11	790,000	700,909	1,490,909
2011-12	870,000	668,696	1,538,696
2012-13	955,000	632,196	1,587,196
2013-14	1,045,000	592,196	1,637,196
2014-15	1,145,000	548,396	1,693,396
2015-16	1,245,000	499,818	1,744,818
2016-17	1,355,000	445,008	1,800,008
2017-18	1,475,000	382,688	1,857,688
2018-19	1,595,000	309,625	1,904,625
2019-20	1,710,000	227,000	1,937,000
2020-21	1,800,000	139,250	1,939,250
2021-22	1,885,000	47,125	1,932,125
Total	<u>18,785,000</u>	<u>9,030,307</u>	<u>27,815,307</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1996 Bond Issue)
\$4,170,000 Non-Voted Bond Issue dated May 13, 2004

Total Original Bond Issue: 12 Annual Serial Maturities from May 1, 2005 to May 1, 2016
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2005-06	275,000	150,045	425,045
2006-07	290,000	143,858	433,858
2007-08	315,000	136,607	451,607
2008-09	330,000	127,158	457,158
2009-10	355,000	116,432	471,432
2010-11	370,000	105,783	475,783
2011-12	385,000	89,688	474,688
2012-13	425,000	74,287	499,287
2013-14	440,000	57,287	497,287
2014-15	460,000	38,588	498,588
2015-16	475,000	20,187	495,187
Total	4,120,000	1,059,920	5,179,920

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Bond Issue)
\$5,400,000 Non-Voted Bond Issue dated May 13, 2004

Total Original Bond Issue: 13 Annual Serial Maturities from May 1, 2005 to May 1, 2017
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2005-06	425,000	192,608	617,608
2006-07	435,000	183,045	618,045
2007-08	435,000	172,170	607,170
2008-09	455,000	159,120	614,120
2009-10	435,000	144,332	579,332
2010-11	445,000	131,283	576,283
2011-12	460,000	111,925	571,925
2012-13	475,000	93,525	568,525
2013-14	455,000	74,525	529,525
2014-15	450,000	55,187	505,187
2015-16	445,000	37,187	482,187
2016-17	430,000	18,275	448,275
Total	5,345,000	1,373,182	6,718,182

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

CAPITAL LEASE, Series 2003

\$175,000 Land Contract dated June 18, 2003

Total Original Land Contract: 10 Annual Serial Maturities from June 18, 2004 to June 18, 2013

Principal and Interest maturities are financed 100% by Transfers from the Property Acq. Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	12,500	5,000	17,500
2006-07	12,500	4,375	16,875
2007-08	12,500	3,750	16,250
2008-09	12,500	3,125	15,625
2009-10	12,500	2,500	15,000
2010-11	12,500	1,875	14,375
2011-12	12,500	1,250	13,750
2012-13	12,500	625	13,125
Total	<u>100,000</u>	<u>22,500</u>	<u>122,500</u>

SPECIAL ASSESSMENT BOND ISSUE, Series 1992-A

With Limited Tax General Obligation Pledge

\$525,000 Non-Voted Bond Issue dated July 1, 1992

Total Original Bond Issue: 15 Annual Serial Maturities from March 1, 1993 to March 1, 2007

Principal and Interest maturities are financed 100% by Special Assessments

2005-06	30,000	2,400	32,400
2006-07	10,000	600	10,600
Total	<u>40,000</u>	<u>3,000</u>	<u>43,000</u>

SPECIAL ASSESSMENT BOND ISSUE, Series 1997-A

With Limited Tax General Obligation Pledge

\$380,000 Non-Voted Bond Issue dated April 1, 1997

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 1998 to June 1, 2011

Principal and Interest maturities are financed 100% by Special Assessments

2005-06	25,000	8,557	33,557
2006-07	30,000	7,257	37,257
2007-08	25,000	5,667	30,667
2008-09	30,000	4,342	34,342
2009-10	25,000	2,738	27,738
2010-11	25,000	1,375	26,375
Total	<u>160,000</u>	<u>29,936</u>	<u>189,936</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

SPECIAL ASSESSMENT BOND ISSUE, Series 1998-A

With Limited Tax General Obligation Pledge

\$425,000 Non-Voted Bond Issue dated May 1, 1998

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 1999 to June 1, 2012

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	35,000	8,850	43,850
2006-07	30,000	7,258	37,258
2007-08	20,000	5,878	25,878
2008-09	25,000	4,938	29,938
2009-10	25,000	3,738	28,738
2010-11	25,000	2,513	27,513
2011-12	25,000	1,263	26,263
Total	185,000	34,438	219,438

SPECIAL ASSESSMENT BOND ISSUE, Series 1999 (Annexed from Fillmore Twsp)

With Limited Tax General Obligation Pledge

\$1,395,000 Non-Voted Bond Issue dated March 1, 1999

Total Original Bond Issue: 19 Annual Serial Maturities from April 1, 2000 to April 1, 2018

City of Holland Share of Issue is 93.95% - Fillmore Township Share of Issue is 6.05%

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	70,463	45,730	116,193
2006-07	70,463	42,771	113,234
2007-08	70,463	39,811	110,274
2008-09	70,463	36,817	107,280
2009-10	70,463	33,752	104,215
2010-11	70,463	30,651	101,114
2011-12	70,463	27,480	97,943
2012-13	70,463	24,274	94,737
2013-14	70,463	21,033	91,496
2014-15	93,950	17,757	111,707
2015-16	93,950	13,388	107,338
2016-17	93,950	8,972	102,922
2017-18	93,950	4,510	98,460
Total	1,009,967	346,946	1,356,913

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

SPECIAL ASSESSMENT BOND ISSUE, Series 2000-A

With Limited Tax General Obligation Pledge

\$350,000 Non-Voted Bond Issue dated June 1, 2000

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2001 to June 1, 2014
Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	25,000	13,075	38,075
2006-07	25,000	11,625	36,625
2007-08	25,000	10,175	35,175
2008-09	25,000	8,725	33,725
2009-10	25,000	7,275	32,275
2010-11	25,000	5,825	30,825
2011-12	25,000	4,375	29,375
2012-13	25,000	2,925	27,925
2013-14	25,000	1,462	26,462
Total	<u>225,000</u>	<u>65,462</u>	<u>290,462</u>

SPECIAL ASSESSMENT BOND ISSUE, Series 2002-A

With Limited Tax General Obligation Pledge

\$800,000 Non-Voted Bond Issue dated June 1, 2002

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2003 to June 1, 2016
Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2005-06	60,000	27,205	87,205
2006-07	60,000	24,805	84,805
2007-08	60,000	22,405	82,405
2008-09	60,000	20,005	80,005
2009-10	60,000	17,605	77,605
2010-11	60,000	15,205	75,205
2011-12	60,000	12,745	72,745
2012-13	60,000	10,225	70,225
2013-14	60,000	7,645	67,645
2014-15	55,000	5,005	60,005
2015-16	55,000	2,530	57,530
Total	<u>650,000</u>	<u>165,380</u>	<u>815,380</u>

MUNICIPAL AIRPORT OPERATING FUND
ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS FOR REMAINING MATURITIES

MUNICIPAL INSTALLMENT PURCHASE CONTRACT, Series 1995

Without Limited Tax General Obligation Pledge

\$150,000 Non-Voted Installment Contract dated December 14, 1995

15 Annual Serial Maturities from June 1, 1996 to June 1, 2010

Debt Service for Principal and Interest maturities are financed 100% by Municipal Airport Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2005-06	12,000	4,025	16,025
2006-07	13,000	3,335	16,335
2007-08	14,000	2,587	16,587
2008-09	15,000	1,783	16,783
2009-10	16,000	920	16,920
Total	<u>70,000</u>	<u>12,650</u>	<u>82,650</u>

ELECTRIC FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

ELECTRIC REVENUE REFUNDING BOND ISSUE, Series 2002A

Without Limited Tax General Obligation Pledge

\$12,580,000 Non-Voted Bond Issue dated October 15, 2002 with 5 Annual Serial Maturities
from July 1, 2003 to July 1, 2007

Principal and Interest maturities are financed 100% by Electric Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Discount/Refunding Amortization</u>	<u>Total Requirements</u>
2005-06	2,475,000	153,845	99,686	2,728,531
2006-07	2,555,000	99,713	54,308	2,709,021
2007-08	2,705,000	35,165	- 0 -	2,740,165
Total	<u>7,735,000</u>	<u>288,723</u>	<u>153,994</u>	<u>8,177,717</u>

WASTEWATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

SEWAGE DISPOSAL REFUNDING BOND ISSUE, Series 2001

The Wastewater Fund is responsible for 70% (indicated below) of this County of Ottawa Bond Issue
 \$9,395,000 Bond Issue dated August 2, 2001 with 13 Annual Serial Maturities
 from December 1, 2001 to June 1, 2014
 Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Amortization</u>	<u>Total Requirements</u>
2005-06	479,500	226,370	31,231	737,101
2006-07	500,500	208,388	31,231	740,119
2007-08	521,500	188,368	31,231	741,099
2008-09	546,000	166,987	31,231	744,218
2009-10	574,000	143,782	31,231	749,013
2010-11	598,500	118,813	31,231	748,544
2011-12	630,000	92,180	31,231	753,411
2012-13	658,000	63,515	31,231	752,746
2013-14	693,000	32,918	- 0 -	725,918
Total	<u>5,201,000</u>	<u>1,241,321</u>	<u>249,848</u>	<u>6,692,169</u>

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY BOND ISSUE, Series 1997-A

Without Limited Tax General Obligation Pledge
\$11,000,000 Non-Voted Bond Issue dated July 1, 1997 with 20 Annual Serial Maturities
from July 1, 1998 to July 1, 2017
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Discount Amortization</u>	<u>Total Requirements</u>
2005-06	0	47,783	0	47,783
2006-07	475,000	36,264	9,279	520,543
2007-08	505,000	12,373	8,768	526,141
2008-09	--- Refunded - To Be Called ---			0
2009-10	--- Refunded - To Be Called ---			0
2010-11	--- Refunded - To Be Called ---			0
2011-12	--- Refunded - To Be Called ---			0
2012-13	--- Refunded - To Be Called ---			0
2013-14	--- Refunded - To Be Called ---			0
2014-15	--- Refunded - To Be Called ---			0
2015-16	--- Refunded - To Be Called ---			0
2016-17	--- Refunded - To Be Called ---			0
2017-18	--- Refunded - To Be Called ---			0
Total	<u>980,000</u>	<u>96,420</u>	<u>18,047</u>	<u>1,094,467</u>

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2005-A

Without Limited Tax General Obligation Pledge
\$7,635,000 Non-Voted Bond Issue dated February 1, 2005 with 13 Annual Serial Maturities
from July 1, 2005 to July 1, 2017
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>
2005-06	0	234,202	29,159	263,361
2006-07	0	266,813	29,159	295,972
2007-08	0	266,813	29,159	295,972
2008-09	635,000	257,288	27,077	919,365
2009-10	665,000	237,788	24,897	927,685
2010-11	685,000	217,538	22,651	925,189
2011-12	715,000	196,001	20,190	931,191
2012-13	740,000	172,345	17,480	929,825
2013-14	770,000	146,475	14,535	931,010
2014-15	800,000	119,000	11,475	930,475
2015-16	835,000	88,300	7,825	931,125
2016-17	875,000	54,100	4,000	933,100
2017-18	915,000	18,300	0	933,300
Total	<u>7,635,000</u>	<u>2,274,963</u>	<u>237,607</u>	<u>10,147,570</u>

CITY OF HOLLAND
DEBT LIMITATION AND LEGAL DEBT MARGIN
AT JULY 1, 2005

DEBT LIMITATION AT JULY 1, 2005

Total Taxable Value Across All Property Classifications	\$ 1,133,368,232
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	<u>\$ 113,336,823</u>

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2005

Total Bonded Debt at July 1, 2005	\$ 54,886,467
Less the Following :	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	(2,269,963)
Michigan Transportation Fund Debt	(2,105,000)
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(16,010,352)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2005 :	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	<u>(18,913)</u>
Debt Amount Applicable to Debt Limitation	<u>\$ 34,482,239</u>

ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2005

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	<u>\$ 78,854,584</u>
--	----------------------

ADDITIONAL NOTE:

The City of Holland is legally indebted for the \$6,645,000 Building Authority Bonds issued in 1999 and 2004 for the Herrick District Library Expansion Project. Payment of approximately 62.1% of the debt is committed to be paid by three area local governmental jurisdictions based upon an executed Library Support Agreement.

This percentage fluctuates annually based upon taxable values. A uniform millage rate is levied annually across the four (including City of Holland) participating governmental units to support this debt repayment.

For practical purposes 62.1% of \$6,645,000, or \$4,126,545, should be added to the Legal Debt Margin shown above.

GLOSSARY OF FINANCIAL TERMS

" A "

Accounting System

The total structure of records and procedures which discover, record, classify, summarize and report upon results of transactions and operations, as well as financial condition/status.

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.

Accumulated Depreciation

The cumulative charges against the fixed assets for wear and tear or obsolescence.

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 "

Balance Sheet

The Balance Sheet, also referred to as a Statement of Financial Condition, presents a financial status snapshot of an entity's assets, liabilities, and equity, as of a specific date in time (usually the end of a fiscal period). It is considered to be the most basic of financial statements; and is normally accompanied by 'appropriate disclosures' describing the basis of accounting used in its presentation.

Basis of Accounting

Refers to specific timing methodology for recognition of transactions or events:

Accrual Basis (the methodology used for Proprietary-Type Funds) -

recognition of a revenues in the accounting period in which earned and incurred, and recognition of expenses when obligated and incurred (for expenses). Accrued items include conditions in which the actual exchange of cash has not yet taken place, but where a legally binding agreement has occurred.

Modified Accrual Basis (the methodology used for Governmental-Type Funds) -

recognition of revenues in the accounting period in which they become available and measurable; and recognition of expenditures 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 to be recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions, in turn, reflects the desired 'measurement focus' presented on the financial statement.

Bonded Debt Instrument

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).

BPW (also referred to as 'HBPW')

An acronym or shortened name referencing the Holland Board of Public Works. The BPW is a separately managed and operated municipal multi-utility organization, but ultimately responsible to the Holland City Council. The BPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

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 the local tax base through private sector redevelopment
- 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.

Budget Resolution

A formal legislative enactment by the City Council that adopts the budget plan for the ensuing fiscal year.

Capital Assets

Also referred to as 'fixed assets', consist of items acquired and owned that will bring future economic benefit in the normal conduct of business, and which will not be converted into cash during the ensuing fiscal period. Examples include, furniture, fixtures, land, buildings, etc. Each governmental unit establishes its own policies and guidelines regarding minimum capitalization thresholds for asset values and estimated economic life of individual assets. Most capitalized assets are subject to annualized depreciation write-down to reflect reduction in economic value from physical deterioration and/or functional obsolescence.

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.

Capitalized Lease

A capitalized lease is - in substance - a purchase to the lessee. An asset is recorded equal to the present value of the lease payments, which is also recorded as a liability. Payments, partly interest and partly principal, are made on the lease liability. The lease asset is depreciated by the lessee as though it were legally owned by the lessee.

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. (As a corollary, see Primary Government Unit).

Comprehensive Annual Financial Report (CAFR)

The CAFR is the governmental unit's official annual report, containing general financial statements (and supplemental information), combining statements (providing further information to support the general financial statements) and individual funds statements (as considered necessary).

The three essential sections of any CAFR include:

- an Introductory Section that typically provides unaudited general information regarding the governmental unit's structure, personnel, and various other information to assist the reader in assessing the governmental unit's financial condition.
- a Financial Section that contains the independent auditor's report, financial statements, and required supplementary information.
- a Statistical Section that provides a broad range of trend data covering key financial indicators from the past ten years; together with demographic and other miscellaneous data.

" C " - (Continued)

Contractual Services

Services rendered to the government by individuals, private-sector firms, or other governmental agencies on a contractual fixed fee basis, variable time & material basis, or a various combination of both basis. Examples include various Maintenance Services (e.g., 'Vehicle Maintenance Services'), and Professional Services (e.g., 'Engineering/Architectural Services').

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

Generic name for amounts that are considered to be legally owed. Examples include 'Accounts Payable', 'Notes Payable', 'Bonds Payable', which represent amounts owed

Short Term Debt -

An outstanding liability with a scheduled maturity of less than one year beyond the date of the current financial statement.

Long Term Debt -

An outstanding liability with a scheduled maturity exceeding one year beyond the date of the current financial statement.

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).

Debt Ratio

A measure used to determine total outstanding debt or annual debt service requirement as a percentage of some other item that indicates the ability of the City to repay the debt. Examples include:

Total annual debt service as a percentage of total annual expenditures

Total outstanding general obligation debt as a percentage of total assessed value.

Total outstanding debt as a percentage of total population

Defeasance

The technique of retirement and replacement of an existing bond issue by a new bond issue. Most typically this occurs when a municipality can borrow at more favorable terms than the initial outstanding issue. The new bond issue proceeds are held (and invested) in escrow status, pending the first available call date or the final maturity date of the initial bond issue. At such date, the escrowed funds are used to pay for the outstanding issue.

" D " - (Continued)

Deferred Revenue

Resources received that have not yet met the criteria to be recognized as revenue, primarily because such amounts have not yet been 'earned'. Unearned income amounts are always reported as deferred revenue. However, in governmental funds 'earned' amounts are also reported as deferred revenue if the amounts are not yet available in the current fiscal period.

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.

Division

Within the governmental unit, a Division represents a specific function composed of one or several departments, activities and/or programs. As an example, the function (division) Fiscal Services might include a combination of departments/offices such as 'Finance Office', 'Treasurer Office', 'Property Assessing Office', and 'Purchasing Office'; along with certain activities/programs that may be administered in-house or outsourced, such as Risk Management, Independent Audit, etc.

" E "

Employee Benefits

Employer provided sponsorship and/or funding of specified personal benefits and aid for designated employees. Some such benefits may be in the form of 'cash' paid to the employee, such as for 'Uniform Allowance' or 'Longevity Pay'. Others may be in the form of contributions or premiums paid by the employer - on behalf of the employee - for items such as 'Health Insurance' or 'Pension Fund Accumulation'. Each one of the individual specific benefits may or may not be taxable to the employee, depending on the structure of an employer's fringe benefit plan, along with existing federal and state laws.

Encumbrance

A reservation of appropriated funds - via either an approved contract or issuance of a purchase order - representing a legal commitment to a vendor or service provider - for a specified future expenditure.

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, a Public Bus Transportation Fund, a Municipal Golf Course Fund, and a Tourist Attraction Fund.

Equity / Equity Capital

Residual interest in the assets of an entity that remains after deducting its liabilities. Also, the third section of a balance sheet, the other two being assets and liabilities.

" E " - (Continued)

Exchange Transactions

A transaction in which a governmental unit either gives value (benefit) to another party and directly receiving equal value in exchange; or receives value (benefit) from another party and directly gives equal value in exchange. The exchange is essentially of equal value to both parties.

Extraordinary Item

A nonrecurring occurrence of significant materiality that requires explanation in the notes to a financial report.

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 "

FAIR MARKET VALUE

The price at which a willing seller will sell and a willing buyer will buy, in an arms-length transaction, when neither is under compulsion to sell or buy and both have reasonable knowledge of relevant facts.

FASB

Financial Accounting Standards Board. A non-government private organization that sets GAAP in the United States for profit making entities and not-for-profit non-governmental organizations.

Full Faith and Credit

A pledge by the governmental unit of its full general taxing power toward payment of a specific debt obligation. A full faith and credit pledge by the City of Holland requires approval of a specific ballot proposal by the general electorate.

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, individually (or collectively for certain multiple items that are identical) should be at least \$500; and the estimated useful economic life cycle of the asset must be at least two years. Also referred to as 'capital assets'.

Fixed Assets - Net

The current valuation attached to fixed assets, calculated as the initial book values of the fixed assets minus accumulated depreciation (see 'Depreciation') of those same assets.

" F " - (Continued)

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 Classifications

For governmental purposes, funds generally fall into one of three classifications:

- GOVERNMENTAL FUNDS
- PROPRIETARY FUNDS
- FIDUCIARY FUNDS

Fund Types

Within classifications, funds are further categorized into the fund types; to include:

- GOVERNMENTAL FUNDS
 - > General Fund
 - > Special Revenue Funds
 - > Debt Service Funds
 - > Capital Projects Funds
 - > Permanent Funds
- PROPRIETARY FUNDS
 - > Enterprise Funds
 - > Internal Service Funds
- FIDUCIARY FUNDS
 - > Pension (or other entrusted employee benefits) Trust Funds
 - > Investment Trust Funds
 - > Private-Purpose Trust Funds
 - > Agency Funds

Funding Excess

Most frequently used in reference to pension funds, this term describes the actuarially-determined value of assets that are in excess of actuarially-determined accrued liabilities. In such cases, the net positive value is expressed as a 'Funding Excess'. (Also, see Unfunded Actuarial Accrued Liabilities).

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.

Government-Mandated Nonexchange Transactions

Transactions that occur when a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purposes (as an example, federal programs that state or local governments are mandated perform).

Government-Wide Financial Statements

A government unit's financial statements that incorporate all governmental activities and business-like activities, as well as non-fiduciary component units. There are two basic government-wide statements:

- Statement of Net Assets
- Statement of Activities

HBPW (also referred to as 'BPW')

An acronym or shortened name referencing the Holland Board of Public Works. The HBPW is a separately managed and operated multi-utility organization, but ultimately responsible to the Holland City Council. The HBPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Incurred But Not Reported (IBNR)

A term used in financial reporting of Risk Management Funds (most frequently, for Health & Medical Funds), reflecting medical claims that have been incurred for health services, but not yet submitted to the insurance carrier. Very frequently, a time-lag of months may occur between the time of services and the receipt of the billing from the medical provider.

Impact Fees

Fees assessed to developers of significant projects, to cover - in whole or in part - the anticipated cost of municipal improvements that will be necessary as a result of the development.

Imposed Non-Exchange Revenues

Revenues resulting from assessments that are imposed on non-governmental entities, including individuals, other than assessments on exchange transactions (as examples, property tax levies, fines, etc.).

Indirect Cost/Expense

Expenses that cannot be specifically associated with a given service, program, or department; and cannot be clearly identified with a particular function or category.

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:

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.

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 Revenues

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.

" J "

Joint Venture

A separate legal entity resulting from a contractual arrangement and jointly owned, operated, or governed by two or more participating governmental agencies for a specific purpose, in which the participants retain both:

- an ongoing financial interest
- an ongoing responsibility.

Generally, a joint venture pools resources and shares costs, risks, and rewards by providing goods or services to the joint venture participants and/or to the public.

" K "

None

" L "

Legal Debt Margin

The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

Lien Date

For property taxes, an annual date when an enforceable legal claim to taxable property arises. In this respect, the property taxes lien date is the same as the official property assessment date, namely December 31. The lien then applies to all property taxes for the calendar year that immediately precedes December 31, regardless of the date the taxes are actually levied.

" M "

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.

" M " - (Continued)

Management Discussion and Analysis

A component part of the Comprehensive Annual Financial Report (CAFR) that provides supplemental information used in introducing the basic financial statements, and expressing an analytical overview of the government's financial activities.

Management Letter

A formal communication by the independent auditor to the management that focuses primarily on internal control weaknesses discovered during the course of the audit process.

Management Representation Letter

A formal communication by the management to the independent auditor in which the management takes responsibility for the fair presentation of the financial statements, as well as making representations regarding open and full disclosures of all financial issues that would materially or significantly impact the financial statements and/or notes to the statements.

Mark-to-Market

Method of valuing assets - especially investment assets - that results in reporting of the specific assets at market value rather than at the current adjusted cost or carrying amount reflected on the accounting records. Any such adjustments to market also impact the Investment Income (revenues) being reported for the fiscal period.

Materiality

Materiality indicates the financial magnitude of specific accounting information, making it probable that the judgement of a reasonable person - relying on the information - would be altered or otherwise influenced by its omission or misstatement. Closely related to financial magnitude is accountability, which reflects the manner in which the government has conducted its affairs during the fiscal period; and if such conduct would have an influence upon the judgements made by a reasonable person.

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 upon 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.

Negligence

The omission of doing something which a reasonable person, guided by those ordinary considerations which regulate human affairs, would do; or the doing of something which a reasonable and prudent person would not do. The doctrine of negligence rests on duty of every person to exercise reasonable conduct and reasonable due care toward others from which injury may result. It is characterized chiefly by inadvertence, inattention, and the like; as opposed to a wanton recklessness or a willful act to do harm.

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 Cost

Terminology used in the context of government-wide Statement of Activities, representing the difference between program revenues and expenses.

Noncapital Financing Activities

As relates to cash flows reporting, noncapital financing activities refer to money borrowed for purposes other than to acquire, construct or improve capital assets; and the repayment of amounts borrowed (with interest). Generally, it also includes certain inter-fund receipts and payments.

NonExchange Transaction

A transaction in which a governmental unit either gives value (benefit) to another party without directly receiving equal value in exchange; or receives value (benefit) from another party without directly giving equal value in exchange. The exchange is essentially not of equal value to both parties.

NonFinancial Assets

A term used in connection with the current financial resources measurement focus and the modified accrual basis of accounting; and refers to assets used to provide goods & services rather than to be converted into cash. Examples include 'Inventory of Supplies' and 'Prepaid Items'.

NonOperating Revenues and Expenses

Frequently reflected on the 'Statement of Revenues, Expenses, and Changes in Net Assets', this term reflects those revenue and expense items that are incidental to operations...not having a direct impact upon the statement's 'operating income'. However, nonoperating revenues and expenses do directly impact the statement's 'net income'.

NonReciprocal Interfund Activity

Similar to nonexchange transactions, except that nonreciprocal interfund activities are a reference to interfund transfers and interfund reimbursements.

" 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.

Operating Activities

As relates to cash flows reporting, operating activities refers to the results of providing services; and generally includes all transactions and other events not defined as capital and related financing, noncapital financing, or investing activities.

Other Financing Sources

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. However, the use of Other Financing Sources is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

Other Financing Uses

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. However, the use of Other Financing Uses is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

" P "

Pay-As-You-Go

An annual appropriation of funds from the general revenues of the governmental unit for a specific capital project, as an alternative to borrowing of funds.

Performance Indicators / Performance Measurements

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.

Personal Services

Expenditures representing compensation for direct labor of persons in the employ of the government unit (to include those hired via independent employment services). Typical expenditures include salaries, wages, fringe benefits, and mandatory employer costs (e.g. 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. (As a corollary, see Component Unit).

" P " - (Continued)

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'.

" Q "

None

" R "

Reciprocal Interfund Activity

The counterpart to exchange and exchange-like transactions; which includes both interfund loans and interfund services provided and used.

Refunding

The 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).

Reportable Condition

A term that is used in connection with a financial statement audit wherein a significant deficiency in internal controls is discovered that must be communicated by the auditor to the entity's audit committee and/or governing body.

Reserved Fund Balance

An equity account indicating that a certain portion of a fund's equity is legally restricted. As a result, net assets equivalent to the reserved amount are not available for appropriation because the designated amount is set aside for a unique future purpose.

Restricted Assets

Assets whose use is subject to constraints as the result of:

- imposition by outside creditors, grantors, or laws of other government agencies
- imposition through charter/constitutional provisions or enabling legislation.

" S "

Segment

An identifiable activity (or group of activities) required to be accounted for separately which is reported as (or within) an enterprise fund. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt, and has related expenses, gains and losses, assets and liabilities that can be identified.

Segment disclosure is not required for segments that also are major individual enterprise funds, since in such case the required information is already provided in the basic financial statements.

" U "

Unallocated Depreciation

A designation used in relationship to government-wide statement of activities. Representing depreciation of capital assets that is not properly reported as a direct expense of a functional category.

Uncommitted Balance of Appropriations

The portion of an appropriation remaining after the deduction of expenditures and encumbrances.

Undesignated Unreserved Fund Balance

Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

Unfunded Actuarial Accrued Liabilities

Most frequently used in reference to pension funds, this term describes the deficiency of actuarially-determined value of assets in comparison to actuarially-determined value of accrued liabilities. In such cases, the negative net value is expressed as an 'Unfunded Actuarial Accrued Liability'. (Also, see Funding Excess).

" V "

Voluntary NonExchange Transactions

Transactions resulting from legislative or contractual agreements, other than exchanges, and entered into willingly by the parties to the agreement. Examples include certain types of grants and private donations.

" W "

WEMET

An acronym referencing the West Michigan Enforcement Team, a multi-jurisdictional drug enforcement task force. WEMET consists of three teams and an administrative unit responsible for investigation in a three-county area, including Muskegon, Ottawa and Allegan Counties. Geographically, the City of Holland is located within a portion of both Ottawa and Allegan Counties. The Holland Police Department plays active role in support of WEMET operations, both directly and indirectly..

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).

" X "

None

" Y "

None

" Z "

None