CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For The Fiscal Year
July 1, 2006 - June 30, 2007

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	Mayor
Jerome Kobes	Council Member, At Large
Nancy DeBoer	Council Member, At Large
Myron Trethewey	Council Member, First Ward
Victor Orozco	Council Member, Second Ward
Craig Rich	Council Member, Third Ward
Robert VandeVusse	Council Member, Fourth Ward
Kurt Dykstra	Council Member, Fifth Ward
David Hoekstra	Council Member, Sixth Ward

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- 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 VISION & MISSION STATEMENTS

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. In 2006, as part of the annual City staff and City Council retreat, it was decided that a City vision statement would be beneficial to further assist the City and continuing to develop our work plans for the future. As a result, with the assistance of a facilitator, the all day joint meeting of the staff and City Council resulted in developing a general outline and foundation for a vision statement.

VISION STATEMENT

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

MISSION STATEMENT

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.

CITY OF HOLLAND

WORK PLAN PROCESS

To implement the Vision and Mission Statements, the City Council has developed seven (7) strategies for the City as follows:

ECONOMIC DEVELOPMENT:

- To foster an environment that supports the retention and growth of commercial and industrial businesses.
- To foster a quality of life in the City that is attractive to existing and potential employees of area business.
- To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
- To utilize the incentives available to the City to retain and attract business.
- To promote a diverse economic base that is responsive to the inevitable changes in the marketplace.
- To provide the infrastructure necessary to support the City's economic development mission.
- To facilitate collaboration between education and businesses in order to ensure curriculum that support the future employees of this area.
- To provide an economic development program that addresses the needs of small and large businesses.
- To work with area organizations on providing a quality workforce for area employers.
- To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

AREA COOPERATION:

- To partner in the development of a common vision for the greater Macatawa area.
- To encourage innovation and risk-taking in the development of programs and services to meet the needs of the area.
- To be proactive in identifying and responding to the common needs of the Macatawa area.
- To look for opportunities to create efficiency and economies of scale through collaboration.

NEIGHBORHOODS:

- To develop neighborhoods that are a synergy of people, activities, facilities, and investment where people live, work and play.
- To support the stability and development of all neighborhoods where:

  - housing is attractive, well-maintained, and affordable;
  - owner-occupied housing is encouraged;
  - neighborhoods are characterized by a diversity of economic, social, and racial factors;
  - residents feel safe and affirmed by others;

NEIGHBORHOODS: (cont.)

- a mix of uses, including neighborhood-supportive institutions, commerce, and industry are present.
- To encourage greenspace and leisure opportunities within all neighborhoods.
- To focus attention on and support strengthening of neighborhoods comprised of multi-family housing through public / private cooperation, enhanced management, and improved safety.
- To incorporate/encourage sustainable investments and "green" design concepts in future planning and development.
- To encourage consideration of increased densities where positive attributes of that density are celebrated and potential negative attributes are avoided.

COMMUNITY AND FAMILY:

- To develop/support social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment for all members of the community.
- To focus on issues that are important to youth and family.
- To focus on issues that are important to senior citizens.
- To support character development through schools and churches.
- To support the achievement of a strong and diverse community-wide public and private educational system that establishes Holland as the "community of choice" with excellence and academic options at all levels pre-K through college and beyond.
- To promote personal and community health and a striving for wellness as basic characteristics of all neighborhoods.

TRANSPORTATION:

- To develop a multi-modal transportation system and support services for the City which offer efficient, safe, affordable, and cost-effective transportation for all.
- To ensure that all transportation infrastructures developed within the City is well-maintained, designed to promote and encourage the continued improvement of neighborhoods, user-friendly, and aesthetically pleasing.
- To develop transportation services, systems and infrastructure that promote and support economic development.
- To ensure that all transportation programs and infrastructure are compatible with area-wide programs.

PUBLIC UTILITIES:

- To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
- To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
- To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
- To provide a public utility system that is economically viable and sustainable into the future.
- To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
- To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.

PUBLIC UTILITIES:

- To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.
- To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
- To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
- To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
- To provide a public utility system that is economically viable and sustainable into the future.
- To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
- To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.
- To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.

ANNUAL ACTION PLAN PROCESS

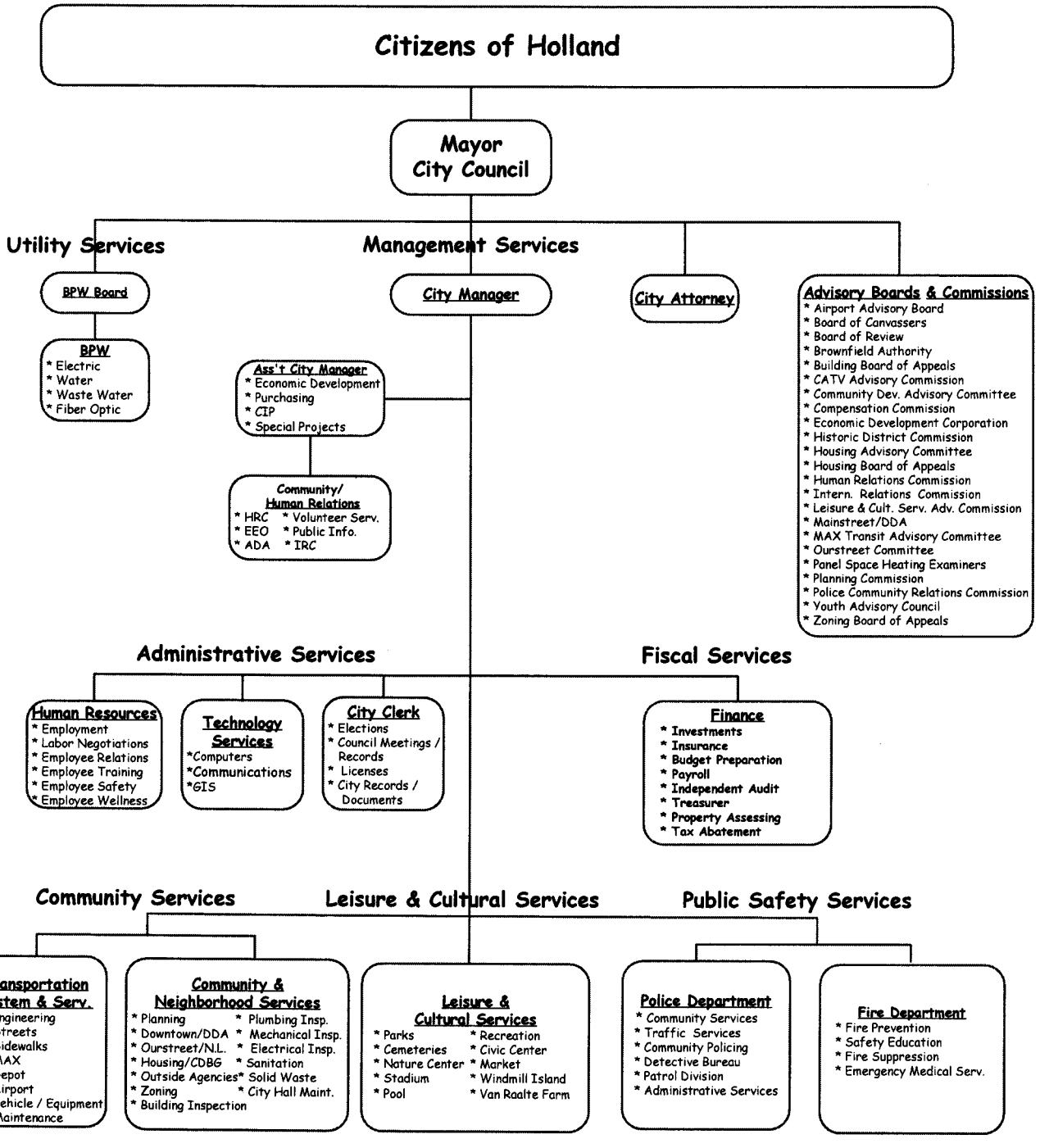
Annually the City Council holds a *"Coffee With City Council"* open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff 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 seven (7) goal statements and the status of the Action Plan for each goal which was developed for the prior year. During the process, the City Council develops a new action plan for reach of the goals.

The updated City Council Goals and Action plan (the complete plan is list under the City Council 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

July 1, 2006

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

As City Manager, it is my pleasure to submit the budget as recommended for fiscal year (FY) 2007 (July 1, 2006 to June 30, 2007) 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 Vision, 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 07. The second section, which will be included in the final adopted budget, 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 have been established and prioritized in developing the annual budget.

KEY FINANCIAL HIGHLIGHTS

TOTAL BUDGET SOURCES AND USES:

The total budget sources and uses are $167,227,104. This is a balanced budget, however, $20,245,696 of various fund balances have been utilized. These funds will primarily support numerous capital improvement projects. The General City operations account for $49,554,577 in sources excluding use of fund balances, and $55,935,573 in uses. The City's BPW utilities account for $97,426,831 in sources excluding use of fund balances, and $111,291,531 in uses.

TAX BASE: For FY 06, 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 was one of the lowest tax base increases in the City's recent history. For FY 07, the tax base increased to $1,160,620,466, or an increase of $33,575,027, or 2.98%. This increase was slightly lower as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by $9,885,917, resulting in a loss of $105,938 in City taxes. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was 3.1%. In other words, with the tax rate proposed to remain the same, residential property owners will see a 3.1% increase in their City taxes, if they made no improvements to their property.

Therefore, the lower 2.98% 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 4.7% and in Allegan County by 2.8%. This loss 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 average growth in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, through 2005 was 4.86% in the City of Holland.

TAX RATE: The total tax rate for FY 07 is proposed to remain at 14 Mills. However, the distribution of the tax rate is slightly different than in FY 06 as indicated below:

KEY FINANCIAL HIGHLIGHTS

TAX RATE - (continued)

PROPERTY TAX LEVY MILLAGE RATES

CITY OF HOLLAND	FY 2006	FY 2007
Operating Levies:		
General	9.4337	9.5188
MAX Public Transportation	0.1000	0.1473
Total Operating	**9.5337**	**9.6661**
Capital Levies:		
Property Acquisition	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000
Sidewalk Improve. Projects	0.0500	0.0500
Municipal Capital Projects	0.0000	0.0142
Total Capital	**1.0500**	**1.0642**
Debt Service Levies:		
General Obligation Debt	2.0910	1.9586
Total City of Holland	**12.6747**	**12.6889**
HERRICK DISTRICT LIBRARY		
Operating Levy *	1.0473	1.0331
Debt Service Levy *	0.2780	0.2780
Total Herrick District Library	**1.3253**	**1.3111**
TOTAL MILLAGE RATES	**14.0000**	**14.0000**

*** May be adjusted before final approval of budget**

Due to the tax base growth rate of 2.98%, debt service decreased from 2.0910 to 1.9586 Mills, as an annual 2.5% growth rate had been used for the financial forecast.

In FY 06, an extensive review of City tax rates in the State of Michigan was conducted. 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 has 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, was 16.19 Mills. For Holland that rate in FY 06 was 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 $15,793,615 in FY 06 to $16,270,797 in FY 07, or an increase of $477,182 or 3.02%.

GENERAL FUND: The total General Fund Revenues are recommended at $20,394,704, which is a 4.1% increase from the amended budget in FY 06. Expenditures are budgeted at $20,577,423 or 3.28% above the FY 06 amended budget. This will require the use of $182,719 from Fund Balance for an estimated Fund Balance on June 30, 2007 of $2,321,305. This fund balance represents 11.29% of FY 07 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of $1,557,718 compared to $1,872,659 in FY 04. For the fourth year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund $500,024 short of a policy goal of maintaining 10% of the General Fund Expenditures.

This shortfall is primarily due to the use of this fund to cover tax refunds ordered by the Michigan Tax Tribunal for prior year taxes and the shortfall in State Revenue Sharing. The combined estimated fund balance and budget stabilization fund will be $3,879,023, or 18.85% of FY 07 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 07. This was primarily due to the continual decrease and lack of growth in state revenue sharing, low interest earnings, and the modest growth in the tax base, while at the same time experiencing substantial increases in health insurance and employee pension costs.

STATE REVENUE SHARING: At the time the budget is submitted, it is estimated state revenue sharing funds will be approximately the same as in FY 04, 05 and 06. 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

STATE REVENUE SHARING - (continued)

reductions in this important General Fund revenue source.

The major financial impact on the General Fund over the past six years has been the decline in State Revenue Sharing funds which are generated from state sales taxes. In 2001, the City received $4,000,044 from this source or 23.7% of General Fund Revenues. For FY 2007, this amount is estimated at $3,228,100 or 15.98% of revenues.

The state of Michigan has had a difficult economic six years, but only in one year 2004, did the state collect less sale taxes than the year before. If the state had lived up to its statutory obligation made as part of Proposal "A", the City would receive $4,351,000 in FY 07, or $1,122,900 more than is budgeted. This would allow the City to shift almost 1 Mill of our tax rate back to the Municipal Capital Fund, which is the most critical issue facing the City today and in the future.

It should be noted there are two (2) key issues which could further reduce State Revenue Sharing: 1) The proposal to eliminate the State Single Business Tax (SBT), and 2) Implement a guaranteed school formula for K-16. If these legislative acts are approved without generating new revenue sources, it is likely the City would loose the remaining statutory portion of State Revenue Sharing which is approximately $835,900 in FY 07.

BPW ELECTRIC CONTRIBUTION: A major increase in General Fund revenues was realized in FY 07 from the payment from the City's BPW electric utility. The City receives a 3-1/2% of projected gross revenues in the electric utility. Due to two (2) rate increases in electric rates in FY 06, this revenue source will increase from $2,433,000 in FY 06 to $2,840,000 in FY 07, or an increase of $407,000, or 16.73%. This increase was primarily due to the high fuel costs experienced by the BPW, not an increase in electric sales. Without this increase to the General Fund, the City would have had to consider cuts in City services or increase the tax rate. The $407,000 is equal to about .35 Mills. The total payment of $2,840,000 is equal to 2.45 Mills.

EMPLOYMENT SUMMARY: In the FY 03 through 06 budgets, eleven (11) positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 07. If these 11 positions were filled today, it would add $717,200 in expenditures.

For FY 07, one (1) additional position is recommended to be eliminated; and three (3) other positions to continue to be filled temporarily by other employees. All vacancies created after July 1, 2006 will continue to be reviewed and evaluated before they are refilled.

In addition, there have again been several changes in personnel allocations in an effort to meet service and program demands over the next 12-18 months.

NEW PERSONNEL REQUESTS: There were several requests from Department Managers for additional personnel, or reinstatement of previously reduced positions as follows:

Fire Department: Community Involvement Lieutenant (1); Deputy Fire Chief (1).

Leisure and Cultural Services: Civic Center Custodian (1); Parks / Windmill Island - Maintenance (1).

Community and Neighborhood Services: Ourstreet - Administrative Assistant from P.T. "B" to Full Time.

Transportation System & Services: Welder from P.T. "B" to P.T. "A" MAX (1).

None of these positions have been included in the recommended budget due to financial issues. There are also six (6) requests for reclassification of existing positions. These are currently being reviewed by the Human Resources Department. Any recommended changes will be submitted to City Council for consideration in July and will be funded from the contingency fund.

PENSION COST INCREASE: The major increase in expenses in the General Fund for FY 07 is a 31.32% increase in pension cost from $1,039,900 in FY 06 to $1,365,600 in FY 07, an increase of $325,700. The City is part of the State of Michigan Municipal Employees Retirement System (MERS). Numerous

PENSION COST INCREASE - (continued)

meetings have been held with MERS in an effort to understand these extraordinary increases.

There appears to be several factors which have caused these increases: 1) Poor market conditions; 2) Three (3) year retroactive wage adjustments in the Fire Department Union as a result of binding arbitration; 3) Establishing closed units for all non-union groups who are still in the defined benefit plan (in 2003, all new employees and those who converted are in the defined contribution plan and now accounts for 22% of all full-time employees); and 4) MERS has implemented new shorter amortization schedules for the closed groups.

MERS has been informed these type of increases are unacceptable and must be "smoothed" out. As a result, MERS is in the process of preparing a special evaluation of all of the City's pension groups so this issue can be further evaluated before the pension rates are established for FY 08.

OUTSIDE AGENCIES: For FY 07, a total of 55 non - profit agencies/programs requested funding assistance in the amount of $890,028. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities.

The FY 07 includes $633,800 to fund these agencies as follows:

Request FY 06			FY 06	FY 07
$256,356	(23)	Social Services	$154,600	$154,200
177,483	(20)	Leisure & Cultural Services	105,900	105,600
257,000	(1)	Holland Historical Trust	257,000	257,000
$690,839		Sub-total	$517,500	$516,800
		Economic Development		
$47,000	(1)	Lakeshore Advantage	$47,000	47,000
$737,839		Sub-total	$47,000	$47,000
$152,189	(10)	CDBG	$73,400	$70,000
$890,028	(55)	Total	$637,900	$633,800

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

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV: This fund accounts for all expenses associated with the three (3) public access channels and the operation and maintenance of the video equipment in the City Council Chambers that is used for the Public Government Channel. The fund is supported 100% from the 5% franchise fee and surcharge on cable bills for equipment. For FY 07, franchise fees are estimated at $190,000 and the equipment fee $9,000.

The public channels are operated through a contract with the non-profit MACTV. For FY 07, the contract is recommended to remain at $180,000. The budget also includes $40,400 in capital outlay, but it is proposed these funds not be spent before a complete evaluation of the MACTV operation is concluded by the CATV Advisory Commission.

Since 1998, the MACC area has been interconnected with the Public Access Channels; however, the City of Holland has continued to fund a disproportionate amount of this operation. A decision should be made to disconnect the service for adjacent governmental units, if greater financial participation is not received by the end of 2006.

CATV – (continued)

The entire cable industry is being evaluated at both the state and federal level and the legislation must be followed carefully as it could have a major impact on the future of franchise fees and public access channels.

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 seventeen (17) consecutive years until FY 06, a separate millage had been set aside for this purpose at about .25 Mills which would generate $290,300 in FY 07. For the second consecutive year, 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.

There are no major land purchases anticipated in 07. However, there is a fund balance of $158,200 available, if there is a need to purchase land in FY 07.

FISCAL SERVICES

CONTESTED ASSESSMENTS FUND: One of the major outstanding issues in preparing the FY 07 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 increase over the past four (4) years and the revenues are anticipated to increase by approximately 2.37% in FY 07 from $2,915,280 to $2,984,300.

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 $1,160,600 in new revenues. These funds will be utilized in implementing an aggressive Five-Year Street Capital Improvement program. In FY 07, the Allegan County Road Tax will generate about $432,500.

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 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. This amount is $84,400 annually. 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. In 2006, plans are to further expand the system by installing snowmelt in the sidewalk between 7th and 12th Street as part of the River Avenue Reconstruction project. This will connect the City Hall, Museum, Library and numerous businesses to the downtown system. The fund balance in June 2007 is estimated at $293,300.

AIRPORT FUND: The operation of the airport will again be achieved without any use of property taxes. The tunnel / runway extension project is completed and was funded with state and federal grants. The local match came from private contributions. The $23 Million runway extension project was completed in the fall of 2005. The budget again includes funding for maintaining and operating the new tunnel in the street operating budgets. This cost is estimated at $81,400 for FY 07, including lighting of $44,000, and maintenance of $37,400. The FY 07 budget includes funding for purchasing property for a future new terminal and preliminary design which will be funded by state and federal grants and local private contributions. The operating fund balance in June 2007 is estimated at $251,300.

DEPOT: The Depot Transportation Center is currently the home for the Tulip Time offices, the AMTRAK train station, and Greyhound bus operation. All expenses associated with the operation are charged to this fund. All leases with the three (3) tenants are credited to the fund, but are not sufficient to cover operating expenses. The General Fund subsidy in FY 076 is estimated at $29,300 and $27,950 has been budgeted for FY 07.

In the fall of 2006, it is anticipated the voters of the City and Holland Township will decide on the formation of a public transit authority. If approved, it is proposed the Depot be utilized as the new transfer point for the seven (7) fixed route systems. This would also include the renovation of the adjacent Wendy's site into a public parking facility for the multi modal transportation site. This plan would necessitate the relocation of the Tulip Time offices. It would also eliminate the need for a general fund operating transfer as the facility would be operated by the MAX system.

The MAX budget includes federal funds in the amount of $1,165,500 to fund the building and site renovation. The fixed route system expansion would not start until the fall of 2007, if approved by the voters in the fall of 2006.

MAX PUBLIC TRANSIT: It is proposed the MAX Transit tax levy be increased to .1473 Mills, which will generate $170,959. In order to meet the City's contractual obligations for the area-wide MAX system, this increase is required. This year is the last transfer from the MAX Tax Reserve Fund in the amount of $98,245 These two (2) amounts will fund the City's contract of $269,204. The City has a .6 Mills voted limit for public transportation.

CENTRALIZED VEHICLE/EQUIPMENT FUND: This is the third 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 the replacement of 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% as a result of operating efficiencies and reducing the operation by two (2) employees. This rate reduction has been maintained in FY 07. This operation was moved into the new Transportation Services facility in March of 2005 and is fully operational.

Every effort was made to try to keep the rental rates the same in FY 07; however, the large increase in gasoline and diesel fuels necessitated an increase of about 3.5%.

The FY 06 budget includes $747,200 of equipment and vehicle replacement. The fund balance by June 2007 is estimated at $1,900,000. 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. A separate Fire Vehicle Replacement Fund is maintained. In FY 07, a General Fund transfer of $100,000 is proposed. The FY 07 budget includes the purchase of a new Pumper / Rescue and EMS response vehicles in the amount of $533,000, which was not purchased in FY 06.

COMMUNITY AND 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 1.8437 Mills. The Parking and PSD special assessments are projected to be increased by 3% in FY 07.

CDBG PROGRAM: The FY 07 allocation for the federal CDBG program is $338,600, which is approximately $30,300 less than received in FY 06. The CDBG funds have been in a decline since 1995 when the City received a high of $452,000. In addition, there is $41,900 in new income and carry over funds for total proposed expenditures of $380,500. These

CDBG PROGRAM - (continued)

Funds will 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 07 totaled $546,900. The CDBG Advisory Committee will be making their funding recommendation to City Council by May 2006. A major concern is a proposal by President Bush to reduce the CDBG program by 25% for FY 08. In addition, the City's Neighborhood Preservation program (NPP) grant will end by September 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. These funds are expected to be terminated, and 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 rates were adjusted 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 07. A new three (3) year contract was awarded to Chef Containers effective July 2005 through June 2008. The annual cost of this operation is $1,234,300 in FY 07. The working capital at June 2007 is estimated at $111,100 with reserves set aside for container replacement at $325,000.

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 $40,000 in FY 07 are allocated to the General Fund. Plans are to continue to allocate Perpetual Care interest earnings to the General Fund to support the cemetery operations which is estimated at $60,000 in FY 07. In FY 06, $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 will be completed by June 2006. 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 until the $250,000 is refunded. The existing columbarium area is now full.

The fund balance in June 2007 is estimated at $1,582,600.

WINDMILL ISLAND: This fund is again unable to support the full operation from admission fees based on anticipated admissions in FY 07. The estimated General Fund subsidy in FY 06 is $242,332, and the amount estimated for FY 07 is $143,512. The large increase in FY 06 was primarily due to additional capital improvements to the new pavilion. The FY 07 budget includes the full operation of the new pavilion. It is proposed the admission fee at the tourist attraction be maintained at the January 2006 rates.

	2005	2006
Adults	$6.50	$7.00
Children	$3.50	$4.00

LEISURE AND CULTURAL SERVICES -(cont)

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 06	FY 07 *	City Amounts
	Mills		
Operating	1.0473	1.0331	$1,199,037
Debt	0.2780	0.2780	$325,401
* The final millage was determined in June 2006 following county equalization.			

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 assets 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 was recommended at $257,000, a $13,500 or 5% reduction due to financial constraints. The $257,000 amount has been requested for FY 07 and is included in the General Fund budget. The $548,880 The City's contribution would make up 46.8% of the budget.

UTILITY SERVICES

BPW UTILITIES: The BPW budget is submitted as recommended by the Board. The BPW Board is not considering any rate increases for the three (3) utilities. However, there is a projected adjustment proposed in the industrial surcharges in the Wastewater Treatment operation which will generate $120,000 in new revenues.

	FY 07	
	EXPENSES	REVENUES
Electric Utility	87,093,964	82,962,951
Water	8,684,434	6,287,056
Wastewater	18,353,533	8,176,824

As noted earlier, the electric contribution to the General Fund is increasing from $2,433,000 in FY 06 to $2,840,000 in FY 07.

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND: The Technology Services department accounts for all of the computer, technology, and telecommunication operations in the City, excluding the BPW utility funds. All costs are charged back to the various City operations and funds. Total expenditures for FY 06 are estimated at $611,700 and $568,300 has been budgeted for FY 07. This decrease is due to the retirement of the director and a new management / organizational structure will be presented to City Council by July 2006.

The fund includes $88,800 in new and replacement equipment for FY 07 to assure all City technology equipment is up to date and will allow all City employees to perform their tasks efficiently. The equipment fund balance reserve is estimated at $105,000 in June of 2007.

FUEL DISPENSING FUND:

This fund accounts for all fuel utilized by the General City, BPW, and the Holland Public Schools. Each unit then pays the cost of fuel dispensed plus an overhead change to cover operating expenses and building up a reserve to fund future improvements to the operation. This change is estimated at $.0340565 per gallon. Due to high fuel costs expenditures in FY06 estimated $591,700 compared to $429,534 in FY05, it was necessary to pass this cost on to the vehicle and equipment rental rates utilized for FY07. Fuel costs for FY 07 have been estimated at $553,700 in anticipation of a leveling off of fuel costs.

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 8% increase on January 1, 2007. These increases are having a major impact on employee fringe benefit costs,

especially in the General Fund. Major adjustments to the program were made in FY 06 and further refinements will be considered in FY 07. The program, however, has had good experience in FY 06 which may allow a smaller rate adjustment than budgeted. 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 five (5) years. As a result, it is proposed the workers' compensation rates again be reduced by approximately 47% for FY 07 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 5% rate increases have been budgeted for the other insurance programs. Again, in FY 07, the City will have to be aggressive in obtaining quotations for its insurance program.

CAPITAL IMPROVEMENTS

CAPITAL OUTLAY: The preparation of the FY 07 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 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 reallocate part of the City's tax rate to maintain services in the General Fund and to Debt Service, new tax funds allocated for capital projects for FY 07 was initially at 0 Mills as in FY 05 and 06. However, due to the lower adjustment to the library millage after the budget was adopted, the millage of 0.0142 was allocated to this fund resulting in $16,481. From 1988 to 2004, the average millage for Municipal Capital Projects was 1.4 Mills which would generate $1,625,500 in FY 07.

The FY 06 Year End undesignated Fund Balance for capital improvements in the General City is $103,300 and those funds along with several others carry over, new sources and grants have been allocated to various proposed capital improvement projects in FY 07, amounting to $746,300.

The Street and Sidewalk Capital Project funds include expenditures of $5,740,100 which will be funded from a combination of local, state and federal funds. The budget also includes $2,770,000 of capital improvements at the airport which will be funded from local private contributions, 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 $30,607,225.

DEBT SERVICE

DEBT SERVICE: The millage rate in FY 07 for debt service has been decreased from 2.0910 to 1.9586 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.

It is anticipated the expansion / renovation of the Civic Center will require some bonding. The earliest the project would start would be in the spring of 2007. However, this budget does not include any debt millage for this project. If a bond issue is used for the Civic Center project, a tax increase would be required.

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY: This is the seventh 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 five (5) 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 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 five (5) 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 five (5) 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 indicated they may be able to move other productions into their Southview plant.

However, further plant reductions were announced by JCI in late 2005 and early 2006. JCI has indicated these changes were necessary to stay competitive in the auto industry and

THE ECONOMY - (continued)

have indicated this will help their long term growth in the Holland area. There has also been some good news in early 2004.

A new company to the Holland area, *Challenge Manufacturing, Inc.*, purchased the former Herman Miller seating plant and has expanded and renovate the plant and bring 175 new jobs. In 2005, they announced another expansion of 277,000 square feet and another 150 new jobs. Haworth will be bringing new investments and expansion to their facilities as they are closing several facilities in other states and bringing those jobs to Holland. Their new modern facility to show their new products was started in early 2006.

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

In late 2005, S-2 Yacht decided to close one of their plants in North Carolina and move the operation to Holland. Currently a 280,000 square foot addition to the plant is under construction at a cost of $14,000,000 and will add 150 - 400 new jobs.

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.

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. In July of 2006, a new transit authority was formed to serve the City of Holland and Holland Township which will also provide public transportation to the City of Zeeland by contract.

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-model 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 runway was resurfaced. In 2003, plans were initiated for the expansion of the runway at an estimated cost of $23 million. This Airport project was completed in the summer of 2005 and was totally from federal, state and private contributions. A new terminal building is also in the planning state. As with the 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

NEIGHBORHOODS - (continued)

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 07 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. The plan to sell the administrative and community education facilities on River and 16th Street. In early 2006, a new reorganization of the public schools was completed for 2006 - 2007 school year.

That plan is currently in the implementation stage. The City will have to work closely with the schools and the neighborhoods to minimize any 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 these critical community issues.

The City's downtown has experienced a major renaissance and achieved the National Main 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 was completed and added 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 these areas of 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

INFRASTRUCTURE & PUBLIC FACILITIES - (continued)

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 were 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 2006. 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 2006. 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 completed in the fall of 2000. The first phase financial plan of $225,000 for this park is set and construction was completed in the summer of 2006. 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 Place 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. The new *Hope College De Vos Field House* was completed in late 2005. This new $23 million facility 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 2007.

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

ORGANIZATION - (continued)

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 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 07 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 06 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, 2006. In FY 07, 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 07, the City staff will continue 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. 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 through FY 06, eleven (11) positions were eliminated and one (1) more is proposed to be eliminated in FY 07. If the economy does not improve similar freezes as used in FY 03 through FY 06 may have to be implemented in FY 07 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 relatively good financial shape, and experiencing an excellent quality of life. However, in late 2001 through early 2006, 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.

As noted over the past five (5) years, primarily due to a decrease in State Revenue Sharing, we have had to shift part of our tax rate from Capital to Operating in order not to reduce City services. No new City tax monies have been put into the Municipal Capital Improvement Fund the past two (2) years and no new funds are proposed for FY 07. This fund is now almost depleted. If we are going to maintain a quality public infrastructure and public facilities, which this community has expected and deserved, then this trend cannot continue. Therefore, there will have to be some tough choices and decisions which need to be made. In broad terms, these are as follows:

- Reduce Services,
- Generate New Revenues,
- Raise Taxes, or
- A combination of the above

None of the above choices will be easy, but we must begin to develop a five year plan that addresses this critical issue. It is an issue we can turn our back to short term, but it will have potential negative long term impacts. We will, of course, continue to reduce costs and improve efficiency when possible.

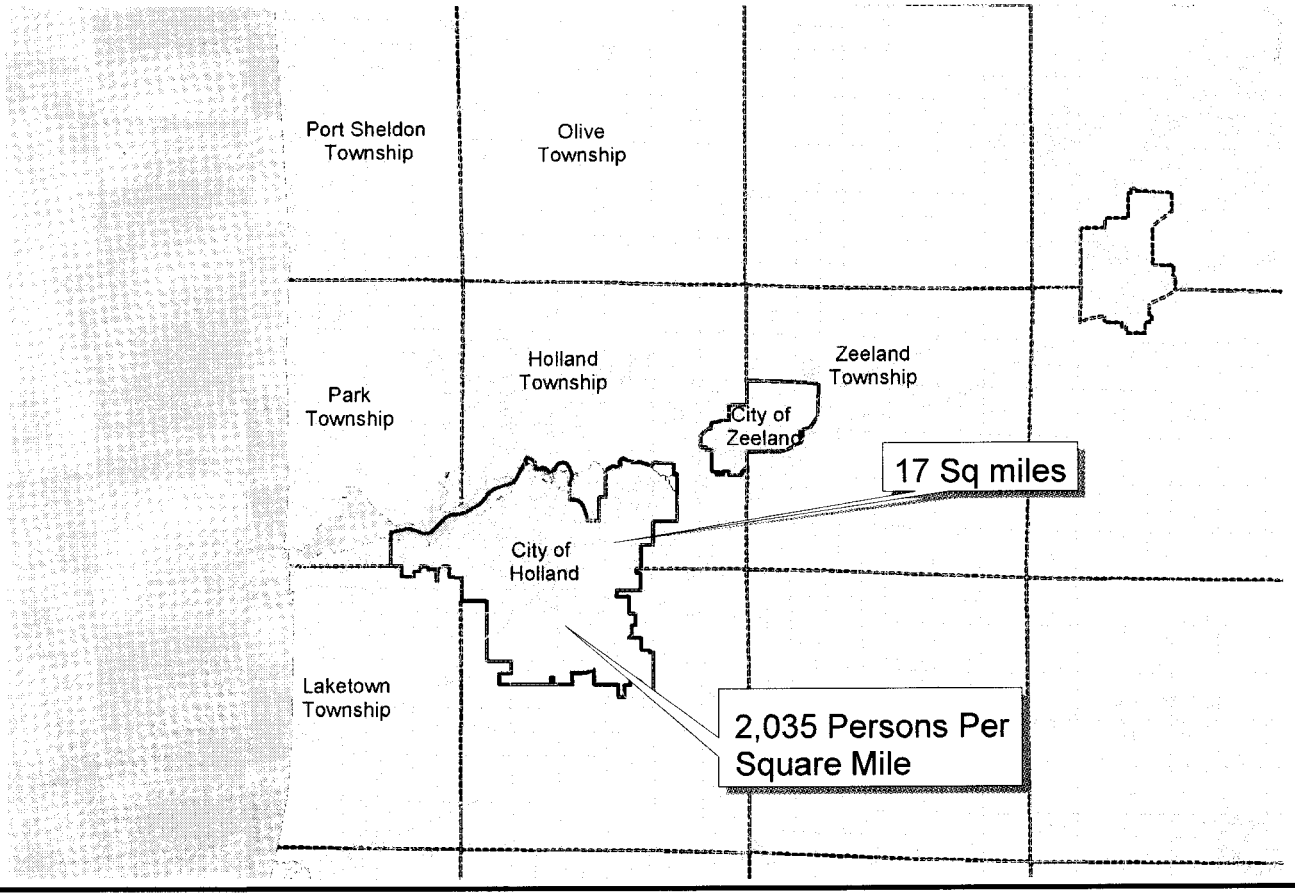
We were able to provide a solid foundation as we entered the 21st Century. Now we must continue to build on that foundation to ensure our citizens will continue to enjoy a community which provides an excellent place to live, work and play. As a place to work, we have some of our greatest challenges in 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.

Soren Wolff
City Manager

SW/b

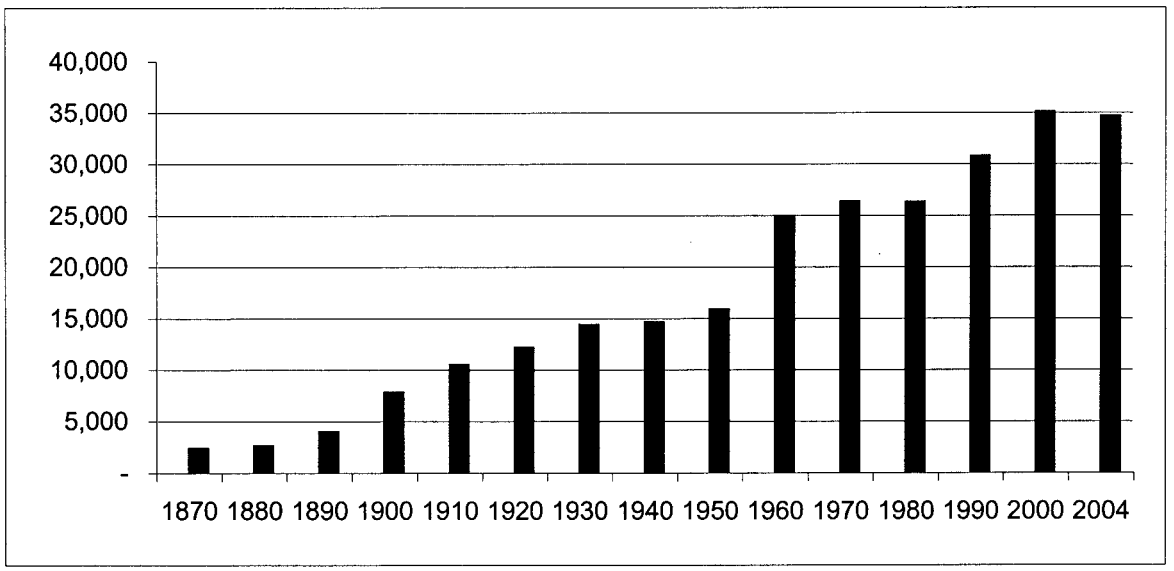


Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

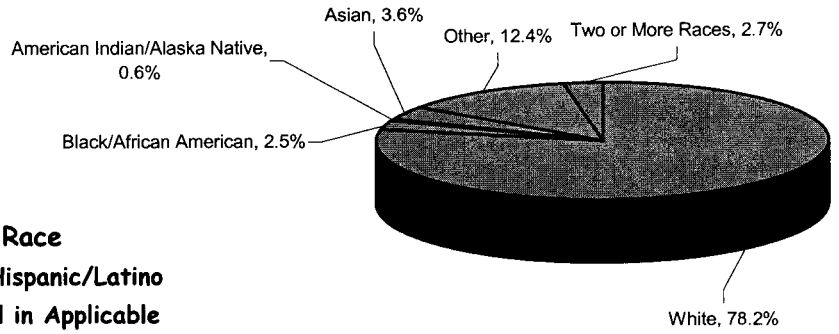
DECADE		OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867		Incorporated as a City	- - - - - - -
1870		2,324	- - - - - - -
1880		2,620	12.74
1890		3,956	50.99
1900		7,790	96.92
1910		10,490	34.66
1920		12,166	15.98
1930		14,346	17.92
1940		14,616	1.88
1950		15,858	8.50
1960		24,916	57.12
1970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



Source for Information:

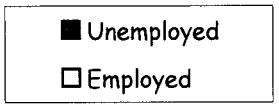
* Michigan Manuals, Michigan Department of Management and Budget.

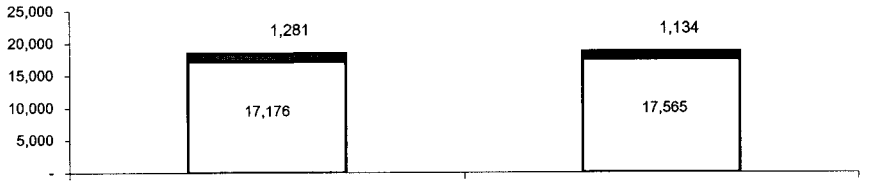
DEMOGRAPHICS



Race
22.2% Hispanic/Latino
Included in Applicable
Race Categories Above

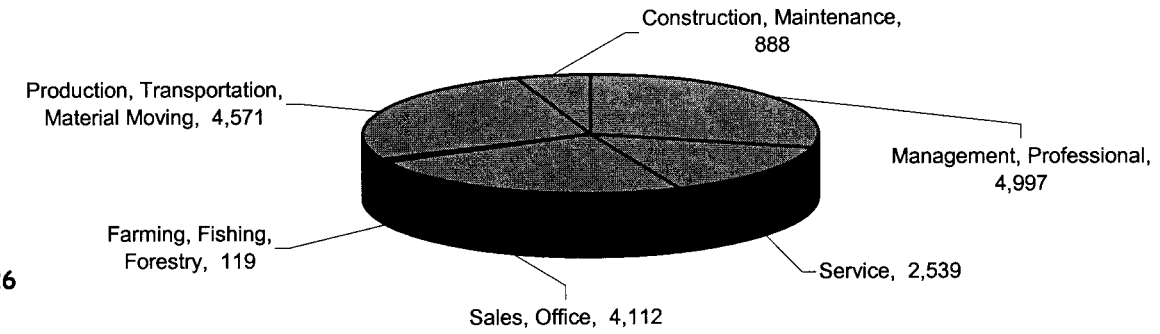
Employment Statistics per May 2006 Michigan Dept Labor





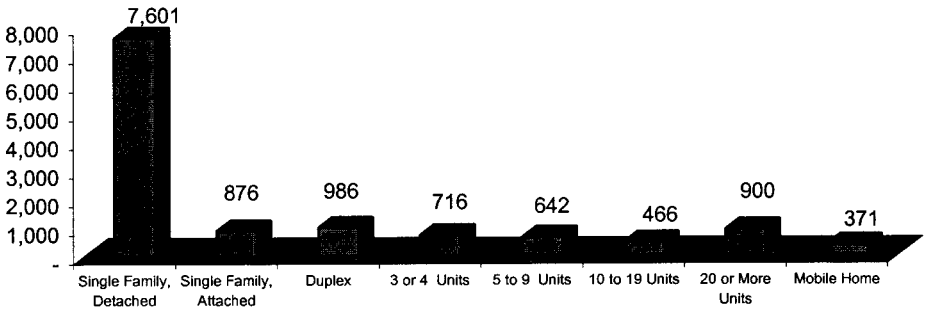
May 2005 18,457 Labor Force
Unempl Rate 6.9%

May 2006 18,699 Labor Force
Unempl Rate 6.1%

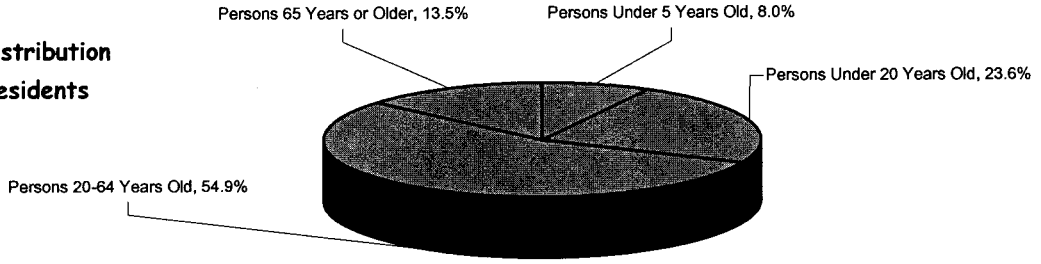


Employed Civilian Population - 17,226
16 Years and Over

Total Housing Units
12,558



Age Distribution of Residents



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

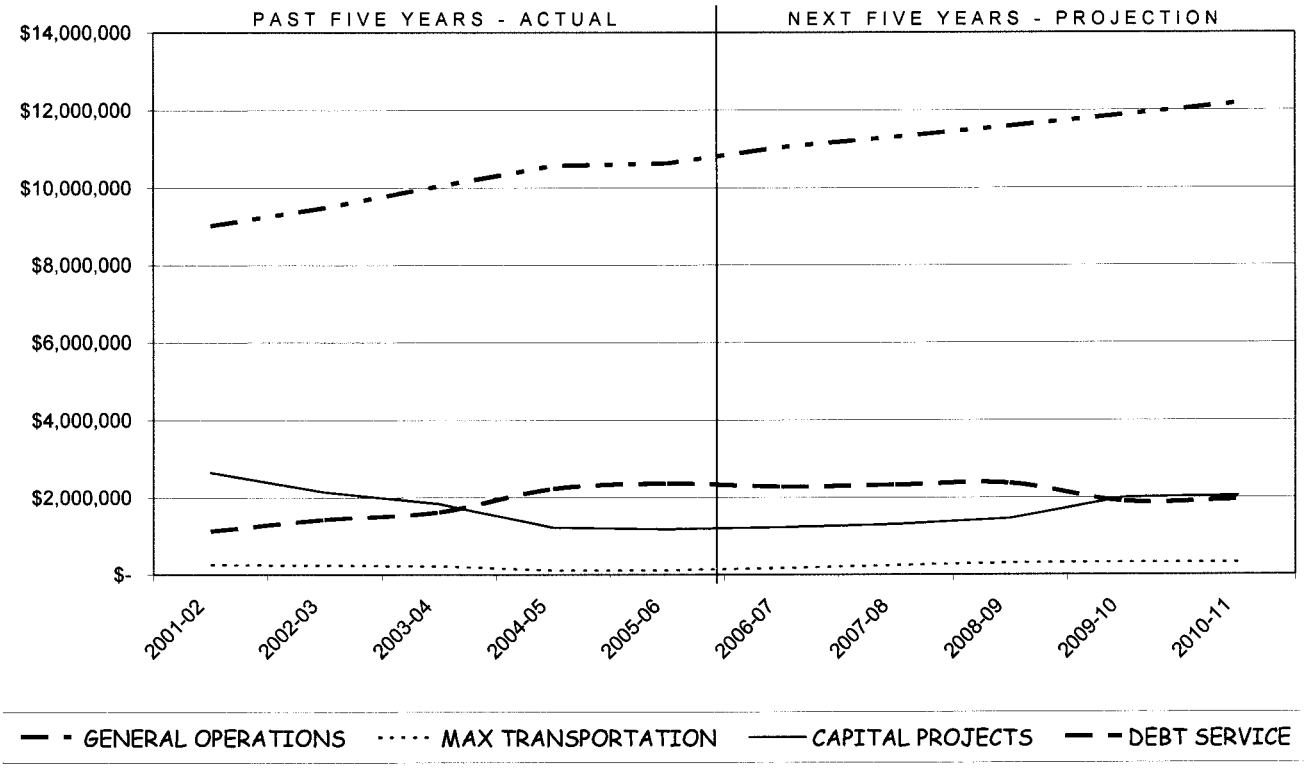
TRENDS OF SIGNIFICANT REVENUES

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 together with anticipated near-term 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). The annual property tax millage rate projections include:
  - General Operating : 9.5 mills
  - Capital Projects : Variable from 1.0 gradually increasing towards 1.6 mills
  - Debt Service : Variable from 2.0 gradually declining towards 1.6 mills
  - MAX Transportation System: Variable from 0.15 gradually increasing towards 0.25 mills



REVENUE GROUP: INTERGOVERNMENTAL REVENUE-SHARING AND GRANTS

- County Revenue Sharing

  The Allegan County Road & Bridge Tax presently amounts to 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

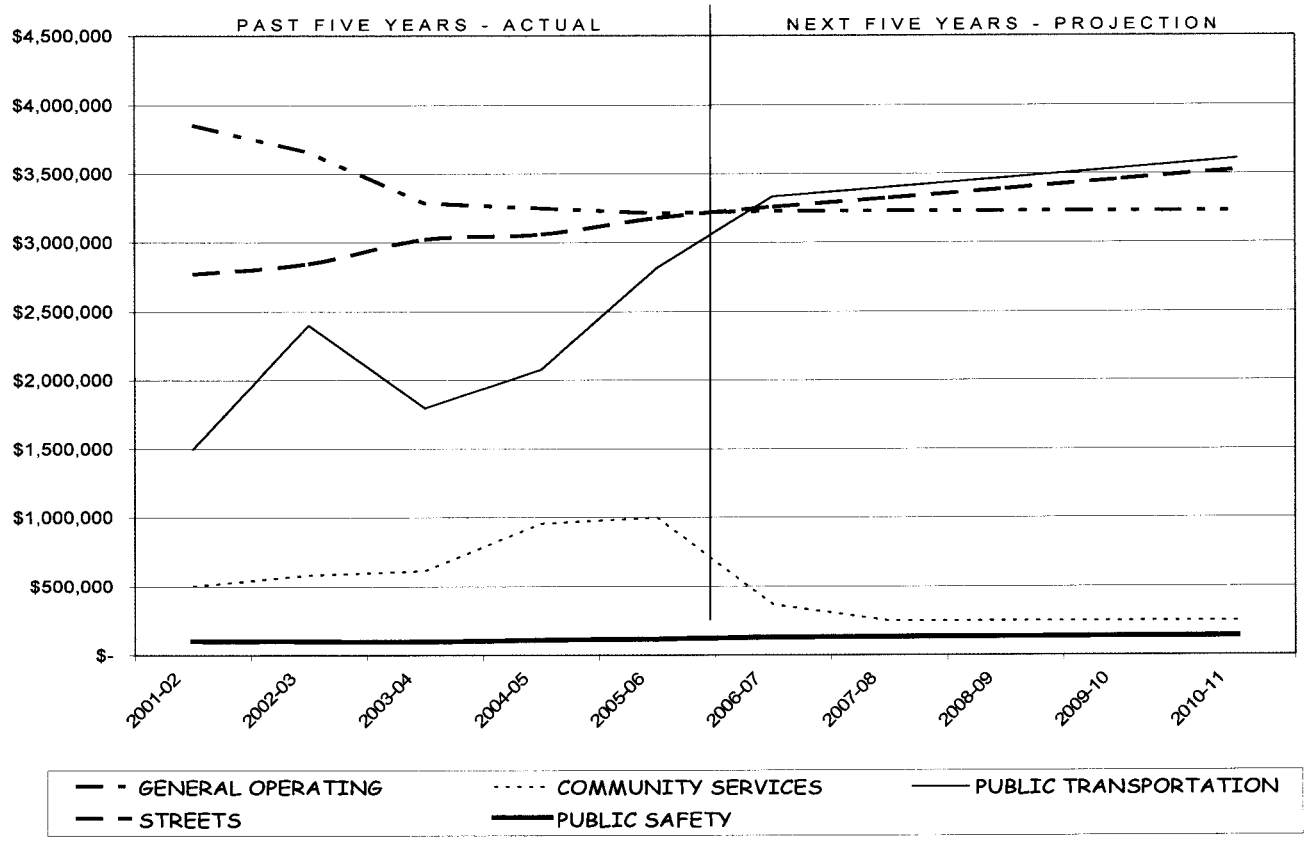
  State revenue sharing items are authorized by the state constitution and/or state statutes, providing on-going funding sources for local units of government. Some revenue sharing sources are subject to volatility and unpredictability....especially during economic swings; sometimes resulting in significant variations from budget forecasts. Trend projections for FY2007 thru FY2011 include:
  - sales tax revenues to reflect no annual percentage increases
  - gas & weight tax revenues increasing 2.0% annually
  - criminal justice training revenues rising only 0.5% annually
  - police drug enforcement grant (WEMET Grant) growing by 2.0% each year
  - operating assistance grant to City's MAX Public Transportation System 2.0% annual growth
  - grants for housing fix-up assistance is anticipated to decline from current levels

- 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 2.0% annually
  - Community Development Block Grant (CDBG) is anticipated to decline from current levels

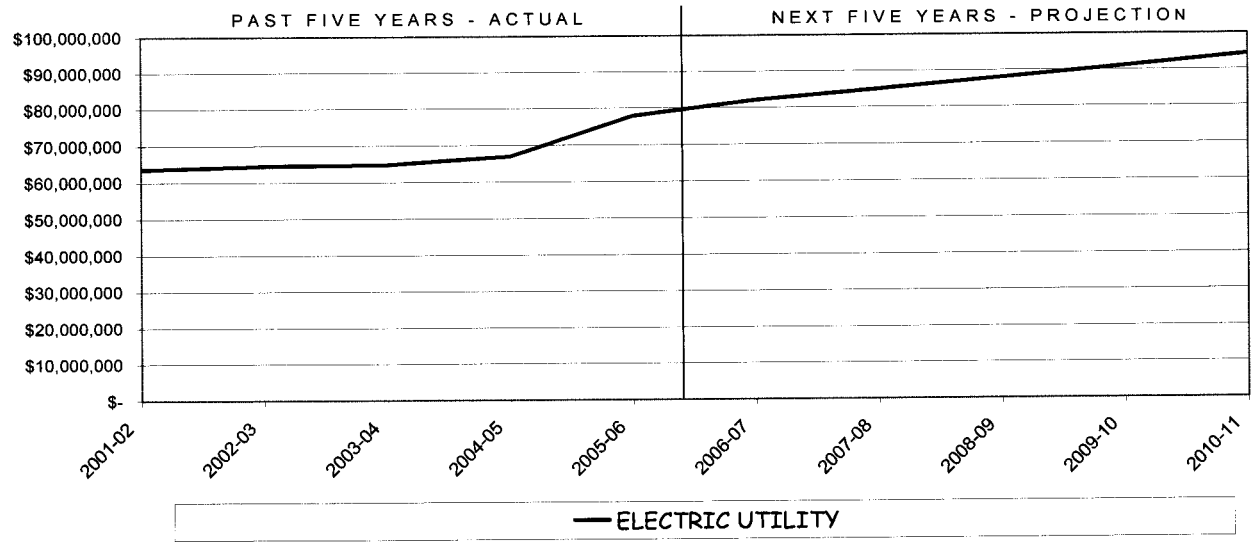
- State and Federal Grants for Infrastructure & Municipal Capital Projects

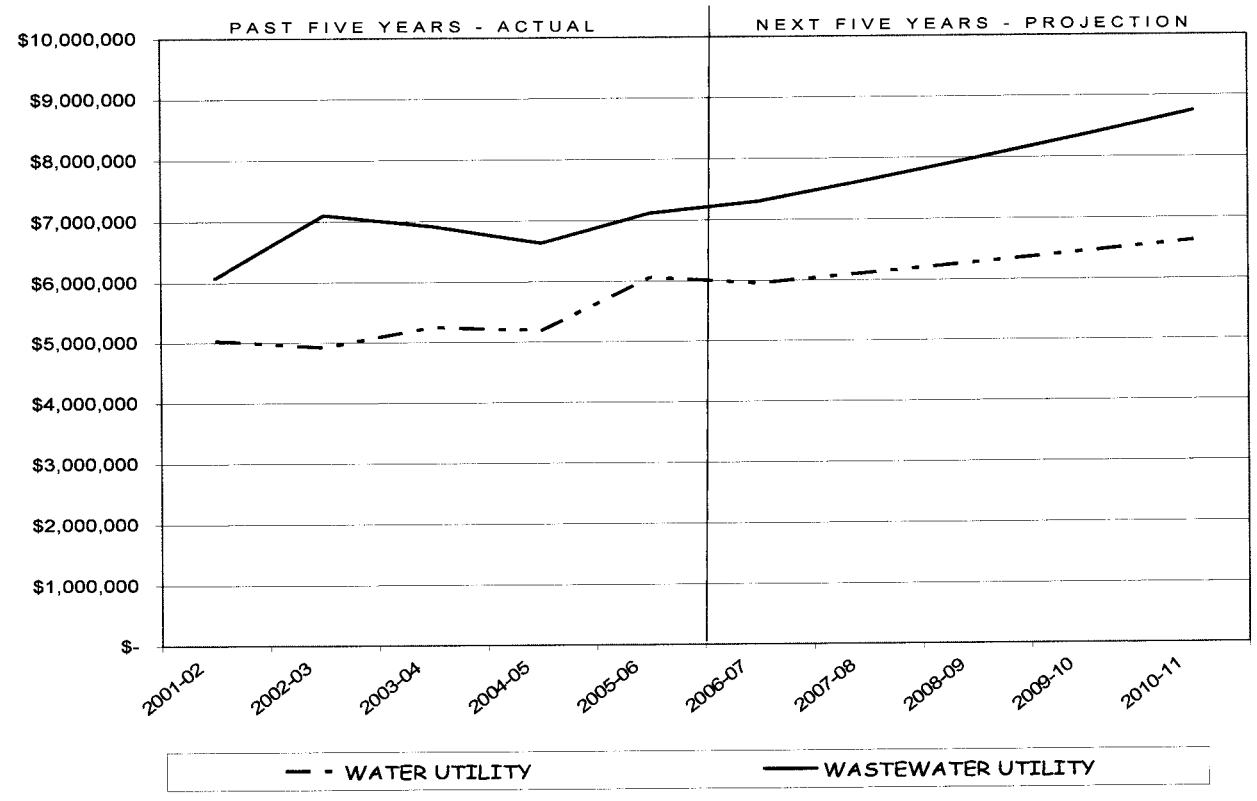
  Capital project grants for infrastructure and municipal projects are not reflected in this presentation because of the one-time non-recurring nature of each individual grant.



REVENUE GROUP: CHARGES FOR SERVICES - UTILITIES

- 'Charges for Services' is the City's largest single revenue source. Customer charges for three municipal utilities, Electric / Water / Wastewater, comprise more than one-half of all revenue sources. However, there are a number of other 'Charges for Services' other than for utilities.
- The graphs immediately below reflect Municipal Utilities (Electric, Water, Wastewater) for five years of history and five years of projections. Projections thru fiscal year 2011 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 3% electric, 2% water, and 3% wastewater:



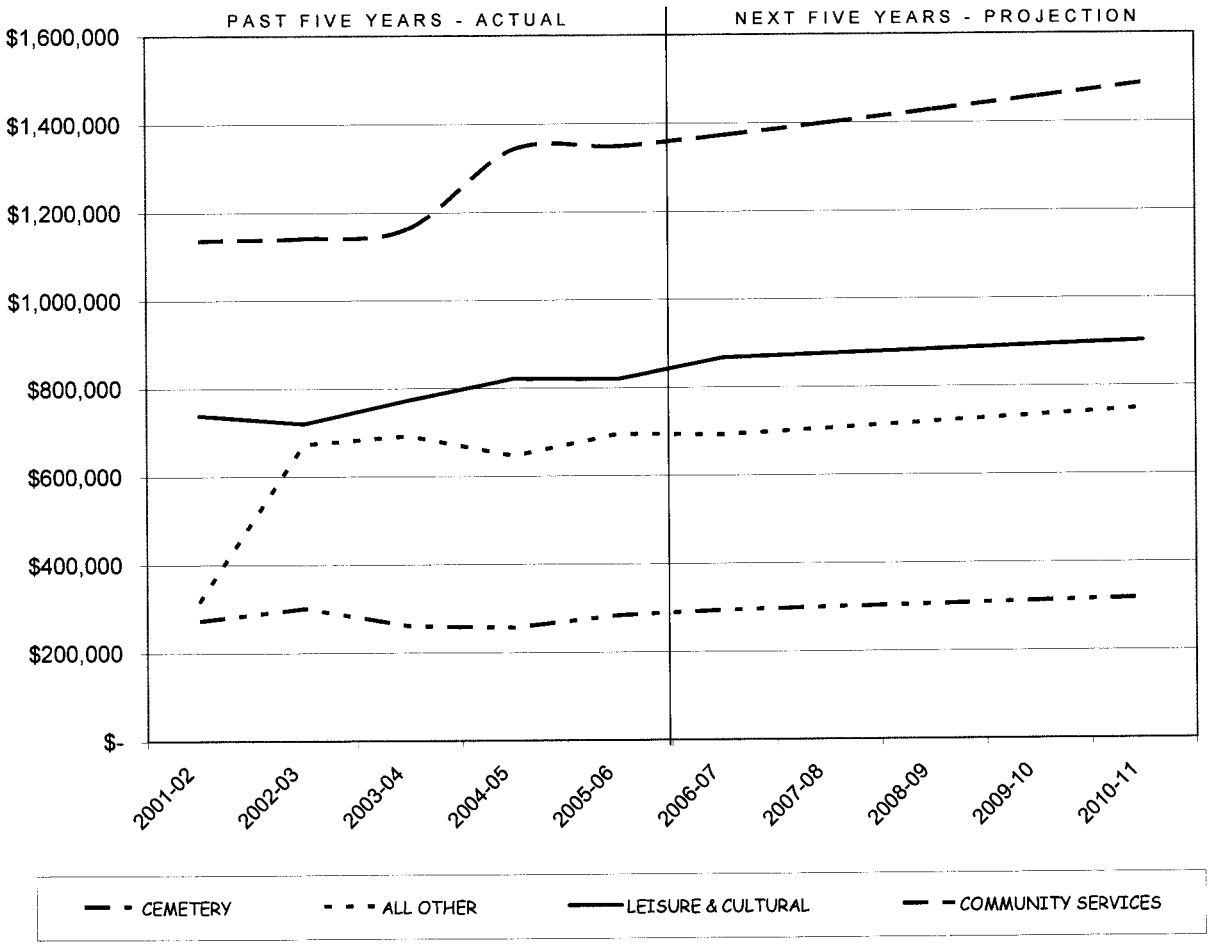


REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES

The graph below reflects a trend for General Government (other than utilities) fees & charges for services for five years of history, together with projections thru fiscal year 2010.

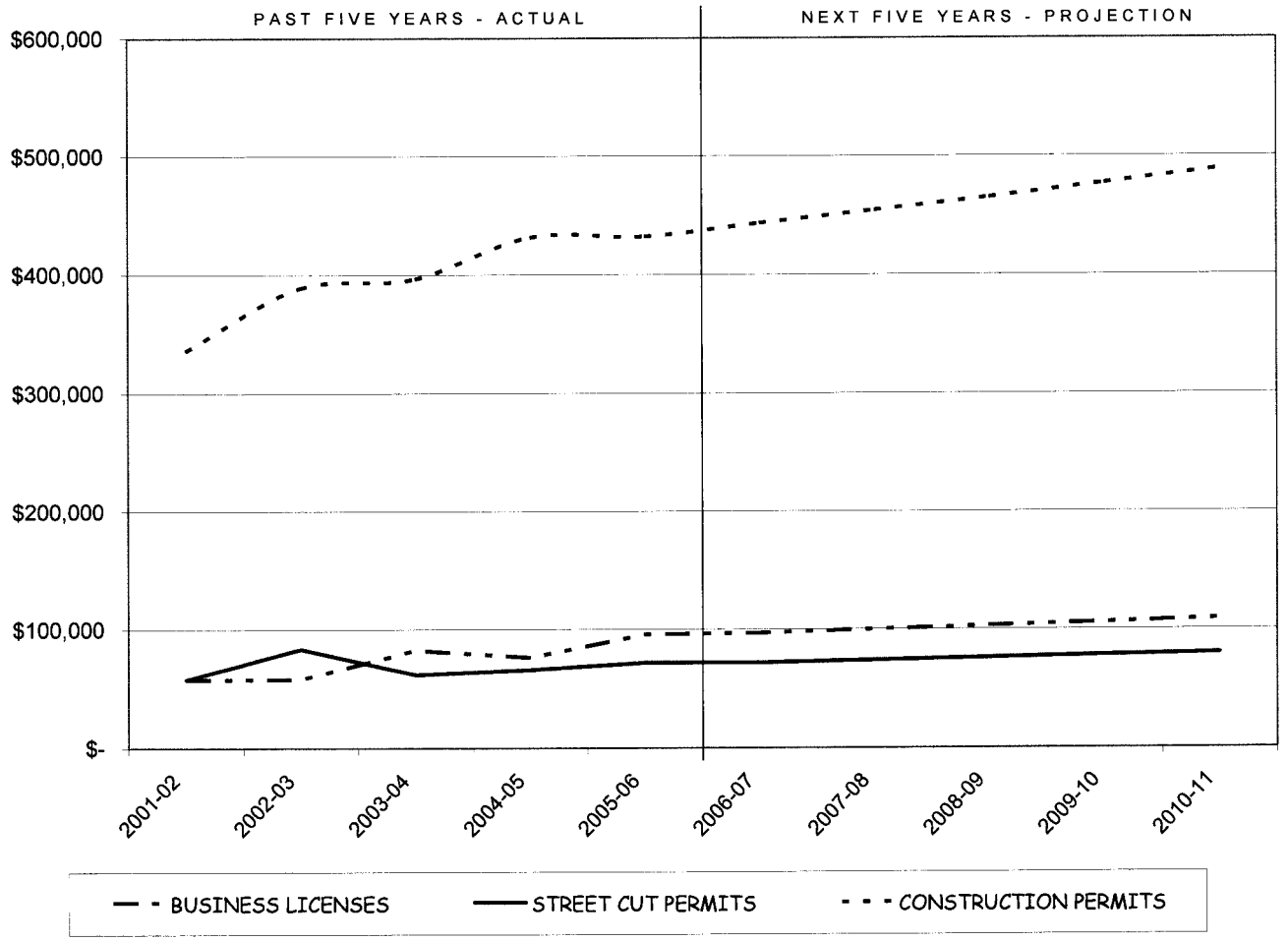
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

- Leisure & Cultural Services Activities	1.0%
- Cemeteries	2.0%
- Community Services (including Inspections)	2.0%
- All Other Service Groups	2.0%



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 the next five years anticipates relatively constant volume of licenses & permits issued, and annual rate increases of 2.5%:



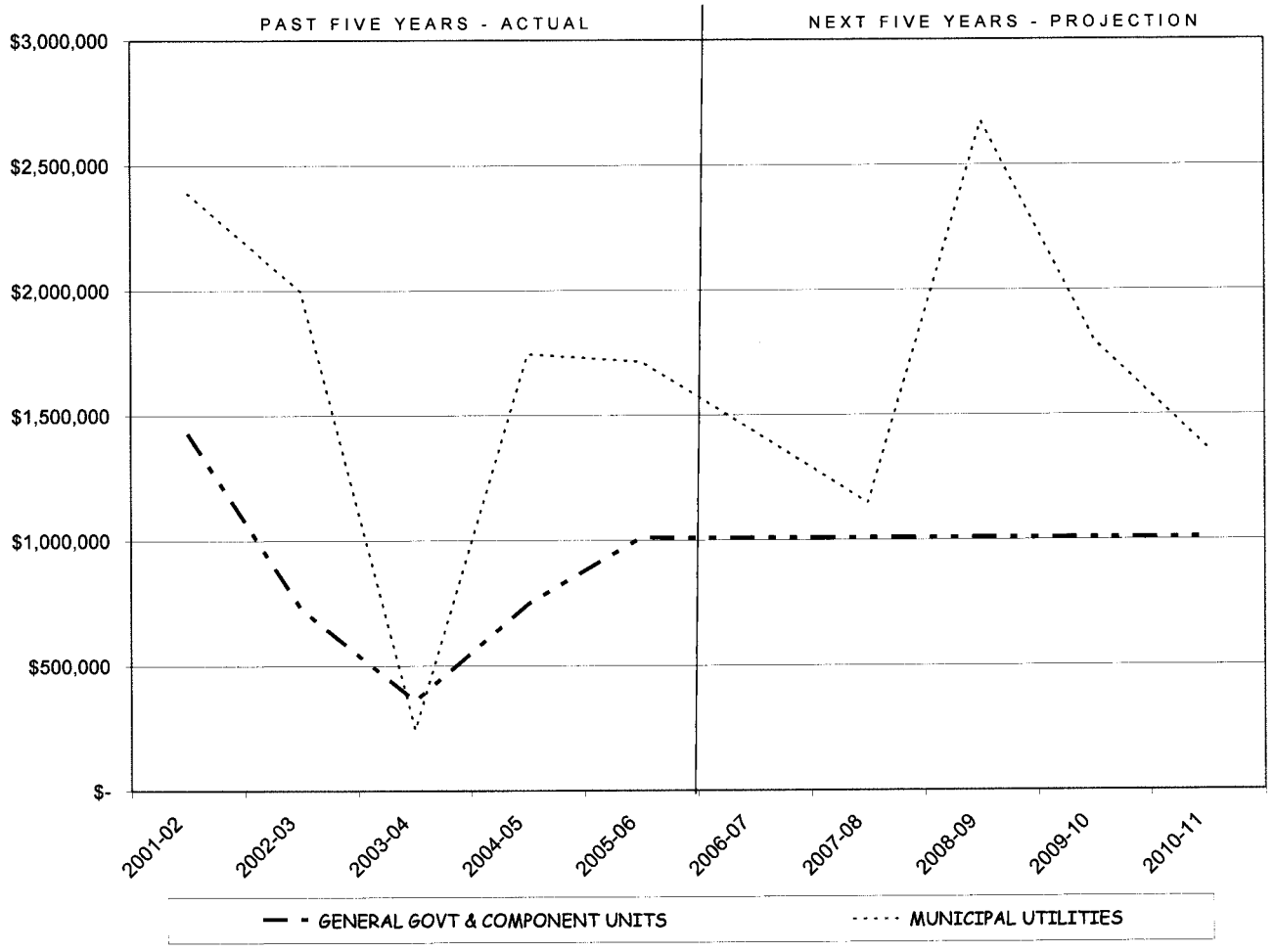
REVENUE GROUP: INVESTMENT INCOME

- 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 (e.g., the General Fund), investment income is considered a material revenue source.

- The Electric, Water, and Wastewater Utility Funds project a significant increase in investment income for the fiscal years 2009 and part of 2010 resulting from the anticipated issuance of bonded debt and receipt of bond proceeds for capital projects.

- The graph below reflects the recent historic downward trend in the interest rate environment, more than any other single factor. The projection model for fiscal years 2007 thru 2011 includes the following considerations:
  - overall portfolio for operations to remain relatively constant....the same as for fiscal year 2006
  - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
  - total investment income for fiscal year 2007 thru 2011 reflects a constant 4.0% rate of return



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
- Pubic 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; encouraging pride in personal ownership as well as 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 an issue 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 Fiduciary Funds (except Agency 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.

FINANCIAL POLICIES

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
    - guidelines include items with a cost of at least $5,000 and a useful life of at least two years.

CASH AND INVESTMENTS

- The City shall maintain 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. The internal controls shall take into consideration various methods and media of receipting, to include:
    - over-the-counter cash
    - checks
    - charge cards (limited acceptability)
    - electronic transfers (ETF's & ACH's)
  - For outgoing funds, maintain a system of internal controls and reconciliations that reasonably assures proper administration for payment approvals, recording, as well as actual disbursals of funds. The internal controls shall take into consideration various methods and media of disbursals, to include:
    - issuance of petty cash
    - checks
    - charge cards (under consideration)
    - electronic transfers (ETF's & ACH's)
  - 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, 2006 - JUNE 30, 2007

Adopted May 3, 2006

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2006-07 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 3, 2006 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, 2006 through June 30, 2007; 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 2005-06, to the extent that such adjustments do not exceed the *2005-06 Revised Estimates*, as outlined in the fiscal year 2006-07 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2006 will be liquidated and re-established as of July 1, 2006 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, 2006 - June 30, 2007 is adopted as follows:

Designated Purpose	Property Tax Millage Rate	Property Tax Millage Amount
CITY OF HOLLAND		
Operating:		
– General Government Operations	9.5188	$ 11,047,714
– Dial-A-Ride Transportation System	0.1473	170,959
Capital Projects and Acquisitions:		
– Property Acquisitions	0.0000	-0-
– Sidewalk Development & Improvement Projects	0.0500	58,031
– Street Development & Improvement Projects	1.0000	1,160,620
– Municipal Capital Projects	0.0000	-0-
Debt Service Obligations:		
– General Obligation Debt	1.9586	2,292,554
Total Property Tax Millage Levy	12.6747	$ 14,729,878
HERRICK DISTRICT LIBRARY		
– Library Operating	1.0473	$ 1,215,518
– Library Debt Service Obligation	0.2780	325,401
Total Property Tax Millage Levy	1.3253	$ 1,540,919
GRAND TOTAL - TAX MILLAGE LEVY	14.0000	$ 16,270,797
DOWNTOWN DEVELOPMENT AUTHORITY	1.8437	$ 168,148

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, 2006, then the City of Holland – Municipal Capital Projects 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, 2006, then the City of Holland – Municipal Capital Projects 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 2005-06: $52,502 is appropriated to cover property tax rebates & reductions anticipated 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 (prior tax year) and FY2004-05 state revenue sharing budget shortfalls.

Fiscal Year 2006-07: $10,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2006-07 for prior tax years (those years prior to Tax Year 2006).

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2005 AND 2006
- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2005	2006	$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property	$ 550,750,436	$ 579,508,801	$ 28,758,365	5.22%
Business				
Real Property:				
- Industrial	$ 141,833,341	$ 139,898,515	$ (1,934,826)	-1.36%
- Commercial	225,651,519	237,363,061	11,711,542	5.19%
- Agricultural	1,994,918	2,011,476	16,558	0.83%
- Developmental	459,018	471,880	12,862	2.80%
- Total Business Real Property	$ 369,938,796	$ 379,744,932	$ 9,806,136	2.65%
Personal Property:				
- Industrial	$ 103,543,000	$ 108,803,500	$ 5,260,500	5.08%
- Commercial	42,197,500	41,579,400	(618,100)	-1.46%
- Utilities	4,278,500	4,285,500	7,000	0.16%
- Total Business Personal Property	$ 150,019,000	$ 154,668,400	$ 4,649,400	3.10%
Total Business Property	$ 519,957,796	$ 534,413,332	$ 14,455,536	2.78%
Total Regular Assessment Roll	$ 1,070,708,232	$ 1,113,922,133	$ 43,213,901	4.04%
INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL				
@ Regular Valuations				
Real Property:				
- New	$ 50,768,300	$ 50,167,600	$ (600,700)	-1.18%
- Rehabilitated	244,900	244,900	-	0.00%
- Total Real Property	$ 51,013,200	$ 50,412,500	$ (600,700)	-1.18%
Personal Property:				
- New	$ 74,061,900	$ 62,511,100	$ (11,550,800)	-15.60%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	$ 74,061,900	$ 62,511,100	$ (11,550,800)	-15.60%
Total Real and Personal Property	$ 125,075,100	$ 112,923,600	$ (12,151,500)	-9.72%
@ Taxable Valuation Equivalency	$ 62,660,000	$ 56,584,250	$ (6,075,750)	-9.70%
COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL				
Regular Assessment Roll	$ 1,070,708,232	$ 1,113,922,133	$ 43,213,901	4.04%
Tax Abatement Assessment Roll	62,660,000	56,584,250	$ (6,075,750)	-9.70%
Grand Total	$ 1,133,368,232	$ 1,170,506,383	$ 37,138,151	3.28%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2006 (fiscal year 2007), 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 2006 (fiscal year 2007) amount to $8,769,531.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2006 (fiscal year 2007), P.A. 376 Tool & Die abatements amount to $1,116,386.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2006

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
REGULAR ASSESSMENT ROLL:				
Real Property	$ 879,550,550	$ 79,543,005	$ 160,178	$ 959,253,733
Personal Property	107,995,700	46,667,700	5,000	154,668,400
Total	$ 987,546,250	$ 126,210,705	$ 165,178	$ 1,113,922,133
IFT/CFT ABATEMENT ASSESSMENT ROLL:				
New Property	$ 76,337,700	$ 36,341,000	$ - 0 -	$ 112,678,700
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
Total	$ 76,582,600	$ 36,341,000	$ - 0 -	$ 112,923,600
Valuation for Budgeting Purposes	$ 38,413,750	$ 18,170,500	$ - 0 -	$ 56,584,250
TOTAL TAXABLE VALUATION	$ 1,025,960,000	$ 144,381,205	$ 165,178	$ 1,170,506,383

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	County Of		
	Ottawa	Allegan	Combined
REGULAR ASSESSMENT ROLL:			
Real Property	$ 632,142,639	$ 327,111,094	$ 959,253,733
Personal Property	59,222,200	95,446,200	154,668,400
Total	$ 691,364,839	$ 422,557,294	$ 1,113,922,133
IFT/CFT ABATEMENT ASSESSMENT ROLL:			
New Property	$ 33,704,800	$ 78,973,900	$ 112,678,700
Rehabilitated Property	244,900	- 0 -	244,900
Total	$ 33,949,700	$ 78,973,900	$ 112,923,600
Valuation for Budgeting Purposes	$ 17,097,300	$ 39,486,950	$ 56,584,250
TOTAL TAXABLE VALUATION	$ 708,462,139	$ 462,044,244	$ 1,170,506,383

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2006 (fiscal year 2007), 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 2006 (fiscal year 2007) amount to $8,769,531.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2006 (fiscal year 2007), P.A. 376 Tool & Die abatements amount to $1,116,386.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2005 AND 2006
- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2005 Taxable Valuation	TAX YEAR 2005 % Of Total Taxable Valuation	TAX YEAR 2006 Taxable Valuation	TAX YEAR 2006 % Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property	$ 550,750,436		$ 579,508,801	
Total - All Residential Property	**$ 550,750,436**	48.59%	**$ 579,508,801**	49.51%
Business Property				
Regular Assessment Roll:				
- Real Property	$ 369,938,796		$ 379,744,932	
- Personal Property	150,019,000		154,668,400	
- Total	$ 519,957,796		$ 534,413,332	
IFT Abatement Assessment Roll:				
- Real Property	$ 25,629,050		$ 25,328,700	
- Personal Property	37,030,950		31,255,550	
- Total	$ 62,660,000		$ 56,584,250	
Total - All Business Property	**$ 582,617,796**	51.41%	**$ 590,997,582**	50.49%
Grand Total - All Property	**$ 1,133,368,232**	**100.00%**	**$ 1,170,506,383**	**100.00%**
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	**$ 946,318,282**	**83.50%**	**$ 984,582,433**	**84.12%**
Total - All Personal Property	**187,049,950**	**16.50%**	**185,923,950**	**15.88%**
Grand Total - All Property	**$ 1,133,368,232**	**100.00%**	**$ 1,170,506,383**	**100.00%**

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2006 (fiscal year 2007), 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 2006 (fiscal year 2007) amount to $8,769,531.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2006 (fiscal year 2007), P.A. 376 Tool & Die abatements amount to $1,116,386.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2006

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
Residential Property			
Regular Assessment Roll:	$ 700,986,700	$ 579,508,801	$ 121,477,899
Business Property			
Regular Assessment Roll:	$ 562,628,200	$ 534,413,332	$ 28,214,868
IFT Abatement Assessment Roll:			
- Real Property	$ 25,328,700	$ 25,328,700	$ -
- Personal Property	31,255,550	31,255,550	$ -
- Total	$ 56,584,250	$ 56,584,250	$ -
Total - All Business Property	**$ 619,212,450**	**$ 590,997,582**	**$ 28,214,868**
Grand Total - All Property	**$ 1,320,199,150**	**$ 1,170,506,383**	**$ 149,692,767**
			Reduction Percentage 11.34%

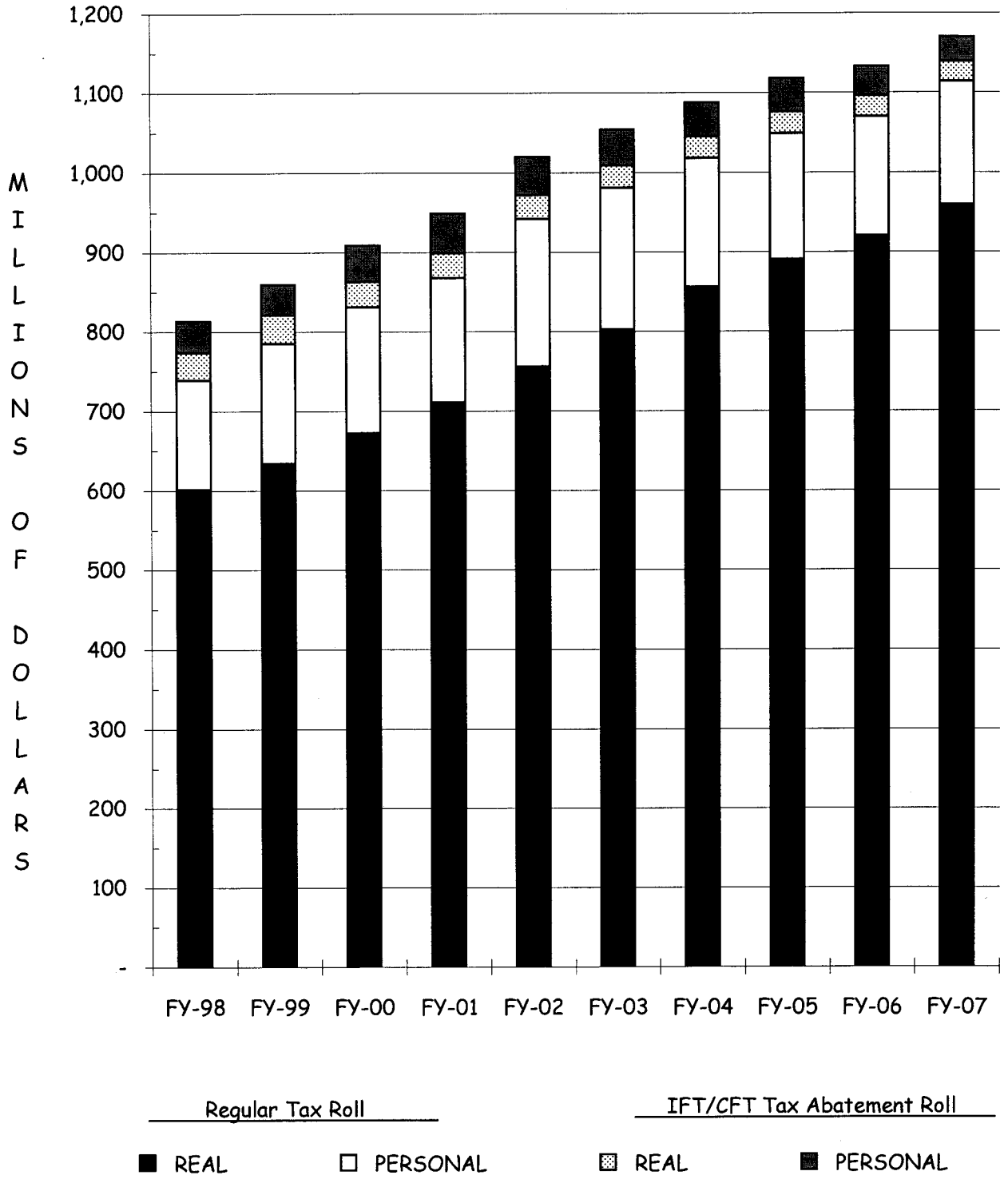
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2006 (fiscal year 2007), 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 2006 (fiscal year 2007) amount to $8,769,531.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

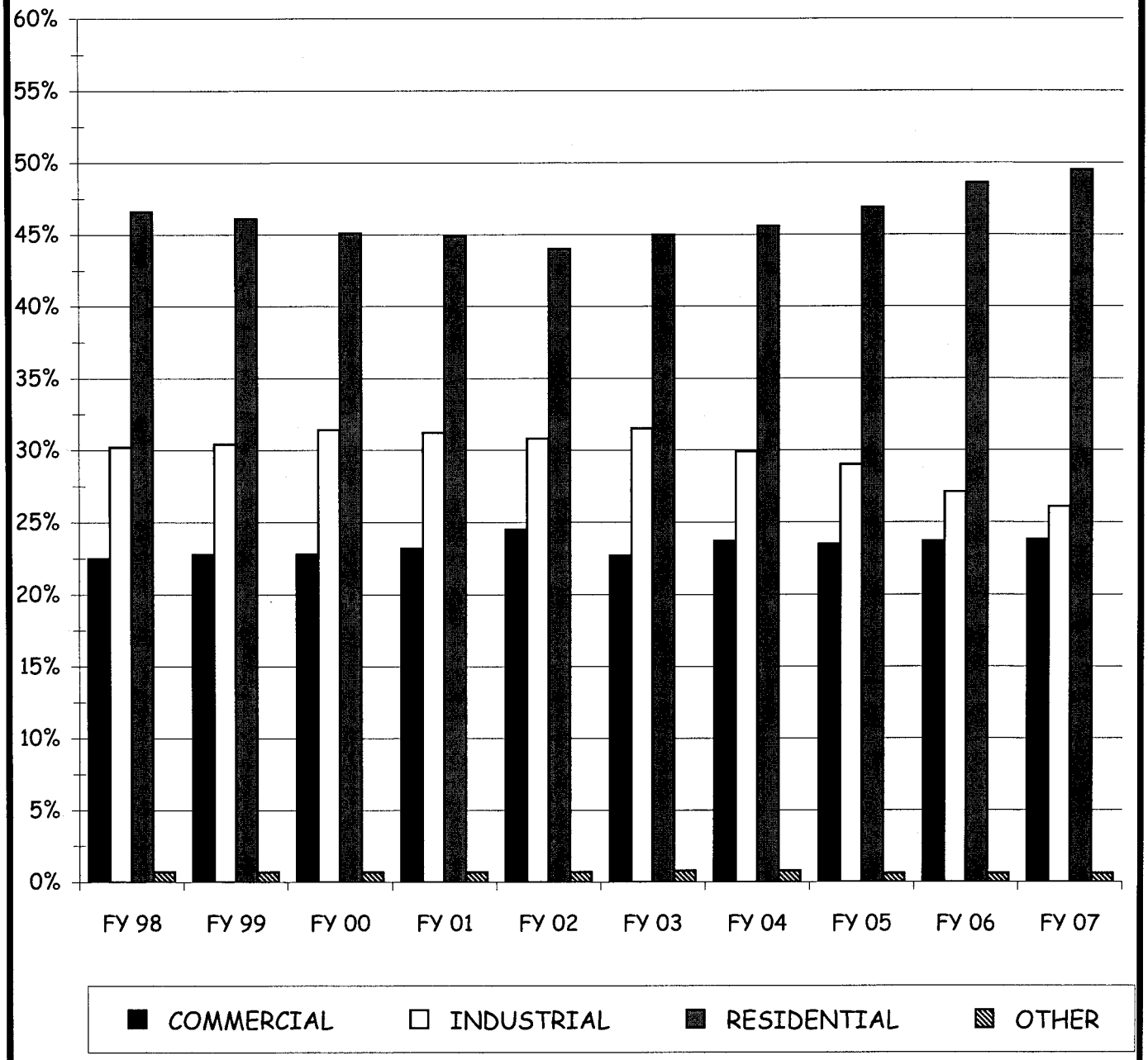
For tax year 2006 (fiscal year 2007), P.A. 376 Tool & Die abatements amount to $1,116,386.

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 2006 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY							
	29 E.6th St. (5th St Partners,LLC)		570 E.16th St. (16th St Development)		345 E.48th St. (Landmark, LLC)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Public Transportation	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
-Capital Levies:								
Property Acquisition	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Street Improv.	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Sidewalk Improv.	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Municipal Cap.Improv.	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
-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 -
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	Y	2,330,900	Y	7,500
Road Improvements	---	-----	---	-----	Y	2,330,900	Y	7,500
Emergency 911	---	-----	---	-----	Y	2,330,900	Y	7,500
COUNTY OF OTTAWA								
Operating	Y	1,686,935	Y	1,753,425	---	-----	---	-----
Parks	Y	1,686,935	Y	1,753,425	---	-----	---	-----
Emergency 911	Y	1,686,935	Y	1,753,425	---	-----	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Special Education	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
Vocational Education	Y	1,686,935	Y	1,753,425	Y	2,330,900	Y	7,500
HOLLAND SCHOOLS								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,346,435	N	- 0 -	N	- 0 -	Y	7,500
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
HAMILTON SCHOOLS								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
ZEELAND SCHOOLS								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
Recreation	--	-----	--	-----	--	-----	--	-----
Bldg & Site Sinking Fd	--	-----	--	-----	--	-----	--	-----
STATE OF MICHIGAN								
State Education Tax	Y	1,686,935	N	- 0 -	N	- 0 -	Y	7,500

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2006 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY						
	13 W 4th St. (Steketee VanHuis)		573 Columbia Ave. (Baker-Lofts/Bosgraaf)		141 E 8th St. (Macatawa Bank)		Grand Totals
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Captured Taxable Valuation
CITY OF HOLLAND							
-Debt Service Levies:							
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
-Operating Levies:							
General	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Public Transportation	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
-Capital Levies:							
Property Acquisition	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Street Improv.	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Sidewalk Improv.	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Municipal Cap.Improv.	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
-All Other:							
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
DISTRICT LIBRARY							
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
COMMUNITY POOL							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
COUNTY OF ALLEGAN							
Operating	---	-----	---	-----	---	-----	2,338,400
Road Improvements	---	-----	---	-----	---	-----	2,338,400
Emergency 911	---	-----	---	-----	---	-----	2,338,400
COUNTY OF OTTAWA							
Operating	Y	1,389,885	Y	1,046,488	Y	554,398	6,431,131
Parks	Y	1,389,885	Y	1,046,488	Y	554,398	6,431,131
Emergency 911	Y	1,389,885	Y	1,046,488	Y	554,398	6,431,131
INTERMEDIATE SCHOOL							
General Education	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Special Education	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
Vocational Education	Y	1,389,885	Y	1,046,488	Y	554,398	8,769,531
HOLLAND SCHOOLS							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,389,885	Y	945,562	N	- 0 -	3,689,382
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
HAMILTON SCHOOLS							
Debt	--	-----	--	-----	--	-----	- 0 -
Operating	--	-----	--	-----	--	-----	- 0 -
ZEELAND SCHOOLS							
Debt	--	-----	--	-----	--	-----	-----
Operating	--	-----	--	-----	--	-----	-----
Recreation	--	-----	--	-----	--	-----	-----
Bldg & Site Sinking Fd	--	-----	--	-----	--	-----	-----
STATE OF MICHIGAN							
State Education Tax	Y	1,389,885	Y	1,046,488	N	- 0 -	4,130,808

PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2005 FY 2005-06	Tax Year 2006 FY 2006-07	Change	
Regular Roll	$ 1,071,286,477	$ 1,113,922,133	$ 42,635,656	3.98%
- Less MTT Adjustment-Freedom Village	(578,245)		578,245	
- Less LS Mold Tool & Die	(856,657)	(865,836)	(9,179)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(1,333,985)	(1,686,935)	(352,950)	
- 665 East 48th Street (Lifesavers)	(4,900)	(7,500)	(2,600)	
- 570 East 16th Street (GE)	(70,015)	(1,753,425)	(1,683,410)	
- 573 Columbia Ave (Baker-Lofts)	(148,437)	(1,046,488)	(898,051)	
- 13 West 4th Street (Steketee Van Huis)	(29,049)	(333,235)	(304,186)	
- 345 East 48th Street (Textron)	(312,900)	(255,000)	57,900	
- 141 E 8th Street (Macatawa Bank)	- 0 -	(554,398)	(554,398)	
Subtotal Regular Roll	**1,067,952,289**	**1,107,419,316**	**$ 39,467,027**	**3.70%**
Tax Abatement Roll (Expressed at Equivalency)	62,660,000	56,584,250	(6,075,750)	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(251,450)	(250,550)	900	
- Less Brownfields:				
- 13 West 4th Street (Steketee Van Huis)	(939,200)	(1,056,650)	(117,450)	
- 345 East 48th Street (Textron)	(2,376,200)	(2,075,900)	300,300	
Subtotal Abatement Roll	**59,093,150**	**53,201,150**	**$ (5,892,000)**	**- 9.97%**
Total - All Rolls Adjusted	$ 1,127,045,439	$ 1,160,620,466	$ 33,575,027	2.98%
Valuation to Add Back to Debt Levies	6,322,793	9,885,917		

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. from the debt service levies. The total FY06 Taxable Valuation used for Debt Service computation is $1,133,368,232.

FY07 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $9,885,917 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. from the debt service levies. The total FY07 Taxable Valuation used for Debt Service computation is $1,170,506,383.

PROPERTY TAX LEVY

ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2005-06 AND 2006-07

	Tax Year 2005 FY 2005-06	Tax Year 2006 FY 2006-07	Increase (Decrease) Amount	Percent
PROPERTY TAX MILLAGE RATES				
City of Holland				
- Operating Levies:				
General	9.4337	9.5188	0.0851	0.90%
MAX Public Transportation System	0.1000	0.1473	0.0473	47.30%
Total Operating	9.5337	9.6661	0.1324	1.39%
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
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	0.0142 (1)	0.0142	100.00%
Total Capital	1.0500	1.0642	0.0142	1.35%
- Debt Service Levies:				
General Obligation Debt	2.0910	1.9586	(0.1324)	- 6.33%
- Total City of Holland	12.6747	12.6889	0.0142	0.11%
Herrick District Library				
- Operating	1.0473	1.0331 (1)	(0.0142)	- 1.36%
- Debt Service	0.2780	0.2780	0.0000	0.00%
- Total Herrick District Library	1.3253	1.3111	(0.0142)	- 1.07%
Total Millage Levy Rate	14.0000	14.0000	0.0000	0.00%
PROPERTY TAX MILLAGE AMOUNTS				
City of Holland				
- Operating Levies:				
General	10,632,209	11,047,714	415,505	3.91%
MAX Public Transportation System	112,705	170,959	58,254	51.69%
Total Operating	$ 10,744,914	$ 11,218,673	$ 473,759	4.41%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,127,045	1,160,620	33,575	2.98%
Sidewalk Improvement Projects	56,352	58,031	1,679	2.98%
Municipal Capital Projects	- 0 -	16,481	16,481	100.00%
Total Capital	$ 1,183,397	$ 1,235,132	$ 51,735	4.37%
- Debt Service Levies:				
General Obligation Debt *	2,369,873	2,292,554	(77,319)	- 3.26%
- Total City of Holland	$ 14,298,184	$ 14,746,359	$ 448,175	3.13%
Herrick District Library				
- Operating	1,180,355	1,199,037	18,682	1.58%
- Debt Service *	315,076	325,401	10,325	3.28%
- Total Herrick District Library	$ 1,495,431	$ 1,524,438	$ 29,007	1.94%
Total Millage Levy Amount	$ 15,793,615	$ 16,270,797	$ 477,182	3.02%

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

(1) Final Adjusted Millage Rate Per County Equalization.

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2006-07

Taxing Jurisdiction	2006 Taxable Value Within City of Holland	2006-07 Millage Rates	2006-07 Millage Amounts	Projected 1% Administration Fee
City of Holland	$ 1,170,506,383	12.6889	$ 14,852,438	$ 148,524
Special Assessments/Delinquent Utilities			486,000	4,860
Downtown Development Authority	91,201,428	1.8437	168,148	1,681
Herrick District Library	1,170,506,383	1.3111	1,534,651	15,347
State of Michigan	1,170,332,483	6.0000	7,021,995	70,220
Holland Public School District:				
- Homestead Exemption Properties (a)	495,218,668	3.4868	1,726,728	17,267
- Non-Homestead Properties	530,741,332	21.4868	11,403,933	114,039
Hamilton Community School District:				
- Homestead Exemption Properties (a)	10,881,041	7.0000	76,167	762
- Non-Homestead Properties	133,500,164	25.0000	3,337,504	33,375
Zeeland Public School District:				
- Homestead Exemption Properties (a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Homestead Properties	165,178	26.0300	4,300	43
Ottawa Intermediate School District	1,170,506,383	4.2109	4,928,885	49,289
Holland Area Community Pool Authority	1,025,960,000	1.5400	1,579,978	15,800
County of Allegan	462,044,244	5.6592	2,614,801	26,148
County of Ottawa	708,462,139	4.2579	3,016,561	30,166
Total			$ 52,752,090	$ 527,521

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 2006. 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 2005-06 AND FISCAL YEAR 2006-07

	Actual Tax Year 2005 FY 2005-06	Adopted Tax Year 2006 FY 2006-07	Increase (Decrease) Amount	Percent
PROPERTY TAXABLE VALUATION ROLL				
Regular Roll:				
- Real Property	$ 73,075,214	$ 78,320,278	$ 5,245,064	7.18%
- Personal Property	10,615,400	10,494,400	(121,000)	-1.14%
- Total	$ 83,690,614	$ 88,814,678	$ 5,124,064	6.12%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	$ 651,200	$ 461,700	$ (189,500)	-29.10%
- Personal Property	1,737,800	1,925,050	187,250	10.78%
- Total	$ 2,389,000	$ 2,386,750	$ (2,250)	-0.09%
Total Assessment Rolls	$ 86,079,614	$ 91,201,428	$ 5,121,814	5.95%
PROPERTY TAX MILLAGE RATE LEVY				
Operating Rate				
- For Operations & Maintenance	1.8439	1.8437	(0.0002)	-0.01%
PROPERTY TAX MILLAGE AMOUNT LEVY				
Operating Levy				
- For Operations & Maintenance	$ 158,722	$ 168,148	$ 9,426	5.94%

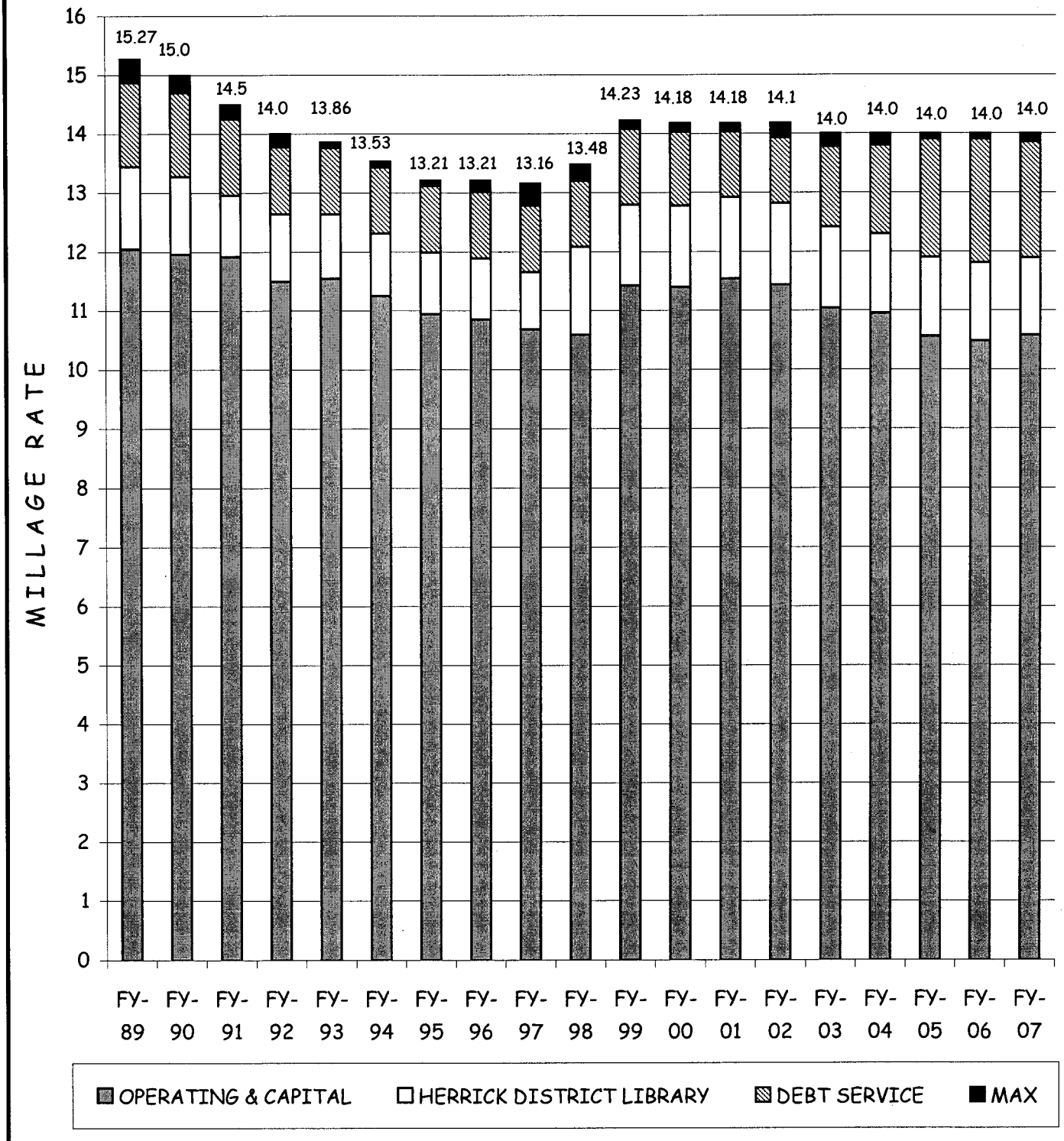
MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES

Fiscal Year	Millage Rate Levies									% Change Increase (Decrease) In Total Rate
	LTGO Debt Service	General Operating	Capital Projects: Property Acquis.	Capital Projects: Street Improv.	Capital Projects: Sidewalk	Capital Projects: Municipal Projects	DART/MAX Public Transit	Herrick District Library	Total	
1989	1.4268	9.7461	0.2500	0.1083	0.0000	1.9432	0.4000	1.3966	15.2709	0.00%
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%
2007	1.9586	9.5188	0.0000	1.0000	0.0500	0.0142	0.1473	1.3111	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



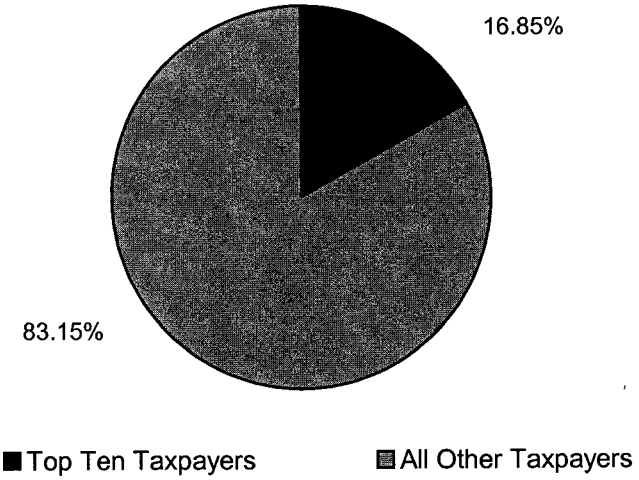
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2006 (FY2007)

	TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1.	Johnson Controls Interiors	Automotive Parts Supplier	$ 65,218,933	5.75 %
2.	Haworth, Inc.	Office Furniture & Fixtures	41,799,744	3.69
3.	ARC Holland Real Estate	Retirement Village	19,486,113	1.72
4.	Hydro Automotive Structures	Aluminum Extrusion	10,982,156	0.97
5.	H. J. Heinz Co.	Pickle & Cucumber Products	10,897,007	0.96
6.	Lumir Corp	Real Estate Holdings	9,714,137	0.86
7.	Brooks Beverage Inc	Production & Distribution of Beverages	9,364,300	0.83
8.	L & W Engineering Co.	Automotive Parts Manufacturer	9,016,075	0.80
9.	New West MI Ind Inv LLC	Warehouse Facility	7,909,100	0.70
10.	Meijer Realty Co.	Real Estate Holdings	6,625,289	0.58
		Totals	$ 191,012,854	16.85 %

2006 Total Taxable Value is $1,170,506,383, 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

FY2007 FUNDS BY TYPE
WITH ADOPTED APPROPRIATIONS
(Basis of Budgeting / Basis of Accounting Presented For Each Fund Type)

GENERAL OPERATING (Modified Accrual)	
General Fund	20,577,423

PERMANENT (Modified Accrual)	
Cemetery Perpetual Care	134,800

SPECIAL REVENUE (Modified Accrual)	
Street Funds	6,250,119
Downtown Funds	501,432
Contested Assessments	65,000
CATV-Public Access TV	222,310
Property Acquisition	68,075
Environmental Cleanup	8,900
Budget Stabilization	10,000
Herrick District Library Taxation	1,524,438
Public Safety Grants	279,884
MSHDA Grant	30,000
CDBG Entitlement Grant	380,421
IMLS Van Raalte Farm Grant	22,945
Revolving Cash Assistance	123,687
Municipal Airport Donations	69,400
Dangerous Structures	21,950
Miscellaneous	9,500
Police Community Relations	14,500
	9,602,561

DEBT SERVICE (Modified Accrual)	
General Obligation LTGO	2,318,119
Act 175 Transportation	542,200
Building Authority	2,733,840
Special Assessment	403,441
	5,997,600

CAPITAL PROJECTS (Modified Accrual)	
Municipal Improvements	3,082,800
Street, Bridge, Signalization	3,427,206
Sidewalk Improvements	84,214
	6,594,220

ENTERPRISE (Full Accrual)	
Solid Waste Recycling	1,234,296
Windmill Island	589,552
Railroad Depot Operations	65,550
Municipal Airport	2,890,335
MAX Public Bus Transportation	4,026,500
City Transportation Reserve	269,804
Electric Utility	87,093,964
Water Utility	8,684,434
Wastewater Utility	18,353,533
	123,207,968

INTERNAL SERVICE FUNDS (Full Accrual)	
Technology Services	568,300
Communications Services	115,000
Photocopy Services	52,200
Postage Services	26,700
Centralized Vehicle/Equip	2,294,960
Fire Emergency Vehicle Pool	533,000
Fuel Dispensing	561,104
Compensated Absences	120,000
Risk Management	5,641,800
	9,913,064

COMPONENT UNITS (Modified Accrual)	
Downtown Development Auth.	188,300
Brownfield Redevel. Auth.	304,769
Holland Historical Trust	548,880
	1,041,949

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-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL FUND	18,307,167	19,075,438	19,667,408	20,394,704
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	2,954,631	3,006,291	3,126,502	3,235,763
MVH Local Street	916,891	844,518	1,123,344	1,280,837
Allegan County Road Tax	395,722	417,527	426,700	434,000
Street Improvement Reserve	1,088,498	1,126,409	1,138,780	1,166,220
Downtown Parking System	122,262	129,973	132,679	134,400
Downtown Snowmelt O&M	58,395	96,785	106,285	125,900
Principal Shopping District	99,820	133,196	167,502	159,700
Contested Assessments	133,633	125,319	70,000	50,000
CATV-Public Access TV	196,978	197,483	198,992	200,625
Property Acquistion	122,163	59,237	64,315	5,600
Environmental Cleanup	7,711	8,279	8,927	8,900
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,477,346	1,504,316	1,502,230	1,524,438
C/J Police Training	13,383	13,566	14,000	14,000
Bi-Centennial Celebration	42	154	200	300
Public Safety Grant	169,292	198,284	206,700	232,100
MCOLES Grant	0	0	33,566	12,405
Law Enforcemt Block Grant	59,146	53,794	54,140	0
MSHDA Grant	168,758	253,487	374,775	30,000
CDBG Entitlement Grant	632,309	544,687	791,871	380,421
MEDC (Uniform Color) Grant	38,484	357,611	388	0
IMLS Van Raalte Farm Grant	18,663	44,154	45,300	22,945
Highway Safety Plan Grant	37,849	85,438	77,655	21,379
FEMA Firefighters Grant	7,895	37,665	18,865	0
Homeland Security Grant	0	33,925	50,589	0
Revolving Cash Assistance	73,745	99,981	174,642	49,994
Specified Donations	80,062	36,348	17,297	0
Municipal Airport Donations	492,068	80,599	10,183	69,425
Tulip Planting Contest	1,320	0	0	0
Police Community Relations	14,913	2,206	1,044	5,460
Dangerous Structures	(66)	29,242	0	22,000
Police Employees Benefit	3,008	3,620	3,277	3,305
City Hall Employees Benefit	4,449	4,162	4,195	4,300
Transportation Employees Benefit	1,303	1,743	2,166	2,105
Park/Cemetery Employees Benefit	0	169	425	425
DEBT SERVICE FUNDS				
General Obligation	2,164,108	2,319,888	2,403,265	2,319,479
Michigan Act 175 Transportation	671,477	684,610	700,048	542,200
Building Authority	2,436,833	2,513,037	2,630,848	2,734,140
Land Contract	70,015	18,125	0	0
Special Assessments	443,057	307,572	309,772	261,137
PERMANENT FUNDS				
Cemetery Perpetual Care	80,164	86,558	121,617	109,292
TOTAL	33,563,494	34,535,396	35,780,492	35,557,899
Removal of Interfund Transfers	4,834,106	4,416,962	4,855,726	5,111,908
NET REVENUES - GOVT FUNDS	28,729,388	30,118,434	30,924,766	30,445,991

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF EXPENDITURES

Fund	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL FUND	18,545,249	19,083,455	19,707,305	20,577,423
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	2,242,095	3,469,005	5,245,337	3,485,916
MVH Local Street	929,391	914,557	1,123,346	1,280,837
Allegan County Road Tax	348,905	552,605	1,142,441	331,000
Street Improvement Reserve	710,201	1,457,045	1,618,244	1,152,366
Downtown Parking System	114,200	144,925	150,937	164,157
Downtown Snowmelt O&M	46,300	47,464	141,751	143,850
Principal Shopping District	90,232	150,158	192,385	193,425
Contested Assessments	144,370	130,102	66,100	65,000
CATV-Public Access TV	228,885	180,615	181,710	222,310
Property Acquistion	171,344	30,383	20,004	68,075
Environmental Cleanup	7,711	10,159	11,847	8,900
Budget Stabilization	0	116,439	188,502	10,000
Herrick Dist Libr Taxation	1,476,668	1,502,908	1,506,024	1,524,438
C/J Police Training	18,974	13,139	14,000	14,000
Public Safety Grant	169,292	198,284	206,700	232,100
MCOLES Grant	0	0	33,566	12,405
Law Enforcemt Block Grant	60,581	54,249	54,320	0
MSHDA Grant	168,758	253,487	374,775	30,000
CDBG Entitlement Grant	632,309	544,687	791,871	380,421
MEDC (Uniform Color) Grant	38,484	357,611	388	0
IMLS Van Raalte Farm Grant	18,663	44,154	45,300	22,945
Highway Safety Plan Grant	37,849	85,438	77,655	21,379
FEMA Firefighters Grant	7,895	37,665	18,865	0
Homeland Security Grant	0	33,925	50,589	0
Revolving Cash Assistance	66,569	276,726	171,444	123,687
Specified Donations	30,489	74,100	61,543	0
Municipal Airport Donations	863,441	80,033	10,100	69,400
Tulip Planting Contest	21,442	0	0	0
Police Community Relations	17,411	18,409	13,600	14,500
Dangerous Structures	716	30,773	1,950	21,950
Police Employees Benefit	3,983	3,848	3,200	3,200
City Hall Employees Benefit	4,536	3,742	4,316	4,250
Transportation Employees Benefit	171	1,184	1,800	1,800
Park/Cemetery Employees Benefit	0	82	250	250
DEBT SERVICE FUNDS				
General Obligation	2,221,153	2,317,453	2,406,912	2,318,119
Michigan Act 175 Transportation	671,477	684,610	700,048	542,200
Building Authority	2,430,580	2,518,531	2,630,548	2,733,840
Land Contract	70,015	18,125	0	0
Special Assessments	396,375	346,906	352,319	403,441
PERMANENT FUNDS				
Cemetery Perpetual Care	11,002	93,678	334,071	134,800
TOTAL	33,017,716	35,880,659	39,656,063	36,312,384
Less: Interfund Transfers	4,946,378	6,456,253	9,054,243	5,240,869
NET EXPENDITURES - GOVT FUNDS	28,071,338	29,424,406	30,601,820	31,071,515

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2006	Revenue Estimate FY-07	Expenditure Estimate FY-07	Equity Transfers Reserve Adj	Estimated Balance 6/30/2007
GENERAL FUND	2,504,024	20,394,704	20,577,423		2,321,305
SPECIAL REVENUE FUNDS					
MVH Major Street /Trunkline	730,310	3,235,763	3,485,916		480,157
MVH Local Street	2,000	1,280,837	1,280,837		2,000
Allegan County Road Tax	29,312	434,000	331,000		132,312
Street Improvement Reserve	96	1,166,220	1,152,366		13,950
Downtown Parking System	63,079	134,400	164,157		33,322
Downtown Snowmelt O & M	311,275	125,900	143,850		293,325
Principal Shopping District	49,473	159,700	193,425		15,748
Contested Assessments	48,419	50,000	65,000		33,419
CATV-Public Access TV	113,939	200,625	222,310		92,254
Property Acquistion	170,642	5,600	68,075		108,167
Environmental Cleanup	0	8,900	8,900		0
Budget Stabilization	1,567,718	0	10,000		1,557,718
Herrick District Library Taxation	3	1,524,438	1,524,438		3
C/J Police Training	1,575	14,000	14,000		1,575
Bi-Centennial Celebration	7,090	300	0		7,390
Public Safety Grant	0	232,100	232,100		0
MCOLES Grant	0	12,405	12,405		0
MSHDA Grant	0	30,000	30,000		0
CDBG Entitlement Grant	0	380,421	380,421		0
MEDC (Uniform Color) Grant	0	0	0		0
IMLS Van Raalte Farm Grant	0	22,945	22,945		0
Highway Safety Plan Grant	0	0	0		0
FEMA Firefighters Grant	0	0	0		0
Highway Safety Planning Grant	0	21,379	21,379		0
Revolving Cash Assistance	118,442	49,994	123,687		44,749
Municipal Airport Donations	5,999	69,425	69,400		6,024
Police Community Relations	9,073	5,460	14,500		33
Dangerous Structures	2,137	22,000	21,950		2,187
Police Employees Benefit	1,924	3,305	3,200		2,029
City Hall Employees Benefit	3,077	4,300	4,250		3,127
Transportation Employees Benefit	2,057	2,105	1,800		2,362
Park/Cemetery Employees Benefit	262	425	250		437
DEBT SERVICE FUNDS					
General Obligation	788	2,319,479	2,318,119		2,148
Michigan Act 175 Transportation	0	542,200	542,200		0
Building Authority	6,969	2,734,140	2,733,840		7,269
Land Contract	0	0	0		0
Special Assessments	853,995	242,027	384,391		711,631
PERMANENT FUNDS					
Cemetery Perpetual Care	1,608,149	109,292	134,800		1,582,641
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	8,211,827	35,538,789	36,293,334	0	7,457,282

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

REVENUES	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
Downtown Development Authority	173,266	175,709	176,470	185,658
Brownfield Redevel. Authority	12,029	48,857	154,554	279,353
Holland Historical Trust	627,174	1,075,398	528,260	548,880
	812,469	1,299,964	859,284	1,013,891
Removal Of Interfund Transfers	293,902	283,744	262,000	262,000
NET REVENUES - COMPONENT UNITS	518,567	1,016,220	597,284	751,891
EXPENDITURES				
Downtown Development Authority	163,411	154,932	174,640	188,300
Brownfield Redevel. Authority	12,029	47,216	129,139	304,769
Holland Historical Trust	593,469	988,586	528,260	548,880
	768,909	1,190,734	832,039	1,041,949
Removal Of Interfund Transfers	16,792	2,212	5,590	2,269
NET EXPEND. - COMPONENT UNITS	752,117	1,188,522	826,449	1,039,680

FUND EQUITY	Estimated Balance 7/1/06	Revenue Estimate FY-07	Expenditure Estimate FY-07	Adjustment Non-Cash Items	Estimated Balance 6/30/07
Downtown Development Authority	147,431	185,658	188,300		144,789
Brownfield Redevel. Authority	27,056	279,353	304,769		1,640
Holland Historical Trust	2,064,526	548,880	548,880	(84,000)	1,980,526
EST. EQUITY - COMPONENT UNITS	2,239,013	1,013,891	1,041,949	(84,000)	2,126,955

PROPRIETARY-TYPE FUNDS
SUMMARY OF REVENUES

FUND	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,067,965	1,219,394	1,232,058	1,246,999
- Windmill Island	532,247	569,387	648,958	589,552
- Railroad Depot Operations	61,159	63,555	65,938	65,550
- Municipal Airport Operations	1,153,970	1,233,940	2,484,905	2,925,250
- MAX Bus Transportation	2,366,300	2,787,376	3,422,608	4,025,500
- MAX Tax Reserve	221,505	120,171	122,230	175,219
	5,403,146	5,993,823	7,976,697	9,028,070
Internal Services Funds				
- Technology Services	537,378	553,009	590,946	555,900
- Communications Services	125,244	115,836	102,983	112,900
- Photocopy Services	31,572	35,152	26,366	26,600
- Postage Services	23,534	25,366	26,440	26,800
- Act 51 Street Equipment	740,578	0	0	0
- General City Motor Pool	630,008	0	0	0
- Centralized Vehicle/Equipmt	0	1,860,789	1,985,137	2,026,010
- Fire Emergency Vehicles Pool	100,035	106,357	113,000	105,200
- Fuel Dispensing	328,274	440,169	603,456	566,065
- Compensated Absences	0	88,259	100,000	120,000
- Risk Management:				
Workers Comp Insurance	356,325	409,924	287,000	156,500
Employee Disability Ins.	84,976	96,503	102,300	105,300
Health/Dental Insurance	4,099,044	4,436,183	4,336,300	4,382,800
Vehicle Insurance	160,138	170,131	151,600	177,700
Property Insurance	26,633	46,727	54,200	52,900
Liability Insurance	139,690	150,633	123,800	143,300
	7,383,429	8,535,038	8,603,528	8,557,975
Removal Of Interfund Transfers	(338,395)	(396,334)	(381,770)	(340,862)
General City Proprietary Revenues	12,448,180	14,132,527	16,198,455	17,245,183
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	65,006,290	68,419,997	78,980,741	82,962,951
- Water	5,298,015	5,959,340	6,387,566	6,287,056
- Wastewater	6,922,244	8,226,914	8,188,396	8,176,824
Removal Of Interfund Transfers	0	0	0	0
BPW Utility Revenues	77,226,549	82,606,251	93,556,703	97,426,831
NET REVENUES - PROPRIETARY FDS	89,674,729	96,738,778	109,755,158	114,672,014

PROPRIETARY-TYPE FUNDS
SUMMARY OF EXPENSES

FUND	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,167,819	1,213,784	1,244,243	1,234,296
- Windmill Island	655,283	778,590	656,298	589,552
- Railroad Depot Operations	61,159	63,555	65,938	65,550
- Municipal Airport Operations	1,268,543	1,163,312	2,532,102	2,890,335
- MAX Bus Transportation	2,277,702	2,867,267	3,409,695	4,026,500
- MAX Tax Reserve	249,914	339,778	231,289	269,804
	5,680,420	6,426,286	8,139,565	9,076,037
Internal Services Funds				
- Technology Services	558,060	615,094	611,717	568,300
- Communications Services	140,882	114,034	103,549	115,000
- Photocopy Services	28,639	40,489	39,712	52,200
- Postage Services	23,326	24,675	26,532	26,700
- Act 51 Street Equipment	824,115	0	0	0
- General City Motor Pool	663,061	0	0	0
- Centralized Vehicle/Equipmt	0	1,782,430	2,234,573	2,294,960
- Fire Emergency Vehicles Pool	0	0	0	533,000
- Fuel Dispensing	324,188	436,137	598,835	561,104
- Compensated Absences	0	88,259	100,000	120,000
- Risk Management:				
Workers Comp Insurance	409,148	425,999	386,300	339,900
Employee Disability Ins.	62,628	117,349	80,500	102,000
Health/Dental Insurance	4,193,762	3,943,243	4,120,100	4,736,000
Vehicle Insurance	195,143	186,921	157,000	199,000
Property Insurance	27,323	38,195	36,300	63,800
Liability Insurance	126,079	143,803	130,400	201,100
	7,576,354	7,956,628	8,625,518	9,913,064
Removal Of Interfund Transfers	(63,647)	(154,323)	(141,380)	(12,900)
Total General City Proprietary Expenses	13,193,127	14,228,591	16,623,703	18,976,201
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	63,302,960	68,165,030	76,360,626	87,093,964
- Water	5,943,135	6,065,554	12,880,002	8,684,434
- Wastewater	7,705,315	8,744,641	8,708,827	18,353,533
Removal Of Interfund Transfers	(2,298,000)	(2,350,900)	(2,433,000)	(2,840,400)
Total BPW Utility Expenses	74,653,410	80,624,325	95,516,455	111,291,531
NET EXPENSES-PROPRIETARY FDS	87,846,537	94,852,916	112,140,158	130,267,732

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

PROPRIETARY-TYPE FUNDS
SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2006	Revenue Estimate FY-07	Expense Estimate FY-07	Capital & Debt Principal FY-07	Non-Cash Items/Eq Xfr FY-07	Estimated Balance 6/30/2007
GENERAL CITY						
Enterprise Funds						
- Solid Waste & Recycling	701,509	1,246,999	1,234,296	57,000	(60,000)	711,212
- Windmill Island	1,022,935	589,552	589,552	7,800	(55,000)	975,735
- Railroad Depot Operations	1,580,678	65,550	65,550	0	(81,300)	1,499,378
- Municipal Airport Operations	12,991,288	2,925,250	2,890,335	2,783,000	(530,000)	15,279,203
- MAX Bus Transportation	3,234,569	4,025,500	4,026,500	1,281,800	(300,000)	4,215,369
- MAX Tax Reserve	112,985	175,219	269,804	0	0	18,400
	19,643,964	9,028,070	9,076,037	4,129,600		22,699,297
Internal Services Funds						
- Technology Services	389,948	555,900	568,300	88,800	(125,000)	341,348
- Communications Services	49,403	112,900	115,000	3,600	(16,000)	34,903
- Photocopy Services	146,314	26,600	52,200	26,200	(18,000)	128,914
- Postage Services	15,535	26,800	26,700	0	(1,200)	14,435
- Centralized Vehicle/Equipmt	4,861,400	2,026,010	2,294,960	747,200	(500,000)	4,839,650
- Fire Emergency Vehicles Pool	1,596,899	105,200	533,000	533,000	(95,000)	1,607,099
- Fuel Dispensing	67,693	566,065	561,104	0	(2,545)	70,109
- Compensated Absences	0	0	0	0	0	0
- Risk Management:						
Workers Comp Insurance	497,044	156,500	339,900	0	0	313,644
Employee Disability Insurance	65,858	105,300	102,000	0	0	69,158
Health/Dental Insurance	1,680,449	4,382,800	4,736,000	0	0	1,327,249
Vehicle Insurance	170,521	177,700	199,000	0	0	149,221
Property Insurance	568,810	52,900	63,800	0	0	557,910
Liability Insurance	252,653	143,300	201,100	0	0	194,853
	10,362,527	8,437,975	9,793,064	1,398,800	(757,745)	9,648,493
otal General City Proprietary Equity	30,006,491	17,466,045	18,869,101	5,528,400	(757,745)	32,347,790
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:						
- Electric	140,300,094	82,962,951	87,093,964	17,611,633	(9,674,817)	144,105,897
- Water	24,610,130	6,287,056	8,684,434	4,263,196	(1,381,933)	25,094,015
- Wastewater	48,263,162	8,176,824	18,353,533	12,262,896	(1,996,560)	48,352,789
Total Holland BPW Utility Equity	213,173,386	97,426,831	114,131,931	34,137,725	(13,053,310)	217,552,701
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	243,179,877	114,892,876	133,001,032	39,666,125	(13,811,055)	249,900,491

NOTE:
Estimated Equity Balances at 7/1/06 & 6/30/07 Include Working Capital, Reserves, and Capital Assets.

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING RESERVES

FUND	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	330,636	326,128	325,000	325,000
- Windmill Island	216,541	7,340	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	0	0	0	0
- MAX Bus Transportation	500,000	600,000	600,000	600,000
- MAX Tax Reserve	441,651	222,044	112,985	18,400
Total Enterprise	1,488,828	1,155,512	1,037,985	943,400
Internal Services Funds				
- Technology Services	205,000	145,000	120,000	105,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Act 51 Street Equipment	1,470,000	0	0	0
- General City Motor Pool	790,000	0	0	0
- Centralized Vehicle/Equipmt	0	2,410,000	2,165,000	1,900,000
- Fire Emergency Vehicles Pool	219,467	325,824	438,824	11,024
- Fuel Dispensing	40,585	44,617	49,238	54,199
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	5,000	5,000	5,000	5,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	457,074	473,201	470,000	470,000
Vehicle Insurance	0	0	0	0
Property Insurance	0	0	0	0
Liability Insurance	20,000	20,000	20,000	20,000
Total Internal Service	3,207,126	3,423,642	3,268,062	2,565,223
Total General City Proprietary	4,695,954	4,579,154	4,306,047	3,508,623
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	4,334,651	4,523,419	4,441,549	4,463,660
- Water	0	108,746	113,529	118,731
- Wastewater	2,018,597	1,137,171	1,668,337	1,679,864
Total Holland BPW Utility	6,353,248	5,769,336	6,223,415	6,262,255
NET RESERVES-PROPRIETARY	11,049,202	10,348,490	10,529,462	9,770,878

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-04	Actual FY-05	Revised Estimate FY-06	Budget FY-07
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	98,027	109,431	98,374	111,077
- Windmill Island	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	166,672	263,578	216,381	251,296
- MAX Bus Transportation	422,121	294,819	307,732	306,732
- MAX Tax Reserve	0	0	0	0
Total Enterprise	686,820	667,828	622,487	669,105
Internal Services Funds				
- Technology Services	3,944	1,859	6,088	8,688
- Communications Services	8,963	10,765	10,199	8,099
- Photocopy Services	121,126	115,789	102,443	76,843
- Postage Services	6,966	7,657	7,565	7,665
- Act 51 Street Equipment	3,577	0	0	0
- General City Motor Pool	4,764	0	0	0
- Centralized Vehicle/Equipmt	8,341	9,832	5,396	1,446
- Fire Emergency Vehicles Pool	0	0	0	0
- Fuel Dispensing	0	0	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	607,419	591,344	492,044	308,644
Employee Disability Ins.	64,904	44,058	65,858	69,158
Health/Dental Insurance	511,735	991,048	1,210,449	867,249
Vehicle Insurance	192,711	175,921	170,521	149,221
Property Insurance	542,378	550,910	568,810	557,910
Liability Insurance	232,423	239,253	232,653	174,853
Total Internal Service	2,309,251	2,738,436	2,872,026	2,229,776
Total General City Proprietary	2,996,071	3,406,264	3,494,513	2,898,881
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	52,708,229	52,677,045	53,730,586	54,805,198
- Water	3,394,239	2,966,443	3,445,153	3,479,604
- Wastewater	19,674,837	18,636,881	19,568,725	19,764,412
Total Holland BPW Utility	75,777,305	74,280,369	76,744,464	78,049,214
NET WORKING CAPITAL-PROPRIETAR	78,773,376	77,686,633	80,238,977	80,948,095

CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
- - ACROSS ALL FUND TYPES - -
For Fiscal Year July 1, 2006 thru June 30, 2007

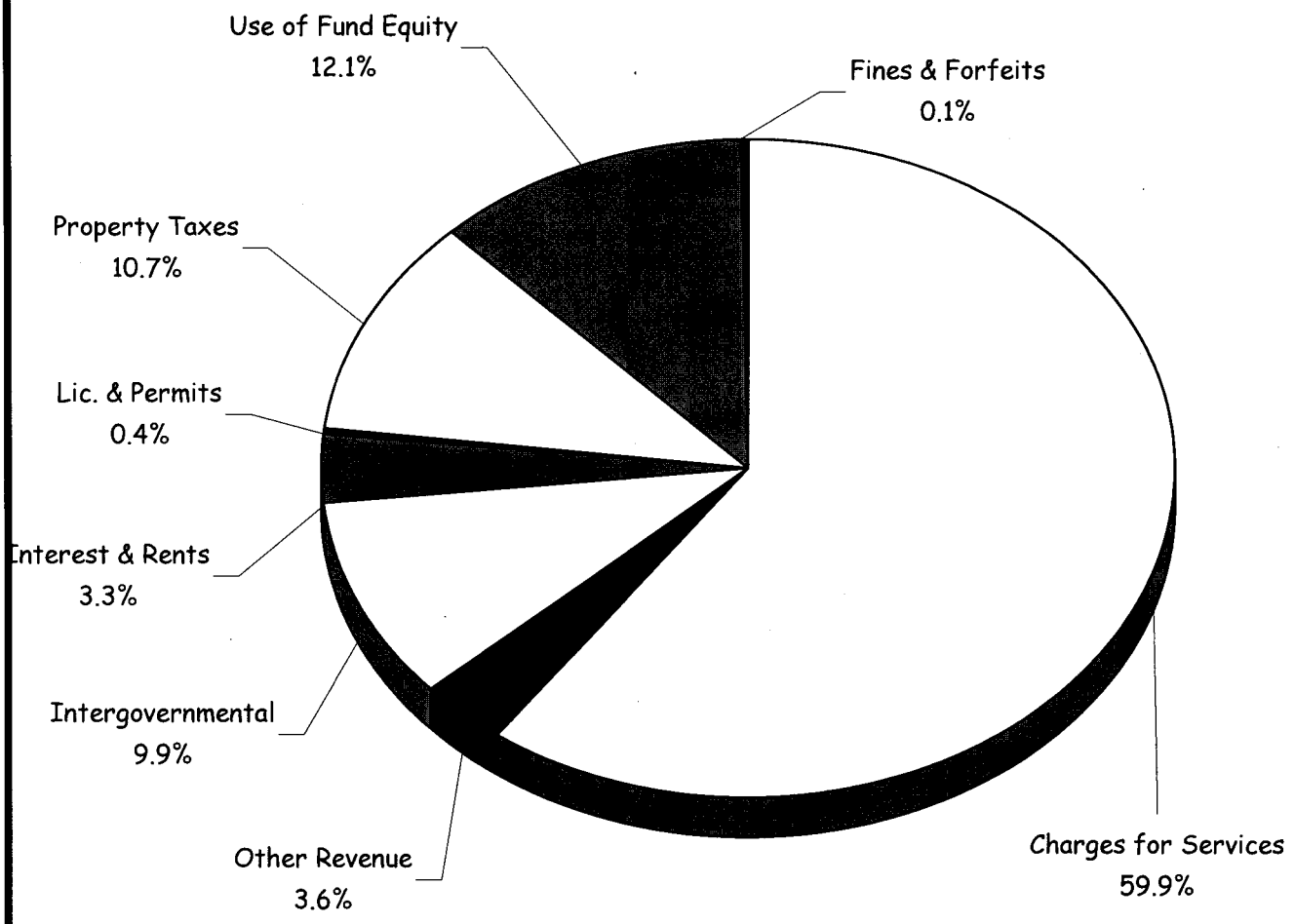
SOURCES	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	17,874,761	10.7%
Licenses & Permits	615,700	0.4%
Intergovernmental	16,510,448	9.8%
Charges for Services	100,110,068	59.9%
Fines & Forfeits	255,000	0.2%
Interest & Rents	5,584,187	3.3%
Other Revenues	6,031,244	3.6%
Use of Fund Equity	20,245,696	12.1%
Total Sources	$167,227,104	100.0%

APPLICATIONS		
Management & Administratve Services	1,996,340	1.2%
Fiscal Services	1,629,258	1.0%
Public Safety Services	10,387,838	6.2%
Transportation System	13,613,388	8.1%
Community & Neighborhood Services	4,574,945	2.7%
Leisure & Cultural Services	6,407,986	3.8%
Utility Services	111,291,531	66.6%
Internal Service Funds	7,085,104	4.2%
Capital Projects (1)	6,594,220	3.9%
Debt Service	3,646,494	2.2%
Total Applications	$167,227,104	100.0%

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.

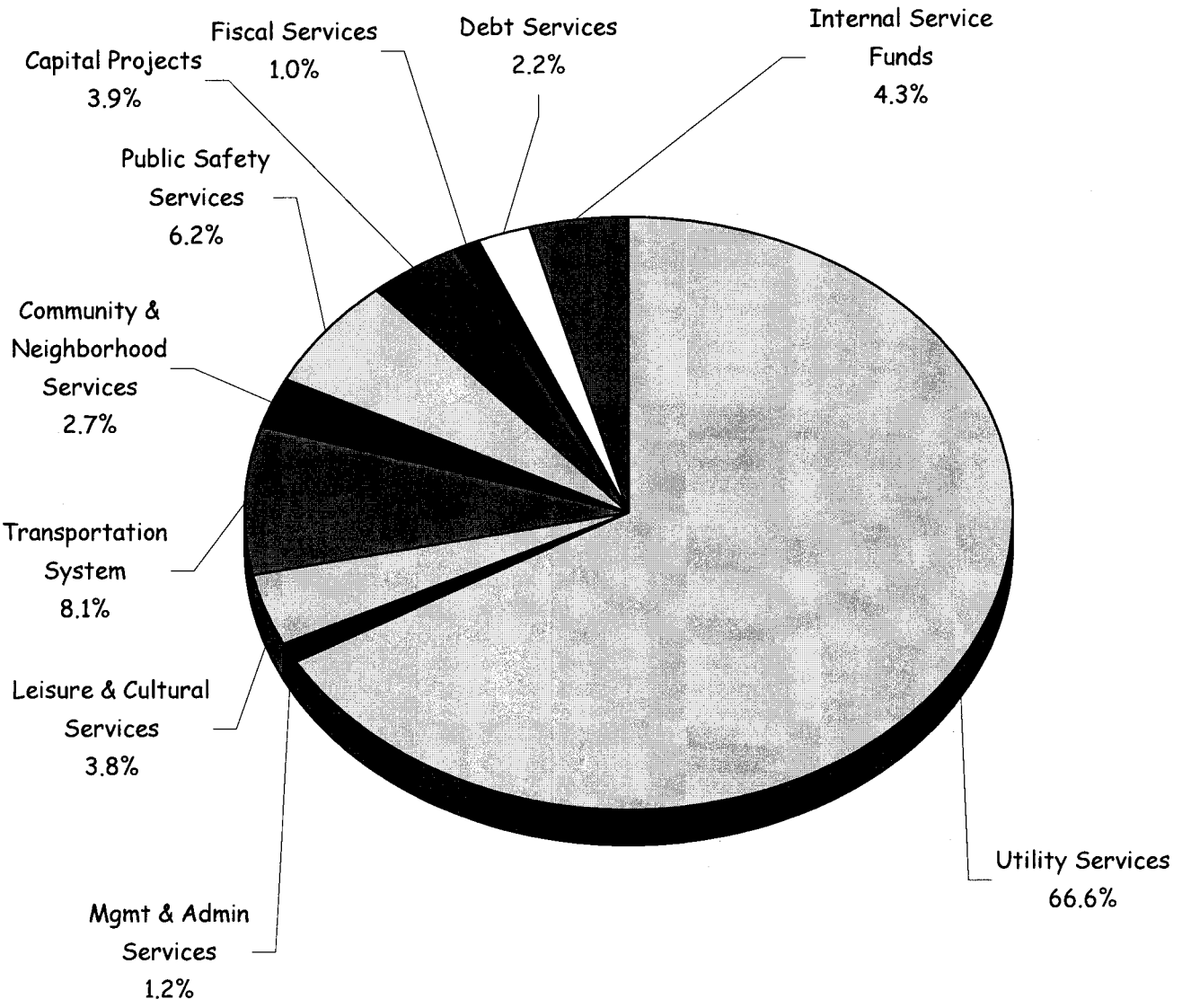
FISCAL YEAR 2007
SOURCES ACROSS ALL FUND TYPES



TOTAL $167,227,104

NOTE: ALL INTERFUND TRANSFERS ARE EXCLUDED.
DOLLAR AMOUNTS FOR EACH SOURCE CLASSIFICATION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

FISCAL YEAR 2007
APPLICATIONS ACROSS ALL FUND TYPES



TOTAL $167,227,104

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	$ 11,687,614	$ -	$ 2,685,058	$ 2,292,554	$ 75,131	$ 447,501
Special Assessments	-	-	364,231	151,713	-	-
Intergovernmental	3,289,100	-	3,961,688	-	2,746,700	10,610
Licenses and Permits	543,700	-	72,000	-	-	-
Charges for Services	1,093,020	40,000	255,570	-	-	40,000
Fines and Fees	255,000	-	-	-	-	-
Interest & Rents	617,301	61,535	78,238	1,107,570	11,974	61,900
Other	6,300	-	137,756	-	23,750	191,880
Transfers In - From Other Funds	2,902,669	7,757	1,642,406	559,076	2,381,668	262,000
TOTAL FINANCING SOURCES	20,394,704	109,292	9,196,947	4,110,913	5,239,223	1,013,891
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	17,492,035	101,535	7,554,541	3,551,837	2,857,555	751,891
FINANCING USES						
Service Group:						
Management & Administrative	1,722,830	-	290,385	-	-	-
Fiscal	1,903,976	-	202,937	-	-	-
Public Safety	9,657,254	-	297,584	-	23,000	-
Transportation	1,239,989	-	6,474,069	-	3,531,420	-
Community & Neighborhood	2,074,453	-	789,953	-	206,500	493,069
Leisure & Cultural	3,978,921	134,800	1,547,633	-	2,833,300	548,880
General Debt Service	-	-	-	4,251,557	-	-
Internal Service	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
TOTAL FINANCING USES	20,577,423	134,800	9,602,561	4,251,557	6,594,220	1,041,949
Less Transfers Out - To Other Funds	710,968	134,800	4,395,101	-	-	2,269
TOTAL FINANCING USES NET OF TRANSFERS OUT	19,866,455	-	5,207,460	4,251,557	6,594,220	1,039,680
FUND EQUITY						
Projected Fiscal Year End 6/30/07	$ 2,321,305	$ 1,582,641	$ 2,832,288	$ 731,774	$ 403	$ 2,126,955

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

ACROSS ALL FUNDS

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
$ 170,959	$ -	$ 17,358,817
-	-	515,944
6,502,350	-	16,510,448
-	-	615,700
97,170,063	1,511,415	100,110,068
-	-	255,000
1,747,309	1,898,360	5,584,187
623,358	5,048,200	6,031,244
240,862	100,000	8,096,438
106,454,901	8,557,975	155,077,846
106,214,039	8,457,975	146,981,408
-	-	2,013,215
-	-	2,106,913
-	-	9,977,838
7,252,189	-	18,497,667
1,234,296	-	4,798,271
589,552	-	9,633,086
-	-	4,251,557
-	9,913,064	9,913,064
114,131,931	-	114,131,931
123,207,968	9,913,064	175,323,542
2,844,400	8,900	8,096,438
120,363,568	9,904,164	167,227,104
$ 240,251,998	$ 9,648,493	$ 259,495,857

(Concluded)

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget
FINANCING SOURCES						
Taxes	$ 11,101,190	$ 11,288,711	$ 11,687,614	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,306,556	3,287,913	3,289,100	- 0 -	- 0 -	- 0 -
Licenses and Permits	510,928	531,179	543,700	- 0 -	- 0 -	- 0 -
Charges for Services	970,160	997,577	1,093,020	35,928	36,000	40,000
Fines and Fees	252,786	250,000	255,000	- 0 -	- 0 -	- 0 -
Interest & Rents	451,077	572,967	617,301	42,878	77,860	61,535
Other	5,901	6,145	6,300	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	2,476,840	2,732,916	2,902,669	7,752	7,757	7,757
TOTAL FINANCING SOURCES:	$ 19,075,438	$ 19,667,408	$ 20,394,704	$ 86,558	$ 121,617	$ 109,292
FINANCING USES						
Service Group:						
Management & Administrative	$ 1,308,935	$ 1,349,139	$ 1,722,830	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	1,932,652	1,993,726	1,903,976	- 0 -	- 0 -	- 0 -
Public Safety	9,005,078	9,262,088	9,657,254	- 0 -	- 0 -	- 0 -
Transportation	1,154,620	1,207,304	1,239,989	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,886,128	2,016,688	2,074,453	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,796,042	3,878,360	3,978,921	93,678	334,071	134,800
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 19,083,455	$ 19,707,305	$ 20,577,423	$ 93,678	$ 334,071	$ 134,800
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFER:	$ (8,017)	$ (39,897)	$ (182,719)	$ (7,120)	$ (212,454)	$ (25,508)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	2,476,840	2,732,916	2,902,669	7,752	7,757	7,757
Transfers Out	800,714	816,672	710,968	90,625	333,771	134,800
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (1,684,143)	$ (1,956,141)	$ (2,374,420)	$ 75,753	$ 113,560	$ 101,535
FUND EQUITY - Fiscal Year End	$ 2,543,921	$ 2,504,024	$ 2,321,305	$ 1,820,603	$ 1,608,149	$ 1,582,641

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget
$ 2,670,387	$ 2,629,310	$ 2,685,058	$ 2,224,169	$ 2,370,665	$ 2,292,554	$ 56,097	$ 198,079	$ 75,131
392,309	467,454	364,231	190,157	203,869	151,713	- 0 -	- 0 -	- 0 -
4,522,217	4,692,679	3,961,688	- 0 -	- 0 -	- 0 -	12,026,968	3,411,460	2,746,700
65,926	72,000	72,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
272,646	300,707	255,570	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
117,972	152,783	78,238	2,640,641	2,762,514	2,853,613	64,971	42,809	11,974
344,606	235,099	137,756	- 0 -	- 0 -	- 0 -	214,491	300,030	23,750
1,144,105	1,397,502	1,642,406	788,265	717,551	559,076	4,501,891	6,118,941	2,381,668
$ 9,530,168	$ 9,947,534	$ 9,196,947	$ 5,843,232	$ 6,054,599	$ 5,856,956	$ 16,864,418	$ 10,071,319	$ 5,239,223
$ 210,998	$ 201,714	$ 290,385	$ - 0 -	$ - 0 -	$ - 0 -	$ 45,924	$ - 0 -	$ - 0 -
601,109	491,905	202,937	- 0 -	- 0 -	- 0 -	1,800	- 0 -	- 0 -
444,957	472,495	297,584	- 0 -	- 0 -	- 0 -	2,100,088	73,478	23,000
6,532,052	9,294,866	6,474,069	- 0 -	- 0 -	- 0 -	13,700,773	12,622,820	3,531,420
1,481,641	1,512,306	789,953	- 0 -	- 0 -	- 0 -	382,829	272,538	206,500
1,547,144	1,551,574	1,547,633	- 0 -	- 0 -	- 0 -	514,511	889,904	2,833,300
- 0 -	- 0 -	- 0 -	5,885,625	6,089,827	5,997,600	85,530	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
$ 10,817,901	$ 13,524,860	$ 9,602,561	$ 5,885,625	$ 6,089,827	$ 5,997,600	$ 16,831,455	$ 13,858,740	$ 6,594,220
$ (1,287,733)	$ (3,577,326)	$ (405,614)	$ (42,393)	$ (35,228)	$ (140,644)	$ 32,963	$ (3,787,421)	$ (1,354,997)
1,144,105	1,397,502	1,642,406	788,265	717,551	559,076	4,501,891	6,118,941	2,381,668
4,880,304	7,203,749	3,790,038	684,610	700,051	605,063	685,802	- 0 -	- 0 -
$ 2,451,510	$ 2,228,921	$ 1,742,018	$ (146,048)	$ (52,728)	$ (94,657)	$ (3,783,126)	$ (9,906,362)	$ (3,736,665)
$ 6,815,229	$ 3,237,902	$ 2,832,288	$ 907,645	$ 872,418	$ 731,774	$ 5,142,821	$ 1,331,659	$ 403

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget
FINANCING SOURCES						
Taxes	$ 16,051,843	$ 16,486,765	$ 16,740,357	$ 201,289	$ 310,867	$ 447,501
Special Assessments	582,466	671,323	515,944	- 0 -	- 0 -	- 0 -
Intergovernmental	19,855,741	11,392,052	9,997,488	10,610	10,610	10,610
Licenses and Permits	576,854	603,179	615,700	- 0 -	- 0 -	- 0 -
Charges for Services	1,278,734	1,334,284	1,388,590	73,165	46,550	40,000
Fines and Fees	252,786	250,000	255,000	- 0 -	- 0 -	- 0 -
Interest & Rents	3,317,539	3,608,933	3,622,661	108,681	58,417	61,900
Other	564,998	541,274	167,806	622,475	170,840	191,880
Transfers In - From Other Funds	8,918,853	10,974,667	7,493,576	283,744	262,000	262,000
TOTAL FINANCING SOURCES:	$ 51,399,814	$ 45,862,477	$ 40,797,122	$ 1,299,964	$ 859,284	$ 1,013,891
FINANCING USES						
Services Group:						
- Management & Administrative	$ 1,565,857	$ 1,550,853	$ 2,013,215	$ - 0 -	$ - 0 -	$ - 0 -
- Fiscal	2,535,561	2,485,631	2,106,913	- 0 -	- 0 -	- 0 -
- Public Safety	11,550,123	9,808,061	9,977,838	- 0 -	- 0 -	- 0 -
- Transportation	21,387,445	23,124,990	11,245,478	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,750,598	3,801,532	3,070,906	202,148	303,779	493,069
- Leisure & Cultural	5,951,375	6,653,909	8,494,654	988,586	528,260	548,880
- General Debt Service	5,971,155	6,089,827	5,997,600	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 52,712,114	$ 53,514,803	$ 42,906,604	$ 1,190,734	$ 832,039	$ 1,041,949
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFER:	$ (1,312,300)	$ (7,652,326)	$ (2,109,482)	$ 109,230	$ 27,245	$ (28,058)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	8,918,853	10,974,667	7,493,576	283,744	262,000	262,000
Transfers Out	7,142,055	9,054,243	5,240,869	2,212	5,590	2,269
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (3,086,054)	$ (9,572,750)	$ (4,362,189)	$ (172,302)	$ (229,165)	$ (287,789)
FUND EQUITY - Fiscal Year End	$ 17,230,219	$ 9,554,152	$ 7,468,411	$ 2,295,768	$ 2,239,013	$ 2,126,955

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget
FINANCING SOURCES			
Taxes	$ 111,016	$ 112,666	$ 170,959
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	3,600,306	5,529,112	6,502,350
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	80,543,866	92,860,334	97,170,063
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,014,288	1,998,504	1,747,309
Other	2,043,087	751,014	623,358
Transfers In - From Other Funds	287,511	281,770	240,862
TOTAL FINANCING SOURCES:	$ 88,600,074	$ 101,533,400	$ 106,454,901
FINANCING USES			
Service Group:			
Management & Administrative	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	- 0 -	- 0 -	- 0 -
Public Safety	- 0 -	- 0 -	- 0 -
Transportation	4,433,912	6,239,024	7,252,189
Community & Neighborhood	1,213,784	1,244,243	1,234,296
Leisure & Cultural	778,590	656,298	589,552
Utilities	82,975,225	97,949,455	114,131,931
TOTAL FINANCING USES:	$ 89,401,511	$ 106,089,020	$ 123,207,968
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ (801,437)	$ (4,555,620)	$ (16,753,067)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	287,511	281,770	240,862
Transfers Out	2,354,600	2,436,900	2,844,400
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 1,265,652	$ (2,400,490)	$ (14,149,529)
FUND EQUITY - Fiscal Year End	$ 227,234,787	$ 232,817,350	$ 240,251,998

INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Adopted Budget
FINANCING SOURCES			
Taxes	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,360,691	1,575,265	1,511,415
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	1,691,712	1,857,562	1,898,360
Other	5,373,812	5,070,701	5,048,200
Transfers In - From Other Funds	108,823	100,000	100,000
TOTAL FINANCING SOURCES:	$ 8,535,038	$ 8,603,528	$ 8,557,975
FINANCING USES			
Type of Internal Service:			
Technology	$ 615,094	$ 611,717	$ 568,300
Communications	114,034	103,549	115,000
Photocopies	40,489	39,712	52,200
Postage	24,675	26,532	26,700
Centralized Vehicle & Equipment	1,782,430	2,234,573	2,294,960
Fire Emergency Vehicle Replacement	- 0 -	- 0 -	533,000
Fuel Dispensing	436,137	598,835	561,104
Compensated Absences	88,259	100,000	120,000
Risk Management - All Coverages	4,853,010	4,910,600	5,641,800
TOTAL FINANCING USES:	$ 7,954,128	$ 8,625,518	$ 9,913,064
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 580,910	$ (21,990)	$ (1,355,089)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	108,823	100,000	100,000
Transfers Out	150,623	137,480	8,900
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 840,356	$ 215,490	$ (1,246,189)
FUND EQUITY - Fiscal Year End	$ 10,263,205	$ 10,362,527	$ 9,648,493

GENERAL FUND

FINANCIAL SUMMARY

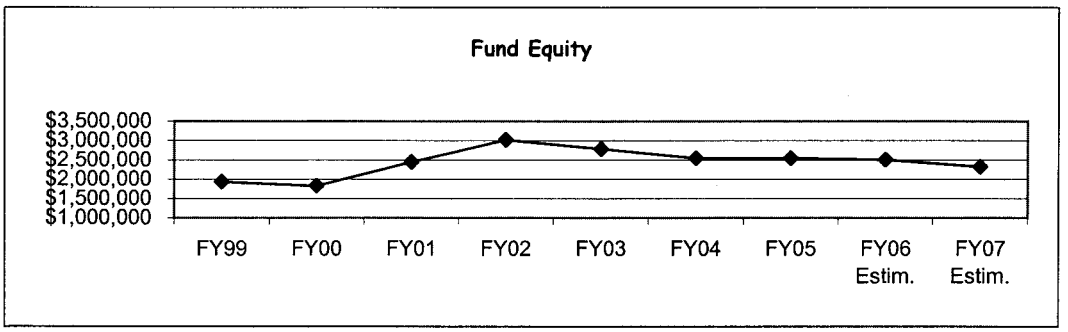
- FUND SUMMARY
- FUNDING SOURCES
- FUNDING USES

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
TOTAL FUNDING SOURCES	$ 18,307,167	$ 19,075,430	$ 19,667,408	$ 20,394,704
TOTAL FUNDING USES	18,545,249	19,083,362	19,707,305	20,577,423
Net Increase (Decrease) From Operations	(238,082)	(7,932)	(39,897)	(182,719)
Equity Transfer to Other Funds: - Budget Stabilization Fund	- 0 -	- 0 -	- 0 -	- 0 -
FUND EQUITY - June 30:				
Reserved: - None	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Unreserved:				
- Designated for Market Adj.	(68,364)	(78,480)	(47,200)	(500)
- Undesignated	2,620,217	2,622,401	2,551,224	2,321,805
	$ 2,551,853	$ 2,543,921	$ 2,504,024	$ 2,321,305



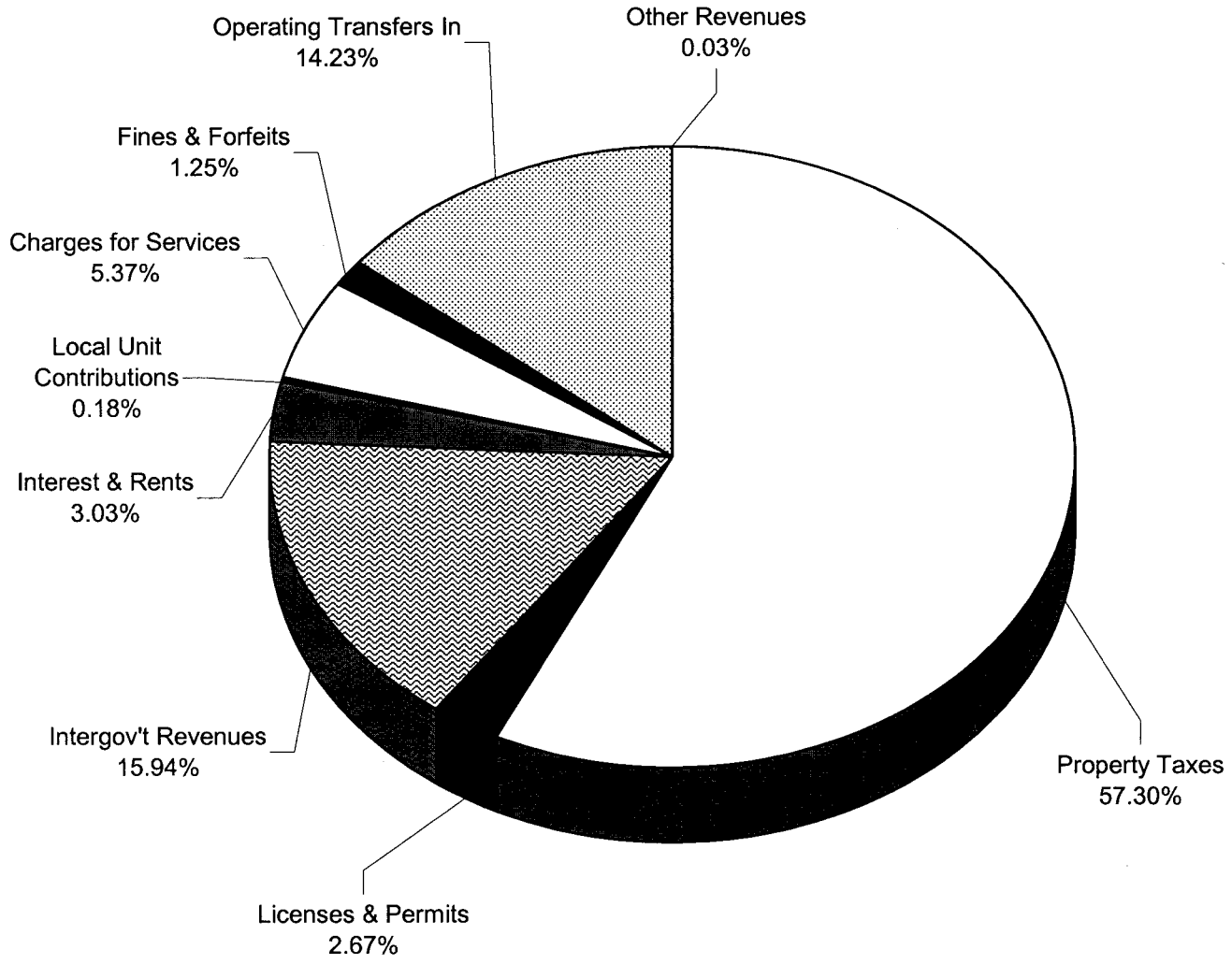
This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

GENERAL FUND

FUNDING SOURCES

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
FUNDING SOURCES -				
Taxes	$ 10,652,471	$ 11,101,190	$ 11,288,711	$ 11,687,614
Licenses & Permits	482,352	510,928	531,179	543,700
Federal Grants	6,690	6,176	6,460	6,500
State Revenue Sharing	3,300,932	3,265,596	3,245,478	3,245,600
Local Unit Contributions	33,828	34,784	35,975	37,000
Charges for Services	881,803	970,160	997,577	1,093,020
Fines & Forfeits	237,186	252,786	250,000	255,000
Interests & Rents	349,250	451,077	572,967	617,301
Other Revenue	7,416	5,901	6,145	6,300
Transfers from Other Funds	2,355,239	2,476,840	2,732,916	2,902,669
TOTAL FUNDING SOURCES	$ 18,307,167	$ 19,075,438	$ 19,667,408	$ 20,394,704

GENERAL FUND
FY-2007 APPROVED REVENUES & OTHER FINANCING SOURCES



TOTAL $20,394,704

9.5188 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 1996-97, 2001-02, and 2006-07

Revenue Classification	1996-97		2001-02		2006-07	
Taxes	$7,990,310	53.79%	$9,651,873	54.78%	$11,687,614	56.80%
Licenses & Permits	256,201	1.72%	61,608	0.35%	543,700	2.64%
Intergovernmental	3,260,404	21.95%	3,870,137	21.97%	3,252,100	15.80%
Local Unit Contributions	0	0.00%	30,303	0.17%	37,000	0.18%
Charges for Services	701,882	4.72%	773,158	4.39%	1,093,020	5.31%
Fines & Forfeits	232,496	1.56%	251,815	1.43%	255,000	1.24%
Interest & Rents	756,620	5.09%	791,807	4.49%	617,301	3.00%
Other Revenue	8,069	0.06%	6,834	0.04%	6,300	0.03%
Operating Transfers In	1,650,000	11.11%	2,180,208	12.38%	2,902,669	14.11%
Use of Fund Balance	0	0.00%	0	0.00%	182,719	0.89%
TOTAL REVENUES	$14,855,982	100.00%	$17,617,743	100.00%	$20,577,423	100.00%

GENERAL FUND

FUNDING USES

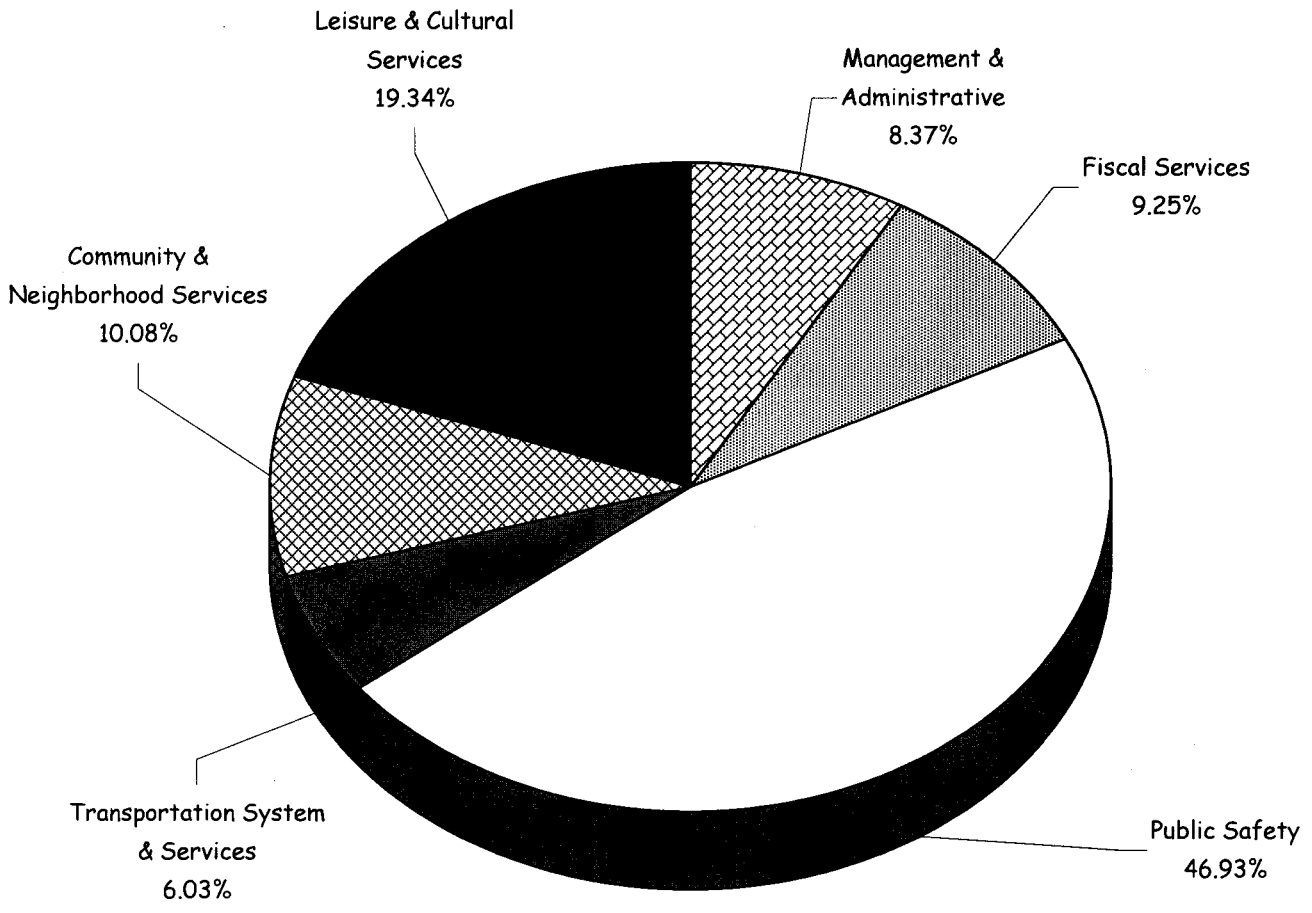
Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
FUNDING USES BY FUNCTION				
Management & Administrative Services Group				
City Council	188,200	204,687	177,712	187,700
City Manager's Office	316,029	296,521	306,062	314,800
Elections & Voter Registration	53,906	78,623	56,870	73,930
City Attorney Services	185,371	228,097	191,600	193,700
City Clerk's Office	222,253	227,573	242,180	242,100
Personnel Office	318,465	258,750	275,390	263,100
Volunteer Services	19,785	14,684	24,325	17,500
Contingencies Appropriation	0	0	75,000	430,000
Total Management & Admin Services	1,304,009	1,308,935	1,349,139	1,722,830
Fiscal Services Group				
Finance Office	624,905	647,609	676,207	657,000
Independent Audit	25,548	29,022	57,957	44,200
Property Assessing Office	422,085	442,455	459,560	470,908
Procurement/Purchasing	34,224	33,168	35,300	42,200
Treasurer's Office	212,061	202,938	189,330	199,700
Unallocated Insurance	144,214	147,246	115,700	136,000
Transfers to Other Funds	416,459	430,214	459,672	353,968
Total Fiscal Services	1,879,496	1,932,652	1,993,726	1,903,976
Public Safety Services Group				
Police Department	5,887,792	6,279,080	6,456,485	6,760,503
Fire Department	2,671,390	2,725,998	2,805,603	2,896,751
Emergency Management	0	0	0	0
Total Public Safety	8,559,182	9,005,078	9,262,088	9,657,254
Transportation System & Services Group				
Street Division	900,909	1,029,300	1,045,095	1,072,976
Transportation Mgmt/Engineering	272,237	125,320	162,209	167,013
City-at-Large Utilities	0	0	0	0
Total Transportation System	1,173,146	1,154,620	1,207,304	1,239,989

GENERAL FUND

FUNDING USES

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 City Mgr Recommend
FUNDING USES BY FUNCTION				
Community & Neighborhood Services Group				
City Hall	196,623	186,298	201,342	203,900
Planning & Zoning	247,796	275,161	305,654	317,800
Environmental Health & Inspections	415,896	402,493	432,757	420,776
Construction Inspections	402,757	420,554	428,497	459,622
Community Social Services Assistance	164,148	157,833	154,600	157,400
Ourstreet Program	191,417	181,572	201,026	198,055
Human Relations Commission	138,478	140,594	162,442	174,700
Economic Devel. Assistance	76,683	121,623	130,370	142,200
Total Community & Neighborhood	1,833,798	1,886,128	2,016,688	2,074,453
Leisure & Cultural Services Group				
Cemeteries	464,427	477,825	512,155	515,468
Leisure/Cultural Services Admin	90,910	50,823	55,550	53,700
Recreation Dept & Programs	837,156	856,801	903,994	924,794
Parks	1,486,769	1,479,094	1,448,027	1,491,173
Municipal Stadium	74,928	70,526	79,028	82,465
DeGraaf Nature Center	176,146	180,813	183,241	218,196
Kollen Park Boat Launch	7,883	5,899	7,900	6,250
8th Street Market	29,227	70,486	96,758	99,025
Cultural Activities Assistance	381,000	379,712	362,927	362,600
Civic Center	247,172	224,063	228,780	225,250
Total Leisure & Cultural	3,795,618	3,796,042	3,878,360	3,978,921
TOTAL FUNDING USES	18,545,249	19,083,455	19,707,305	20,577,423

GENERAL FUND
FY-2007 APPROVED EXPENDITURES & OTHER FINANCING USES



TOTAL $20,577,423

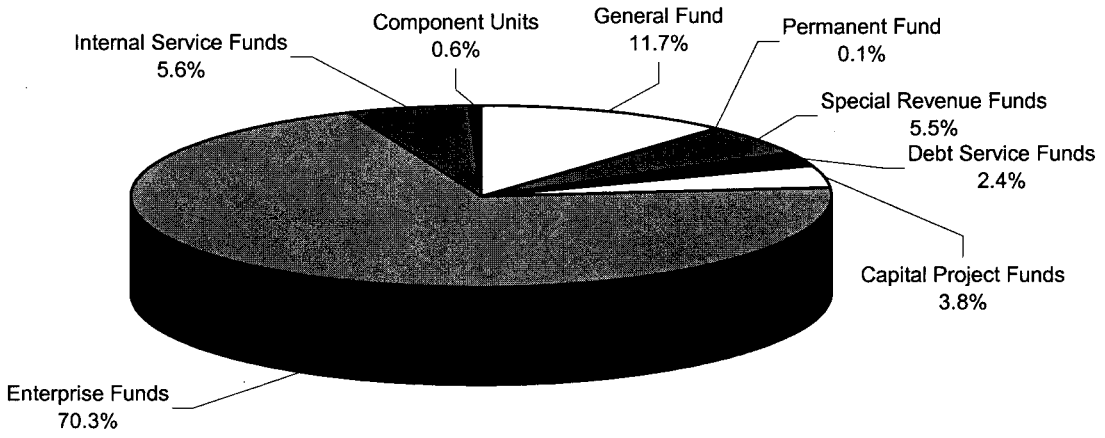
NOTE: DOLLAR AMOUNTS FOR EACH EXPENSE FUNCTION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE. TRANSFERS TO OTHER FUNDS HAVE BEEN REFLECTED IN THE APPROPRIATE FUNCTION.

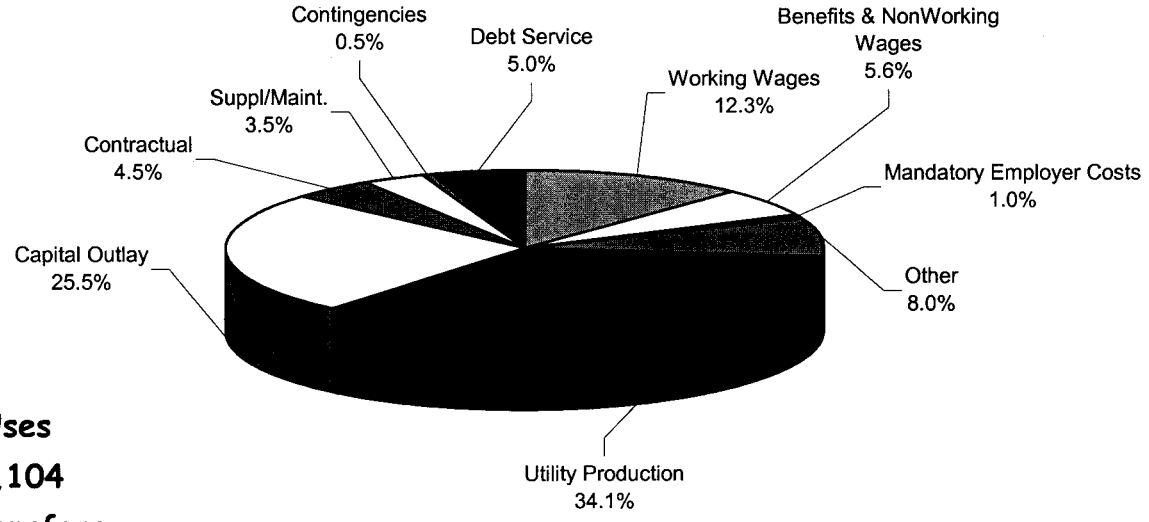
GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 1996-97, 2001-02, and 2006-07

Service Group	1996-97		2001-02		2006-07	
Management & Administrative	$1,126,406	7.63%	$1,427,345	8.42%	$1,722,830	8.37%
Fiscal Services	2,662,683	18.04%	2,019,471	11.90%	1,903,976	9.25%
Public Safety	5,689,707	38.54%	7,546,856	44.49%	9,657,254	46.93%
Transportation System	1,246,056	8.44%	1,123,357	6.63%	1,239,989	6.03%
Community & Neighborhood	1,260,581	8.54%	1,335,899	7.88%	2,074,453	10.08%
Leisure & Cultural	2,776,247	18.81%	3,508,662	20.69%	3,978,921	19.34%
Total Appropriations	$14,761,680	100.00%	$16,961,590	100.00%	$20,577,423	100.00%

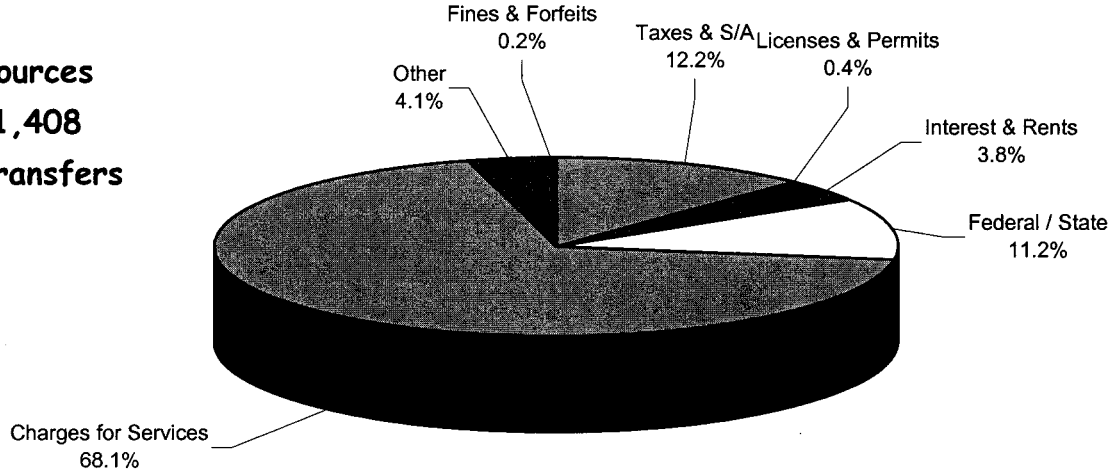
Total Uses By Fund Type $175,323,542 (Incl. Transfers)





Funding Uses
$167,227,104
Excluding Transfers

Funding Sources
$146,981,408
Excluding Transfers



ALL SERVICE GROUPS

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description		FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -		
FUND TYPES -		
General	$	20,577,423
Permanent		134,800
Special Revenue		9,602,561
Debt Service		4,251,557
Capital Projects		6,594,220
Enterprise		123,207,968
Internal Service		9,913,064
Component Unit		1,041,949
FUND TYPE - TOTALS	$	175,323,542
- - GROUP FUNDING SOURCES & USES TOTALS - -		
FUNDING SOURCES -		
Taxes & Special Assessments	$	17,874,761
Licenses & Permits		615,700
Intergovernmental		16,510,448
Charges for Services		100,110,068
Fines & Forfeits		255,000
Interest & Rents		5,584,187
Other		6,031,244
Transfers In		8,096,438
TOTAL SOURCES	$	155,077,846
FUNDING USES -		
Personnel Services -		
* Salaries & Wages - Working	$	20,628,825
* Benefits - Includes NonWorking Wages		9,385,723
* Mandatory Employer Costs		1,633,832
Other Current Expenditures -		
* Supplies / Maintenance		5,899,828
* Contractual		7,443,661
* Utility Production		57,087,559
* Other		13,328,758
Capital Outlay		42,664,095
Debt Service Payments		
* Principal Maturities		5,842,463
* Interest & Fee Payments		2,428,160
Transfers Out		8,096,438
Contingencies		884,200
TOTAL USES	$	175,323,542
NON-CASH ITEMS - For Info Only		
Depreciation & Amortization Expense	$	14,921,355
- - GROUP STAFFING TOTALS - -		
Personnel Services Total Amount	$	31,648,380
* Full-Time Positions		400.00
* Part-Paid Fire Positions (Not @ F.T.E.)		30.00
* Part-Time Positons @ F.T.E.		52.47

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

FY-2006 Proposed Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
FUND TYPES -					
General			- 0 -	20,577,423	20,577,423
Permanent			- 0 -	134,800	134,800
Special Revenue			- 0 -	9,602,561	9,602,561
Debt Service		4,251,557	4,251,557	- 0 -	4,251,557
Capital Projects			- 0 -	6,594,220	6,594,220
Enterprise			- 0 -	123,207,968	123,207,968
Internal Service			- 0 -	9,913,064	9,913,064
Component Unit			- 0 -	1,041,949	1,041,949
FUND TYPE - TOTALS	$ - 0 -	$ 4,251,557	$ 4,251,557	$ 171,071,985	$ 175,323,542
FUNDING SOURCES -					
Taxes & Special Assessments	11,687,614	2,444,267	14,131,881	3,742,880	17,874,761
Licenses & Permits	3,700		3,700	612,000	615,700
Intergovernmental	3,245,600		3,245,600	13,264,848	16,510,448
Charges for Services	22,200		22,200	100,087,868	100,110,068
Fines & Forfeits	- 0 -		- 0 -	255,000	255,000
Interest & Rents	421,301	1,107,570	1,528,871	4,055,316	5,584,187
Other	800		800	6,030,444	6,031,244
Transfers In	2,840,400	559,076	3,399,476	4,696,962	8,096,438
TOTAL SOURCES	$ 18,221,615	$ 4,110,913	$ 22,332,528	$ 132,745,318	$ 155,077,846
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	20,628,825	20,628,825
* Benefits - Includes NonWorking Wages			- 0 -	9,385,723	9,385,723
* Mandatory Employer Costs			- 0 -	1,633,832	1,633,832
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	5,899,828	5,899,828
* Contractual			- 0 -	7,443,661	7,443,661
* Utility Production			- 0 -	57,087,559	57,087,559
* Other		13,001	13,001	13,315,757	13,328,758
Capital Outlay			- 0 -	42,664,095	42,664,095
Debt Service Payments			- 0 -		
* Principal Maturities		2,298,963	2,298,963	3,543,500	5,842,463
* Interest & Fee Payments		1,334,530	1,334,530	1,093,630	2,428,160
Transfers Out		605,063	605,063	7,491,375	8,096,438
Contingencies			- 0 -	884,200	884,200
TOTAL USES	$ - 0 -	$ 4,251,557	$ 4,251,557	$ 171,071,985	$ 175,323,542
NON-CASH ITEMS - For Info Only					
Depreciation & Amortization Expense					14,921,355

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of $1,746,043 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

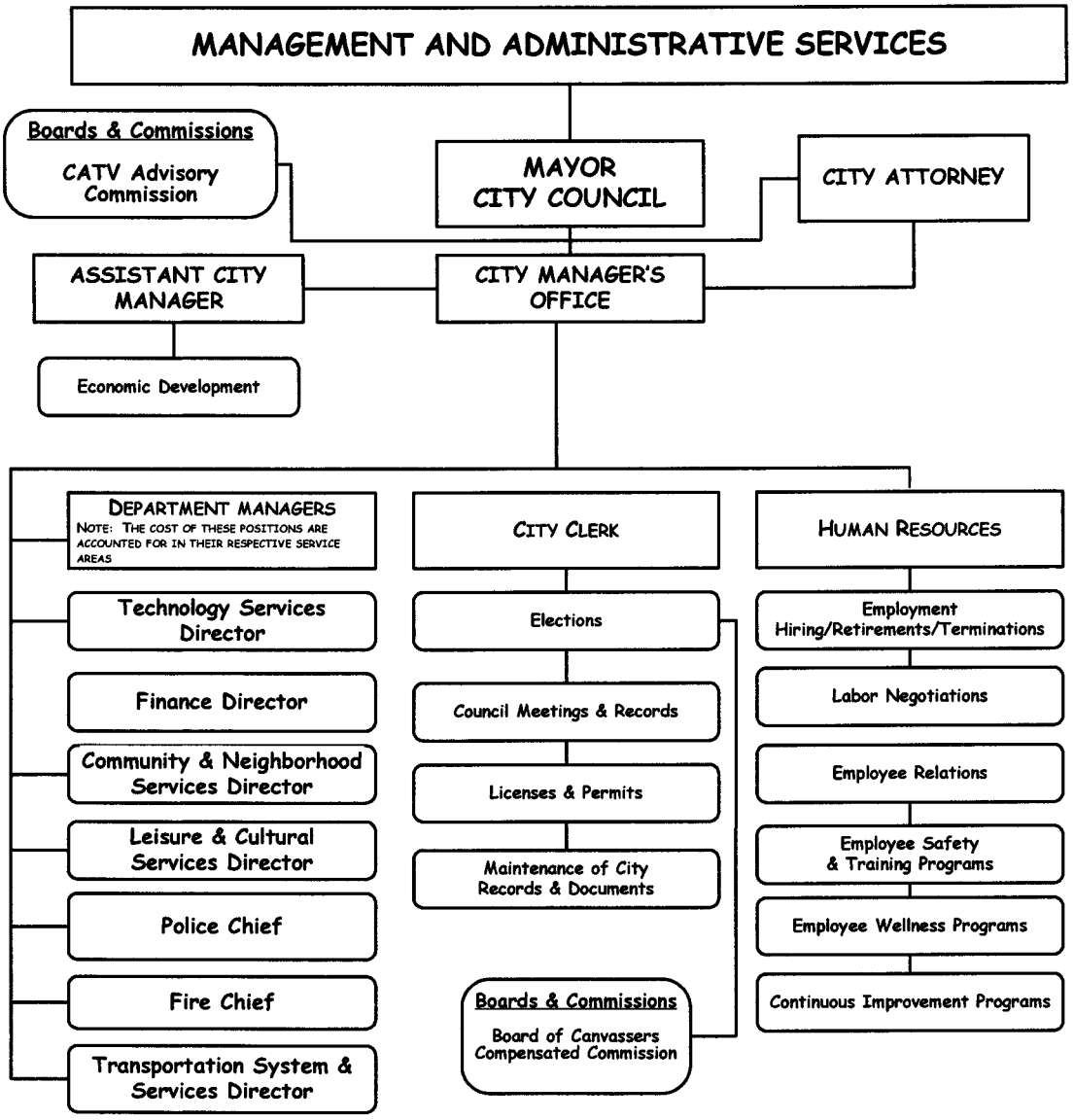
Description	General Fund	BPW Utility Funds	All Other Funds	FY-2007 Approved Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 11,687,614		$ 6,187,147	$ 17,874,761
Licenses & Permits	543,700		72,000	615,700
Intergovernmental	3,289,100		13,221,348	16,510,448
Charges for Services	1,093,020	95,371,085	3,645,963	100,110,068
Fines & Forfeits	255,000		- 0 -	255,000
Interest & Rents	617,301	1,433,988	3,532,898	5,584,187
Other	6,300	621,758	5,403,186	6,031,244
Transfers In	2,902,669	- 0 -	5,193,769	8,096,438
TOTAL SOURCES	20,394,704	97,426,831	37,256,311	$ 155,077,846
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,454,810	$ 8,621,063	$ 2,552,952	$ 20,628,825
* Benefits - Includes NonWorking Wages	4,266,010	4,038,926	1,080,787	9,385,723
* Mandatory Employer Costs	562,566	834,760	236,506	1,633,832
Other Current Expenditures -				
* Supplies / Maintenance	837,950	2,535,936	2,525,942	5,899,828
* Contractual	798,050	2,306,788	4,338,823	7,443,661
* Utility Production	- 0 -	57,087,559	- 0 -	57,087,559
* Other	3,430,319	640,479	9,257,960	13,328,758
Capital Outlay	86,750	30,607,225	11,970,120	42,664,095
Debt Service Payments				
* Principal Maturities	- 0 -	3,530,500	2,311,963	5,842,463
* Interest & Fee Payments	- 0 -	1,088,295	1,339,865	2,428,160
Transfers Out	710,968	2,840,400	4,545,070	8,096,438
Contingencies	430,000	- 0 -	454,200	884,200
TOTAL USES	20,577,423	114,131,931	40,614,188	$ 175,323,542
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense				$ 14,921,355
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 14,283,386	$ 13,494,749	$ 3,870,245	$ 31,648,380
* Full-Time Positions				400.00
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				52.47

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
INTRODUCTION

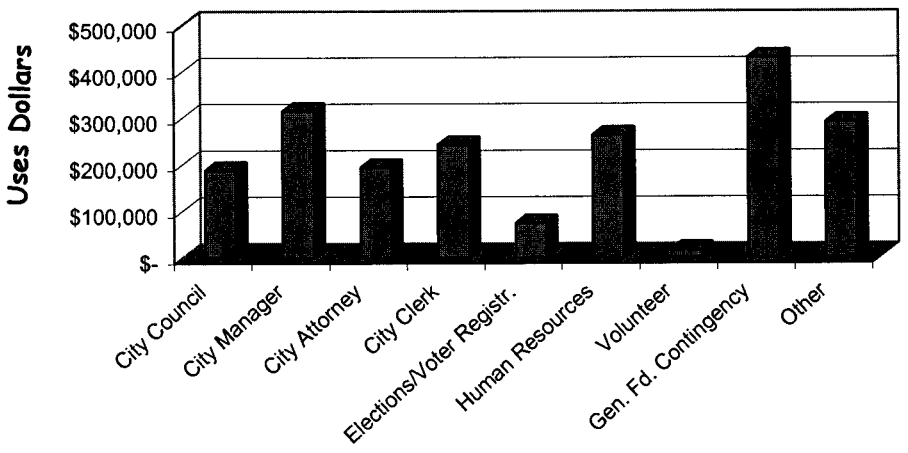
GROUP MISSION STATEMENT

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.

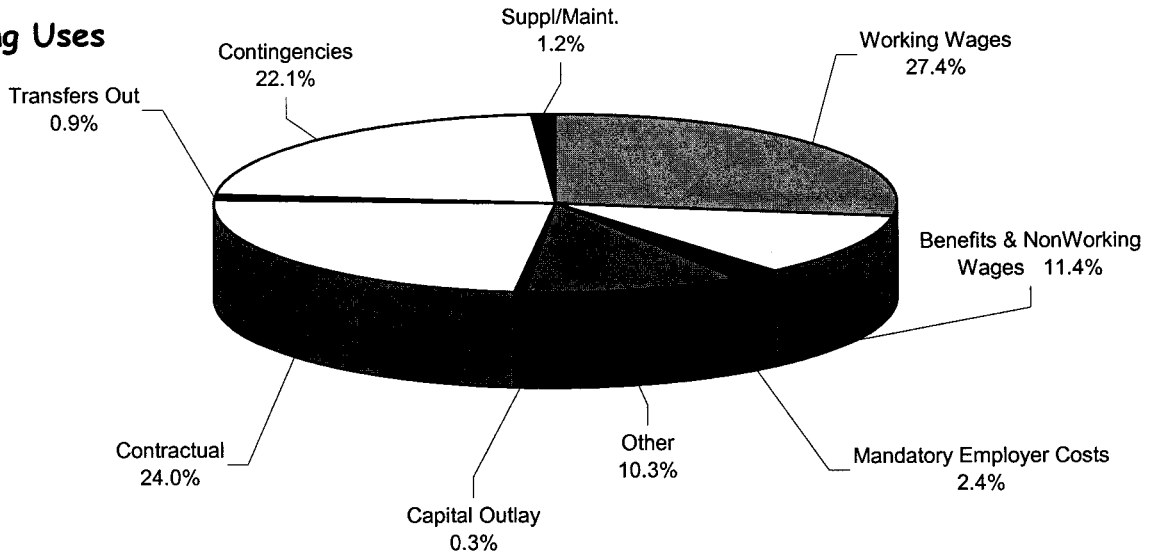
GROUP ORGANIZATIONAL STRUCTURE



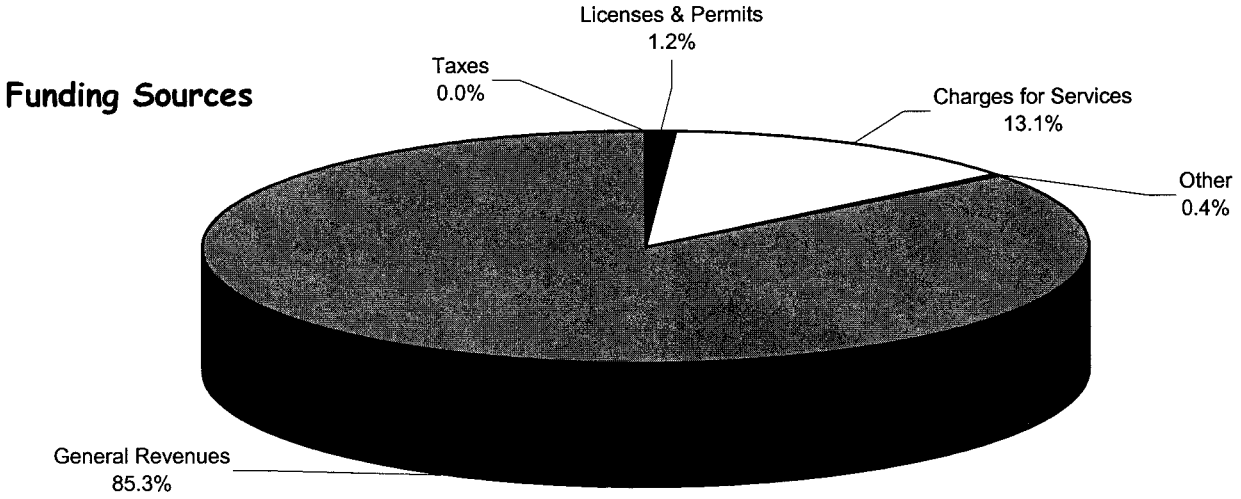
Total Uses By Department $2,013,215



Funding Uses



Funding Sources



MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,304,009	$ 1,308,935	$ 1,349,139	$ 1,722,830
Special Revenue	400,229	210,998	201,714	290,385
TOTAL FUND TYPE	$ 1,704,238	$ 1,519,933	$ 1,550,853	$ 2,013,215
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 108,453	$ 55,478	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	23,101	20,144	23,000	24,000
Charges for Services	244,599	248,031	308,200	253,200
Interest & Rents	2,901	4,054	8,107	7,225
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 379,054	$ 327,707	$ 339,307	$ 284,425
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 527,761	$ 529,986	$ 518,000	$ 566,600
* Benefits - Includes NonWorking Wages	204,264	219,942	219,450	220,000
* Mandatory Employer Costs	44,303	42,978	44,400	46,210
Other Current Expenditures -				
* Supplies / Maintenance	18,122	21,921	20,125	22,400
* Contractual Expenditures	469,957	467,519	453,196	454,100
* Other	213,103	207,204	198,736	165,030
Capital Outlay	94,234	12,258	4,446	42,000
Transfers Out	132,494	18,125	17,500	16,875
Contingencies	- 0 -	- 0 -	75,000	480,000
TOTAL USES	$ 1,704,238	$ 1,519,933	$ 1,550,853	$ 2,013,215
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 776,328	$ 792,906	$ 781,850	$ 832,810
* Full-Time Positions	9.39	8.51	8.46	8.46
* Part-Time Positions @ F.T.E.	0.40	0.30	0.25	0.25

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.

STRATEGY STATEMENT

ECONOMIC DEVELOPMENT:

* To foster an environment that supports the retention and growth of commercial and industrial businesses.
* To foster a quality of life in the City that is attractive to existing and potential employees of area business.
* To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
* To utilize the incentives available to the City to retain and attract business.
* To promote a diverse economic base that is responsive to the inevitable changes in the marketplace.
* To provide the infrastructure necessary to support the City's economic development mission.
* To facilitate collaboration between education and businesses in order to ensure curriculum that support the future employees of this area.
* To provide an economic development program that addresses the needs of small and large businesses.
* To work with area organizations on providing a quality workforce for area employers.
* To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

ACTION PLANS FOR FISCAL YEAR 2007

* Continue to develop a comprehensive strategic plan for the City's commercial neighborhood districts with design and implementation plans, and assist older major commercial retail areas with new development tools.

* Serve as a central resource for information on City economic development activities including financial incentives, development contracts, property information, utilities, regulations, and quality of life components.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* Work directly with businesses on specific retention, relocation, or expansion projects in the City.

* Work with the Lakeshore Advantage on its area-wide economic development activities.

* Assure that focus is not only on industrial development, but also focus on new entrepreneurial opportunities as outlined by Lakeshore Advantage.

* Evaluate the provision of City services in an economic development context and implement changes in order to provide an efficient, pro-active response to needs.

* Serve as an advocate for area businesses in terms of providing assistance with City and State requirements for incentives and developments.

* Continue to monitor economic conditions in the City, Holland / Zeeland area, and the West Michigan region.

* Initiate contacts with businesses on their current activities, plans, and outlook for their future in Holland.

* Continue working with the Brownfield Authority to offer development incentives, review Brownfield Plan applications, develop recommendations to City Council, and manage the Brownfield plans.

* Update the City's economic development marketing package that is distributed to contacts and explains the amenities of doing business in the City, as well as incentives, utilities, and other information.

* To assure the US-31 corridor improvements and new by pass promote economic development in the City and greater Holland area.

STRATEGY STATEMENT

AREA COOPERATION:

* To partner in the development of a common vision for the greater Macatawa area.
* To encourage innovation and risk-taking in the development of programs and services to meet the needs of the area.
* To be proactive in identifying and responding to the common needs of the Macatawa area.
* To look for opportunities to create efficiency and economies of scale through collaboration.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2007

* Continue membership in the Macatawa Area Coordinating Council and pursue intergovernmental cooperation between the City and its neighboring governmental units.

* Continue to participate in the implementation of the MACC area-wide Watershed Plan for Point and Non-Point sources.

* To advocate that MACC develops an inventory of services by area governmental units where cooperative ventures could provide cost efficiencies in areas such as insurance, purchasing of products, and providing some basic joint services.

* Develop a long-range plan for extension of public water to adjacent governmental units in conjunction with evaluating the future growth potential for the City.

STRATEGY STATEMENT

NEIGHBORHOODS:

* To develop neighborhoods that are a synergy of people, activities, facilities, and investment where people live, work and play.
* To support the stability and development of all neighborhoods where:
  - housing is attractive, well-maintained, and affordable;
  - owner-occupied housing is encouraged;
  - neighborhoods are characterized by a diversity of economic, social, and racial factors;
  - residents feel safe and affirmed by others;
  - a mix of uses, including neighborhood-supportive institutions, commerce, and industry are present.
* To encourage greenspace and leisure opportunities within all neighborhoods.
* To focus attention on and support strengthening of neighborhoods comprised of multi-family housing through public/private cooperation, enhanced management, and improved safety.
* To incorporate/encourage sustainable investments and "green" design concepts in future planning and development.
* To encourage consideration of increased densities where positive attributes of that density are celebrated and potential negative attributes are avoided.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2007

* To develop a comprehensive strategic plan for the Cities' commercial neighborhood districts with design and implementation plans, and assisting older major commercial retail areas with new development tools.

* To explore the creation of new Neighborhood Enterprise Zones in neighborhoods with high redevelopment needs.

* To further develop the "Centers of Centers plan with the input of property owners and the development of an implementation plan.

* Continue to develop plans for expansion of the Ourstreet program with HOMECOR and public / private partnerships, for neighborhood improvement programs and the implementation of the Neighborhood Preservation Program.

* Continue to expand and improve the Community Team Policing Program with major emphasis on school relations and family issues.

* Continue to develop housing re-investment programs for the Central neighborhood which includes home ownership opportunities and down payment assistance incentives.

* To establish a process for updating the 1995 City of Holland Housing Goals & Policies Plan.

* To review the rental inspection / registration of single family and mobile homes.

* Consider ordinance improvements to regulate exterior homeowner conditions through increased inspection programs, further evaluation of front yard and on street parking in the core City, and vacant house regulations.

* Implement the action plans in the FY 2007 (CDBG) and Housing Advisory Plans.

* Focus on neighborhood park improvements.

* Develop a "Good Neighbor" pamphlet.

STRATEGY STATEMENT

COMMUNITY AND FAMILY:

* To develop/support social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment for all members of the community.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To focus on issues that are important to youth and family.
* To focus on issues that are important to senior citizens.
* To support character development through schools and churches.
* To support the achievement of a strong and diverse community-wide public and private educational system that establishes Holland as the "community of choice" with excellence and academic options at all levels pre-K through college and beyond.
* To promote personal and community health and a striving for wellness as basic characteristics of all neighborhoods.

ACTION PLAN FOR FISCAL YEAR 2007

* 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.

* To focus on issues identified as being important to families, such as recreation, youth activities, and quality/affordable child care.

* To encourage the adoption of policies which promote economic stability within the community.

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

STRATEGY STATEMENT

TRANSPORTATION:

* To develop a multi-modal transportation system and support services for the City which offer efficient, safe, affordable, and cost-effective transportation for all.
* To ensure that all transportation infrastructures developed within the City is well-maintained, designed to promote and encourage the continued improvement of neighborhoods, user-friendly, and aesthetically pleasing.
* To develop transportation services, systems and infrastructure that promote and support economic development.
* To ensure that all transportation programs and infrastructure are compatible with area-wide programs.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2007

* Develop a comprehensive plan for the Depot and former Wendy's site as a multimodal, public transportation site by July 2006 with construction to start by fall 2006.

* Develop plans for the construction of a Roundabout in 2007 at 8th and Fairbanks intersection.

* Complete design and bidding for River Avenue from 15th to the Bridge by April 2006 with construction to start by May 2006, with construction to be completed by November 2006.

* Complete the plan and landscape design for connecting the pedestrian / bicycle network for Pine Avenue, Van Bragt Park, River Avenue Bridge, Window-on-the-Waterfront, and River Avenue with construction to be completed by May 2007.

* Implement the CSX railroad crossing improvements and closings for 11TH, 12TH and 17TH Streets by December 2006.

* Annual Street Resurfacing and Reconstruction Program to cover 5% of the street system.

* Explore the availability and feasibility to convert 10% of the MAX public transit system to alternative fuels by January 2007.

* Complete construction of new River Avenue Bridge with temporary bridge and new west pedestrian bridge by November 2007.

* To continue with MDOT and MACC the Chicago Drive Corridor Improvement Study with a plan to be completed by June 2007.

* To work with MDOT and the MACC to ensure attention to current US-31 alignment (improvements/design) are incorporated into the MDOT Five-Year Improvement Plan.

* Implement 2006 bicycle / sidewalk expansion plan by constructing fill-in-the-gap sidewalks, providing sidewalks as part of street improvement projects and develop plans for 2007 projects.

* Continue to monitor the MAX area public transportation system with a goal of increasing ridership by 10%, and develop implementation plan for expanded route system by August 2006.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* Complete design for 8th Street from Ferris to Country Club by December 2006 with construction in summer of 2007.

* Continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and recommendations.

* Continue Maplewood / Lela Drain Improvement project planning to assure it is designed so it can be incorporated into Lincoln Avenue and US-31 Improvement projects.

* Continue to assist MDOT and MACC with US-31 bypass implementation plan as federal funding becomes available and a status report on project is provided before June 2007.

* To annually update the Airport Master Plan to assure compliance with state and federal funding opportunities.

STRATEGY STATEMENT

PUBLIC UTILITIES:

* To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
* To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
* To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
* To provide a public utility system that is economically viable and sustainable into the future.
* To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
* To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.
* To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.

ACTION PLANS FOR FISCAL YEAR 2007

* Continue to develop and modify implementation strategies for the long-term improvement plans for the Water and Wastewater Treatment Plant expansions and service areas completed in 2003.

* Monitor and respond to private competition and deregulation in the Municipal Electric Operation and finalize the electric power plant expansion plans by June 2007.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To continue to aggressively pursue alternative green electric energy sources.

* To develop an implementation plan by May 2007 for maintenance of storm drain outfalls in accordance with state and federal storm water regulations.

* Continue the fiber optics expansion to the industrial, commercial, residential, and institutional areas / facilities with a goal of developing a publicly owned comprehensive community telecommunication expressway interphased with the AT&T system with a comprehensive business plan to be developed by December 2006.

* To review the current Underground Electric Utilities Policy and develop a priority plan for implementation by June 2007.

* Develop a City work plan to implement objectives of Macatawa Watershed Plan for Non-Point Source issues by January 2007.

* To complete evaluation of expansion of Refuse / Recycling Program to all multi-family units / commercial operations by December 2006.

* To evaluate the existing Street Lighting Policy to assure it meets the safety and aesthetic needs of all City neighborhoods.

* To investigate a public / private WI-FI system with the Downtown as the experimental area by April 2007.

* To develop a comprehensive electric energy conservation education program by June 2007.

STRATEGY STATEMENT

PUBLIC SPACES:

* To ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and well-maintained for use by residents, employees, and other "customers" of the City of Holland.
* To emphasize safety, quality, efficiency, and environmental stewardship in the construction, maintenance and operation of all public spaces.
* To stress constant evaluation and innovation in order to provide public spaces that all residents are able to access in the easiest and most effective manner possible.
* To support efforts to preserve natural areas, protect natural wildlife and their habitats and introduce further landscaping city-wide.
* To offer green spaces and blue edges where urban dwellers can retreat to enjoy the natural features of the community.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2007

* Complete construction of Phase II and III of the Kollen Park Master Plan by November 2006.

* Determine the future of the Civic Center by July 2006 and develop financing and development plans by January 2007.

* Assure more new public trees are planted than removed each year.

* Continue to evaluate waterfront recreation opportunities and possibilities in accordance with Comprehensive Waterfront Development plan adopted in 1999.

* To assure a large public docking facility is part of the "Boatwerks" waterfront restaurant project to be completed by August 2006.

* To evaluate the possibility of establishing a private "waterfront trust" to acquire properties when available.

* To complete a revised Windmill Island long-range improvement plan to include the following: complete improvements and marketing plan for the pavilion project;
  - develop plans and cost estimates for a boardwalk connecting the Island with Window-on-the-Waterfront;
  - develop a long-range plan to make flowers a year round focal point at the Island;
  - construction of a new welcome / administration building;
  - develop concept for wooden shoe factory;
  - other priority items outlined in the 2004 Windmill Island / Tulip Time Task Force Report.

* To develop a restoration and financing plan for Window-on-the-Waterfront / boardwalk.

* Develop a comprehensive plan for renovation, expansion, or elimination of two City Greenhouses by January 2007.

* To continue to work on the development plan for the Western Tool property in accordance with the Development Agreement.

* Develop a plan for improving and increasing outdoor ice-skating facilities and to specifically evaluate an outdoor-assisted ice facility by December 2006.

* To encourage more fountains in public spaces.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* Continue to coordinate and assist with implementation of Macatawa Greenway Master Plan.

* Initiate Phase I of the Lake Macatawa Street Ends Improvement Plan by establishing development guidelines through Court assistance.

* Review regulations / ordinances on prohibition of dogs / animals in City parks.

STRATEGY STATEMENT

IMPLEMENTATION:

* To adopt and embrace the Vision, Mission and Belief Statements of the City of Holland as the overriding principles guiding the operation of the City.
* To develop and sustain an organization whose members are citizen-driven, and proactive in addressing issues for the residents of the community, and to encourage collaboration among members at all levels.
* To establish a desirable work environment which allows for the efficient and effective operation of City programs and activities that are easy to access and understood by the community.
* To support the development of a team environment that is diverse, knowledgeable, and friendly in the provision of City services, and well-trained in specific areas of responsibility.

ACTION PLANS FOR FISCAL YEAR 2007

* Continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services.

* Continue to maintain the City's web page and increase access to governmental services for citizens through use of the Internet.

* Establish a formal dialogue process with the education sector of Holland to address various issues of mutual concern.

* To re-implement the Volunteer Recognition program.

* Increase Council awareness of the activities of City boards and commissions with joint meetings at study sessions and on special projects, programs and issues.

* To implement and expand Retired Senior Volunteer program.

* Review current staff levels / interim positions as part of FY07 budget process.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To review advisory boards structure to determine possible consolidation and efficiency.
* To continue to promote on-line focus and connect City calendar of events with website.
* Develop a process for a new 2020 Plan or incorporate into the MACC Future Search process.
* To continue to develop and broaden citizen participation.
* Develop a public forum and process for budget input in February of each year.
* To establish second youth police academy (2 per year instead of 1).

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Regular Scheduled Legislative Sessions	24	23	24	24
Number of Special Called Legislative Sessions	6	6	6	6
Number of Study Sessions	21	23	23	23
Number of Council Actions (calendar year)	864	827	852	852
Number of Ordinances Adopted	36	26	39	39
Newsletters - Community	2	0	0	0
City Calendar		1	1	1

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	188,200	204,687	177,712	187,700
TOTAL SOURCES	$ 188,200	$ 204,687	$ 177,712	$ 187,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 58,996	$ 61,495	$ 60,700	$ 66,400
* Benefits - Includes NonWorking Wages	3,044	3,342	3,050	3,300
* Mandatory Employer Costs	4,664	4,924	4,800	5,300
Other Current Expenditures -				
* Supplies / Maintenance	1,792	1,898	2,000	2,000
* Contractual	20,739	26,638	26,596	27,400
* Other	97,530	106,390	80,566	83,300
Capital Outlay	1,435	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 188,200	$ 204,687	$ 177,712	$ 187,700
- - STAFFING - -				
Personnel Services Total Amount	$ 66,704	$ 69,761	$ 68,550	$ 75,000
* Full-Time Positions	0.25	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 2007

* To assist the City Council with the review and implementation of the FY 2006-2007 City Council Action Plan.

* To coordinate annual strategic planning sessions for both City Council and City staff and continue status reporting system for the City Council by January 2007 and June 2007.

* To update the Five-Year Capital Improvement plan by March 2008 with updated projects and cost estimates.

* To monitor all capital projects scheduled for FY 2006-2007 to assure proper implementation and timely completion and financial planning.

* To continue to participate and be actively involved with the following area projects:
  1) Serve as Chairperson of the Area Wastewater Treatment Committee.
  2) Serve on the Ottawa County Central Dispatch 911 Board.
  3) Continue to participate in the MACC organization on special projects.
  4) Serve as Chairperson of 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 Subcommittees

* To assure financial and construction plans and construction is completed for the following major capital projects:
  1) Civic Center Renovation / Expansion Committee Report Implementation Plan by November 2006;
  2) The River Avenue Bridge and Pine / River / Michigan corridor enhancement project by November 2006;

3) Kollen Park Waterfront phase II and III by November 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 2006.

* 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 develop a closer working relationship with local school systems to assure there is a coordinated effort with neighborhood enhancement and growth.

* Develop a comprehensive neighborhood enhancement, marketing and strategic planning process that includes entire City.

* Make sure existing City services can be maintained during limited revenue growth
  - Evaluate improved joint administrative services with BPW.
  - Evaluate further revisions to Employee Fringe Benefit Programs.
  - Stress Continuous Improvement Program

* Develop comprehensive Performance Measurement program for implementation in fiscal year 2008 Budget.

* Develop the final plans and financial strategy for a comprehensive Multimodal facility at Depot / Wendy's site by November 2006.

* Develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept.

* To work with BPW to implement an experimental Wi-Fi zone for Downtown area.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	316,029	296,521	306,062	314,800
TOTAL SOURCES	$ 316,029	$ 296,521	$ 306,062	$ 314,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 193,950	$ 177,894	$ 176,800	$ 186,500
* Benefits - Includes NonWorking Wages	90,884	92,031	94,400	92,600
* Mandatory Employer Costs	16,731	14,797	15,100	15,900
Other Current Expenditures -				
* Supplies / Maintenance	3,402	3,411	3,300	3,300
* Contractual	76	51	200	200
* Other	10,986	8,337	14,320	16,300
Capital Outlay	- 0 -	- 0 -	1,942	- 0 -
TOTAL USES	$ 316,029	$ 296,521	$ 306,062	$ 314,800
- - STAFFING - -				
Personnel Services Total Amount	$ 301,565	$ 284,722	$ 286,300	$ 295,000
* Full-Time Positions	2.75	2.75	2.70	2.70
* Part-Time Positions @ F.T.E.	0.40	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Elections and Voter Registration

DEPARTMENT 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 cooperation with the State of Michigan Qualified Voter File; to work with and in cooperation with the Ottawa and Allegan County Clerk's during conduction of elections; to ensure that City of Holland City Clerk staff and City of Holland Election Inspector's receive election training.

ACTION PLAN FOR FISCAL YEAR 2007

* 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 assure that a program is implemented within the operations of the voter registration program to address deceased voting by October 2006.

* To obtain a non-profit mailing permit for mailing absentee applications and ballots for elections by August 2006.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Registered Voters for November Election	19,636	20,386	19,975	20,000
Number of Elections (Total)	3	3	2	3
Regular	3	3	2	3
Special	0	0	0	0
Average Number of Workers Per Election:				
Voting Station Election Officials:				
- Chairperson	15	18	15	18
- Election Worker	45	80	45	20
Board of Canvassers:				
- Board Members	4	4	4	4
Number of Registered Voters in Ottawa and Allegan County:				
Ottawa County	163,992	154,186	159,200	160,000
Allegan County	74,531	69,863	71,500	72,000
Number of Registered Voters in the State of Michigan	7,164,047	6,835,278	7,000,000	7,002,000

MANAGEMENT & ADMINISTRATIVE SERVICES

ELECTIONS / VOTER REGISTRATION
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,765	$ 15,880	$ 17,000	$ 18,000
Funding Requirement - General Operating Revenues	52,141	62,743	39,870	55,930
TOTAL SOURCES	$ 53,906	$ 78,623	$ 56,870	$ 73,930
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 20,812	$ 47,431	$ 22,000	$ 45,000
* Mandatory Employer Costs	244	644	440	800
Other Current Expenditures -				
* Supplies / Maintenance	5,684	10,086	7,700	9,800
* Contractual	10,285	5,406	10,800	16,000
* Other	16,881	15,056	15,930	2,330
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 53,906	$ 78,623	$ 56,870	$ 73,930
- - STAFFING - -				
Personnel Services Total Amount	$ 21,056	$ 48,075	$ 22,440	$ 45,800
* 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 2007

* 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. (On-going)

* 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. (On-going)

* To provide the City Council with an annual review and status report on all pending litigations by December 2006.

* To continue to evaluate the total City legal services with the City Manager to develop operational and cost effectiveness by August 2006.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY ATTORNEY
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	185,371	228,097	191,600	193,700
TOTAL SOURCES	$ 185,371	$ 228,097	$ 191,600	$ 193,700
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 184,240	$ 226,334	$ 191,100	$ 193,200
* Other	1,131	1,763	500	500
TOTAL USES	$ 185,371	$ 228,097	$ 191,600	$ 193,700

- - 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, and commissions of the City; and to maintain and protect all public documents of the City.

ACTION PLAN FOR FISCAL YEAR 2007

* To work with the City's Technology Services Department and the Holland Board of Public Works Technology Services Department to determine the feasibility of a City e-mail retention guideline to provide employees with proper knowledge regarding record retention by December 2006.

* To coordinate the production of the 2007 Holland City Calendar and include opportunities for citizen participation in City activities by October 2006.

* To work with Technology Services Department and the City's Finance Department to expand on-line credit card use for key departments by January 2007.

* To work with Technology Services to increase access to City Clerk services for citizens through use of the Internet by May 2007.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Meetings Attended **				
City Council, City Boards and Commissions	58	72	74	74
Licenses & Applications				
Business Licenses and Permits Issued	434	443	455	455
Zoning Board of Appeals Applications Processed	34	25	30	30
Ordinances				
Ordinance Adopted	36	26	39	39
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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 23,101	$ 20,144	$ 23,000	$ 24,000
Charges for Services	2,917	3,113	2,800	2,800
Funding Requirement - General Operating Revenues	196,235	204,316	216,380	215,300
TOTAL SOURCES	$ 222,253	$ 227,573	$ 242,180	$ 242,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 122,042	$ 121,856	$ 123,900	$ 133,000
* Benefits - Includes NonWorking Wages	55,782	60,183	67,100	66,700
* Mandatory Employer Costs	10,886	10,908	11,600	11,900
Other Current Expenditures -				
* Supplies / Maintenance	4,285	3,461	3,900	3,900
* Contractual	5,507	6,169	6,000	6,000
* Other	23,751	24,996	29,680	20,600
TOTAL USES	$ 222,253	$ 227,573	$ 242,180	$ 242,100
- - STAFFING - -				
Personnel Services Total Amount	$ 188,710	$ 192,947	$ 202,600	$ 211,600
* Full-Time Positions	3.88	3.00	3.00	3.00
* Part-Time Positions @ F.T.E.	- 0 -	0.30	0.25	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, facilitating excellent communication, and maintaining a high quality of performance in employment, labor relations, safety, employee training, benefit management, employee appraisals, workers' compensation administration, position evaluation, and numerous related activities.

ACTION PLAN FOR FISCAL YEAR 2007

* Continue to evaluate employee benefit programs, especially the Health Insurance and Pension programs, for means of reducing costs while maintaining effective, competitive programs for employees. Propose adding Health Savings Accounts (HSA's), and a high deductible insurance plan to the BenFlex cafeteria plan for the 2007 Benefit plan year by December 2006.

* 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. Work with the Wellness Committee to increase employee participation to 95% by January 2007.

* Continue to work with the Wellness Committee to annualize employee health assessments, and put together health assessments key indicators history by January 2007.

* Work with the Department Directors and City Manager to fully implement the revised employee performance evaluation process. Complete one twelve (12) month evaluation cycle by June 2007.

* Develop and implement the FY07 Training Plan to include Diversity training, HSA training, conducting Performance Evaluation training, leadership training, training on various safety issues, and computer training, as needed. Specified training to be completed by June 2007.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

* Work to successfully reach a negotiated settlement for the Fire Union contract by June 2007.

* Develop a plan with the Loss Control consultant to address the areas of highest claim activity by August 1, 2006. Also continue the WorkSafe program and reduce work-related injuries and work-related lost time accidents by 20% from calendar 2005.

* Continue to pursue the objective of a 20% or more minority work force by the end of FY07, as opportunities arise. The current minority percentage for the City is 18.6%.

* Continue to work with the Continuous Improvement Steering Team as necessary to further integrate the continuous improvement philosophy into the City organization, i.e. following the City's Vision, Mission, and Employee Belief statements. Review the possibility of updating the citizen and employee surveys with the City Manager and City Council, and make a decision by January 2007.

* To continue to evaluate and consider implementation of additional recommended portions of the 2005 Employee Benefits / Sick Leave by January 2007. Specifically, continue to examine the viability of a revision to the Sick Leave program to implement a paid time off (PTO) program.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Employees (Full-Time and Part-Time A)	241	244	240	244
Number of New Hires (Full-time and Part-Time A)	11	13	6	6
Number of Reclassifications (Full-Time and Part-Time A)	0	2	0	2
Number of Labor Contract Settlements	0	1	0	0
Number of Labor Contract Arbitrations (Starting Year)	1	0	1	0
Number of Grievances Filed	3	1	1	0
Number of Worker Compensation Claims (Calendar Year)	56	54	44	35
Number of Lost Time Accidents (Calendar Year)	2	2	1	1
Number of Lost Days (Calendar Year)	35	68	55	35
Participation in Wellness Program (% of Average Program Participation)	90	82	90	95
Number of Training participants - all classes (Full-Time and Part-Time A)	693	570	650	650

MANAGEMENT & ADMINISTRATIVE SERVICES

HUMAN RESOURCES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 32,000	$ 31,700	$ 33,200	$ 33,400
Funding Requirement - General Operating Revenues	286,465	227,050	242,190	229,700
TOTAL SOURCES	$ 318,465	$ 258,750	$ 275,390	$ 263,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 118,123	$ 112,939	$ 124,900	$ 125,800
* Benefits - Includes NonWorking Wages	49,970	61,035	51,850	54,100
* Mandatory Employer Costs	10,360	10,936	11,500	11,400
Other Current Expenditures -				
* Supplies / Maintenance	2,140	2,256	2,450	2,500
* Contractual	78,110	22,892	37,400	29,300
* Other	59,762	48,692	47,290	39,600
Capital Outlay	- 0 -	- 0 -	- 0 -	400
TOTAL USES	$ 318,465	$ 258,750	$ 275,390	$ 263,100
- - STAFFING - -				
Personnel Services Total Amount	$ 178,453	$ 184,910	$ 188,250	$ 191,300
* Full-Time Positions	2.25	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 promote civic pride, provide citizen input on City activities and services, and strengthens the diversity of partnerships between the City and the community.

ACTION PLAN FOR FISCAL YEAR 2007

* To develop an enhanced volunteer recruitment program that involves City staff, board and commission members, and area organizations by December 2006.
* To work with a joint Staff / City Council Committee to evaluate the volunteer recognition program and determine improvements for recognition during 2007 by December 2006.
* To maintain communication with area organizations associated with senior citizens to make them aware of volunteer opportunities with the City by February 2007.
* To increase minority representation to 16% by June 2007.
* To increase female representation to 35% by June 2007.
* To develop a policy for use of the City float by February 2007.
* To update and renovate the City float by April 2007.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
CVS Boards/Project/Program Volunteers				
Boards and Comissions Volunteers	200	208	210	215
Females	64 (32%)	63 (30%)	70 (33%)	75 (35%)
Minorities	25 (13%)	28 (13%)	30 (14%)	35 (16%)
Community Access Television Volunteers	400	415	420	430
DeGraaf Nature Center Volunteers	22	50	50	50
Holland Fire Department Volunteers	2	1	1	1
Holland Police Department Volunteers (Reserves)	35	43	35	50
Teen Court Volunteers*	17	38	40	40
Victims Services Unit Volunteers*	14	18	18	18
Cappon/Holland Museum/Holland Historic Trust Volunteers	181	187	311	320
Neighborhood Watch/Ourstreet Volunteers	93	150	160	160
Recreation Dept. Volunteers	126	257	286	295
Miscellaneous Volunteers	2	4	50	55
Total	1,092	1,371	1,581	1,634
CVS/Boards/Project/Program Hours				
Boards and Commissions	7,769	7,380	7,350	7,525
Community Access Television	19,122	19,920	20,160	20,640
DeGraaf Nature Center	520	760	800	800
Holland Fire Dept. Volunteers	376	60	84	96
Holland Police Dept. (Reserves)	2,850	6,595	5,355	7,650
Teen Court*	147	174	200	250
Victims Services Unit*	294	352	450	500
Cappon/Holland Museum/Historic Trust	7,043	6,989	8,000	8,500
Neighborhood Watch/Ourstreet	843	1,360	1,450	1,450
Recreation Dept.	6,720	4,888	5,544	5,580
Miscellanneous Volunteers	50	100	148	165
Total	45,734	48,578	49,541	53,156

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 130	$ 150	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	19,655	14,534	24,325	17,500
TOTAL SOURCES	$ 19,785	$ 14,684	$ 24,325	$ 17,500
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 10,225	$ 7,803	$ 8,700	$ 8,900
* Benefits - Includes NonWorking Wages	4,584	3,351	3,050	3,300
* Mandatory Employer Costs	1,129	722	850	800
Other Current Expenditures -				
* Supplies / Maintenance	785	809	675	800
* Contractual	- 0 -	29	800	1,500
* Other	3,062	1,970	10,250	2,200
TOTAL USES	$ 19,785	$ 14,684	$ 24,325	$ 17,500
- - STAFFING - -				
Personnel Services Total Amount	$ 15,938	$ 11,876	$ 12,600	$ 13,000
* Full-Time Positions	0.25	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 2007

* **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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	- 0 -	- 0 -	75,000	430,000
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 75,000	$ 430,000
FUNDING USES -				
Contingencies	$ - 0 -	$ - 0 -	$ 75,000	$ 430,000
TOTAL USES	$ - 0 -	$ - 0 -	$ 75,000	$ 430,000
- - 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 2007

* 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:
  - Operate Community Access Television for the City of Holland.
  - Provide an annual plan with budget for CATV.
  - Provide management and supervision of CATV.
  - Provide sufficient staff to operate CATV.
  - Provide sufficient training for CATV staff.
  - Provide maintenance of CATV equipment.
  - Perform all duties to maintain CATV channels.
  - Promote the concept of CATV to the community.

* Promote community access television programming by and for the public in the following manner:
  - MacTV 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;
  - MacTV will develop programs to train volunteers to utilize CATV resources to create Public Access content;
  - MacTV will conduct, for a small fee, twenty-four (24) Training workshops per year (two per month) to encourage the public to produce programming; and
  - MacTV will mentor new members through the process of program production after training.

* MacTV will produce a weekly program to promote, train and serve the community with the following goals:

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

- Provide a production environment for volunteers to observe and participate in the 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; and
- 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 by and for the schools and educational organizations.
  - MacTV 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.
  - MacTV will develop programs to train educators to utilize Educational Access and CATV resources to create Educational Access content.
  - MacTV 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 by and for the City of Holland in the following manner:
  - MacTV will produce City of Holland government meetings:
    . City Council meetings (two per month);
    . City Planning Commission meetings (two per month); and
    . City Zoning Board of Appeals meetings (once a month)
  - MacTV will co-produce Holland City Connections (two per month).
  - MacTV will produce, on request and approval of CATV designee, up to 150 hours of production time for City of Holland Special productions.

* Promote value of Community Access Television through various community projects:
  - MacTV will support the Tulip Time Festival: transmission of live coverage of three parades; a) Volksparade, b) Kinderparade, & c) Muziekparade.

* 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 actively monitor, and advise the City Council on the status of, efforts on the state and federal level (legislative and FCC) that may affect cable television franchising.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Average Total Hours of Programming per Week	443	433	210	
Re-define for FY 07 - "Non-repetitive" programming/week				75
Channel 14 and 22 - Public				40
Channel 15 - Education				15
Channel 16 - Government				20
Average Hours of Locally Produced Programming Per Week	74	228	280	
Re-define for FY 07 - "Member Produced" Programming Per Week				60
Re-define for FY 07 - "Staff Produced" Programming Per Week				50
Re-define for FY 07 - "Filler" Programming Per Week				15
Average Hours of Live Programs Per Week	9.9	8.0	9.0	Delete
Number of Certified Volunteers	400	96	70	
Re-define for FY 07 - Number of Volunteers				25
Re-define for FY 07 - Number of Members				75
Total Volunteer Hours Records not available for FY 06 and beyond	19,122	14,900	n/a	Delete
Number of Classes/Students Per Month				4 classes 12 students per class

MANAGEMENT & ADMINISTRATIVE SERVICES

CABLE TV PUBLIC ACCESS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 196,976	$ 196,688	$ 197,000	$ 199,000
Interest & Rents	2	795	1,992	1,625
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 196,978	$ 197,483	$ 198,992	$ 200,625
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,613	$ 568	$ 1,000	$ 1,000
* Mandatory Employer Costs	289	47	110	110
Other Current Expenditures -				
* Supplies / Maintenance	34	- 0 -	100	100
* Contractual	171,000	180,000	180,300	180,500
* Other	- 0 -	- 0 -	200	200
Capital Outlay	53,949	- 0 -	- 0 -	40,400
TOTAL USES	$ 228,885	$ 180,615	$ 181,710	$ 222,310
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (31,907)	$ 16,868	$ 17,282	$ (21,685)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ 9,673	$ 18,673	$ - 0 -
Undesignated / Unreserved	79,789	86,984	95,266	92,254
TOTAL FUND EQUITY	$ 79,789	$ 96,657	$ 113,939	$ 92,254
- - STAFFING - -				
Personnel Services Total Amount	$ 3,902	$ 615	$ 1,110	$ 1,110
* Full-Time Positions	0.01	0.01	0.01	0.01
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

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 2007

* To update, as part of the 5-year Capital Improvement Program, a prioritization of properties to be considered for acquisition by December 2006.

* To prepare a new development plan for the Western Machine Tool Works property by December 2006 as part of the restaurant project to be completed in summer of 2006 adjacent to the property.

* To develop a strategy for a long term water front public property acquisition and funding plan for the area between Kollen Park and Van Bragt Park.

* Due to the economic conditions over the past five (5) years, the millage rate has been reduced as follows:

	Millage Rate	Revenues
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 Actual	.00	- 0 -
Fiscal Year 2007 Proposed	.00	- 0 -

These are no major property purchases planned for fiscal year 2007, 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 108,453	$ 55,478	$ - 0 -	$ - 0 -
Federal Grants	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	10,811	500	58,200	- 0 -
Interest & Rents	2,899	3,259	6,115	5,600
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 122,163	$ 59,237	$ 64,315	$ 5,600
FUNDING USES -				
Capital Outlay	$ 38,850	$ 12,258	$ 2,504	$ 1,200
Transfers Out	132,494	18,125	17,500	16,875
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 171,344	$ 30,383	$ 20,004	$ 68,075
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (49,181)	$ 28,854	$ 44,311	$ (62,475)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	97,477	126,331	170,642	108,167
TOTAL FUND EQUITY	$ 97,477	$ 126,331	$ 170,642	$ 108,167

- - STAFFING - -

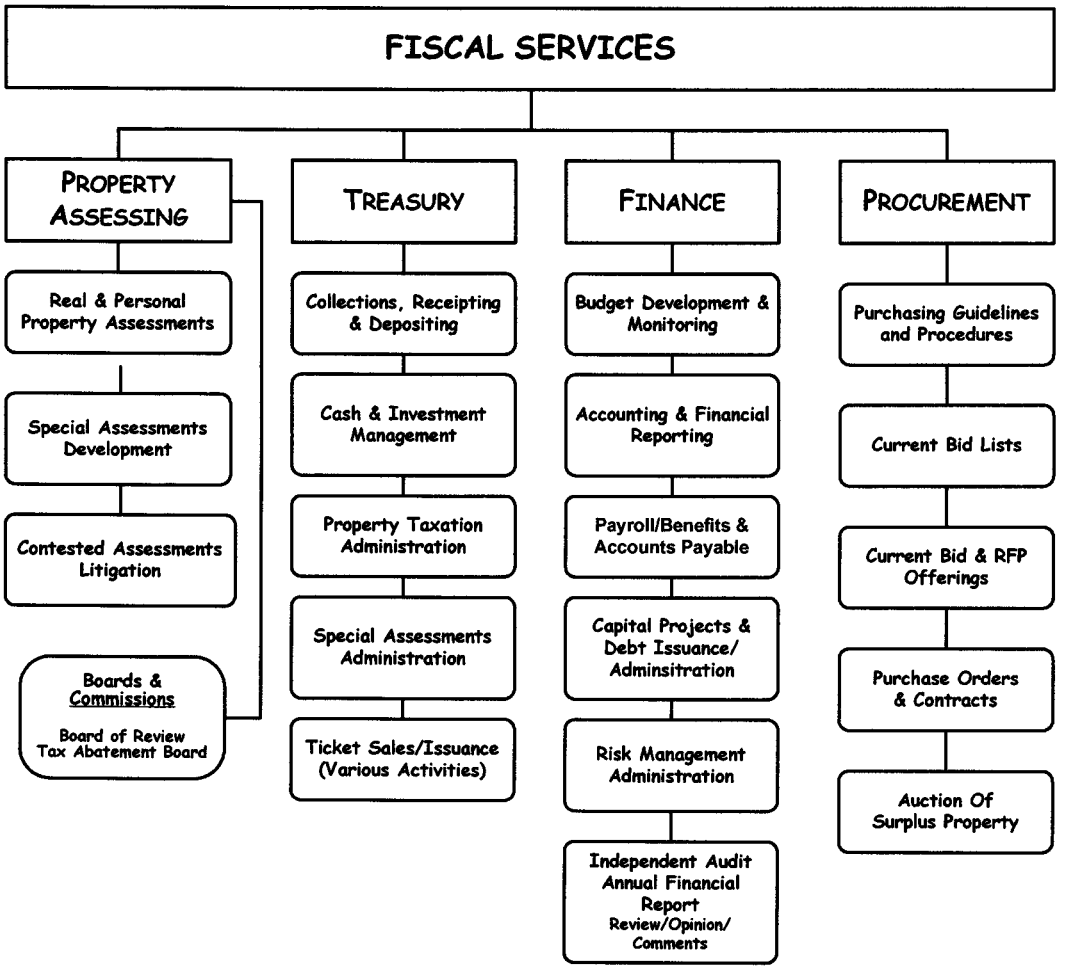
Positions: Not Applicable

FISCAL SERVICES GROUP
INTRODUCTION

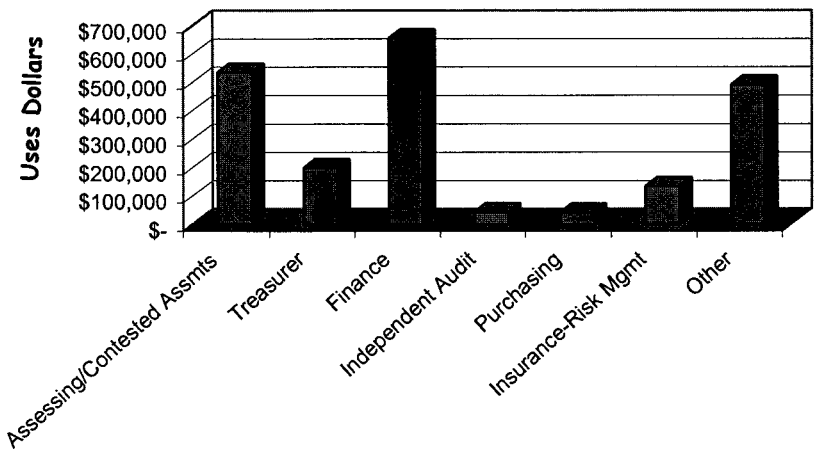
GROUP MISSION STATEMENT

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.

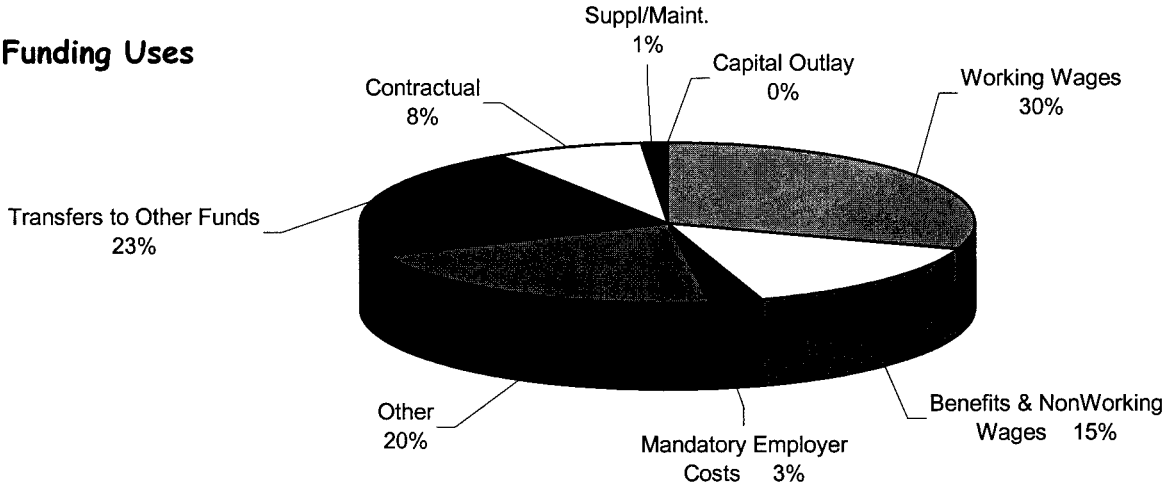
GROUP ORGANIZATIONAL STRUCTURE



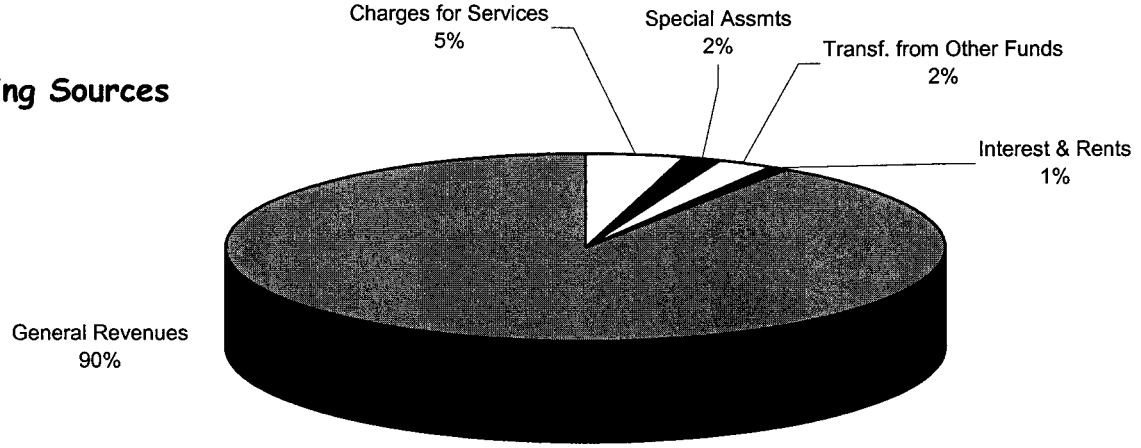
Total Uses By Department $2,106,913



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General Fund	$ 1,879,496	$ 1,932,652	$ 1,993,726	$ 1,903,976
Special Revenue Funds	245,964	601,109	491,905	202,937
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 2,125,460	$ 2,533,761	$ 2,485,631	$ 2,106,913
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 77,908	$ 90,685	$ 172,941	$ 33,118
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	50,532	78,377	54,700	91,270
Interest & Rents	7,497	9,356	16,796	16,976
Other	80,062	61,433	37,297	0
Transfers In	121,984	75,000	50,000	50,000
TOTAL SOURCES	$ 337,983	$ 314,851	$ 331,734	$ 191,364
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 563,521	$ 576,658	$ 609,200	$ 635,200
* Benefits - Includes NonWorking Wages	248,175	284,229	292,300	312,600
* Mandatory Employer Costs	56,531	57,236	58,900	60,200
Other Current Expenditures -				
* Supplies / Maintenance	29,930	28,689	30,116	30,400
* Contractual Items	211,133	205,142	174,238	159,200
* Other	512,791	610,350	517,732	430,058
Capital Outlay	74,612	94,945	36,281	1,600
Transfers Out	428,767	676,512	766,864	477,655
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,125,460	$ 2,533,761	$ 2,485,631	$ 2,106,913
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 868,227	$ 918,123	$ 960,400	$ 1,008,000
* Full-Time Positions	15.20	15.30	14.35	14.35
* Part-Time Positions @ F.T.E.	1.40	0.50	0.55	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 2007

* To 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 2006.

* To establish a documented system for the newly established Infrastructure Asset records management, that provides understanding and coordination of responsibilities among various individuals and departments, to include Finance Office staff, Technology Services (GIS) staff, City Engineering staff, etc., by June 2007.

* To remain vigilant to current and pending legislation at the State of Michigan regarding implications to changes in State Revenue Sharing, Single Business Taxes, etc.

* With reference to economic development incentives approved by the City Council:
  - to keep the staff adequately trained regarding legal, accounting and reporting requirements
  - to assure that the office staff members are adequately apprised of individual events and that each member understand their specific responsibilities, to include open communication
  - to implement and maintain proper accounting and reporting procedures in accordance with state statutes and legal directives.

* To continue with on-going efforts toward improved documentation and compiling of various financial and accounting system policies and procedures into a single comprehensive manual by December 2006.

* To continue with on-going efforts toward achievement of the meritorious annual document awards from the Government Finance Officers Association (GFOA), as follows:
  - City of Holland - Comprehensive Annual Financial Report for Fiscal Year 2006
    Certificate of Achievement for Excellence in Financial Reporting Award
  - City of Holland - Annual Budget Document for Fiscal Year 2007
    Distinguished Budget Presentation Award.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES				
> Individual Funds - excluding Capital Projects	66	73	73	73
> Grants With Specific Financial Reporting Requirements	23	24	26	24
> Capital Projects with Financial Activity During Fiscal Year	48	58	60	55
PAYROLL AND FRINGE BENEFITS				
> Number of full-time and part-time "A" employees	248	243	242	242
> Number of part-time "B" employees	643	585	658	658
> Number of payroll cks issued annually (excludes direct dep.)	5,980	5,795	5,900	5,900
> Number of payroll direct dep. made annually (in lieu of payroll cks)	4,883	4,727	4,800	4,800
> Total payroll dollars disbursed annually	14,258,000	14,107,000	14,285,000	14,500,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	3,539,000	3,675,000	3,940,000	4,225,000
ACCOUNTS PAYABLE				
> Number of accounts payable checks issued annually	7,696	8,158	8,200	8,200
> Number of accounts payable direct deposit (in lieu of checks)	150	163	175	180
> Accounts payable dollars disbursed annually - including property tax distributions	68,825,647	69,739,343	70,600,000	71,500,000
ACCOUNTS RECEIVABLE				
> General accounts receivable invoices issued annually	3,855	2,426	2,600	2,750
> Daily review & internal audit of several specific purpose invoices				
PROPERTY TAXATION and SPECIAL ASSESSMENTS				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	13,726,790	14,116,610	14,358,285	15,011,108
> Herrick District Library	1,474,318	1,495,314	1,501,309	1,533,665
> Holland Public Schools	11,803,074	12,001,438	12,039,621	12,209,681
> Hamilton Community Schools	2,785,559	2,940,133	2,896,173	3,070,299
> Zeeland Public Schools	4,870	4,970	4,166	4,300
> Ottawa Area Intermediate Schools	4,593,399	4,704,928	4,769,367	4,923,069
> Community Pool	1,521,547	1,536,438	1,534,121	1,539,175
> State of Michigan **Fy04 SET millage reduced by 1 mill	7,070,308	8,305,960	8,301,990	8,367,150
> County of Ottawa	2,700,680	2,850,469	2,899,007	3,016,561
> County of Allegan **Fy06 County-911 millage dropped	2,920,990	2,955,176	2,556,616	2,614,801
> Downtown Development Authority	149,973	155,632	157,655	168,145
> Fees and Interest on delinquent property taxes	104,609	73,830	75,000	75,000
> Special Assessment installments	689,941	698,960	762,832	486,000
> 1% Property Tax Administration Fee	493,324	516,650	516,427	527,705
PUBLIC DEBT (outstanding at fiscal year end)				
> General Obligation bond issues	0	0	0	0
> Building Authority bond issues	6	4	4	5
> Act 175 Street bond issues	2	2	1	1
> Long-term allocated assessments on Ottawa County bonds	1	1	1	1
> Revenue bond issues	2	4	4	4
> Special Assessment bond issues	6	6	7	6
> Installment Contracts	2	1	1	1
> Capital Lease Agreements	2	2	2	2

FISCAL SERVICES GROUP

FINANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 30,000	$ 33,260	$ 34,200	$ 58,820
Funding Requirement - General Operating Revenues	594,905	614,349	642,007	598,180
TOTAL SOURCES	$ 624,905	$ 647,609	$ 676,207	$ 657,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 245,410	$ 252,929	$ 261,500	$ 269,900
* Benefits - Includes NonWorking Wages	120,922	137,814	142,900	154,200
* Mandatory Employer Costs	23,945	24,990	25,300	25,600
Other Current Expenditures -				
* Supplies / Maintenance	8,528	8,828	8,500	8,600
* Contractual	11,803	11,492	13,482	12,400
* Other	214,297	211,556	224,525	186,300
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 624,905	$ 647,609	$ 676,207	$ 657,000
- - STAFFING - -				
Personnel Services Total Amount	$ 390,277	$ 415,733	$ 429,700	$ 449,700
* Full-Time Positions	6.00	6.00	6.00	6.00
* Part-Time Positions @ F.T.E.	0.05	- 0 -	- 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 2007

* To coordinate efforts of other City departments in regard to the feasibilities and options for online registrations and credit card payments of various fees and charges.

* To remain attentive and monitor legislative proposals and Treasury Dept directives at the State of Michigan, especially concerning potential changes in the methods and/or timing for the property tax levies, collections and distributions; and provide management with analysis of possible changes.

* With reference to economic development incentives approved by the City Council:
  - to keep the staff adequately trained regarding tax laws and reporting requirements
  - to assure that the office staff members are adequately apprised of individual events and that each member understand their specific responsibilities, to include open communication.
  - to apply tax billing, collecting, receipting, and disbursements in accordance with state statutes and legal directives.

* To continue with enhancements to the Holland City Treasurer web pages, to include by June 2007:
  - Implementing improvements to distributing tax information and tax services
  - Possibility of implementing internet online credit card payment of property taxes
  - Possibility of implementing internet online credit card payment of permits.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
ANNUAL VOLUME OF SELECTED TRANSACTIONS:				
> Utility Billings	25,000	25,000	25,000	25,000
> Property Tax Billings	25,000	25,134	25,200	25,250
> Dog Licenses	437	465	395	415
> General Accounts Receivable Invoices	3,855	2,426	2,600	2,700
> Special Assessment (Full Payment) Receipts	65	31	50	65
> Other Licenses, Permits, & Misc. Invoices	8,388	7,201	7,512	7,342
> Pursuit of Delinquent Personal Property Taxes	359	288	275	275
> Credit Card Receipting Transaction Amounts	$164,790	$186,335	$200,000	$220,000
DAILY RECONCILIATION OF DEPOSITS AND REPORTS OF DEPARTMENTS MAKING ON-SITE COLLECTIONS:				
> Herrick District Library User Fee Collections				
> MAX Transporation 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				
> Matt Urban Ball Field Concession Sales				
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 Refuse Bags				
>Sale of Dog Licenses between December 1 and February 28				
>Assist Taxpayers in Resolving Delinquent Accounts with the City				
> Issue Recycle Bags				
INTERNAL SERVICES PROVIDED:				
Receive and Sort Mail for All City Hall Offices				

FISCAL SERVICES GROUP

TREASURER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 14,045	$ 13,273	$ 13,600	$ 25,450
Taxes & Special Assessments	- 0 -	- 0 -	15,000	- 0 -
Funding Requirement - General Operating Revenues	198,016	189,665	160,730	174,250
TOTAL SOURCES	$ 212,061	$ 202,938	$ 189,330	$ 199,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 78,757	$ 82,187	$ 85,500	$ 91,600
* Benefits - Includes NonWorking Wages	41,430	52,071	50,400	55,200
* Mandatory Employer Costs	8,919	9,309	9,500	9,700
Other Current Expenditures -				
* Supplies / Maintenance	9,946	9,157	9,600	9,800
* Contractual	19,364	21,022	22,900	23,400
* Other	53,036	29,192	10,630	10,000
Capital Outlay	609	- 0 -	800	- 0 -
TOTAL USES	$ 212,061	$ 202,938	$ 189,330	$ 199,700
- - STAFFING - -				
Personnel Services Total Amount	$ 129,106	$ 143,567	$ 145,400	$ 156,500
* Full-Time Positions	2.85	2.85	2.85	2.85
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.05	- 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 2007

* 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 December 2006.

* Present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements by January 2007.

* 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, 2006 by the December 31, 2006 deadline.

* Transition the financial audit process of two potential new authorities (MAX Transit and Airport) in the event that these authorities are officially implemented.

* Begin a contractual agreement with the City's current auditing firm to prepare a five-year financial model and forecast; to include an effective presentation of findings and recommendations to management by April 2007.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
FUNDS AUDITED:				
General City	30	62	62	62
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
COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:				
Comprehensive Annual Financial Report	100	100	100	100
Single Audit Report	60	60	60	60
Board of Public Works Component Unit Report	50	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
ALLOCATION OF ANNUAL AUDIT FEE*:				
General Fund	50.783%	43.000%	$ 40,920	$ 42,050
Municipal Airport Operating Fund	2.500%	2.500%	$ 1,200	$ 1,300
Dial-A-Ride Transportation Fund	9.000%	10.000%	$ 3,420	$ 3,600
Board of Public Works Utility Funds	27.717%	32.500%	$ 13,560	$ 13,900
Holland Historical Trust	10.000%	12.000%	$ 3,210	$ 3,350
	100.000%	100.000%	$ 62,310	$ 64,200

* Activity during fiscal year reflects the audit of the previous fiscal year. Allocation Bid Dollar Specific Beginning FY-06.

FISCAL SERVICES GROUP

INDEPENDENT AUDIT
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	25,548	29,022	57,957	44,200
TOTAL SOURCES	$ 25,548	$ 29,022	$ 57,957	$ 44,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ - 0 -	$ 109	$ 100
* Contractual	23,875	27,062	56,120	42,300
* Other	1,673	1,960	1,728	1,800
TOTAL USES	$ 25,548	$ 29,022	$ 57,957	$ 44,200

- - 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 2007

* 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 December 2006.
* Keep staff apprised and trained on various assessment/taxation economic incentive programs, as allowed by state statutes and authorized by the City Council as new programs occur. (On-going)
* 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. Revalue 50 percent of all Commercial and Industrial properties within the Allegan portion of the City by June 2007.
* Accomplish desk-top review of approximately one-thousand residential parcels by June 2007.
* 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 by June 2007.
* Plan each of the above activities within the framework and direct purpose of gaining additional compliance with the State Tax Commissions 14 Point Assessment Review as if such a review has or will occur. (On-going)

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 2007

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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Agricultural Improved Properties	8	9	8	8
Agricultural Vacant Properties	10	9	9	9
Commercial Improved Properties	714	715	706	715
Commercial Vacant Properties	137	128	140	135
Industrial Improved Properties	157	162	157	162
Industrial Vacant Properties	98	83	81	78
Residential Improved Properties	9,178	9,304	9,419	9,500
Residential Vacant Properties	433	384	450	375
Developmental Properties	6	6	6	6
Exempt Properties	605	613	558	560
Personal Property - Commercial	1,585	1,498	1,568	1,570
Personal Property - Industrial	133	125	129	132
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	307	318	313	310
Dockominiums, Commercial Condominiums and Buildings on Leased Land	99	104	113	120
Total Properties	13,479	13,467	13,666	13,689
Special Assessment Projects	9	6	8	8
Board of Review Appeals	77	81	100	100
MTT Assessment Appeal Properties				
Full Tribunal	41	21	25	25
Small Claims Division	1	2	2	2

FISCAL SERVICES GROUP

PROPERTY ASSESSING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,049	$ 2,508	$ 2,800	$ 2,800
Funding Requirement - General Operating Revenues	420,036	439,947	456,760	468,108
TOTAL SOURCES	$ 422,085	$ 442,455	$ 459,560	$ 470,908
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 218,634	$ 221,841	$ 242,900	$ 253,100
* Benefits - To Include NonWorking Wages	79,184	87,551	89,400	93,200
* Mandatory Employer Costs	21,803	21,118	22,200	22,900
Other Current Expenditures -				
* Supplies / Maintenance	8,050	8,208	8,600	9,100
* Contractual	10,709	15,027	15,300	15,500
* Other	83,705	88,710	81,160	75,508
Capital Outlay	- 0 -	- 0 -	- 0 -	1,600
TOTAL USES	$ 422,085	$ 442,455	$ 459,560	$ 470,908
- - STAFFING - -				
Personnel Services Total Amount	$ 319,621	$ 330,510	$ 354,500	$ 369,200
* Full-Time Positions	6.05	6.05	5.05	5.05
* Part-Time Positions @ F.T.E.	1.20	0.50	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 2007

* To research procurement methods/innovations used by other communities and evaluate whether any of the innovations would have merit for the City by January 2007.

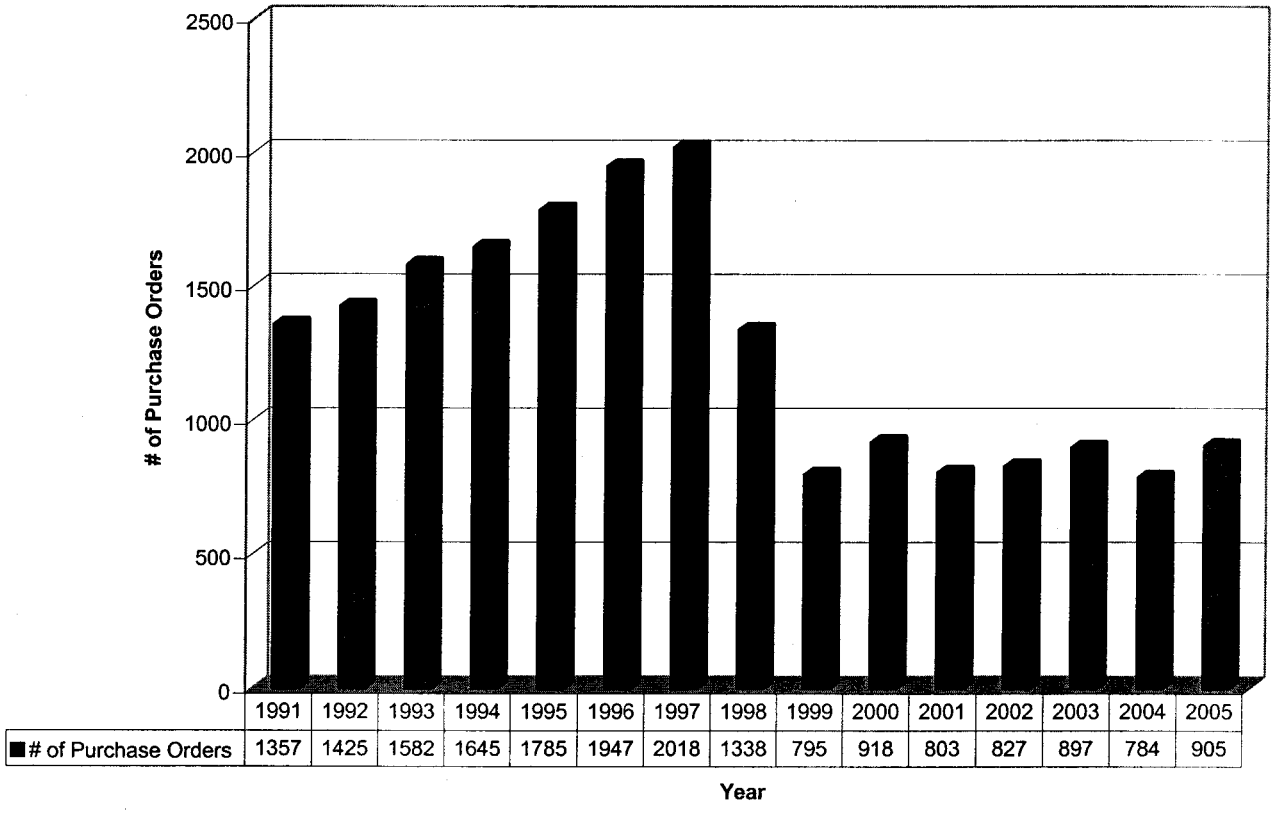
* To evaluate the potential of joint purchasing arrangements with other area governmental units by April 2007.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROCUREMENT / PURCHASING - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Purchase Orders Issued	784	905	925	925
Bid Requests Issued	33	36	32	36

PROCUREMENT
Purchase Orders Issued- Actual



FISCAL SERVICES GROUP

PROCUREMENT / PURCHASING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	34,224	33,168	35,300	42,200
TOTAL SOURCES	$ 34,224	$ 33,168	$ 35,300	$ 42,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 20,720	$ 19,701	$ 19,300	$ 20,600
* Benefits - To Include NonWorking Wages	6,639	6,793	9,600	10,000
* Mandatory Employer Costs	1,864	1,819	1,900	2,000
Other Current Expenditures -				
* Supplies / Maintenance	951	655	700	700
* Contractual	312	451	100	600
* Other	3,738	3,749	3,700	8,300
TOTAL USES	$ 34,224	$ 33,168	$ 35,300	$ 42,200
- - STAFFING - -				
Personnel Services Total Amount	$ 29,223	$ 28,313	$ 30,800	$ 32,600
* Full-Time Positions	0.30	0.40	0.45	0.45
* Part-Time Positions @ F.T.E.	0.15	- 0 -	- 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 2007

* This activity includes an appropriation for the intent of charging premium costs associated with various commercial insurance polices, to include:
  - General Liability
  - Public Officials Liability
  - Foreign Travel Liability
  - Law Enforcement Liability
  - Criminal Activities Liability
  - Miscellaneous Property Insurance Items (not elsewhere distributed).

* This activity also includes an appropriation intended to replenish and/or increase the cash balance in:
  - General Liability Insurance Fund.

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised. Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	144,214	147,246	115,700	136,000
TOTAL SOURCES	$ 144,214	$ 147,246	$ 115,700	$ 136,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 144,214	$ 147,246	$ 115,700	$ 136,000
TOTAL USES	$ 144,214	$ 147,246	$ 115,700	$ 136,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Transfers to Other Funds

ACTIVITY MISSION STATEMENT

'Transfers to Other Funds' is a separate General Fund activity that accounts for individual line item transfers out to other funds within the City of Holland.

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

The transfers are most primarily for purposes of providing other funds with general operating assistance, capital outlay assistance, and/or percentage matching requirements from local sources to federal/state grants.

FISCAL SERVICES GROUP

TRANSFERS TO OTHER FUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	416,459	430,214	459,672	353,968
TOTAL SOURCES	$ 416,459	$ 430,214	$ 459,672	$ 353,968
FUNDING USES -				
Transfers Out	$ 416,459	$ 430,214	$ 459,672	$ 353,968
TOTAL USES	$ 416,459	$ 430,214	$ 459,672	$ 353,968
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Contested 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 2007

* 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, both 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).

* Provide the City Council with no less than semi-annual updates regarding all outstanding property tax assessment appeals, and more frequently if consider appropriate.

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 43,633	$ - 0 -	$ - 0 -	$ - 0 -
Charges for Services	- 0 -	25,234	- 0 -	- 0 -
Other	- 0 -	25,085	20,000	- 0 -
Transfers In	90,000	75,000	50,000	50,000
TOTAL SOURCES	$ 133,633	$ 125,319	$ 70,000	$ 50,000
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 144,370	$ 130,088	$ 66,100	$ 65,000
* Other	- 0 -	14	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 144,370	$ 130,102	$ 66,100	$ 65,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (10,737)	$ (4,783)	$ 3,900	$ (15,000)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	49,302	44,519	48,419	33,419
TOTAL FUND EQUITY	$ 49,302	$ 44,519	$ 48,419	$ 33,419

- - 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 2007

* 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 $116,439 in FY05, $52,502 in FY06, and $10,000 in FY07 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 FY07 at $1,557,718 or about 7.6% of FY07 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 2007.

FISCAL SERVICES GROUP

BUDGET STABILIZATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Transfers In	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Other	$ - 0 -	$ 116,439	$ 52,502	$ 10,000
Transfers Out	- 0 -	- 0 -	136,000	- 0 -
TOTAL USES	$ - 0 -	$ 116,439	$ 188,502	$ 10,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ (116,439)	$ (188,502)	$ (10,000)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,872,659	1,756,220	1,567,718	1,557,718
TOTAL FUND EQUITY	$ 1,872,659	$ 1,756,220	$ 1,567,718	$ 1,557,718

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	$ 2,057,742
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	$ (500,024)

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 2007

* 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.

FISCAL SERVICES GROUP

REVOLVING CASH ASSISTANCE FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Special Assessments	$ 34,275	$ 90,685	$ 157,941	$ 33,118
Interest & Rents	7,486	9,296	16,701	16,876
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	31,984	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 73,745	$ 99,981	$ 174,642	$ 49,994
FUNDING USES -				
Capital Outlay	$ 66,569	$ 30,428	$ 462	$ - 0 -
Transfers Out	- 0 -	246,298	170,982	123,687
TOTAL USES	$ 66,569	$ 276,726	$ 171,444	$ 123,687
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 7,176	$ (176,745)	$ 3,198	$ (73,693)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	291,989	115,244	118,442	44,749
TOTAL FUND EQUITY	$ 291,989	$ 115,244	$ 118,442	$ 44,749

- - 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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 80,062	$ 36,348	$ 17,297	$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 80,062	$ 36,348	$ 17,297	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 150	$ - 0 -	$ 607	$ - 0 -
* Contractual	700	- 0 -	236	- 0 -
* Other	9,897	9,583	25,471	- 0 -
Capital Outlay	7,434	64,517	35,019	- 0 -
Transfers Out	12,308	- 0 -	210	- 0 -
TOTAL USES	$ 30,489	$ 74,100	$ 61,543	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 49,573	$ (37,752)	$ (44,246)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	81,998	44,246	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 81,998	$ 44,246	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2007. 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 FY2007 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 2007

* To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs. (On-going)

* 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. (On-going)

* To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability. (On-going)

* To continue to be responsive to employee's needs within the framework of available funds and make improvements where possible with employee consensus. (On-going)

FISCAL SERVICES GROUP

CITY HALL EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 4,438	$ 4,102	$ 4,100	$ 4,200
Interest & Rents	11	60	95	100
TOTAL SOURCES	$ 4,449	$ 4,162	$ 4,195	$ 4,300
FUNDING USES -				
Other Current Expenses -				
* Supplies / Maintenance	$ 2,305	$ 1,841	$ 2,000	$ 2,100
* Other	2,231	1,901	2,316	2,150
TOTAL USES	$ 4,536	$ 3,742	$ 4,316	$ 4,250
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (87)	$ 420	$ (121)	$ 50
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,778	3,198	3,077	3,127
TOTAL FUND EQUITY	$ 2,778	$ 3,198	$ 3,077	$ 3,127

- - STAFFING - -

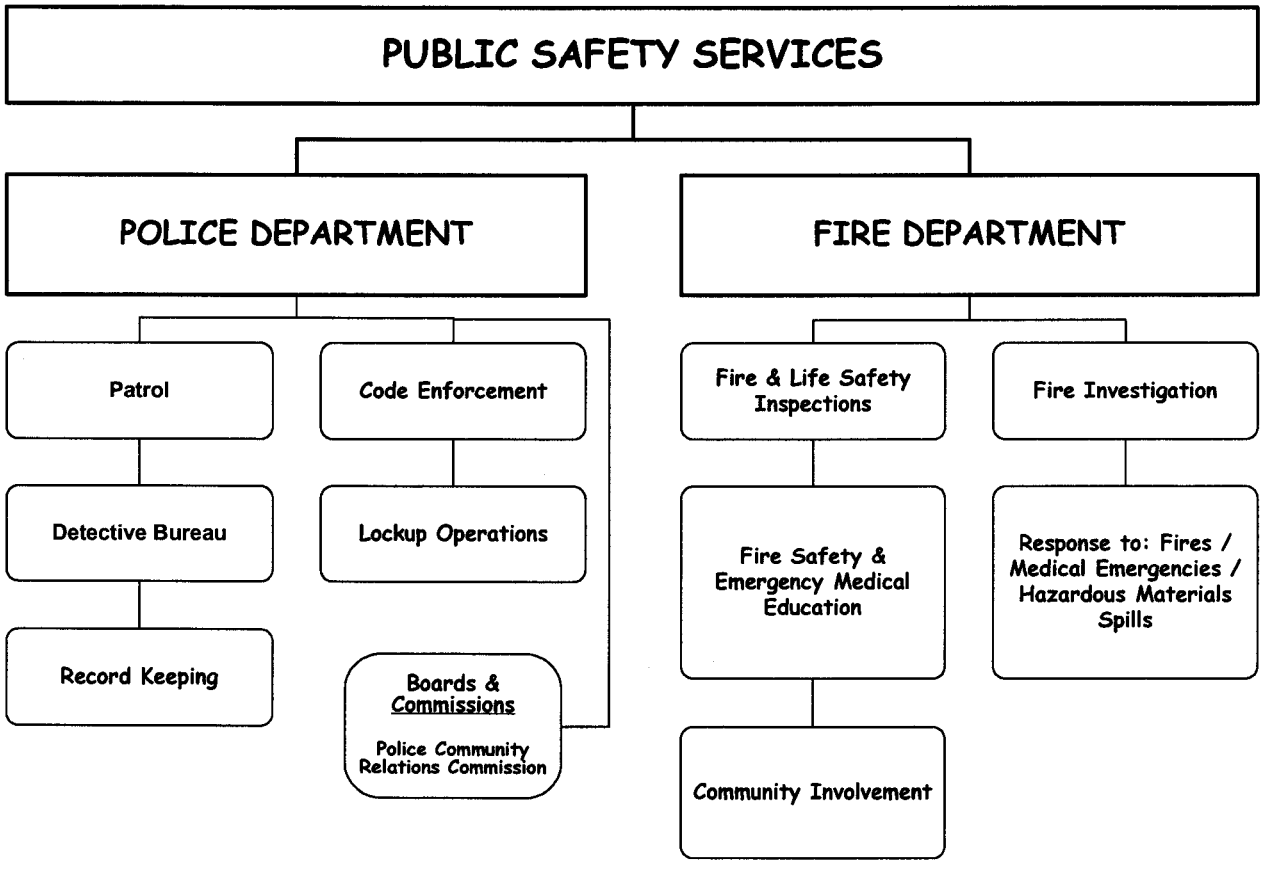
Positions: Not Applicable

PUBLIC SAFETY SERVICES GROUP
INTRODUCTION

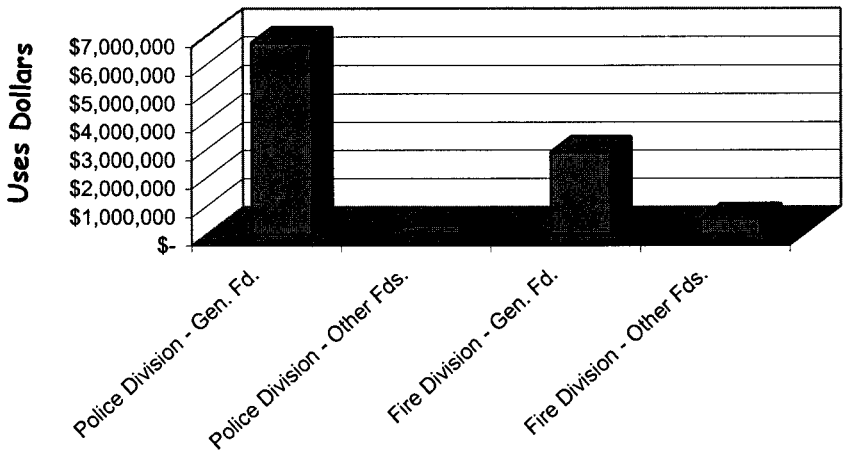
GROUP MISSION STATEMENT

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 statues 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.

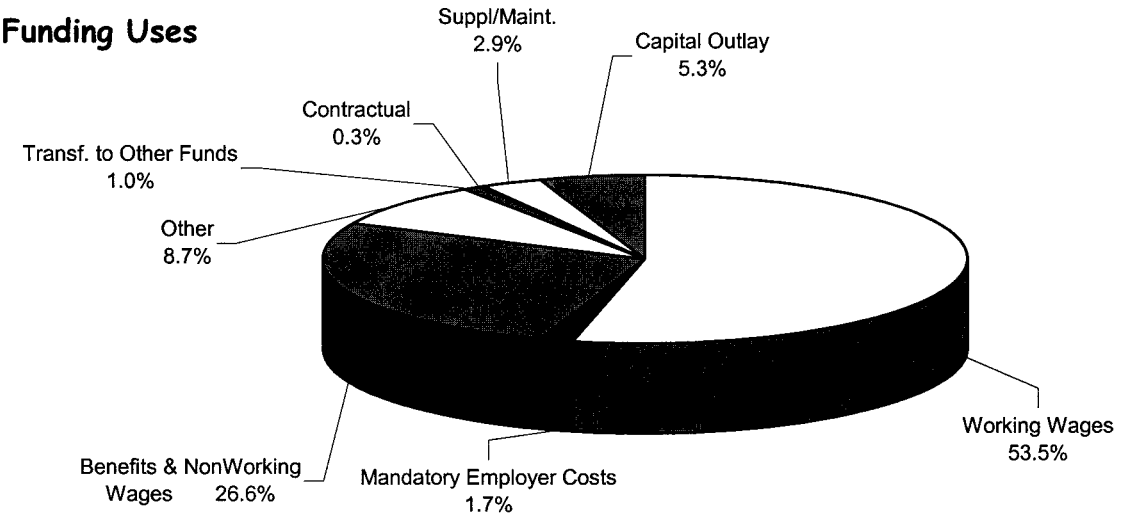
GROUP ORGANIZATIONAL STRUCTURE



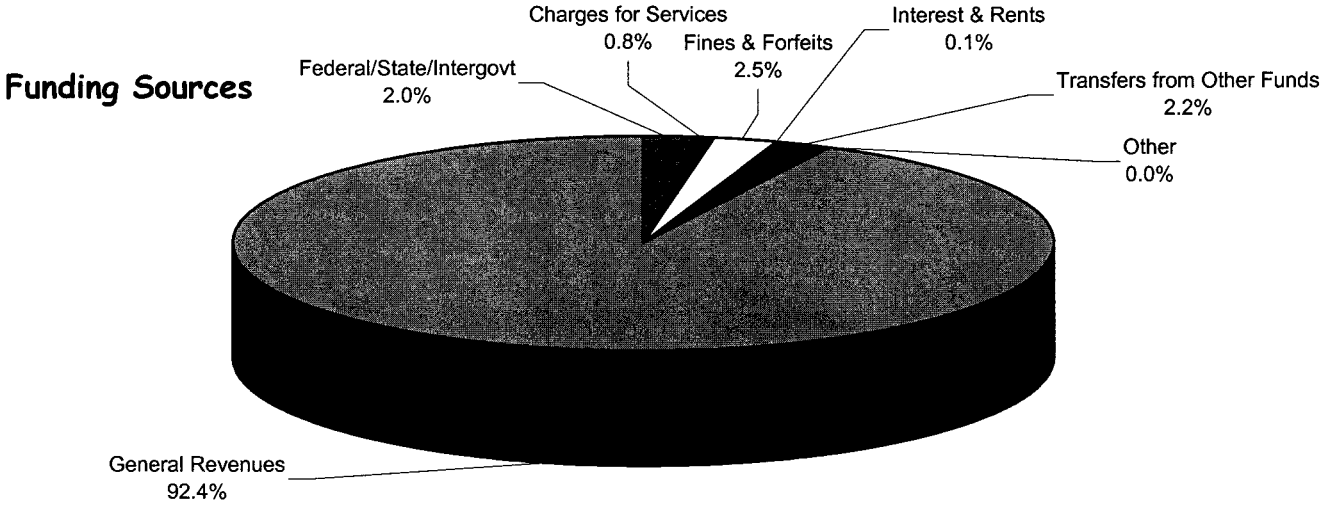
Total Uses By Department $10,487,838



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 8,559,182	$ 9,005,078	$ 9,262,088	$ 9,657,254
Special Revenue	315,985	444,957	472,495	297,584
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	- 0 -	- 0 -	- 0 -	533,000
TOTAL - ALL FUND TYPES	$ 8,875,167	$ 9,450,035	$ 9,734,583	$ 10,487,838
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 221,241	$ 344,511	$ 375,199	$ 202,834
Charges for Services	66,441	87,765	72,600	79,200
Fines & Forfeits	237,186	252,786	250,000	250,000
Interest & Rents	788	7,512	14,101	5,565
Other	10,416	4,699	2,474	200
Transfers In	226,924	209,345	213,837	219,050
TOTAL SOURCES	$ 762,996	$ 906,618	$ 928,211	$ 756,849
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,119,915	$ 5,334,479	$ 5,524,604	$ 5,611,602
* Benefits - Includes NonWorking Wages	2,363,682	2,451,230	2,526,602	2,795,900
* Mandatory Employer Costs	221,647	233,013	226,831	180,977
Other Current Expenditures -				
* Supplies / Maintenance	361,392	311,953	316,839	304,378
* Contractual Expenditures	23,917	54,643	58,035	30,080
* Other	540,943	828,261	849,402	908,401
Capital Outlay	138,061	136,456	132,270	556,500
Transfers Out	105,610	100,000	100,000	100,000
TOTAL USES	$ 8,875,167	$ 9,450,035	$ 9,734,583	$ 10,487,838
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 87,886	$ 87,862	$ 88,000	$ 95,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 7,705,244	$ 8,018,722	$ 8,278,037	$ 8,588,479
* Full-Time Positions	103.00	102.50	102.50	102.50
* Part-Time Positions @ F.T.E.	7.05	7.60	8.00	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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 5,887,792	$ 6,279,080	$ 6,456,485	$ 6,760,503
Special Revenue	308,090	407,292	453,630	297,584
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 6,195,882	$ 6,686,372	$ 6,910,115	$ 7,058,087
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 214,136	$ 313,513	$ 360,456	$ 202,834
Charges for Services	60,235	82,126	70,100	75,200
Fines & Forfeits	237,186	252,786	250,000	250,000
Interest & Rents	753	1,155	1,101	365
Other	10,416	1,476	200	200
Transfers In	126,134	105,901	111,989	119,050
TOTAL SOURCES	$ 648,860	$ 756,957	$ 793,846	$ 647,649
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,716,521	$ 3,895,448	$ 4,018,204	$ 4,084,902
* Benefits - Includes NonWorking Wages	1,624,586	1,711,053	1,749,002	1,937,800
* Mandatory Employer Costs	169,130	184,297	176,631	144,877
Other Current Expenditures -				
* Supplies / Maintenance	213,145	156,163	163,086	161,578
* Contractual	12,035	15,792	32,170	22,780
* Other	333,889	612,734	651,837	700,150
Capital Outlay	120,966	110,885	119,185	6,000
Transfers Out	5,610	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 6,195,882	$ 6,686,372	$ 6,910,115	$ 7,058,087
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 5,510,237	$ 5,790,798	$ 5,943,837	$ 6,167,579
* Full-Time Positions	75.00	74.50	74.50	74.50
* Part-Time Positions @ F.T.E.	7.05	7.60	8.00	8.00

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - 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 statues 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 2007

OPERATIONAL OBJECTIVES

* Response Time:

  - To have a response time of 10 minutes or less on 80% of all calls received.
  - To have a response time of 5 minutes or less on 60% of all calls received.

* Case Closure Rate:

  - 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:

  - 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 20% uncommitted time.
  - The goal is for community policing officers to have 12% uncommitted time.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - Law Enforcement

* Re-evaluate all of the departments special teams and assignments such as School Resource Officers, Team Area Coordinators, WEMET and assignments to the detective bureau and make necessary changes to ensure staffing and resources are being properly applied to the areas needing special attention.

* Review the way TEAM training days and summer TEAM meetings are conducted in an effort to increase the efficiency of these events.

* In conjunction with the opening of the new 58th District Court conduct a study with both the court and the Ottawa County Sheriff Department in the way prisoners are processed. This study will examine the processing of prisoners when they are arrested or transported to the department lockup, how they proceed through the court process and how they are released or transported back to the county jail.

* 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.

CRIMINAL JUSTICE TRAINING FUND

* Participate with the West Michigan Criminal Justice Training Consortium (WMCJTC) to coordinate and/or teach six training programs.

* Participate with the WMCJTC in writing a grant for Police Staff and Command School and one for Precision Driving School.

* 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.

WEMET

* With upcoming known cuts in State and Federal grants it will be our goal to maintain three officer assignments in WEMET to work on drug activity in the greater Holland area.

POLICE COMMUNITY RELATIONS

* Promote and obtain at least 90 Holland Police Department youth recreational scholarships through the Policing Teams and School Liaison Officers.

* Conduct meetings with landlords owning rental properties in both the Holland Hts area and the

central city area. These meetings would provide information as to their requirements and responsibilities as owners of rental properties, how to select proper tenants and how they can work with officers to prevent repeated and future problems.

* Coordinate a relationship with the "Holland Blast", a professional basketball team, and various agencies in the Holland area that work with youth and conduct basketball camps for these young people.

* Provide 2 adult Citizen Police Academies during the fall of 2006 and winter of 2007.

* Provide 1 Junior Citizen Police Academy during the summer of 2006 and research the possibility of an additional academy sometime during the year.

* Provide Substance Abuse Violence Education (SAVE) and Gang Resistance Education and Training (GREAT) in the Holland Public and Holland Christian schools.

  - Measurement: # of students trained.

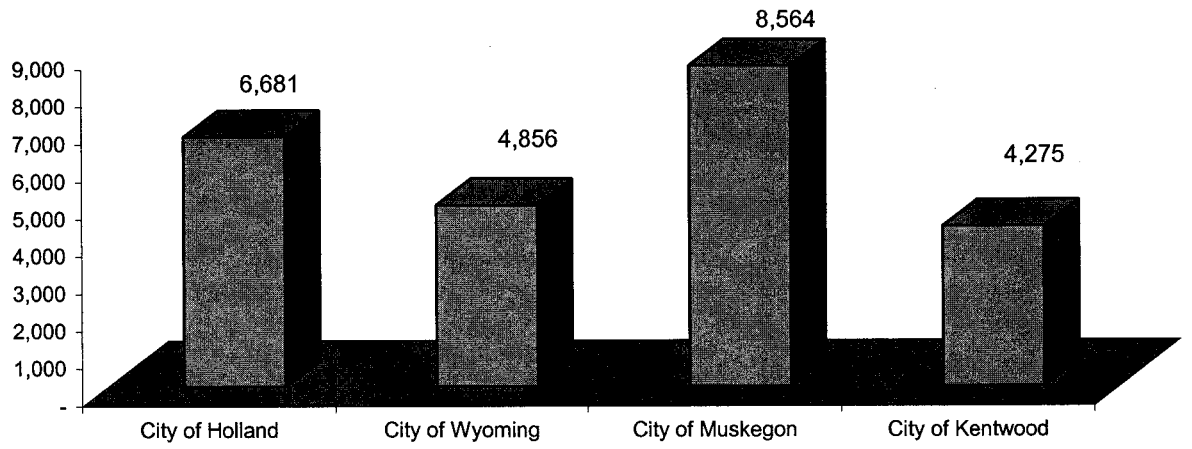
PROGRAM MEASUREMENTS

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

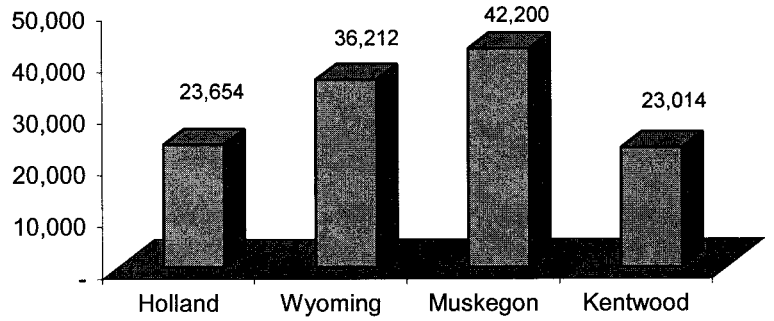
Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Police Calls:				
Total Police Calls	23,726	23,654	23,550	23,550
Part I Criminal Offenses	3,380	3,222	3,200	3,200
Part II Criminal Offenses	3,401	3,459	3,500	3,500
Service Calls	15,243	15,368	15,300	15,300
Accidents Reported:				
Total Crashes Investigated	1,702	1,605	1,550	1,550
Injury	237	234	225	225
Property Damage	1,465	1,371	1,325	1,325
Persons Killed	0	3	2	2
Case Solvability Factor				
Part I Criminal Offenses	56%	58%	60%	60%
Part II Criminal Offenses	94%	95%	95%	95%
Call Response Time % on total Police Calls				
10 minutes & under	87%	75%	80%	80%
5 minutes & under	66%	50%	60%	60%
Lockup Report:				
Total Bookings	4,123	4,101	4,100	4,100
Adult Arrests	2,260	2,271	2,300	2,300
Juvenile Arrests	712	662	700	700
Police Vehicle Report:				
Total Miles Driven	425,000	515,563	500,000	500,000
Preventable Cruiser Accidents	10	10	8	8
Training:				
Total Hours-FTO, Reserve, & Regular Officers	12,085	13,502	13,500	13,500
Animal Complaints Investigated				
Domestic Animals	761	937	900	900
Wildlife Animals	17	19	20	20
Citations Issued				
Warnings	57	68	60	60
Court	14	8	15	15
Parking Enforcement				
Overnight Violations	3,993	4,062	4,100	4,100
Handicapped Violations	223	143	175	175
Ordinance Violations	1,462	982	1,200	1,200
Parking Fines Collected	$74,549	$69,712	$70,000	$70,000
Park Patrol				
Total Incidents	15	21	20	20
Alcohol Arrests	2	2	5	5
Disorderly Arrests	3	6	5	5
Abandoned Vehicles - Total Processed	309	286	300	300
Found/Recovered Bicycles - Total Processed	160	286	200	200

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISON - COMPARABLES

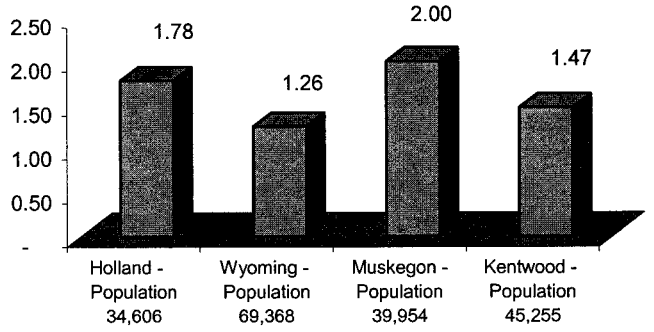
Crime Calls



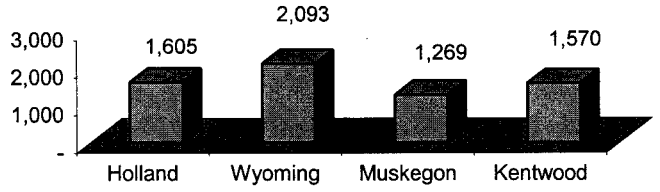
Total Calls



Officers Per 1,000 Population



Accident Crashes



Note: Comparable Michigan Cities, Based on Calendar Year 2005 Data.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 33,828	$ 34,784	$ 35,975	$ 37,000
Charges for Services	57,255	78,554	66,900	72,000
Fines & Forfeits	237,186	252,786	250,000	250,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	23,000	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	5,536,523	5,912,956	6,103,610	6,401,503
TOTAL SOURCES	$ 5,887,792	$ 6,279,080	$ 6,456,485	$ 6,760,503
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,565,869	$ 3,684,448	$ 3,817,800	$ 3,913,100
* Benefits - Includes NonWorking Wages	1,574,454	1,646,374	1,686,500	1,862,400
* Mandatory Employer Costs	162,773	176,837	168,700	138,600
Other Current Expenditures -				
* Supplies / Maintenance	199,876	143,838	140,600	148,300
* Contractual	12,035	15,792	15,450	15,500
* Other	306,790	589,283	626,677	676,603
Capital Outlay	65,995	22,508	758	6,000
TOTAL USES	$ 5,887,792	$ 6,279,080	$ 6,456,485	$ 6,760,503
- - STAFFING - -				
Personnel Services Total Amount	$ 5,303,096	$ 5,507,659	$ 5,673,000	$ 5,914,100
* Full-Time Positions (see note)	72.00	71.50	71.50	71.50
* Part-Time Positions @ F.T.E.	7.05	7.60	8.00	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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 13,383	$ 13,566	$ 14,000	$ 14,000
TOTAL SOURCES	$ 13,383	$ 13,566	$ 14,000	$ 14,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 18,974	$ 13,139	$ 14,000	$ 14,000
TOTAL USES	$ 18,974	$ 13,139	$ 14,000	$ 14,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (5,591)	$ 427	$ -0-	$ -0-
ENDING BALANCE -				
Designated / Reserved	$ -0-	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	1,148	1,575	1,575	1,575
TOTAL FUND EQUITY	$ 1,148	$ 1,575	$ 1,575	$ 1,575

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
School Programs				
College	7	2	2	2
High School	16	6	6	6
Middle	21	21	25	25
Elementary	21	18	20	20
GREAT/SAVE	134	87	90	90
Community Programs				
Speaking Engagements	60	58	60	60
Canine	10	6	5	5
TRIAD/Senior Citizens	0	2	2	2
Citizen Police Academy	2	1	1	1
Junior Police Academy	1	1	1	1
National Night Out	1			
Scholarships Awarded				
Athletic	89	86	90	90
Criminal Justice Education	2	2	0	0

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE COMMUNITY RELATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 297	$ 730	$ 844	$ 260
Other	10,416	1,476	200	200
Transfers In	4,200	- 0 -	- 0 -	5,000
TOTAL SOURCES	$ 14,913	$ 2,206	$ 1,044	$ 5,460
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	10,074	9,392	8,000	8,000
* Other	7,337	9,017	5,600	6,500
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 17,411	$ 18,409	$ 13,600	$ 14,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (2,498)	$ (16,203)	$ (12,556)	$ (9,040)
ENDING BALANCE -				
Designated / Reserved	$ 37,832	$ - 0 -	$ 29,182	$ 20,782
Undesignated / Unreserved	- 0 -	21,629	(20,109)	(20,749)
TOTAL FUND EQUITY	$ 37,832	$ 21,629	$ 9,073	$ 33
- - 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Anti-Drug Abuse Act WEMET Grant Fund				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	0	0	1	1
WEMET Activity Report:				
Total Complaints Investigated	766	625	700	700
Holland Area Complaints	163	140	160	160
Arrests	674	486	600	600
Total Value of Drugs Seized	$5,207,632	$5,348,680	$5,500,000	$5,500,000

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 86,527	$ 99,579	$ 105,350	$ 118,050
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	82,765	98,705	101,350	114,050
TOTAL SOURCES	$ 169,292	$ 198,284	$ 206,700	$ 232,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 117,858	$ 133,307	$ 144,900	$ 153,300
* Benefits - To Include NonWorking Wages	46,873	59,395	56,200	73,300
* Mandatory Employer Costs	4,561	5,582	5,600	5,500
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 169,292	$ 198,284	$ 206,700	$ 232,100
- - 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	$ 169,292	$ 198,284	$ 206,700	$ 232,100
* 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

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

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 37,849	$ 85,438	$ 77,655	$ 21,379
TOTAL SOURCES	$ 37,849	$ 85,438	$ 77,655	$ 21,379
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 32,794	$ 44,148	$ 55,504	$ 18,502
* Benefits - To Include NonWorking Wages	3,259	5,284	6,302	2,100
* Mandatory Employer Costs	1,796	1,878	2,331	777
Capital Outlay	- 0 -	34,128	13,518	- 0 -
TOTAL USES	$ 37,849	$ 85,438	$ 77,655	$ 21,379
- - 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	$ 37,849	$ 51,310	$ 64,137	$ 21,379

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-2007 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 42,549	$ 46,221	$ 43,321	$ - 0 -
Interest & Rents	428	377	180	- 0 -
Transfers In	16,169	7,196	10,639	- 0 -
TOTAL SOURCES	$ 59,146	$ 53,794	$ 54,140	$ - 0 -
FUNDING USES -				
Capital Outlay	$ 54,971	$ 54,249	$ 54,320	$ - 0 -
Transfers Out	5,610	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 60,581	$ 54,249	$ 54,320	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,435)	$ (455)	$ (180)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	635	180	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 635	$ 180	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes the bulletproof vest and JAG 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 33,925	$ 50,589	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ 33,925	$ 50,589	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 33,545	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Other	- 0 -	380	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	50,589	- 0 -
TOTAL USES	$ - 0 -	$ 33,925	$ 50,589	$ - 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.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

ACCIDENT INVESTIGATION (M.C.O.L.E.S) GRANT FUND
- REFERENCE: MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS -
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ 33,566	$ 12,405
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 33,566	$ 12,405
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	12,286	3,078
* Contractual	- 0 -	- 0 -	16,720	7,280
* Other	- 0 -	- 0 -	4,560	2,047
TOTAL USES	$ - 0 -	$ - 0 -	$ 33,566	$ 12,405
- - 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	$ - 0 -	$ - 0 -	$ 33,566	$ 12,405
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,980	$ 3,572	$ 3,200	$ 3,200
Interest & Rents	28	48	77	105
TOTAL SOURCES	$ 3,008	$ 3,620	$ 3,277	$ 3,305
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 3,195	$ 2,933	$ 2,200	$ 2,200
* Other	788	915	1,000	1,000
TOTAL USES	$ 3,983	$ 3,848	$ 3,200	$ 3,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (975)	$ (228)	$ 77	$ 105
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,075	1,847	1,924	2,029
TOTAL FUND EQUITY	$ 2,075	$ 1,847	$ 1,924	$ 2,029

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 2,671,390	$ 2,725,998	$ 2,805,603	$ 2,896,751
Special Revenue	7,895	37,665	18,865	- 0 -
Internal Service	- 0 -	- 0 -	- 0 -	533,000
TOTAL - ALL FUND TYPES	$ 2,679,285	$ 2,763,663	$ 2,824,468	$ 3,429,751
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 7,105	$ 30,998	$ 14,743	$ - 0 -
Charges for Services	6,206	5,639	2,500	4,000
Interest & Rents	35	6,357	13,000	5,200
Other	- 0 -	3,223	2,274	- 0 -
Transfers In	100,790	103,444	101,848	100,000
TOTAL SOURCES	$ 114,136	$ 149,661	$ 134,365	$ 109,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,403,394	$ 1,439,031	$ 1,506,400	$ 1,526,700
* Benefits - Includes NonWorking Wages	739,096	740,177	777,600	858,100
* Mandatory Employer Costs	52,517	48,716	50,200	36,100
Other Current Expenditures -				
* Supplies / Maintenance	148,247	155,790	153,753	142,800
* Contractual	11,882	38,851	25,865	7,300
* Other	207,054	215,527	197,565	208,251
Capital Outlay	17,095	25,571	13,085	550,500
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 2,679,285	$ 2,763,663	$ 2,824,468	$ 3,429,751
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 87,886	$ 87,862	$ 88,000	$ 95,000
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,195,007	$ 2,227,924	$ 2,334,200	$ 2,420,900
* Full-Time Positions	28.00	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 2007

FIRE DEPARTMENT

* To complete renovations and additions to Kollen Park and Waverly fire stations at level funded in Capital Improvement Program by June 2007.

* To complete and begin implementing 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 2007.

* To continue to focus leadership, operational, training, and other elements on firefighter safety and preventing deaths and injuries by June 2007. Specific initiatives will include:

  - Inclusion of a safety topic at each monthly officer's meeting.
  - A review and discussion of every injury report, regardless of severity, between the officer filing the report, the Training and Safety Officer, and the Fire Chief.
  - An analysis of previously filed and new injury reports to identify factors contributing to injuries, and strategies to prevent recurrences.

* To implement the Fire Equipment Replacement program so that like equipment is replaced as a group to promote uniformity, efficiency, and standardization of operation by June 2007.

* To work with Command Staff to develop and implement a strategy to provide unified, strong, and visionary leadership to the department by June 2007.

* To develop and implement a mentoring program to prepare members for greater responsibilities by June 2007.

* To closely examine expenditures for cost effectiveness, and to study means of generating additional revenue from providing non-core services by December 2006.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

* To recommend to Council the adoption of the 2003 International Fire Code by September 2006.

* Develop and implement a system to track and report incident response times, with the objective of meeting the time objectives recommended by NFPA Standard 1710 by December 2006. Time objectives shall include:

  - 1 minute for "turnout time."
  - 4 minutes or less for the arrival of the first station responding to a fire suppression incident, and/or 8 minutes or less for the deployment of a full first alarm assignment at a fire suppression incident.
  - 4 minutes or less for the arrival of an EMS unit at a Priority 1 medical emergency.
  - Achieving these time objectives at not less than 90% of the emergencies to which the department is dispatched.

EMERGENCY MANAGEMENT

* To coordinate with Ottawa County Emergency Services to continue warning siren tests on the first Saturday of every month from March through November, monitoring tests at warning siren locations not equipped with 2-way controllers, and to report problems to service company for repairs by November 2006.

* To complete alterations to Emergency Operations Center (EOC) at the Holland Police Department and conduct a table top exercise to test EOC capabilities by December 2006.

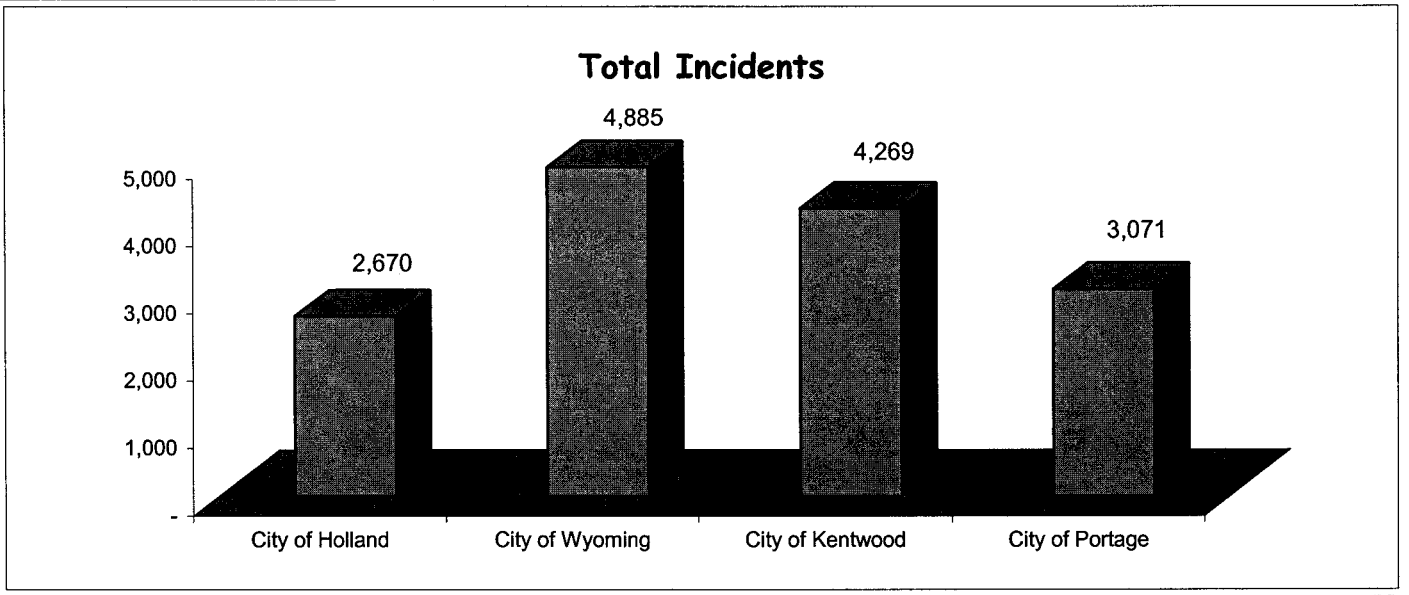
* To update the Outdoor Warning Siren plan and oversee installation of one siren funded by budget or grants by April 2007.

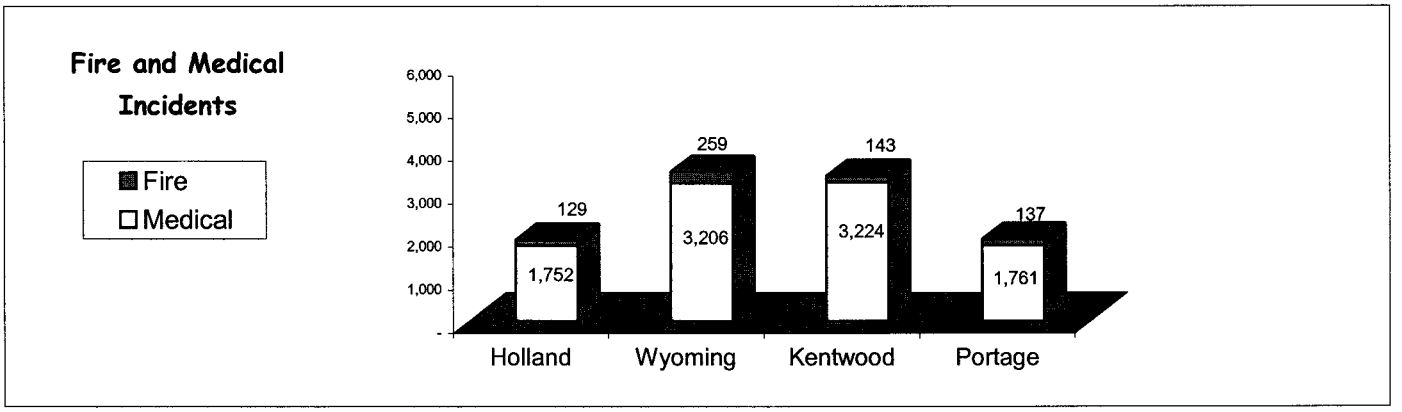
PROGRAM MEASUREMENTS

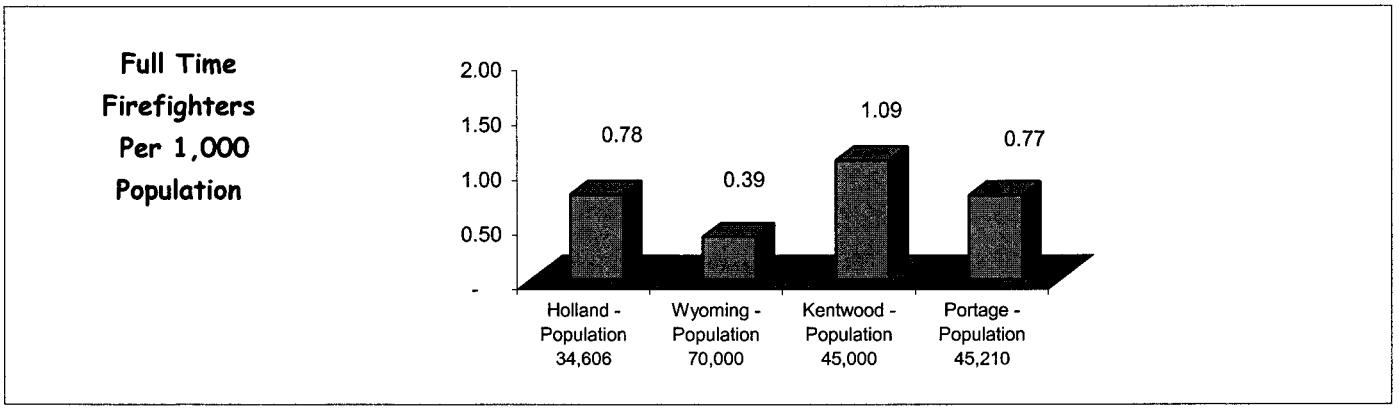
- - PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - FIRE - -

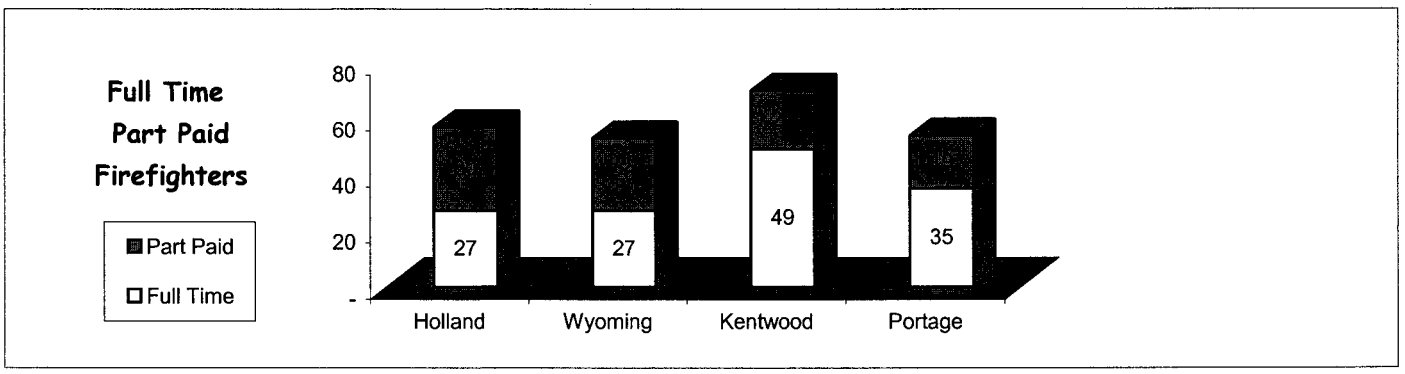
Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Fire Incidents	106	112	135	118
Structure Fires	48	57	60	50
Outside of Structure Fires	4	2	0	3
Vehicle Fires	22	11	20	20
Vegetation Fires	6	10	15	10
Refuse Fires	8	15	15	15
Explosion with no After-fire	10	2	10	10
Fire or Explosion not Otherwise Classified	8	15	15	10
Medical Emergencies	1,742	1,692	1,750	1,750
Flammable Liquid/Gas Emergencies	221	199	210	200
Service Calls	83	108	110	105
Good Intent Calls	122	144	130	140
False Alarms/Alarm Malfunctions	317	314	350	350
Other/Miscellaneous Calls	3	1	0	2
TOTAL INCIDENTS	2,594	2,570	2,685	2,665
Change	3.30%	-0.93%	4.50%	-6.50%
Value of Property Exposed to Fire	$346,716,711	$654,903,111	$100,000,000	$350,000,000
Combined Real and Personal Property Lost	$423,956	$524,301	$1,500,000	$500,000
Percent of Exposed Property Saved	99.87%	99.92%	98.50%	98.60%
TRAINING AND SAFETY ACTIVITIES				
Total Personnel-Hours Spent in Training	3,781	5,218	4,600	4,000
Civilian Fire-Related Injuries	4	5	4	5
Firefighter Duty-Related Injuries	1	0	9	0
FIRE PREVENTION ACTIVITIES				
Fire Code Inspections Performed	94	112	45	100
Fire Investigations Conducted	25	13	25	25
Outside Fire Prevention Programs Presented	25	24	12	25
Insurance Service Office Rating	4	4	4	4
Number of fire stations	3	3	3	3
EMERGENCY MANAGEMENT				
Conduct Emergency Warning Systems Tests	6	9	9	9
Maintain and Update City Emergency Plan	1	1	1	1
Plan and Implement City Emergency Plan Test Exercise	0	0	1	1

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISON - COMPARABLES









Note: Comparable Michigan Cities, Based on Calendar Year 2005 Data.

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION
FIRE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,206	$ 5,639	$ 2,500	$ 4,000
Funding Requirement - General Operating Revenues	2,665,184	2,720,359	2,803,103	2,892,751
TOTAL SOURCES	$ 2,671,390	$ 2,725,998	$ 2,805,603	$ 2,896,751
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,403,076	$ 1,439,031	$ 1,506,400	$ 1,526,700
* Benefits - To Include NonWorking Wages	739,096	740,177	777,600	858,100
* Mandatory Employer Costs	52,517	48,716	50,200	36,100
Other Current Expenditures -				
* Supplies / Maintenance	148,247	155,790	153,753	142,800
* Contractual	4,305	4,575	7,000	7,300
* Other	207,054	215,527	197,565	208,251
Capital Outlay	17,095	22,182	13,085	17,500
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 2,671,390	$ 2,725,998	$ 2,805,603	$ 2,896,751
- - STAFFING - -				
Personnel Services Total Amount	$ 2,194,689	$ 2,227,924	$ 2,334,200	$ 2,420,900
* Full-Time Positions	28.00	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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 7,105	$ 30,998	$ 14,743	$ - 0 -
Other	- 0 -	3,223	2,274	- 0 -
Transfers In	790	3,444	1,848	- 0 -
TOTAL SOURCES	$ 7,895	$ 37,665	$ 18,865	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 318	$ - 0 -	$ - 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	7,577	34,276	18,865	- 0 -
Capital Outlay	- 0 -	3,389	- 0 -	- 0 -
TOTAL USES	$ 7,895	$ 37,665	$ 18,865	$ - 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. No federal grant funding is anticipated for FY-2007.

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 2007

* 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 2007.

* To review status of current apparatus and future apparatus needs, revising Fire Apparatus Replacement Schedule as needed by January 2007.

* To recommend award of bid, oversee manufacture, and place into service a new engine/rescue vehicle by January 2007.

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION
FIRE VEHICLE AND EQUIPMENT POOL FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 35	$ 6,357	$ 13,000	$ 5,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	100,000	100,000	100,000	100,000
TOTAL SOURCES	$ 100,035	$ 106,357	$ 113,000	$ 105,200
FUNDING USES -				
Capital Outlay	$ - 0 -	$ - 0 -	$ - 0 -	$ 533,000
TOTAL USES	$ - 0 -	$ - 0 -	$ - 0 -	$ 533,000
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 87,886	$ 87,862	$ 88,000	$ 95,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 12,149	$ 18,495	$ 25,000	$ 10,200
ENDING BALANCE -				
Designated / Reserved	$ 219,467	$ 325,824	$ 438,824	$ 11,024
Undesignated / Unreserved	1,333,937	1,246,075	1,158,075	1,596,075
TOTAL FUND EQUITY	$ 1,553,404	$ 1,571,899	$ 1,596,899	$ 1,607,099
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

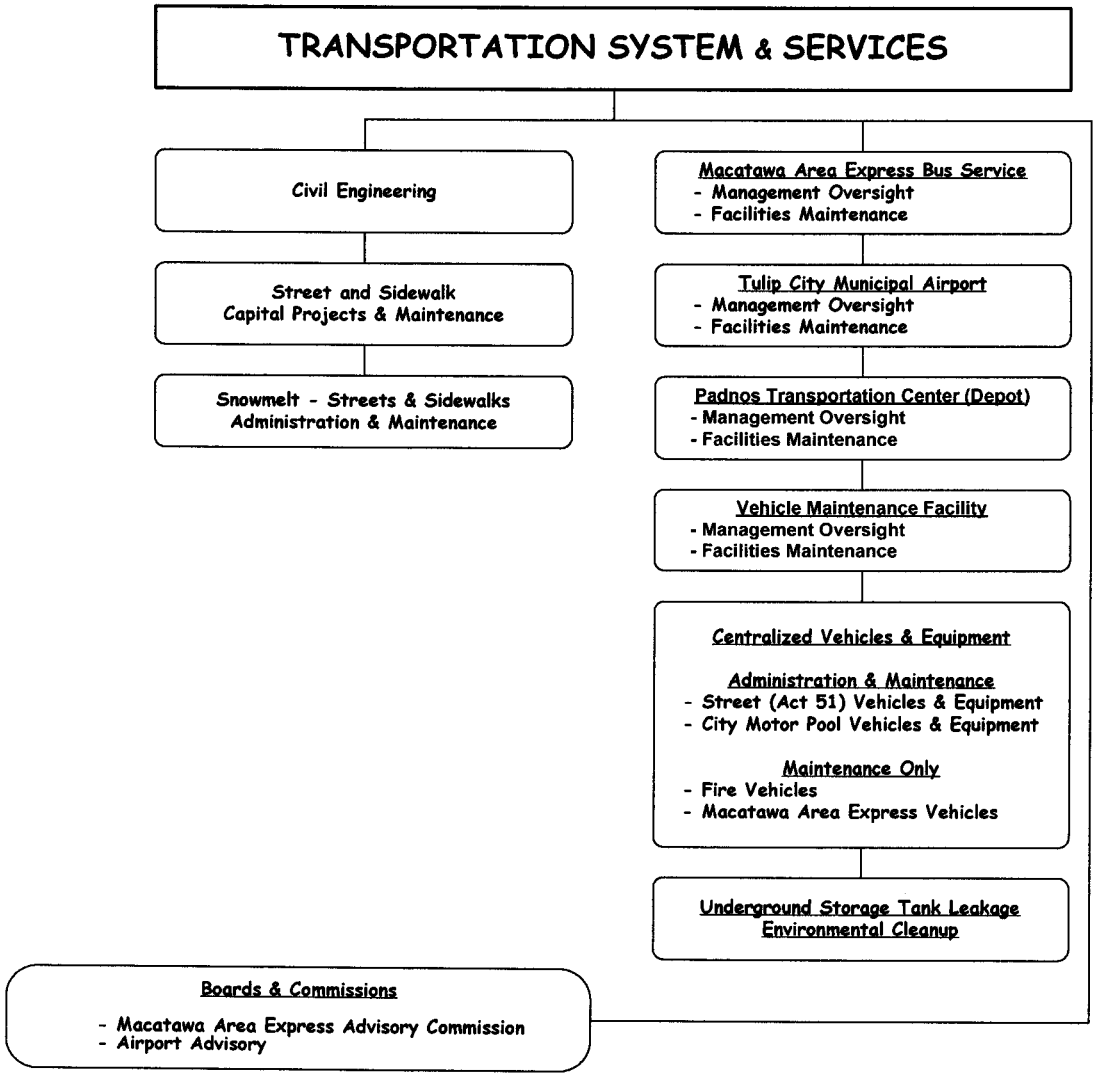
Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

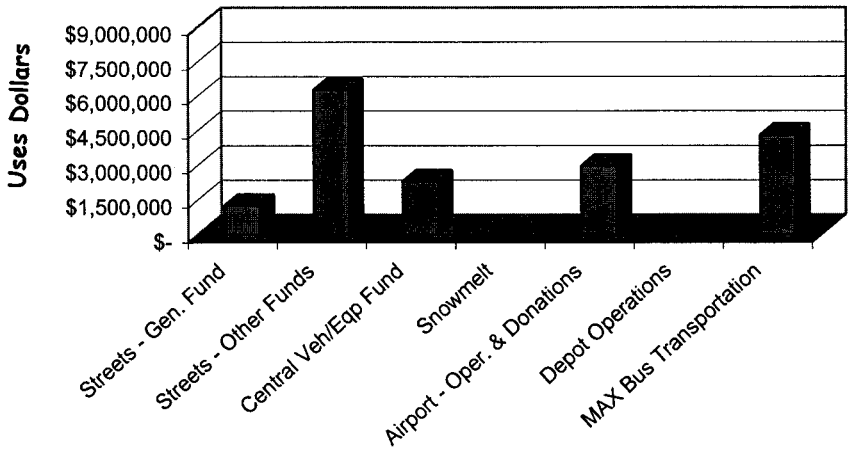
GROUP MISSION STATEMENT

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.

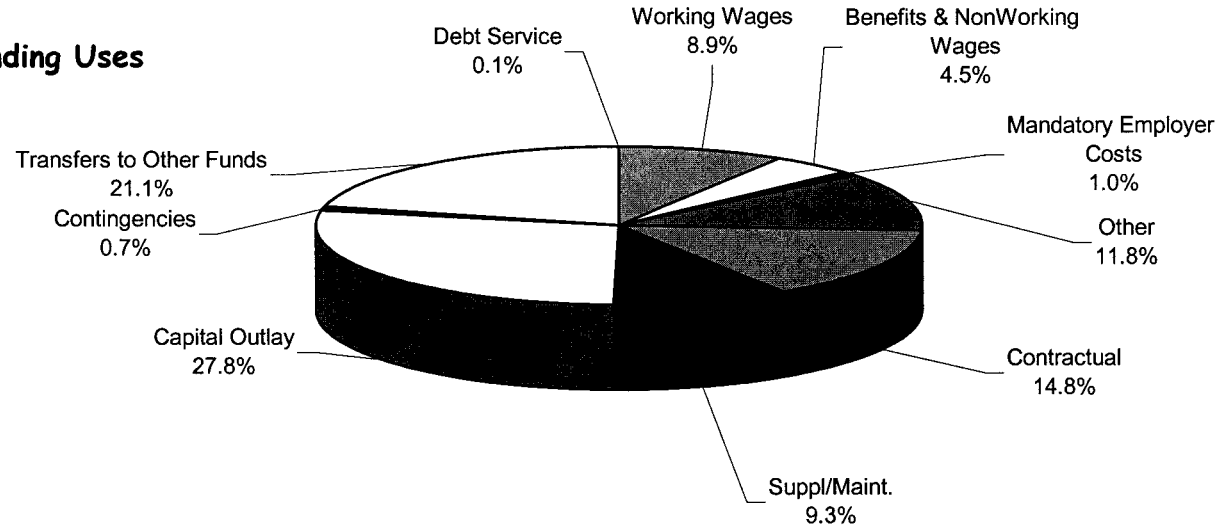
GROUP ORGANIZATIONAL STRUCTURE



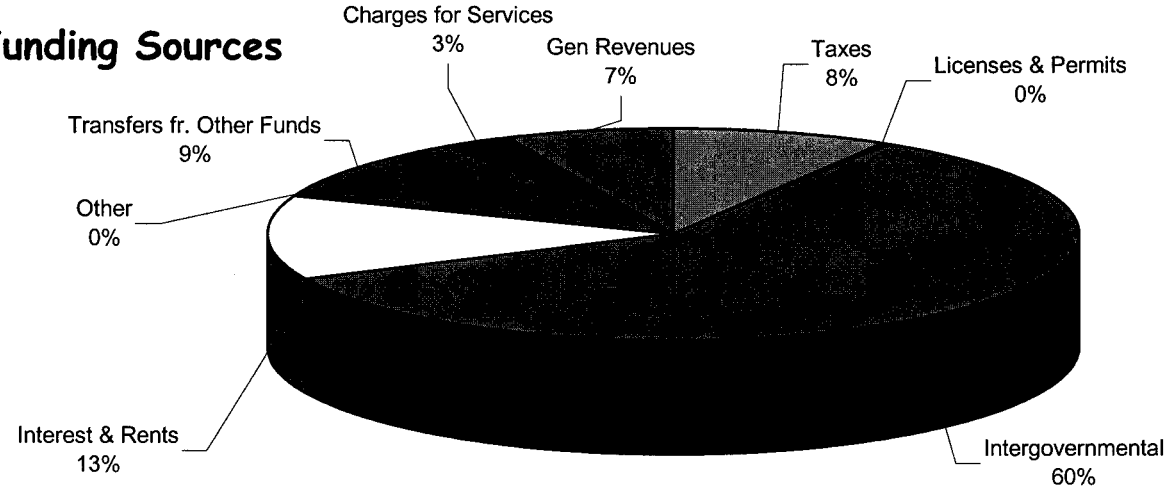
Total Uses By Department $17,261,207



Funding Uses



Funding Sources



TRANSPORTATION SYSTEM & SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,173,174	$ 1,154,620	$ 1,207,304	$ 1,239,989
Special Revenue	5,148,215	6,532,052	9,294,866	6,474,069
Enterprise	3,857,318	4,433,912	6,239,024	7,252,189
Internal Service	824,115	1,782,430	2,234,573	2,294,960
TOTAL - ALL FUND TYPES	$ 11,002,822	$ 13,903,014	$ 18,975,767	$ 17,261,207
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,342,250	$ 1,290,828	$ 1,313,031	$ 1,422,379
Licenses & Permits	61,939	65,926	72,000	72,000
Intergovernmental	6,469,591	6,837,437	8,863,092	9,919,150
Charges for Services	181,684	417,127	475,528	479,650
Interest & Rents	1,062,652	2,037,196	2,164,771	2,157,950
Other	457,007	105,008	28,934	69,300
Transfers In	990,952	1,023,751	1,240,349	1,558,250
TOTAL SOURCES	$ 10,566,075	$ 11,777,273	$ 14,157,705	$ 15,678,679
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,181,254	$ 1,257,610	$ 1,455,753	$ 1,530,800
* Benefits - Includes NonWorking Wages	521,908	623,900	694,984	769,700
* Mandatory Employer Costs	134,519	144,382	158,463	166,950
Other Current Expenditures -				
* Supplies / Maintenance	711,128	1,258,382	1,515,378	1,615,100
* Contractual	2,044,196	2,233,830	2,485,573	2,556,904
* Other	1,535,919	1,716,648	1,873,811	2,032,599
Capital Outlay	1,541,873	2,024,164	3,906,741	4,801,400
Debt Service Payments -				
* Principal Maturities	38,277	38,277	12,000	13,000
* Interest & Fee Payments	10,668	8,544	4,625	3,935
Transfers Out	3,283,080	4,597,277	6,868,439	3,647,819
Contingencies	- 0 -	- 0 -	- 0 -	123,000
TOTAL USES	$ 11,002,822	$ 13,903,014	$ 18,975,767	$ 17,261,207
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 981,955	$ 1,211,414	$ 1,351,300	$ 1,411,300
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,837,681	$ 2,025,892	$ 2,309,200	$ 2,467,450
* Full-Time Positions	29.06	32.39	32.39	33.14
* Part-Time Positons @ F.T.E.	2.55	2.90	2.50	2.30

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 2007

* To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2006 construction season:
  - River Avenue from 15th Street north to the River Avenue Bridge.
  - Landscaping and lighting improvements on Michigan Avenue from 32nd Street north to 19th Street and River Avenue from 19th Street north to the Bridge.
  - Storm drainage improvements on 23rd Street between Central Avenue and State Street, in conjunction with the BPW.

* In coordination with the Ottawa Road Commission and Holland Township, to complete construction of the new permanent River Avenue Bridge and West Pedestrian Bridge in the 2006 construction season.

* To develop a resurfacing program for the summer of 2006, based on a goal of addressing 5% of the City's streets each year.

* Continue with design and engineering work for the following projects, in anticipation of construction in calendar year 2007 and 2008:

  - 8th Street, from Ferris to Country Club Road (2007)
  - 8th and Fairbanks Roundabout (2007)
  - Country Club Road, 8th to 16th Street (2008)

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

* To work in conjunction with the City Manager's Office and the Parks Division in the development of landscaping and lighting plans for Pine Avenue, Van Bragt Park, and the 7th Street transition / 8th Street corridor leading to Kollen Park for the 2006 and 2007 construction seasons.

* Continue working through MACC to implement the Areawide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed, and the Storm Water Pollution Prevention Initiative Plan. Specific actions to be taken by the City include increased public information (possible MacTV program and information on the bulletin board), implementation of a program to mark catch basins with signage indicating that what is deposited into the storm drain eventually ends up in the waterway, continued evaluation of disposal of street sweepings and storm drain cleanout materials, and implementation of development standards.

* To continue to work with MDOT and the MACC on the Chicago Drive Corridor Improvement Study.

* To work with the BPW, Planning Office, and other interested parties to establish development standards for storm sewer, utilities (water and sanitary sewer), and roads by private developers by June 2007.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Construction Projects in Process	20	16	12	10

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION MANAGEMENT & ENGINEERING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 272,237	$ 125,320	$ 162,209	$ 167,013
TOTAL SOURCES	$ 272,237	$ 125,320	$ 162,209	$ 167,013
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 165,240	$ 72,227	$ 86,900	$ 88,800
* Benefits - To Include NonWorking Wages	70,714	20,594	34,100	38,100
* Mandatory Employer Costs	15,870	8,384	8,900	9,000
Other Current Expenditures -				
* Supplies / Maintenance	1,986	1,892	2,200	2,100
* Contractual	98	3,061	1,700	2,700
* Other	18,329	19,162	21,409	24,913
Capital Outlay	- 0 -	- 0 -	7,000	1,400
TOTAL USES	$ 272,237	$ 125,320	$ 162,209	$ 167,013
- - STAFFING - -				
Personnel Services Total Amount	$ 251,824	$ 101,205	$ 129,900	$ 135,900
Full-Time Positions	2.90	2.90	2.90	2.90
Part-Time Positions @ F.T.E.	0.60	0.55	0.15	0.30

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 2007

* Safely and expeditiously complete annual cycles of spring and fall cleanup, and support for community festivals and special events, on an on-going basis.

* To work with the Engineering Department on the implementation of the Areawide Illicit Detection Elimination plan and the Storm Water Pollution Prevention Initiative plan, especially as it relates to the disposal of street sweepings and vacuum truck water disposal. (On-going)

* Continue to expand and integrate use of a centralized computer recordkeeping system (MainTrac) within the Sign program, both for accessing records maintained on the system and for inputting data now transmitted by paper trails or an independent computer inventory by June 2007.

* To investigate the use of salt alternatives, and test alternative products during the winter of 2006-2007.

* To review the current Sidewalk Plowing program and ordinance requiring property owners to keep their sidewalks free of snow and ice, in order to make the program and the policy consistent and enforceable, and to determine the appropriate means of enforcement by November 2006.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Total Mileage of Street System Maintenanced (Does Not Include State Trunkline Miles)	141.06	147.80	148.06	148.50
Trunkline Mileage	10.36	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	282	317	300	300
Community Sidewalk Network in Miles of Walk	148	149	150	150
Sidewalk Repair Activities in Square Feet	19,251	19,950	20,000	20,000
Amount of salt used for winter road maintenance (in tons)	3,225.00	3,004.77	2,677.75	2,500.00
Number of street sweeper hours operated (reflects March 2005 through February 2006)	- - - -	- - - -	1,550	1,550
Fall Leaf Pickup - Number of yards of material hauled	- - - -	- - - -	6660	6,800
Streets Division Costs (personnel and equipment)	$109,707	$99,243	$85,206	$90,000
Removal Costs	$31,007	$23,500	$24,500	$25,500
Number of hours worked by Streets Division personnel	2,357.00	2,187.25	1,802.50	2,000.00
Spring Cleanup - Number of yards of material hauled	- - - -	- - - -	- - - -	- - - -
Streets Division Costs (personnel and equipment)	$44,636	$49,691	$58,857	$60,000
Removal Costs	$10,485	$14,725	$10,485	$15,000
Number of hours worked by Streets Division personnel	934.00	1,146.50	1,267.00	1,300.00

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS DIVISION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 7,344	$ 9,291	$ 8,000	$ 8,000
Interest & Rents	100,000	120,000	126,000	130,000
Funding Requirement - General Operating Revenues	793,593	900,009	911,095	934,976
TOTAL SOURCES	$ 900,937	$ 1,029,300	$ 1,045,095	$ 1,072,976
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 191,765	$ 229,090	$ 227,463	$ 234,200
* Benefits - To Include NonWorking Wages	75,450	102,672	69,500	60,900
* Mandatory Employer Costs	40,579	44,914	39,123	34,400
Other Current Expenditures -				
* Supplies / Maintenance	22,004	35,219	54,647	46,600
* Contractual Expenditures	67,819	57,984	88,200	88,800
* Other	503,320	559,421	562,720	607,076
Capital Outlay	- 0 -	- 0 -	3,442	1,000
TOTAL USES	$ 900,937	$ 1,029,300	$ 1,045,095	$ 1,072,976
- - STAFFING - -				
Personnel Services Total Amount	$ 307,794	$ 376,676	$ 336,086	$ 329,500
Full-Time Positions	20.03	19.73	19.73	19.73
Part-Time Positions @ F.T.E.	- 0 -	0.60	0.15	0.30

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

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEMS 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 major 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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 2,270,655	$ 2,257,997	$ 2,330,026	$ 2,384,200
Licenses & Permits	27,982	26,083	30,000	30,000
Interest & Rents	8,600	62,343	91,735	31,600
Transfers In	647,394	659,868	674,741	789,963
TOTAL SOURCES	$ 2,954,631	$ 3,006,291	$ 3,126,502	$ 3,235,763
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 224,055	$ 243,611	$ 296,500	$ 328,600
* Benefits - To Include NonWorking Wages	127,306	148,873	179,100	219,500
* Mandatory Employer Costs	20,805	21,439	27,900	33,200
Other Current Expenditures -				
* Supplies / Maintenance	153,555	194,284	227,960	252,300
* Contractual	40,600	35,641	61,410	68,500
* Other	379,893	355,405	391,600	426,900
Transfers Out	1,295,881	2,469,752	4,060,867	2,048,916
Contingencies	- 0 -	- 0 -	- 0 -	108,000
TOTAL USES	$ 2,242,095	$ 3,469,005	$ 5,245,337	$ 3,485,916
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 712,536	$ (462,714)	$ (2,118,835)	$ (250,153)
ENDING BALANCE -				
Designated / Reserved	$ 998,450	$ 1,647,378	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,313,409	1,201,767	730,310	480,157
TOTAL FUND EQUITY	$ 3,311,859	$ 2,849,145	$ 730,310	$ 480,157
- - STAFFING - -				
Personnel Services Total Amount	$ 372,166	$ 413,923	$ 503,500	$ 581,300

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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 595,357	$ 573,807	$ 585,254	$ 600,100
Licenses & Permits	33,957	39,843	42,000	42,000
Interest & Rents	- 0 -	2,161	- 0 -	- 0 -
Transfers In	287,577	228,707	496,090	638,737
TOTAL SOURCES	$ 916,891	$ 844,518	$ 1,123,344	$ 1,280,837
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 274,171	$ 255,992	$ 327,400	$ 356,500
* Benefits - To Include NonWorking Wages	150,493	152,887	203,400	234,600
* Mandatory Employer Costs	25,402	22,450	30,700	36,600
Other Current Expenditures -				
* Supplies / Maintenance	106,895	127,923	167,014	190,600
* Contractual	12,909	8,101	10,325	27,500
* Other	335,438	322,462	359,200	401,800
Transfers Out	24,083	24,742	25,307	33,237
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	$ 929,391	$ 914,557	$ 1,123,346	$ 1,280,837
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (12,500)	$ (70,039)	$ (2)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	72,041	2,002	2,000	2,000
TOTAL FUND EQUITY	$ 72,041	$ 2,002	$ 2,000	$ 2,000
- - STAFFING - -				
Personnel Services Total Amount	$ 450,066	$ 431,329	$ 561,500	$ 627,700

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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 392,145	$ 405,327	$ 418,700	$ 432,500
Interest & Rents	3,577	12,200	8,000	1,500
TOTAL SOURCES	$ 395,722	$ 417,527	$ 426,700	$ 434,000
FUNDING USES -				
Transfers Out	$ 348,905	$ 552,605	$ 1,142,441	$ 331,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 348,905	$ 552,605	$ 1,142,441	$ 331,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 46,817	$ (135,078)	$ (715,741)	$ 103,000
ENDING BALANCE -				
Designated / Reserved	$ 291,764	$ 356,568	$ - 0 -	$ - 0 -
Undesignated / Unreserved	588,367	388,485	29,312	132,312
TOTAL FUND EQUITY	$ 880,131	$ 745,053	$ 29,312	$ 132,312
- - 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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,084,945	$ 1,110,593	$ 1,127,080	$ 1,160,620
Interest & Rents	3,553	15,816	11,700	5,600
TOTAL SOURCES	$ 1,088,498	$ 1,126,409	$ 1,138,780	$ 1,166,220
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	710,201	1,457,045	1,618,244	1,152,366
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 710,201	$ 1,457,045	$ 1,618,244	$ 1,152,366
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 378,297	$ (330,636)	$ (479,464)	$ 13,854
ENDING BALANCE -				
Designated / Reserved	$ 613,198	$ 420,477	$ - 0 -	$ - 0 -
Undesignated / Unreserved	196,998	59,083	96	13,950
TOTAL FUND EQUITY	$ 810,196	$ 479,560	$ 96	$ 13,950
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS

FUND SUMMARY - FY 2005 through FY 2012

At End of Fiscal Year	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	All Street Funds
- - - - ENDING FUND EQUITY - - - -					
FY2005 (Actual)	2,849,145	2,000	745,053	479,560	4,075,758
FY2006 (Estimated)	730,310	2,000	29,312	96	761,718
FY2007	480,157	2,000	132,312	13,950	628,419
FY2008	370,745	2,000	18,091	267,586	658,422
FY2009	557,596	2,000	418,064	342,963	1,320,623
FY2010	724,539	2,000	117,036	693,824	1,537,399
FY2011	260,356	2,000	(349,813)	(68)	(87,525)
FY2012	383,779	2,000	77,701	1,153,068	1,616,548

(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 AND 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 2007

* 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 2006.

* To complete the expanded snowmelt in the sidewalks on River Avenue to the Museum, Herrick District Library and City Hall as part of the River Avenue reconstruction project by November 2006.

* To establish new annual operating special assessment rates to cover the cost of operating the expanded system by September 2006.

TRANSPORTATION SYSTEM & SERVICES GROUP

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 40,000	$ 69,219	$ 73,285	$ 90,800
Interest & Rents	2,095	7,191	10,500	11,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	16,300	20,375	22,500	23,300
TOTAL SOURCES	$ 58,395	$ 96,785	$ 106,285	$ 125,900
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 6,441	$ 973	$ 2,000	$ 1,000
* Other	39,859	46,491	139,751	142,850
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	$ 46,300	$ 47,464	$ 141,751	$ 143,850
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 12,095	$ 49,321	$ (35,466)	$ (17,950)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	297,420	346,741	311,275	293,325
TOTAL FUND EQUITY	$ 297,420	$ 346,741	$ 311,275	$ 293,325
- - 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 environmental contamination in accordance with accepted Michigan Department of Environmental Quality (MDEQ) standards.

ACTION PLAN FOR FISCAL YEAR 2007

* To continue to implement the natural attenuation process for reduction of groundwater contamination beneath the DeVos Fieldhouse site (former Street Department location) along Fairbanks Avenue.

* To continue evaluating alternatives to natural attenuation for elimination of the groundwater contamination at the former Street Department site by August 2006.

TRANSPORTATION SYSTEM & SERVICES GROUP

ENVIRONMENTAL CLEANUP FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ 1,458	$ 1,347	$ - 0 -
Transfers In	7,711	6,821	7,580	8,900
TOTAL SOURCES	$ 7,711	$ 8,279	$ 8,927	$ 8,900
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	1,458	1,347	- 0 -
* Contractual	7,711	8,701	10,500	8,900
TOTAL USES	$ 7,711	$ 10,159	$ 11,847	$ 8,900
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ (1,880)	$ (2,920)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	4,800	2,920	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 4,800	$ 2,920	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 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.

ACTION PLAN FOR FISCAL YEAR 2007

* To work with area governments to establish an area airport authority by August 2006.

* To review the feasibility of constructing another public hangar building by August 2006.

* To determine the viability of documenting enplanements by September 2006.

* To establish part-time customs service at the airport by September 2006.

* To finalize a new fixed base operator agreement by November 2006.

* Global Welcome Center (GWC):
  - To complete a financing strategy by July 2006;
  - To prepare the final design for this facility by December 2006;
  - To begin the acquisition of property in January 2007; and
  - To begin construction of the GWC by July 2007.

* To replace the current Instrument Landing System (ILS) for runway 26 with a federally funded ILS by June 2007.

* To develop community awareness of the airport by co-sponsoring events at the airport and establishing awareness activities that extend throughout the year.

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT OPERATING FUND

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Aircraft Operations	43,500	42,000	42,500	43,000
Non-Scheduled Commercial Passenger Flights	18,750	18,102	18,275	19,350
Non-Scheduled Commercial Freight Flights	2,200	2,100	2,250	2,375
Based Aircraft	57	59	61	62

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 1,009,093	$ 999,156	$ 2,327,510	$ 2,706,750
Charges for Services	22,532	22,820	22,800	22,500
Interest & Rents	117,229	124,604	124,495	126,600
Other	180	7,327	- 0 -	- 0 -
Transfers In	4,936	80,033	10,100	69,400
TOTAL SOURCES	$ 1,153,970	$ 1,233,940	$ 2,484,905	$ 2,925,250
FUNDING USES -				
Personnel Services -				
* None	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Supplies / Maintenance	13,310	19,442	18,200	33,700
* Contractual	13,549	21,731	35,200	23,400
* Other	37,080	38,439	33,670	36,300
Capital Outlay	1,126,501	1,036,879	2,428,407	2,770,000
Debt Service Payments -				
* Principal	38,277	38,277	12,000	13,000
* Interest	10,668	8,544	4,625	3,935
Transfers Out	29,158	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 1,268,543	$ 1,163,312	$ 2,532,102	$ 2,890,335
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 407,527	$ 410,823	$ 470,000	$ 530,000

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 642,678	$ 734,961	$ 1,923,210	$ 2,287,915
ENDING BALANCE -				
Designated / Reserved	$ -0-	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	10,333,117	11,068,078	12,991,288	15,279,203
TOTAL FUND EQUITY	$ 10,333,117	$ 11,068,078	$ 12,991,288	$ 15,279,203
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 96,906	$ (47,197)	$ 34,915
ENDING BALANCE	$ 166,672	$ 263,578	$ 216,381	$ 251,296
- - 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				
	FY2007	FY2007	FY2008	FY2009	FY2010	FY2011
FINANCING SOURCES						
Federal and State Grants:						
* Federal (F.A.A.)	2,631,500	2,631,500	6,349,500	3,990,000	3,800,000	No Projection
* State of Michigan (M.A.C.)	69,250	69,250	245,250	105,000	100,000	"
Local Contributions:						
* Private Sector Donations	69,250	69,250	1,795,250	105,000	100,000	"
Total Sources	2,770,000	2,770,000	8,390,000	4,200,000	4,000,000	- 0 -
FINANCING APPLICATIONS						
Terminal Facility :						
* Property Acquistion	850,000	850,000	- 0 -	- 0 -	- 0 -	No Projection
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	"
* Site Development & Construction	- 0 -	- 0 -	3,000,000	- 0 -	- 0 -	"
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -	"
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	"
* Runway 8						
- Property Acquisition for I L S	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -	"
- Installation of I L S	- 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 -	"
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	190,000	- 0 -	- 0 -	"
* Runway - North / South						
- Property Acquistion	- 0 -	- 0 -	- 0 -	4,200,000	- 0 -	"
- Architect / Engineer / Environment	- 0 -	- 0 -	120,000	- 0 -	- 0 -	"
- Site Development & Construction	- 0 -	- 0 -	- 0 -	- 0 -	4,000,000	"
Hanger Area - Site Development	- 0 -	- 0 -	240,000	- 0 -	- 0 -	"
Total Applications	2,770,000	2,770,000	8,390,000	4,200,000	4,000,000	- 0 -

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Donations Fund

FUND MISSION STATEMENT

This fund is 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 supporters of the airport.

ACTION PLAN FOR FISCAL YEAR 2007

* To raise the private contributions that may be needed to support the additional airport capital projects that could be part of FY07 grants from the FAA and MDOT by June 2007.

* To raise funds to support a Global Welcome Center (new terminal) as determined by the financing strategy that will be developed for this project by the end of July 2006.

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT DONATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 124	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	7,285	566	250	125
Other	484,033	80,033	9,933	69,300
Transfers In	626	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 492,068	$ 80,599	$ 10,183	$ 69,425
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	863,441	80,033	10,100	69,400
TOTAL USES	$ 863,441	$ 80,033	$ 10,100	$ 69,400
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (371,373)	$ 566	$ 83	$ 25
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	5,350	5,916	5,999	6,024
TOTAL FUND EQUITY	$ 5,350	$ 5,916	$ 5,999	$ 6,024

- - 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 2007

* To continue to work with AMTRAK and WESTRAIN to promote the use of the railroad for a 10% increase in ridership by June 2007.

* 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 finalize the development plan of the former Wendy's property into the Depot site to provide additional AMTRAK parking, new offices for Greyhound services, and integrate the MAX Transit transfer point as part of multi modal transportation site by November 2006.

PROGRAM MEASUREMENTS

- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	2004 Actual	2005 Actual	2006 Projected	2007 Projected
ANNUAL RIDERSHIP				
Amtrak Train	29,929	33,888	34,300	34,700

TRANSPORTATION SYSTEM & SERVICES GROUP

DEPOT OPERATIONS FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	34,751	35,608	36,600	37,600
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	26,408	27,947	29,338	27,950
TOTAL SOURCES	$ 61,159	$ 63,555	$ 65,938	$ 65,550
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 8,701	$ 9,866	$ 9,500	$ 9,500
* Mandatory Employer Costs	811	945	900	950
Other Current Expenditures -				
* Supplies / Maintenance	6,898	5,390	7,000	8,000
* Contractual	20,888	21,815	21,500	22,600
* Other	23,861	25,539	27,038	24,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 61,159	$ 63,555	$ 65,938	$ 65,550
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 81,261	$ 81,261	$ 81,300	$ 81,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (81,261)	$ (81,261)	$ (81,300)	$ (81,300)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,743,239	1,661,978	1,580,678	1,499,378
TOTAL FUND EQUITY	$ 1,743,239	$ 1,661,978	$ 1,580,678	$ 1,499,378
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 9,512	$ 10,811	$ 10,400	$ 10,450
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 2007

* To reach a level of 212,000 rides during the fiscal year, 50% on the fixed routes and 50% on the reservation service by June 2007.

* To implement a new fixed route structure improving the travel options for the residents of the Macatawa area by June 2007.

* To make the transfer center a one stop information center providing information for all transportation modes for the residents of the Holland / Zeeland area by June 2007.

* To examine future service expansion areas by June 2007.

* 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 March 2007.

* To evaluate the existing fleet and make recommendations on the best type(s) of vehicles for the future of MAX by March 2007.

* To evaluate the options and merits of using alternative vehicle fuels by December 2007.

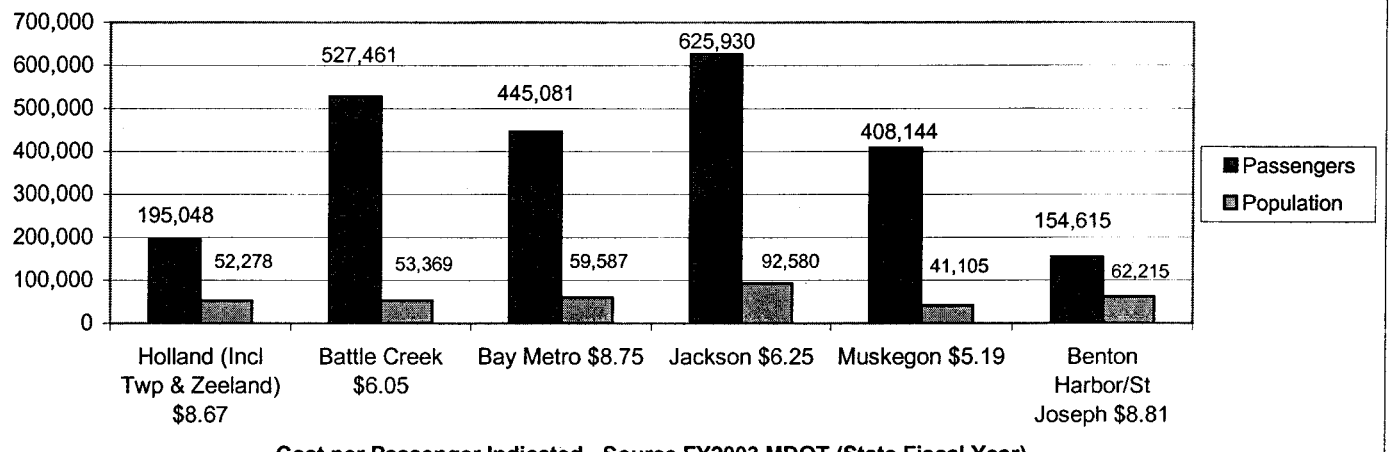
* To develop a strategy for increasing senior ridership on MAX by 10% by December 2007.

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MACATAWA AREA EXPRESS (MAX) FUND

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
TOTAL ANNUAL RIDERSHIP	172,946	184,870	200,000	212,000
Demand Response	95,974	102,087	110,000	84,800
Fixed Routes	71,741	82,720	90,000	127,200
Total Miles	642,093	670,062	690,000	710,000
TROLLEY SERVICE (calendar year)				
Total Annual Ridership	0	3,407	5,000	5,500
Total Number of Vehicles	21	27	27	27
Total Number of Senior Citizen Passengers	11,066	10,620	11,470	12,158
Total Number of Disabled Passengers	95,136	111,503	120,423	127,648
Total Number of Senior/Disabled Passengers	3,466	5,039	5,442	5,768
Other Passengers	63,278	57,645	62,665	66,426
Cost per Passenger (operating only)	$12.38	$12.23	$12.00	$11.50
% of passengers picked-up w/in 45 minutes of phone call	99%	98%	98%	98%
% of passengers delivered to destination on-time	99%	98%	98%	98%
% of passengers riding less than 30 minutes	94%	92%	95%	96%

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 151,797	$ 174,780	$ 205,119	$ 214,000
Intergovernmental	2,202,217	2,601,150	3,201,602	3,795,600
Interest & Rents	11,688	16,898	15,687	15,900
Other	598	(5,452)	200	- 0 -
TOTAL SOURCES	$ 2,366,300	$ 2,787,376	$ 3,422,608	$ 4,025,500
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 152,193	$ 82,368	$ 92,800	$ 89,700
* Benefits - To Include NonWorking Wages	39,032	10,512	16,200	18,400
* Mandatory Employer Costs	12,595	5,087	7,200	7,900
Other Current Expenditures -				
* Supplies / Maintenance	246,755	380,010	493,900	512,000
* Contractual	1,624,026	1,760,621	2,023,500	2,043,200
* Other	67,179	71,800	72,600	69,500
Subtotal Prior to Capital Outlay	2,141,780	2,310,398	2,706,200	2,740,700
Capital Outlay	132,222	553,169	699,595	1,281,800
Transfers Out	3,700	3,700	3,900	4,000
TOTAL USES	$ 2,277,702	$ 2,867,267	$ 3,409,695	$ 4,026,500
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 274,645	$ 302,377	$ 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (53,825)	$ 170,901	$ 412,508	$ 980,800
ENDING BALANCE -				
Designated / Reserved *	$ 500,000	$ 600,000	$ 600,000	$ 600,000
Undesignated / Unreserved	2,151,160	2,222,061	2,634,569	3,615,369
TOTAL FUND EQUITY	$ 2,651,160	$ 2,822,061	$ 3,234,569	$ 4,215,369
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ (127,302)	$ 12,913	$ (1,000)
ENDING BALANCE	$ 422,121	$ 294,819	$ 307,732	$ 306,732
- - STAFFING - -				
Personnel Services Total Amount	$ 203,820	$ 97,967	$ 116,200	$ 116,000
* Full-Time Positions	2.43	0.98	0.83	1.58
* Part-Time Positions @ F.T.E.	1.15	0.55	1.00	0.50
* Includes Designation for Bus Reserve	200,000	300,000	300,000	300,000

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

City of Holland Public Transportation Reserve Fund

FUND MISSION STATEMENT

To reserve unexpended tax-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 2007

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 217,305	$ 111,016	$ 112,666	$ 170,959
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	4,200	9,155	9,564	4,260
TOTAL SOURCES	$ 221,505	$ 120,171	$ 122,230	$ 175,219
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 249,143	$ 313,707	$ 230,438	$ 269,204
* Other	771	26,071	851	600
TOTAL USES	$ 249,914	$ 339,778	$ 231,289	$ 269,804
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (28,409)	$ (219,607)	$ (109,059)	$ (94,585)
ENDING BALANCE -				
Designated / Reserved	$ 441,651	$ 222,044	$ 112,985	$ 18,400
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 441,651	$ 222,044	$ 112,985	$ 18,400
- - 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 2007

* To purchase new and replacement vehicles and equipment for use by various departments as outlined in Capital Outlay by June 2007.

* To work with impacted departments on improving new operation scheduling procedures at the maintenance facility. (On-going)

* To continue to work towards incorporating all Fire vehicles into the Centralized Maintenance System program. (On-going)

* To expand the automated Truck Tracker System usage with the preventative maintenance module that automatically identifies preventative maintenance service dates for vehicles and equipment.

* To schedule on-site training sessions for Vehicle Maintenance personnel throughout the year.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICE GROUP - -
- - CENTRALIZED VEHICLE/EQUIPMENT FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
General Motor Pool:				
Planned Replacement of Vehicles & Equipment	$191,885	$364,700	$242,499	$158,900
Additional and New Vehicles & Equipment	$55,612	$57,230	$0	$20,800
Vehicle & Equipment Lease Cost	$605,485	$552,311	$569,059	$561,945
Vehicles	64	64	64	64
Equipment	77	77	77	78
Two Way Radios	33	33	34	34
Street:				
Planned Replacement of Vehicles & Equipment	N/A	$205,369	$352,300	$397,600
Additional and New Vehicles & Equipment	N/A	$39,515	$9,995	$24,800
Vehicle & Equipment Lease Cost	$761,100	$736,597	$750,000	$825,000
Vehicles	31	31	31	31
Equipment	65	69	71	74
Two Way Radios	47	47	47	47
Police:				
Planned Replacement of Vehicles & Equipment	N/A	$99,555	$138,200	$145,100
Additional and New Vehicles & Equipment	N/A	$0	$0	$0
Vehicle & Equipment Lease Cost	$79,356	$294,072	$288,884	$336,065
Vehicles	0	30	30	30
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	21	24	27	27
Fire:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
Total:				
Planned Replacement of Vehicles & Equipment	$191,885	$669,624	$732,999	$701,600
Additional and New Vehicles & Equipment	$55,612	$96,745	$9,995	$45,600
Vehicle & Equipment Lease Cost	$1,366,585	$1,582,980	$1,607,943	$1,723,010
Vehicles (Not Including MAX or Fire)	95	12	125	125
Equipment	142	146	148	152
Two Way Radios	80	80	81	81

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ 207,063	$ 236,162	$ 233,100
Interest & Rents	- 0 -	1,630,626	1,730,174	1,792,910
Other	- 0 -	23,100	18,801	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ - 0 -	$ 1,860,789	$ 1,985,137	$ 2,026,010
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 364,456	$ 415,190	$ 423,500
* Benefits - Includes NonWorking Wages	- 0 -	188,362	192,684	198,200
* Mandatory Employer Costs	- 0 -	41,163	43,740	44,900
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	492,299	542,310	569,000
* Contractual	- 0 -	1,495	800	1,100
* Other	- 0 -	251,139	263,972	297,160
Capital Outlay	- 0 -	434,116	768,297	747,200
Transfers Out	- 0 -	9,400	7,580	8,900
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ - 0 -	$ 1,782,430	$ 2,234,573	$ 2,294,960
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ - 0 -	$ 416,953	$ 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ 95,522	$ 18,861	$ (21,750)
Equity Transfer from Motor Pool & Street Equipment Revolving Fd		*$ 4,747,017*		
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ 2,410,000	$ 2,165,000	$ 1,900,000
Undesignated / Unreserved	- 0 -	2,432,539	2,696,400	2,939,650
TOTAL FUND EQUITY	$ - 0 -	$ 4,842,539	$ 4,861,400	$ 4,839,650
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 1,491	$ (4,436)	$ (3,950)
ENDING BALANCE	$ 8,341	$ 9,832	$ 5,396	$ 1,446
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ 593,981	$ 651,614	$ 666,600
Full-Time Positions	- 0 -	8.78	8.93	8.93
Part-Time Positions @ F.T.E.	- 0 -	1.00	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)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 11	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	769,691	- 0 -	- 0 -	- 0 -
Other	(29,124)	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 740,578	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 165,129	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - Includes NonWorking Wages	58,913	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	18,457	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	159,710	- 0 -	- 0 -	- 0 -
* Contractual	1,012	- 0 -	- 0 -	- 0 -
* Other	130,033	- 0 -	- 0 -	- 0 -
Capital Outlay	283,150	- 0 -	- 0 -	- 0 -
Transfers Out	7,711	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 824,115	$ - 0 -	$ - 0 -	$ - 0 -
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 218,522	$ - 0 -	$ - 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (18,909)	$ -0-	$ -0-	$ -0-
Equity Transfer to Centralized Veh/Eqp Fund		*$ (2,821,913)*		
ENDING BALANCE -				
Designated / Reserved	$ 1,470,000	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	1,351,913	-0-	-0-	-0-
TOTAL FUND EQUITY	$ 2,821,913	$ -0-	$ -0-	$ -0-
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ (3,577)	$ -0-	$ -0-
ENDING BALANCE	$ 3,577	$ -0-	$ -0-	$ -0-
- - STAFFING - -				
Personnel Services Total Amount	$ 242,499	$ -0-	$ -0-	$ -0-
Full-Time Positions	3.70	-0-	-0-	-0-
Part-Time Positions @ F.T.E.	0.60	-0-	-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 2007

* To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.

* To maintain a 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ 1,715	$ 2,100	$ 2,050
Interest & Rents	(17)	28	66	55
Other	1,320	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,303	$ 1,743	$ 2,166	$ 2,105
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 15	$ 465	$ 800	$ 800
* Other	156	719	1,000	1,000
TOTAL USES	$ 171	$ 1,184	$ 1,800	$ 1,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,132	$ 559	$ 366	$ 305
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,132	1,691	2,057	2,362
TOTAL FUND EQUITY	$ 1,132	$ 1,691	$ 2,057	$ 2,362

- - STAFFING - -

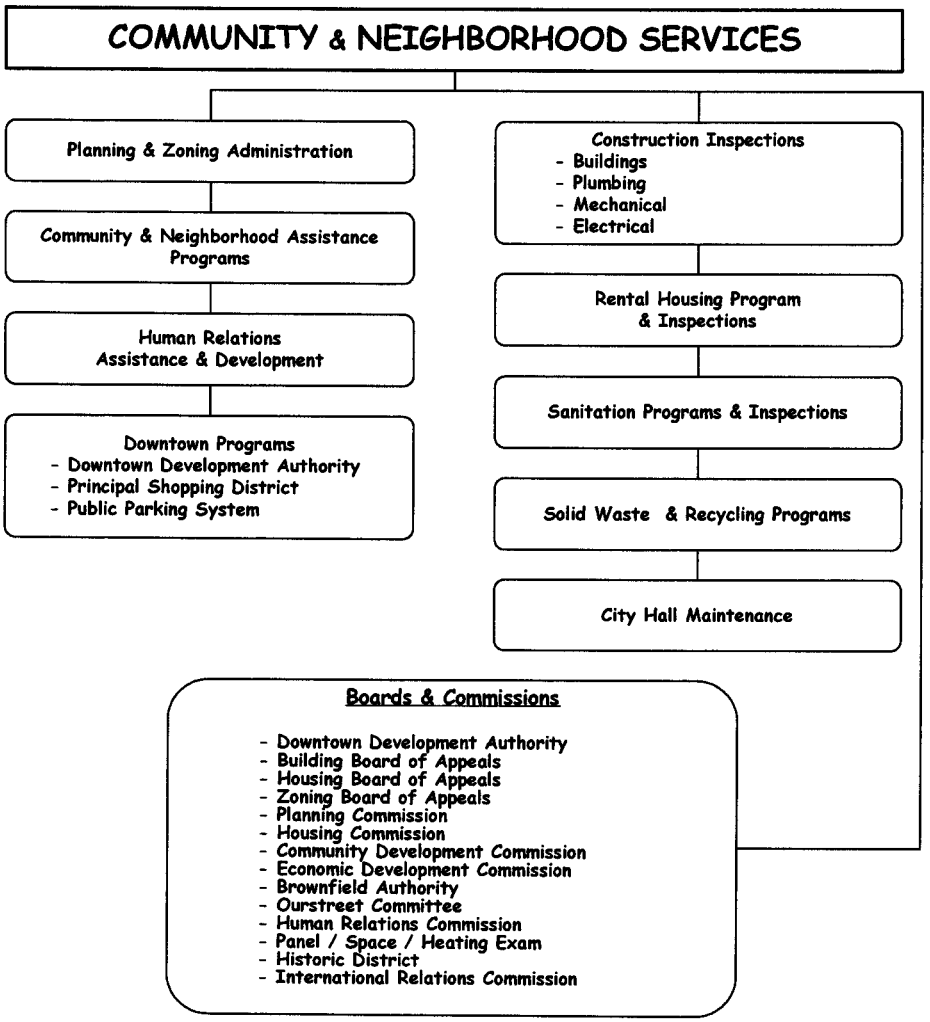
Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES GROUP
INTRODUCTION

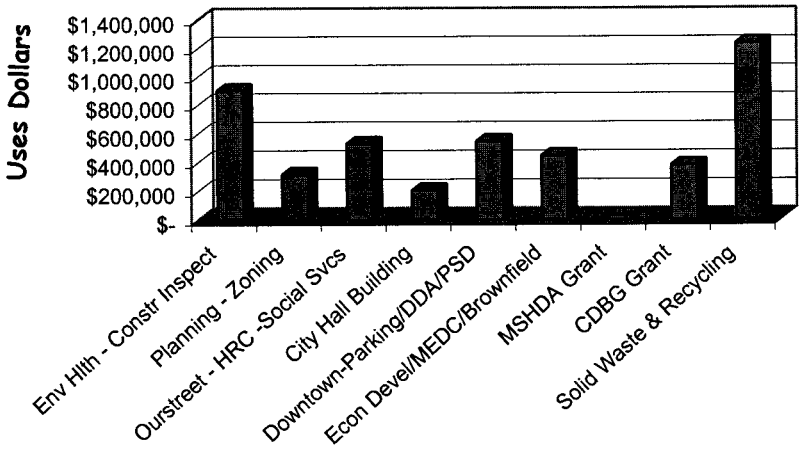
GROUP MISSION STATEMENT

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.

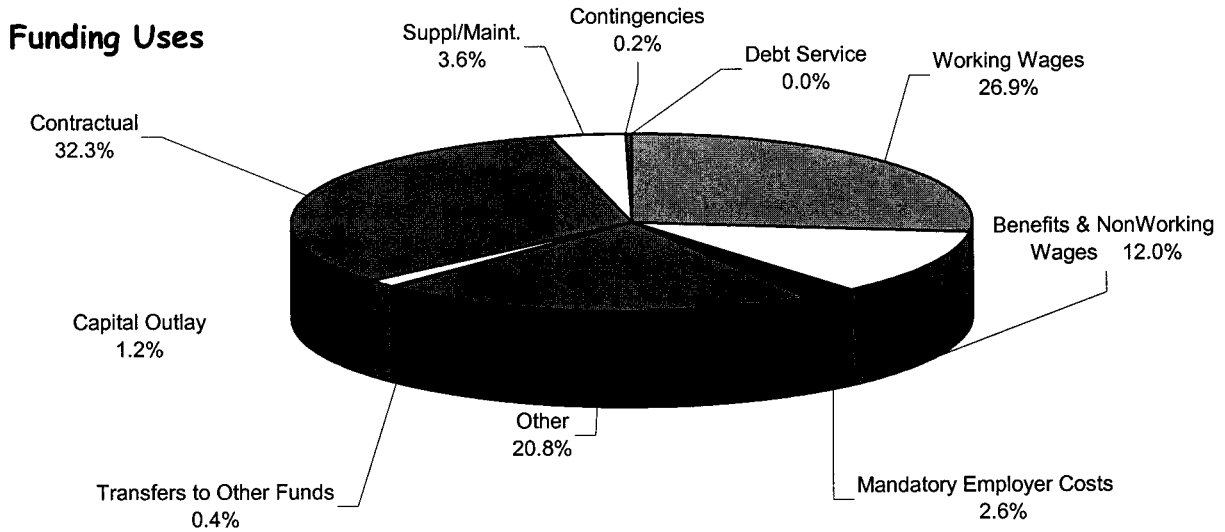
GROUP ORGANIZATIONAL STRUCTURE



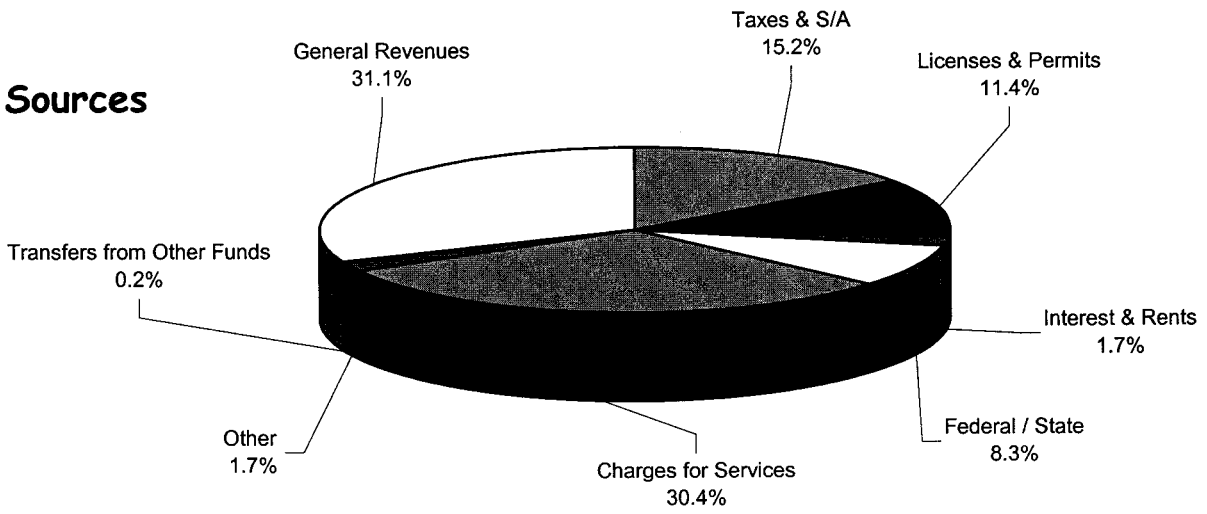
Total Uses By Department $4,591,771



Funding Uses



Funding Sources



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,833,798	$ 1,886,128	$ 2,016,688	$ 2,074,453
Special Revenue	1,044,699	1,487,679	1,516,072	793,553
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,167,819	1,213,784	1,244,243	1,234,296
Component Unit	175,440	202,148	303,779	493,069
TOTAL ACROSS FUND TYPES	$ 4,221,756	$ 4,789,739	$ 5,080,782	$ 4,595,371
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 381,890	$ 433,694	$ 547,095	$ 687,814
Licenses & Permits	455,577	487,424	505,000	516,000
Intergovernmental	617,828	960,727	1,003,698	373,175
Charges for Services	1,163,614	1,341,339	1,348,434	1,372,478
Fines & Forfeits	- 0 -	- 0 -	- 0 -	5,000
Interest & Rents	50,632	68,347	81,188	77,408
Other	214,545	198,603	186,895	69,756
Transfers In	34,098	34,533	18,431	7,269
TOTAL SOURCES	$ 2,918,184	$ 3,524,667	$ 3,690,741	$ 3,108,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,060,183	$ 1,146,554	$ 1,246,952	$ 1,235,660
* Benefits - Includes NonWorking Wages	459,827	522,441	544,616	552,787
* Mandatory Employer Costs	101,891	111,128	117,802	115,582
Other Current Expenditures -				
* Supplies / Maintenance	144,953	144,286	147,710	165,650
* Contractual	1,756,033	1,734,935	2,147,376	1,484,399
* Other	562,867	672,716	725,990	952,967
Capital Outlay	89,456	416,676	113,032	57,300
Debt Service Payments -				
* Interest & Fee Payments	1,431	1,049	1,400	1,400
Transfers Out	45,115	33,916	27,688	16,826
Contingencies	- 0 -	- 0 -	4,450	9,200
TOTAL USES	$ 4,221,756	$ 4,783,701	$ 5,077,016	$ 4,591,771
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 47,752	$ 51,682	$ 52,000	$ 60,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,621,901	$ 1,780,123	$ 1,909,370	$ 1,904,029
Postions: Full-Time	25.30	25.20	25.40	24.40
Positions: Part-Time @ F.T.E.	1.80	3.00	3.85	4.00

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 2007

* 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 August 2006.

* Review the wall color scheme in City Hall and complete a re-painting program for all areas by January 2007.

* To develop a new heating and cooling program that will establish temperature ranges throughout the building by October 2006.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CITY HALL & GROUNDS - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Total Electrical Usage (Kilowatts/calendar year)	983,400	879,600	900,000	900,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CITY HALL & GROUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	196,623	186,298	201,342	203,900
TOTAL SOURCES	$ 196,623	$ 186,298	$ 201,342	$ 203,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 38,315	$ 38,947	$ 39,800	$ 39,200
* Benefits - To Include NonWorking Wages	12,677	14,326	15,000	17,300
* Mandatory Employer Costs	4,450	4,522	4,500	4,100
Other Current Expenditures -				
* Supplies / Maintenance	11,698	5,848	7,900	4,300
* Contractual	38,998	39,126	41,800	41,800
* Other	90,485	83,529	92,342	97,200
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 196,623	$ 186,298	$ 201,342	$ 203,900
- - STAFFING - -				
Personnel Services Total Amount	$ 55,442	$ 57,795	$ 59,300	$ 60,600
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", neighborhoods of choice, and high quality community and economic development.

ACTION PLAN FOR FISCAL YEAR 2007

* Development of Master Plan Updates:
  - Complete Master Plan Update for Holland Heights, including land use map changes, by summer 2006.
  - Undertake comprehensive Master Plan Update for Neighborhood Commercial Districts; initiate by summer 2006.
  - Conduct Master Plan Update in West End or industrial areas, to be initiated by spring 2007.

* Implementation of Central Neighborhood Master Plan Recommendations, including:
  - Continuation of smaller scale incremental public infrastructure improvements including selective curb and curb lawn restoration, and development of a "good alley" pilot program by fall 2006.
  - Increase Planning and Revitalization for Neighborhood Commercial Districts (NCD) 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 and coordinated with NCD master plan update).
  - 16th Street and River Avenue NCD: Work with commercial and other property owners to facilitate revitalization of vacant and underutilized properties (On-going and coordinated with NCD master plan update).

* Implementation of Hospital Area Neighborhood Master Plan, including:
  - Implement the "wellness trail" throughout the neighborhood with assistance from Ottawa County (spring and summer 2006).
  - Work with property owners to explore potential for creating a new 29th Street mixed-use neighborhood center (Initiate - summer 2006).

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

* Complete the implementation of Pine, River and Michigan Avenue Street Reconstruction projects by late fall 2006. Monitor Pine Avenue and other streets thereafter to measure traffic impacts.

* Work with Mainstreet/Downtown Development Authority:
  - preparing and adopting a comprehensive update to the Downtown Strategic Plan for downtown by fall 2006;

  - Assist the Mainstreet / Downtown Development Authority and Downtown Parking Board in prioritizing and implementing Downtown Parking Strategic Plan recommendations (On-going);

  - Following completion of the new waterfront restaurant (Boatwerks), work with property owners/developers to develop a long-range plan for the Western Machine Tool Works property (initiate summer 2006).

  - With property owners, continue defining a vision for land uses and infrastructure improvements in the northern end of downtown. (On-going)

* To work with other departments and the City Manager's Office on the design and implementation of Eastern Gateway Street (roundabout or other improvements) and surrounding land use improvements. (On-going)

* To undertake a collaborative land planning process targeting Chicago Drive, East 8th Street, and the North Fairbanks neighborhood with Holland Township building on the design charrette carried out by the West Michigan Strategic Alliance and the Grand Valley Chapter of the American Institute of Architects; summer 2006.

* Initiate updates to the City's Zoning Ordinance and administrative review policies in the following areas:
  - Overall Parking Ordinance (fall 2006); and

  - Site Plan Review Ordinance changes (summer 2006).

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 2007

* 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 / Certificate of Appropriateness (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. On-going, with an educational program in summer 2006.

* 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 fall 2006. (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 2007; attend continuing education opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network (MHPN); and, budget permitting, send at least one commissioner to the MHPN conference in April 2007.

* To integrate preservation issues and objectives into the ongoing comprehensive Master Plan update efforts (currently the Holland Heights Plan and NCDs) of the Planning Commission. (On-going)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - PLANNING & ZONING - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	24	23	22	24
Extensions	1	0	1	1
Amendments	2	6	3	3
Approved Non-res Sq. Ft.	292,061	814,353	400,000	300,000
New construction	135,465	705,850	200,000	150,000
Additions	156,596	108,493	200,000	150,000
Approved residential units	109	160	120	100
Reciept/Review of Study	3	2	2	2
Infill Review (Commission)	1	2	2	2
Recommendations to City Council:				
Rezonings	7	10	8	8
Text Amendments	7	6	8	6
Street Vacations	4	2	2	2
Master Plan Amendments	1	4	2	2
Other	2	5	4	4
Zoning Board of Appeals Referral Review	0	3	2	2
Study Session Items	51	40	40	40
Historic District Commission:				
Properties Surveyed	1	1	0	0
Community Education Sessions	2	2	2	2
Applications for Certificates of Appropriateness Reviewed	29	39	35	35
Tax Credit Application (received)	7	5	8	8

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

PLANNING & ZONING
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,480	$ 6,801	$ 7,500	$ 7,500
Funding Requirement - General Operating Revenues	241,316	268,360	298,154	310,300
TOTAL SOURCES	$ 247,796	$ 275,161	$ 305,654	$ 317,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 145,178	$ 155,547	$ 174,100	$ 180,500
* Benefits - To Include NonWorking Wages	47,798	70,496	71,800	75,500
* Mandatory Employer Costs	13,029	15,054	16,500	16,500
Other Current Expenditures -				
* Supplies / Maintenance	6,038	5,091	6,325	5,800
* Contractual	19,903	15,407	21,100	18,000
* Other	15,850	13,566	15,545	21,500
Capital Outlay	- 0 -	- 0 -	284	- 0 -
TOTAL USES	$ 247,796	$ 275,161	$ 305,654	$ 317,800
- - STAFFING - -				
Personnel Services Total Amount	$ 206,005	$ 241,097	$ 262,400	$ 272,500
Full-Time Positions	2.40	3.50	3.50	3.40
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 2007

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 incorporate training to Zoning Board of Appeals members during the study session.

* To use the staff re-organization as a tool to streamline processes and improve efficiencies throughout this fiscal year.

* Analyze and create a central electronic file system so all property/zoning information is available to the entire department by January 2007.

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

* To continue follow-up inspections of approximately 1400 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 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)

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 2006.

* To continue to aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints.

* To fully implement the Quality of Life ordinances, and operate a violations bureau in conjunction with the Finance Department by September 1, 2006.

* Continue to partner with the State regarding the licensing of used automobile dealers.

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 coordinate with both Allegan and Ottawa Counties in the preparation and training for all new food service establishments.

* Establish on-site connection to Ottawa County computer system for more efficient program downloads by August 2006.

* To implement the mandated office hearing procedure for repeat critical violations by September 2006.

* To prepare for a state mandated accreditation inspection of the program scheduled for August of 2006.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
- - ENVIRONMENTAL HEALTH & INSPECTIONS - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Rental Housing - Inspections	1,254	1,120	1,547	1,037
Public Lodging Facility Inspections	na	19	18	18
Housing Board of Appeals, Public Hearings	8	13	10	10
Land Use Permits	302	244	275	275
Food Licenses - Total Approved and issued (All for License year)	261	276	260	260
Food Licenses - No Charge (ie, churches, TT STFU's**)	122	45	9	9
STFU Inspections (charged)	29	27	31	30
Vending Machines Inspected (License Year 1/3 of Total)	53	44	80	50
Inoperable Vehicles - Violations corrected	529	694	500	500
Garbage and Rubbish - Investigations	1,572	1,466	1,400	1,400
Weeds - Investigations	183	284	250	250
Zoning Board of Appeals Public Hearing	40	21	35	30
Point of Sale Smoke Detectors	*11	425	400	400
Home Business Inspections	3	1	16	25
Home Business Type I	3	2	7	15
Home Business Type II	0	0	1	1
Point of Sale Smoke detectors * Ourstreet Only				
** Starting September 6, 2004, only schools are exempt from fees.				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ENVIRONMENTAL HEALTH & INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 59,396	$ 56,213	$ 73,000	$ 73,000
Charges for Services	133,996	132,396	133,774	133,600
Fines & Forfeits	- 0 -	- 0 -	- 0 -	5,000
Funding Requirement - General Operating Revenues	222,504	213,884	225,983	209,176
TOTAL SOURCES	$ 415,896	$ 402,493	$ 432,757	$ 420,776
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 223,766	$ 214,589	$ 234,900	$ 217,600
* Benefits - To Include NonWorking Wages	118,829	117,364	127,900	132,300
* Mandatory Employer Costs	26,573	25,848	26,200	24,400
Other Current Expenditures -				
* Supplies / Maintenance	8,465	8,008	8,400	8,400
* Contractual	2,659	1,683	1,000	1,000
* Other	35,604	35,001	34,357	37,076
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 415,896	$ 402,493	$ 432,757	$ 420,776
- - STAFFING - -				
Personnel Services Total Amount	$ 369,168	$ 357,801	$ 389,000	$ 374,300
Full-Time Positions	6.78	6.48	6.16	5.83
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 2007

* 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 2006.

* 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 six (6) 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 an additional 20% by December 2006.

* Analyze and create a central electronic file system so all property/zoning information is available to the entire department by January 2007.

* Provide education for and implement changes to the new State Building Code, anticipated to be adopted in November 2006.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Plumbing - Permits	368	384	450	400
Mechanical - Permits	581	565	700	580
Electrical - Permits	720	745	900	900
Building - Permits	896	819	900	900
Building - Constuction Valuation	$79,490,698	$74,543,360	$90,000,000	$90,000,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CONSTRUCTION INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 396,181	$ 431,211	$ 432,000	$ 443,000
Charges for Services	250	238	4,880	4,800
Funding Requirement - General Operating Revenues	6,326	(10,895)	(8,383)	11,822
TOTAL SOURCES	$ 402,757	$ 420,554	$ 428,497	$ 459,622
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 211,751	$ 215,023	$ 224,900	$ 235,700
* Benefits - To Include NonWorking Wages	101,038	109,238	112,100	124,400
* Mandatory Employer Costs	20,311	21,265	21,300	21,800
Other Current Expenditures -				
* Supplies / Maintenance	31,185	31,409	30,800	34,900
* Contractual	2,411	6,125	4,800	4,800
* Other	36,061	37,494	34,597	38,022
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 402,757	$ 420,554	$ 428,497	$ 459,622
- - STAFFING - -				
Personnel Services Total Amount	$ 333,100	$ 345,526	$ 358,300	$ 381,900
Full-Time Positions	5.12	5.02	5.02	5.22
Part-Time Positions @ F.T.E.	0.05	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 Macatawa Area Coordinating Council (MACC) governments.

ACTION PLAN FOR FISCAL YEAR 2007

* 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 2006 - January 2007).

* To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2007 - June 2007).

* 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. Match budgeting to be accomplished in April 2007.

* 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. Ongoing advocacy with MACC throughout 2006-2007.

* To promote the coordination and development of regional health and human services programs through participation and representation on the Ottawa County Human Services Coordinating Council.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Reports unduplicated clients served for FY04-06 funded programs: (Note: FY2006 projections = contract goal of clients to be served) (Note: FY2007 funded agencies to be determined {TBD})				
Child & Family Services - Higher Horizons	48	43	72	TBD
Child & Family Services - Parent Education (Bavolek Nurturing)	163	30	80	TBD
Child & Family Services - Substance Abuse	331	520	282	TBD
Center for Women in Transition - Emergency Shelter	114	119	125	TBD
Center for Women in Transition - Transitional Housing	67	60	75	TBD
Center for Women in Transition - Children's Program	259	244	275	TBD
El Centro of Bethany Services - Mental Health Therapy	83	435	872	TBD
Life Srvcs Systems - Community in Schools* (Parent Ourtreach Ctr) (Before School / In-School support program)	176	1,592	1,600	TBD
Evergreen Commons - Case Coordination	285	298	216	TBD
Evergreen Commons - Home maker Services	96	95	125	TBD
Evergreen Commons - Adult Day Care	42	47	43	TBD
OAR Inc. - Outpatient Servcies	2,253	2,140	2,150	TBD
OAR Inc. - Womens Shelter (Harbor House)	55	67	62	TBD
Allegan/Ottawa County Dispute Resolution	653	723	660	TBD
American Red Cross - Community Health/Safety Education	4,203	5,176	2,100	TBD
American Red Cross - Youth Action Teams (now..Youth Programs)	727	181	not funded 06	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	299	1,237	1,500	TBD
Child Advocacy Center	581	596	605	TBD
Community Health Center - Uninsured Health Care Assistance	658	not funded 05	not funded 06	TBD
Boys and Girls Club - YES Youth Employment Program	8	11	20	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	64	not funded 05	75	TBD
HPS / Lakeshore Area Youth Leadership - Youth Leadership Dev.	174	511	326	TBD
Community Action House - Super Tuesday Program	349	377	350	TBD
Community Action House - Homeownership Education Program	not funded 04	not funded 05	350	TBD
Lakeshore Fair Housing Center - LEDA	not funded 04	108	24	TBD
MAC REC Program - Maple Avenue Ministries	not funded 04	188	120	TBD
Good Samaritan Ministries - Faith in Youth Program	not funded 04	not funded 05	345	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOCIAL SERVICES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 164,148	$ 157,833	$ 154,600	$ 157,400
TOTAL SOURCES	$ 164,148	$ 157,833	$ 154,600	$ 157,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,056	$ 4,395	$ 3,100	$ 5,200
* Benefits - To Include NonWorking Wages	1,691	1,639	1,200	1,950
* Mandatory Employer Costs	270	282	300	450
Other Current Expenditures -				
* Supplies / Maintenance	131	17	50	100
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	158,000	151,500	145,500	149,700
Contingencies	- 0 -	- 0 -	4,450	- 0 -
TOTAL USES	$ 164,148	$ 157,833	$ 154,600	$ 157,400
- - STAFFING - -				
Personnel Services Total Amount	$ 6,017	$ 6,316	$ 4,600	$ 7,600
Full-Time Positions	0.07	0.07	0.07	0.10
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 on 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.

ORGANIZATION

* Work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet target area and empower residents to undertake neighborhood projects.
  - Develop a list of properties in need of improvement and make contact with those property owners. (On-going)
  - Organize five (5) neighborhood meetings by June 2007.
  - Provide mini-grants in the Ourstreet target area for two (2) neighborhood initiatives by June 2007.
  - Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet target area by June 2007.

PROMOTION

* Advocate for the neighborhood and promote neighborhood programs and resources. Promote neighborhood assets to potential homebuyers and investors.
  - Daily contact with target area residents. (On-going)
  - Media projects-newsletters, appearances on local radio and television – Three (3) projects by June 2007.
  - Ten (10) neighborhood celebrations by June 2007, including National Night Out.

DESIGN

* Provide information and resources to improve neighborhood commercial areas. (On-going)
  - Facilitate meetings with commercial property owners in the Ourstreet target area - Three (3) meetings by June 2006.

* Provide resources to physically improve residential homes in the Ourstreet target areas.
  - Provide supplies, equipment, and assistance for graffiti removal. (On-going)
  - Provide materials rebate for 45 homes by June 2007 (including landscaping and insulation projects).
  - Three (3) design assistance projects by June 2007.
  - Assist six (6) properties owners to replace joint sewers by June 2007.
  - Provide resources to help ten (10) property owners to repaint or side their homes by June 2007.

Ourstreet / Neighborhood Liaison

- Assist with funding for ten (10) driveway projects by June 2007.
- Help two (2) homeowners to convert their two (2) family homes to one family home by June 2007.
- Help 20 property owners find other resources to improve their homes by June 2007 (HOMECOR referrals, NIP, tool time and other resources)

* Evaluate further expansion of the target area to include the area from Lincoln to Fairbanks, 13th to 19th Streets by surveying specific physical improvement needs including a photographic documentation by January 2007.

* Evaluate the possibility of increase pedestrian lighting in the target area by January 2007.

* Working with other City staff, evaluate the potential for concentrated assistance programs in other city neighborhoods by December 2006.

NEIGHBORHOOD STRUCTURING

* Recruit 50 target area residents to participate in self-empowerment classes by June 2007 such as:
  - Home Maintenance
  - Homebuyer Education
  - Financial Literacy
  - Personal Safety and Crime Prevention
  - Neighborhood Leadership
  - Landlord / Tenant Relationships

* Facilitate 12 Super Tuesday Programs by June 2007.

<u>NEIGHBORHOOD IMPACT PROGRAM (NIP)</u>

Continue our partnership with Macatawa Bank by assisting 12 low/moderate income home owners with home repair grants of up to $10,000 from the Federal Home Loan Bank of Indianapolis to make repairs / improvements on their homes in the Ourstreet target area.

* Ourstreet will screen applicants and assist them with project planning, and construction management

* Owners will contribute 33% of the project with their own funds and / or other grants if necessary.

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - OURSTREET/NEIGHBORHOOD LIAISON

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
ORGANIZATION				
Neighborhood Blocks Organized (Cumulative)	62	72	75	80
New Blocks Organized	10	3	5	5
Neighborhood Representatives (formerly Block Captains)	140	150	160	170
Neighborhood Meetings	10	5	5	5
Neighborhood Celebrations	10	3	10	10
Graffiti Clean-up Projects	60	38	40	40
Neighborhood Leadership Academy participants	15	17	15	15
PROMOTION				
Media Projects	2	5	4	3
Brochures	2	2	2	1
Daily Contact with Residents	n/a	499	500	200
DESIGN				
Design Assistance				
Target Area I	5	2	1	1
Target Area II-NPP	1	2	2	1
Target Area III	4	0	1	1
Commercial Planning Projects				
Meeting with Neighborhood Businesses	n/a	4	4	2
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Target Area I	2	3	1	2
Target Area II-NPP	1	6	1	2
Target Area III	n/a	n/a	1	2
Other Property Improvement Projects				
Target Area I	5	5	2	6
Target Area II-NPP	2	3	2	8
Target Area III	10	12	4	6
Paint Siding Blitz				
Target Area I	6	8	9	5
Target Area II-NPP	10	4	5	5
Target Area III	n/a	n/a	2	2

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - OURSTREET/NEIGHBORHOOD LIAISON

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
DESIGN (con't)				
Driveway Improvements				
Target Area I	10	6	3	2
Target Area II-NPP	5	6	7	3
Target Area III	n/a	n/a	2	5
Materials Rebate				
Target Area I	30	18	20	20
Target Area II-NPP	23	35	33	20
Target Area III	0	0	6	5
Conversion Program				
Target Area I	1	1	1	1
Target Area II-NPP	1	0	0	1
Target Area III	0	0		
NEIGHBORHOOD STRUCTURING				
Self-empowerment class participants	n/a	75	80	50
Super Tuesday	29	30	30	12
Building Permits				
Target Area I	50	40	54	50
Target Area II-NPP	55	55	82	50
Target Area III	n/a	n/a	36	30
Private Investment *				
Target Area I	$400,000.00	$300,000.00	$600,000.00	$500,000.00
Target Area II-NPP	$420,000.00	$520,000.00	$640,000.00	$550,000.00
Target Area III	n/a	n/a	$290,000.00	$300,000.00

* 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	191,417	181,572	201,026	198,055
TOTAL SOURCES	$ 191,417	$ 181,572	$ 201,026	$ 198,055
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 99,356	$ 92,175	$ 104,900	$ 107,800
* Benefits - To Include NonWorking Wages	48,123	46,134	48,200	44,200
* Mandatory Employer Costs	9,776	8,858	10,200	9,900
Other Current Expenditures -				
* Supplies / Maintenance	3,290	3,220	3,900	3,900
* Contractual	2,736	1,936	3,602	3,800
* Other	28,136	29,249	30,224	28,455
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 191,417	$ 181,572	$ 201,026	$ 198,055
- - STAFFING - -				
Personnel Services Total Amount	$ 157,255	$ 147,167	$ 163,300	$ 161,900
Full-Time Positions	3.00	2.05	2.05	2.05
Part-Time Positions @ F.T.E.	0.15	0.45	0.70	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 responsive to the inevitable changes in the marketplace.

* To provide the infrastructure necessary to support the City's economic development mission.

* To facilitate collaboration between education and businesses in order to ensure curriculums that supports the future employees of this area.

* To provide an economic development program that addresses the needs of small and large businesses.

* To work with area organizations on providing a quality workforce for area employers.

* To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

ACTION PLAN FOR FISCAL YEAR 2007

* To establish a staff organizational structure that is able to address the economic development needs of the City's neighborhood commercial areas by July 2006.

* To develop a strategic plan for strengthening the City's neighborhood commercial areas including uses, design, organization, and the tools necessary to assist implementation of the plan by December 2006.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

* To evaluate the benefits of any new state commercial development programs to areas of the City such as the US-31 corridor.

* 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;
  - conducting contacts with businesses located in the City;
  - taking advantage of new entrepreneurial opportunities as outlined by Lakeshore Advantage.

* 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)

* Prepare a list of potential Brownfield redevelopment sites within the City by January 2007.

* To initiate contacts with businesses on their current activities, plans, and outlook for their future in Holland. (On-going)

* To continue to monitor economic conditions in the City, Holland/Zeeland area, and the West Michigan region. (On-going)

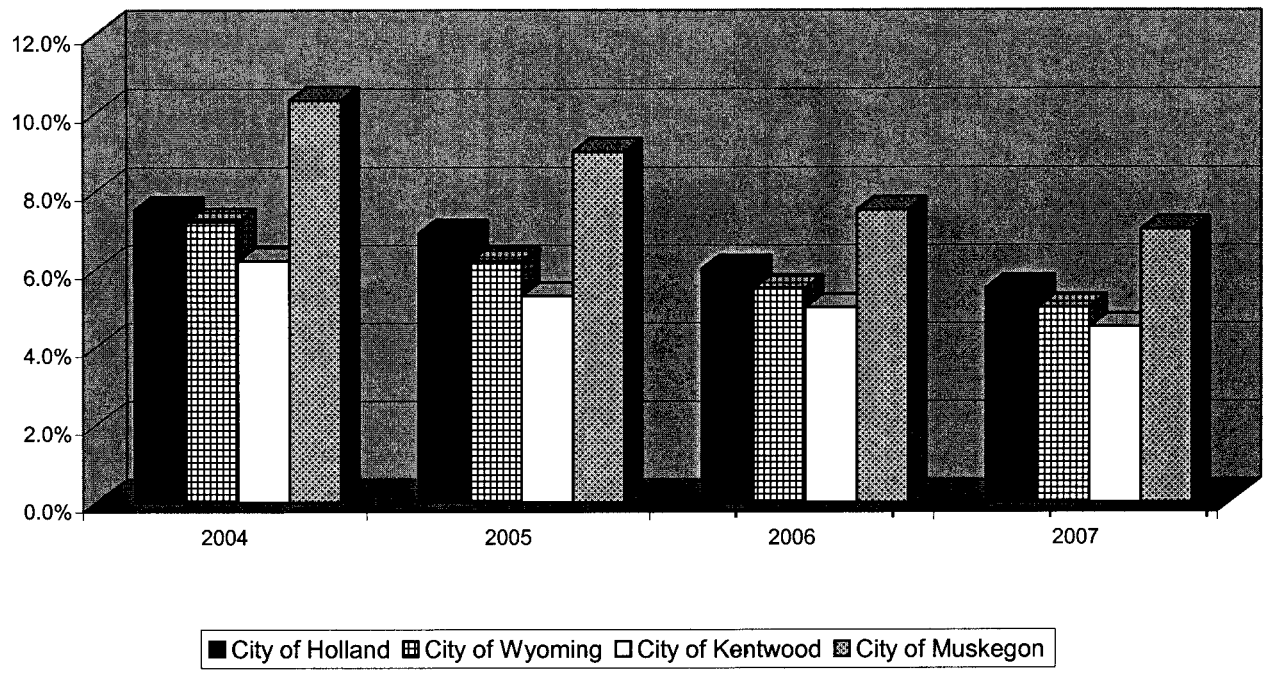
* To provide all economic development information of interest to others on the City's web site by July 2006.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - ECONOMIC DEVELOPMENT - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Brownfield Projects Adopted / Amended	1	1	2	1
Tax Abatement Projects	17	18	15	15
Companies Visited (Assistant City Manager Only)	10	20	25	30
Neighborhood Enterprise Zones Created	-	1	0	0

Unemployment Rates



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ECONOMIC DEVELOPMENT ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 270	$ 2,500	$ 2,500	$ - 0 -
Transfers In	4,788	2,212	5,590	2,269
Funding Requirement - General Operating Revenues	71,625	116,911	122,280	139,931
TOTAL SOURCES	$ 76,683	$ 121,623	$ 130,370	$ 142,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 26,608	$ 43,101	$ 49,200	$ 52,700
* Benefits - To Include NonWorking Wages	11,715	20,917	22,600	26,300
* Mandatory Employer Costs	2,229	3,524	4,300	4,900
Other Current Expenditures -				
* Contractual	189	1,110	2,800	5,000
* Other	$ 35,942	$ 52,971	$ 51,470	$ 53,300
TOTAL USES	$ 76,683	$ 121,623	$ 130,370	$ 142,200
- - STAFFING - -				
Personnel Services Total Amount	$ 40,552	$ 67,542	$ 76,100	$ 83,900
Full-Time Positions	0.40	0.75	0.75	0.85
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 2007

HOUSING

* To support the efforts of the Ottawa County Housing Coalition to establish a County Housing Authority by October 2006.

* To support efforts that provide affordable housing by establishing zoning policies that requires mixed income housing developments by June 2007.

* To sponsor a housing fair to promote home ownership opportunities and provide fair housing training and education by April 2007.

* To issue the Social Justice Award in Housing at the annual Core City MLK Celebration and City Council meeting by January 2007.

EMPLOYMENT

* To study the Civil Rights Initiative ballot proposal and hold a public forum by October 2006.

* To explore the establishment of a youth employment program that will support career development and promote high school graduation by January 2007.

* To issue the Social Justice Award in Employment at the annual Core City MLK Celebration and City Council meeting by January 2007.

EDUCATION

* To continue to work with local schools and community agencies to study and monitor the patterns of student retention and support student success by June 2007.

* To seek opportunities to give community input and become part of the Holland School District's strategic planning process by July 2006.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

* To issue the Social Justice Award in Education at the annual Core City MLK Celebration and City Council meeting by January 2007.

GOVERNMENT / COMMUNITY RELATIONS

* To re-establish the Multicultural Resource Network to enhance communication and to support multicultural programs by September 2006.

* To issue the Social Justice Award in Government / Community Relations at the annual Core City MLK Celebration and City Council meeting by January 2007.

* To promote efforts that support good police and community relations by conducting diversity training, community focus groups and increasing minority participation in the Citizens / Youth Police Academies by June 2007.

YOUTH SERVICES

* To issue the Social Justice Award to a youth who promotes Equal Opportunity and Access in our community by January 2007.

* To continue to coordinate the Human Relations Commission Youth Leadership Development program and conduct a Youth and Family event by June 2007.

* To continue to work with the City Youth Advisory Council to establish a Safe Center for youth runaways in the Holland area by May 2007.

* To host the Michigan Municipal League / Michigan Recreation Programs Association (MML / MRPA) Youth Symposium by March 2007.

* To evaluate the City's process in meeting the objectives identified in the Youth and Family Task Force Report and to determine whether it is time to update this report by December 2006.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Total Complaints and Request for Information	1,144	927	1,000	1,010
Total Requests for Information and Assistance	1,118	911	980	985
By Service Area:				
Education	48	34	40	40
Employment	131	106	125	115
Housing	390	359	375	380
Government/Community:				
Consumer	53	31	40	40
Public Services - Accommodations	2	0	0	0
Public Services	492	380	400	410
Welfare Eligibility	2	1	0	0
Total HRC Complaints	26	16	20	25
By Service Area:				
Education	0	1	2	3
Employment	13	8	9	10
Housing	3	1	3	5
Government/Community:				
Consumer	4	5	5	5
Public Services - Accommodations	0	0	0	0
Public Services	6	1	1	2
Welfare Eligibility	0	1	0	0
Teen Court				
Total Cases Processed	13	20	25	25

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HUMAN RELATIONS COMMISSION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,996	$ 940	$ 1,200	$ 1,200
Funding Requirement - General Operating Revenues	136,482	139,654	161,242	173,500
TOTAL SOURCES	$ 138,478	$ 140,594	$ 162,442	$ 174,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 69,706	$ 73,815	$ 87,600	$ 98,800
* Benefits - To Include NonWorking Wages	37,126	42,412	43,100	43,000
* Mandatory Employer Costs	5,991	6,274	7,600	8,700
Other Current Expenditures -				
* Supplies / Maintenance	3,444	2,251	3,800	3,700
* Contractual	2,789	218	1,700	1,700
* Other	19,422	15,624	18,280	18,500
Capital Outlay	- 0 -	- 0 -	362	300
TOTAL USES	$ 138,478	$ 140,594	$ 162,442	$ 174,700
- - STAFFING - -				
Personnel Services Total Amount	$ 112,823	$ 122,501	$ 138,300	$ 150,500
Full-Time Positions	2.00	2.00	2.00	2.00
Part-Time Positions @ F.T.E.	- 0 -	0.20	0.50	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 2007

* Continue to focus on these comprehensive education programs per the Downtown Parking Strategic Plan (DPSP):
  - Ensure that business owners and employees park in appropriate locations and are familiar with parking policies – On-going, with summer 2006 emphasis.
  - Ensure residential parkers understand overnight lot designations and permit requirements – On-going, with fall 2006 emphasis.
  - Continue to monitor spaces in lots available to resident parkers without negatively impacting customers - On-going with fall 2006 emphasis.

* With the Downtown Parking Board, address initial management recommendations per the DPSP:
  - Determine the feasibility of establishing a "Gold Zone" by fall 2006.
  - Encourage alternative ways to get to Downtown such as MAX buses and bicycles by summer 2006.
  - Continue to enhance the systems that serve overnight parking users including administration of permits and overnight spaces in lots by summer 2006.
  - Continue to advocate for expanded on-street parking and participate in City Council discussions regarding these issues.

* Continue to work with the part-time Downtown Parking Officer to monitor and address issues with overnight parking, lot conditions, and general aspects of downtown's parking and traffic systems.

* Continue to research funding for capital parking improvements per DPSP recommendations by summer / fall 2006.

* Monitor lots for trash and dumpster enhancements.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN PARKING FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Parking Permits Issued				
Number	125	145	130	120
Revenue	$3,400	$4,300	$4,300	$3,500
Public Off- Street Parking Supply Downtown				
Lots	13	14	14	15
Spaces	903	931	931	950

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PUBLIC PARKING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 119,000	$ 122,600	$ 125,915	$ 130,000
Charges for Services	3,416	5,698	4,300	3,200
Interest & Rents	(154)	1,675	2,464	1,200
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 122,262	$ 129,973	$ 132,679	$ 134,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 16,383	$ 31,235	$ 38,700	$ 38,900
* Benefits - To Include NonWorking Wages	3,796	14,375	9,800	9,800
* Mandatory Employer Costs	3,035	4,849	4,800	5,200
Other Current Expenditures -				
* Supplies / Maintenance	38,320	46,672	37,800	42,800
* Contractual	4,565	2,966	10,000	10,000
* Other	32,469	30,902	34,180	39,500
Capital Outlay	- 0 -	250	- 0 -	- 0 -
Debt Service Payments -				
* Interest & Fee Payments	1,431	1,049	1,400	1,400
Transfers Out	14,201	12,627	14,257	14,557
Contingencies	- 0 -	- 0 -	- 0 -	2,000
TOTAL USES	$ 114,200	$ 144,925	$ 150,937	$ 164,157
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 8,062	$ (14,952)	$ (18,258)	$ (29,757)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	96,289	81,337	63,079	33,322
TOTAL FUND EQUITY	$ 96,289	$ 81,337	$ 63,079	$ 33,322
- - STAFFING - -				
Personnel Services Total Amount	$ 23,214	$ 50,459	$ 53,300	$ 53,900
Full-Time Positions	0.25	0.50	0.50	0.50
Part-Time Positions @ F.T.E.	0.40	0.55	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 2007

* 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 (tentatively titled "Sharpening the Vision"), such as Windmill Island boardwalk, Window-on-the-Waterfront Park, snowmelt expansion, and Eastern Gateway improvements. The River Avenue Bridge completion, River Avenue from 15th Street north, and Pine Avenue corridor public improvement projects will be the focus during 2006.

* To maintain and continue to refine the role of DDA in light of the PSD's goals and objectives, on-going 2006 and 2007.

* 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.

* 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 2007.

* To pursue Design Review Board issues: a) monitor and update as necessary the wayfinding signage system (on-going); b) review C-3 sign applications (on-going); and c) design and install new fall banners by October 2006.

* To implement recommendations of the Streetscape initiative including downtown tree enhancements, landscaping improvements, and urns by October 2006.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN DEVELOPMENT AUTH. FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
New Business Recruited	5	3	6	6
Building Improvement Expenditures	$5M	$1M	$1M	$1M
Net New Downtown Businesses	-	-	6	4
Number of Designs Prepared (Design Assistance)	2	3	2	2
Number of Loan Program Projects	2	2	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 156,384	$ 155,632	$ 157,655	$ 168,148
Intergovernmental	4,610	4,610	4,610	4,610
Charges for Services	- 0 -	520	550	500
Interest & Rents	1,872	4,547	8,655	7,400
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	10,400	10,400	5,000	5,000
TOTAL SOURCES	$ 173,266	$ 175,709	$ 176,470	$ 185,658
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 68,586	$ 45,994	$ 49,000	$ 49,400
* Benefits - Includes NonWorking Wages	22,355	13,682	14,700	15,000
* Mandatory Employer Costs	6,554	4,884	4,700	4,800
Other Current Expenditures -				
* Supplies / Maintenance	31,638	30,796	36,351	45,700
* Contractual	13,806	13,732	23,570	18,900
* Other	20,472	45,594	46,319	49,500
Capital Outlay	- 0 -	250	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 163,411	$ 154,932	$ 174,640	$ 188,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 9,855	$ 20,777	$ 1,830	$ (2,642)
ENDING FUND EQUITY -				
Designated / Reserved	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Undesignated / Unreserved	114,824	135,601	137,431	134,789
TOTAL FUND EQUITY	$ 124,824	$ 145,601	$ 147,431	$ 144,789
- - STAFFING - -				
Personnel Services Total Amount	$ 97,495	$ 64,560	$ 68,400	$ 69,200
Full-Time Positions	1.70	0.80	0.80	0.80
Part-Time Positions @ F.T.E.	- 0 -	0.15	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 2007

* Continue with an effective marketing plan that encompasses print, radio, and television advertising for target markets.
  - Improve and expand media relations by November 2006.
  - 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.
  - Produce downtown calendar of events twice a year.
  - Produce updated downtown restaurant guide by November 2006.
  - Produce employee and resident coupon booklets on an annual basis in March 2007.

* Coordinate with the "RiverWorks" Construction Task Force.
  - Work as part of team to promote public awareness of businesses specifically in downtown Holland in summer of 2006.
  - Play lead role in events and promotions as part of Task Force.

* 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 by October 2006.
  - Work with area tourism entities to gain knowledge of other organizations and how it relates to Holland and downtown as a whole.
  - Co-partner with Holland Area Convention & Visitors Bureau (CVB) to organize a tourism summit by July 2006.
  - Continue to collaborate with Holland Area CVB to better market downtown Holland on a national level.
  - Collaborate with Holland Area CVB, Hope College, local hotels and groups / organizations to market to groups visiting the Holland.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

* Foster vibrancy and excitement in downtown Holland thorough continuation of PSD organized special events and promotions.
  - Continue to improve Dutch Winterfest events while enhancing the downtown area by November 2006.
  - Continue to create working committees for new and existing events.
  - Structure events calendar on a monthly or bi-monthly basis.

* Work with Holland Area Chamber of Commerce to create a partnership with benefits specifically designed for downtown Holland businesses.

* Raise additional funding and resources to enhance all programming through corporate sponsorships of new or existing events, additional associate memberships, possible expansion of district (on-going) and assessment rate increase.

* Continue to measure all aspects of action plan and diligently 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Associate Membership	1	1	3	3
Corporate Sponsorship	1	1	3	6
Marketing & Promotion Initiatives	2	2	3	2
Produce New or Update TV Spots	0	1	2	2
Weekly Radio Show	0	1	1	2
Review and Revamp KIOSK Usage	0	1	1	0
Produce Media Kit	0	1	1	1
Produce Sponsorship Kit	0	1	1	1
Produce Associate Member Kit	0	1	1	0
Produce Welcome Kit for New Businesses	0	1	4	0
Employee/ Resident Appreciation Program	0	1	4	1
Downtown Merchant Maps	0	2	4	4
Calendar of Events	1	1	1	2
Restaurant Guide	0	1	1	1
Downtown Rack Card/Brochure	0	1	1	0
Sunday Hours Rack Card	0	1	1	0
Christmas Tree And Decorations	1	1	1	1
Marketing to Visiting Groups Program	1	1	1	1
Create New Logo/Tagline/Brand	0	0	1	0
Improve Website	0	0	1	1
Business Recruiting Piece	0	0	1	0
8th Street Market Place Marketing Partnerships	0	1	1	1
Number of Events held & assisted	11	16	21	19
Sidewalk Sales — Santa's House				
Summer Concert Series — Kerstmarkt				
"Be A Tourist" — Farmer's Market				
Hope Freshman Orientation — Sinterklaas Eve				
Merchant Holiday Open House — Up on the Rooftops				
Lighting Up the Holidays — Ice Sculpting Competition				
Wedding Walk — Octoberfest				
Gallery Walk Series — Street Performers				
VJ Day Celebration — Le Style de Vie				
Gone Shopping — Tulipanes				
St. Patrick's Day Celebration — February Meltdown Sale				
Advocacy and Unity				
PSD/Chamber Partnership Program	0	1	1	1
Collaborate with other entities	0	1	1	1
D-Coffee / Mixes	0	13	17	10
E - Newsletters	0	52	52	52
Printed newsletters	12	9	4	0
Full Membership Meetings	2	2	2	2

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 94,539	$ 109,805	$ 110,313	$ 110,313
Charges for Services	100	4,268	30,040	21,500
Interest & Rents	(69)	1,273	1,859	1,487
Other	5,250	17,850	25,290	26,400
TOTAL SOURCES	$ 99,820	$ 133,196	$ 167,502	$ 159,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 7,760	$ 38,863	$ 50,105	$ 51,700
* Benefits - To Include NonWorking Wages	2,575	5,070	8,800	10,000
* Mandatory Employer Costs	730	3,445	4,400	4,800
Other Current Expenditures -				
* Supplies / Maintenance	4,890	7,051	6,484	9,900
* Contractual	766	1,818	44,544	39,900
* Other	73,511	90,226	77,252	74,925
Capital Outlay	- 0 -	3,685	800	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	2,200
TOTAL USES	$ 90,232	$ 150,158	$ 192,385	$ 193,425
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 9,588	$ (16,962)	$ (24,883)	$ (33,725)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	91,318	74,356	49,473	15,748
TOTAL FUND EQUITY	$ 91,318	$ 74,356	$ 49,473	$ 15,748
- - STAFFING - -				
Personnel Services Total Amount	$ 11,065	$ 47,378	$ 63,305	$ 66,500
Full-Time Positions	0.20	0.75	0.75	0.75
Part-Time Positions @ F.T.E.	- 0 -	0.30	0.60	0.75

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 2007

* **As necessary, identify and process structures as dangerous structures (5) structures anticipated).**
* **Encourage resolution without City intervention of all five (5) of these structures.**
* **Proceed with repair or demolition for those structures that could not be resolved without intervention.**

PROGRAM MEASUREMENTS

- - DANGEROUS STRUCTURES - -				
Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Dangerous Structures Public Hearings	2	5	5	5
Number of Housing Board of Appeals Public Hearings	1	2	4	4
Number Repaired by the Owner	1	3	4	4
Number Repaired by the City	0	2	1	1
City Cost of Repairs/Demolition	$0	$30,722	$20,000	$20,000
Number of Vacant Properties	0	0	4	4
Number of Occupied Properties	2	5	1	1
Non-Rental Properties	2	5	3	3
Rental Properties	0	0	2	2
Legal Action for Eviction of Occupants	0	0	1	1
Residential	1	5	4	4
Commercial	1	0	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DANGEROUS STRUCTURES FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ 29,242	$ - 0 -	$ 22,000
Interest & Rents	(66)	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ (66)	$ 29,242	$ - 0 -	$ 22,000
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 316	$ 319	$ 350	$ 350
* Contractual	400	1,898	1,600	1,600
* Other	- 0 -	28,556	- 0 -	20,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 716	$ 30,773	$ 1,950	$ 21,950
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (782)	$ (1,531)	$ (1,950)	$ 50
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	5,618	4,087	2,137	2,187
TOTAL FUND EQUITY	$ 5,618	$ 4,087	$ 2,137	$ 2,187

- - 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 2007

* **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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Active Projects (Capturing Taxes)	2	5	6	7
Taxable Valuation Capture (IFT at Equivalency)	$312,277	$3,285,153	$5,214,686	$11,902,081

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

BROWNFIELD REDEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 11,967	$ 45,657	$ 153,212	$ 279,353
Interest & Rents	62	356	1,342	- 0 -
Transfers In	- 0 -	2,844	- 0 -	- 0 -
TOTAL SOURCES	$ 12,029	$ 48,857	$ 154,554	$ 279,353
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	25	45,004	123,549	302,500
Transfers Out	12,004	2,212	5,590	2,269
TOTAL USES	$ 12,029	$ 47,216	$ 129,139	$ 304,769
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ 1,641	$ 25,415	$ (25,416)
ENDING FUND EQUITY -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	1,641	27,056	1,640
TOTAL FUND EQUITY	$ - 0 -	$ 1,641	$ 27,056	$ 1,640

- - 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 2007

* 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
PROMOTION				
Good Neighbor Awards	4	11	2	0
DESIGN				
Design Assistance				
Target Area II - NPP	1	2	2	1
MSHDA Home Purchase and Rehab-NPP	2	3	3	0
Rental Rehab	1	2	4	0
Homeowner Rehab-NPP	0	2	1	0
Public Improvement Project-NPP	0	1	0	0
Landscape Blitz				
Target Area II - NPP	25	10	3	0
NEIGHBORHOOD STRUCTURING				
Commercial Planning Projects				
Meeting w/ Neighborhood Businesses	0	4	4	2
Building Permits				
Neighborhood Preservation Program Area	50	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MSHDA - NPP/HOME GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 163,057	$ 229,139	$ 335,900	$ 30,000
Other	5,701	24,348	38,875	- 0 -
TOTAL SOURCES	$ 168,758	$ 253,487	$ 374,775	$ 30,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 16,623	$ 39,160	$ 42,148	$ - 0 -
* Benefits - To Include NonWorking Wages	9,708	19,670	21,168	- 0 -
* Mandatory Employer Costs	1,610	3,677	3,957	- 0 -
Other Current Expenditures -				
* Contractual	140,817	190,980	307,502	30,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 168,758	$ 253,487	$ 374,775	$ 30,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 27,941	$ 62,507	$ 67,273	$ - 0 -
Full-Time Positions	1.00	1.00	1.00	- 0 -
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-2006 and FY-2007.

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 (two month extension is requested) 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 (CDBG) Program - 23rd 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 2007

* Prepare and administer subrecipient agreements with agencies and organizations for programs, services and activities selected for FY2007 CDBG funding. Complete agreements by August 2006 with administration ongoing through June 2007.

* 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 by February 2007.

* Work with City Council to prioritize the Consolidated Plan Strategy for FY2008 by February 2007.

* 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 FY2008 by May 2007. (see missions below)

* 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 2006.

Housing Missions:
Homeownership - There will be increased opportunities for City residents to own a residence.

Housing Conditions - The residents of the City of Holland will live in safe, decent housing which meets or exceeds local codes.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program - 23rd Entitlement Year

Affordability - Residents of the City of Holland will have the opportunity to live in housing which costs 30% or less of the household's gross income.

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.

Homelessness - There will be an adequate number of housing units and services available to residents of the City experiencing an emergency housing crisis.

Non-Housing Missions:

Special Needs - There will be adequate services available for those City residents with special needs involving housing, health, safety or welfare.

Financial Assistance/Economic Development - There will be adequate short-term assistance available for residents of the City with financial needs that threaten health, safety or welfare and long-term assistance to upgrade household earned income to an adequate level.

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 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.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CDBG ENTITLEMENT GRANT FUND -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Housing Mission:				
Homeownership				
Jubilee Ministries - Direct Homeownership Assistance	2	0	5	TBD
Lakeshore Habitat for Humanity - Direct Homeownership Assist	1	1	6	TBD
Ottawa Co. Comm Action Agency - IDA Direct Homeownership	0	0	2	2
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	96	68	84	TBD
City of Holland - Ourstreet Driveway Improvement Program	5	5	4	TBD
Affordability - No direct activities under this mission.	0	0	0	TBD
Housing Options - no CDBG funded activities under this mission.	0	0	0	TBD
Homelessness				
Community Action House - Guaranteed Security Deposit Program	9	70	60	TBD
Good Samaritan Ministries - Transitional Housing Program	43	148	139	TBD
Non-Housing Missions				
Special Needs				
Lakeshore Center for Independent Living - Project Ramps	New in FY06	New in FY06	3	TBD
Financial Assistance/Economic Development				
Jubilee Ministries - Micro Business Development	24	37	80	TBD
Jubilee Ministries - Employee Program	31	not funded	30	TBD
Commercial Assistance/Economic Development				
City of Holland - Neighborhood Commerical Revitalization Prog.	1	1	13	TBD
Park Theatre Renovation - Preservation through Performance	cancelled	not funded	not funded	TBD
Community Services				
Boys and Girls Club - Youth Programs	1,617	1,408	1,300	TBD
Hope College - Children's After School Programs (CASA)	105	129	95	TBD
Holland Comm. Hospital Foundation - Growth Connections Prog.	182	210	not funded	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	64	not funded	50	TBD
Core City Christian Com. Dev. Assoc. - Life Strategies Program	102	not funded	75	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
- C. D. B. G. ENTITLEMENT FUNDING -
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 411,677	$ 369,367	$ 662,800	$ 338,565
Other	201,722	156,243	121,230	41,856
Transfers In	18,910	19,077	7,841	- 0 -
TOTAL SOURCES	$ 632,309	$ 544,687	$ 791,871	$ 380,421
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 55,435	$ 67,240	$ 68,799	$ 74,760
* Benefits - To Include NonWorking Wages	27,145	29,347	27,148	30,537
* Mandatory Employer Costs	5,303	6,079	6,145	7,032
Other Current Expenditures -				
* Supplies / Maintenance	1,689	2,382	1,350	1,600
* Contractual	521,819	417,333	670,888	256,392
* Other	2,008	3,229	9,700	10,100
Transfers Out	18,910	19,077	7,841	- 0 -
TOTAL USES	$ 632,309	$ 544,687	$ 791,871	$ 380,421
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 87,883	$ 102,666	$ 102,092	$ 112,329
Full-Time Positions	1.38	1.28	1.48	1.65
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, FY2006 = $368,887.

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 2007

* 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 November 2006 (extended grant completion deadline) at which time Uniform Color Company is required to continue forward with the project or begin repayment of the grant funds. A decision to move forward with the project will require an extension of the grant through the 2007 construction season.

* Manage engineering consultants during the design, bidding and construction of a railroad spur being brought to the new Uniform Color Company facility site. Management of consultants is now expected to be ongoing through November 2007.

* 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 2007 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 2007.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MICHIGAN ECONOMIC DEVELOPMENT GRANT FUND
- PROJECT: UNIFORM COLOR COMPANY -
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 38,484	$ 357,611	$ 388	$ - 0 -
TOTAL SOURCES	$ 38,484	$ 357,611	$ 388	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	1,094	102	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	38,484	356,517	286	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 38,484	$ 357,611	$ 388	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

The future expenditure of the remaining unexpended $203,576 in grant funds is very uncertain and not reflected above, until such time as the status of the Uniform Color Company moving forward with this project is determined.

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 2007

* To continue reviewing the refuse / recycling, Project Pride, leaf pickup, and spring cleanup programs to improve efficiency and effectiveness to property owners. (On-going)

* To increase total recycling within City limits by 5% through a concentrated education program by June 2007.

* Aggressively promote multi-family participation in recycling by including these households in the rental newsletter with testimony from current participants by August 2006.

* To continue to work closely with Ottawa County and provide education to City residents regarding the proper disposal of Household Hazardous Waste at the designated site at Autumn Hills by August 2006.

* To sponsor a Project Pride event in March at the Chef facility, and a second "at your convenience" with a coupon to be used between June 1 and December 31.

* Implement quality of life legislation as passed by the state by creating a violations bureau to reduce the amount of time debris associated with spring and fall cleanup remains in the right-of-way by September 2007.

* Publish and distribute a "Good Neighbor" brochure in conjunction with all staff by October 2006.

* Set up and operate an electronic yellow bag request system via web link or email by August 2006.

* Develop and implement a plan for monitoring / auditing at the Westshore Recycle Center by September 2006.

* Continue to partner with the private sector and non-governmental organizations for positive electronics recycling. (On-going)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - SOLID WASTE RECYCLING FUND -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
PROJECT PRIDE				
Pounds of trash collects at Project Pride site	271,360	187,360	300,000	300,000
Estimated Pounds of trash collected/coupons redeemed	240,000	200,000	240,000	260,000
Coupons redeemed	301	333	350	375
Pounds of scrap metal collected by Padnos Co.	54,180	45,460	50,000	50,000
Freon appliances collected.	31	32	30	30
CURB SIDE RECYCLING				
Type of Waste Recycles - In Pounds				
Total Fiber*	2,572,480	2,360,680	1,900,000	2,000,000
Newsprint			1,205,000	1,300,000
Corrugated			695,000	700,000
Total Comingle*	850,280	655,000	539,000	564,100
Dairy plastic			92,000	96,000
Colored #2			30,000	31,000
Clear #1			54,000	57,000
Aluminum			3,000	3,100
Tin			50,000	52,000
Glass			310,000	325,000
Total Pounds Collected Curbide	3,422,760	3,015,680	2,439,000	2,564,100
REFUSE				
1 Bag/month	341	325	320	315
2 Bag/month	189	184	175	174
32 Gallon weekly	2,794	2,772	2,757	2,756
65 Gallon weekly	3,490	3,462	3,416	3,415
90 Gallon weekly	1,993	2,064	2,102	2,110
Subtotal Recycle	8,807	8,807	8,770	8,770
Multi Family - 4 Units	0	0	1	10
Multi Family - 8 Units	0	2	3	5

*Prior to July 2005, totals were clculated with the following estimated distribution: Fiber: newsprint 90%, currugated 9%, junk mail .5%,. Magazines .5% Comingles: metals 19%, glass 59%, plastic 22%)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,017,106	$ 1,158,736	$ 1,163,690	$ 1,178,178
Interest & Rents	48,987	60,496	66,868	67,321
Other	1,872	162	1,500	1,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,067,965	$ 1,219,394	$ 1,232,058	$ 1,246,999
FUNDING USES -				
Personnel Service Expenses				
* Salaries & Wages - Working	$ 76,660	$ 86,470	$ 79,700	$ 83,400
* Benefits - Includes NonWorking Wages	15,251	17,771	21,100	22,500
* Mandatory Employer Costs	2,030	2,567	2,900	3,000
Other Current Expenses				
* Supplies / Maintenance	3,849	1,222	4,200	4,200
* Contractual	1,004,175	1,039,509	1,012,368	1,051,507
* Other	14,882	10,271	12,675	12,689
Capital Outlays	50,972	55,974	111,300	57,000
TOTAL USES	$ 1,167,819	$ 1,213,784	$ 1,244,243	$ 1,234,296
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 47,752	$ 51,682	$ 52,000	$ 60,000

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)

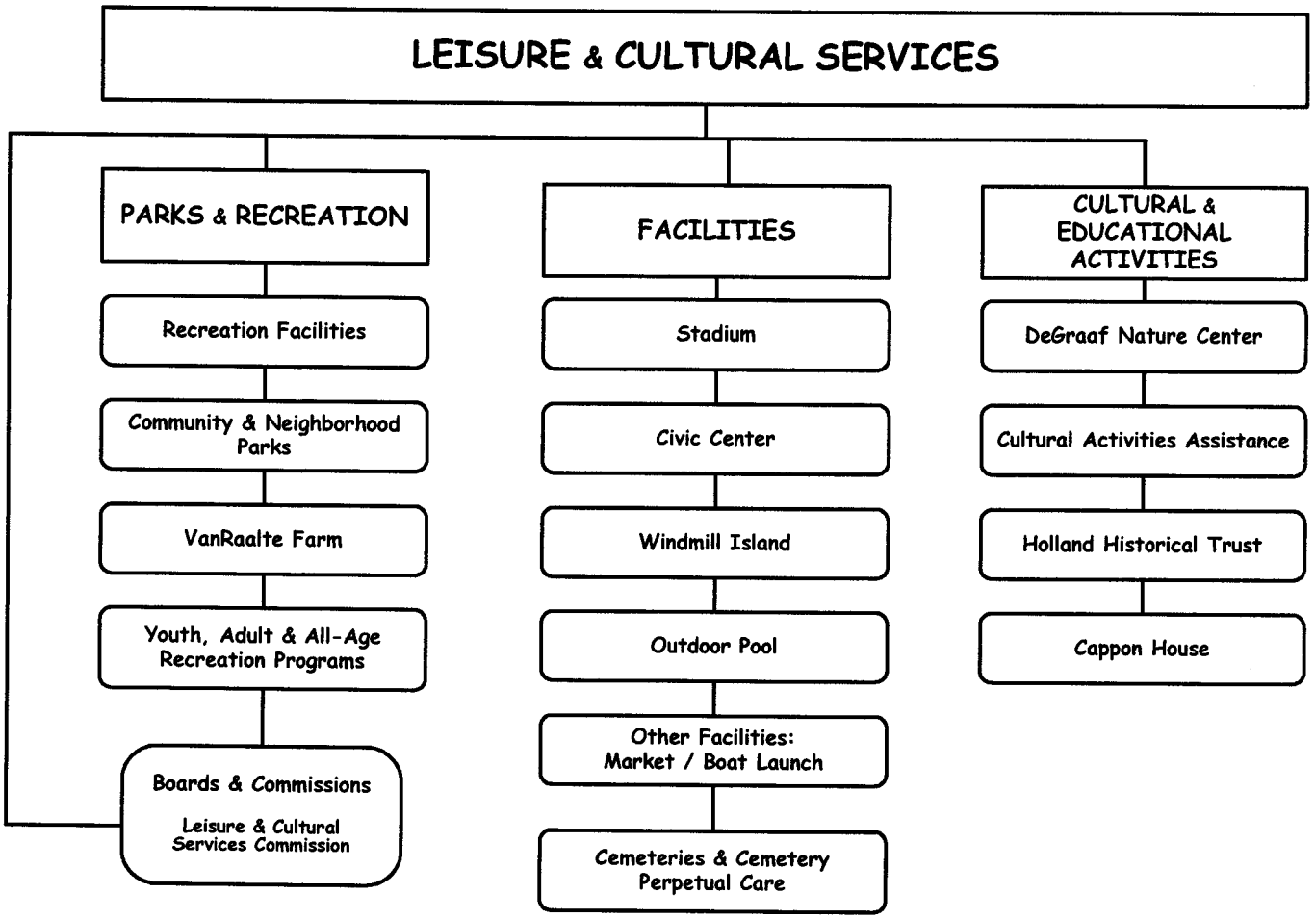
Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
(This Fund Continues From Previous Page)				
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (96,634)	$ 9,902	$ 47,115	$ 9,703
ENDING BALANCE -				
Designated / Reserved:	$ 330,636	$ 326,128	$ 325,000	$ 325,000
Undesignated / Unreserved:	313,856	328,266	376,509	386,212
TOTAL FUND EQUITY	$ 644,492	$ 654,394	$ 701,509	$ 711,212
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ 11,404	$ (11,057)	$ 12,703
ENDING BALANCE	$ 98,027	$ 109,431	$ 98,374	$ 111,077
- - STAFFING - -				
Personnel Services Total Amount	$ 93,941	$ 106,808	$ 103,700	$ 108,900
Full-Time Positions	- 0 -	- 0 -	0.32	0.25
Part-Time Positions @ F.T.E.	0.70	0.80	0.80	0.80

LEISURE & CULTURAL SERVICES GROUP
INTRODUCTION

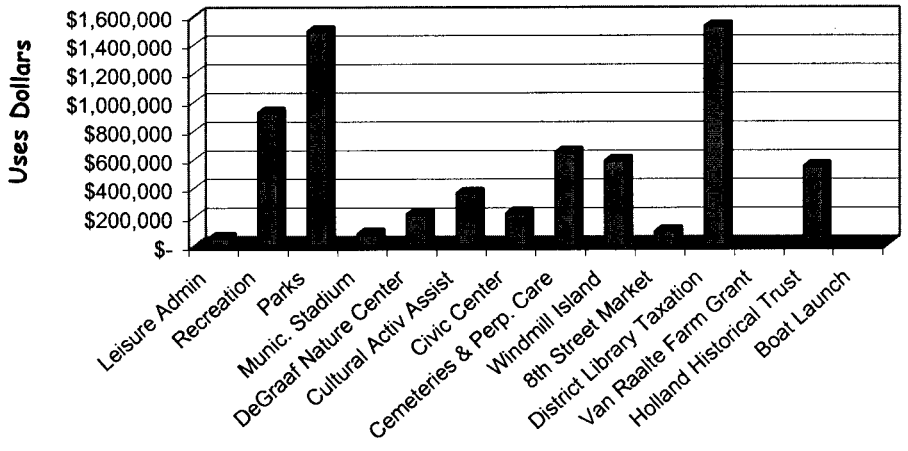
GROUP MISSION STATEMENT

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.

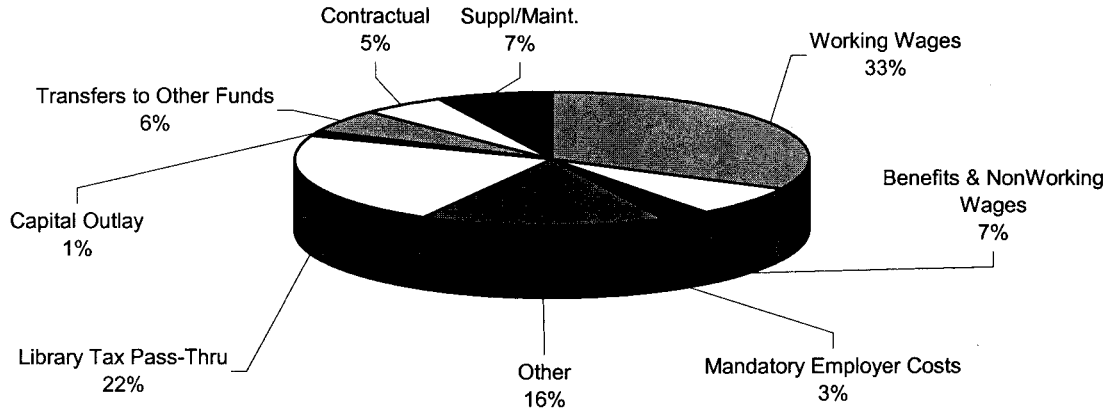
GROUP ORGANIZATIONAL STRUCTURE



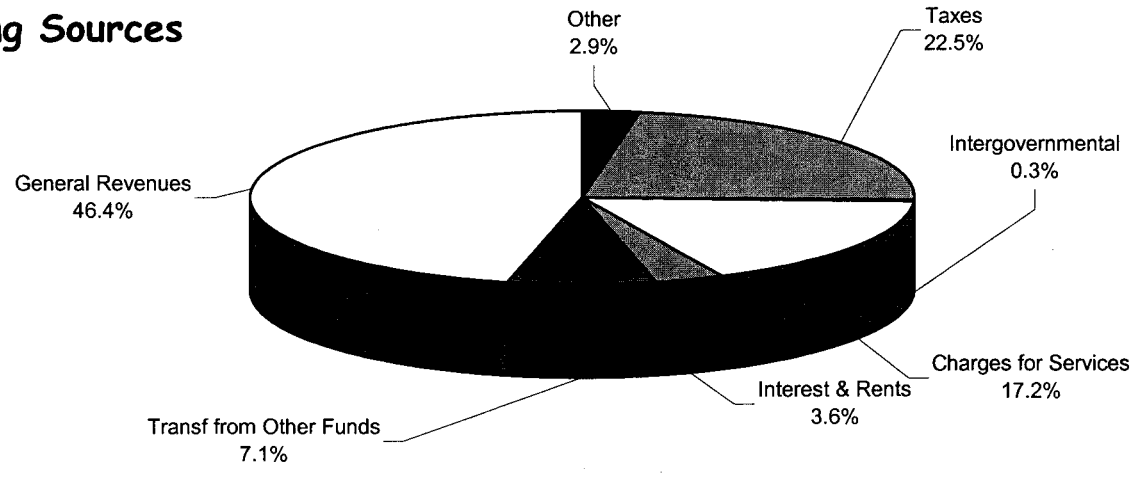
Total Uses By Department $6,799,786



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 3,795,619	$ 3,796,042	$ 3,878,360	$ 3,978,921
Permanent	11,002	93,678	334,071	134,800
Special Revenue	1,516,773	1,547,144	1,551,574	1,547,633
Enterprise	655,283	778,590	656,298	589,552
Component Unit	593,469	988,586	528,260	548,880
TOTAL - ALL FUND TYPES	$ 6,572,146	$ 7,204,040	$ 6,948,563	$ 6,799,786
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,477,346	$ 1,504,316	$ 1,502,230	$ 1,524,438
Intergovernmental	24,839	31,418	32,847	22,989
Charges for Services	1,034,879	1,078,666	1,103,739	1,162,670
Interest & Rents	197,213	229,737	215,273	243,980
Other	191,993	637,251	176,416	197,480
Transfers In	487,662	524,523	608,428	480,725
TOTAL SOURCES	$ 3,413,932	$ 4,005,911	$ 3,638,933	$ 3,632,282
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,071,924	$ 2,080,048	$ 2,133,254	$ 2,209,297
* Benefits - Includes NonWorking Wages	518,883	486,058	496,030	489,060
* Mandatory Employer Costs	210,212	207,402	208,886	207,453
Other Current Expenditures -				
* Supplies / Maintenance	523,690	530,991	491,342	489,000
* Contractual	279,614	311,949	332,382	355,450
* Other	2,491,768	2,951,364	2,569,143	2,589,876
Capital Outlay	175,631	275,103	126,755	67,850
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	300,424	361,125	590,771	391,800
TOTAL USES	$ 6,572,146	$ 7,204,040	$ 6,948,563	$ 6,799,786
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 130,521	$ 137,492	$ 139,000	$ 139,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,801,019	$ 2,773,508	$ 2,838,170	$ 2,905,810
* Full-Time Positions	31.00	29.15	29.15	29.15
* Part-Time Positions @ F.T.E.	35.61	37.61	37.77	37.42

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, Farmers' 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 2007

* To work on the completion of the Kollen Park Boat Launch Renovation and the Heinz Waterfront Walkway project by January 2007.

* To continue pursing funding sources for a refrigerated ice rink by January 2007.

* To work with the Civic Center Renovation / Expansion Committee as well as professional consultants to develop a recommendation on the future of the Civic Center as part of the overall development of the Western Gateway plan by August 2006.

* To work with Holland Public Schools on opportunities to improve / expand neighborhood schools for recreational facilities as part of school re-organizational plan.

* To work with the City Planning Department as well as private consultants on developing plans and cost estimates for renovation of the Window-on-the-Waterfront's boardwalk by spring 2007.

LEISURE & CULTURAL SERVICES GROUP

LEISURE & CULTURAL SERVICES ADMINISTRATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	90,910	50,823	55,550	53,700
TOTAL SOURCES	$ 90,910	$ 50,823	$ 55,550	$ 53,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 58,861	$ 29,092	$ 28,800	$ 30,800
* Benefits - To Include NonWorking Wages	21,500	15,156	17,100	15,700
* Mandatory Employer Costs	6,308	2,861	3,000	3,100
Other Current Expenditures -				
* Supplies / Maintenance	1,383	1,488	1,200	1,200
* Other	2,858	2,226	5,450	2,900
TOTAL USES	$ 90,910	$ 50,823	$ 55,550	$ 53,700
- - STAFFING - -				
Personnel Services Total Amount	$ 86,669	$ 47,109	$ 48,900	$ 49,600
Full-Time Positions	1.30	0.60	0.60	0.60
Part-Time Positions @ F.T.E.	0.05	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 2007

* To continually strive to exceed customer expectations in the delivery of our services.
  - Continue improving organizational efforts in collaboration with surrounding municipal recreation agencies as well as other non-profit agencies to provide recreation and leisure activities. (On-going)
  - Maintain internship program with area colleges to provide assistance with recreational programming by summer 2006.
  - More aptly utilize our technological resources to provide convenient options and services to our constituents (web page information, programming emails, on line registration, etc) (On- going)
  - Develop a database of email contacts for which to provide update, market additional programming interests, and deliver current information regarding changes, etc. in the Recreation Division by spring 2007.

* To continue to meet and have dialogue with 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.
  - Partner with the Youth Advisory Council on creating and evaluating recreational programming and how these affect our constituents. (On-going)
  - Increase available special event and after school programming for teens and adolescents (i.e. Winter Blues Bowling, Lock-Ins, Concerts, Movies, etc) by winter 2007.
  - To continue to meet with the Holland Area Boys and Girls Club Program Committee on a regular basis to jointly provide programs to Central-city youth with a goal of increasing participation of minority and special populations by 5% by spring 2007.
  - To maintain a symbiotic relationship with local schools (public, private and charter) by sharing facilities and providing information (via fliers, newsletters and visits) to their students. (On-going)

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation Division

* To market and brand programming more precisely and effectively.
  - Create increased awareness through, newsletters (monthly), Holland area-wide advertising in the Holland Sentinel and Lakeshore Press, fliers to school children for special events (public, private and charter), churches, and other non-profit organizations. (On-going)
  - Increase scholarships received by residents in order to offer more recreational opportunities to all City of Holland youth by 5% by summer 2007.

* Create, implement, and maintain an Access database exclusive to Recreation Division.
  - Increase volunteer participation by developing and maintaining a departmentally appropriate system of public recognition and/or token of appreciation (i.e. t-shirts, mugs, thank you notes, letters of recommendation, etc) for volunteers by spring 2007.
  - To track volunteers and employees through Access from season to season decreasing time spent in payroll, scheduling, and other human resource related actions especially during the spring/summer months by spring 2007.

* Begin a programming/participation taskforce with area persons of leadership in education, recreation and the community at large to evaluate current programming offerings, assess programming deficiencies, and predict future programming needs by spring 2007.

* Develop a youth activity leadership policies and procedure manual to educate volunteers and parents on Recreation Division ideals by fall 2007.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
YOUTH ATHLETIC PROGRAMS				
Youth T-Ball	232	202	245	220
Boys Soccer	399	347	425	375
Girls Soccer	365	367	420	370
Gymnastics	284	140	310	150
Tennis Lessons	753	728	770	770
Swimming Lessons	869	948	890	900
Sports School	146	118	160	150
Wrestling Clinic	31	31	45	40
Punt, Pass & Kick	20	43	50	80
Boys Basketball	289	254	310	300
Youth Golf Lessons	47	48	60	60
Hershey Track	73	15	90	100
Girls Softball	142	149	160	170
Girls Basketball	90	79	110	100
Girls Volleyball	72	64	90	80
Little Peoples Olympics	127	125	140	150
In-Line Hockey	97	77	110	90
Start Smart	40	40	60	80
Tiny Tikes Football	63	69	80	90
ADULT ATHLETIC PROGRAMS				
Table Tennis	107	78	90	100
Volleyball (winter)	110	85	90	100
Basketball (winter)	319	290	300	310
Golf Lessons	29	43	55	60
Basketball (summer)	253	340	350	360
Mens Softball	1,008	900	925	950
Womens Softball	80	120	120	125
Co-Ed Softball	400	416	450	475
Womens Fastpitch Softball	64	85	90	95
Sand Volleyball	56	70	75	80
Touch Football	224	300	320	325
Fall Softball	416	614	640	650
Adult Tennis Lessons	55	48	55	60
Adult Tennis League	0	0	44	50
Adult Soccer League (new)	80	80	80	100

PROGRAM MEASUREMENTS

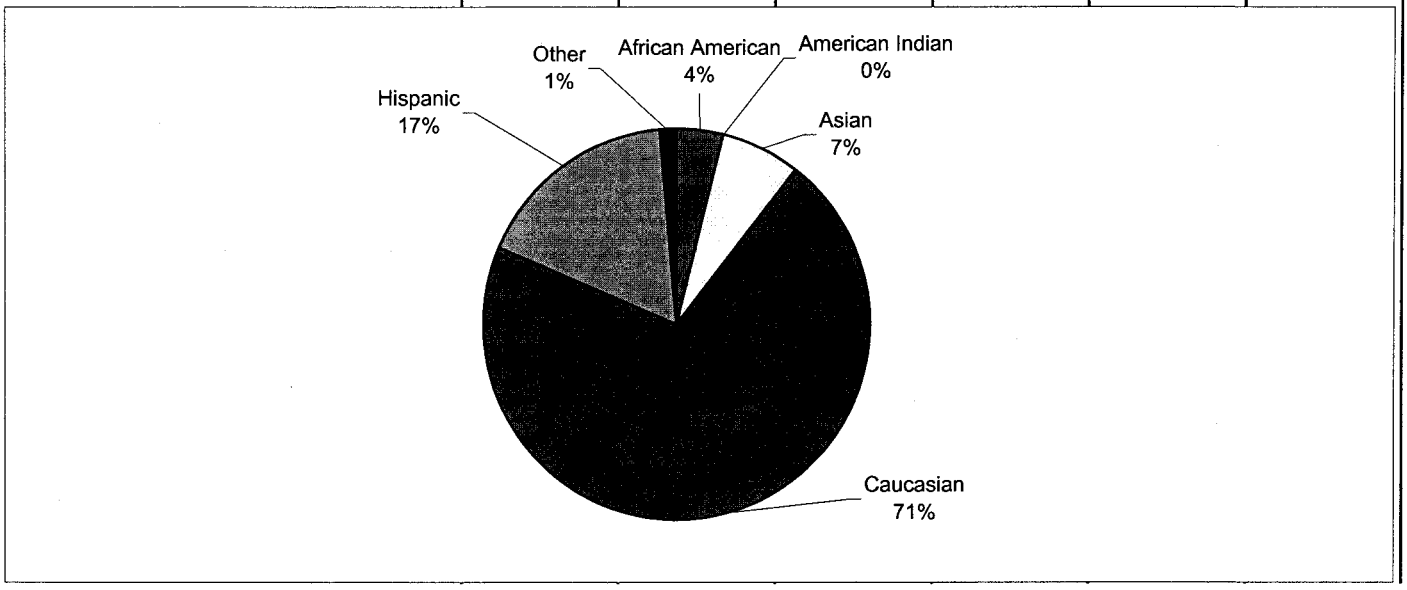
- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
NON-ATHLETIC EVENTS				
FAMILY SPECIAL EVENTS				
Concerts at Centenial Park	2,500	2,600	2,600	2,800
Dad/Daughter Dance	140	150	150	175
Mom/Son Event	206	206	210	220
Halloween Celebration	150	37	60	70
Lunch with Santa	73	104	140	150
Party in the Park	2,600	4,200	4,300	4,500
YOUTH PROGRAMS				
Junior Adventure Club	157	157	160	170
Summer Playground	2,900	2,300	3,100	2,400
BOUWS POOL ATTENDANCE				
Children	8,897	7,953	8,200	8,400
Adults	1,501	1,416	1,600	1,800
Families	708	1,131	1,200	1,300
Totals	11,106	10,500	11,000	11,500

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2005 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Youth T-Ball	0	0	2	166	29	2
Boys Soccer	3	0	5	277	59	4
Girls Soccer	2	0	6	313	42	6
Gymanastics	10	2	5	85	33	5
Tennis Lessons	6	0	16	682	24	0
Swimming Lessons	30	0	42	735	114	27
Sports School	6	0	1	95	16	0
Wrestling Clinic	0	0	0	18	8	5
Punt, Pass, Kick	4	0	1	35	3	0
Boys Basketball	6	0	1	204	39	4
Youth Golf Lessons	0	0	0	45	1	2
Hershey Track	2	0	0	10	3	0
Girls Softball	0	0	1	125	22	1
Girls Basketball	0	0	0	66	11	2
Girls Volleyball	0	0	0	51	13	0
Little Peoples Olympics	0	0	2	112	11	0
In-Line Hockey	0	0	1	73	3	0
Start Smart	0	0	1	35	4	0
Tiny Tikes Football	3	0	1	48	17	0
Adventure Club	5	0	6	111	22	3
Halloween Celebration	0	0	1	22	14	0
Lunch with Santa	7	2	8	52	35	0
Playground Program	161	1	328	1,205	595	21
Total Participants	245	5	428	4,565	1,118	82



LEISURE & CULTURAL SERVICES GROUP

RECREATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 265,339	$ 265,326	$ 275,548	$ 292,700
Interest & Rents	3,478	4,375	5,000	6,000
Funding Requirement - General Operating Revenues	568,339	587,100	623,446	626,094
TOTAL SOURCES	$ 837,156	$ 856,801	$ 903,994	$ 924,794
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 412,909	$ 410,895	$ 443,159	$ 455,310
* Benefits - To Include NonWorking Wages	67,949	57,795	76,130	79,410
* Mandatory Employer Costs	42,916	42,677	43,850	43,866
Other Current Expenditures				
* Supplies / Maintenance	113,113	125,069	120,692	120,700
* Contractual	68,258	75,248	77,527	77,350
* Other	127,611	135,604	138,187	148,158
Capital Outlay	4,400	9,513	4,449	- 0 -
TOTAL USES	$ 837,156	$ 856,801	$ 903,994	$ 924,794
- - STAFFING - -				
Personnel Services Total Amount	$ 523,774	$ 511,367	$ 563,139	$ 578,586
Full-Time Positions	4.30	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	0.70	1.05	1.10	1.10

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 of all age groups.

ACTION PLAN FOR FISCAL YEAR 2007

* Continue the transition of our irrigation systems to the Toro Sentinel system. On-going.

* Develop a plan for an informational signage program at Window-on-the-Waterfront by spring 2007.

* Develop a three to five year landscape plan which encompasses all City parks, points, and boulevards by spring 2007.

* Develop a tree survey system with the assistance of local colleges that may be interested in an internship program by spring 2007.

* Consider options for the City greenhouse such as whether it would be feasible to contract the growing and planting of flowers by spring 2007.

* Expand training for full time employees in the following areas:

  - Safety
  - Cross training between internal departments to understand each other's responsibilities in order to coordinate activities more effectively. On-going.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Forestry Activities				
Trees Planted	128	90	100	100
Trees Planted by Contract	70	0	0	0
Trees Trimmed	974	1,727	1,500	1,500
Trees Removed	323	274	30	300
Trees Removed by Contract	0	0	0	0
Stump Removal	241	163	200	200
Tulip Beds & Lanes				
Annual Tulip Plantings	350,000	350,000	350,000	350,000
Greenhouse Plantings				
Start-Up Summer Flowers and Winter Flowers * Greenhouse is currently at capacity	75,000	75,000	75,000	75,000
Area Maintained by Park Personnel:				
Parks: Kollen, Centennial, Smallenburg, Van Bragt, Window on the Waterfront, Prospect Woods, Van Tongeren, Paw Paw Preserve, Lakeview & Holland Hts Park, College Ave, Lincoln Skate Park, Mich. Ave Park, Park & Cemetery Whrhse, Morton Park, VanRaalte Farm, Water Tower Park, Holland Hts Schl Park	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 Parking Lots, West Michigan Tool and Adjoining Property	17 acres	17 acres	17 acres	17 acres
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	396.75 acres	396.75 acres	396.75 acres	396.75 acres
Number of Events in Park Facilities:				
Kollen Park	16	22	25	25
Centennial Park	39	37	30	40
Smallenburg	0	1	1	1
Window on the Waterfront	1	1	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	1	0	0	0
College Avenue Park	1	0	0	0
Other Services: Election Day Services, Winter Sidewalk Plowing, Maintenace 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,947	$ 6,776	$ 6,000	$ 6,000
Interest & Rents	19,800	4,829	6,000	6,000
Transfers In	10,000	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,454,023	1,467,489	1,436,027	1,479,173
TOTAL SOURCES	$ 1,486,770	$ 1,479,094	$ 1,448,027	$ 1,491,173
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 575,301	$ 560,915	$ 557,100	$ 592,000
* Benefits - To Include NonWorking Wages	227,288	223,137	209,500	205,100
* Mandatory Employer Costs	59,550	58,893	56,400	55,000
Other Current Expenditures				
* Supplies / Maintenance	172,992	155,989	145,557	146,200
* Contractual	48,115	70,232	60,400	59,200
* Other	385,718	399,694	407,397	406,523
Capital Outlay	17,806	10,234	11,673	27,150
TOTAL USES	$ 1,486,770	$ 1,479,094	$ 1,448,027	$ 1,491,173
- - STAFFING - -				
Personnel Services Total Amount	$ 862,139	$ 842,945	$ 823,000	$ 852,100
Full-Time Positions	11.50	11.40	10.40	10.40
Part-Time Positions @ F.T.E.	9.35	9.40	9.60	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 Division

DEPARTMENT 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 2007

* Renovate press box by replacing windows in time for the fall 2006 sports season.

* Continue "face lift" of buildings by repainting and updating plumbing fixtures by fall 2006.

* Replace grass on the hills with alternative ground cover that does not need to be mowed by spring 2007.

* Demolish the existing restroom building in Smallenburg Park by fall 2006.

* Remove the concrete posts that surround stadium and replace with non-permanent poles that could be removed as needed by spring 2007.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - MUNICIPAL STADIUM - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Football Games:	17	16	16	16
Hope College	8	7	7	7
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	4	1	1
Hope College	0	0	0	0
Holland High School	0	0	0	0
Recreation Division	0	0	1	1
West Michigan Edge	11	4	0	0
Church Services and/or Religious Events	1	1	1	1
Commencement - Hope College	1	0	1	1
Commencement - Holland High School	1	1	1	1
Other	3	5	5	5
TOTAL	28	27	25	25

LEISURE & CULTURAL SERVICES GROUP

MUNICIPAL STADIUM
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,278	$ 1,427	$ 1,500	$ 1,500
Interest & Rents	10,570	8,020	9,000	12,000
Funding Requirement - General Operating Revenues	63,080	61,079	68,528	68,965
TOTAL SOURCES	$ 74,928	$ 70,526	$ 79,028	$ 82,465
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 21,764	$ 22,099	$ 20,300	$ 18,800
* Benefits - To Include NonWorking Wages	4,917	6,078	5,650	5,200
* Mandatory Employer Costs	2,070	2,154	2,050	1,900
Other Current Expenditures				
* Supplies / Maintenance	14,493	19,104	22,335	20,700
* Contractual	601	700	900	900
* Other	20,385	20,391	23,393	22,465
Capital Outlay	10,698	- 0 -	4,400	12,500
TOTAL USES	$ 74,928	$ 70,526	$ 79,028	$ 82,465
- - STAFFING - -				
Personnel Services Total Amount	$ 28,751	$ 30,331	$ 28,000	$ 25,900
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.70	0.70	0.35	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 2007

* Upgrade the insulation of the auditorium, increasing the attic insulation from R-7 to R-42 by July 2006.

* Replace single-pane windows in the exterior entryway for further improvement in heat efficiency of the auditorium by July 2006.

* Work with the interns to carry out two (2) new public events at the VanRaalte Farm (fall 2006 and spring 2007).

* Continue to solicit volunteers to help rid the nature center of invasive species such as Garlic Mustard and Asian Bittersweet by fall 2006.

* Create a new tour destination to be offered to the community in alternating years with the Isle Royale National Park tour.

* Begin rebuilding the existing trail system with new boardwalk materials by July 2006.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - DEGRAAF NATURE CENTER - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Summer Recreation Department Classes	420	389	400	400
School Classroom Programs	12,287	11,908	12,700	12,700
Afterschool Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	200	260	310	310
Public Program Attendance (special events, classes, etc)	3,088	2,665	3,100	3,000
Outside Groups Utilizing the Nature Center: Holland Audubon Holland Horticulture & Garden Club	800	800	800	800

LEISURE & CULTURAL SERVICES GROUP

DE GRAAF NATURE CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 56,441	$ 75,278	$ 69,775	$ 89,950
Other	5,619	5,041	5,500	5,500
Funding Requirement - General Operating Revenues	114,086	100,494	107,966	122,746
TOTAL SOURCES	$ 176,146	$ 180,813	$ 183,241	$ 218,196
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 108,099	$ 97,816	$ 102,400	$ 121,700
* Benefits - To Include NonWorking Wages	24,828	28,513	28,500	29,100
* Mandatory Employer Costs	10,625	9,428	10,000	11,200
Other Current Expenditures				
* Supplies / Maintenance	18,996	19,918	22,658	18,700
* Contractual	7,329	18,365	8,300	21,800
* Other	6,269	6,773	7,300	10,596
Capital Outlay	- 0 -	- 0 -	4,083	5,100
TOTAL USES	$ 176,146	$ 180,813	$ 183,241	$ 218,196
- - STAFFING - -				
Personnel Services Total Amount	$ 143,552	$ 135,757	$ 140,900	$ 162,000
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.70	1.70	1.70	2.30

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Kollen Park Boat Launch

DEPARTMENT MISSION STATEMENT

To provide a quality boat launch facility that is well maintained and readily accessible to boaters for getting into and out of Lake Macatawa.

ACTION PLAN FOR FISCAL YEAR 2007

* **To provide parking as well as access to the boat launch for our constituents during Phase II and Phase III of the Kollen Park / Heinz Boardwalk project.**

* **Implement automated permit machines at the boat launch by October 2006.**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - KOLLEN PARK BOAT LAUNCHING - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Permits Purchased:				
Seasonal				
Full Price				
-Resident @ $25.00 ea	120	42	45	50
-Non-resident @ $40.00 ea	7	0	5	10
Senior Citizens				
-Resident @ $18.00 ea	22	8	10	15
-Non-resident @ $25.00 ea	3	1	5	10
Daily				
-Resident @ $5.00 per day	450	408	420	425
-Non-resident @ $8.00 per day	53	10	15	20

LEISURE & CULTURAL SERVICES GROUP

KOLLEN PARK BOAT LAUNCHING
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,411	$ 7,223	$ 6,000	$ 6,000
Funding Requirement - General Operating Revenues	1,472	(1,324)	1,900	250
TOTAL SOURCES	$ 7,883	$ 5,899	$ 7,900	$ 6,250
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 4,425	$ 4,506	$ 6,000	$ 4,500
* Mandatory Employer Costs	464	454	600	450
Other Current Expenditures				
* Supplies / Maintenance	2,680	410	600	600
* Contractual	314	529	700	700
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 7,883	$ 5,899	$ 7,900	$ 6,250
- - STAFFING - -				
Personnel Services Total Amount	$ 4,889	$ 4,960	$ 6,600	$ 4,950
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.35	0.25	0.50	0.35

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 Place

DEPARTMENT 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 2007

* To work with staff to update and expand the Farmer's Market website to include all the pertinent information and forms (rules and regulations, application, etc.) necessary for becoming a vendor at the Farmer's Market by February 2007.

* To monitor the sale of novelty items with the Market Place logo at the Farmer's Market. (On-going)

* To keep apprised of special events taking place in the downtown area and 8th Street Market Place and post signage in the Market Place during the Farmer's Market informing the market visitors of these events by July 2006.

* To coordinate and organize the following special events that will take place during the Farmer's Market:
  - Currently working with the Master Gardener to establish 4-5 demonstrations during the 2006 season pertaining to planting flower gardens, vegetable gardens, landscaping and composting.
  - Collaborate with staff in the preparation of an information brochure about the vendors that participate in the Farmer's Market and the products they offer by July 2006.
  - Consult with persons who are gathering facts and information regarding the publishing of a Farmer's Market / history cookbook by April 2007.

* To continue to look for various ideas for expanding the market, incorporating special events that would be conducive to the Farmer's Market character. (On-going)

* Continue with an effective marketing plan that encompasses print, radio, and television advertising for target markets. (On-going)
  - Continue using consistent image / brand for Farmer's Market to be used in adversitising, signage, etc. throughout year.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

8th Street Market Place

* Create new marketing collateral pieces that better promote and encompass downtown Holland such as:
  - Reprint rack card or brochure for Farmer's Market by April 2007
  - Reprint map listing of individual farmer locations by May 2007
  - Develop direct mail piece to be sent out by August 2006
  - Produce Market Cookbook to publish in June 2007

* Foster vibrancy and excitement in the Market Place by conducting 3-5 special events throughout the summer such as outdoor movies, concerts, and car shows.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - 8TH STREET MARKET - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Farmers Market				
Wednesday (approximately each day)	-----	Too many to estimate		TBD
Saturday (approximately each day)	-----	Too many to estimate		TBD
Farmers Market Grand Opening	-----	6,000	TBD	TBD
8th Street Marketplace Grand Opening	-----	12,000	TBD	TBD
Total daily stalls rented (calendar year)	808	1,050	943	1,000
Total number of seasonal stalls rented	77	82	85	87
Project Fresh coupon program	3,074	3,200	3,230	3,200
Other Activities				
Tulip Time	-----	Too many to estimate		TBD
LAUP Festival	-----	Too many to estimate		TBD
VJ Day	-----	-----	1,500	TBD
Taste of Holland	-----	-----	5,000	TBD
National Night Out	-----	-----	2,500	TBD
West Michigan Works Truck Parade	-----	-----	1,500	TBD
Dutch Winter Fest:				
Parade of Lights	-----	-----	1,500	TBD
Sinterklaas Eve	-----	-----	2,500	TBD
Ice Sculpting Competition	-----	-----	2,000	TBD
Kertmarkt	-----	-----	5,000	TBD

LEISURE & CULTURAL SERVICES GROUP

8TH STREET MARKET
(A GENERAL FUND ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 6,690	$ 6,176	$ 6,460	$ 6,500
Interest & Rents	- 0 -	3,190	3,590	8,000
Charges for Services	33,175	32,667	39,200	47,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	(10,638)	28,453	47,508	37,525
TOTAL SOURCES	$ 29,227	$ 70,486	$ 96,758	$ 99,025
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 13,747	$ 24,853	$ 40,900	$ 41,600
* Benefits - To Include NonWorking Wages	- 0 -	1,202	3,050	3,350
* Mandatory Employer Costs	1,273	2,260	3,700	3,600
Other Current Expenditures				
* Supplies / Maintenance	533	7,905	5,000	6,000
* Contractual	6,877	7,481	11,800	12,000
* Other	6,797	26,785	31,308	32,475
Capital Outlay	- 0 -	- 0 -	1,000	- 0 -
TOTAL USES	$ 29,227	$ 70,486	$ 96,758	$ 99,025
- - STAFFING - -				
Personnel Services Total Amount	$ 15,020	$ 28,315	$ 47,650	$ 48,550
Full-Time Positions	- 0 -	0.25	0.25	0.25
Part-Time Positions @ F.T.E.	0.40	0.65	0.85	0.85

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

DEPARTMENT 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 2007

* **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 2007.**

* **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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	381,000	379,712	362,927	362,600
TOTAL SOURCES	$ 381,000	$ 379,712	$ 362,927	$ 362,600
FUNDING USES -				
Other Current Expenditures				
* Contractual	$ - 0 -	$ 346	$ 100	$ - 0 -
* Other	110,500	108,866	105,827	105,600
Transfers Out	270,500	270,500	257,000	257,000
TOTAL USES	$ 381,000	$ 379,712	$ 362,927	$ 362,600
- - STAFFING - -				
Positions: Not Applicable				

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Civic Center

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 Holland Christian Schools.

ACTION PLAN FOR FISCAL YEAR 2007

* **To continue working with the Civic Center Renovation / Expansion Committee as well as professional consultants to develop a recommendation on future construction of a new or redeveloped Civic Center as part of the overall development of the Western Gateway plan by August 2006.**

* **To work with the 8th Street Market Master and the Principal Shopping District to continue to evaluate various ways to expand and enhance the facility.**

* **To expand the availability of the Civic Center to accommodate area Leisure and Cultural interests such as:**
  - **Adult / Youth Recreation Activities**
  - **Family Special Events**
  - **Local Variety Shows**
  - **Local Civic Center Group Meetings**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CIVIC CENTER - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Civic Center Building Use				
Entire Facility	136	145	140	150
Gymnasium Only	882	675	885	965
Exhibition Room Only	70	52	80	90

LEISURE & CULTURAL SERVICES GROUP

CIVIC CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,518	$ 1,505	$ 300	$ 300
Interest & Rents	41,893	40,442	33,644	34,000
Funding Requirement - General Operating Revenues	203,761	182,116	194,836	190,950
TOTAL SOURCES	$ 247,172	$ 224,063	$ 228,780	$ 225,250
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 109,293	$ 105,385	$ 103,700	$ 100,800
* Benefits - To Include NonWorking Wages	47,484	28,747	32,100	30,500
* Mandatory Employer Costs	12,907	10,708	10,700	9,500
Other Current Expenditures -				
* Supplies / Maintenance	31,450	32,397	32,750	32,750
* Contractual	619	1,637	2,400	2,400
* Other	44,529	41,649	47,130	49,300
Capital Outlay	890	3,540	- 0 -	- 0 -
TOTAL USES	$ 247,172	$ 224,063	$ 228,780	$ 225,250
- - STAFFING - -				
Personnel Services Total Amount	$ 169,684	$ 144,840	$ 146,500	$ 140,800
Full-Time Positions	2.50	1.50	1.50	1.50
Part-Time Positions @ F.T.E.	1.55	1.75	2.30	1.95

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 2007

* Build a dry well along boulevard in south end section of Pilgrim Home 3 to eliminate the pooling in the roadway by spring 2007.

* Remove overgrown beauty spots in sections of Pilgrim Home Cemetery by fall 2006.

* Layout a section for Babyland in Graafschap Cemetery 3 by the road and pole barn by spring 2007.

* Pave the road in Graafschap Cemetery 2 and the road by the pole barn by spring 2007.

* Start the next monument section in Pilgrim Home 3 by spring 2007.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	94	120	120	120
Graafschap Cemetery	56	42	50	50
Accumulated	35,286	35,448	35,618	35,788
Burials:				
Pilgrim Home Cemetery - Annual	210	206	220	220
Graveside Services	88	94	100	100
Percent of Burials	42%	46%	45%	45%
Graafschap Cemetery - Annual	73	54	75	75
Graveside Services	10	24	30	30
Percent of Burials	14%	44%	40%	40%
Marker Foundation Installations:				
Pilgrim Home Cemetery	170	133	150	150
Graafschap Cemetery	54	51	60	60
Certificates of Transfer	49	57	60	60
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	4,317	4,197	4,077	3,957
Plotted	2,349	2,229	2,109	1,989
Unplotted	1,968	1,968	1,968	1,968
Graafschap Cemetery	952	910	860	810
Plotted	702	660	610	560
Unplotted	250	250	250	250
Niche Sales				
Pilgrim Home Cemetery	4	1	0	10
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	1	0	496	486

LEISURE & CULTURAL SERVICES GROUP

CEMETERIES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 201,288	$ 221,672	$ 248,000	$ 255,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	10,529	41,828	76,426	60,000
Funding Requirement - General Operating Revenues	252,610	214,325	187,729	200,468
TOTAL SOURCES	$ 464,427	$ 477,825	$ 512,155	$ 515,468
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 170,268	$ 180,370	$ 192,000	$ 199,100
* Benefits - To Include NonWorking Wages	86,634	79,892	74,400	69,500
* Mandatory Employer Costs	19,585	20,835	20,600	19,000
Other Current Expenditures -				
* Supplies / Maintenance	29,720	38,011	39,600	39,600
* Contractual	55,203	44,987	65,500	65,500
* Other	99,655	107,987	110,593	108,968
Capital Outlay	3,362	5,743	9,462	13,800
TOTAL USES	$ 464,427	$ 477,825	$ 512,155	$ 515,468
- - STAFFING - -				
Personnel Services Total Amount	$ 276,487	$ 281,097	$ 287,000	$ 287,600
Full-Time Positions	4.15	4.15	4.15	4.15
Part-Time Positions @ F.T.E.	0.90	1.30	1.60	1.60

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Perpetual Care Fund

DEPARTMENT 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 2007

* To collect all fees and administer the investments of the fund efficiently and in accordance with the City and State of Michigan requirements.

LEISURE & CULTURAL SERVICES GROUP

CEMETERY PERPETUAL CARE FUND
(A PERMANENT FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 60,300	$ 35,928	$ 36,000	$ 40,000
Interest & Rents	11,960	42,878	77,860	61,535
Transfers In	7,904	7,752	7,757	7,757
TOTAL SOURCES	$ 80,164	$ 86,558	$ 121,617	$ 109,292
FUNDING USES -				
Other Current Expenditures				
* Other	$ - 0 -	$ 3,053	$ 300	$ - 0 -
Transfers Out	$ 11,002	$ 90,625	$ 333,771	$ 134,800
TOTAL USES	$ 11,002	$ 93,678	$ 334,071	$ 134,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 69,162	$ (7,120)	$ (212,454)	$ (25,508)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ 1,236,292	$ 1,272,292	$ 1,312,292
Undesignated / Unreserved	1,827,723	584,311	335,857	270,349
TOTAL FUND EQUITY	$ 1,827,723	$ 1,820,603	$ 1,608,149	$ 1,582,641

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Fund

FUND MISSION STATEMENT

To develop and maintain a high quality, local, state and national tourist attraction, which reflects the Dutch heritage of the City of Holland, which supports the Tulip Time Festival as well as the local tourist economy, and provides a facility for the community to celebrate special events.

ACTION PLAN FOR FISCAL YEAR 2007

* To continue promoting Windmill Island in association to the tour market, by attending the following conventions and marketplaces; National Tour Association, American Bus Association, and Circle Michigan during the fall 2006 and January / February 2007.

* To work closely with the Holland area tourism organizations, including the Tulip Time Festival and the Holland Area Convention and Visitors Bureau to promote attendance at Windmill Island. (On-going)

* To apply greater effort to increase group advertising by placing ads in magazines and newspapers throughout the State of Michigan and Chicago area as well as Hotel Guest Directories, Campgrounds, and State Park publications. (On-going)

* To increase attendance by 10% in FY 2007 above prior year attendance.

* To renegotiate all concession agreements by January 2007.

* To continue implementing Windmill Island Improvement plan for buildings and grounds during the summer, fall, and winter of 2007 including restoration of the carousel animals.

* 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 by June 2007.

* To continue to organize and improve the Halloween festival on Windmill Island by October 2007.

* To continue to organize and improve The Historic Dutch Trade Fair as started during Tulip Time 2006. This event replaces the Kunst Market previously organized by Tulip Time.

* To continue to rent out The Celebration Pavilion for weddings, corporate picnics and special events.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - WINDMILL ISLAND FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
VISITORS:				
Total number of paid visitors (excl. spec. events)	48,741	48,944	53,000	55,000
Visitors, paid special events (Halloween)	1,875	1,951	2,500	3,000
Visitors during Tulip Time dates only	19,300	21,584	22,000	22,500
Visitors Community Day	2,000	2,000	2,000	2,000
Total local visitors, free admission during opening hours	7,057	11,079	11,500	12,000
Percentage of visitors from Michigan	40%	50%	55%	55%
Percentage fo visitors from out of State	60%	50%	45%	45%
Total number of bus group	250	223	250	260

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 339,911	$ 358,050	$ 374,996	$ 384,300
Interest & Rents	2,193	22,071	31,554	61,640
Other	1,414	9,735	76	100
Transfers In	188,729	179,531	242,332	143,512
TOTAL SOURCES	$ 532,247	$ 569,387	$ 648,958	$ 589,552
FUNDING USES -				
Personnel Services:				
* Salaries & Wages - Working	$ 281,353	$ 281,563	$ 303,300	$ 311,900
* Benefits - Includes NonWorking Wages	24,726	23,470	23,500	23,600
* Mandatory Employer Costs	26,532	26,508	27,900	29,500
Other Current Expenses:				
* Supplies / Maintenance	77,831	70,893	64,300	67,600
* Contractual	58,650	61,098	74,155	80,800
* Other	63,403	68,985	72,955	68,352
Capital Outlay	122,788	246,073	90,188	7,800
Debt Service Payments				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 655,283	$ 778,590	$ 656,298	$ 589,552
NON-CASH ITEMS - For Info Only				
Depreciation Expense - Regular Capital Assets	$ 52,194	$ 54,735	$ 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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (52,442)	$ (17,865)	$ 27,848	$ (47,200)
ENDING BALANCE -				
Designated / Reserved:	$ 216,541	$ 7,340	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	796,411	987,747	1,022,935	975,735
FUND EQUITY - END OF YEAR	$ 1,012,952	$ 995,087	$ 1,022,935	$ 975,735
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 332,611	$ 331,541	$ 354,700	$ 365,000
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	12.15	12.85	13.10	13.25

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 2007

* To establish the property tax roll, together with fund accounting entries, of taxes designated for the Herrick 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 Herrick District Library.

* In accordance with State of Michigan statutes, pursue collection of delinquent personal property taxes designated for the Herrick District Library.

LEISURE & CULTURAL SERVICES GROUP

HERRICK DISTRICT LIBRARY TAXATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 1,477,346	$ 1,504,316	$ 1,502,230	$ 1,524,438
TOTAL SOURCES	$ 1,477,346	$ 1,504,316	$ 1,502,230	$ 1,524,438
FUNDING USES -				
Other Current Expenditures -				
* Other - Tax Payments to Library	$ 1,476,668	$ 1,502,908	$ 1,506,024	$ 1,524,438
TOTAL USES	$ 1,476,668	$ 1,502,908	$ 1,506,024	$ 1,524,438
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 678	$ 1,408	$ (3,794)	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,389	3,797	3	3
TOTAL FUND EQUITY	$ 2,389	$ 3,797	$ 3	$ 3

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks & Cemeteries Employees Fund

DEPARTMENT 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 FOR FISCAL YEAR 2007

* To continue to monitor usage of vending and coffee machines to determine the appropriateness for employee needs.

* To maintain a committee of employees and agreed-upon procedures for special employee events and to update and revise as necessary with the 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 to make improvements where possible with employee consensus.

LEISURE & CULTURAL SERVICES GROUP

PARK AND CEMETERY EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ 169	$ 420	$ 420
Interest & Rents	- 0 -	- 0 -	5	5
TOTAL SOURCES	$ - 0 -	$ 169	$ 425	$ 425
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ 82	$ 250	$ 250
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ - 0 -	$ 82	$ 250	$ 250
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ 87	$ 175	$ 175
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	87	262	437
TOTAL FUND EQUITY	$ - 0 -	$ 87	$ 262	$ 437

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Bi-Centennial Celebration Fund

FUND MISSION STATEMENT

Maintain a fund to build up a fund balance for the Year 2047 Community Celebration.

ACTION PLAN FOR FISCAL YEAR 2007

* **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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 42	$ 154	$ 200	$ 300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 42	$ 154	$ 200	$ 300
FUNDING USES -				
None	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL USES	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 42	$ 154	$ 200	$ 300
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	6,736	6,890	7,090	7,390
TOTAL FUND EQUITY	$ 6,736	$ 6,890	$ 7,090	$ 7,390
- - STAFFING - -				

Positions: Not Applicable

LEISURE & CULTURAL SERVICES GROUP

TULIP PLANTING CONTEST FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,200	$ -0-	$ -0-	$ -0-
Interest & Rents	120	-0-	-0-	-0-
TOTAL SOURCES	$ 1,320	$ -0-	$ -0-	$ -0-
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 720	$ -0-	$ -0-	$ -0-
* Other	1,800	-0-	-0-	-0-
Transfers Out	18,922	-0-	-0-	-0-
TOTAL USES	$ 21,442	$ -0-	$ -0-	$ -0-
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (20,122)	$ -0-	$ -0-	$ -0-
ENDING BALANCE -				
Designated / Reserves	$ -0-	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
TOTAL FUND EQUITY	$ -0-	$ -0-	$ -0-	$ -0-

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL INFORMATION:
This fund was 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 2007

* **Internship with the nature center to include work on two (2) special events (Pioneer Heritage Day and Maple Sugar Time) at the farm to be added in FY 2007.**

* **Begin the control of Garlic Mustard and Purple Loosestrife (invasive species) to begin at the Van Raalte Farm with volunteer and intern help by fall 2006.**

* **With the success of a grant from the Community Foundation of the Holland / Zeeland Area, create new trailhead signs and trail markers for the trail system by September 2006.**

* **Create a new week-long education series for area girl scouts to be held at the farm by spring 2007.**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - IMLS VAN RAALTE FARM GRANT - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Summer Recreation Department Classes	174	135	185	185
School Classroom Programs	1,100	1,369	1,700	2,000
Public Program Attendance (special events, classes, etc)	350	433	534	1,200
Total	1,624	1,937	2,419	3,385

LEISURE & CULTURAL SERVICES GROUP

IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 11,724	$ 19,242	$ 20,387	$ 10,489
Charges for Services	2,089	- 0 -	- 0 -	- 0 -
Other	4,850	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	24,912	24,913	12,456
TOTAL SOURCES	$ 18,663	$ 44,154	$ 45,300	$ 22,945
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 12,705	$ 33,644	$ 33,675	$ 16,107
* Mandatory Employer Costs	1,130	2,803	2,786	1,337
Other Current Expenditures -				
* Supplies / Maintenance	4,828	1,104	400	400
* Other	- 0 -	6,603	8,439	5,101
TOTAL USES	$ 18,663	$ 44,154	$ 45,300	$ 22,945
- - 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	$ 13,835	$ 36,447	$ 36,461	$ 17,444
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.75	0.90	1.30	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 2007

* **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.**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Total attendance at museums	37,500	32,411	36,500	38,000
Education tours participation	7,500	5,557	5,250	5,600
Memberships	880	876	890	950

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 6,425	$ 6,000	$ 6,000	$ 6,000
Charges for Services	62,982	72,645	46,000	39,500
Rental Income:				
* Armory	22,200	22,575	23,000	25,000
* Other Than Armory	26,796	14,920	23,620	27,500
Investment Income (Net of Market Value Adj)	58,161	66,283	1,800	2,000
Other:				
* Capital Campaign Contributions	30,000	158,134	17,240	7,880
* Other Private Contributions	150,110	464,341	153,600	184,000
Transfers In - from City of Holland General Fund	270,500	270,500	257,000	257,000
TOTAL SOURCES	$ 627,174	$ 1,075,398	$ 528,260	$ 548,880
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 303,199	$ 328,910	$ 301,920	$ 316,680
* Benefits - To Include NonWorking Wages	13,557	22,068	26,100	27,600
* Mandatory Employer Costs	26,852	27,821	27,300	29,000
Other Current Expenditures -				
* Supplies / Maintenance	54,951	58,621	36,000	34,300
* Contractual	33,648	31,326	30,600	34,800
* Other	145,575	519,840	104,840	105,000
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	15,687	- 0 -	1,500	1,500
TOTAL USES	$ 593,469	$ 988,586	$ 528,260	$ 548,880
ALTERNATIVE PRESENTATION OF FUNDING USES				
CURRENT OPERATIONS:				
* Holland Historical Trust	$ 578,747	$ 972,021	$ 528,260	$ 548,880
* Armory	14,722	16,565	- 0 -	- 0 -
OTHER APPLIED PURPOSES:				
* Use of Endowment Funds	- 0 -	- 0 -	- 0 -	- 0 -
* Capital Campaign	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 593,469	$ 988,586	$ 528,260	$ 548,880

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

(This Fund Continues From Previous Page)

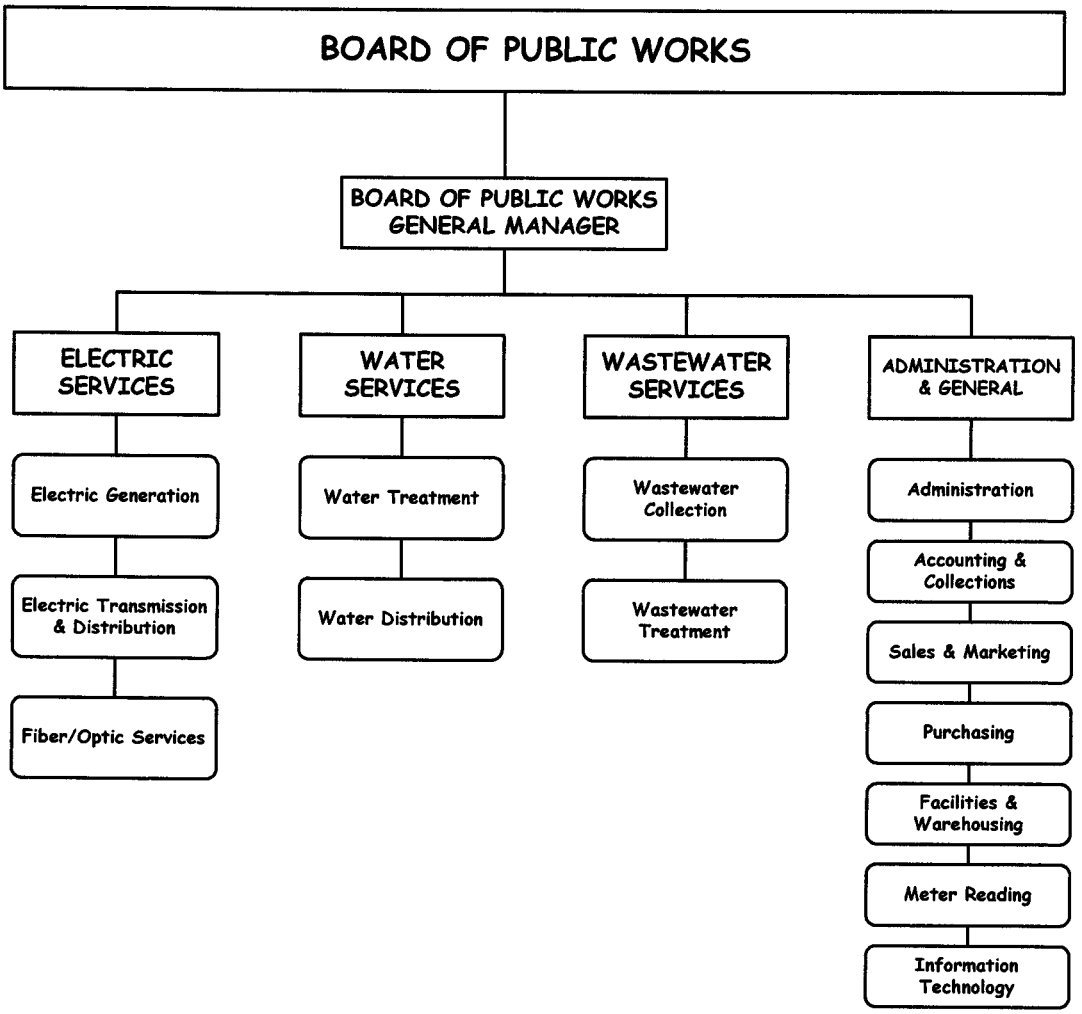
Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 78,327	$ 82,757	$ 84,000	$ 84,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (28,935)	$ 4,055	$ (84,000)	$ (84,000)
ENDING BALANCE -				
Non-Expendable	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Investment in Fixed Assets	$ 1,315,938	$ 1,259,294	$ 1,175,294	$ 1,175,294
Expendable:				
* Designated Restrictions -				
Permanent	40,000	40,000	40,000	40,000
Temporary	273,460	340,970	275,900	275,900
Board of Directors	450,000	435,143	446,000	446,000
* Reserves	14,376	11,428	8,000	8,000
* Unreserved / Undesignated	697	11,691	69,332	(14,668)
TOTAL FUND EQUITY	$ 2,144,471	$ 2,148,526	$ 2,064,526	$ 1,980,526
- - STAFFING - -				
Personnel Services Total Amount	$ 343,608	$ 378,799	$ 355,320	$ 373,280
Full-Time Positions	4.00	4.00	5.00	5.00
Part-Time Positions @ F.T.E.	7.01	7.01	5.32	5.32

UTILITIES SERVICES GROUP
INTRODUCTION

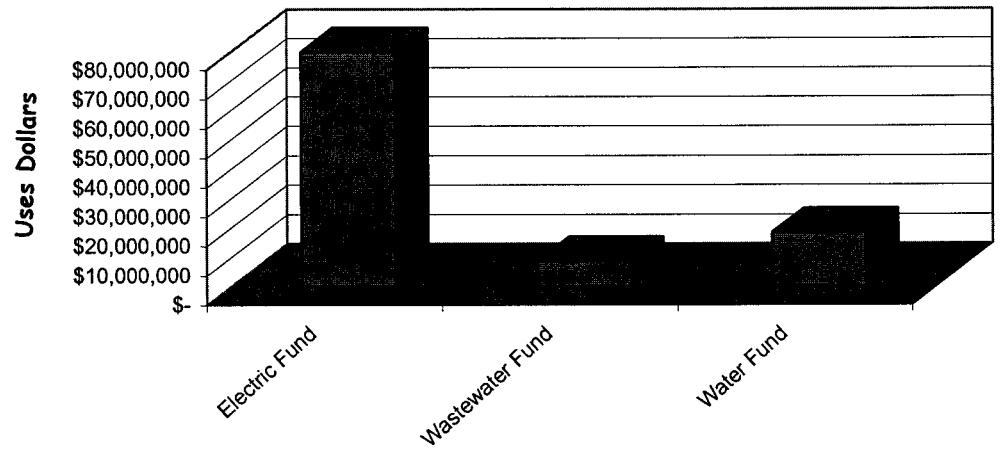
GROUP MISSION STATEMENT

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.

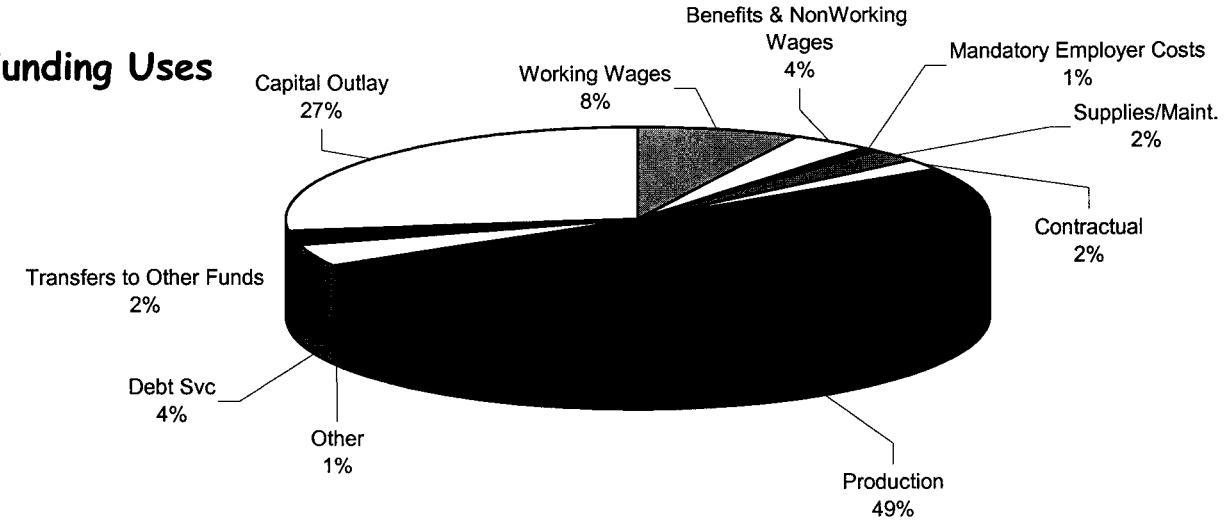
GROUP ORGANIZATIONAL STRUCTURE



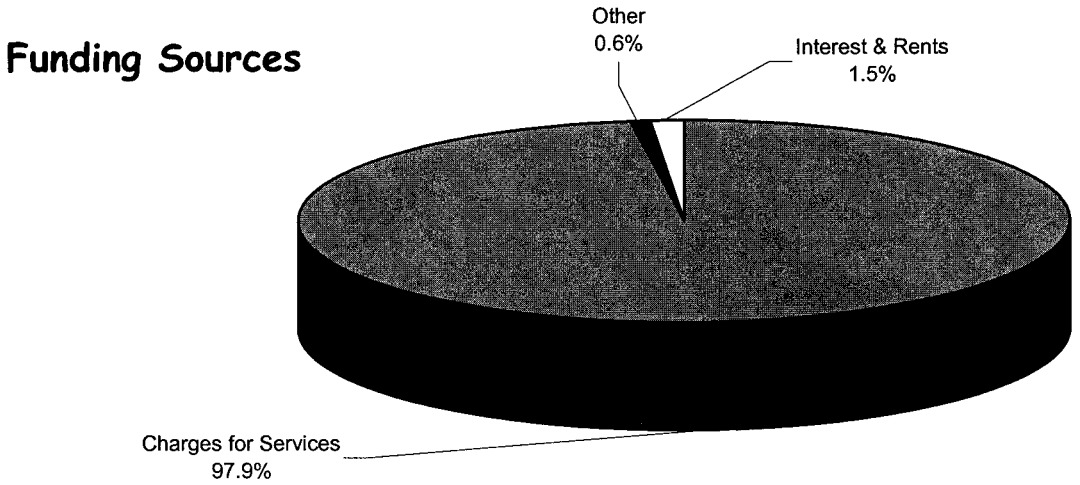
Total Uses By Department $114,131,931



Funding Uses



Funding Sources



UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	$ 76,951,410	$ 82,975,225	$ 97,949,455	$ 114,131,931
FUND TYPE - TOTALS	$ 76,951,410	$ 82,975,225	$ 97,949,455	$ 114,131,931
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	$ 76,984,051	$ 78,829,480	$ 91,093,729	$ 95,371,085
Interest & Rents	242,498	1,745,456	1,713,736	1,433,988
Other	- 0 -	2,031,315	749,238	621,758
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 77,226,549	$ 82,606,251	$ 93,556,703	$ 97,426,831
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 8,011,209	$ 7,774,402	$ 7,927,285	$ 8,621,063
* Benefits - Incl NonWorking Wages	3,468,892	3,689,013	3,558,927	4,038,926
* Mandatory Employer Costs	787,655	770,379	781,804	834,760
Other Current Expenses -				
* Supplies / Maintenance	2,369,659	2,356,653	2,356,869	2,535,936
* Contractual	2,236,468	2,149,681	2,006,604	2,306,788
* Utility Production	41,256,727	46,763,811	56,877,202	57,087,559
* Other	608,855	721,514	461,023	640,479
Capital Outlays	11,716,016	12,379,911	17,680,975	30,607,225
Debt Service Payments -				
* Principal Maturities	3,236,438	3,295,000	2,954,500	3,530,500
* Interest & Fee Payments	961,491	723,961	911,266	1,088,295
Transfers Out	2,298,000	2,350,900	2,433,000	2,840,400
TOTAL USES	$ 76,951,410	$ 82,975,225	$ 97,949,455	$ 114,131,931
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 11,644,785	$ 12,474,897	$ 12,669,147	$ 12,898,448
Amortization Expense	$ 199,151	$ 233,870	$ 211,335	$ 154,862
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	$ 12,267,756	$ 12,233,794	$ 12,268,016	$ 13,494,749
* Full-Time Positions	182.00	187.00	187.00	184.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
ELECTRIC PRODUCTION AND DISTRIBUTION				
Peak kW	222,600	215,800	228,920	235,710
Total Number of Customers	26,864	27,012	27,746	27,927
kWh Sales Total	1,064,962,296	1,067,403,885	1,089,720,960	1,094,077,907
Revenue per unit	0.0595	0.0619	0.0708	0.0742
Cost per unit	0.0580	0.0638	0.0712	0.0724
Res. Avg.usage - kWh per month	627.6	606.7	691.9	690.1
KWH Sales				
Residential	162,697,720	162,668,536	186,457,357	189,668,943
Commercial	427,763,896	431,824,777	453,398,848	450,238,950
Industrial	470,888,737	469,300,808	446,201,412	450,502,918
Street Lighting	3,611,943	3,609,764	3,663,343	3,667,096
Total	1,064,962,296	1,067,403,885	1,089,720,960	1,094,077,907

	FY-06 Projected			FY-07 Projected			PERCENT DIFFERENCE		
Operational Activity	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
ENERGY									
JDY	303,000	$ 11,063,361	$ 36.51	342,476	$ 13,268,331	$ 38.74	13.03%	19.93%	6.11%
Purchases	400,575	24,856,108	62.05	364,464	19,917,348	54.65	-9.01%	-19.87%	-11.93%
CT #6, 7,8,9	15,229	2,074,375	136.21	18,306	2,292,186	125.22	20.20%	10.50%	-8.07%
Belle River	318,504	4,269,365	13.40	318,461	4,776,917	15.00	-0.01%	11.89%	11.90%
Campbell	90,308	1,722,775	19.08	90,850	2,110,209	23.23	0.60%	22.49%	21.76%
Subtotal	1,127,616	$43,985,984	$ 39.01	1,134,557	$ 42,364,991	$ 37.34	0.62%	-3.69%	-4.27%
CAPACITY									
Belle River		$ 6,940,523			$ 7,281,880			4.92%	
Campbell		$ 1,604,322			$ 2,311,668			44.09%	
Purchases		1,621,355			1,868,308			15.23%	
TOTAL	1,127,616	$ 54,152,184	$48.02	1,134,557	$53,826,847	$ 47.44	0.62%	-0.60%	-1.21%

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 64,819,973	$ 67,001,967	$ 77,915,707	$ 82,117,714
Interest & Rents	186,317	1,149,616	1,064,354	845,237
Other	- 0 -	268,414	680	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 65,006,290	$ 68,419,997	$ 78,980,741	$ 82,962,951
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,012,903	$ 4,905,475	$ 4,955,827	$ 5,465,287
* Benefits - Incl NonWorking Wages	2,118,880	2,292,304	2,205,434	2,478,042
* Mandatory Employer Costs	487,244	481,989	483,826	525,290
Other Current Expenses -				
* Supplies / Maintenance	1,343,228	1,385,479	1,333,208	1,403,226
* Contractual	1,699,444	1,661,823	1,491,380	1,752,095
* Electric Utility Production	39,186,931	44,529,865	54,466,042	54,593,507
* Other	324,334	526,719	243,569	324,172
Capital Outlays	8,154,158	7,423,280	6,129,275	15,056,633
Debt Service Payments -				
* Principal Maturity Payments	2,430,000	2,415,000	2,475,000	2,555,000
* Interest & Fee Payments	247,838	192,196	144,065	100,312
Transfers Out	2,298,000	2,350,900	2,433,000	2,840,400
TOTAL USES	$ 63,302,960	$ 68,165,030	$ 76,360,626	$ 87,093,964
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 8,941,381	$ 9,598,777	$ 9,733,277	$ 9,620,509
Amortization Expense	$ 157,730	$ 124,154	$ 109,816	$ 54,308

(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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 3,188,377	$ 370,316	$ 1,381,297	$ 3,805,803
ENDING BALANCE -				
Designated / Reserved	$ 4,334,651	$ 4,523,419	$ 4,441,549	$ 4,463,660
Undesignated / Unreserved	134,213,830	134,395,378	135,858,545	139,642,237
TOTAL FUND EQUITY	$ 138,548,481	$ 138,918,797	$140,300,094	$ 144,105,897
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (31,184)	$ 1,053,541	$ 1,074,612
ENDING BALANCE	$ 52,708,229	$ 52,677,045	$ 53,730,586	$ 54,805,198
- - STAFFING - -				
Personnel Services Total Amount	$ 7,619,027	$ 7,679,768	$ 7,645,087	$ 8,468,619
* Full-Time Positions	105.00	110.00	110.00	107.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Total gallons treated (mg)	3,320	3,262	3,150	3,250
Total number of customers	12,097	12,107	12,181	12,242
CCU Sales (Retail only)	1,781,790	1,806,585	1,783,707	1,819,325
Revenue per unit (Retail)	1.927	2.007	2.058	2.056
Cost per unit (All units)	1.975	1.986	2.037	2.171
Residentail average usage	5.8	6.0	5.9	6.2
CCU Sales (Wholesale)	1,812,150	1,836,599	1,868,642	1,906,015
Revenue per unit (Wholesale)	0.699	0.690	0.662	0.769
<u>CCU Sales</u>				
Residential	713,318	736,427	734,829	760,615
Commercial/Industrial	690,780	689,995	713,732	705,404
	377,692	380,163	335,146	353,306
Wholesale	1,812,150	1,836,599	1,868,642	1,906,015
Total	3,593,940	3,643,184	3,652,349	3,725,340

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,912,837	$ 6,632,145	$ 7,115,265	$ 7,296,599
Interest & Rents	9,407	530,273	490,048	410,807
Other	- 0 -	1,064,496	583,083	469,418
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 6,922,244	$ 8,226,914	$ 8,188,396	$ 8,176,824
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,660,685	$ 1,594,384	$ 1,646,635	$ 1,765,769
* Benefits - Incl NonWorking Wages	761,271	780,597	751,503	878,236
* Mandatory Employer Costs	167,623	160,841	165,151	172,953
Other Current Expenses -				
* Supplies / Maintenance	598,007	532,432	577,680	636,942
* Contractual	257,546	265,363	251,649	292,681
* Wastewater Utility Production	1,610,934	1,774,054	1,879,874	1,962,150
* Other	136,755	116,545	132,464	175,186
Capital Outlays	1,851,041	2,824,041	2,599,500	11,762,396
Debt Service Payments -				
* Principal Maturity Payments	407,528	455,000	479,500	500,500
* Interest & Fee Payments	253,925	241,384	224,871	206,720
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 7,705,315	$ 8,744,641	$ 8,708,827	$ 18,353,533
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,619,049	$ 1,738,936	$ 1,779,936	$ 1,965,329
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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (174,782)	$ 991,147	$ 747,402	$ 89,627
ENDING BALANCE -				
Designated / Reserved	$ 2,018,597	$ 1,137,171	$ 1,668,337	$ 1,679,864
Undesignated / Unreserved	44,506,016	46,378,589	46,594,825	46,672,925
FUND EQUITY - END OF YEAR	$ 46,524,613	$ 47,515,760	$ 48,263,162	$ 48,352,789
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (1,037,956)	$ 931,844	$ 195,687
ENDING BALANCE	$ 19,674,837	$ 18,636,881	$ 19,568,725	$ 19,764,412
- - STAFFING - -				
Personnel Services Total Amount	$ 2,589,579	$ 2,535,822	$ 2,563,289	$ 2,816,958
* 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Peak (MG)	28.682	31.439	31.739	31.536
Gallons Treated (MG)	4,438	4,740	5,209	5,140
Total number of customers	13,207	13,161	13,227	13,359
CCU Sales (Retail only)	3,442,892	3,445,738	3,718,822	3,556,201
Revenue per unit (Retail only)	0.929	1.008	1.098	1.104
Cost per unit	0.841	0.773	0.785	0.895
Residentail average usage	9.53	9.60	10.70	10.01
CCU Sales (Wholesale)	2,347,396	2,662,216	2,850,640	2,926,822
Revenue per unit (Wholesale)	0.524	0.049	0.550	0.548
<u>CCU Sales</u>				
Residential	1,191,289	1,200,063	1,337,642	1,251,695
Commercial/Industrial	2,251,603	1,353,752	1,464,454	1,399,576
Industrial	- - - - - -	891,923	916,726	904,930
Resales	2,347,396	2,662,216	2,850,640	2,926,822
Total	5,790,288	6,107,954	6,569,462	6,483,023

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 5,251,241	$ 5,195,368	$ 6,062,757	$ 5,956,772
Interest & Rents	46,774	65,567	159,334	177,944
Other	- 0 -	698,405	165,475	152,340
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 5,298,015	$ 5,959,340	$ 6,387,566	$ 6,287,056
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,337,621	$ 1,274,543	$ 1,324,823	$ 1,390,007
* Benefits - Incl NonWorking Wages	588,741	616,112	601,990	682,648
* Mandatory Employer Costs	132,788	127,549	132,827	136,517
Other Current Expenses -				
* Supplies / Maintenance	428,424	438,742	445,981	495,768
* Contractual	279,478	222,495	263,575	262,012
* Water Utility Production	458,862	459,892	531,286	531,902
* Other	147,766	78,250	84,990	141,121
Capital Outlays	1,710,817	2,132,590	8,952,200	3,788,196
Debt Service Payments -				
* Principal Maturity Payments	398,910	425,000	- 0 -	475,000
* Interest & Fee Payments	459,728	290,381	542,330	781,263
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 5,943,135	$ 6,065,554	$ 12,880,002	$ 8,684,434
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,084,355	$ 1,137,184	$ 1,155,934	$ 1,312,610
Amortization Expense	$ 10,190	$ 78,485	$ 70,288	$ 69,323

(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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 370,062	$ 1,235,707	$ 1,233,542	$ 483,885
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ 108,746	$ 113,629	$ 118,731
Undesignated / Unreserved	22,140,881	23,267,842	24,496,501	24,975,284
TOTAL FUND EQUITY	$ 22,140,881	$ 23,376,588	$ 24,610,130	$ 25,094,015
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (427,796)	$ 478,710	$ 34,451
ENDING BALANCE	$ 3,394,239	$ 2,966,443	$ 3,445,153	$ 3,479,604
- - STAFFING - -				
Personnel Services Total Amount	$ 2,059,150	$ 2,018,204	$ 2,059,640	$ 2,209,172
* Full-Time Positions	34.00	34.00	34.00	34.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

	FY-2005 Final Actual	FY-2006 Approved Budget	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
Fuel & Purchased Power	44,109,064	43,351,408	54,044,090	53,845,447
Wages & Benefits	12,233,794	13,456,703	12,268,016	13,494,781
Allocated Labor	(816,451)	(756,209)	(796,841)	(800,584)
Interest on Bonds	957,831	1,387,415	1,122,600	1,243,157
Contribution to City	2,350,900	2,433,000	2,433,000	2,840,400
Depreciation	12,474,897	12,792,136	12,669,147	12,898,448
Remaining Expenses	8,770,196	8,986,107	8,552,540	9,625,868
Total BPW	80,080,231	81,650,560	90,292,552	93,147,517
Detail of Remaining Expenses				
Maintenance Supplies / Services	1,624,267	1,477,425	1,445,416	1,639,660
Property / Liability Insurance	1,068,569	1,176,601	984,835	1,083,319
Chemicals - WWTP /PP / WTP	690,663	799,451	817,465	857,630
Bio-Solids Disposal - WWTP	778,928	820,000	753,064	810,000
Production Electricity - WWTP / WTP	666,119	627,200	776,448	792,000
Computer Software / Service Fees	150,970	209,030	173,836	336,254
Tree Trimming	229,059	305,000	263,125	303,000
Flyash Disposal - PP	214,030	228,025	234,989	299,574
Electric System Supplies / Maintenance	305,474	292,800	287,003	282,900
Legal / Professional / Consulting	461,050	282,800	234,599	276,700
Electric Subs O & M	190,931	220,000	223,248	254,000
Facilities Electricity	181,771	174,400	199,380	197,225
Other Outside Services	73,338	83,175	204,857	192,790
Facilities Gas Heating	121,648	126,000	155,010	191,500
Pollution Control- PP	105,379	294,143	138,864	183,917
Postage	137,086	164,030	174,842	176,885
Computer Hardware / Maintenance	101,823	106,275	88,150	136,079
Production Water - WWTP / PP	55,164	118,500	68,254	134,220
Uncollectibles	71,149	100,000	98,091	100,000
Other Expenses	1,542,778	1,381,252	1,231,064	1,378,215
Total Remaining Expenses	8,770,196	8,986,107	8,552,540	9,625,868
Breakdown of Other Expenses by Area				
Electric T & D, Fiber & IT	138,768	172,400	155,130	141,249
Water / Wastewater Dist / Coll	146,653	158,960	150,025	163,510
Power Plant	135,604	261,395	179,182	234,925
Wastewater Treatment Plant	135,736	126,415	160,075	154,325
Facilities / Warehouse	109,169	122,370	115,868	121,262
Administration & General	698,624	264,915	276,493	271,974
Water Treatment Plant	57,473	55,510	43,453	51,517
Marketing & Customer Service	77,726	131,700	77,513	144,450
Accounting & Collecting	43,025	87,587	73,325	95,003
Total Breakdown of Other Expenses	1,542,778	1,381,252	1,231,064	1,378,215

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Electric Transmission & Distribution & Fiber Optics

MISSION STATEMENT

POWER SUPPLY

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.

ELECTRIC TRANSMISSION & DISTRIBUTION & BROADBAND

To provide a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and are committed to customer satisfaction; and to provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.

ACTION PLAN FOR FISCAL YEAR 2007

POWER SUPPLY

* To install or procure additional generation capacity to meet the growth of 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.

ELECTRIC TRANSMISSION & DISTRIBUTION & BROADBAND

* Continue to improve the electric transmission and distribution systems to ensure a superior level of reliability to our customers that is unequaled by our competitors.

* Continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.

* Utilize state-of-the-art computer and control systems to effectively and efficiently serve the needs of our customers.

* 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.

* Complete evaluation and presentation of Fiber To The Home (FTTH) Broadband business plan.

* Convert the records management of the fiber system to a GIS/SQL based system compatible with current GIS standards.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ELECTRIC - -

	FY-2005 Final Actual	FY-2006 Approved Budget	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
Payroll	4,298,600	4,609,087	4,319,999	4,611,600
Benefits	1,446,302	1,637,293	1,425,477	1,686,955
Subtotal	5,744,902	6,246,380	5,745,476	6,298,555
Purchased Power	34,436,661	30,036,280	41,462,140	38,092,830
Production and Supplies	10,250,917	14,229,597	13,186,135	16,586,058
Other Operating Expenses	1,793,782	1,470,162	1,340,750	1,515,722
Maintenance Supplies	1,170,752	1,072,051	1,031,342	1,198,246
Vehicle Expense	149,160	124,532	157,698	126,521
Other Employee Costs	106,546	108,945	112,144	113,350
Facilities Expense	129,016	57,260	127,117	61,149
Subtotal	48,036,834	47,098,827	57,417,326	57,693,876
Allocated Labor	(342,722)	(325,549)	(339,935)	(332,502)
Subtotal w/ Allocated Labor	53,439,014	53,019,658	62,822,867	63,659,929
Depreciation	9,598,777	9,805,542	9,733,277	9,620,509
Interest Expense	316,350	228,781	253,881	154,620
Contribution to the City	2,350,900	2,433,000	2,433,000	2,840,400
Total	65,705,041	65,486,981	75,243,025	76,275,458

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Water

MISSION STATEMENT

WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WATER DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

ACTION PLAN FOR FISCAL YEAR 2007

WATER TREATMENT

* To continue the development of a long-range plan for future water supply capacity.

* To ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations.

* To improve the SCADA control system.

* To add dehumidification to prevent corrosion in the head house.

WATER DISTRIBUTION

* To replace water mains in coordination with City street improvements.
  - River Avenue from 15th Street to the River Ave Bridge.
  - 12th Street, from Pine Ave to Fairbanks Ave.

* To plan and construct necessary water main improvements to meet customer needs.
  - Replace water main in areas requiring improved water flow and where corrosive soils have caused deterioration.

* Improve security and update the emergence response plan.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WATER - -

	FY-2005 Final Actual	FY-2006 Approved Budget	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
Payroll	780,257	790,945	829,442	796,927
Benefits	270,513	308,789	280,392	327,213
Subtotal	1,050,770	1,099,734	1,109,834	1,124,140
Production and Supplies	431,760	445,600	528,942	529,652
Maintenance Supplies	209,089	179,064	162,541	196,497
Other Operating Expense	129,955	200,964	158,447	172,794
Facilities Expense	94,847	101,300	126,110	127,410
Vehicle Expense	30,092	31,773	27,826	32,531
Other Employee Costs	18,468	18,610	20,298	19,910
Subtotal	914,211	977,311	1,024,164	1,078,794
Allocated Labor	(14,484)	(12,083)	(15,756)	(13,684)
Subtotal w/ Allocated Labor	1,950,497	2,064,962	2,118,242	2,189,250
Depreciation	1,137,184	1,168,811	1,155,934	1,312,610
Interest Expense	368,866	902,532	612,618	850,586
Total	3,456,547	4,136,305	3,886,794	4,352,446

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Wastewater

MISSION STATEMENT

WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN FOR FISCAL YEAR 2007

WASTEWATER TREATMENT

* 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.

* To evaluate biosolids dewatering and disposal options and design improvements.

* To install the initial segment of a water reuse pipeline.

WASTEWATER COLLECTION

* To replace sanitary sewer mains in coordination with City street improvements.

  - River Avenue from 15th Street to the River Avenue Bridge.

  - 12th Street, from Pine Ave to Fairbanks Avenue.

* To plan and construct necessary sanitary sewer improvements to meet customer needs.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WASTEWATER - -

	FY-2005 Final Actual	FY-2006 Approved Budget	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
Payroll	1,155,507	1,216,961	1,201,393	1,232,460
Benefits	412,881	458,012	412,091	499,466
Subtotal	1,568,388	1,674,973	1,613,484	1,731,926
Production and Supplies	1,750,296	1,805,200	1,851,811	1,959,900
Maintenance Supplies	235,213	256,841	247,306	277,796
Other Operating Expenses	213,618	226,364	205,823	235,141
Facilities Expense	136,530	132,860	158,574	171,940
Vehicle Expense	37,752	27,996	46,040	34,824
Other Employee Costs	17,767	17,440	18,241	24,800
Subtotal	2,391,176	2,466,701	2,527,795	2,704,401
Allocated Labor	(2,425)	(2,698)	(3,551)	(3,135)
Subtotal w/ Allocated Labor	3,957,139	4,138,976	4,137,728	4,433,192
Depreciation	1,738,936	1,817,783	1,779,936	1,965,329
Interest Expense	272,615	256,102	256,102	237,951
Total	5,968,690	6,212,861	6,173,766	6,636,472

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Administrative & General

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. To provide timely and accurate financial reporting along with special analyses as required for decision-making. To manage the external relations of the BPW including customer service, key accounts, public relations, customer rates and other marketing functions. To procure and inventory an appropriate supply of materials and equipment, to provide appropriate building and grounds maintenance of all BPW facilities. To provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

ACTION PLAN FOR FISCAL YEAR 2007

* To achieve regulatory compliance to protect and improve our natural environment, and ensuring that a safe work environment exists for our employees, and continuing high-integrity operations and reduce service problems 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 valid financial information, useful for management decision-making, and present it timely to the Board of Directors.

* To implement enhancements to the finance and billing systems which will improve service to our external customers and those within the BPW.

* To continue to implement the automated meter reading system (AMR) installation for commercial and industrial customers.

* To utilize technology to provide purchasing solutions and inventory efficiency.

* To increase security of information systems to reduce the risk of lost, stolen or misused information, while improving the efficiency of information management by expanding the use of information stored in a SQL database format.

* To provide training programs which will enhance the growth and development of BPW employees.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SVCS GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2005 Final Actual	FY-2006 Approved Budget	FY-2006 Final Revised Estimate	FY-2007 Approved Budget
Payroll	2,863,787	3,282,326	2,780,757	3,172,348
Benefits	1,005,947	1,153,291	1,018,465	1,167,781
Subtotal	3,869,734	4,435,617	3,799,222	4,340,129
Other Operating Expense	334,712	501,155	381,177	583,063
Office Supplies	205,026	242,580	249,951	249,274
Other Employee Costs	112,855	172,997	110,298	199,548
Facilities Expense	176,461	171,350	162,422	199,420
Maintenance Supplies	152,132	177,248	165,028	189,875
Vehicle Expense	29,386	18,050	22,780	22,870
Subtotal	1,010,572	1,283,380	1,091,656	1,444,050
Allocated Labor	(1,512)	(4,582)	0	(1,038)
Total	4,878,794	5,714,415	4,890,878	5,783,141
Allocations				
Electric Fund	47.48%	47.48%	47.70%	47.70%
Wastewater Fund	26.26%	26.26%	26.15%	26.15%
Water Fund	26.26%	26.26%	26.15%	26.15%
Contingencies (10% by Fund)				
Electric Fund		6,798,195		7,923,715
Wastewater Fund		778,778		809,720
Water Fund		513,011		581,317

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -

FIVE-YEAR PROJECTION SUMMARY

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	3,994,576	3,744,800	2,778,066	1,100,000	1,174,742
Financed from Cash Reserves	10,800,149	5,617,200	8,334,199	4,400,000	8,825,258
Bond Issue Proceeds	- 0 -	40,500,000	81,000,000	40,500,000	- 0 -
	14,794,725	49,862,000	92,112,265	46,000,000	10,000,000
Financing Applications:					
Power Resources	5,932,250	43,175,000	84,375,000	42,650,000	4,350,000
Electric Transmission and Distribution & Allocated Adminin Projects	8,862,475	6,687,000	7,737,265	3,350,000	5,650,000
	14,794,725	49,862,000	92,112,265	46,000,000	10,000,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	345,545	243,200	171,770	157,825	67,246
Financed from Cash Reserves	709,972	2,828,150	945,650	976,356	743,948
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	14,500,000
	1,055,517	3,071,350	1,117,420	1,134,181	15,311,194
Financing Applications:					
Water Plant	219,750	1,850,000	90,450	130,230	14,357,000
Water Distribuiton & Allocated Admin	835,767	1,221,350	1,026,970	1,003,951	954,194
	1,055,517	3,071,350	1,117,420	1,134,181	15,311,194
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	98,590	136,897	(399,563)	(426,385)	(588,732)
Financed from Cash Reserves	1,280,085	1,263,734	1,813,068	1,861,093	2,002,238
Bond Issue Proceeds	4,968,000	4,968,000	- 0 -	- 0 -	- 0 -
	6,346,675	6,368,631	1,413,505	1,434,708	1,413,506
Financing Applications:					
Wastewater Plant	5,096,135	5,055,564	297,398	151,185	65,807
Wastewater Collection & Allocated Admin	1,250,540	1,313,067	1,116,107	1,283,523	1,347,699
	6,346,675	6,368,631	1,413,505	1,434,708	1,413,506

ADDITIONAL COMMENT:

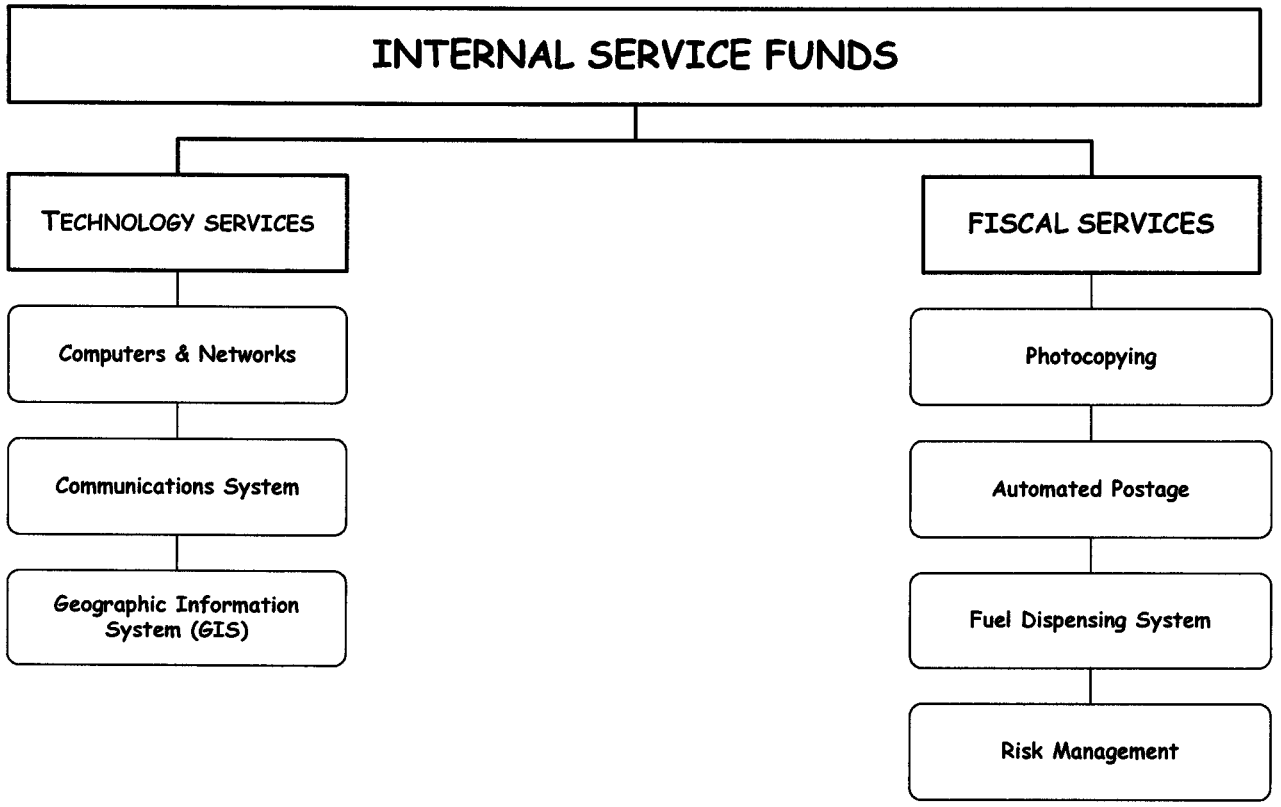
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES FUNDS GROUP
INTRODUCTION

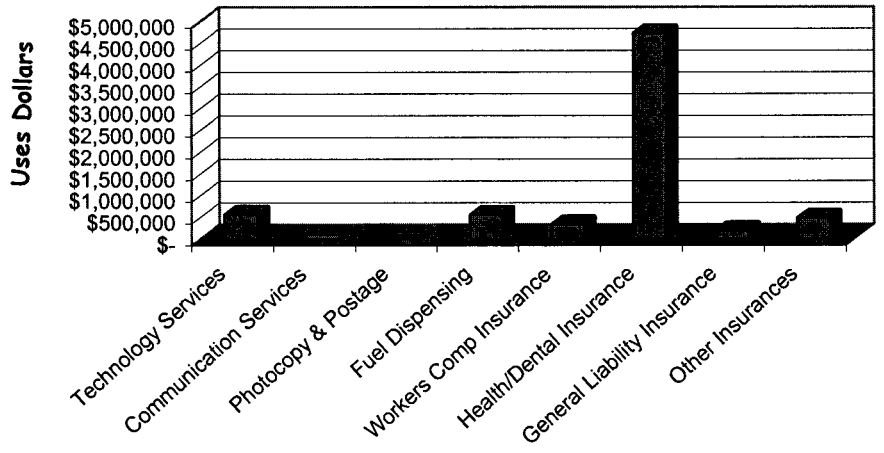
GROUP MISSION STATEMENT

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.

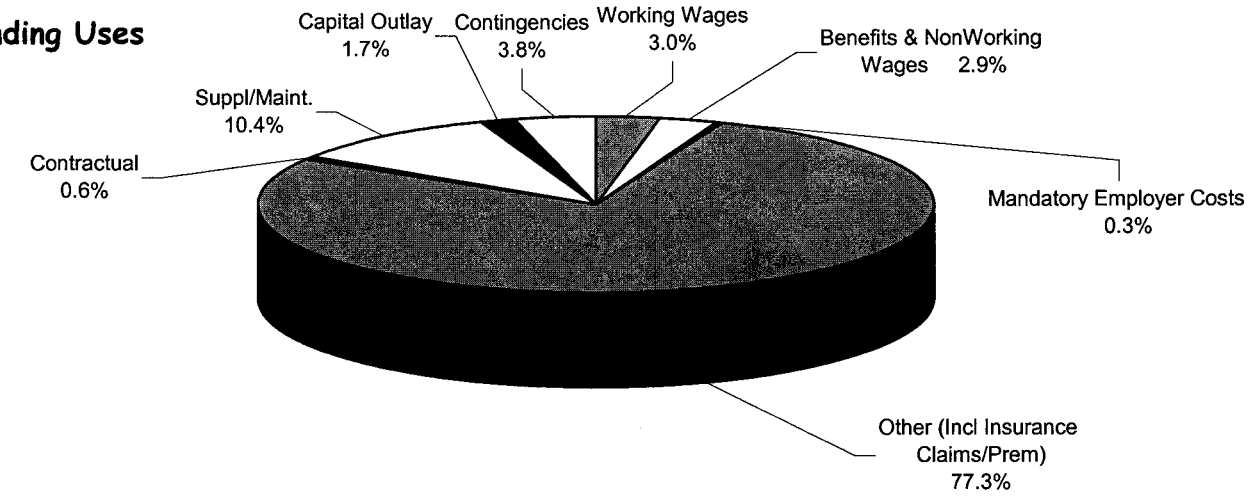
GROUP ORGANIZATIONAL STRUCTURE



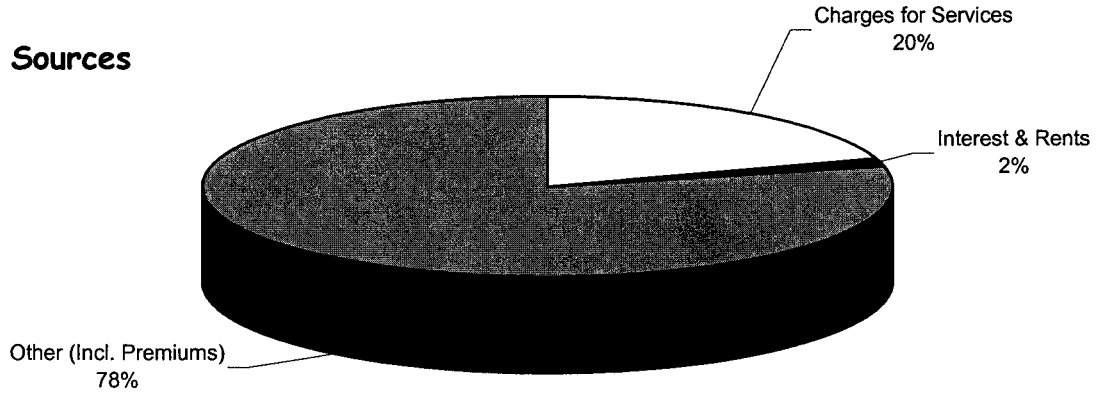
Total Uses By Department $7,085,104



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	$ 6,752,239	$ 6,171,698	$ 6,390,945	$ 7,085,104
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	$ 1,024,716	$ 1,153,628	$ 1,339,103	$ 1,278,315
Interest & Rents	629,004	54,729	114,388	100,250
Other	4,870,774	5,350,712	5,051,900	5,048,200
Transfers In	18,322	8,823	- 0 -	- 0 -
TOTAL SOURCES	$ 6,542,816	$ 6,567,892	$ 6,505,391	$ 6,426,765
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 375,437	$ 268,307	$ 261,048	$ 210,103
* Benefits - Includes NonWorking Wages	165,905	204,673	232,028	206,750
* Mandatory Employer Costs	40,726	28,887	27,500	21,700
Other Current Expenditures -				
* Supplies / Maintenance	567,725	597,974	762,088	736,964
* Contractual Expenditures	10,903	5,793	11,165	41,240
* Other	5,168,839	4,786,496	4,864,412	5,477,747
Capital Outlay	399,352	138,345	102,804	118,600
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	23,352	141,223	129,900	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	272,000
TOTAL USES	$ 6,752,239	$ 6,171,698	$ 6,390,945	$ 7,085,104
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 381,944	$ 154,101	$ 161,789	$ 162,745
Loss on Disposal of Capital Asset	8,614	25,760	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 582,068	$ 501,867	$ 520,576	$ 438,553
* Full-Time Positions	8.20	5.00	5.00	4.00
* Part-Time Positions @ F.T.E.	0.30	- 0 -	- 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 2007

* To replace the six-year-old email server to increase storage capability and improve performance by September 2006.

* To implement Document Imaging for the Purchasing Department by October 2006.

* To implement 3-D GIS for planning and site plan review by December 2006.

* To enhance Web GIS Presence to include: complain tracking and complain reporting by December 2006.

* To initiate discussions with Allegan and Ottawa Counties, and perhaps other counties, to implement a new aerial photography project by December 2008.

* To evaluate the effectiveness of the City's website re-design to ensure that information is easy to find by June 2006.

* To perform a preliminary network assessment using a consulting firm, to identify efficiencies, analyze traffic law flow of voice and data, and overall performance analysis since Holland Board of Public Works' implementation of VLANs into the network structure by June 2007.

* To determine network vulnerability by performing an internet security audit using an outside source by June 2007.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Servers:				
Cemetery Data - Linux - disk (unknown)	1	1	1	1
Database (BS&A) - Win 2000 - disk 45GB	0	1	1	1
E-Mail - Win 2000 - disk 27GB	1	1	1	1
E-Mail - NT (old) - disk 13GB	1	1	0	0
E-Mail - (future)	0	0	0	1
Intranet - NT - disk 13GB	0	0	1	1
Intranet/Internet - NT - disk 2GB	1	1	0	0
Internet/DNS - NT - disk 2GB	0	0	1	1
Intranet/Internet G.I.S. - NT - disk 20GB	1	1	1	1
Internet Proxy - NT - disk 4GB	0	0	1	1
Finance Database - NT - disk 45GB	1	1	0	0
Finance Database - Linux - disk 45GB	0	1	1	1
G.I.S. - NT - disk 18GB	1	1	0	0
Domain Backup Controller - NT - disk 18GB	0	0	1	1
G.I.S. (new) - Win 2000 - disk 219GB	0	1	1	1
G.I.S. Map Server - NT - disk 20GB	0	0	1	1
Imaging - Win 2000 - disk 288GB	1	1	1	1
Print/File/Database - NT - disk 72GB	1	1	1	0
Logon/File/Database (new) - Win 2000 - disk 288GB	0	0	1	1
MAX Office - Win 2000 - disk 36GB	1	1	1	1
Recreation/Parks - Win 2000 - disk 276GB	1	1	1	1
Total Servers	11	14	16	16
Desktop & Mobile Computers				
Assessor	6	8	9	9
City Clerk	8	9	8	8
City Council	9	9	9	9
City Manager	5	3	3	3
Civic Center	11	11	6	6
Community Development	2	0	0	0
Community Services & Development	5	0	0	0
Council Chambers/Control Room	3	3	4	4
DeGraaf Nature Center	2	4	4	4
Downtown Development Authority	2	3	3	3
Environmental Health	17	0	0	0
Finance	6	7	7	7
Fire Department	10	11	18	18
Human Relations	2	4	5	5

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Desktop & Mobile Computers cont.				
Human Resources	4	3	3	3
MAX Office	7	14	14	14
Neighborhood Community Services	0	26	25	25
OurStreet	4	4	4	4
Park & Cemetery Office	4	4	10	10
Planning	4	0	0	0
Police Department	33	37	63	63
Purchasing/Motorpool	3	0	0	0
Street Department	2	0	0	0
Technology Services	12	15	4	4
Training	3	0	0	0
Training Room	1	1	1	1
Transportation Services	0	14	15	15
Treasurer	3	4	4	4
Volunteer	2	0	0	0
Windmill Island	3	3	4	4
Unassigned/Surplus	4	21	19	6
Total Desktop & Mobile Computers	177	218	242	229
Number of Printers in Use:				
Assessor	3	3	3	3
City Clerk	3	3	2	2
City Manager	3	3	2	2
Civic Center	6	5	4	4
Community Development	3	0	0	0
Community Services & Development	1	0	0	0
DeGraff Nature Center	2	2	3	3
Neighborhood Community Services	0	11	12	12
Downtown Development Authority	2	3	3	3
Environmental Health	5	0	0	0
Finance	4	3	3	3
Fire Dept	4	5	6	6
Human Relations	1	1	1	1
Human Resources	0	1	1	1
MAX Office	2	5	7	7
Ourstreet	4	4	3	3
Park & Cemetery Offices	3	4	5	5
Planning	1	0	0	0

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Printers in Use cont.				
Police Dept	19	20	20	20
Purchasing / Motorpool	3	0	0	0
Street Department	2	0	0	0
Technology Services	6	5	3	3
Transportation Services	0	6	7	7
Treasurer	2	1	1	1
Windmill Island	3	3	3	3
Unassigned/Surplus	4	3	3	0
Total Printers	86	91	92	89
Digital Cameras/Camcorders				
Assessor	3	3	3	3
City Clerk	0	0	0	0
City Manager	0	0	0	0
Civic Center	1	1	1	1
DeGraff Nature Center	1	1	1	1
Neighborhood Community Services	8	8	8	8
Finance	0	0	0	0
Fire Dept	2	2	2	2
Human Relations	0	0	0	0
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Park & Cemetery Offices	0	1	1	1
Police Dept		**Data not Available**		
Purchasing / Motorpool	0	0	0	0
Technology Services	0	0	1	1
Transportation Services	1	1	1	1
Treasurer	0	0	0	0
Windmill Island	0	0	0	0
Unassigned/Surplus	0	0	0	0
Total Digital Cameras/Camcorders	18	19	20	20
Scanning Devices				
Assessor	1	0	0	1
City Clerk	2	2	2	2
City Manager	1	1	1	1
Civic Center	1	1	1	1

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Scanning Devices cont.				
DeGraff Nature Center	1	1	1	1
Neighborhood Community Services	2	3	4	4
Finance	1	1	1	1
Fire Dept	2	2	2	2
Human Relations	0	0	0	0
Human Resources	0	1	1	1
MAX Office	0	1	1	1
Park & Cemetery Offices	0	0	0	0
Police Dept		**Data not Available**		
Technology Services	1	1	1	1
Transportation Services	0	0	0	1
Treasurer	0	0	0	0
Windmill Island	0	0	0	0
Unassigned/Surplus	0	2	3	1
Total Scanning Devices	12	16	18	18

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 519,971	$ 548,935	$ 585,258	$ 551,500
Interest & Rents	880	4,074	5,688	4,400
Other	1	- 0 -	- 0 -	- 0 -
Transfers In	16,526	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 537,378	$ 553,009	$ 590,946	$ 555,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 262,340	$ 267,006	$ 259,700	$ 208,700
* Benefits - Includes NonWorking Wages	105,176	115,712	131,300	86,000
* Mandatory Employer Costs	24,940	25,209	25,100	18,700
Other Current Expenditures -				
* Supplies / Maintenance	75,822	75,350	88,960	90,800
* Contractual	338	- 0 -	1,125	31,000
* Other	17,577	23,221	23,659	32,300
Capital Outlay	71,867	99,773	81,873	88,800
Transfers Out	- 0 -	8,823	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	12,000
TOTAL USES	$ 558,060	$ 615,094	$ 611,717	$ 568,300
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 129,500	$ 120,450	$ 125,000	$ 125,000
Loss on Disposal of Capital Asset	7,378	8,848	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (85,693)	$ (91,610)	$ (63,898)	$ (48,600)
ENDING BALANCE -				
Designated / Reserves	$ 205,000	$ 145,000	$ 120,000	$ 105,000
Undesignated / Unreserved	340,456	308,846	269,948	236,348
TOTAL FUND EQUITY	$ 545,456	$ 453,846	$ 389,948	$ 341,348
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (2,085)	$ 4,229	$ 2,600
ENDING BALANCE	$ 3,944	$ 1,859	$ 6,088	$ 8,688
- - STAFFING - -				
Personnel Services Total Amount	$ 392,456	$ 407,927	$ 416,100	$ 313,400
* Full-Time Positions	5.00	5.00	5.00	4.00
* 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 2007

* To replace the telephone system at Downtown Development Authority (DDA) Mainstreet / Principal Shopping District (PSD) office with voice-over-internet protocol (IP) to utilize existing 3Com Call Processor as well as the Holland Board of Public Works (HBPW) VLAN (fiber) by December 2006.

* To evaluate the advantages and disadvantages to changing the telephone systems at Kollen Park and Waverly Fire Stations with voice-over-IP which would utilize existing 3Com Call Processor and the HBPW VLAN (fiber) by March 2007.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Regular Phones in Use by Department:				
-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	0	0	0
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	3
-Engineering	6	0	0	0
-Environmental Health Department	15	0	0	0
-Finance Office	7	7	7	7
-Human Relations Office	5	5	5	5
-Human Resources Office	3	3	3	3
-MAX	1	0	0	0
-Mayor	1	1	1	1
-Neighborhood Community Services	0	29	29	29
-Planning	4	0	0	0
-Technology Services	9	9	7	7
-Transportation Services Facility	22	0	0	0
-Treasurer's Office	4	4	4	4
-Volunteer Services Office	0	0	0	0
-Total City Hall	101	80	78	78
-Bouws Pool	1	1	1	1
-Civic Center	7	7	7	7
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	2	3	3	3
-Fire Stations #1	6	6	6	6
-Fire Stations #2	14	14	14	14
-Fire Stations #3	1	1	0	0
-Maplewood	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX	6	12	12	12
-Moran Park (tennis courts)	1	1	1	1
-Motor Pool	2	0	0	0
-Ourstreet/Weed & Seed	1	4	4	4
-Parks & Cemetery Office	11	19	19	19
-Police Dept	61	86	86	86
-Staduim	1	1	1	1
-Street Department Garage/Warehouse	5	0	0	0
-Transportation Services Facility	0	22	21	21
-Windmill Island	4	4	4	4
-Grand Total	227	264	260	260
Number of Pay Phones				
-Various Locations	12	12	12	12

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Nextel Phones in Use by Department:				
-City Manager	1	1	1	1
-Civic Center	5	4	6	6
-Community Neighborhood Services	2	0	8	8
-Environmental Health	8	0	0	0
-Fire Department	6	6	6	6
-Max Offices	0	1	1	1
-Mayor	0	1	1	1
-Neighborhood community Services	0	9	0	0
-Ourstreet	3	3	0	0
-Parks & Cemetery Offices	7	6	7	7
-Police Department	17	19	10	10
-Street Department Garage/Warehouse	1	0	0	3
-Technology Services	0	1	1	1
-Transportation Services Facility	0	7	5	5
-Windmill Island	1	1	2	2
-Grand Total	51	59	48	51
Number of City-Subsidized Nextel Phones in Use by Department				
-Neighborhood Community Services	0	0	3	3
-Fire Departments	0	0	1	1
-Police Department	0	0	9	9
-Transportation Services	0	0	4	4
-Grand Total	51	59	65	68
Number of Cellular Phones in Use by Department				
-MAX Office	2	0	0	0
-Ourstreet	0	0	0	0
-Grand Total	2	0	0	0
Number of Computer Modems in Use by Department:				
-City Council	9	9	0	0
-Clerk's Office	1	1	1	1
-Finance Office	2	2	0	0
-Neighborhood Community Sevices	4	4	4	4
-Technology Services	4	4	3	3
-Total City Hall	20	20	8	8

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

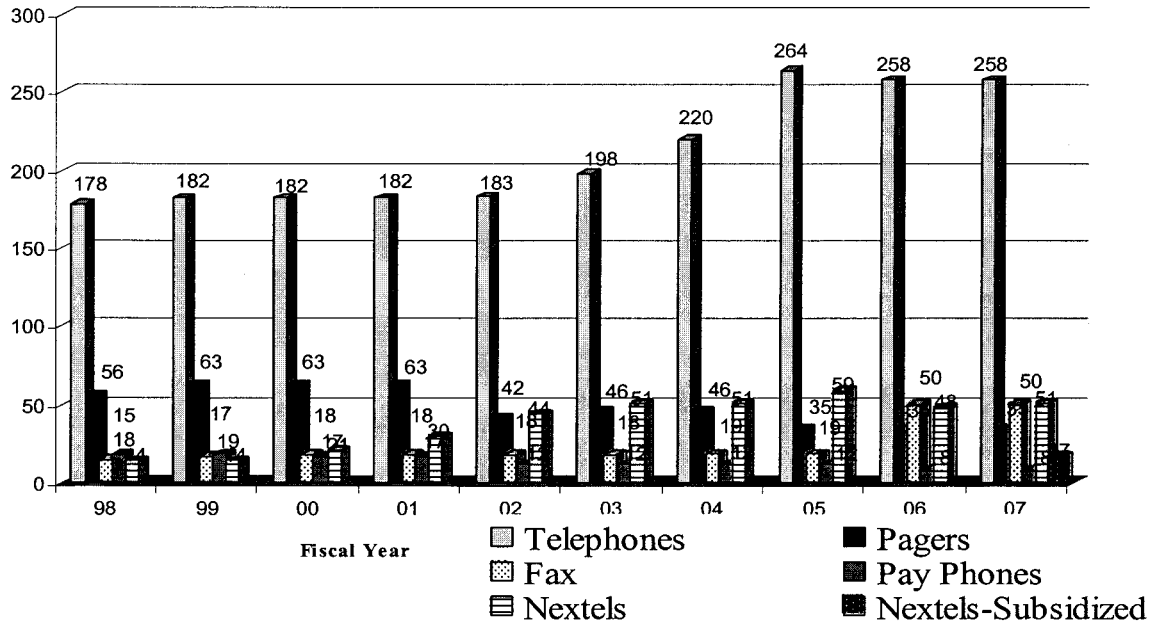
Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Computer Modems in Use by Department cont:				
-Downtown Development Authority	2	2	0	0
-Fire Department Station #2	1	1	0	0
-LCS - Civic Center	1	1	0	0
-LCS DeGraaf Nature Center	2	2	0	0
-LCS -Windmill Island	3	3	0	0
-Police Department	1	1	1	1
-Transportation Services Facility	0	1	1	1
-Grand Total	30	31	10	10
Number of DSL Lines in Use by Department				
-DeGraaf Nature Center	0	0	1	1
-Windmill Island	0	0	1	1
-Grand Total	0	0	2	2
Number of FAX Machines				
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	2	2
-Total City Hall	4	4	5	5
-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	3	3	3	3
-Transportation Services Facility	2	2	2	2
-Windmill Island	1	1	1	1
-Grand Total	19	20	21	21

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
Number of Pagers by Departments				
-Civic Center	0	0	0	0
-Fire Department	6	6	6	6
-MAX Office	0	0	0	0
-Parks & Cemetery Offices	0	0	0	0
-Police Department	29	29	29	29
-Transportation Services Facility	0	0	0	0
-Grand Total	35	35	35	35
Number of Credit Card Validation Machines				
-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

Telephones/Pagers/Fax Machines/Pay Phones/Nextels
Communications Services



INTERNAL SERVICE FUNDS GROUP

COMMUNICATION SERVICES FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 121,503	$ 107,013	$ 102,433	$ 112,900
Interest & Rents	145	- 0 -	550	- 0 -
Other (Rebates)	1,800	- 0 -	- 0 -	- 0 -
Transfers In	1,796	8,823	- 0 -	- 0 -
TOTAL SOURCES	$ 125,244	$ 115,836	$ 102,983	$ 112,900
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 14,589	$ 14,377	$ 15,000	$ 16,000
* Other	107,343	82,828	86,454	95,400
Capital Outlay	18,950	16,829	2,095	3,600
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 140,882	$ 114,034	$ 103,549	$ 115,000
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 17,661	$ 15,035	$ 15,000	$ 16,000
Loss on Disposal of Capital Asset	- 0 -	16,912	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (14,349)	$ (13,316)	$ (13,471)	$ (14,500)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	76,190	62,874	49,403	34,903
TOTAL FUND EQUITY	$ 76,190	$ 62,874	$ 49,403	$ 34,903
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 1,802	$ (566)	$ (2,100)
ENDING BALANCE	$ 8,963	$ 10,765	$ 10,199	$ 8,099
- - 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 2007

* 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 maintain the per-copy assessment at $0.023/copy for FY 2007. 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 2006.

* 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
City Hall: Assessing and Board of Review				
- Large Size Floor Model	28,581	21,717	28,000	28,000
City Hall: City Clerk and Elections				
- Desktop / Stand model	20,574	25,671	30,000	30,000
City Hall: Community Services & Development / Engineers				
- Blueprint Copier (No per copy fee for the unit)				
- Large Floor Model	136,299	98,638	100,000	100,000
City Hall: Department of Environmental Health				
- Small Size Floor Model	15,393	13,661	17,000	17,000
City Hall: Finance & Treasurer				
- Small Size Floor Model	45,590	53,055	55,000	55,000
City Hall: Mayor, City Manager, Human Resources				
- Large Floor Model	120,339	84,353	90,000	90,000
DDA / Mainstreet				
- Small Size Floor Model	21,600	35,686	40,000	40,000
Degraaf Nature Center				
- Desktop / Stand Model	13,641	13,158	14,000	14,000
Fire Dept: Kollen Park Station				
- Small Size Floor Model	59,969	59,639	63,000	63,000
Fire Dept: Waverly Station				
- Desktop / Stand Model	1,256	1,300	1,500	1,500
Ourstreet				
- Small Size Floor Model	14,664	24,311	27,000	27,000
Parks & Cemetery / Max				
- Desktop / Stand Model	9,071	10,217	13,000	13,000
Police Dept: Administration and Police Community Services				
- Mid Size Floor Model (Replaced with newer model in Fy05)	287,563	173,297	200,000	200,000
- Mid Size Floor Model (Replaced with newer model in Fy05)	16,304	135,989	150,000	150,000
Recreation Dept / Civic Center				
- Small Size Floor Model	64,568	73,183	76,000	76,000
Transportation Services Center				
- Desktop / Stand Model (Motorpool / Purchasing)	14,114	26,092	30,000	30,000
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	2,395	1,325	1,800	1,800
Total Copies	871,921	851,292	936,300	936,300
Assessment Fee per Copy for All Sites Above	$0.033	$0.033	$0.023	$0.023

INTERNAL SERVICE FUNDS GROUP

PHOTOCOPY SERVICES FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2006 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 30,837	$ 32,606	$ 22,166	$ 22,100
Interest & Rents	735	2,546	4,200	4,500
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 31,572	$ 35,152	$ 26,366	$ 26,600
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 23,647	$ 18,686	$ 20,800	$ 20,800
* Other	60	60	76	5,200
Capital Outlay	4,932	21,743	18,836	26,200
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 28,639	$ 40,489	$ 39,712	$ 52,200
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 18,677	$ 14,827	$ 18,000	$ 18,000
Loss on Disposal of Capital Asset	1,236	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (12,048)	$ 1,579	$ (12,510)	$ (17,400)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	157,245	158,824	146,314	128,914
TOTAL FUND EQUITY	$ 157,245	$ 158,824	$ 146,314	$ 128,914
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (5,337)	$ (13,346)	$ (25,600)
ENDING BALANCE	$ 121,126	$ 115,789	$ 102,443	$ 76,843

- - 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 2007

* 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
City Council	$ 133	$ 450	$ 200	$ 250
City Manager	510	447	400	500
Elections	1,712	6,215	5,000	5,000
Finance Office	5,429	5,475	5,400	5,500
Independent Audit	0	0	110	100
Property Assessing Office	717	800	900	900
City Clerk	1,973	1,591	2,000	2,000
Personnel Office	451	516	500	500
Purchasing	224	2	0	0
Treasurer's Office	643	532	500	500
Volunteer Services	177	25	10	0
Planning Office	2,226	942	2,000	2,000
Environmental Health/Inspections	2,298	2,174	2,000	2,000
Environmental Health/Rental Housing	2,320	1,893	2,000	2,000
Environmental Health/Construction Inspections	894	711	800	800
Community Services	839	436	600	600
Community Social Services	114	6	0	0
Human Relations Office	482	399	500	500
Ourstreet/Neighborhood Liaison Program	11	168	200	200
Housing Advisory	0	28	20	50
Parks	18	22	0	0
Historic District Commission	180	285	250	300
Brownfield	37	0	0	0
CATV	28	0	0	0
Mainstreet/DDA	352	14	400	400
Principal Shopping District	0	120	100	100
Dangerous Structures	107	243	150	200
Solid Waste Recycling	97	153	700	500
Municipal Airport	215	189	30	100
MAX/Dial-A-Ride	483	58	0	0
Technology Services	8	7	20	50
CDBG-Administration	539	437	400	400
CDBG-Rehab	0	0	100	100
Windmill Island	0	41	200	100
Transportation Facility	287	953	900	1,000
Total	$ 23,506	$ 25,331	$ 26,390	$ 26,650

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 23,505	$ 25,330	$ 26,400	$ 26,700
Interest & Rents	29	36	40	100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 23,534	$ 25,366	$ 26,440	$ 26,800
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 22,384	$ 23,771	$ 25,629	$ 25,700
* Other	942	904	903	1,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 23,326	$ 24,675	$ 26,532	$ 26,700
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 1,244	$ 1,244	$ 1,244	$ 1,200
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,036)	$ (553)	$ (1,336)	$ (1,100)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	17,424	16,871	15,535	14,435
TOTAL FUND EQUITY	$ 17,424	$ 16,871	$ 15,535	$ 14,435
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 691	$ (92)	$ 100
ENDING BALANCE	$ 6,966	$ 7,657	$ 7,565	$ 7,665

- - 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 dispension 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 2007

* 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 $0.035003 throughout FY 2007 which will be adjusted to final actual overhead costs at fiscal year end.

* Historical actual per gallon overhead charge:
  - FY06 $0.0340565 (estimated)
  - FY05 $0.032683
  - 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-04 Actual	FY-05 Actual	FY-06 Projected		FY-07 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	43,591.7	20,619.9	63.6		63.6	
Fire Department	519.9	1,043.1	1,039.5		1,039.5	
MAX	553.6	3,446.4	9,809.7		9,809.7	
Board of Public Works	28,948.4	29,028.4	29,314.3		29,314.3	
Street Equipment	1,282.9	867.6	1,310.3		1,310.3	
Centralized Vehicle & Equipment	27,717.4	49,717.6	68,122.4		68,122.4	
Windmill Island	1,092.9	798.8	935.8		935.8	
Subtotal City of Holland	103,706.8	105,521.8	110,595.6	88.28%	110,595.6	88.28%
Holland Public Schools	13,289.1	14,850.9	14,676.4	11.72%	14,676.4	11.72%
Total Combined Gallons of Gasoline Dispensed	116,995.9	120,372.7	125,272.0	100.00%	125,272.0	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	
Fire Department	5,581.9	6,068.5	6,724.1		6,724.1	
MAX	83,563.2	80,422.0	85,022.5		85,022.5	
Board of Public Works	18,110.8	17,271.5	18,543.5		18,543.5	
Street Equipment	29,761.1	33,748.6	34,049.7		34,049.7	
Centralized Vehicle & Equipment	5,494.3	5,070.8	6,066.9		6,066.9	
Windmill Island	187.2	253.9	298.3		298.3	
Subtotal City of Holland	142,698.5	142,835.3	150,705.0	76.95%	150,705.0	76.95%
Holland Public Schools	48,263.0	47,430.1	45,136.0	23.05%	45,136.0	23.05%
Total Combined Gallons of Diesel Dispensed	190,961.5	190,265.4	195,841.0	100.00%	195,841.0	100.00%
Total City of Holland Gallons	246,405.3	248,357.1	261,300.6	81.37%	261,300.6	81.37%
Total Holland Public Schools Gallons	61,552.1	62,281.0	59,812.4	18.63%	59,812.4	18.63%
Combined Total Gallons	307,957.4	310,638.1	321,113.0	100.00%	321,113.0	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

dministrative and Operational Activiti	FY-04 Actual	FY-05 Actual	FY-06 Projected		FY-07 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	43,591.7	20,619.9	63.6	0.06%	63.6	0.06%
Fire Department	519.9	1,043.1	1,039.5	0.94%	1,039.5	0.94%
MAX	553.6	3,446.4	9,809.7	8.87%	9,809.7	8.87%
Board of Public Works	28,948.4	29,028.4	29,314.3	26.51%	29,314.3	26.51%
Street Equipment	1,282.9	867.6	1,310.3	1.18%	1,310.3	1.18%
Centralized Vehicle & Equipment	27,717.4	49,717.6	68,122.4	61.60%	68,122.4	61.60%
Windmill Island	1,092.9	798.8	935.8	0.85%	935.8	0.85%
Subtotal City of Holland	103,706.8	105,521.8	110,595.6	100.00%	110,595.6	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	0.00%
Fire Department	5,581.9	6,068.5	6,724.1		6,724.1	4.46%
MAX	83,563.2	80,422.0	85,022.5		85,022.5	56.42%
Board of Public Works	18,110.8	17,271.5	18,543.5		18,543.5	12.30%
Street Equipment	29,761.1	33,748.6	34,049.7		34,049.7	22.59%
Centralized Vehicle & Equipment	5,494.3	5,070.8	6,066.9		6,066.9	4.03%
Windmill Island	187.2	253.9	298.3		298.3	0.20%
Subtotal City of Holland	142,698.5	142,835.3	150,705.0	100.00%	150,705.0	100.00%
Total City of Holland Gallons	246,405.3	248,357.1	261,300.6		261,300.6	
Gallons of Fuel (Diesel and Gasoline) Dispensed:						
Police Department	43,591.7	20,619.9	63.6	0.02%	63.6	0.02%
Fire Department	6,101.8	7,111.6	7,763.6	2.97%	7,763.6	2.97%
MAX	84,116.8	83,868.4	94,832.2	36.29%	94,832.2	36.29%
Board of Public Works	47,059.2	46,299.9	47,857.8	18.32%	47,857.8	18.32%
Street Equipment	31,044.0	34,616.2	35,360.0	13.53%	35,360.0	13.53%
Centralized Vehicle & Equipment	33,211.7	54,788.4	74,189.3	28.39%	74,189.3	28.39%
Windmill Island	1,280.1	1,052.7	1,234.1	0.47%	1,234.1	0.47%
Total City of Holland Gallons	246,405.3	248,357.1	261,300.6	100.00%	261,300.6	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 328,124	$ 439,744	$ 602,846	$ 565,115
Interest & Rents	150	425	610	950
TOTAL SOURCES	$ 328,274	$ 440,169	$ 603,456	$ 566,065
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,729	$ 1,301	$ 1,348	$ 1,403
* Benefits - Includes NonWorking Wages	931	702	728	750
Other Current Expenditures -				
* Supplies / Maintenance	314,149	429,534	591,699	553,664
* Contractual	820	840	840	840
* Other	6,559	3,760	4,220	4,447
TOTAL USES	$ 324,188	$ 436,137	$ 598,835	$ 561,104
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 2,545	$ 2,545	$ 2,545	$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,541	$ 1,487	$ 2,076	$ 2,416
ENDING BALANCE -				
Designated / Reserves	$ 40,585	$ 44,617	$ 49,238	$ 54,199
Undesignated / Unreserved	23,545	21,000	18,455	15,910
TOTAL FUND EQUITY	$ 64,130	$ 65,617	$ 67,693	$ 70,109
- - 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 General Fund - Finance and General Fund - Treasurer is charged, in small part, to this fund.

INTERNAL SERVICE FUNDS GROUP

MOTOR POOL FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 776	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	615,492	- 0 -	- 0 -	- 0 -
Other	13,740	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 630,008	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 111,368	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - To Include NonWorking Wages	59,798	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	13,671	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	91,806	- 0 -	- 0 -	- 0 -
* Contractual Expenditures	- 0 -	- 0 -	- 0 -	- 0 -
* Other	82,815	- 0 -	- 0 -	- 0 -
Capital Outlay	303,603	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 663,061	$ - 0 -	$ - 0 -	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 212,317	$ - 0 -	$ - 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

INTERNAL SERVICE FUNDS GROUP

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 58,233	$ -0-	$ -0-	$ -0-
Equity Transfer to Centralized Vehicle/Equipment Fund		*$ (1,925,104)*		
ENDING BALANCE -				
Designated / Reserves	$ 790,000	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	1,135,104	-0-	-0-	-0-
TOTAL FUND EQUITY	$ 1,925,104	$ -0-	$ -0-	$ -0-
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (4,764)	$ -0-	$ -0-
ENDING BALANCE	$ 4,764	$ -0-	$ -0-	$ -0-
- - STAFFING - -				
Personnel Services Total Amount	$ 184,837	$ -0-	$ -0-	$ -0-
* Full-Time Positions	3.20	-0-	-0-	-0-
* Part-Time Positions @ F.T.E.	0.30	-0-	-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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 11,573	$ 47,648	$ 103,300	$ 90,300
Other	4,855,233	5,262,453	4,951,900	4,928,200
TOTAL SOURCES	$ 4,866,806	$ 5,310,101	$ 5,055,200	$ 5,018,500
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 2,115	$ 3,678	$ 2,400	$ 3,000
Other Current Expenditures -				
* Contractual	35,073	41,209	29,200	39,400
* Other	4,953,543	4,675,723	4,749,100	5,339,400
Transfers Out	23,352	132,400	129,900	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	260,000
TOTAL USES	$ 5,014,083	$ 4,853,010	$ 4,910,600	$ 5,641,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (147,277)	$ 457,091	$ 144,600	$ (623,300)
ENDING BALANCE -				
Designated / Reserves	$ 482,074	$ 498,201	$ 495,000	$ 495,000
Undesignated / Unreserved	2,151,570	2,592,534	2,740,335	2,117,035
TOTAL FUND EQUITY	$ 2,633,644	$ 3,090,735	$ 3,235,335	$ 2,612,035
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 440,964	$ 147,801	$ (623,300)
ENDING BALANCE	$ 2,151,570	$ 2,592,534	$ 2,740,335	$ 2,117,035

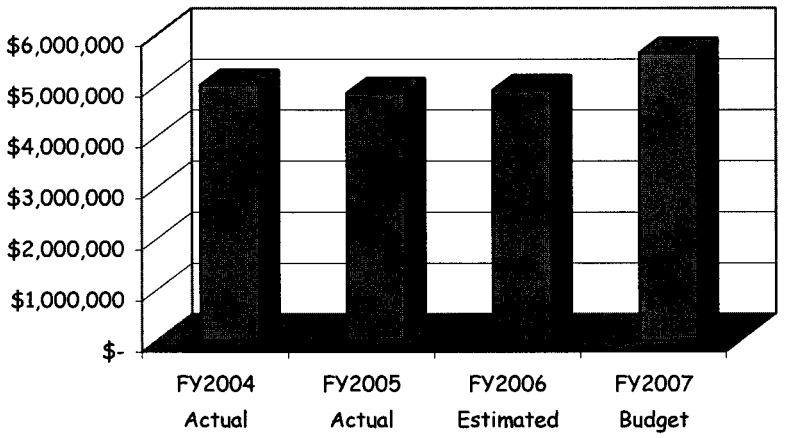
- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

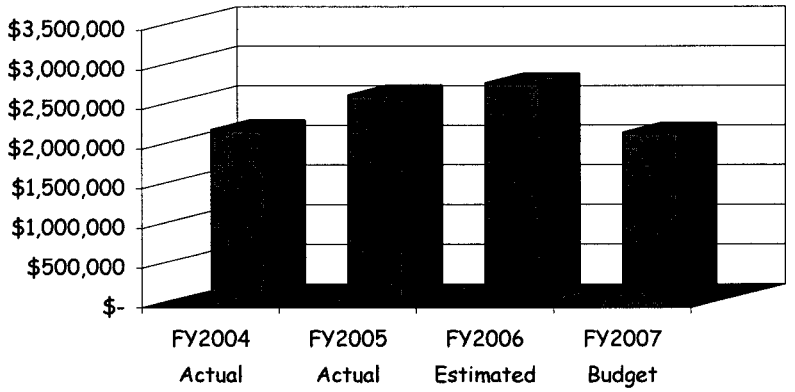
Total Uses

FY2007 Budget - $5,641,800



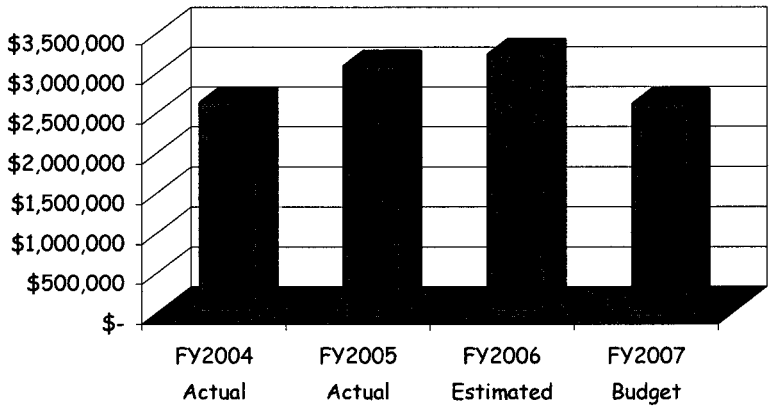
Ending Working Capital

FY2007 Budget $2,117,035



Ending Fund Equity/Reserves

FY2007 Budget $2,612,035



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 that retention costs for all self-funded claims are properly funded.

ACTION PLAN FOR FISCAL YEAR 2007

* 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 while the City was self-insured.

* To continue the contractual arrangement with the current local insurance agency and with third party administrator to provide claims services for claims that occurred while self-insured.

* To provide funding to assist with meeting the goals established by the Human Resources Department to reduce job related injuries.

* To strive for a positive safety record to reduce workers compensation rates.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - WORKERS COMP INSURANCE - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
WORKER COMP CLAIMS				
- Number of Claims Filed	63	59	55	45
- Number of Claims Filed Resulting In Lost Work Days	0	2	1	1
- Number of Scheduled Work Days Paid	0	35	50	30
EMPLOYEE SAFETY TRAINING PROGRAMS				
- Number of Participants	416	450	550	550
- Number of Employee Safety Awards Issued	134	94	155	300
COMMERCIAL INSURANCE PREMIUM EXPERIENCE:				
Insurance Premiums Paid	$ 297,728	$ 267,718	$ 245,200	$ 275,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(10,201)	(31,676)	(10,000)	(10,000)
Net Commercial Policy Premiums Payment Experience	$ 287,527	$ 236,042	$ 235,200	$ 265,000
PAYMENT EXPERIENCE ON FORMER SELF-FUNDED CARRYOVERS:				
(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	$ 54,858	$ 24,303	$ 5,000	$ 5,000
- for Indemnity	50,748	1,292	1,000	1,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(63,230)	(80,319)	(6,000)	(6,000)
Net Self-Funded Claims Payment Experience	$ 42,376	$ (54,724)	$ - 0 -	$ - 0 -
	$ (12,482)	$ (79,027)	$ (5,000)	$ (5,000)
TOTAL PREMIUMS & SELF-FUNDED CLAIMS EXPERIENCE	$ 340,104	$ 212,994	$ 245,200	$ 275,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 3,728	$ 12,852	$ 21,000	$ 13,500
Other	352,597	397,072	266,000	143,000
TOTAL SOURCES	$ 356,325	$ 409,924	$ 287,000	$ 156,500
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 67	$ - 0 -	$ 200	$ 200
* Other	409,081	296,099	256,200	289,700
Transfers Out	- 0 -	129,900	129,900	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 409,148	$ 425,999	$ 386,300	$ 339,900
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (52,823)	$ (16,075)	$ (99,300)	$ (183,400)
ENDING BALANCE -				
Designated / Reserves	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Undesignated / Unreserved	607,419	591,344	492,044	308,644
TOTAL FUND EQUITY	$ 612,419	$ 596,344	$ 497,044	$ 313,644
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (16,075)	$ (99,300)	$ (183,400)
ENDING BALANCE	$ 607,419	$ 591,344	$ 492,044	$ 308,644

- - 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 2007

* To assure a self-insured reserve balance considered sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury, with the following limitations:
  - Deferred period of working days, as established by City Council or 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 2006 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 - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS				
* Short-term Disability - Self-Funded	11	10	7	6
* Long-term Disability - Commercial Policy	0	1	0	0
DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID				
* Short-term Disability - Self-Funded Plan	431	840	621	500
* Long-term Disability - Commercial Policy	0	215	260	45
DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE				
* Short-term Disability - Self-Funded Claims Payments	$ 40,075	$ 92,976	$ 52,500	$ 63,000
* Long-term Disability Premiums - Commercial Policy	21,901	24,373	28,000	29,000
	$ 61,976	$ 117,349	$ 80,500	$ 92,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 128	$ 1,018	$ 1,900	$ 2,100
Other	84,848	95,485	100,400	103,200
TOTAL SOURCES	$ 84,976	$ 96,503	$ 102,300	$ 105,300
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 2,115	$ 3,678	$ 2,400	$ 3,000
Other Current Expenditures -				
* Other	60,513	113,671	78,100	89,000
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 62,628	$ 117,349	$ 80,500	$ 102,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 22,348	$ (20,846)	$ 21,800	$ 3,300
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	64,904	44,058	65,858	69,158
TOTAL FUND EQUITY	$ 64,904	$ 44,058	$ 65,858	$ 69,158
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (20,846)	$ 21,800	$ 3,300
ENDING BALANCE	$ 64,904	$ 44,058	$ 65,858	$ 69,158

- - 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; and 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; and to protect against possible catastrophic losses by providing adequate aggregate stop-loss commercial insurance coverage.

ACTION PLAN FOR FISCAL YEAR 2007

* To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims 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 an on-going contractual arrangement with the insurance agent and/or third-party claims administrator to provide claims services on behalf of the City.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - HEALTH/DENTAL INSURANCE - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
NUMBER OF INDIVIDUAL CONTRACTS:	601	568	525	520
SELF-FUNDED RETENTION LIMITS:				
- for Specific (each individual contract)	$ 75,000	$ 75,000	$ 75,000	$ 75,000
- for Aggregate (combined total for all contracts)	2,991,861	3,345,049	3,475,000	3,710,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	$ 208,332	$ 235,437	$ 230,500	$ 239,000
- for Claims Administration Fees	199,257	202,159	177,600	194,000
- for Capitation/Incentive Fees (POS Contracts)	68,151	81,933	49,600	56,000
- Total Payments for Premiums and Fees	$ 475,740	$ 519,529	$ 457,700	$ 489,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	$ 3,685,000	$ 3,373,704	$ 3,623,300	$ 4,104,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(47,485)	(21,479)	- 0 -	- 0 -
- Total Payments for Self-Funded Claims	$ 3,637,515	$ 3,352,225	$ 3,623,300	$ 4,104,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	$ 32,670	$ 45,004	$ 36,000	$ 43,000
Total Net Payment Experience	$ 4,145,925	$ 3,916,758	$ 4,117,000	$ 4,636,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 5,349	$ 14,633	$ 45,500	$ 43,800
Other	4,093,695	4,421,550	4,290,800	4,339,000
TOTAL SOURCES	$ 4,099,044	$ 4,436,183	$ 4,336,300	$ 4,382,800
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	4,193,410	3,938,243	4,120,100	4,636,000
Transfers Out	352	2,500	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	$ 4,193,762	$ 3,940,743	$ 4,120,100	$ 4,736,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (94,718)	$ 495,440	$ 216,200	$ (353,200)
ENDING BALANCE -				
Designated / Reserves	$ 457,074	$ 473,201	$ 470,000	$ 470,000
Undesignated / Unreserved	511,735	991,048	1,210,449	857,249
TOTAL FUND EQUITY	$ 968,809	$ 1,464,249	$ 1,680,449	$ 1,327,249
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 479,313	$ 219,401	$ (353,200)
ENDING BALANCE	$ 511,735	$ 991,048	$ 1,210,449	$ 857,249

- - 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 2007

* 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. A surcharge, equal to $25,000 in total, will be levied to all departments with vehicles covered by the self-insurance, as a means of increasing fund balance.

* To provide for a commercial insurance policy by July 2007 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, fire trucks and other specified vehicles resulting from accidents where the individual occurrence exceeds $1,000.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - VEHICLE INSURANCE - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES				
Number of Vehicles Insured for Liability	205	196	206	208
COMMERCIAL INSURANCE LIABILITY LIMITS				
Bodily Injury & Property Damage	$ 10,000,000	$ 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
COST OF REPAIRS / REPLACEMENTS TO CITY-OWNED VEHICLES				
Self-Funded Retention (Per Vehicle - Per Occurence)	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
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Commercial Insurance Premiums				
General City	$ 146,815	$ 150,663	$ 137,000	$ 144,000
Board of Public Works	53,832	54,964	46,459	48,800
Total Commercial Insurance Premiums	200,647	205,627	183,459	192,800
Self Funded Claims Paid	25,328	36,256	20,000	30,000
Total	$ 225,975	$ 241,883	$ 203,459	$ 222,800

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ (421)	$ 2,471	$ 4,100	$ 4,400
Other	160,559	167,660	147,500	173,300
TOTAL SOURCES	$ 160,138	$ 170,131	$ 151,600	$ 177,700
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 25,328	$ 36,256	$ 20,000	$ 30,000
* Other	146,815	150,665	137,000	144,000
Transfers Out	23,000	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 195,143	$ 186,921	$ 157,000	$ 199,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (35,005)	$ (16,790)	$ (5,400)	$ (21,300)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	192,711	175,921	170,521	149,221
TOTAL FUND EQUITY	$ 192,711	$ 175,921	$ 170,521	$ 149,221
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (16,790)	$ (5,400)	$ (21,300)
ENDING BALANCE	$ 192,711	$ 175,921	$ 170,521	$ 149,221

- - 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 2007

* 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 2007 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-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
SELF-FUNDED INSURANCE - RETENTION LIMITS				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate	500,000	557,500	557,500	557,500
COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS				
BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -				
Insurable Value - All Buildings and Other Property Items (Blanket)	$ 362,348,909	$ 381,819,420	$ 403,457,581	$ 450,000,000
Insurable Limits - Specifically Identified Property (per Underwriter)				
- Valuable Papers	$ 250,000	$ 250,000	$ 250,000	$ 250,000
- 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	2,121,557	5,553,506	5,575,000
- 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	3,450,000	2,905,362	3,000,000
- Floods & Earthquakes	5,000,000	5,000,000	5,000,000	5,000,000
- Communication Towers	100,000	100,000	100,000	100,000
BOILER UNITS				
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
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Self-Funded Claims Paid	$ 272	$ -	$ 500	$ 1,000
Commercial Insurance Premiums				
General City	23,580	34,752	31,800	33,600
Board of Public Works	631,132	636,536	576,200	605,000
Total Commercial Insurance Premiums	654,712	671,288	608,000	638,600
Property Appraisals for Insurance Valuation Purposes	3,124	3,443	3,500	3,700
Total	$ 658,108	$ 674,731	$ 612,000	$ 643,300

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 3,055	$ 11,975	$ 22,400	$ 19,300
Other	23,578	34,752	31,800	33,600
TOTAL SOURCES	$ 26,633	$ 46,727	$ 54,200	$ 52,900
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 3,473	$ 3,443	$ 4,000	$ 4,200
* Other	23,850	34,752	32,300	34,600
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 27,323	$ 38,195	$ 36,300	$ 63,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (690)	$ 8,532	$ 17,900	$ (10,900)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	542,378	550,910	568,810	557,910
TOTAL FUND EQUITY	$ 542,378	$ 550,910	$ 568,810	$ 557,910
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 8,532	$ 17,900	$ (10,900)
ENDING BALANCE	$ 542,378	$ 550,910	$ 568,810	$ 557,910

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: General & Public Officials Liability Insurance Fund

FUND MISSION STATEMENT

Provide 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 2007

* 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 2007 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.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - LIABILITY INSURANCE - -

Administrative and Operational Activities	FY-04 Actual	FY-05 Actual	FY-06 Projected	FY-07 Projected
SELF-FUNDED INSURANCE RETENTION LIMITS - APPLICABLE TO ALL LIABILITY COVERAGES				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate (All-Lines Aggregate Insurance Program - Loss Fund)	500,000	557,500	557,500	557,500
COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS				
COMPREHENSIVE GENERAL LIABILITY -				
Insurable Limits - Each Occurrence	$ 11,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Insurable Limits - Aggregate	11,000,000	10,000,000	10,000,000	10,000,000
Insurable Limits - Premises Medical Paym.	10,000	10,000	10,000	10,000
PUBLIC OFFICIALS LIABILITY -				
Insurable Limits - Each Occurrence	$ 11,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Insurable Limits - Aggregate	11,000,000	10,000,000	10,000,000	10,000,000
LAW ENFORCEMENT PROFESSIONAL LIABILITY -				
Insurable Limits - Each Occurrence	$ 11,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Insurable Limits - Aggregate	11,000,000	10,000,000	10,000,000	10,000,000
CRIME AND FIDELITY -				
Self-Funded Retetion 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
PAYMENT EXPERIENCE SUMMARY:				
Self-Funded Claims Paid - to Claimant	$ 4,639	$ 21,359	$ 10,000	$ 25,000
Self-Funded Claims Paid - for Legal Defense	6,205	1,510	5,000	5,000
Commercial Insurance Premiums				
General City	114,958	120,934	115,400	121,100
Board of Public Works	398,630	432,033	408,625	429,000
Total for Commercial Premiums	513,588	552,967	524,025	550,100
Total	$ 524,432	$ 575,836	$ 539,025	$ 580,100

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ (266)	$ 4,699	$ 8,400	$ 7,200
Other	139,956	145,934	115,400	136,100
TOTAL SOURCES	$ 139,690	$ 150,633	$ 123,800	$ 143,300
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 6,205	$ 1,510	$ 5,000	$ 5,000
* Other	119,874	142,293	125,400	146,100
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 126,079	$ 143,803	$ 130,400	$ 201,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 13,611	$ 6,830	$ (6,600)	$ (57,800)
ENDING BALANCE -				
Designated / Reserves	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Undesignated / Unreserved	232,423	239,253	232,653	174,853
TOTAL FUND EQUITY	$ 252,423	$ 259,253	$ 252,653	$ 194,853
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 6,830	$ (6,600)	$ (57,800)
ENDING BALANCE	$ 232,423	$ 239,253	$ 232,653	$ 174,853
- - STAFFING - -				
Positions: Not Applicable				

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Compensated Absences Fund

FUND MISSION STATEMENT

Provide funding for compensated absences of full-time employees of governmental funds. Compensated absences are to include comp time, longevity, payments in lieu of holiday (fire department), unused sick leave payoff and vacation. Mandatory employer costs and pension contribution costs as apply to compensated absences must also be financed.

ACTION PLAN FOR FISCAL YEAR 2007

* To maintain funding for each of the individual compensated absences at the annually calculated amount.

* To stay updated on additional requirements concerning compensated absences, as determined by the Government Accounting Standards Board (GASB).

INTERNAL SERVICE FUNDS GROUP

COMPENSATED ABSENCES FUND

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ -0-	$ 88,259	$ 100,000	$ 120,000
TOTAL SOURCES	$ -0-	$ 88,259	$ 100,000	$ 120,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ -0-	$ -0-	$ -0-	$ -0-
* Benefits - Includes NonWorking Wages	-0-	88,259	100,000	120,000
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
TOTAL USES	$ -0-	$ 88,259	$ 100,000	$ 120,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ -0-	$ -0-	$ -0-	$ -0-
ENDING BALANCE -				
Designated / Reserves	$ -0-	$ -0-	$ -0-	$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
TOTAL FUND EQUITY	$ -0-	$ -0-	$ -0-	$ -0-
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ -0-	$ -0-	$ -0-
ENDING BALANCE	$ -0-	$ -0-	$ -0-	$ -0-
- - CASH AND OFFSET LIABILITY - -				
ENDING BALANCE	$ -0-	$ 1,453,483	$ 1,553,483	$ 1,673,483
- - STAFFING - -				

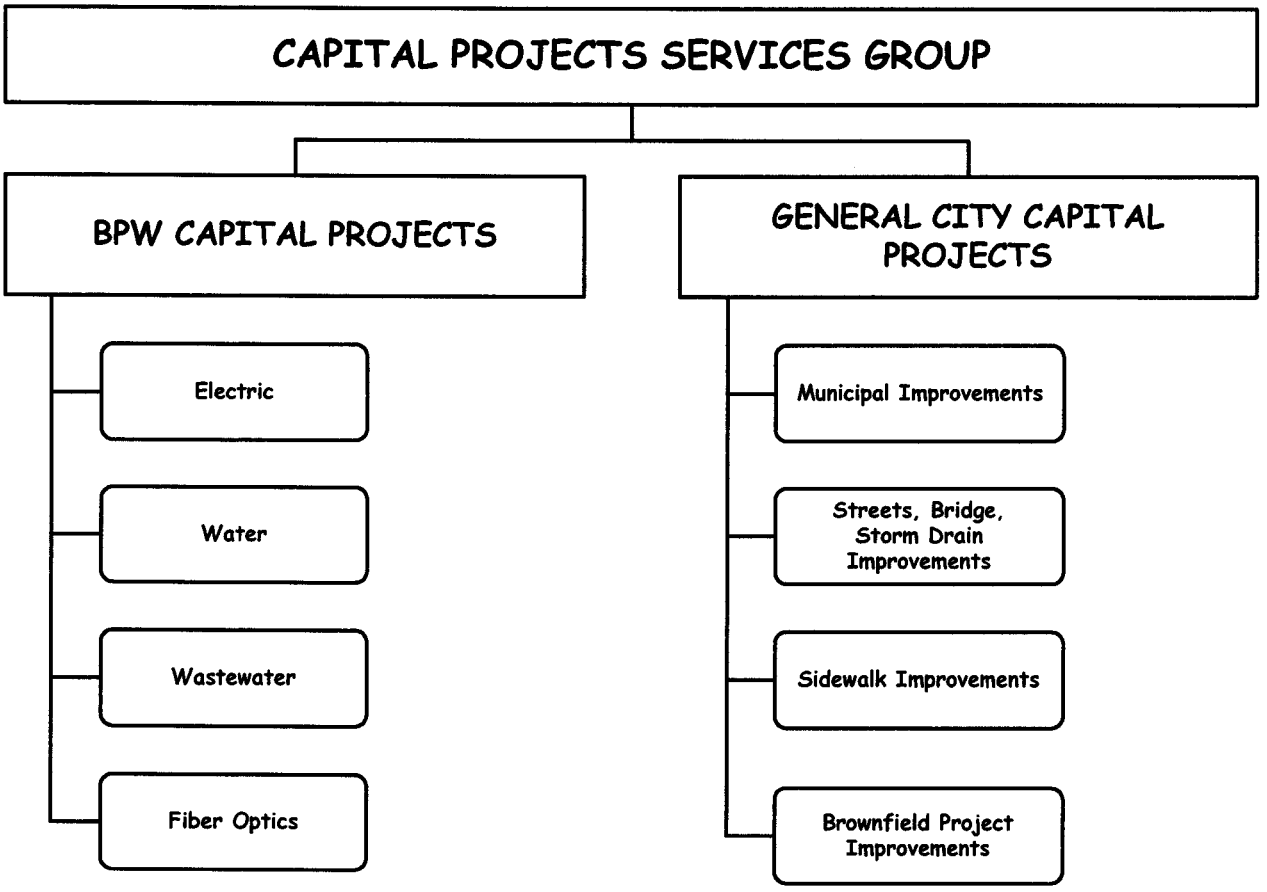
Positions: Not Applicable

CAPITAL PROJECTS SERVICES GROUP
INTRODUCTION

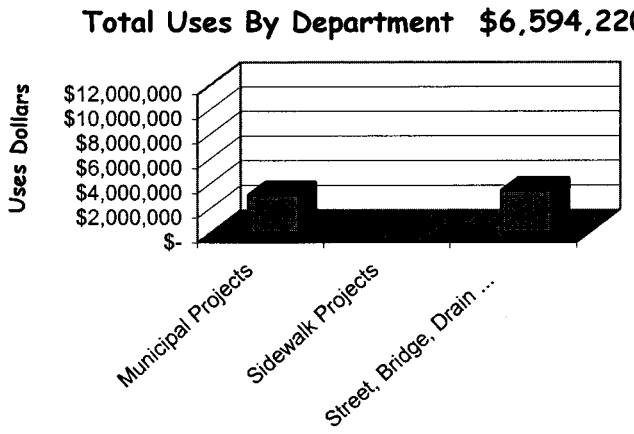
GROUP MISSION STATEMENT

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.

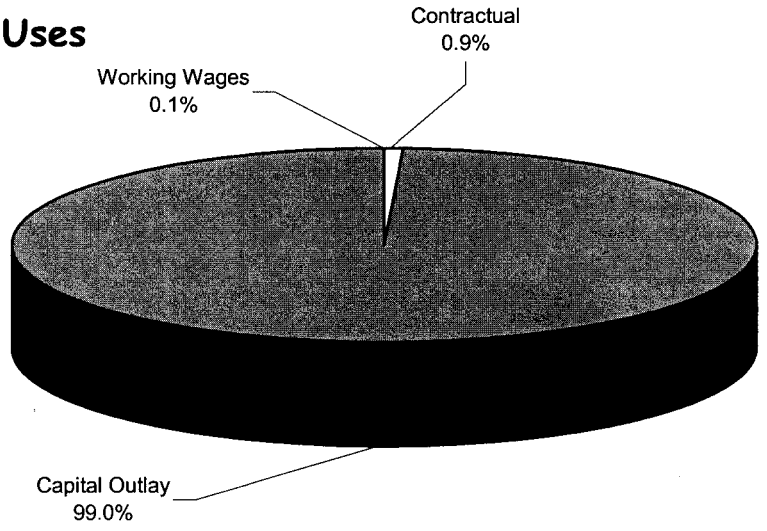
GROUP ORGANIZATIONAL STRUCTURE



Note: The BPW Capital Projects are summarized in this section, but included for accounting in the Utility Services Group.

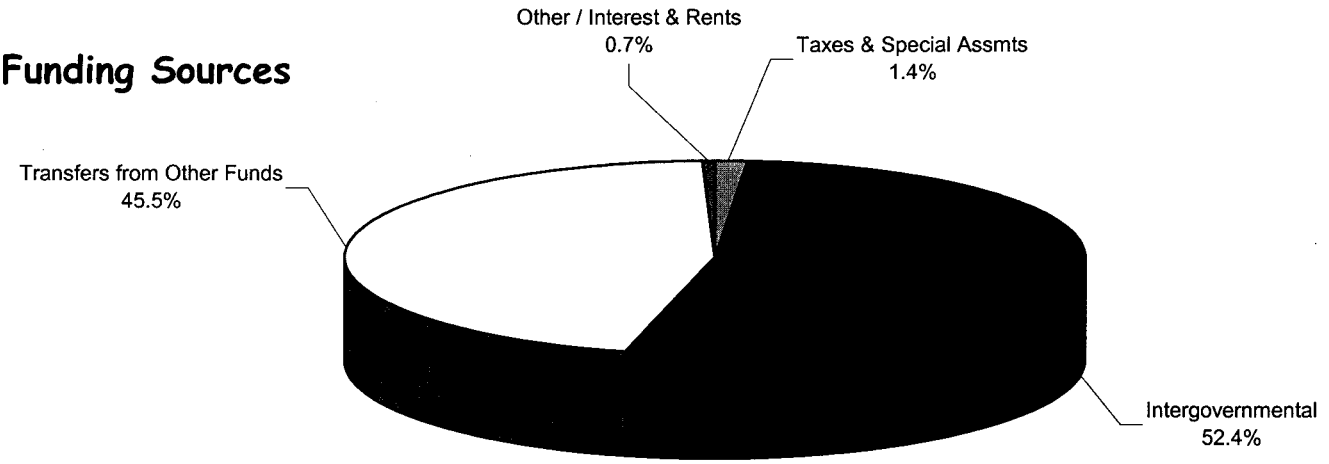


Funding Uses



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 2007

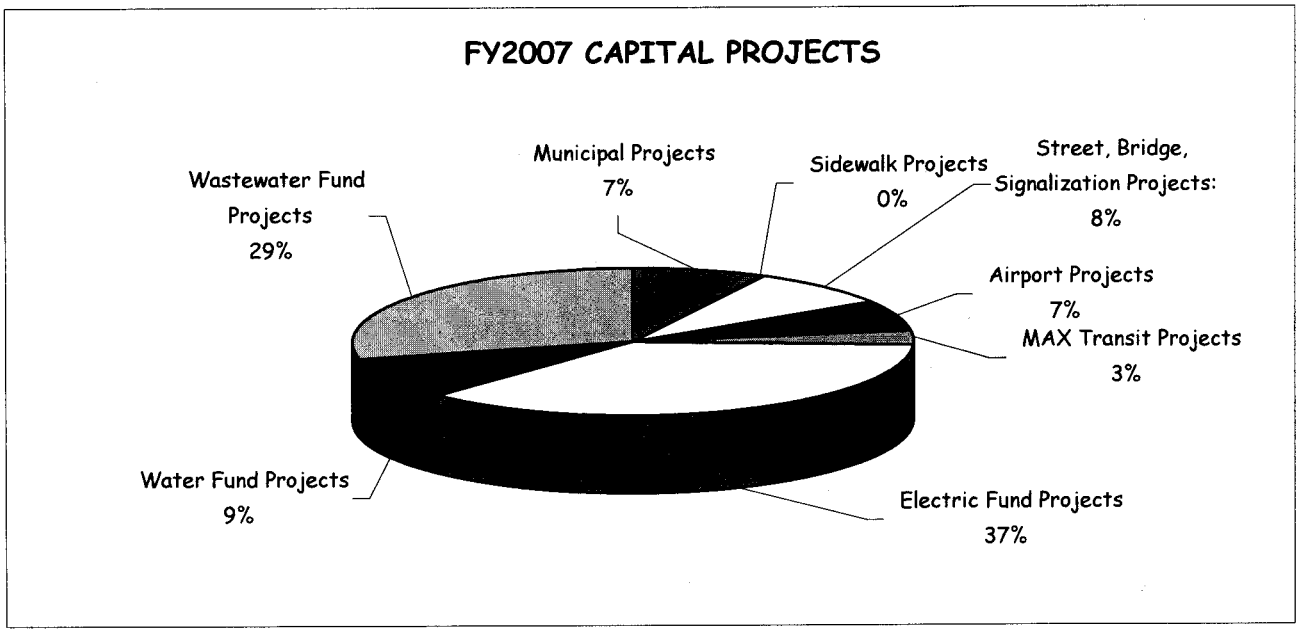
GOVERNMENTAL-TYPE FUNDS

Municipal Improvements Projects:	
See Capital Projects Section	$3,082,800
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	2,120,319
See Capital Projects Section - MDOT, Grants, and Private Share	1,183,200
See Capital Projects Section - Special Assessments	123,687
Sidewalk Improvements Projects	84,214

PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Municipal Airport Fund	2,770,000
See Macatawa Area Express (MAX) Fund	1,260,500
See Electric Utility Fund	15,056,633
See Water Utility Fund	3,788,196
See Wastewater Utility Fund	11,762,396
TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	$41,231,945

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-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Capital Projects	$ 27,350,947	$ 16,831,455	$ 13,858,740	$ 6,594,220
TOTAL - ALL FUND TYPES	$ 27,350,947	$ 16,831,455	$ 13,858,740	$ 6,594,220
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 651,738	$ 56,097	$ 198,079	$ 75,131
Intergovernmental	10,403,425	12,026,968	3,411,460	2,746,700
Interest & Rents	109,807	64,971	42,809	11,974
Other	35,610	214,491	300,030	23,750
Transfers In	3,018,760	4,501,891	6,118,941	2,381,668
TOTAL SOURCES	$ 14,219,340	$ 16,864,418	$ 10,071,319	$ 5,239,223
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 6,916	$ 12,772	$ 10,975	$ 8,500
Other Current Expenditures -				
* Contractual Items	59,193	52,685	52,524	55,500
Capital Outlay	26,132,982	16,080,196	13,795,241	6,530,220
Transfers Out	1,151,856	685,802	- 0 -	- 0 -
TOTAL USES	$ 27,350,947	$ 16,831,455	$ 13,858,740	$ 6,594,220
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 6,916	$ 12,772	$ 10,975	$ 8,500

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 2007

* To levy a modest millage to fund new municipal capital projects as approved by City Council which is a reduction from past millage rates due to limited resources.

* 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 2007.

* 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 with a 1.00 mill tax levy specifically set aside for street capital improvements by April 2007.

* To develop the next phase of the Sidewalk Improvement Program to be funded from a .05 mill tax levy for sidewalk improvements by June 2007.

CAPITAL PROJECTS GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 542,449	$ - 0 -	$ - 0 -	$ 16,481
Intergovernmental	435,074	274,300	53,158	1,563,500
Interest & Rents	108,366	59,369	40,000	10,000
Other	16,698	89,120	130,000	23,750
Transfers In	787,843	1,553,386	698,217	137,662
TOTAL SOURCES	$ 1,890,430	$ 1,976,175	$ 921,375	$ 1,751,393
FUNDING USES -				
Capital Outlay	$ 14,253,019	$ 4,056,254	$ 1,343,504	$ 3,082,800
Transfers Out	1,147,068	682,958	- 0 -	- 0 -
TOTAL USES	$ 15,400,087	$ 4,739,212	$ 1,343,504	$ 3,082,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (13,509,657)	$ (2,763,037)	$ (422,129)	$ (1,331,407)
ENDING BALANCE -				
Designated / Reserved	$ 3,893,144	$ 1,235,810	$ 1,331,659	$ - 0 -
Undesignated / Unreserved	623,682	517,978	- 0 -	252
TOTAL FUND EQUITY	$ 4,516,826	$ 1,753,788	$ 1,331,659	$ 252

- - STAFFING - -

Positions: Not Applicable

Note - For FY06 the BPW $60,000 share of the Kollen Park Project is not included in Sources or Uses above.
The $360,000 Street Improvements Reserve Fund share of the Kollen Park Project is included above (transfers in and capital outlay expenditure), but it is not included in the Street Capital Project Fund Summary.

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress
Appropriations for New Projects
For Fiscal Year July 1, 2006 - June 30, 2007

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2006	New Appropriations FY-2007	Combined Carryover and New Appropriations FY-2007
Parks & Recreation			
Bouws Outdoor Swimming Pool - Major Renovation	75,000		75,000
Kollen Park Renovation (Phases II and III)	2,500,000		2,500,000
Miscellaneous Park Improvements			
- River Ave & Central Ave/Window-on-the-Waterfront	48,500		48,500
Ice Skating Facility Preliminary Design	10,000		10,000
Civic Center			
Civic Center Facility Design	25,000		25,000
Cemeteries			
Automated Irrigation System (Cem. Perpetual Care)	- 0 -	55,000	55,000
Irrigation Booster Pump (Cem. Perpetual Care)	- 0 -	19,800	19,800
Streets, Parking, and Pedestrian Walkways			
Street End Lakefront Viewpoints ($50,000 Grant)	25,000	75,000	100,000
Transportation Facility - Additional Paving:			
- Around Cold Storage and Salt Storage Buildings	- 0 -	10,000	10,000
Hospital Vicinity - Wellness Trail ($47,000 Grant)	- 0 -	59,000	59,000
Snowmelt to New Macatawa Bank (50% Spec. Assessed)	- 0 -	47,500	47,500
Public Safety			
Emergency Preparedness Sirens	- 0 -	23,000	23,000
Other			
Ourstreet - Assistance Program	- 0 -	100,000	100,000
Leaf Disposal Site Improvements - Ottawa Avenue	10,000		10,000
Total Municipal Capital Projects Recommendation	2,693,500	389,300	3,082,800

MUNICIPAL CAPITAL PROJECTS
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2007	FY2008	FY2009	FY2010	FY2011
Parks & Recreation					
Bouws Outdoor Swimming Pool - Major Renovation	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Renovation (Phases II and III)					
This is the only major capital project this year. This project is described in detail on the inside front cover of this budget document. It is not anticipated that any additional staffing will be required to maintain the renovated park.					
Boardwalk Maintenance, Additional Lighting	- 0 -	5,000	5,000	10,000	10,000
Window-on-the-Waterfront:					
- River Ave & Central Ave Improvements					
Water Utilities for Irrigating Landscaping	- 0 -	100	105	110	115
Ice Skating Facility Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Civic Center					
Civic Center Facility Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Cemeteries					
Automated Irrigation System					
Savings on Water Utilities	(1,100)	(2,200)	(2,300)	(2,400)	(2,500)
Maintenance on Electronic System	- 0 -	500	550	600	650
Irrigation Booster Pump					
Maintenance on Pump	- 0 -	100	100	200	200
Streets, Parking, and Pedestrian Walkways					
Street End Lakefront Viewpoints	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Maintenance	- 0 -	500	1,000	1,500	2,000
Transportation Facility - Additional Paving:					
- Around Cold Storage and Salt Storage Buildings					
Recoating Paving Surface	- 0 -	- 0 -	- 0 -	1,000	- 0 -
Hospital Vicinity - Wellness Trail					
Maintenance	- 0 -	500	550	600	650
Snowmelt to New Macatawa Bank					
Pumping and Energy Costs	- 0 -	700	800	900	1,000
Public Safety					
Emergency Preparedness Sirens					
Utilities & Maintenance	300	300	300	300	300
Other					
Ourstreet - Assistance Program *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Total	(800)	5,500	6,105	12,810	12,415

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 2007 FOR ENGINEERING OFFICE

* To plan, design and construct the following street, and storm drainage improvement projects:

  - Complete construction of the River Avenue vehicle and pedestrian bridges across Lake Macatawa by November 2006.
  - Reconstruct River Avenue between the Lake Macatawa bridge and 15th Street by November 2006.

* Conduct the Annual Street Resurfacing program for streets identified by staff and City Council by November 2006.

CAPITAL PROJECTS GROUP

STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ 141,158	$ - 0 -
Intergovernmental	9,968,351	11,752,668	3,358,302	1,183,200
Interest & Rents	- 0 -	1,325	- 0 -	- 0 -
Other	18,904	125,371	170,030	- 0 -
Transfers In	2,214,915	2,861,505	5,420,724	2,244,006
TOTAL SOURCES	$ 12,202,170	$ 14,740,869	$ 9,090,214	$ 3,427,206
FUNDING USES -				
Capital Outlay	$ 11,832,549	$ 11,830,054	$ 12,408,578	$ 3,427,206
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 11,832,549	$ 11,830,054	$ 12,408,578	$ 3,427,206
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 369,621	$ 2,910,815	$ (3,318,364)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 407,549	$ 3,318,364	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 407,549	$ 3,318,364	$ - 0 -	$ - 0 -
- - STAFFING - -				
Positions: Not Applicable				

NOTE:
Electric, Water and Wastewater Fund portions of these projects are not included above, but are included instead within the Utility Services Group (Enterprise Funds).

Transfers In Include:

Note - In FY06 the Relocate Cleveland East, 16th to 13th, Project is not included above (City or BPW share) since it is included in the Municipal Capital Projects.

STREET CAPITAL PROJECTS SUMMARY

Actual and Anticipated Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2005 - June 30, 2006

Prepared 03/29/06 Scenario #3 - Page 1

		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		178,188		49,472	65,088	292,748
7th Street Transition		974				974
M40, I-196 to South City Limits (less FY05 portion $15,300)		704,700		730,000	311,400	1,746,100
MDOT	2,283,865					
City Share	1,761,400					
Total Project Cost	4,045,265					
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 15th, Turnback (URS Project) (4R94)						
See FY05 also included below						
Phase 1 - 28th to 15th, Phase 2 - 15th to Bridge						
MDOT (Part of Turnback $3.5M) (1)	2,421,081					0
Holland Hospital (drain/traffic signal)	64,320					
BPW	714,740					
Total Project Cost	3,200,141					
(1) Released $100,000 to River Ave, 15th Bridge 4R82						
Reconstructing Pine, 7th to Bridge (URS Project) (4R83)		398,148				398,148
FY06 is less FY04/FY05 actuals.						
MDOT	683,000					
BPW	38,962					
Padnos RRX	35,678					
City Share	468,305					
Total Project Cost	1,225,945					
23rd/24th Between Diekema & Ottawa (less FY05 engineering City share)					235,226	235,226
City Share	257,786					
Developer Share	70,032					
BPW	391,253					
Special Assessments	27,610					
Total Project Cost	746,681					
Neighborhood Commercial Infrastructure (Curb/Street Improvements)					20,000	20,000
Central Neighborhood Restoration (Curb/Street Improvements)					20,000	20,000
Washington Ave, Matt Urban - 32nd, MDOT Turnback		0				0
($157,000 MDOT Turnback Funds Available)						
8th St Western Gateway, Maple-Wash.(FY06 Portion Only)		30,871				30,871
Railroad Crossing Closings					90,000	90,000
MDOT	225,000					
City	90,000					
Total Project Cost	315,000					
Fairbanks, 8th-16th St (MDOT Agreement Open, excl BPW)		4,918				4,918
40th Street, Washington to Graafschap		498,759		353,867		852,626
(less prior actuals $3,808 FY04, $280,484 FY05)						
Special Assessments-Street	234,244					
BPW	302,201					
City Share (Major Street)	1,136,918					
Total Project Cost	1,673,363					
Shown with Proposed Release of $50,000 Contingency ($38,262=City, $11,738 = BPW)						

STREET CAPITAL PROJECTS SUMMARY

Actual and Anticipated Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2005 - June 30, 2006

Prepared 03/29/06 Scenario #3 - Page 2

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction (continued):						
8th/Fairbanks Roundabout (Legal/Admin) 4R84					820	820
Country Club Road, 8th-16th (In House Labor) 4R89					1,509	1,509
Guardrail Safety Project		54,838				54,838
(less FY03/FY04/FY05 City Share actuals $46,892						
MDOT Safety Grant	230,400					
City Share	101,730					
Total Project Cost	332,130					
6th Street Curb, River to Columbia ($25,000 project budget, less FY05)					14,460	14,460
Decision pending on dead tree replacement						
8th Street, Pine East to River (with Snowmelt)		83,060				83,060
(less City Share FY04 $12,788, FY05 $259,086)						
City Share	354,934					
Special Assmts (Revolving Cash Fd)	44,428					
BPW	5,200					
Total Project Cost	404,562					
Reconstructing River, 15th to 9th, (Turnback) 4R96		0				0
See FY07 - some preliminary costs will come through in FY06?						
River Ave, 7th to 9th, URS Engineering Excludes BPW Share 4R97					21,602	21,602
South Kensington Drive - Street Lighting				6,401		6,401
Traffic Signals:						
Carryover from FY2004 - Various 4T10-4T13		11,505		2,701		14,206
8th and Pine (excludes $8,372 spent FY04, and $103,593 spent FY05)		65,028				65,028
Minor Traffic Signals		349				349
Pine @ Padnos R.R. Signal					18,836	18,836
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					30,000	30,000
Bridge Construction:						
River Avenue Vehicle Bridge Fund 4B04 (less FY05 actuals)		588,606				588,606
Offset for Anticipated FY2007 Construction Portion						
Construction Jan 2006 thru Sept 2006		(294,000)				(294,000)
Safety Funds	200,000					
MACC TIP Funds	1,434,000					
Ottawa County	500,000					
Ottawa Co Road Comm/Holl Twp	697,032					
City Share	697,032					
Total Project Cost	3,528,064					
River Ave Vehicle Bridge Fund 4B04 In-House Costs		8,100				8,100
Multi-Project Contingency (OCRC Projects) Fund 4B04		79,000				79,000
Offset for Anticipated FY2007 Construction Portion		(79,000)				(79,000)

CONTINUED ON NEXT PAGE

STREET CAPITAL PROJECTS SUMMARY

Actual and Anticipated 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
CONTINUED FROM PREVIOUS PAGE						
Prepared 03/29/06 Scenario #3 - Page 3						
Bridge Construction (continued):						
River Avenue West Pedestrian Bridge 4B06		218,100			197,366	415,466
Construction Sept 2006 thru Dec 2006 (engineering only FY06)						
Offset for Anticipated FY2007 Construction Portion		(118,100)			(197,366)	(315,466)
MACC CMAQ	130,000					
Ottawa County	100,000					
Ottawa Co Road Comm/Holl Twp	415,466					
City Share	415,466					
Total Project Cost	1,060,932					
River Avenue East Pedestrian Bridge 4B05		167,980				167,980
($583,800 - $415,820 FY05 Portion)						
MDOT CMAQ	812,500					
Utilities (BPW/SBC)	528,400					
Ottawa Co Road Comm/Holl Twp	583,800					
City Share	583,800					
Total Project Cost	2,508,500					
River Avenue East Pedestrian Bridge 4B05 In House Costs		319				319
Bridge Approach (South) 4B07		297,000			392,318	689,318
Construction March 2006 thru Sept 2006						
Offset for Anticipated FY2007 Construction Portion					(200,000)	(200,000)
CMAQ	200,000					
City Share	689,318					
Total Project Cost	889,318					
Temporary Bridge 4B08					236,478	236,478
Construction Sept 2005 thru Dec 2005						
Private Contribution	700,000					
City Share	236,478					
OCRC/Townships	236,478					
Total Project Cost	1,172,956					
Temporary Bridge 4B08 In House Costs					507	507
Total		2,899,343	0	1,142,441	1,618,244	5,660,028

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2006 - June 30, 2007

Prepared 03/29/06 Scenario #3		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2006 Resurfacing Program		140,000		50,000	135,000	325,000
Reconstructing River, 15th to Bridge (URS Project) (4R82)		286,853			590,000	876,853
Prior Year Actuals $46,344 Covered by Turnback Monies						
BPW	1,267,471					
MDOT (Part of Turnback $3.5M)	1,078,919					
Federal ($394,400 after 10/1/2006)	1,183,200					
Special Assessments	100,000					
City Share - (Act 51 Eligible)	626,853					
City Share - Snowmelt (non Act 51)	250,000					
Total Project Cost	4,506,443					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					30,000	30,000
Bridge Construction:						
FY2007 Anticipated Portions of FY2006 Appropriated Projects:						
River Ave Vehicle Bridge 4B04		294,000				294,000
Multi-Project Contingency 4B04		79,000				79,000
River Ave West Pedestrian Bridge 4B06		118,100			197,366	315,466
Bridge Approach (South) 4B07					200,000	200,000
Total		917,953	0	50,000	1,152,366	2,120,319

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2007 - June 30, 2008

Prepared 03/29/06 Scenario #3		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2007 Resurfacing Program		140,000		50,000	160,000	350,000
8th / Fairbanks Roundabout		315,000			685,000	1,000,000
8th Street, Ferris to Country Club					46,000	46,000
Special Assessments	114,000					
MDOT (MACC)	640,000					
City Share	46,000					
Total Project Cost	800,000					
40th Street, East of Waverly Rd, S2 Yachts				505,371		505,371
MDOT (Economic Development Fund)	622,000					
City Share	505,371					
Special Assessments	116,629					
	1,244,000					
Drains:						
23rd Street, Central to State					45,000	45,000
Total		455,000	0	555,371	936,000	1,946,371

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 03/29/06 Scenario #3

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2008 Resurfacing Program		140,000		50,000	160,000	350,000
Country Club Road, 8th to 16th		0			434,000	434,000
Special Assessments	66,000					
City Share	434,000					
Total Project Cost	500,000					
12th Street, Pine to Fairbanks					550,000	550,000
City Share	550,000					
BPW	800,000					
Total Project Cost	1,350,000					
Total		140,000	0	50,000	1,144,000	1,334,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/29/06 Scenario #3		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2009 Resurfacing Program		140,000		50,000	160,000	350,000
18th Street, Cleveland to Pine					700,000	700,000
City Share	700,000					
BPW	700,000					
Matt Urban Drive, Washington Ave to West City Limit				710,000	39,000	749,000
Special Assessments	136,000					
City Share (major street)	749,000					
Total Project Cost	885,000					
Total		140,000	0	760,000	899,000	1,799,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/29/06 Scenario #3		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2010 Resurfacing Program		140,000		50,000	160,000	350,000
32nd Street, West of Ottawa to City Limit		405,000		885,000	1,015,000	2,305,000
Special Assessments	295,000					
City Share	2,305,000					
Total Project Cost	2,600,000					
Lincoln, 16th to 24th		205,000			800,000	1,005,000
Special Assessments	100,000					
City Share	1,005,000					
CDBG Grant	795,000					
Total Project Cost	1,900,000					
Total		750,000	0	935,000	1,975,000	3,660,000

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 2007

* To continue the annual sidewalk repair program in a selected area of the City by October 2006.

* To order-in sidewalks in areas identified by City Council by June 2007.

* To develop plans for sidewalk construction to support 2006 and 2007 street construction projects. (On-going)

CAPITAL PROJECTS GROUP

SIDEWALK IMPROVEMENTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 109,289	$ 56,097	$ 56,921	$ 58,650
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	1,571	4,277	2,809	1,974
Other	8	- 0 -	- 0 -	- 0 -
Transfers In	3,000	87,000	- 0 -	- 0 -
TOTAL SOURCES	$ 113,868	$ 147,374	$ 59,730	$ 60,624
FUNDING USES -				
SIDEWALKS - REPAIRS				
Personnel Services -				
* Salaries & Wages - Working	$ 6,916	$ 12,772	$ 10,975	$ 8,500
Other Current Expenditures -				
* Contractual	59,193	52,685	52,524	55,500
SIDEWALKS - ASPHALT WALKS				
Capital Outlay	- 0 -	49,983	- 0 -	- 0 -
SIDEWALKS - STREETSCAPE				
Capital Outlay	900	- 0 -	10,000	- 0 -
SIDEWALKS - FILL-IN-THE-GAP				
Capital Outlay	- 0 -	131,549	6,159	20,214
SIDEWALKS - NEIGHBORHOODS				
Capital Outlay	41,274	12,356	27,000	- 0 -
TOTAL USES	$ 108,283	$ 259,345	$ 106,658	$ 84,214
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 5,585	$ (111,971)	$ (46,928)	$ (23,590)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	182,640	70,669	23,741	151
TOTAL FUND EQUITY	$ 182,640	$ 70,669	$ 23,741	$ 151

- - STAFFING - -

Positions: Not Applicable

SIDEWALK CAPITAL PROJECTS LISTING

FY-2004 Actual / FY-2005 Actual / FY-2006 Estimated / FY-2007 Budget

Project and Financing Mechanisms	Actual FY-2004	Actual FY-2005	Final Revised Estimate FY-2006	Approved Budget FY-2007
Sidewalk Repair Program - Property Taxation and Investment Income	66,109	65,457	63,499	64,000
Asphalt Walk Repair - Property Taxation and Investment Income	0	49,983	0	0
Streetscape Sidewalk Improvements - Property Taxation and Investment Income - Transfer from General Fd	900	0	10,000	0
Dartmouth Ave, Ottawa Ave, 20th-24th - Property Taxation and Investment Income	41,274	0	0	0
West 32nd St - Graafschap Rd to Michigan Ave. - Federal CMAQ Grant - Property Taxation and Investment Income	0	0	0	0
Waverly Rd, Chicago Dr to 8th St - Property Taxation and Investment Income	0	12,356	0	0
Graafschap Rd, 40th to South City Limits - Property Taxation and Investment Income	0	0	0	0
Fill-in-the-Gaps - Special Assessments and Investment Income	0	131,549	6,159	20,214
5th Street, Central to River - Property Taxation and Investment Income	0	0	0	0
College Avenue, 6th to 7th - Property Taxation and Investment Income	0	0	0	0
Lugers Road / Myrtle Avenue - Property Taxation and Investment Income	0	0	0	0
Project Areas To Be Identified - Property Taxation and Investment Income	0	0	27,000	0
Totals	108,283	259,345	106,658	84,214

CAPITAL PROJECTS GROUP

BROWNFIELD CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ (130)	$ - 0 -	$ - 0 -	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In (1)	13,002	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 12,872	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Capital Outlay	$ 5,240	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	4,788	2,844	- 0 -	- 0 -
TOTAL USES	$ 10,028	$ 2,844	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 2,844	$ (2,844)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,844	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 2,844	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

(1) Transfers In come from the property tax captures collected in the Brownfield Special Revenue Fund in the Community and Neighborhood Services Group.

Note - For FY2006 and FY2007 this fund is reported in the Community & Neighborhood Services Group and not included under the Capital Projects Group. This presentation is included for historical comparisons.

BUILDING AUTHORITY CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
NO PROJECTED BUILDING AUTHORITY CAPITAL PROJECTS AT THIS TIME					
Financing Sources:					
None	-0-	-0-	-0-	-0-	-0-
Financing Applications:					
None	-0-	-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

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
CEMETERY PROJECTS:					
Financing Sources -					
Transfers-In from Cemetery Perpetual Care Fund	74,800	55,000	55,000	55,000	- 0 -
Financing Applications -					
Irrigation System Improvements	74,800	55,000	55,000	55,000	- 0 -
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	100,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Ourstreet - Residential Assistance	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	100,000	- 0 -	- 0 -	- 0 -	- 0 -
LEISURE & CULTURAL SERVICES PROJECTS:					
Financing Sources -					
Grant - Michigan Coastal Zone (for Street End Viewpoints)	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	208,500	- 0 -	- 0 -	- 0 -	- 0 -
	258,500	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Civic Center Study of Re-Development and/or Renovation	25,000	- 0 -	- 0 -	- 0 -	- 0 -
Ice Skating Facility A&E Design	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Lakefront Boardwalks & Viewing Points Development:					
- at Proposed Street Ends	100,000	- 0 -	- 0 -	- 0 -	- 0 -
Outdoor Swimming Pool Renovations	75,000	- 0 -	- 0 -	- 0 -	- 0 -
Window-On-Waterfront @ River Avenue Enhancements	48,500	- 0 -	- 0 -	- 0 -	- 0 -
	258,500	- 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 LESS THAN $1,000,000

	FY2006 Budgeted	FY2007 Projected	FY2008 Projected	FY2009 Projected	FY2010 Projected
PUBLIC SAFETY PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	23,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Emergency Warning Siren Replacements	23,000	- 0 -	- 0 -	- 0 -	- 0 -
TRANSPORTATION SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Transporation Facility Enhancements:					
- Addition of Paving Around Cold & Salt Storage Buildings	10,000	- 0 -	- 0 -	- 0 -	- 0 -
OTHER PROJECTS:					
Financing Sources -					
Grant - State/County (for Wellness Trail - Hospital Vicinity)	47,000	- 0 -	- 0 -	- 0 -	- 0 -
Special Assessments (50% Snowmelt to Macatawa Bank)	23,750	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	45,750	- 0 -	- 0 -	- 0 -	- 0 -
	116,500	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Leaf Disposal Site Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Wellness Trail - Hospital Vicinity	59,000	- 0 -	- 0 -	- 0 -	- 0 -
Snowmelt to New Macatawa Bank	47,500	- 0 -	- 0 -	- 0 -	- 0 -
	116,500	- 0 -	- 0 -	- 0 -	- 0 -
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN $1,000,000 ESTIMATED TOTAL COST					
All Financing Sources	582,800	55,000	55,000	55,000	- 0 -
All Financing Applications	582,800	55,000	55,000	55,000	- 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.

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY
OF PROJECTS WITH TOTAL ESTIMATED COST
PER INDIVIDUAL PROJECT EXCEEDING $1,000,000

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
KOLLEN PARK RENOVATION & EXPANSION PROJECT					
FINANCING SOURCES:					
Grants -					
- from Michigan DNR Waterways (Phase II Development)	669,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Michigan Trust Fund (Phases III Development)	500,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Michigan Trust Fund (Phases IV Development)	- 0 -	- 0 -	187,500	187,500	- 0 -
- from Great Lakes Fisheries (Phase III Development)	297,500	- 0 -	- 0 -	- 0 -	- 0 -
Private Sector Contributions -					
- from Holland Community Foundation and Other Sources	- 0 -	- 0 -	350,000	350,000	- 0 -
Transfers from Other City of Holland Funds -					
- from Waterfront Boardwalk Fund (earlier Heinz donations)	50,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Municipal Capital Improvements Cash Control Fund	983,500	- 0 -	245,500	245,500	- 0 -
Total Sources	2,500,000	- 0 -	783,000	783,000	- 0 -
FINANCING APPLICATIONS:					
Phase II: Launch Ramp / Kollen Park Drive & Cleveland Ave. -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	1,205,900	- 0 -	- 0 -	- 0 -	- 0 -
Phase III: Heinz Waterfront Boardwalk -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	1,294,100	- 0 -	- 0 -	- 0 -	- 0 -
Phase IV: Center Park Area / Pier -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	30,000	30,000	- 0 -
- Construction / Contingencies	- 0 -	- 0 -	375,000	375,000	- 0 -
Phase V: Pavillion -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	28,000	28,000	- 0 -
- Construction / Contingencies	- 0 -	- 0 -	350,000	350,000	- 0 -
Total Applications	2,500,000	- 0 -	783,000	783,000	- 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.

STREET, BRIDGE, & DRAIN CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	917,953	455,000	140,000	140,000	750,000
- Allegan Road Tax Shared Revenue Fund	50,000	555,371	50,000	760,000	935,000
- Street Improvements Fund	1,152,366	936,000	1,144,000	899,000	1,975,000
City of Holland Utility Funds	1,267,471	- 0 -	800,000	700,000	- 0 -
Special Assessments to Benefitting Properties	123,687	230,629	66,000	136,000	395,000
Capital Grants					
- State MDOT and Federal Agencies (Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC)	1,183,200	1,262,000	- 0 -	- 0 -	795,000
Other Sources	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Total Sources	4,694,677	3,439,000	2,200,000	2,635,000	4,850,000
FINANCING APPLICATIONS					
Road & Street Projects					
- Resurfacings	325,000	350,000	350,000	350,000	350,000
- New Construction and/or Re-Construction	3,481,211	3,044,000	1,850,000	2,285,000	4,500,000
Bridge Projects	888,466	- 0 -	- 0 -	- 0 -	- 0 -
Drainage System Projects	- 0 -	45,000	- 0 -	- 0 -	- 0 -
Total Applications	4,694,677	3,394,000	2,200,000	2,635,000	4,850,000

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.

SIDEWALK CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
FINANCING SOURCES					
Property Taxes	58,031	59,400	60,900	62,300	63,800
Special Assessments	619	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	1,974	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	23,590	- 0 -	- 0 -	- 0 -	- 0 -
Total Sources	84,214	59,400	60,900	62,300	63,800
FINANCING APPLICATIONS					
Sidewalk Repairs Program	64,000	59,400	60,900	62,300	63,800
Streetscape Improvements	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	20,214	- 0 -	- 0 -	- 0 -	- 0 -
Total Applications	84,214	59,400	60,900	62,300	63,800

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				
	FY2007	FY2007	FY2008	FY2009	FY2010	FY2011
FINANCING SOURCES						
Federal and State Grants:						
* Federal (F.A.A.)	2,631,500	2,631,500	6,349,500	3,990,000	3,800,000	No Projection
* State of Michigan (M.A.C.)	69,250	69,250	245,250	105,000	100,000	"
Local Contributions:						
* Private Sector Donations	69,250	69,250	1,795,250	105,000	100,000	"
Total Sources	2,770,000	2,770,000	8,390,000	4,200,000	4,000,000	- 0 -
FINANCING APPLICATIONS						
Terminal Facility :						
* Property Acquistion	850,000	850,000	- 0 -	- 0 -	- 0 -	No Projection
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	"
* Site Development & Construction	- 0 -	- 0 -	3,000,000	- 0 -	- 0 -	"
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -	"
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	"
* Runway 8						
- Property Acquisition for I L S	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -	"
- Installation of I L S	- 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 -	"
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	190,000	- 0 -	- 0 -	"
* Runway - North / South						
- Property Acquistion	- 0 -	- 0 -	- 0 -	4,200,000	- 0 -	"
- Architect / Engineer / Environment	- 0 -	- 0 -	120,000	- 0 -	- 0 -	"
- Site Development & Construction	- 0 -	- 0 -	- 0 -	- 0 -	4,000,000	"
Hanger Area - Site Development	- 0 -	- 0 -	240,000	- 0 -	- 0 -	"
Total Applications	2,770,000	2,770,000	8,390,000	4,200,000	4,000,000	- 0 -

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -
FIVE-YEAR PROJECTION SUMMARY

	FY2007 Budgeted	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	3,994,576	3,744,800	2,778,066	1,100,000	1,174,742
Financed from Cash Reserves	10,800,149	5,617,200	8,334,199	4,400,000	8,825,258
Bond Issue Proceeds	- 0 -	40,500,000	81,000,000	40,500,000	- 0 -
	14,794,725	49,862,000	92,112,265	46,000,000	10,000,000
Financing Applications:					
Power Resources	5,932,250	43,175,000	84,375,000	42,650,000	4,350,000
Electric Transmission and Distribution & Allocated Adminin Projects	8,862,475	6,687,000	7,737,265	3,350,000	5,650,000
	14,794,725	49,862,000	92,112,265	46,000,000	10,000,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	345,545	243,200	171,770	157,825	67,246
Financed from Cash Reserves	709,972	2,828,150	945,650	976,356	743,948
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	14,500,000
	1,055,517	3,071,350	1,117,420	1,134,181	15,311,194
Financing Applications:					
Water Plant	219,750	1,850,000	90,450	130,230	14,357,000
Water Distribuiton & Allocated Admin	835,767	1,221,350	1,026,970	1,003,951	954,194
	1,055,517	3,071,350	1,117,420	1,134,181	15,311,194
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	98,590	136,897	(399,563)	(426,385)	(588,732)
Financed from Cash Reserves	1,280,085	1,263,734	1,813,068	1,861,093	2,002,238
Bond Issue Proceeds	4,968,000	4,968,000	- 0 -	- 0 -	- 0 -
	6,346,675	6,368,631	1,413,505	1,434,708	1,413,506
Financing Applications:					
Wastewater Plant	5,096,135	5,055,564	297,398	151,185	65,807
Wastewater Collection & Allocated Admin	1,250,540	1,313,067	1,116,107	1,283,523	1,347,699
	6,346,675	6,368,631	1,413,505	1,434,708	1,413,506

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

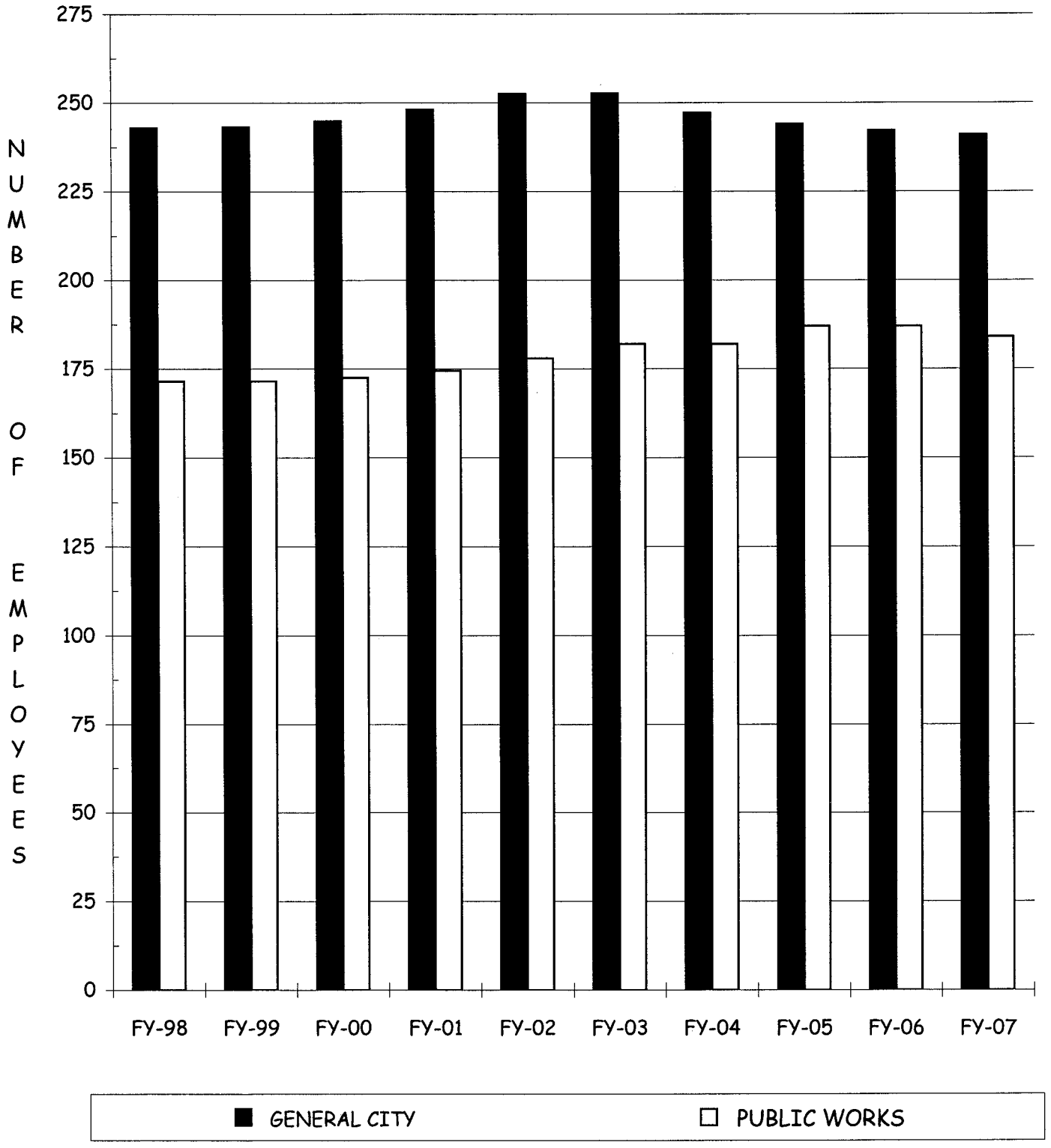
Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
General Fund

	FY-98	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07
City Council	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.25	0.25	0.25
City Manager	3.35	3.25	3.85	2.95	2.95	2.85	2.75	2.75	2.70	2.70
Finance	5.25	5.25	5.75	5.75	6.00	6.00	6.00	6.00	6.00	6.00
Property Assessing	6.05	6.05	6.05	6.05	6.05	6.05	6.05	6.05	5.05	5.05
City Clerk	2.90	3.15	4.08	3.88	3.88	3.88	3.88	3.00	3.00	3.00
Human Resources	2.35	2.35	2.35	2.35	2.35	2.35	2.25	2.25	2.25	2.25
Procurement (Purchasing)	0.00	0.00	0.00	0.30	0.30	0.30	0.30	0.40	0.45	0.45
Treasurer	2.70	2.70	2.20	2.20	2.95	2.85	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
Cemeteries	4.25	4.70	4.25	4.25	4.25	4.25	4.15	4.15	4.15	4.15
Volunteer Services	1.10	1.10	1.05	1.05	1.05	1.20	0.25	0.25	0.25	0.25
Planning & Zoning	2.70	2.70	2.70	2.70	3.05	2.90	2.40	3.50	3.50	3.40
Police	62.80	63.80	63.80	63.80	72.00	73.00	72.00	71.50	71.50	71.50
Fire	28.00	29.00	29.00	29.00	29.00	29.00	28.00	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	9.00	9.00	9.80	6.78	6.78	6.78	6.78	6.48	6.16	5.83
Construction Inspections	0.00	0.00	0.00	5.02	5.02	5.12	5.12	5.02	5.02	5.22
Streets Division	22.15	22.15	22.15	22.15	22.15	19.39	20.03	19.73	19.73	19.73
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	0.00	2.90	2.90	2.90	2.90	2.90
Community Social Services	0.00	0.05	0.05	0.05	0.05	0.05	0.07	0.07	0.07	0.10
Ourstreet/Neighborhood Liaison	2.20	2.95	2.95	3.00	3.00	3.00	3.00	2.05	2.05	2.05
Housing Advisory Commission	0.15	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00
Human Relations	1.60	1.60	1.60	1.60	1.80	1.80	2.00	2.00	2.00	2.00
Leisure & Cultural Services	1.30	1.30	1.30	1.30	1.30	1.30	1.30	0.60	0.60	0.60
Recreation Programs	4.30	4.50	4.30	4.30	4.30	4.30	4.30	4.00	4.00	4.00
Parks	12.50	12.50	12.50	12.50	12.50	12.50	11.50	11.40	10.40	10.40
Municipal Stadium	0.30	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	1.80	1.80	1.95	1.95	1.95	1.95	1.95
8th Street Market	0.55	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25
Civic Center	2.30	2.30	2.50	2.50	2.50	2.50	2.50	1.50	1.50	1.50
Economic Development	0.00	0.00	0.00	0.00	0.00	0.35	0.40	0.75	0.75	0.85
General Fund Total	210.10	213.15	214.98	217.03	226.78	228.17	224.28	220.95	218.63	218.53

Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-98	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07
Downtown Public Parking	0.45	0.45	0.45	0.25	0.25	0.25	0.25	0.50	0.50	0.50
Downtown Develop. Authority	1.70	1.70	1.50	1.70	1.70	1.70	1.70	0.80	0.80	0.80
Principal Shopping District	0.00	0.00	0.20	0.20	0.20	0.20	0.20	0.75	0.75	0.75
CATV Public Access Television	0.00	0.00	0.20	0.20	0.20	0.01	0.01	0.01	0.01	0.01
Solid Waste Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.25
Windmill Island	4.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Macatawa Area Express (MAX)	1.50	1.60	2.70	2.60	2.60	2.25	2.43	0.98	0.83	1.58
Technology Services	5.00	5.00	5.00	6.00	6.00	6.00	5.00	5.00	5.00	4.00
Strt Equip Operating & Reserve	5.20	5.20	5.20	5.20	5.20	5.20	3.70	0.00	0.00	0.00
City Motor Pool	2.30	2.50	2.20	2.45	2.45	2.45	3.20	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.78	8.93	8.93
CDBG Entitlement Grant	1.70	1.65	1.65	1.65	1.30	1.45	1.38	1.28	1.48	1.65
MSHDA Rental Housing Grant	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00
Public Safety Grants	11.00	10.00	10.00	10.00	4.00	3.00	3.00	3.00	3.00	3.00
Other Funds Total	32.85	30.10	30.10	31.25	25.90	24.51	22.87	23.10	23.62	22.47
General City Total	242.95	243.25	245.08	248.28	252.68	252.68	247.15	244.05	242.25	241.00
Board of Public Works	171.50	171.50	172.50	174.50	178.00	182.00	182.00	187.00	187.00	184.00
Holland Historical Trust	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	5.00
Grand Total	418.45	418.75	421.58	426.78	434.68	438.68	433.15	435.05	434.25	430.00

CITY OF HOLLAND
FULL-TIME AND PART-TIME "A" EMPLOYMENT TRENDS



CITY OF HOLLAND

Part-Time Employee Trends As Budgeted
General Fund

	FY-98	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07
City Manager	0.00	0.00	0.00	0.35	0.55	0.55	0.40	0.00	0.00	0.00
Finance	0.00	0.40	0.00	0.00	0.00	0.05	0.05	0.00	0.00	0.00
Property Assessing	0.10	0.10	0.05	0.05	0.00	0.05	1.20	0.50	0.50	0.50
City Clerk	0.95	0.70	0.00	0.00	0.10	0.00	0.00	0.30	0.25	0.25
Procurement (Purchasing)	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.00	0.00	0.00
Treasurer	0.15	0.20	0.50	0.70	0.00	0.25	0.00	0.00	0.05	0.00
City Hall & Grounds	0.20	0.20	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Cemeteries	4.60	4.30	1.95	1.50	1.15	1.10	0.90	1.30	1.60	1.60
Planning & Zoning	0.20	0.20	0.20	0.45	0.30	0.30	0.30	0.30	0.30	0.30
Police	6.60	7.10	7.45	7.15	7.40	6.65	7.05	7.60	8.00	8.00
Environmental Health & Insp.	1.75	1.75	0.50	0.55	0.10	0.10	0.10	0.10	0.10	0.10
Construction Inspections	0.00	0.00	0.00	0.20	0.20	0.00	0.05	0.05	0.05	0.05
Streets Division	0.50	0.20	0.20	0.20	0.20	0.00	0.00	0.60	0.15	0.30
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	0.00	0.25	0.60	0.55	0.15	0.30
Ourstreet/Neighborhood Liaison	0.60	0.00	0.15	0.15	0.15	0.15	0.15	0.45	0.70	0.70
Housing Advisory Commission	0.05	0.00	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00
Human Relations	1.10	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.50	0.50
Leisure & Cultural Services	0.05	0.10	0.05	0.00	0.00	0.00	0.05	0.05	0.05	0.05
Recreation Programs	0.70	0.70	0.70	0.75	0.70	0.70	0.70	1.05	1.10	1.10
Parks	6.80	7.30	7.35	8.95	7.55	8.60	9.35	9.40	9.60	9.65
Municipal Stadium	0.50	0.60	0.65	0.65	0.65	0.70	0.70	0.70	0.35	0.35
DeGraaf Nature Center	2.05	2.05	2.20	1.70	1.70	1.70	1.70	1.70	1.70	2.30
Kollen Park Boat Launch	0.35	0.35	0.30	0.35	0.30	0.35	0.35	0.25	0.50	0.35
8th Street Market	0.20	0.35	0.40	0.40	0.40	0.40	0.40	0.65	0.85	0.85
Civic Center	2.20	2.15	1.80	1.85	1.85	1.55	1.55	1.75	2.30	1.95
General Fund Total	29.65	28.75	24.70	26.35	23.70	23.70	25.85	27.60	28.90	29.30

Part-Time Employee Trends As Budgeted
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-98	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07
Downtown Public Parking	0.05	0.10	0.10	0.15	0.15	0.15	0.40	0.55	0.55	0.55
Downtown Develop. Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.15	0.15
Principal Shopping District	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.60	0.75
Solid Waste Recycling	0.00	0.00	0.00	0.00	0.70	0.70	0.70	0.80	0.80	0.80
Windmill Island	10.30	11.90	12.15	11.10	11.45	11.55	12.15	12.85	13.10	13.25
Railroad Depot	0.15	0.20	0.20	0.20	0.25	0.20	0.20	0.20	0.20	0.20
Macatawa Area Express (MAX)	0.00	0.00	0.00	0.00	0.00	0.65	1.15	0.55	1.00	0.50
Technology Services	0.90	0.90	0.55	0.25	0.00	0.00	0.00	0.00	0.00	0.00
Strt Equip Operating & Reserve	0.40	0.40	0.40	0.55	0.40	0.55	0.60	0.00	0.00	0.00
City Motor Pool	0.25	0.00	0.00	0.35	0.20	0.20	0.30	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
IMLS Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.75	0.90	1.30	0.65
Sesquicentennial Trust	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Enterprise/Services Total	12.35	13.50	13.40	12.60	13.15	14.00	16.25	17.30	18.70	17.85
General City Total	42.00	42.25	38.10	38.95	36.85	37.70	42.10	44.90	47.60	47.15
Holland Historical Trust	5.01	5.83	6.45	5.85	6.35	7.01	7.01	7.01	5.32	5.32
Grand Total	47.01	48.08	44.55	44.80	43.20	44.71	49.11	51.91	52.92	52.47

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

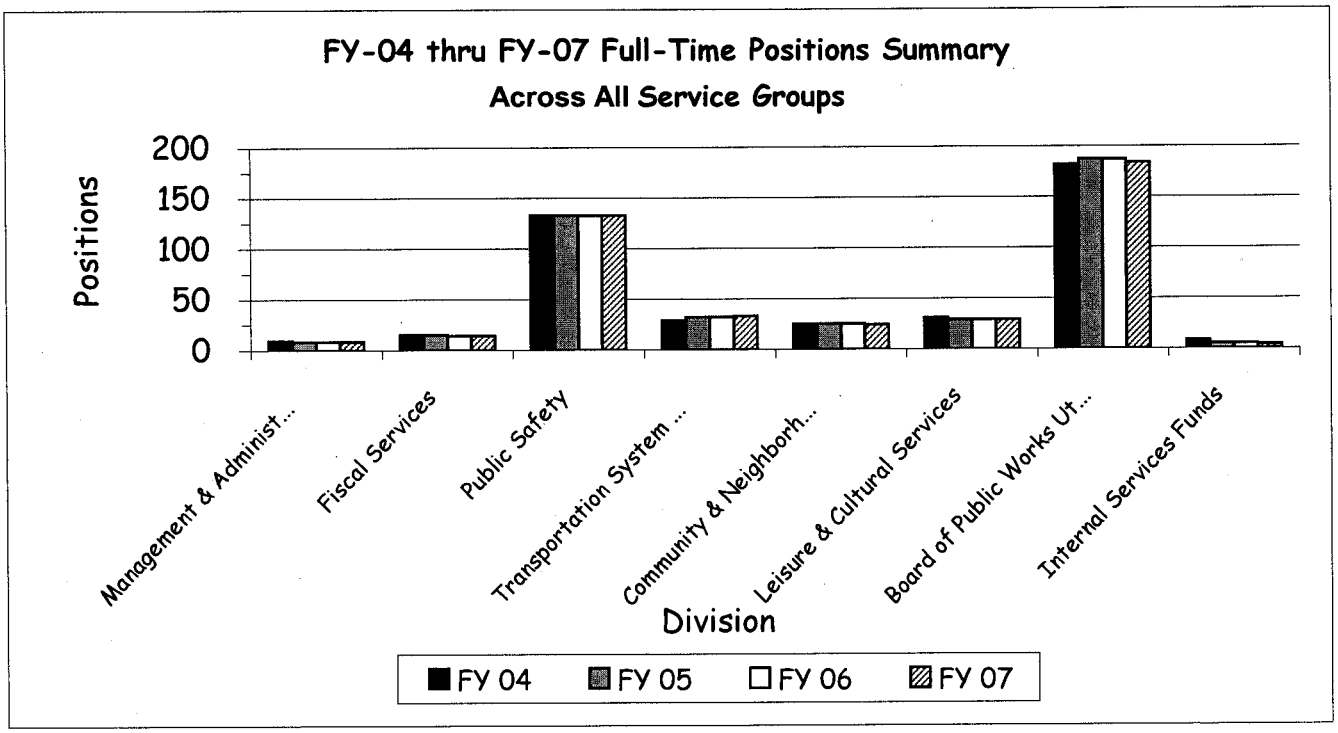
SERVICE GROUP	POSITIONS FY 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
Management & Administrative	9.39	8.51	8.46	8.46	1.97%
Fiscal Services	15.20	15.30	14.35	14.35	3.34%
Public Safety	133.00	132.50	132.50	132.50	30.81%
Transportation System & Services	29.06	32.39	32.39	33.14	7.71%
Community & Neighborhood Services	25.30	25.20	25.40	24.40	5.67%
Leisure & Cultural Services	31.00	29.15	29.15	29.15	6.78%
Board of Public Works Utilities	182.00	187.00	187.00	184.00	42.79%
Internal Services Funds	8.20	5.00	5.00	4.00	0.93%
TOTAL	433.15	435.05	434.25	430.00	100.00%

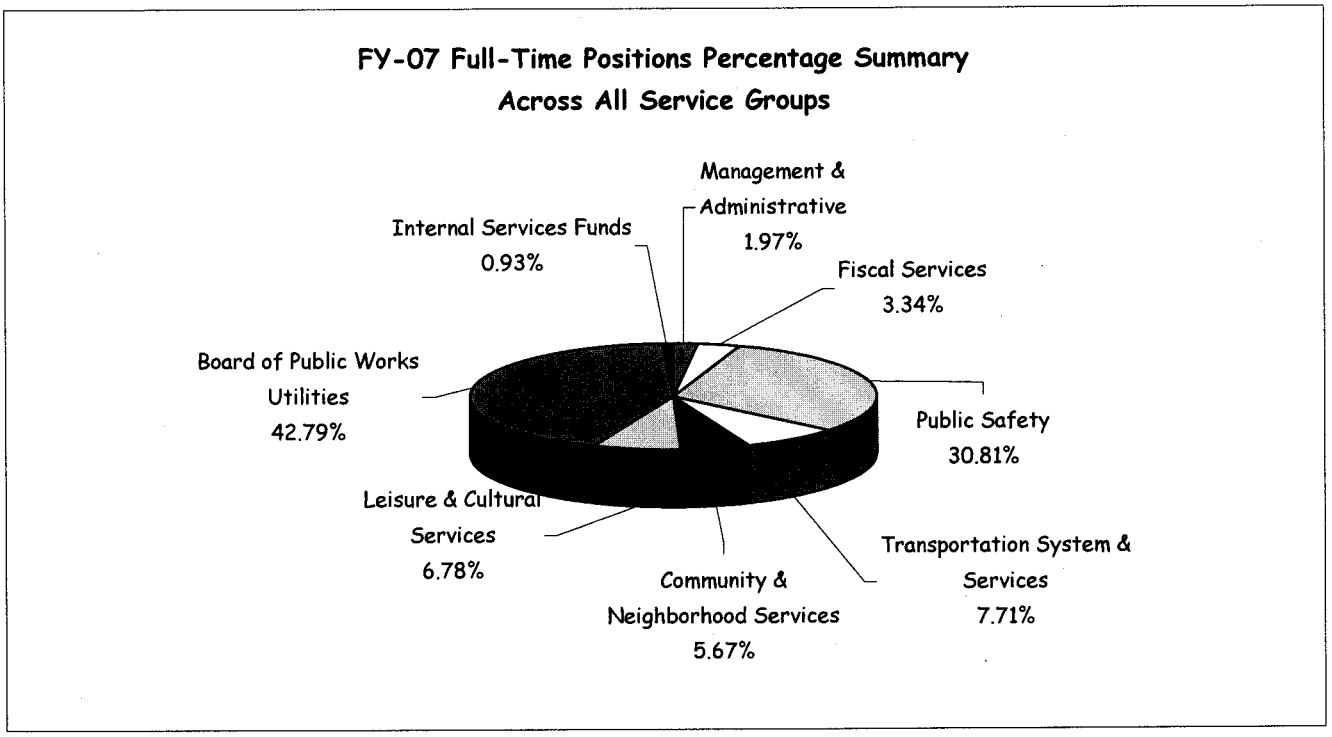
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
General Operating	224.28	220.95	218.63	218.53	50.82%
Downtown Public Parking	0.25	0.50	0.50	0.50	0.12%
Mainstreet/DDA	1.70	0.80	0.80	0.80	0.19%
Principal Shopping District	0.20	0.75	0.75	0.75	0.17%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.00	0.00	0.32	0.25	0.06%
Windmill Island	1.00	1.00	1.00	1.00	0.23%
Public Bus Transportation (MAX)	2.43	0.98	0.83	1.58	0.37%
Board of Public Works Utilities	182.00	187.00	187.00	184.00	42.79%
Technology Services	5.00	5.00	5.00	4.00	0.93%
Street Equipment Operating & Reserve	3.70	0.00	0.00	0.00	0.00%
City Motor Pool	3.20	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	8.78	8.93	8.93	2.08%
CDBG Entitlement Grant	1.38	1.28	1.48	1.65	0.38%
MSHDA Rental Housing Grant	1.00	1.00	1.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	4.00	4.00	5.00	5.00	1.16%
TOTAL	433.15	435.05	434.25	430.00	100.00%

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE





PART-TIME POSITIONS - @ Full-Time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

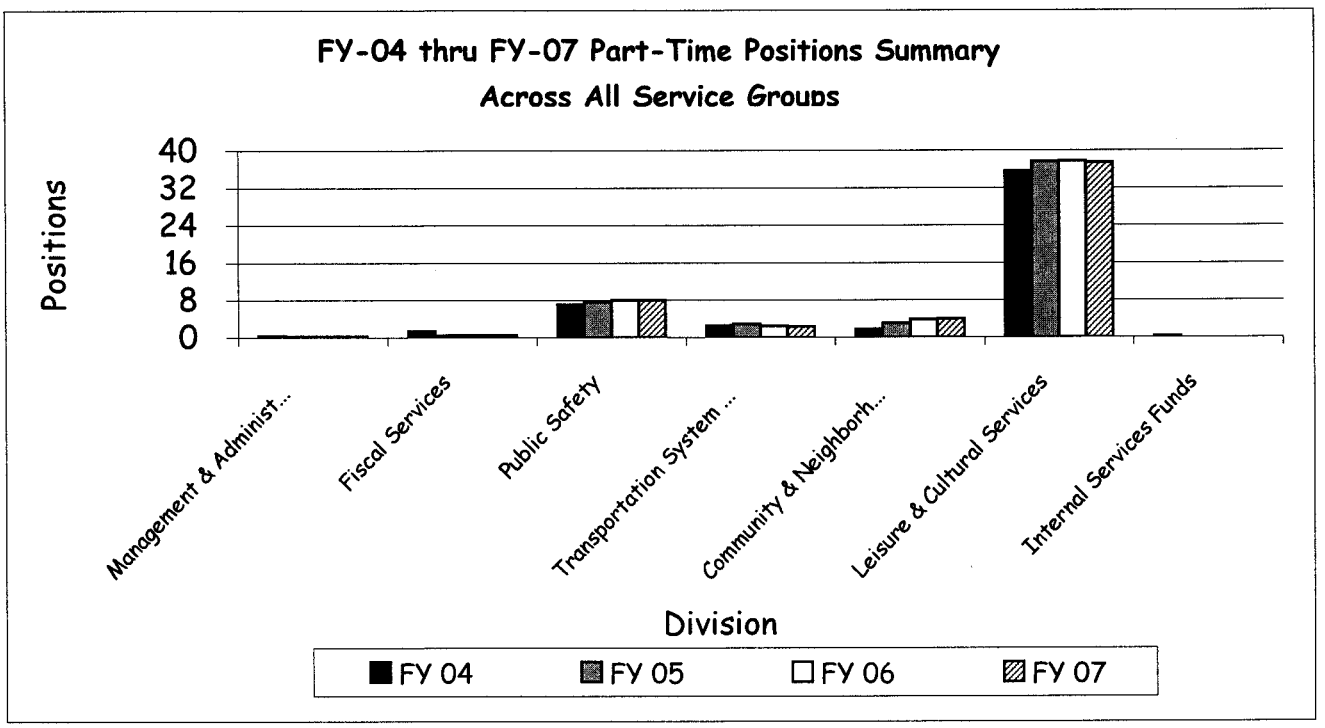
SERVICE GROUP	POSITIONS FY 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
Management & Administrative	0.40	0.30	0.25	0.25	0.48%
Fiscal Services	1.40	0.50	0.55	0.50	0.95%
Public Safety	7.05	7.60	8.00	8.00	15.25%
Transportation System & Services	2.55	2.90	2.50	2.30	4.38%
Community & Neighborhood Services	1.80	3.00	3.85	4.00	7.62%
Leisure & Cultural Services	35.61	37.61	37.77	37.42	71.32%
Internal Services Funds	0.30	0.00	0.00	0.00	0.00%
TOTAL	49.11	51.91	52.92	52.47	100.00%

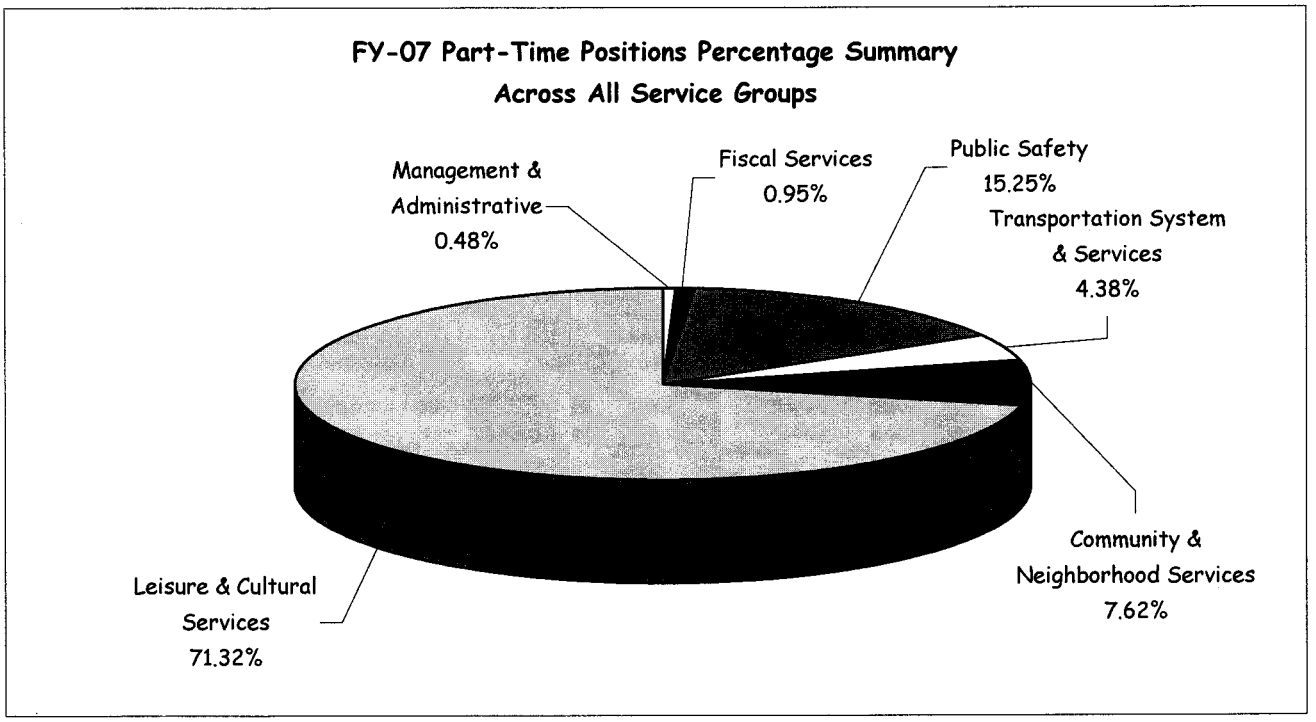
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
General Operating	25.85	27.60	28.90	29.30	55.84%
Downtown Public Parking	0.40	0.55	0.55	0.55	1.05%
Downtown Development Authority	0.00	0.15	0.15	0.15	0.29%
Downtown Principal Shopping District	0.00	0.30	0.60	0.75	1.43%
Solid Waste Recycling	0.70	0.80	0.80	0.80	1.52%
Windmill Island	12.15	12.85	13.10	13.25	25.25%
Railroad Depot	0.20	0.20	0.20	0.20	0.38%
Public Bus Transportation (MAX)	1.15	0.55	1.00	0.50	0.95%
Street Equipment Operating & Reserve	0.60	0.00	0.00	0.00	0.00%
City Motor Pool	0.30	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	1.00	1.00	1.00	1.91%
IMLS Grant	0.75	0.90	1.30	0.65	1.24%
Holland Historic Trust	7.01	7.01	5.32	5.32	10.14%
TOTAL	49.11	51.91	52.92	52.47	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 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
City Council	0.25	0.25	0.25	0.25	0.06%
City Manager	2.75	2.75	2.70	2.70	0.63%
Finance	6.00	6.00	6.00	6.00	1.40%
Property Assessing	6.05	6.05	5.05	5.05	1.17%
City Clerk	3.88	3.00	3.00	3.00	0.70%
Human Resources	2.25	2.25	2.25	2.25	0.52%
Procurement (Purchasing)	0.30	0.40	0.45	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	4.15	4.15	4.15	4.15	0.97%
Volunteer Services	0.25	0.25	0.25	0.25	0.06%
Planning & Zoning	2.40	3.50	3.50	3.40	0.79%
Police	72.00	71.50	71.50	71.50	16.62%
Fire	58.00	58.00	58.00	58.00	13.49%
Environmental Health & Inspections	6.78	6.48	6.16	5.83	1.36%
Contruction Inspections	5.12	5.02	5.02	5.22	1.21%
Streets Division	20.03	19.73	19.73	19.73	4.59%
Transportation Management & Engineering	2.90	2.90	2.90	2.90	0.67%
Community Social Services	0.07	0.07	0.07	0.10	0.02%
Ourstreet / Neighborhood Liaison	3.00	2.05	2.05	2.05	0.48%
Human Relations	2.00	2.00	2.00	2.00	0.47%
Leisure & Cultural Services	1.30	0.60	0.60	0.60	0.14%
Recreation Programs	4.30	4.00	4.00	4.00	0.93%
Parks	11.50	11.40	10.40	10.40	2.42%
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%
8th Street Market	0.00	0.25	0.25	0.25	0.06%
Civic Center	2.50	1.50	1.50	1.50	0.35%
Economic Development	0.40	0.75	0.75	0.85	0.20%
Downtown Public Parking	0.25	0.50	0.50	0.50	0.12%
Downtown Development Authority	1.70	0.80	0.80	0.80	0.19%
Downtown Principal Shopping District	0.20	0.75	0.75	0.75	0.17%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.00	0.00	0.32	0.25	0.06%
Windmill Island	1.00	1.00	1.00	1.00	0.23%
Public Bus Transportation (MAX)	2.43	0.98	0.83	1.58	0.37%
Board of Public Works:					
- Power Supply	46.00	46.00	46.00	45.00	10.46%
- Electric Transmission & Distribution	33.00	37.00	37.00	37.00	8.60%
- Wastewater Treatment	21.00	21.00	21.00	21.00	4.88%
- Water Treatment	10.00	10.00	10.00	10.00	2.33%
- Water-Wastewater Distribution / Collection	21.00	21.00	21.00	21.00	4.88%
- Administration & Human Resources	6.00	6.00	6.00	6.00	1.40%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.49%
- Information Technology	7.00	8.00	8.00	8.00	1.86%
- Marketing	11.00	11.00	11.00	11.00	2.56%
- Purchasing, Facilities, Warehousing & Meter	12.00	12.00	12.00	10.00	2.33%
Technology Services	5.00	5.00	5.00	4.00	0.93%
Street Equipment Operating & Reserve	3.70	0.00	0.00	0.00	0.00%
City Motor Pool	3.20	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	8.78	8.93	8.93	2.08%
CDBG Entitlement Grant	1.38	1.28	1.48	1.65	0.38%
MSHDA Rental Housing Grant	1.00	1.00	1.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	4.00	4.00	5.00	5.00	1.16%
TOTAL	433.15	435.05	434.25	430.00	100.00%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS FY 04	POSITIONS FY 05	POSITIONS FY 06	FY 07 POSITIONS	FY 07 PERCENT
City Manager	0.40	0.00	0.00	0.00	0.00%
Finance	0.05	0.00	0.00	0.00	0.00%
Property Assessing	1.20	0.50	0.50	0.50	0.95%
Clerk	0.00	0.30	0.25	0.25	0.48%
Procurement (Purchasing)	0.15	0.00	0.00	0.00	0.00%
Treasurer	0.00	0.00	0.05	0.00	0.00%
City Hall & Grounds	0.10	0.10	0.10	0.10	0.19%
Cemeteries	0.90	1.30	1.60	1.60	3.05%
Planning & Zoning	0.30	0.30	0.30	0.30	0.57%
Police	7.05	7.60	8.00	8.00	15.24%
Environmental Health & Inspections	0.10	0.10	0.10	0.10	0.19%
Contruction Inspections	0.05	0.05	0.05	0.05	0.10%
Streets Division	0.00	0.60	0.15	0.30	0.57%
Transportation Management & Engineering	0.60	0.55	0.15	0.30	0.57%
Ourstreet / Neighborhood Liaison	0.15	0.45	0.70	0.70	1.33%
Human Relations	0.00	0.20	0.50	0.50	0.95%
Leisure & Cultural Services	0.05	0.05	0.05	0.05	0.10%
Recreation Programs	0.70	1.05	1.10	1.10	2.10%
Parks	9.35	9.40	9.60	9.65	18.39%
Municipal Stadium	0.70	0.70	0.35	0.35	0.67%
DeGraaf Nature Center	1.70	1.70	1.70	2.30	4.38%
Kollen Park Boat Launch	0.35	0.25	0.50	0.35	0.67%
8th Street Market	0.40	0.65	0.85	0.85	1.62%
Civic Center	1.55	1.75	2.30	1.95	3.72%
Downtown Public Parking	0.40	0.55	0.55	0.55	1.05%
Downtown Development Authority	0.00	0.15	0.15	0.15	0.29%
Downtown Principal Shopping District	0.00	0.30	0.60	0.75	1.43%
Solid Waste Recycling	0.70	0.80	0.80	0.80	1.52%
Windmill Island	12.15	12.85	13.10	13.25	25.25%
Railroad Depot	0.20	0.20	0.20	0.20	0.38%
Public Bus Transportation (MAX)	1.15	0.55	1.00	0.50	0.95%
Street Equipment Operating & Reserve	0.60	0.00	0.00	0.00	0.00%
City Motor Pool	0.30	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	0.00	1.00	1.00	1.00	1.91%
IMLS Grant	0.75	0.90	1.30	0.65	1.24%
Holland Historic Trust	7.01	7.01	5.32	5.32	10.14%
TOTAL	49.11	51.91	52.92	52.47	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
CITY COUNCIL				
*** FULL TIME ***				
Executive Assistant I	0.25	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	9.25	9.25	9.25	9.25
CITY MANAGER				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.50	0.50	0.45	0.45
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.25	0.25	0.25
Total Full Time	2.75	2.75	2.70	2.70
*** PART TIME ***				
Administrative Assistant to City Manager	0.40	0.00	0.00	0.00
Total Full & Part Time FTE	3.15	2.75	2.70	2.70
CITY CLERK				
*** 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	1.00	1.00	1.00
Total Full Time	3.88	3.00	3.00	3.00
*** PART TIME ***				
Clerical Assistant	0.00	0.30	0.25	0.25
Total Full & Part Time FTE	3.88	3.30	3.25	3.25

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
HUMAN RESOURCES				
*** 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	0.25	0.25	0.25	0.25
Total Full Time	2.25	2.25	2.25	2.25
VOLUNTEER SERVICES				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.25
CATV PUBLIC ACCESS TELEVISION				
*** FULL TIME ***				
Director of Transportation Services	0.01	0.01	0.01	0.01
MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL				
Full Time	9.39	8.51	8.46	8.46
Part Time	0.40	0.30	0.25	0.25
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	18.79	17.81	17.71	17.71

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
FINANCE				
*** 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	0.00	0.00	0.00
Total Full & Part Time FTE	6.05	6.00	6.00	6.00
TREASURER				
*** 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	0.00	0.00	0.05	0.00
Total Full & Part Time FTE	2.85	2.85	2.90	2.85

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
PROPERTY ASSESSING				
*** 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	1.00	1.00	1.00
Appraiser II	1.00	0.00	0.00	0.00
Appraiser I	1.00	1.00	1.00	1.00
Account Clerk/GIS Operator	1.00	0.00	0.00	0.00
Departmental Assistant I	1.00	2.00	1.00	1.00
Total Full Time	6.05	6.05	5.05	5.05
*** PART TIME ***				
Clerical Assistant	0.00	0.50	0.50	0.50
Technical Assistant	1.20	0.00	0.00	0.00
Engineering Draftsman/Tech	0.00	0.00	0.00	0.00
Total Part Time	1.20	0.50	0.50	0.50
Total Full & Part Time FTE	7.25	6.55	5.55	5.55
PROCUREMENT (PURCHASING)				
*** FULL TIME ***				
Assistant City Manager	0.10	0.00	0.05	0.05
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.20	0.20
Department Assistant I	0.00	0.20	0.20	0.20
Total Full Time	0.30	0.40	0.45	0.45
*** PART TIME ***				
Clerical Assistant	0.15	0.00	0.00	0.00
Total Full & Part Time FTE	0.45	0.40	0.45	0.45
FISCAL SERVICES TOTAL				
Full Time	15.20	15.30	14.35	14.35
Part Time	1.40	0.50	0.55	0.50
Total Full & Part Time FTE	16.60	15.80	14.90	14.85

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
POLICE				
*** 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	41.00	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	0.50	0.50	0.50
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	72.00	71.50	71.50	71.50
*** PART TIME ***				
Police Cadet	4.20	4.75	4.75	4.75
Police Reserve Officer	1.05	1.05	1.05	1.05
School Crossing Guards	1.30	1.30	1.30	1.30
General Maintenance Worker	0.50	0.50	0.90	0.90
Total Part Time	7.05	7.60	8.00	8.00
Total Full & Part Time FTE	79.05	79.10	79.50	79.50
PUBLIC SAFETY GRANTS				
*** FULL TIME ***				
Policer Officer	3.00	3.00	3.00	3.00
Police Division Total				
Full Time	75.00	74.50	74.50	74.50
Part Time	7.05	7.60	8.00	8.00
Total Full & Part Time FTE	82.05	82.10	82.50	82.50

PUBLIC SAFETY SERVICES

FIRE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
FIRE				
*** 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	6.00	6.00	6.00	6.00
Community Involvement Lieutenant	0.00	0.00	0.00	0.00
Firefighter	13.00	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	58.00	58.00	58.00	58.00
PUBLIC SAFETY SERVICES TOTAL				
Full Time	133.00	132.50	132.50	132.50
Part Time	7.05	7.60	8.00	8.00
Total Full & Part Time FTE	140.05	140.10	140.50	140.50

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
STREETS DIVISION				
*** FULL TIME ***				
Director of Transportation Services	0.23	0.23	0.23	0.23
Departmental Assistant II	0.50	0.50	0.50	0.50
Street Superintendent	0.80	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00	3.00
Equipment Mechanic II	0.50	0.00	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	9.00	9.00	9.00	9.00
Equipment Operator	4.00	4.00	4.00	4.00
Total Full Time	20.03	19.73	19.73	19.73
*** PART TIME ***				
Maintenance	0.00	0.60	0.15	0.30
Total Full & Part Time FTE	20.03	20.33	19.88	20.03
TRANSPORTATION MANAGEMENT & ENGINEERING				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.40	0.40	0.40
Civil Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.50	0.50	0.50	0.50
Total Full Time	2.90	2.90	2.90	2.90
*** PART TIME ***				
Technical Assistant	0.60	0.55	0.15	0.30
Total Full & Part Time FTE	3.50	3.45	3.05	3.20
RAILROAD DEPOT				
*** PART TIME ***				
Police Cadet	0.20	0.20	0.20	0.20

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
PUBLIC BUS TRANSPORTATION (MAX)				
*** FULL TIME ***				
Assistant City Manager	0.10	0.00	0.00	0.00
Director of Transportation Services	0.08	0.08	0.08	0.08
MAX Coordinator	0.00	0.75	0.75	0.75
Mtr Pool Supervisor/Purchasing Agt	0.40	0.00	0.00	0.00
Equipment Mechanic II	1.75	0.00	0.00	0.00
Customer Service Rep	0.00	0.00	0.00	0.00
Department Assistant I	0.10	0.15	0.00	0.75
Total Full Time	2.43	0.98	0.83	1.58
*** PART TIME ***				
Clerical Assistant	0.15	0.05	0.50	0.00
Customer Service Rep	0.00	0.00	0.00	0.00
Administrative Consultant	0.50	0.00	0.00	0.00
Marketing Consultant	0.50	0.50	0.50	0.50
Total Part Time	1.15	0.55	1.00	0.50
Total Full & Part Time FTE	3.58	1.53	1.83	2.08
STREET EQUIPMENT OPERATING & RESERVE				
*** FULL TIME ***				
Street Supertintendent	0.20	0.00	0.00	0.00
Lead Mechanic	1.00	0.00	0.00	0.00
Storekeeper/Dispatcher	0.00	0.00	0.00	0.00
Equipment Mechanic II	1.50	0.00	0.00	0.00
Welder	1.00	0.00	0.00	0.00
Heavy Equipment Operator	0.00	0.00	0.00	0.00
Total Full Time	3.70	0.00	0.00	0.00
*** PART TIME ***				
Maintenance	0.60	0.00	0.00	0.00
Total Full & Part Time FTE	4.30	0.00	0.00	0.00

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
CENTRALIZED VEHICLE / EQUIPMENT FUND				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.08	0.08	0.08
Mtr Pool Supervisor/Purchasing Agt	0.00	0.80	0.80	0.80
Lead Mechanic	0.00	2.00	2.00	2.00
Equipment Mechanic II	0.00	5.50	5.50	5.50
Welder	0.00	0.00	0.00	0.00
Department Assistant	0.00	0.40	0.55	0.55
Total Full Time	0.00	8.78	8.93	8.93
*** PART TIME ***				
Mechanic Assistant	0.00	1.00	1.00	1.00
Total Full & Part Time FTE	0.00	9.78	9.93	9.93
TRANSPORTATION SYSTEM & SERVICES TOTAL				
Full Time	29.06	32.39	32.39	33.14
Part Time	2.55	2.90	2.50	2.30
Total Full & Part Time FTE	31.61	35.29	34.89	35.44

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
CITY HALL & GROUNDS				
*** 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
PLANNING & ZONING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.00	0.70	0.70
Planning/Development Manager	0.90	0.70	0.00	0.00
Municipal Planner II	1.00	1.00	1.00	1.00
Municipal Planner I	0.50	0.60	0.60	0.60
Engineering Assistant	0.00	0.80	0.80	0.70
Clerical Specialist	0.00	0.20	0.20	0.20
Departmental Assistant II	0.00	0.20	0.20	0.20
Total Full Time	2.40	3.50	3.50	3.40
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.30
Total Full & Part Time FTE	2.70	3.80	3.80	3.70
ENVIRONMENTAL HEALTH & INSPECTIONS				
*** 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	0.40
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	0.40	0.40	0.40
Departmental Assistant II	0.60	0.40	0.40	0.40
Code Enforcment Assistant	0.80	0.80	0.48	0.35
Total Full Time	6.78	6.48	6.16	5.83
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Total Full & Part Time FTE	6.88	6.58	6.26	5.93

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
CONSTRUCTION INSPECTIONS				
*** 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	0.60
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	0.40	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Acount Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	5.12	5.02	5.02	5.22
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.05	0.05
Total Full & Part Time FTE	5.17	5.07	5.07	5.27
COMMUNITY SOCIAL SERVICES ASSISTANCE				
*** FULL TIME ***				
Community Development Supervisor	0.07	0.07	0.07	0.05
Municipal Planner I	0.00	0.00	0.00	0.05
Total Full & Part Time FTE	0.07	0.07	0.07	0.10
OURSTREET / NEIGHBORHOOD LIAISON				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.00	0.05	0.05
Planning/Development Manager	0.00	0.05	0.00	0.00
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	0.00	0.00	0.00
Total Full Time	3.00	2.05	2.05	2.05
*** PART TIME ***				
Clerical Assistant	0.00	0.30	0.55	0.55
Graffiti Removal	0.15	0.15	0.15	0.15
Total Part-Time	0.15	0.45	0.70	0.70
Total Full & Part Time FTE	3.15	2.50	2.75	2.75

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY05	ACTUAL FY06	APPROVED FY 07
ECONOMIC DEVELOPMENT				
*** FULL TIME ***				
Assistant City Manager	0.35	0.50	0.50	0.50
Community Development Supervisor	0.05	0.25	0.25	0.35
Total Full Time	0.40	0.75	0.75	0.85
HUMAN RELATIONS				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.00
*** PART TIME ***				
Youth Services Coordinator	0.00	0.20	0.50	0.50
Total Full & Part Time FTE	2.00	2.20	2.50	2.50
DOWNTOWN PUBLIC PARKING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.00	0.05	0.05
Planning/Development Manager	0.00	0.05	0.00	0.00
Downtown Development Coordinator	0.10	0.40	0.40	0.40
Administrative Aide I	0.10	0.00	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.25	0.50	0.50	0.50
*** PART TIME ***				
Clerical Assistant	0.00	0.15	0.15	0.15
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.15	0.15	0.15	0.15
Total Part-Time	0.40	0.55	0.55	0.55
Total Full & Part Time FTE	0.65	1.05	1.05	1.05

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
DOWNTOWN DEVELOPMENT AUTHORITY				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.00	0.20	0.20
Planning/Development Manager	0.10	0.20	0.00	0.00
Downtown Development Coordinator	0.80	0.60	0.60	0.60
Administrative Aide I	0.80	0.00	0.00	0.00
Total Full Time	1.70	0.80	0.80	0.80
*** PART TIME ***				
Clerical Assistant	0.00	0.15	0.15	0.15
Total Full & Part Time FTE	1.70	0.95	0.95	0.95
DOWNTOWN PRINCIPAL SHOPPING DISTRICT				
*** FULL TIME ***				
Downtown Development Coordinator	0.10	0.00	0.00	0.00
Marketing & Promotions Coordinator	0.00	0.75	0.75	0.75
Administrative Aide I	0.10	0.00	0.00	0.00
Total Full Time	0.20	0.75	0.75	0.75
*** PART TIME ***				
Clerical Assistant	0.00	0.30	0.30	0.30
Intern	0.00	0.00	0.30	0.45
Total Part-Time	0.00	0.30	0.60	0.75
Total Full & Part Time FTE	0.20	1.05	1.35	1.50
SOLID WASTE RECYCLING				
*** FULL TIME ***				
Code Enforcment Assistant	0.00	0.00	0.32	0.25
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.70	0.80	0.80	0.80
Total Full & Part Time FTE	0.70	0.80	1.12	1.05

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
MSHDA RENTAL HOUSING GRANT				
*** FULL TIME ***				
Ourstreet Project Aide	1.00	1.00	1.00	0.00
CDBG ENTITLEMENT GRANT				
*** FULL TIME ***				
Community Development Supervisor	0.88	0.68	0.68	0.60
Municipal Planner I	0.50	0.40	0.40	0.35
Engineering Assistant	0.00	0.20	0.20	0.30
Code Enforcment Assistant	0.00	0.00	0.20	0.40
Total Full Time	1.38	1.28	1.48	1.65
COMMUNITY & NEIGHBORHOOD SERVICES TOTAL				
Full Time	25.30	25.20	25.40	24.40
Part Time	1.80	3.00	3.85	4.00
Total Full & Part Time FTE	27.10	28.20	29.25	28.40

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
LEISURE/CULTURAL SERVICES ADMINISTRATION				
*** FULL TIME ***				
Director of Leisure & Cultural Services	1.00	0.00	0.00	0.00
Interim Leisure & Cultural Director	0.00	0.30	0.30	0.30
Departmental Assistant II	0.30	0.30	0.30	0.30
Total Full Time	1.30	0.60	0.60	0.60
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.05	0.05
Total Full & Part Time FTE	1.35	0.65	0.65	0.65
RECREATION PROGRAMS				
*** FULL TIME ***				
Interim Leisure & Cultural Director	0.00	0.50	0.50	0.50
Recreation Manager	0.80	0.00	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	4.00	4.00	4.00
*** PART TIME ***				
Maintenance/Grounds	0.25	0.25	0.30	0.30
Clerical Assistant	0.45	0.80	0.80	0.80
Total Part Time	0.70	1.05	1.10	1.10
Total Full & Part Time FTE	5.00	5.05	5.10	5.10

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
PARKS				
*** 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	0.00	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	1.00	1.00	1.00	1.00
Laborer II	1.00	1.00	0.00	0.00
Skilled Recreation Technician	0.00	0.00	0.00	0.00
Recreation Maintenance Assistant	0.00	0.00	0.00	0.00
Total Full Time	11.50	11.40	10.40	10.40
*** PART TIME ***				
Grounds Maintenance	8.25	8.25	8.45	8.50
Gardemer	0.70	0.70	0.70	0.70
Security Maintenance	0.40	0.45	0.45	0.45
Total Part Time	9.35	9.40	9.60	9.65
Total Full & Part Time FTE	20.85	20.80	20.00	20.05
MUNICIPAL STADIUM				
*** 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	0.35	0.35
Total Full & Part Time FTE	1.00	1.00	0.65	0.65

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
DEGRAAF NATURE CENTER				
*** 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
Educational Intern	0.15	0.00	0.00	0.60
Educational Assistant	0.65	0.65	0.65	0.65
Summer Class Teacher	0.05	0.00	0.00	0.00
Outdoor Assistant	0.45	0.65	0.65	0.65
Total Part Time	1.70	1.70	1.70	2.30
Total Full & Part Time FTE	3.65	3.65	3.65	4.25
KOLLEN PARK BOAT LAUNCH				
*** PART TIME ***				
Boat Ramp Supervisor	0.15	0.10	0.15	0.10
Boat Ramp Attendant	0.20	0.15	0.35	0.25
Total Part Time	0.35	0.25	0.50	0.35
8th STREET MARKET				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.00	0.25	0.25	0.25
*** PART TIME ***				
Market Master	0.40	0.50	0.65	0.65
Maintenance	0.00	0.15	0.20	0.20
Total Part Time	0.40	0.65	0.85	0.85
Total Full & Part Time FTE	0.40	0.90	1.10	1.10

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
CIVIC CENTER				
*** FULL TIME ***				
Interim Leisure & Cultural Director	0.00	0.20	0.20	0.20
Recreation Manager	0.20	0.00	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	0.00	0.00	0.00
Total Full Time	2.50	1.50	1.50	1.50
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.20	1.40	1.95	1.60
Total Part Time	1.55	1.75	2.30	1.95
Total Full & Part Time FTE	4.05	3.25	3.80	3.45
CEMETERIES				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Departmental Assistant I	0.65	0.75	0.75	0.75
Supervisor	1.00	1.00	1.00	1.00
Equipment Mechanic II	0.10	0.00	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	4.15	4.15	4.15	4.15
*** PART TIME ***				
Clerical Assistant	0.40	0.50	0.70	0.70
Grounds Maintenance	0.50	0.80	0.90	0.90
Total Part Time	0.90	1.30	1.60	1.60
Total Full & Part Time FTE	5.05	5.45	5.75	5.75

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
WINDMILL ISLAND				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
*** PART TIME ***				
Tulip Time Worker	1.00	0.95	0.60	0.60
Klompen Dancer/Tour Guide	3.00	3.00	2.75	2.55
Ticket Taker	0.80	0.85	0.80	0.75
Tour Guide	1.40	1.40	1.25	1.15
Miller/Event Organizer	0.00	0.00	0.20	0.65
Grounds Maintenance	4.80	5.50	6.25	6.35
Clerical Assistant	1.15	1.15	1.25	1.20
Total Part Time	12.15	12.85	13.10	13.25
Total Full & Part Time FTE	13.15	13.85	14.10	14.25
IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT				
*** PART TIME ***				
Naturalist	0.75	0.90	1.30	0.65

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
HOLLAND HISTORIC TRUST				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Curator of Sites and Collections	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Education Director	1.00	1.00	1.00	1.00
Visitor Services/Volunteer Manager	0.00	0.00	1.00	1.00
Total Full Time	4.00	4.00	5.00	5.00
*** PART TIME ***				
Media Relations	0.75	0.75	0.55	0.55
Registrar	0.75	0.75	0.75	0.75
Site Manager, Cappon House	0.75	0.75	0.00	0.00
Visitor Services Manager	0.63	0.63	0.00	0.00
Gift Shop Manager	0.62	0.62	0.00	0.00
Development Director/Membership	0.50	0.50	0.50	0.50
Museum Attendant	0.85	0.85	0.86	0.86
Custodian	1.00	1.00	1.00	1.00
Facilities Manager	0.50	0.50	1.00	1.00
Archivists	0.66	0.66	0.66	0.66
Total Part Time	7.01	7.01	5.32	5.32
Total Full & Part Time FTE	11.01	11.01	10.32	10.32
LEISURE & CULTURAL SERVICES TOTAL				
Full Time	31.00	29.15	29.15	29.15
Part Time	35.61	37.61	37.77	37.42
Total Full & Part Time FTE	66.61	66.76	66.92	66.57

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
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	1.00
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	45.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
ELECTRIC SERVICES & TECHNOLOGY				
*** FULL TIME ***				
Electric Services & Technology Director	0.00	1.00	1.00	1.00
Electric T & D Director	1.00	0.00	0.00	0.00
Superintendent of Electric T & D	0.00	1.00	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	3.00	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	37.00	37.00	37.00
ELECTRIC UTILITY TOTAL	79.00	83.00	83.00	82.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
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
Water Treatment Plant Operator	5.00	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 & Mntc Supervisor	1.00	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 FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
ADMINISTRATION & HUMAN RESOURCES				
*** 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
ACCOUNTING & COLLECTIONS				
*** 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	0.00
Payroll Processor	0.00	0.00	0.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
CSR - Cashier	2.00	2.00	2.00	2.00
Cost Analyst	1.00	1.00	1.00	1.00
Accounting Clerk Typist II	1.00	1.00	1.00	1.00
Accounting System Specialist	1.00	1.00	1.00	1.00
Central Records Clerk	1.00	1.00	1.00	1.00
Total Full Time	15.00	15.00	15.00	15.00
INFORMATION TECHNOLOGY				
*** FULL TIME ***				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00
Programmer / Analyst	0.00	1.00	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	8.00	8.00	8.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
MARKETING				
*** 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
Total Full Time	11.00	11.00	11.00	11.00
PURCHASING, FACILITIES, WAREHOUSING AND METER-READING				
*** FULL TIME ***				
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Lead Meter Reader I	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00
Meter Reader I	2.00	2.00	2.00	0.00
Building & Grounds Maintenance - Utility I	1.00	1.00	1.00	1.00
Utility II (Warehouse)	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	1.00	1.00	1.00	1.00
Total Full Time	12.00	12.00	12.00	10.00
ADMIN & MARKETING TOTAL	51.00	52.00	52.00	50.00
BOARD OF PUBLIC WORKS UTILITY SERVICES TOTAL	182.00	187.00	187.00	184.00

INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL FY 04	ACTUAL FY 05	ACTUAL FY 06	APPROVED FY 07
TECHNOLOGY SERVICES				
*** FULL TIME ***				
Director of Technology Services	1.00	1.00	1.00	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
Technicial Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	5.00	5.00	5.00	4.00
CITY MOTOR POOL				
*** FULL TIME ***				
Mtr Pool Supervisor/Purchasing Agt	0.40	0.00	0.00	0.00
Lead Mechanic	1.00	0.00	0.00	0.00
Equipment Mechanic II	1.05	0.00	0.00	0.00
Department Assistant	0.75	0.00	0.00	0.00
Total Full Time	3.20	0.00	0.00	0.00
*** PART TIME ***				
Clerical Assistant	0.30	0.00	0.00	0.00
Total Full & Part Time FTE	3.50	0.00	0.00	0.00
INTERNAL SERVICES TOTAL				
Full Time	8.20	5.00	5.00	4.00
Part Time	0.30	0.00	0.00	0.00
Total Full & Part Time FTE	8.50	5.00	5.00	4.00

APPENDIX B

CAPITAL OUTLAY

- MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
- 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

- - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
HUMAN RESOURCES (GENERAL FUND)				
Office Equipment & Furniture				
Digital Camera	Replace	1	400	400
Total - Office Equipment & Furniture				400
TOTAL HUMAN RESOURCES (GENERAL FUND)				400
CATV - CABLE TV PUBLIC ACCESS FUND				
Machinery & Equipment Staff				
Macintosh MacBook Pro Laptop	New	1	2,450	2,450
Canon LV-5220 Projector	New	1	1,400	1,400
Sony DCR-VX2100 E Camcorder	New	2	2,300	4,600
Sony Camcorder Accessories	New	1	500	500
Begen/Manfrotto Tripod	New	2	450	900
Sony GVD-1000 DV VCR Deck	New	1	1,050	1,050
JVC SR-MV40US DVD Recorder & S-VHS VCR	New	1	350	350
Digital Juice Multimedia Graphs Tools (set of 3)	New	1	800	800
Sennheiser 100/500 G2 Series Wireless Combo	New	1	850	850
JVC TM-910SU Color Field Monitor	New	1	700	700
Machinery & Equipment Studio				
Altman Soft-Lite Tungsten 2000 watt Light with 2X General Brand 1000 watt Lamp & Egg Crate	New	2	400	800
Altman Accessories	New	1	1,150	1,150
Delta Three Wall Curtain System with Backdrops & Off The Wall Muslin Backgrounds	New	1	700	700
Pioneer PV-9022 Professional DVD Recorder	New	1	950	950
Machinery & Equipment Member Use				
Sony DCR-VX2100E Camcorder	New	3	2,300	6,900
Bogen Tripod	New	3	500	1,500
Macintosh iMac Editing Workstation	New	2	2,050	4,100
JVR Sr-VS30U Mini-DV/S-VHS VCR	New	1	850	850

CAPITAL OUTLAY

- - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
Machinery & Equipment Member Use (continued)				
Canon EOS 10D Digital Photo Camera	New	1	800	800
Canon Zoom Wide Angle Telephoto Lens	New	1	1,100	1,100
Epson Stylus Photo R2400 Inkjet Printer	New	1	850	850
Epson Perfection 4990 Photo Flatbed Scanner	New	1	400	400
Konica Minolta Dimage Scan Elite 5400 II	New	1	500	500
Eartec TD904PRO Wireless Intercom System	New	1	700	700
Canon Telephoto Lens	New	1	1,100	1,100
Canon Wide Angle Lens	New	1	300	300
Macintosh iBook Portable Editing Workstation	New	1	1,400	1,400
Epson Sylus Photo R220 Inject Printer	New	1	100	100
Miscellaneous Accessories	New	1	2,600	2,600
Total - Machinery & Equipment				40,400
TOTAL CATV				40,400
TOTAL - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP				40,800

- - FISCAL SERVICES GROUP - -

ASSESSOR DEPARTMENT (GENERAL FUND)				
Office Equipment & Furniture				
Disto A5 Lasermeter	New	1	1,600	1,600
Total - Office Equipment & Furniture				1,600
TOTAL ASSESSOR DEPARTMENT (GENERAL FUND)				1,600
TOTAL - FISCAL SERVICES GROUP				1,600

CAPITAL OUTLAY

- - PUBLIC SAFETY SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
POLICE DIVISION				
POLICE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
Evidence Lab Photography Copy Stand with Light	Replace	1	2,000	2,000
Upgrade 11 Sig Sauer Handguns with Light Mount	Replace	11	364	4,000
Total - Machinery & Equipment				6,000
TOTAL POLICE DEPARTMENT (GENERAL FUND)				6,000
TOTAL POLICE DIVISION				6,000
FIRE DIVISION				
FIRE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
Portable Radios	New	20	450	9,000
Ice Rescue Equipment	New	1	1,000	1,000
RIT Equipment	New	1	7,500	7,500
Total - Machinery & Equipment				17,500
TOTAL FIRE DEPARTMENT (GENERAL FUND)				17,500
FIRE VEHICLE AND EQUIPMENT POOL FUND				
Vehicles				
Vehicle 1	Replace	1	493,000	493,000
Vehicle 2	New	1	40,000	40,000
Total - Vehicles				533,000
TOTAL FIRE VEHICLE AND EQUIPMENT POOL FUND				533,000
TOTAL FIRE DIVISION				550,500
TOTAL - PUBLIC SAFETY SERVICES GROUP				556,500

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
STREET DEPARTMENT (GENERAL FUND)				
Buildings & Additions				
Relocate thermostats from outside walls in vehicle maintenance garage and Streets Division garage	New	1	1,000	1,000
Total - Buildings & Additions				1,000
TOTAL STREET DEPARTMENT FUND (GENERAL FUND)				1,000
STREETS - MANAGEMENT / ENGINEERING (GENERAL FUND)				
Machinery & Equipment				
Laser Level and Receiver, telescoping leveling rod, and tripod	New	1	1,400	1,400
Total Machinery & Equipment				1,400
TOTAL ENGINEERING DEPARTMENT (GENERAL FUND)				1,400
MUNICIPAL AIRPORT FUND				
Land				
New Terminal Property Acquisition (Federal $807,500 / State $21,250 / Local $21,250)	Replace	1		850,000
Total - Land				850,000
Land Improvements				
Runway & Taxiway Modifications (East End) (Federal $304,000 / State $8,000 / Local $8,000)	New	1		320,000
ILS/MALSR For Runway 26 (Federal $1,425,000 / State $37,500 / Local $37,500)	Replace	1		1,500,000
Total - Land Improvements				1,820,000
Buildings & Additions				
New Terminal Engineering (Federal $95,000 / State $2,500 / Local $2,500)	Replace	1		100,000
Total - Buildings & Additions				100,000
(Total Fund - Federal $2,631,500 / State $69,250 / Local $69,250)				
TOTAL MUNICIPAL AIRPORT FUND				2,770,000

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
MACATAWA AREA EXPRESS (MAX FUND)				
Buildings & Additions				
Renovate Transfer Center (80% Fed/20% State)	New & Replace	1	1,165,500	1,165,500
A & E Environmental - Transfer Center (100% Fed)	New	1	45,000	45,000
A & E Environmental - Storage Bldg (100% Fed)	New	1	50,000	50,000
Total - Buildings & Additions (Federal $1,027,400 / State $233,100)				1,260,500
Machinery & Equipment				
Maintenance Equipment	Replace	1	5,000	5,000
ADP Computer Hardware	New	1	5,000	5,000
ADP Computer Software	Replace	1	1,300	1,300
Signage	New	1	5,000	5,000
Miscellaneous Support Equipment	Replace	1	5,000	5,000
Total - Machinery & Equipment (All 100% Federal $21,300) All items above				21,300
(Total Fund - Federal - 80% - $1,048,700 / State - 233,100)				
TOTAL MACATAWA ARE EXPRESS (MAX) FUND				1,281,800
CENTRALIZED VEHICLE/EQUIPMENT FUND				
Machinery & Equipment				
60" "Z" Mower - #377	Replace	1	9,500	9,500
less estimated trade-in		1	(500)	(500)
60" "Z" Mower - #373	Replace	1	9,500	9,500
less estimated trade-in		1	(500)	(500)
72" "Z" Mower - #380 & #381	Replace	1	11,500	11,500
less estimated trade-in		1	(600)	(600)
Turf Utility Vehicle - #524	Replace	1	8,500	8,500
less estimated trade-in		1	(500)	(500)
Tractor/60" Mower - #670	Replace	1	11,900	11,900
less estimated trade-in		1	(500)	(500)
Turf Utility Vehicle - #347 (Transfer)	Replace	1	8,500	8,500

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)				
Machinery & Equipment (continued)				
Street Sweeper - #123	Replace	1	143,000	143,000
less estimated trade-in		1	(5,000)	(5,000)
Sidewalk Tractor - #131	Replace	1	90,800	90,800
Trash Pump - #166	Replace	1	16,500	16,500
less estimated trade-in		1	(500)	(500)
Paint Striping Machine - #191	Replace	1	7,200	7,200
Hot Patch Unit	New	1	18,500	18,500
Small Trailer for Asphalt Saw	Replace	1	3,000	3,000
Small Trailer for Mower	New	1	2,000	2,000
Quick Couple Hitch	Replace	1	2,000	2,000
Backpack Blower - #178	Replace	1	400	400
Chain Saw - #158	Replace	1	500	500
Backpack Blower - #179	Replace	1	400	400
Chain Saw - #160	Replace	1	400	400
Weedwhip - #170	Replace	1	400	400
Cutter Head Assembly - #155	Replace	1	4,000	4,000
less estimated trade-in		1	(200)	(200)
DR Trimmer - #177	Replace	1	1,600	1,600
Power Pruner - #154	Replace	1	700	700
13" Ramp Snow Plow Blade	New	1	4,300	4,300
Engine Analyzer	New	1	7,000	7,000
Parts Room Shelving	New	1	3,800	3,800
Used Flatbed Trailer	New	1	4,500	4,500
less estimated trade-in		1	(1,500)	(1,500)
Mower Hoist	New	1	7,000	7,000
Drill Press	Replace	1	4,800	4,800
Total - Machinery & Equipment				372,400

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)				
Vehicles				
Marked Police Sedans	Replace	4	21,500	86,000
less estimated trade-in		1	(3,500)	(3,500)
Marked Police Tahoes	Replace	2	27,000	54,000
less estimated trade-in		1	(4,000)	(4,000)
Police Department Vehicle Change Over	Replace	1	12,600	12,600
Four Door Sedan - #247	Replace	1	17,000	17,000
less estimated trade-in		1	(2,800)	(2,800)
Four Door Sedan - #248	Replace	1	17,000	17,000
less estimated trade-in		1	(2,800)	(2,800)
Four Door Sedan - #244	Replace	1	17,000	17,000
less estimated trade-in		1	(2,000)	(2,000)
Pickup Truck 4 x 4 W/Plow - #500	Replace	1	26,000	26,000
less estimated trade-in		1	(6,000)	(6,000)
Pickup Truck 4 x 4 - #315	Replace	1	25,000	25,000
less estimated trade-in		1	(5,000)	(5,000)
Sport Utility 4 x 4 - #275	Replace	1	20,000	20,000
less estimated trade-in		1	(1,800)	(1,800)
Four-Door Sedan - #201	Replace	1	17,000	- 0 -
less estimated trade-in		1	(800)	- 0 -
35,000 GVW Dump Truck - #139	Replace	1	89,600	89,600
less estimated trade-in		1	(8,000)	(8,000)
Pickup Truck 3/4 Ton 4 x 4 - #146	Replace	1	28,000	28,000
less estimated trade-in		1	(7,000)	(7,000)
Pickup Truck 3/4 Ton 4 x 4 W/Gate - #145	Replace	1	30,000	30,000
less estimated trade-in		1	(4,500)	(4,500)
Total - Vehicles				374,800
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				747,200
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				4,801,400

CAPITAL OUTLAY

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

	New or Replacement	Units	Unit Cost	Amount
HUMAN RELATIONS (GENERAL FUND)				
Machinery & Equipment				
Office Chair	Replace	1	300	300
Total - Machinery & Equipment				300
TOTAL HUMAN RELATIONS				300
ENVIRONMENTAL QUALITY/SOLID WASTE FUND				
Machinery & Equipment				
Various Refuse/Recycle Containers As Required				57,000
Total Machinery & Equipment				57,000
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				57,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				57,300

- - LEISURE & CULTURAL SERVICES - -

PARKS (GENERAL FUND)				
Land Improvements				
Meter at 11th and Washington	Replace	1	6,050	6,050
Irrigation/Meter Control Boxes	Replace	8	900	7,200
Dry Well at WOW	New	1	3,500	3,500
Total - Land Improvements				16,750
Buildings & Structures				
Repair Garage Door Jamb at Greenhouse	Replace	1	1,100	1,100
Total - Buildings & Structures				1,100
Machinery & Equipment				
Pesticide Storage Container	New	1	1,640	1,640
Power Pole Pruner	Replace	1	600	600
#020 Arborist Saw	New	1	500	500
21" Self Propelled Mower	Replace	6	690	4,140
Line Trimmer	Replace	6	270	1,620

- - LEISURE & CULTURAL SERVICES - - (continued)

	New or Replacement	Units	Unit Cost	Amount
PARKS (GENERAL FUND) (continued)				
Machinery & Equipment (continued)				
#026 18" Chain Saw	Replace	1	500	500
.009 16" Trim and Bucket Saw	Replace	1	300	300
Total - Machinery & Equipment				9,300
TOTAL PARKS (GENERAL FUND)				27,150
MUNICIPAL STADIUM (GENERAL FUND)				
Land Improvements				
Removable Parking Barriers w/ Chain	Replace	1	5,000	5,000
Total - Land Improvements				5,000
Machinery & Equipment				
Stihl Professional Series Weed Whip	New	2	350	700
Stihl Professional Series Back Pack Blower	New	2	500	1,000
Press Box Windows	Replace	25	232	5,800
Total - Machinery & Equipment				7,500
TOTAL MUNICIPAL STADIUM (GENERAL FUND)				12,500
NATURE CENTER (GENERAL FUND)				
Land Improvements				
Boardwalk Decking Material	Replace	1	4,000	4,000
Total - Land Improvements				4,000
Buildings & Structures				
Attic Insulation for Auditorium	New	1	550	550
Installation of Tempered/Insulated Glass in Auditorium	New	1	550	550
Total - Buildings & Structures				1,100
TOTAL NATURE CENTER (GENERAL FUND)				5,100

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CEMETERY (GENERAL FUND)				
Machinery & Equipment				
21" Self Propelled Mowers	Replace	6	690	4,200
Line Trimmer	Replace	6	270	1,600
Portable Rolling Tent for Graafschap	New	1	4,040	4,000
Portable Rolling Tent for Pilgrim Home	Replace	1	4,040	4,000
Total - Machinery & Equipment				13,800
TOTAL CEMETERY (GENERAL FUND)				13,800
WINDMILL ISLAND FUND				
Land Improvements				
Sprinkling System Parking Lot Beds	New	1	5,700	5,700
Total - Land Improvements				5,700
Machinery & Equipment				
Water Tank to be used for Watering Flower Boxes	New	1	2,100	2,100
Total - Machinery & Equipment				2,100
TOTAL WINDMILL ISLAND FUND				7,800
HOLLAND HISTORICAL TRUST FUND				
Machinery & Equipment				
Miscellaneous Computer / Office Equipment	New	1	1,500	1,500
Total - Machinery & Equipment				1,500
TOTAL HOLLAND HISTORICAL TRUST FUND				1,500
TOTAL LEISURE & CULTURAL SERVICES				67,850

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Amount
TECHNOLOGY SERVICES FUND				
Hardware Items				
For Assessor				
> Desktop Computer	Replace	1	1,200	1,200
For Centralized Vehicle/Equipment				
> Desktop Computer	Replace	1	1,200	1,200
For City Manager				
> Monochrome Laser Printer	Replace	1	700	700
For Clerk				
> Desktop Computer	Replace	1	1,200	1,200
> Notebook Computer	Replace	1	1,500	1,500
For CNS - City Hall				
> Desktop Computer (Trane HVAC System)	Replace	1	900	900
For CNS - Construction Inspections Division				
> Desktop Computer	Replace	2	1,200	2,400
For CNS - Environmental Health Division				
> Desktop Computers	Replace	2	1,200	2,400
For CNS - Planning/Zoning Division				
> Desktop Computer	Replace	2	1,200	2,400
For CNS - Principal Shopping District				
> MacBook Notebook (75% PSD / 25% Market)	New	1	1,725	1,725
> External 400GB Hard Drive	New	1	400	400
For Engineering Management				
> B/W Laser Printer	New	1	2,500	2,500
For Finance				
> Desktop Computer (1GB RAM)	Replace	1	1,200	1,200
For Fire Department				
> Desktop Computers	Replace	2	1,200	2,400
> Mobile Computer (PDA)	New	1	500	500
For Human Relations				
> Desktop Computer	Replace	1	1,200	1,200
For LCS Civic Center				
> Color Printer	Replace	1	400	400
> Desktop Computer	Replace	1	1,000	1,000
> Desktop Computer	Replace	1	1,200	1,200

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Amount
TECHNOLOGY SERVICES FUND (continued)				
Hardware Items (continued)				
For LCS - Degraaf Nature Ctr				
> Desktop Computer	Replace	1	1,000	1,000
For LCS - Parks				
> Desktop Computer	Replace	1	1,200	1,200
For LCS - 8th Street Market				
> MacBook Notebook (75% PSD / 25% Market)	New	1	575	575
For Mayor/Council				
> Notebook Computer	Replace	1	1,500	1,500
For Police Department				
> Desktop Computers	Replace	6	1,200	7,200
For Purchasing				
> Document Scanner	New	1	5,000	5,000
For Streets Division				
> Notebook	New	1	1,500	- 0 -
For Technology Services				
> Desktop Computer (Maintenance Spare)	New	1	1,100	1,100
> E-Mail Server (inc. OS & Exchange s/w)	Replace	1	5,600	5,600
> Color Laser Printer	Replace	1	6,000	6,000
> Network Switch (48-port)	Replace	1	4,000	4,000
For Windmill Island				
> Desktop Computer	Replace	1	1,200	1,200
Total - Hardware				60,800
Software Items				
For Centralized Vehicle/Equipment				
> Truck Tracker upgrade	Upgrade	1	4,000	4,000
For CNS - Planning/Zoning Division				
> Adobe Photoshop Software	New	1	400	400
For CNS - Principal Shopping District				
> Adobe Creative Suites 2 Prem Upgrade	Replace	1	600	600
For LCS - Civic Center				
> Adobe InDesign Software	New	1	600	600

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Amount
TECHNOLOGY SERVICES FUND (continued)				
Software Items (continued)				
For Technology Services				
> Adobe Acrobat Upgrade	Replace	40	55	2,200
> Backup Software Upgrade (Rec/Main-trac Svr)	New	1	300	300
> MS Exchange Svr 2003 Client Licenses	Replace	113	60	6,800
> AutoCAD LT Upgrade (GIS)	Replace	1	300	300
> ModelBuilder 3D Software (GIS)	New	1	800	800
> Network Assessment	New	1	3,500	3,500
> Internet Security Analysis & Audit	New	1	3,500	3,500
> Website Evaluation & Improvements	New	1	5,000	5,000
Total - Software Items				28,000
TOTAL TECHNOLOGY SERVICES FUND				88,800
Shaded Items Funded Out of Technology Services Fund Reserve				
COMMUNICATION SERVICES FUND				
Hardware Items				
For CNS - Ourstreet				
>Telephone System	Replace	1	1,500	1,500
TOTAL - Hardware Items				1,500
Software Items				
For Technology Services				
>3 com NBX Device Licenses	New	14	150	2,100
TOTAL - Software Items				2,100
TOTAL COMMUNICATION SERVICES FUND				3,600
PHOTOCOPY SERVICES FUND				
Machinery & Equipment				
For Ourstreet Office	Replace	1	5,000	5,000
For Transportation Services	Replace	1	7,000	7,000
For Civic Center	Replace	1	8,000	8,000
For Police Department	Replace	1	6,200	6,200
TOTAL - Machinery & Equipment				26,200
TOTAL PHOTOCOPY SERVICES FUND				26,200
TOTAL - INTERNAL SERVICES FUNDS				118,600

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Power Plant	Amount
Unit 10 - Development at JDY (Total - $4,950,000)	4,700,000
Unit 5 - Excitation Equipment	300,000
Unit 3 - North Screen Refurbishment	75,000
980 Rebuild Front End Loader	70,000
Other New Capital Projects	306,250
Total Power Plant	5,451,250
Electric Transmission and Distribution	
Underground Distribution Systems	400,000
Overhead Distribution Systems	400,000
Distribution Transformers	250,000
New Customer Metering	230,000
Poles	200,000
New Service Line Drops	100,000
New Capacitors for Distribution System	100,000
Rear Lot Line Pole Machine	100,000
Circuit Inspection	100,000
Distribution System Loop Closures	100,000
Other New Capital Projects	473,250
Total Electric Transmission and Distribution	2,453,250
Broadband	
Underground Fiber	150,000
Overhead Fiber	150,000
VoIP	100,000
Other New Capital Projects	100,000
Total Broadband	500,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Plant	Amount
Wyoming Interconnect	2,000,000
Other New Capital Projects	97,750
Total Water Plant	2,097,750
Wastewater Plant	
Storm Water Improvements	45,000
Other New Capital Projects	279,850
Total Wastewater Plant	324,850
Water Distribution	
Replace 12th St, Pine to Fairbanks Water Main	300,000
Replace 8th St, Sunset & Sunrise Water Main (Total - $300,000)	185,000
Various Water System Improvement	100,000
Replace US 31 and Washington Water Main	70,000
Other New Capital Projects	258,900
Total Water Distribution	913,900
Wastewater Collection	
Replace 12th St, Pine to Fairbanks Sewer Main	500,000
Replace Various Sanitary Sewers	200,000
Other New Capital Projects	121,000
Total Wastewater Collection	821,000
Other Departments	
Total Facilities, Warehouse and Meter Reading	33,000
Total Accounting	69,500
Total New Capital Projects	12,664,500
Total Open Capital Projects (see following pages for detail)	17,942,725
Total Capital Budget	30,607,225

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Rebudgeted from Fiscal Year 2006:	Amount
Bio-solids Process Improvements (per B & V Recommendation)	9,936,000
Relocate Generator Step-Up (GSU) Yard - James DeYoung	2,500,000
AMR Commercial & Industrial Meters	1,200,000
New Landfill Cell Construction - Type 3	800,000
New Offices	600,000
Unit 7 - Major Hot Gas Path Inspection	500,000
Replace River Ave, 15th to Bridge Water Main (Total - $400,000)	380,000
Wastewater Reuse Pipe (in River Ave)	300,000
Phase II Coal Plant Development (Total - $4,950,000)	250,000
Replace River Ave, 15th to Bridge Sewer Main (Total - $250,000)	230,000
Relocate Facilities - New Bridge to 136th	150,000
Replace Transformer Circuit Switchers at Industrial (Total - $130,000)	120,000
Replace 8th St, Sunset & Sunrise Water Main (Total - $300,000)	115,000
Replace House Air Compressor	90,000
Replace College Ave, 14th to Graves Water Main (Total - $119,000)	81,000
Interactive Voice Recognition System	80,000
Restorative Work on Water Main Crossing at River Ave Bridge (Total - $75,000)	65,000
Maplewood, 37th to 40th Water Main (Total - $68,000)	58,000
Replace Circuit Switchers at Washington Sub (Total - $70,000)	55,000
New Continuous Separator (Total - $80,000)	50,000
Pine Avenue Landscape Modifications	50,000
Replace Drain Pipe from 3 & 4 Thickener	50,000
Unit 4 - Replace Stack Gunnite	50,000
Unit 4 - Turbine Wear Follow Up Inspection	40,000
Elimination of Morningside Dr Lift Station # 28 by Installing Approximately 200 LF of New Sewer Main South to 32nd St	35,000
Metering - Zeeland	22,000
Landscaping / Irrigation at James St Sub	20,000
Incline Belt	20,000
AMR Data Interrogation Software	18,000
Billing Printer	15,000
Unit 3 - Circulating Water Pump Impeller	15,000
Project Work Order Module for Solomon	11,725
Power Quality & Monitoring Test Equipment (Total - $18,000)	10,000
Unit 4 - Bearing Water Cooler (Total - $50,000)	10,000
Replace One Lime Pump	10,000
Isolation Transformers for High Bay Lighting (Total - $30,000)	6,000
Total	17,942,725

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Power Supply		Amount
Rebudgeted from Fiscal Year 2006:		
New Landfill Cell Construction - Type 3		800,000
New Offices		600,000
Unit 7 - Major Hot Gas Path Inspection		500,000
Turbine and Can Inspection	450,000	
Turbine Miscellaneous	50,000	
Phase II Coal Plant Development (Total - $4,950,000)		250,000
Replace House Air Compressor		90,000
Replace Continuous Ash Separator (Total - $80,000)		50,000
Pine Avenue Landscape Modifications		50,000
Unit 4 - Replace Stack Gunnite		50,000
Unit 4 - Turbine Wear Follow Up Inspection		40,000
Incline Belt for Coal Conveyor		20,000
Unit 3 - Circulating Water Pump Impeller		15,000
Unit 4 - Bearing Water Cooler (Total - $50,000)		10,000
Isolation Transformers for High Bay Lighting at JDY (Total - $30,000)		6,000
Subtotal		2,481,000
New for Fiscal Year 2007:		
Unit 10 - Development at JDY (Total - $4,950,000)		4,700,000
Boiler and Turbine Release for Mfg (10% Payme	3,000,000	
Units 1 and 2 - Demolition and Removal	1,000,000	
Engineering for Major Equipment Procurement	350,000	
Balance of Plant Equipment Engineering	200,000	
Permitting (Other than Air)	150,000	
Unit 5 - Excitation Equipment		300,000
Unit 3 - North Screen Refurbishment		75,000
980 Rebuild Front End Loader		70,000
Replace 51 Boiler Feedwater Pump Motor		45,000
CEMS Dataloggers		40,000
Unit 4 - Bearing Water Cooler (Total - $50,000)		40,000
Replace Screen House Motor Control Center		35,000
New Continuous Separator (Total - $80,000)		30,000
Replace Truck # 54		30,000
Unit 4 - Replace Control Valves		25,000
Isolation Transformers for High Bay Lighting (Total - $30,000)		24,000
Unit 5 - ID Fan Temp Control		15,000
Vibration Monitor		10,000
Infrared Camera (1/4 Share)		6,250
Dry Block Temperature Calibrator for Steam and Condensate Systems		6,000
Subtotal		5,451,250
Total Power Supply		7,932,250

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Electric Transmission & Distribution	Amount
Rebudgeted from Fiscal Year 2006:	
Relocate Generator Step-Up (GSU) Yard - James DeYoung	2,500,000
Relocate Facilities - New Bridge to 136th	150,000
Power Quality & Monitoring Test Equipment (Total - $18,000)	10,000
Replace Transformer Circuit Switchers at Industrial (Total - $130,000)	120,000
Replace Circuit Switchers at Washington Sub (Total - $70,000)	55,000
Landscaping / Irrigation at James St Sub	20,000
Subtotal	2,855,000
New for Fiscal Year 2007:	
Underground Distribution Systems	400,000
Overhead Distribution Systems	400,000
Distribution Transformers	250,000
New Customer Metering	230,000
Poles	200,000
New Service Drop Lines	100,000
New Capacitors for Distribution System	100,000
Rear Lot Line Pole Machine	100,000
Circuit Inspection	100,000
Distribution System Loop Closures	100,000
URD Underground Cable Replacement	75,000
Rebuild 12 kV Alleys	75,000
Replace 4160 kV Lines	50,000
Replace Overloaded Transformers	50,000
Replace James Sub Reclosers	50,000
Substation Test Equipment	25,000
SCADA System Upgrade	25,000
Electric Meter Test Equipment	20,000
Replace Van # 45	18,000
New Vehicle for 3rd Engineering Tech and Supervisor	17,000
Replace Circuit Switchers at Washington Sub (Total - $70,000)	15,000
Substation Transformer LTC Upgrade	15,000
Replace Pole Trailer	14,000
Replace Transformer Circuit Switchers at Industrial (Total - $130,000)	10,000
Power Quality & Monitoring Test Equipment (Total - $18,000)	8,000
Infrared Camera (1/4 Share)	6,250
Subtotal	2,453,250
Total Electric Transmission & Distribution	5,308,250

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Broadband	Amount
New for Fiscal Year 2007:	
Underground Fiber	150,000
Overhead Fiber	150,000
VoIP	100,000
GigE Electronic Equipment	50,000
Substation Cabinet Additions	20,000
Sniffer Hardware	15,000
Optical Time Domain Reflectometer	15,000
Total Broadband	500,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Treatment Plant	Amount
Rebudgeted from Fiscal Year 2006:	
Metering - Zeeland	22,000
Subtotal	22,000
New for Fiscal Year 2007:	
Wyoming Interconnect	2,000,000
Head House Dehumidification	45,000
DataStream 7i Maintenance Software	16,500
Replace Chemical Metering Pumps	12,000
Replace Lawn Tractor	11,000
Replace Laboratory Turbidimeters	7,000
Infrared Camera (1/4 Share)	6,250
Subtotal	2,097,750
Total Water Plant	2,119,750

Wastewater Treatment Plant	
Rebudgeted from 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 One Lime Pump	10,000
Subtotal	10,296,000
New for Fiscal Year 2007:	
Storm Water Improvements	45,000
Building for Flammables and Oil Storage	35,000
Replace Weirs on Secondary Clarifiers 3 and 4	30,000
Replace 6 Programmable Logic Controllers	30,000
Replace LEL (Lower Explosive Limit) Units	30,000
Generator	25,000
Control System for Slaker	25,000
Roof Repairs	25,000
DataStream 7i Maintenance Software	16,500
Replace Plant Effluent Water System	15,000
Water Service Improvements	10,000
Replace NSA and Primary Samplers	10,000
Replace Final Effluent DO Meter	7,500
Infrared Camera (1/4 Share)	6,250
Replace Copy Machine	5,000
Replace 2 IPP Samplers	4,000
Three Radios for Maintenance	3,600
Replace Chlorine Meter	2,000
Subtotal	324,850
Total Wastewater Plant	10,620,850

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Distribution Services	Amount
Rebudgeted from Fiscal Year 2006:	
Replace River Ave, 15th to Bridge Water Main (Total - $400,000)	380,000
Replace 8th St, Sunset & Sunrise Water Main (Total - $300,000)	115,000
Replace College Ave, 14th to Graves Water Main (Total - $119,000)	81,000
Restorative Work on Water Main Crossing at River Ave Bridge (Total - $75,000)	65,000
Maplewood, 37th to 40th Water Main (Total - $68,000)	58,000
Subtotal	699,000
New for Fiscal Year 2007:	
Replace 12th St, Pine to Fairbanks Water Main	300,000
Replace 8th St, Sunset & Sunrise Water Main (Total - $300,000)	185,000
Various Water System Improvements	100,000
Replace US 31 and Washington Water Main	70,000
Replace 23rd, Central to State Water Main	45,000
Replace College, 14th to Graves Water Main (Total - $119,000)	38,000
Replace Vehicle # 75	34,000
Hydrant Replacements	30,000
Security Upgrades at Pump Stations	25,000
Replace River Ave, 15th to Bridge Water Main (Total - $400,000)	20,000
Replace Vehicle # 74	20,000
Water Meters - New and Normal Replacements (50% Water, 50% WW)	15,000
Restoritive Work on Water Main Crossing at River Ave Bridge (Total - $75,000)	10,000
Maplewood, 37th to 40th Water Main (Total - $68,000)	10,000
Replace Discharge Valve at Waverly Pump Station	6,500
Replace B100 Tap Machine and Driver	5,400
Subtotal	913,900
Total Water Distribution Services	1,612,900

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Wastewater Collection Services	Amount
Rebudgeted from Fiscal Year 2006:	
Replace River Ave, 15th to Bridge Sewer Main (Total - $250,000)	230,000
Elimination of Morningside Dr Lift Station # 28 by Installing Approximately 200 LF of New Sewer Main South to 32nd St	35,000
Subtotal	265,000
New for Fiscal Year 2007:	
Replace 12th St, Pine to Fairbanks Sewer Main	500,000
Replace Various Sanitary Sewers	200,000
Replace 23rd St, Central to State Sewer Main	41,000
SCADA Upgrades at 4 Lift Stations	25,000
Fiber Conversion at 4 Lift Stations	20,000
Replace River Ave, 15th to Bridge Sewer Main (Total - $250,000)	20,000
Water Meters - New and Normal Replacement - (50% Water, 50% WW)	15,000
Subtotal	821,000
Total Wastewater Collection Services	1,086,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	Amount
Facilities, Warehouse & Meter Reading	
Rebudgeted from Fiscal Year 2006:	
AMR Commercial & Industrial Meters	1,200,000
AMR Data Interrogation Software	18,000
Subtotal	1,218,000
New for Fiscal Year 2007:	
Roof Repairs at Service Center	25,000
Replace Garden Tractor	8,000
Subtotal	33,000
Total Facilities, Warehouse and Meter Reading	1,251,000
Accounting & Collecting	
Rebudgeted from Fiscal Year 2006:	
Billing Printer	15,000
Project Work Order Module for Solomon	11,725
Subtotal	26,725
New for Fiscal Year 2007:	
Upgrade Harris System (Hardware, Software and Migration Services)	59,500
Request for Quote Module for Solomon	10,000
Subtotal	69,500
Total Accounting & Collecting	96,225
Customer Service	
Rebudgeted from Fiscal Year 2006:	
Interactive Voice Recognition System	80,000
Total Customer Service	80,000

APPENDIX C

DEBT SERVICE

> LEGAL DEBT LIMITATION AND LEGAL DEBT MARGIN

> 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

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.

CITY OF HOLLAND
DEBT LIMITATION AND LEGAL DEBT MARGIN
AT JULY 1, 2006

DEBT LIMITATION AT JULY 1, 2006

Total Taxable Value Across All Property Classfications	$	1,170,506,383
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)		10%
Debt Limitation	$	117,050,638

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2006

Total Bonded Debt at July 1, 2006 (excludes Capital Leases)	**$**	**62,104,000**
Less the Following :		
- Debt Items Not Subject to Limitation :		
Special Assessment Bonded Debt		(2,179,500)
Michigan Transportation Fund Debt		(1,500,000)
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)		(25,133,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2006 :		
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds		**(7,757)**
Debt Amount Applicable to Debt Limitation	$	33,283,743

ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2006

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	**$**	**83,766,895**

ADDITIONAL NOTE:

The City of Holland is legally indebted for the $5,945,000 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 $5,945,000, or $3,691,845, should be added to the Legal Debt Margin shown above.

PROGRAM MEASUREMENTS

- - DEBT SERVICE - -

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of Debt Issuance	Date Of Final Maturity	Net Effective Interest Rate	Original Issuance Debt Principal Amount	Original Issuance Debt Interest Total	Remaining @ 07/01/06 Debt Principal Amount	Remaining @ 07/01/06 Debt Interest Total
General Obligation Bond Issues								
None								
Act 175 Bond Issues								
1995 Street Improvements	Property Taxation	06-22-95	08-01-05	4.79400%	2,160,000	640,349	0	0
1996 Street Improvements	Property Taxation	06-01-96	08-01-08	5.19420%	3,750,000	1,502,163	1,500,000	122,975
Total Act 175 Issues					5,910,000	2,142,512	1,500,000	122,975
Building Authority Bond Issues								
1999 Herrick Dist. Library Expansion	Property Taxation	06-01-99	05-01-09	4.31590%	2,300,000	647,755	1,025,000	90,012
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	11,525,000	3,427,979
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,255,000	3,958,445
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	3,845,000	909,875
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	4,920,000	1,180,575
Total Building Authority Bond Issues					38,625,000	18,515,817	28,570,000	9,566,886
Capital Leases								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	87,500	17,500
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	439,500	17,500
Special Assessment Issues								
Series 1992-A Issue	Special Assmts.	07-01-92	03-01-07	6.04458%	525,000	213,392	10,000	600
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	135,000	21,379
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	150,000	25,588
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	939,500	301,216
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	200,000	52,387
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	590,000	138,175
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	155,000	60,720
Total Special Assessment Issues					3,945,603	1,691,792	2,179,500	600,065
Total Governmental Funds					49,007,603	22,384,496	32,689,000	10,307,426
Airport Issue								
Series 1995 Issue	Airport Fund	12-14-95	06-01-10	5.75000%	150,000	76,490	58,000	8,625
Board of Public Works Issues								
Series 1997-A	Water Fund	07-01-97	07-01-17	5.17077%	11,000,000	7,050,361	980,000	66,684
Series 2001	Wastewater Fund	08-02-01	06-01-14	5.17077%	9,395,000	3,199,244	4,721,500	1,233,568
Series 2002-A	Electric Fund	10-15-02	07-01-07	2.31581%	12,580,000	800,823	5,260,000	189,186
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	7,635,000	2,249,209
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	11,200,000	7,115,551
Total Board of Public Works Issues					51,810,000	20,557,554	29,796,500	10,854,198
Total Enterprise Funds					51,960,000	20,634,044	29,854,500	10,862,823
Grand Total					100,967,603	43,018,540	62,543,500	21,170,249

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 1,628,096	$ 2,224,169	$ 2,370,665	$ 2,292,554
Special Assessments	320,882	190,157	203,869	151,713
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,543,991	1,615,255	1,681,361	1,746,043
from Herrick District Library	886,588	897,225	949,184	987,796
* Special Assesssment Interest	115,810	96,220	85,144	81,524
* Investment Income	23,586	31,941	46,825	38,250
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In * *	1,266,537	788,265	717,551	559,076
TOTAL SOURCES	$ 5,785,490	$ 5,843,232	$ 6,054,599	$ 5,856,956
FUNDING USES -				
Other Current Expenditures -				
* Other Miscellaneous	$ 5,686	$ 17,588	$ 8,003	$ 13,001
* Building Authority Rental Payments	1,543,991	1,615,255	1,681,361	1,746,043
Debt Service Payments -				
* Principal	1,829,475	2,079,475	2,292,963	2,298,963
* Interest	1,705,150	1,486,116	1,405,636	1,331,704
* Agent Fees	1,838	2,581	1,813	2,826
Transfers Out * *	703,461	684,610	700,051	605,063
TOTAL USES	$ 5,789,601	$ 5,885,625	$ 6,089,827	$ 5,997,600
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (4,111)	$ (42,393)	$ (35,228)	$ (140,644)
ENDING BALANCE -				
- for General Municipal Long-term Debt	$ 14,163	$ 11,104	$ 7,757	$ 9,417
- for Special Assessment Long-term Debt	935,876	896,542	864,661	722,357
TOTAL FUND EQUITY	$ 950,039	$ 907,646	$ 872,418	$ 731,774

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

TAXATION & CASH CONTROL

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
FUNDING SOURCES -				
Taxes	$ 1,628,096	$ 2,224,169	$ 2,370,665	$ 2,292,554
Investment Income	10,967	10,189	15,100	10,050
Transfers In	525,045	85,530	17,500	16,875
TOTAL SOURCES	$ 2,164,108	$ 2,319,888	$ 2,403,265	$ 2,319,479
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	$ 5,686	$ 17,588	$ 8,000	$ 13,000
- Principal - Land Contract	- 0 -	- 0 -	12,500	12,500
- Interest - Land Contract	- 0 -	- 0 -	5,000	4,375
- Building Authority Lease Payments	1,543,990	1,615,255	1,681,361	1,746,043
Transfers Out	671,477	684,610	700,051	542,201
TOTAL USES	$ 2,221,153	$ 2,317,453	$ 2,406,912	$ 2,318,119
SOURCES OVER (UNDER) USES	$ (57,045)	$ 2,435	$ (3,647)	$ 1,360
ENDING FUND EQUITY	$ 2,000	$ 4,435	$ 788	$ 2,148

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

MICHIGAN ACT 175 TRANSPORTATION BONDS (SUMMARY OF TWO OUTSTANDING ISSUES)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
FUNDING SOURCES -				
Transfers In	$ 671,477	$ 684,610	$ 700,048	$ 542,200
TOTAL SOURCES	$ 671,477	$ 684,610	$ 700,048	$ 542,200
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 520,000	$ 560,000	$ 605,000	$ 475,000
* Interest	151,477	124,610	95,048	67,200
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 671,477	$ 684,610	$ 700,048	$ 542,200
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 FIVE OUTSTANDING ISSUES)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control -Taxes	$ 1,543,991	$ 1,615,255	$ 1,681,361	$ 1,746,043
- from Herrick District Library	886,588	897,225	949,184	987,796
* Investment Earnings	6,254	557	300	300
* Transfers In	- 0 -	- 0 -	3	1
TOTAL SOURCES	$ 2,436,833	$ 2,513,037	$ 2,630,848	$ 2,734,140
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ - 0 -	$ 3	$ 1
Debt Service Payments -				
* Principal	1,015,000	1,280,000	1,430,000	1,575,000
* Interest	1,414,730	1,237,457	1,199,769	1,158,063
* Agent Fees	850	1,074	776	776
TOTAL USES	$ 2,430,580	$ 2,518,531	$ 2,630,548	$ 2,733,840
SOURCES OVER (UNDER) USES	$ 6,253	$ (5,494)	$ 300	$ 300
ENDING FUND EQUITY	$ 12,163	$ 6,669	$ 6,969	$ 7,269

DEBT SERVICE FUNDS

LONG-TERM DEBT

CAPITAL LEASE - LAND CONTRACT

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budget
FUNDING SOURCES -				
Transfers In	$ 70,015	$ 18,125	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 70,015	$ 18,125	$ - 0 -	$ - 0 -
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 62,500	$ 12,500	$ - 0 -	$ - 0 -
* Interest	7,515	5,625	- 0 -	- 0 -
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 70,015	$ 18,125	$ - 0 -	$ - 0 -
SOURCES OVER (UNDER) USES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Beginning FY-2006 this fund has been dissolved and related activity has been combined into the G.O. Debt Service Fund - Taxation and Cash Control.

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SPECIAL ASSESSMENT BONDS
(SUMMARY OF SEVEN OUTSTANDING ISSUES)

Description	FY-2004 Final Actual	FY-2005 Final Actual	FY-2006 Final Revised Est.	FY-2007 Approved Budgetr
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	$ 320,882	$ 190,157	$ 203,869	$ 151,713
Interest & Rents:				
* Special Assessment Interest	115,810	96,220	85,144	81,524
* Investment Income	6,365	21,195	31,425	27,900
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 443,057	$ 307,572	$ 320,438	$ 261,137
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 231,975	$ 226,975	$ 245,463	$ 236,463
* Interest	131,428	118,424	105,819	102,066
* Agent Fees	988	1,507	1,037	2,050
Transfers Out	31,984	- 0 -	- 0 -	62,862
TOTAL USES	$ 396,375	$ 346,906	$ 352,319	$ 403,441
SOURCES OVER (UNDER) USES	$ 46,682	$ (39,334)	$ (31,881)	$ (142,304)
ENDING FUND EQUITY	$ 935,876	$ 896,542	$ 864,661	$ 722,357

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 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

Fiscal Year	Principal	Interest	Total
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	1,500,000	122,975	1,622,975

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

Fiscal Year	Principal	Interest	Total
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	87,500	17,500	105,000

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

Fiscal Year	Principal	Interest	Total
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	1,025,000	90,013	1,115,013

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

Fiscal Year	Principal	Interest	Total Requirements
2006-07	525,000	446,571	971,571
2007-08	580,000	429,996	1,009,996
2008-09	640,000	410,896	1,050,896
2009-10	715,000	387,984	1,102,984
2010-11	790,000	360,659	1,150,659
2011-12	870,000	328,446	1,198,446
2012-13	955,000	291,946	1,246,946
2013-14	1,045,000	251,946	1,296,946
2014-15	1,145,000	208,146	1,353,146
2015-16	1,245,000	159,568	1,404,568
2016-17	1,355,000	104,758	1,459,758
2017-18	1,475,000	42,438	1,517,438
2018-19	185,000	4,625	189,625
2019-20	- - - Refunded - To Be Called - - -		0
2020-21	- - - Refunded - To Be Called - - -		0
2021-22	- - - Refunded - To Be Called - - -		0
Total	11,525,000	3,427,979	14,952,979

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1996 City Hall 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
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	3,845,000	909,875	4,754,875

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Library 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
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	4,920,000	1,180,574	6,100,574

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2006

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

$7,255,000 Non-Voted Bond Issue dated April 13, 2006

Total Original Bond Issue: 16 Annual Serial Maturities from October 1, 2006 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2006-07	25,000	278,833	303,833
2007-08	25,000	287,588	312,588
2008-09	30,000	286,625	316,625
2009-10	30,000	285,575	315,575
2010-11	30,000	284,525	314,525
2011-12	30,000	283,437	313,437
2012-13	30,000	282,312	312,312
2013-14	35,000	281,094	316,094
2014-15	35,000	279,781	314,781
2015-16	35,000	278,469	313,469
2016-17	35,000	277,156	312,156
2017-18	40,000	275,750	315,750
2018-19	1,450,000	246,000	1,696,000
2019-20	1,735,000	182,300	1,917,300
2020-21	1,810,000	111,400	1,921,400
2021-22	1,880,000	37,600	1,917,600
Total	7,255,000	3,958,445	11,213,445

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

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

2006-07	10,000	600	10,600
Total	10,000	600	10,600

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

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	135,000	21,379	156,379

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

Fiscal Year	Principal	Interest	Total
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	150,000	25,588	175,588

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

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

Fiscal Year	Principal	Interest	Total
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	70,462	30,651	101,113
2011-12	70,462	27,480	97,942
2012-13	70,462	24,274	94,736
2013-14	70,462	21,033	91,495
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	939,500	301,216	1,240,716

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

Fiscal Year	Principal	Interest	Total
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	200,000	52,387	252,387

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

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

Fiscal Year	Principal	Interest	Total
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	590,000	138,175	728,175

SPECIAL ASSESSMENT BOND ISSUE, Series 2006-A

With Limited Tax General Obligation Pledge

$155,000 Non-Voted Bond Issue dated June 1, 2006

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2007 to June 1, 2020

Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2006-07	11,000	7,843	18,843
2007-08	11,000	7,337	18,337
2008-09	11,000	6,831	17,831
2009-10	11,000	6,072	17,072
2010-11	11,000	5,566	16,566
2011-12	11,000	5,060	16,060
2012-13	11,000	4,554	15,554
2013-14	11,000	4,048	15,048
2014-15	11,000	3,542	14,542
2015-16	11,000	3,036	14,036
2016-17	11,000	2,530	13,530
2017-18	11,000	2,024	13,024
2018-19	11,000	1,518	12,518
2019-20	12,000	759	12,759
Total	155,000	60,720	215,720

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

Fiscal Year	Principal	Interest	Total Requirements
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	58,000	8,625	66,625

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

Fiscal Year	Principal	Interest	Discount/Refunding Amortization	Total Requirements
2006-07	2,555,000	99,713	54,308	2,709,021
2007-08	2,705,000	35,165	- 0 -	2,740,165
Total	5,260,000	134,878	54,308	5,449,186

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

Fiscal Year	Principal	Interest	Refunding Amortization	Total Requirements
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	4,721,500	1,014,951	218,617	5,955,068

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

Fiscal Year	Principal	Interest	Discount Amortization	Total Requirements
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	980,000	48,637	18,047	1,046,684

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

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
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	7,635,000	2,040,761	208,448	9,884,209

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY SYSTEM REVENUE BOND ISSUE, Series 2005-B

Without Limited Tax General Obligation Pledge

$11,200,000 Non-Voted Bond Issue dated June 15, 2005 with 18 Annual Serial Maturities from January 1, 2006 to July 1, 2024

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2006-07	0	478,188	10,208	488,396
2007-08	250,000	474,438	10,048	734,486
2008-09	155,000	468,363	9,949	633,312
2009-10	155,000	463,713	9,849	628,562
2010-11	160,000	458,788	9,738	628,526
2011-12	160,000	453,488	9,623	623,111
2012-13	165,000	447,900	9,500	622,400
2013-14	165,000	442,125	9,377	616,502
2014-15	175,000	435,738	9,227	619,965
2015-16	175,000	428,738	9,078	612,816
2016-17	175,000	421,738	8,928	605,666
2017-18	180,000	414,638	8,775	603,413
2018-19	1,140,000	388,238	7,801	1,536,039
2019-20	1,200,000	340,688	6,744	1,547,432
2020-21	1,260,000	289,950	5,635	1,555,585
2021-22	1,320,000	235,913	4,437	1,560,350
2022-23	1,385,000	178,431	3,181	1,566,612
2023-24	1,455,000	112,625	1,628	1,569,253
2024-25	1,525,000	38,125	0	1,563,125
Total	11,200,000	6,971,825	143,726	18,315,551

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.

Balanced Budget

For a fiscal year, the total appropriated expenditures & outlays may not exceed total projected financing sources (i.e., estimated revenues plus anticipated drawdown of Reserves and/or Fund Balance).

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.

"C"

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.

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).

"G"

General Fund

One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA - represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB)

The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds

An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting *near-term* inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

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

"H"

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 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.

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.

"N"

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.

" S " - (Continued)

Special Assessment

For Capital Improvements -

A compulsory government levy made against specifically designated properties to defray all or a part of the cost of a specific capital improvement, such as street paving, curb & gutter replacement, sanitary sewer, watermain, etc. Such properties are considered to receive primary benefit and enhancement to property value as the result of the improvement.

(Also, see 'System Development Fees' for description of other related charges).

For Operating & Maintenance -

A compulsory government levy made against specifically designated properties to defray all or a part of the ongoing operations & maintenance costs of a specific program. Such properties are considered to receive primary benefit as a result of the program.

Special Revenue Funds

One of five governmental fund types. Special Revenue Funds account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. The nature of the revenue source, together with the nature of the restricted spending of the revenue source, determines whether a unique special revenue fund should be established.

System Development Fees

Fees and charges to join or to extend an existing utility system (commonly used terminology for such charges include: 'lateral fees', 'stub fees', 'connection fees', 'trunkage fees', etc.).

" T "

Tax Increment Financing

Financing of capital improvements to a designated redevelopment area or district, achieved by "capturing" incremental increases in taxable values (and accordingly, tax revenues). The captured taxes must be dedicated towards 'pay-as-you-go' capital improvements and/or towards debt service on capital improvements debt obligations of the tax increment financing district. Normally, a specific term (number of years) is specified upon establishment of a tax increment financing district.

Ten Percent Criterion

The first of two tests used to determine whether a given governmental fund or enterprise fund must be reported as a major fund in the basic financial statements. For governmental funds, the test is applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenditures. And for enterprise funds, the test is likewise applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenses.

The test need be met for only one of these four criteria.

Tool & Dies Renaissance (Recovery) Zone

Program initially established by Michigan Public Act 376 of 1996, and amended by MI P. A. 276 of 2005 and MI P.A. 93 of 2006. A local unit of government may designate specific property parcels as recovery zones, thereby entitling a tool & die manufacturer (which has entered into a 'collaborative agreement' with other tool & die manufacturers) to exemption from property taxes for a specified period of years.

" T " - (Continued)

Transfers In / Out

A legally authorized conveyance of money between funds, in which the donor fund provides either a subsidy or other form of donation to the recipient fund. Stipulations and conditions are frequently attached regarding applied use of the transferred money by the recipient fund

" 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 " - " Y " - " Z "

None