

**CITY OF HOLLAND, MICHIGAN**

**ANNUAL BUDGET**

**For The Fiscal Year  
July 1, 2008 - June 30, 2009**

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

for

**Holland City Council**

Albert McGeehan  
Jerome Kobes  
Nancy DeBoer  
Myron Trethewey  
Jay Peters  
Craig Rich  
Robert VandeVusse  
Kurt Dykstra  
David Hoekstra

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

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# CITY OF HOLLAND

## ORGANIZATIONAL VISION & MISSION STATEMENTS

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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 action 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

## ACTION PLAN PROCESS

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To implement the Vision and Mission Statements, the City Council has developed eight (8) 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 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.

### 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.

### ANNUAL ACTION PLAN PROCESS

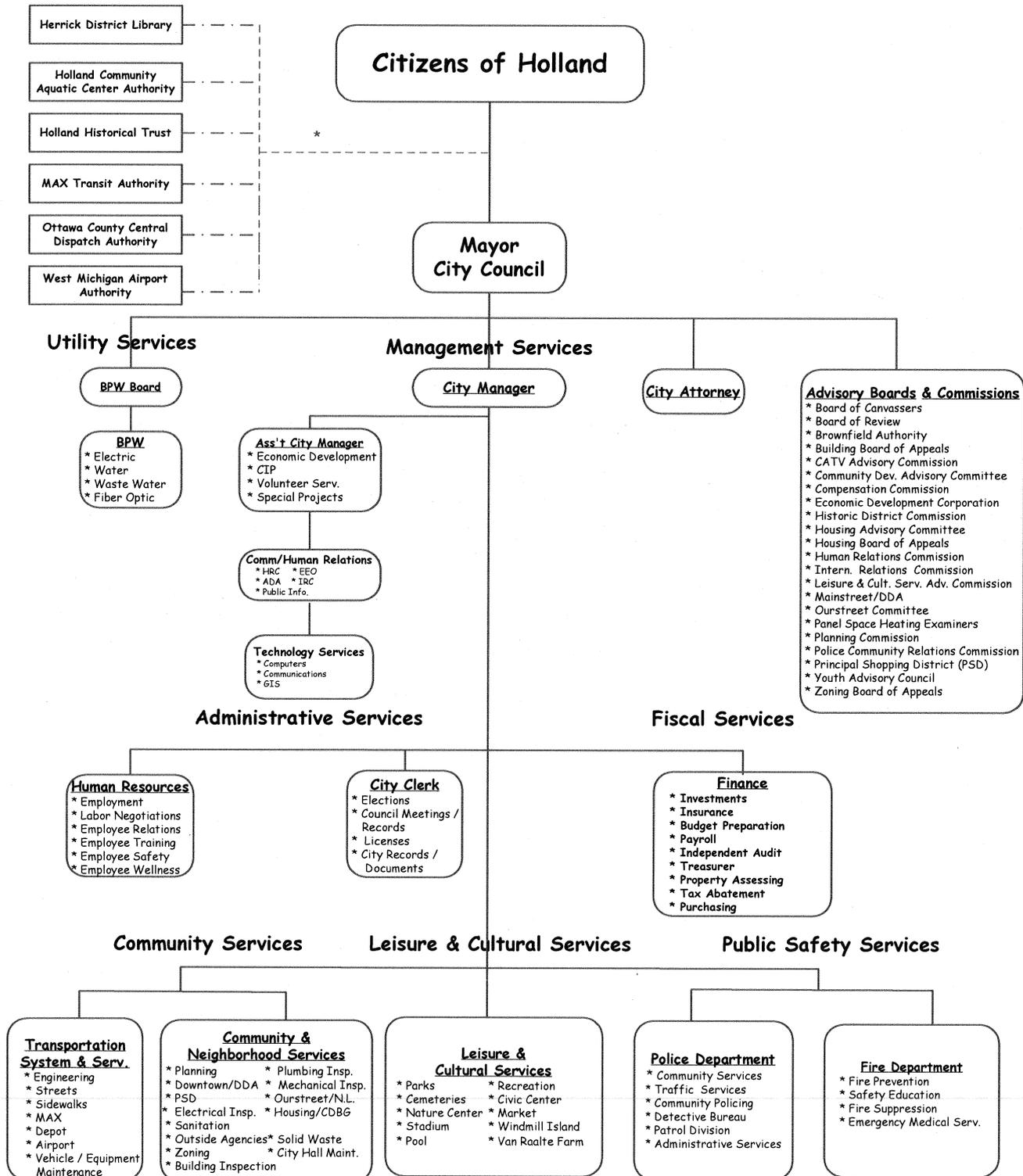
Annually the City Council holds a "*Coffee With City Council*" open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff 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 eight (8) 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 each of the goals.

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



\* The City Council makes appointments to these Districts and Authorities

# CITY MANAGER BUDGET MESSAGE

July 1, 2008

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

As City Manager, it is my pleasure to submit the budget as approved for fiscal year (FY) 09 July 1, 2008 to June 30, 2009 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 is a summary of some of the key financial highlights for FY 09. The second section highlights some of the key community and area characteristics and issues which impact the overall quality of life in the City and the policies which 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 \$175,748,293. This is a balanced budget, however, \$30,990,523 of various fund balances have been utilized. These funds will primarily support numerous capital improvement projects, but several are critical to balance several operating budgets. The General City operations account for \$46,809,549 in sources excluding use of fund balances, and \$55,913,750 in uses. The City's BPW utilities account for \$97,948,221 in sources excluding use of fund balances, and \$119,834,543 in uses.

**TAX BASE:** For FY 09, the tax base decreased from \$1,210,798,418 to \$1,204,865,028, or a decrease of \$5,933,390, or (0.49%). The net impact on tax revenues will be even lower as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by \$25,720,554, resulting in a loss of \$356,230 in City taxes. This is (1.44%) lower than the adjusted tax rolls for FY08. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was 2.3%. In other words, if the tax rate remains the same, residential property owners would see a 2.3% increase in their City taxes, if they made no improvements

to their property. However, this year many property owners will see a decrease in their property taxes as their taxable values have decreased based on the real estate market. Therefore, the loss of (.49%) growth in the total tax base was due to several factors: 1) a loss in industrial and real and personal property values. This was due to a mandate by the County Equalization Department in Allegan County to again lower industrial properties by 5.61%. This loss is a reflection of the continued sluggish industrial economy with limited investment in new equipment and the sale of several large industrial plants at below market value; 2) the continued poor residential real estate market has now closed the gap between state equalized value and taxable value where many property owners in FY 09 will actually see a decrease in their taxable values; and 3) the one area where the City has continued to see strong property values is in the downtown commercial values.

The average City of Holland growth in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, through 2006 was 4.58%. In 2007, it was 3.44% and this year with a decrease of (.49%), it is the first time in recent history that the City's tax base has actually decreased from the year before. Although an extensive archival search

was not conducted, according to long-term current and former staff with specific knowledge dating back to 1963, this has not happened in 45 years.

**TAX RATE:** The total tax rate for FY 09 was proposed to be maintained at 13.85 Mills. However, the tax rate was increased by .10 Mills for the Airport Authority by the voters in early May 2008. This results in a tax rate of 13.95 Mills. The distribution of the tax rate is also slightly different than in FY 08 as indicated below:

**KEY FINANCIAL HIGHLIGHTS**

**PROPERTY TAX LEVY MILLAGE RATES**

<u>CITY OF HOLLAND</u>	<u>FY 08</u>	<u>FY 09</u>
Operating Levies:		
General	9.3361	9.3361
Total Operating	<b>9.3361</b>	<b>9.3361</b>
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	<u>0.2977</u>	<u>0.2049</u>
Total Capital	<b>1.3477</b>	<b>1.2549</b>
Debt Service Levies:		
General Obligation Debt	<u>1.8551</u>	<u>1.9504</u>
<b>Total City of Holland</b>	<b>12.5389</b>	<b>12.5414</b>
<u>AIRPORT AUTHORITY</u>	<b>-0-</b>	<b>.1000</b>
<u>HERRICK DISTRICT LIBRARY</u>		
Operating Levy *	1.0450	1.0468
Debt Service Levy *	<u>0.2661</u>	<u>0.2618</u>
<b>Total Herrick District Library</b>	<b>1.3111</b>	<b>1.3086</b>
<b><u>TOTAL MILLAGE RATES</u></b>	<b><u>13.8500</u></b>	<b><u>13.9500</u></b>

Due to the tax base decrease of .49% debt service increased from 1.8551 to 1.9504 Mills, as an annual 2.5% tax base growth rate had been used for the financial forecast. However, in FY 10 the debt service millage rate should drop to 1.5915 Mills, assuming the same tax base as FY 09, due to the last payments being made on the 1996 Street Improvement (Act 175) Bonds.

Based on the new reduced taxable value and maintaining the same tax rate, the City's property tax collections will decrease from \$16,600,734 in FY 08 to \$16,388,050 in FY 09, or a decrease of \$212,684 or 1.28%. However, this Airport Authority levy of .10 Mills raised \$117,914 in new taxes.

In FY 06, an extensive review of City tax rates in the State of Michigan was conducted. There are 273 cities, of those 103 had a lower tax rate and 169 had 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 five (5) of those also have an income tax. There are 16 cities larger than Holland that had 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) The Holland rate in FY 08 was 15.30 Mills.

**GENERAL FUND:** The total General Fund Revenues are recommended at \$21,130,765, which is a 1.6% increase from the amended budget in FY 08. Expenditures are budgeted at \$21,274,165 or 1.5% above the FY 08 amended budget. This will require the use of \$143,400 from Fund Balance for an estimated Fund Balance on June 30, 2009 of \$2,427,609. This fund balance represents 11.4% of FY 09 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of \$1,204,656 compared to \$1,872,659 in FY 04. For the sixth year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund \$922,761 short of a policy goal of maintaining 10% of the General Fund Expenditures. (\$2,127,417)

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 not making the annual transfer. Further, it is proposed that due to the loss in the City's tax base in FY 09 that \$250,000 be transferred in to assist with the balance of the General Fund.

The purpose of the Budget Stabilization Fund is to assist in this type of financial situation as per the City Ordinance regulating this fund, Sec. 2-110 (c) states: "to prevent a reduction in the

level of public services or in the number of employees when; in preparing the budget for the next fiscal year the City's estimated revenue does not appear sufficient to cover estimates expenses." Without this transfer the City would have to cut 4-5 more employees and / or City services to cover the \$250,000 transfer. The combined estimated fund balance and budget stabilization fund will be \$3,632,265, or 17.07% of FY 09 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 09. This was primarily due to the continual decrease and lack of growth in state revenue sharing, the loss in growth of the tax base, and no estimated growth in the contribution of the BPW electric payment, while at the same time experiencing continued increases in wages, energy and employee benefit, and energy costs.

As a result of no estimated growth in the contribution of the BPW electric payment, currently at 4% of gross revenues, it is proposed the 4% be increased to 4-1/2% which would add \$355,000 to the General Fund. If this amount is not increased, General Fund expenses will have to be decreased by this amount. The City Council, however, adopted the budget with a 5% contribution. The additional 1/2% was allocated to the Municipal Capital Improvement Fund, and amounts to \$389,200.

**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 08. In FY 08, the amount of \$3,186,600 was budgeted, but \$3,148,800 is the revised estimate. The amount of \$3,180,600 has been budgeted for FY 09, based on the estimates provided by the state. If the state economy continues to decline, it is anticipated the City will experience additional reductions in this important General Fund revenue source.

The major financial impact on the General Fund over the past seven (7) 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 09, this amount is estimated at \$3,180,600 or 15.06% of revenues.

The state of Michigan has had a difficult economic seven (7) years, but only in one year 2004, did the state collect less sales taxes than the year before. (Note this data is not available for 2007) If the state had lived up to its statutory obligation made as part of Proposal "A", the City would have received \$4,351,000 in FY 07, or \$1,122,900 more than was budgeted. This would allow the City to shift almost 1 Mill of our tax rate back to the Municipal Capital Fund, which continues to be one of the most critical issues facing the City today and in the future.

**BPW ELECTRIC CONTRIBUTION:** A major increase in General Fund revenues was realized in FY 07 in the payment from the City's BPW electric utility. The City receives 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 increased 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 high fuel costs experienced by the BPW, not an increase in electric sales. Without this increase in FY 07 to the General Fund, the City would have had to consider cuts in City services or increase the tax rate. The \$407,000 was equal to about .35 Mills. The total payment of \$2,840,000 was equal to 2.40 Mills.

For FY 08, the amount was proposed to remain at \$2,840,400. This was due to a projected loss in electric revenue sales due to several large customers closing their facilities in FY 08. However, in FY 08 the 3-1/2% of gross revenue from the electric utility, was increased by the BPW Board and City Council to 4%. This raised an additional \$355,000; however, this additional amount was placed in the City's Municipal Capital Improvement Fund. For FY 09, it is proposed the 4% be increased to 4-1/2% with 4% or \$3,195,400 to be retained in the General Fund and \$399,400 to the Municipal Capital Improvement Fund. It is further proposed the 4-1/2% in FY 09 be considered to be increased

to 5% in FY 10 which would then equal the state and national average for Municipal Owned Electric Utility Contributions to their City government. For FY 10, it is proposed 4% be retained in the General Fund and 1% be allocated to the Municipal Capital Improvement Fund.

As noted, the City Council adopted the budget with a 5% contribution. This raised another \$389,200 with the amount placed in the Municipal Capital Improvement Fund.

**EMPLOYMENT SUMMARY:** In the FY 03 through 08 budgets, 14 positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 09. If these 14 positions were filled today, it would add about \$1,000,000 in expenditures.

The positions eliminated are as follows:

1. Fire Dept. - Community Involvement Lt.
2. Street Dept. - Welder
3. Street Dept. - Storekeeper / Dispatcher
4. Police Dept. - Police Officer
5. Civic Center - Custodian
6. Recreation / Civic Center - Manager
7. Parks Dept. - Laborer II
8. Human Relations - Volunteer Coordinator
9. Assessor's Office - Dept. Assist. I
10. Technology Serv. - Sr. Program / Analyst
11. Technology Serv. - Director
12. City Manager - Assistant to the City Manager (P.T. "A")

Recommended Positions to be eliminated in FY 08:

13. Construction / Inspections - Building Housing Inspector I
14. Community Development Supervisor

For FY 09, three (3) additional full time positions are recommended to be eliminated; one each in the Police, Fire and City Clerk departments. Each of these departments currently has a vacancy. All vacancies in FY 09 will continue to be reviewed and evaluated before they are refilled.

Another major issue which is facing the City over the next five (5) years is an aging work force. The City currently has 208 full-time employees (excluding the BPW). A total of 51, or 23.5%, are eligible to retire over the next five (5) years. A total of 26 are eligible to retire by June 30, 2009, the end of FY 09. That does not mean all of them will retire, but a large number have indicated they will. As a result, the FY 09 General Fund budget also has a \$150,000 line item reduction for wages, fringe benefit and retirement adjustments. As retirements occur, they will either not be filled or a comprehensive evaluation of how that particular job can be performed will be completed. Further, there will be consideration given to adjust certain wages and fringe benefits in FY 09.

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);

Leisure and Cultural Services:

- Departmental Assistant - P.T. "B"

Community and Neighborhood Services:

- Ourstreet - Administrative Assistant P.T. "B"

Transportation Services

- Mechanic / Fabricator

None of these positions have been included in the recommended budget due to financial issues. There are also several 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 City for FY 07 was a 27.44% increase in pension cost from

\$1,155,022 in FY 06 to \$1,471,952 in 2007, an increase of \$316,930. The City is part of the State of Michigan Municipal Employees Retirement System (MERS). Numerous meetings were held with MERS in an effort to understand these extraordinary increases. There appeared to be several factors which had caused these increases: 1) Poor market conditions; 2) Three 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 over 30% of all full-time employees); and 4) MERS has implemented new shorter amortization schedules for the closed groups. MERS was informed these type of increases are unacceptable and must be "smoothed" out. As a result, MERS did agree to a special evaluation of all of the City's pension groups before the pension rates were established for FY 08.

For FY 08, the General City pension costs are projected at \$1,542,177, or \$70,225 above the FY 07 amount of \$1,471,952, a 4.78% increase. The total pension costs in FY 09 including the General City operations and BPW are \$2,690,758, compared to \$2,600,256 in FY 08, an increase of \$90,502, or 3.48%.

**HEALTH INSURANCE COSTS:** The City in 1991 established a modified self insurance fund for the City's employees health insurance.

The program is self insured up to \$75,000 / employee and also has a group aggregate umbrella which is established each year by the program administrator, Blue Cross / Blue Shield.

In 1993, an employee Wellness program was

established and now covers all union and non-union employees. This program promotes health prevention and, if an employee meets all requirements, the City pays 95% of the premium. If the employee does not meet requirements, the City pays 70% of the premium. The City has been able to contain annual premium increases below the market rate in most years, and it is believed the Wellness program is also helping to retain costs. However, health care costs have been a major cause of inflation costs in labor services. In 1991, total costs for employee health care, was \$1,210,400 and increased to \$3,913,760 by FY 07 and estimated at \$4,058,900 in FY 08. These costs cover all General City, BPW, Herrick District Library employees and retire costs. The projected fund balance in the Health Insurance fund for June 2008 is \$2,055,550, and \$1,865,550 by June 2009. The lowest fund balance was in 2000 at \$783,013. As a result of this improvement, there is a modest 5% proposed premium rate increases for January 1, 2009.

**OUTSIDE AGENCIES:** For FY 09, a total of 53 non - profit agencies/programs requested funding assistance in the amount of \$879,850 This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities.

The FY 08 includes \$605,000 to fund these agencies and \$630,290 in FY 09. This is an increase of \$25,290, primarily due to additional CDBG carry over funds. The following is recommended:

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

FY 09 Request	Agencies	Funding Category	FY 09 Proposed	FY 08 Budgeted
\$275,800	21	Social Services	\$139,800	\$140,000
140,150	17	Leisure & Cultural Services	103,890	103,890
<u>257,000</u>	1	Holland Historical Trust	<u>257,000</u>	<u>257,000</u>
\$672,950		Sub-total	\$500,690	\$500,890
47,000	1	Economic Dev. Lakeshore Advantage	47,000	47,000
<u>159,900</u>	<u>13</u>	CDBG - Outside Agencies	<u>82,600</u>	<u>57,112</u>
\$879,850	53	Total	\$630,290	\$605,002

## 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 09 franchise fees are estimated at \$180,000 and the equipment fee \$9,300.

In FY 08, a new CATV Franchise Agreement was issued to AT&T under the new uniform State Franchise Agreements. For the first time, the City will have two (2) CATV providers. However, it is not known when AT&T will start services in FY 09, and as a result the impact on the 5% franchise fee is not known at this time.

The public channels are operated through a contract with the non-profit Macatawa Area Community Media Center. For FY 09 the contract is recommended to remain at \$180,000. The FY 09 budget does include funds to provide cable casting over the internet with video for some public programs. The amount of \$25,000 has been budgeted for this technology.

**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 \$295,000 in FY 09. For the fourth (4) 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 FY 09. However, there is a small fund balance of \$31,200 available. This fund balance assumes some surplus City land will be sold in FY 09 for \$50,000.

### FISCAL SERVICES

**CONTESTED ASSESSMENTS AND BUDGET STABILIZATION FUND:** One of the major outstanding issues in preparing the FY 09

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 (BSF).

The BSF is established by ordinance through state enabling legislation which allows this fund to have a fund balance equal to 10% of the General Fund operating budget. The last year the City had 10% in this fund was 2003. The estimated fund balance in June 2009 is \$1,204,656. The 10% level for FY 09 would be \$2,127,417. This leaves the fund \$922,761 short of the maximum amount allowed. The purpose of this fund is to handle emergency expenses as defined in the ordinances, and / or major unanticipated revenue shortfalls. As previously noted for FY 09, it is proposed to transfer \$250,000 to the General Fund due to the loss in the City's tax base for FY 09. If this transfer is not made then an equal amount of expenses would have to be reduced in the General 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 five (5) years and the revenues are anticipated to remain at about the same level in FY 09 at \$2,763,300, compared to \$2,654,818 actual amount in FY 05.

The budget maintains the 1 Mill property tax to assist with the continued upgrading of the City's street system. The 1 Mill in FY 09 will provide \$1,179,100 in new revenues. In FY 09, the Allegan County Road Tax will generate about \$429,600. These funds will be utilized in implementing the City's Five-Year Street Capital Improvement program.

However, due to the flat level of funding in the gas tax over the past five (5) years and now with a reduction in the City's tax base, the City will actually collect less funds from the City's 1 Mill Street Fund and the Allegan Road Fund, it is projected that for the FY 10, the City will not be able to start any new road reconstruction projects in its five (5) year plan. This situation is also caused by the continued increase in all costs associated with the City's annual operating and maintenance budgets for streets. The increased costs in the 2007 - 2008 snow removal budget have also reduced funds for new reconstruction. For FY 08, it is also proposed that \$300,000 be transferred from the Centralized / Vehicle Equipment Fund to the Major Motor Vehicle Highway Fund. This is possible due to the increased reserve funds that were generated due to the increased revenues from equipment rental rates for winter snow removal in FY 08.

**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, was 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, the system was further expanded by installing snowmelt in the sidewalks between 7<sup>th</sup> and 12<sup>th</sup> Street as part of the River Avenue Reconstruction project. This connected the City Hall, Museum, Library and numerous businesses to the downtown system. In 2007, the system was expanded along the 8<sup>th</sup> Street area in the sidewalks between College and Columbia Avenue in conjunction with several new building projects. The cost of extending the transmission line for this project was \$157,800, which was funded by the BPW and will require an annual 15 year payback of \$15,200. In 2008, it will be necessary to extend the transmission line again to serve the new

Downtown Parking Deck and sidewalks on 7<sup>th</sup> St. This cost is estimated at \$300,000 and will add annual payments to the BPW of \$28,900 for 15 years. As a result by FY 13, additional revenues will be needed to balance the annual operating budget. At this time, various alternatives are being evaluated to resolve this issue. The fund balance in June 2009 is estimated at \$168,200 and anticipates a 3% increase in the 2009 operating and special assessment rates.

**AIRPORT FUND:** The operation of the airport for FY 09 will again be achieved without any use of property taxes. The \$23 Million tunnel / runway extension project was completed in 2005 and was funded with state and federal grants. The local match came from private contributions. The budget again includes funding for maintaining and operating the new tunnel in the street operating budgets. This cost is estimated at \$94,400 for FY 09, including lighting of \$56,000, and maintenance of \$38,400. The FY 09 budget includes funding for purchasing property for a future new terminal and preliminary design, and modifications to the runway and taxiways, which will be funded by state and federal grants and local private contributions. The operating fund balance in June 2009 is estimated at \$248,700.

In early 2007, the Airport was established as an Authority comprised of the cities of Holland and Zeeland, and the townships of Park and Holland. However, the Authority will not become fully operational until the four governmental units have an election to establish a millage for the operation of the Airport. The vote is scheduled for May 2008. Therefore, a second budget has been proposed, if this vote is approved. The Airport Authority would levy .1 Mills in each of the four (4) governmental units. This would raise \$385,600 in the Cities of Holland and Zeeland, and the Townships of Holland and Park. At this time, the proposed Authority budget is included as information.

Subsequent to the first adoption of the budget, the Airport millage of .10 was approved in the cities of Holland and Zeeland, and Park Township, but not in Holland Township. The Airport Authority will proceed with the three (3) governmental units. The .10 Mills in the City

of Holland will generate \$117,914, and will be turned over to the Authority. Further the Airport budget in FY 09 will be removed in the City budget.

**DEPOT:** The Depot Transportation Center was formerly the home for the Tulip Time offices, the AMTRAK train station, and Indian Trails bus operation. All expenses associated with the operation were charged to this fund. All leases with the three (3) tenants were credited to the fund, but were not sufficient to cover operating expenses. The General Fund subsidy in FY 07 was \$35,399.

In the fall of 2006, the voters of the City and Holland Township approved the formation of a public transit authority. It was proposed the Depot be utilized as the new transfer point for the seven (7) fixed routes system. This also included the renovation of the adjacent Wendy's site into a public parking facility for the multi modal transportation center. This plan necessitated the relocation of the Tulip Time offices. This transition was completed in July 2007 and eliminated the need for a general fund operating transfer as the facility is operated by the MAX system, through a lease.

The MAX operation also is no longer a part of the City budget. In FY 07, the City MAX tax levy was .1473. The fixed route system expansion was started in the fall of 2007 and the renovation of the Depot site was funded 100% by state and federal funds. The current MAX Authority levy is 0.3500 Mills.

**MAX PUBLIC TRANSIT:** The MAX Authority has a .4 Mills limit. At the time the budget is being prepared, the MAX Authority has not established their budget or tax rate for FY 09. The City previously had a .6 Mills voted limit for public transportation.

**CENTRALIZED VEHICLE/EQUIPMENT FUND:**

This is the fifth (5) year for this new fund which is a consolidation of the prior Act 51 Street Equipment and Motor Pool Funds. This operation was moved into the new Transportation Services facility in March of 2005. 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%. In FY 06, the rate was reduced 20% as a result of operating efficiencies and reducing the operation by two (2) employees. This rate reduction was maintained in FY 07. Every effort was made to try to keep the rental rates the same in FY 08; however, the large increase in gasoline and diesel fuels necessitated the rate reductions from 20% to 15%, and this reduction has been retained for FY 09.

The FY 09 budget includes \$778,200 for equipment and vehicle replacement. The equipment reserve balance by June 2009 is estimated at \$2,045,000. It is important this balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicle on schedule.

In FY 08, it is proposed \$300,000 be transferred from the reserve funds to the Major Motor Vehicle Highway Fund (MVHF). This is to assist the major MVHF operating fund due to the high vehicle rental costs for FY 09 snow removal. This is a one time transfer recommended to assure certain street projects can be completed in 2008 while still maintaining an adequate reserve fund for vehicle replacement.

This fund does not own the Fire Department suppression or emergency response vehicles. A separate Fire Vehicle Replacement Fund is maintained. In FY 09, a General Fund transfer of \$100,000 to this fund is again proposed. The equipment reserve balance by June 2009 is estimated at \$171,000. A new rescue unit is planned to be replaced in FY 09 at an estimated cost of \$45,000.

**COMMUNITY & NEIGHBORHOOD SERVICES**

**DOWNTOWN DEVELOPMENT AUTHORITY (DDA); PRINCIPAL SHOPPING DISTRICT (PSD); DOWNTOWN PARKING SYSTEM:**

Each of these three (3) funds are self-supporting from a special tax levy and special operating assessments. In FY 05, there was major staff reallocations made to improve these downtown operations. The PSD is now fully staffed and will

also assist in staffing and promoting the 8<sup>th</sup> Street Market. The DDA tax levy will be maintained at 2 Mills, required to be rolled back in FY 09 to 1.8333 Mills. The Parking and PSD special assessments are projected to be increased by 3% in FY 09. Each of these, three (3) funds continue to experience fluctuations in their fund balances and must be carefully evaluated during the year. Further, for FY 09 the new Downtown Parking Deck will be added as an operational expense. It is anticipated the deck will be available for use by the end of 2008. As this is the first deck for the downtown system, it will take 12-18 months before the full operating revenues and expenses can be determined.

**CDBG PROGRAM:** The FY 09 allocation for the federal CDBG program is \$338,600, which is less than received in FY 08 of \$344,600. The CDBG funds have been in a decline since 1995 when the City received a high of \$452,000. In addition, there is \$61,400 in new income and carry over funds for total proposed expenditures of \$400,000 in FY 09. These 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 09 totaled \$513,500. The CDBG Advisory Committee will be making their funding recommendations to City Council.

There is still a major concern that Congress may substantially reduce or eliminate the CDBG program in the future. In addition, the City's Neighborhood Preservation program (NPP) grant ended in September of 2006. Over the past four (4) years, this grant averaged \$250,000 per year. These funds were terminated, and it is difficult for the City to sustain these vital programs. Both the CDBG and NPP programs have been vital to help with the City's Ourstreet program, which involves extensive central City neighborhood revitalization.

**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 indicated and for FY 09, it is recommended they be increased as follow:

TYPE OF SERVICE*	1995 RATES	2004 RATES	2009 PROPOSED RATES (+5%)
1 bag/month	\$4.79	\$5.00	\$5.25
2 bags/months	\$6.11	\$6.50	\$6.83
32 gallons	\$8.62	\$9.50	\$9.98
65 gallons	\$10.49	\$12.00	\$12.60
90 gallons	\$12.23	\$14.00	\$14.70
Additional bags	\$1.80	\$2.00	\$3.00

These recommended rate increases for FY 09 are primarily due to increased cost of fuel and general increases in labor and landfill costs. A new three (3) year contract was awarded to Chef Containers effective July 2005 through June 2008. The annual cost of this operation is \$1,378,846 in FY 09. The working capital on June 2008 is estimated at \$147,662 with reserves set aside for container replacement at \$325,000.

In FY 09, it is proposed 100% of the \$325,000 container reserve be transferred to working capital. There is no need to continue this reserve as all containers are replaced when needed with funds allocated in the operating budget. It is anticipated these reserves will be needed to maintain adequate working capital along with a projected 5% increase in rates over the next three (3) years. These increases are primarily due to fuel and landfill anticipated costs.

The existing Chef's agreement expires on June 30, 2008. The contract provides an opportunity to renegotiate the agreement and City Council has authorized staff to initiate the process. The rate increases are based on preliminary negotiations and have been heavily influenced by high fuel cost experienced over the existing contract and anticipated in the future.

#### **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 \$36,000 in FY 09 are allocated to the General Fund. Plans are to continue to allocate Perpetual Care interest earnings to the General Fund to support the cemetery operation which is estimated at \$94,600 in FY 08. For FY 09, this amount has been reduced to \$61,000 due to lower interest rates projected for FY 09. 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 was completed by January 2007. This will substantially 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 2009 is estimated at \$1,559,135.

**WINDMILL ISLAND:** This fund is again unable to support the full operation from fees based on anticipated admissions in FY 09. The estimated General Fund subsidy in FY 08 is \$196,608, and the amount estimated for FY 09 is \$204,145. The FY 09 budget includes the full operation of the new pavilion. It is proposed the admission fee at the tourist attraction be increased on January 1, 2009. This will be the first increase since 2006.

	2005	2006	2009 Proposed
Adults	\$6.50	\$7.00	\$7.50
Children	3.50	\$4.00	\$4.50

**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 08 Actual	FY 09 Estimate	City Amounts
<b>Mills</b>			
Operating	1.0450	1.0468	\$1,234,328
Debt	0.2661	0.2618	\$315,434

**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 reduced to \$257,000, a \$13,500 or 5% reduction due to financial constraints in FY 07 and 08. The amount has been recommended to be retained at \$257,000 for FY 09 due again to financial difficulties in the General Fund. The FY 09 Museum operation is \$552,900, and the City's contribution would make up 46.5% of the budget.

#### UTILITY SERVICES

**BPW UTILITIES:** The BPW budget is submitted as recommended by the Board. The BPW Board is considering rate increases for the three (3) utilities and the fiber as follows:

<b>May 2008</b>	
Electric	5%
Water	5%
Sewer	5%
Fiber	5%
<b>November 2008</b>	
Water	5%
Sewer	5%
<b>May 2009</b>	
Water	5%
Sewer	5%

	<b>FY 09 PROPOSED</b>	
	<b>EXPENSES</b>	<b>REVENUES</b>
Electric Utility	\$90,212,278	\$82,631,549
Water	12,698,167	6,492,288
Wastewater	20,818,898	8,824,384

As noted earlier, the electric contribution to the General Fund was recommended by the BPW Board to remain at \$3,195,400. However, it is proposed the % of sales of electricity at 4.0% be considered to be increased to 4.5% with the additional amount placed in the General Fund. This is estimated to generate \$399,400 to the Municipal Capital Improvement Fund (MCIF), and \$3,195,400 to the General Fund. As previously noted, the City Council approved the budget with a 5% contribution and the additional  $\frac{1}{2}$ %, added \$389,200 to the MCIF.

### 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 08 are estimated at \$612,485.

For FY 09, the allocation of computer cost has been changed substantially. In the past, it was primarily based on disc storage capacity and level of activity by departments. However, storage of data is very inexpensive today so the new method is basically based on the number of employees who have access to and use of a computer plus the number of computer units. This reallocation has changed some budgets dramatically, but the total cost is basically the same as in the past several years.

The fund includes \$103,285 in new and replacement equipment for FY 09 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 \$165,000 in June of 2009. This year, it is again proposed there be no charge back to the departments for the cost of capital outlay, as this amount will be paid from the fund reserves.

**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 charge to cover operating expenses and building

up a reserve to fund future improvements to the operation. This charge is estimated at \$.038738 per gallon. Due to high fuel costs expenditures in FY 06 of \$626,237 compared to \$429,534 in FY 05, a 45.8% increase, it was necessary to pass this cost on to the vehicle and equipment rental rates utilized for FY 07 to FY 09. Fuel costs for FY 08 have been estimated at \$831,083, a 27.7% increase from FY 07. Consumption increased by 2.82% in FY 08, primarily due to increased snow plowing and expanded routes by MAX. Due to the continued increase in fuel costs, the amount budgeted for FY 09 may not be adequate at \$883,000.

### 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, due to reduced claims and the condition of the fund balance, includes a 5% rate increase on January 1, 2009.

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; however, no dividends are anticipated for FY 08 and 09. As a result, it is proposed the workers' compensation rates be charged at the recommended rates by the insurance company. In FY 07 and FY 08, the rates were reduced approximately 50% which saved the various City Funds approximately \$130,000, with the BPW saving \$48,000, and the General City \$82,000.

The fund balance for all six (6) insurance funds at the end of FY 07 was \$3,531,714, estimated at \$3,615,693 by June 30, 2008 and \$3,359,723 by the end of June 2009; however,

this assumes 100% of the \$220,000 in contingencies will be spent.

With the uncertainties in the insurance market, moderate 3-4% rate increases have been budgeted for the other insurance programs. Again, in FY 09, the City through its insurance agent will have to be aggressive in obtaining quotations for its insurance program.

### CAPITAL IMPROVEMENTS

**CAPITAL OUTLAY:** The preparation of the 2009 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. All funds in FY 09 will maintain adequate reserves for future vehicle and equipment replacement.

**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 \$1,675,000 in FY 09. The millage rate for FY 08 was .2977 Mills which generated \$356,139. As previously noted, in FY 08 the BPW electric contribution was increased from 3.5% to 4% of gross revenues. This additional amount of \$355,000 was placed in the Municipal Capital Improvement Fund (MCIF). For FY 09, it is proposed the 4% be increased to 4.5% with 4% to be allocated to the General Fund and .5% to the MCIF which is estimated at \$399,400. (As noted, the City Council increased the 4.5 to 5% with the additional  $\frac{1}{2}$ %, of \$389,200 to the MCIF.)

The tax levy for FY 09 for capital projects is .2049 Mills which will generate \$241,607. This

resulted in new funds of \$1,030,207 to the MCIF.

The FY 08 Year End undesignated Fund Balance for capital improvements in the General City is \$430,822 and those funds along with several other carryovers, new sources and grants have been allocated to various proposed capital improvement projects in FY 09, amounting to \$726,193, less funding for previously approved projects.

The Street and Sidewalk Capital Project funds include expenditures of \$2,226,488 which will be funded from a combination of local, state and federal funds. The budget also includes \$4,648,000 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 \$40,553,770.

### DEBT SERVICE

**DEBT SERVICE:** The millage rate in FY 09 for debt service has been increased from 1.8551 to 1.9504 Mills. This millage primarily represents 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. This year the increase was due to a decrease in the City's Tax Base. However, next year the City will have paid off the 1996 Street Bonds (Act 175) which will lower the debt millage rate in FY 10 to 1,5915 Mills based on the same tax base as FY 09.

The debt levy also includes the retirement of the bonds issued for the City Hall renovation in 1996 - 1997. These bonds will mature in FY 16. All of the City's debt is outlined in the Debt Service section of the budget.

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 2009. 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 in FY 10.

## KEY COMMUNITY HIGHLIGHTS

**THE ECONOMY:** This is the ninth budget of the new century prepared for the City of Holland, which will continue to lay the foundation for the 21<sup>st</sup> Century. During the last decade of the 20<sup>th</sup> 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 several years, we, as a country, state and a community are facing challenges that are very different than the past 10-15 years. For the past six (6) years, the City of Holland has experienced 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 local 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 had 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 seven (7) years, we have experienced the loss and 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 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 seven (7) years.

The furniture industry has been one of the pillars of the West Michigan economy with Haworth, Herman Miller and Steelcase. Over the past several years, thousands of employees were laid off in these industries. *Haworth, Inc.* and *Herman Miller, Inc.* two of the City's top ten taxpayers, suffered severe cuts due to the state and national economy. The office furniture industry, this past year regained its pre 2001 market strength. However, they are doing so with thousands of fewer employees. They simply have become better at "doing more with less." Haworth will be completing their new \$80 Million showroom here in Holland which will become their global showcase, and employ an estimated 200 new employees.

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 with Brownfield status which provides several economic and tax incentives for development, and several small companies have been retained, and now operates 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 resulted in the loss of about 650 jobs in 2005. However, over the past couple of years JCI has moved 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 have indicated this will help their long term growth in the Holland area. Currently JCI is in the process of taking back the Plastec operation which should improve the JCI Holland employment base.

There has, however, been some good news in the past three (3) years. A new company to the Holland area, *Challenge Manufacturing, Inc.*, in 2004 purchased the former Herman Miller seating plant and has expanded and renovate the plant that created 175 new jobs. In 2005, they announced another expansion of 277,000 square feet and another 150 new jobs. There have been two (2) subsequent additions. Today, they employ over 900 people. Haworth has brought new investments and expansion to their facilities as they closed several facilities in other states and brought those jobs to Holland. As noted, their new modern facility to show their new products was started in late 2006 and should be completed by late 2008.

During the past couple of years, 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. A 280,000 square foot addition to the plant, at a cost of \$14,000,000 and add 150 - 400 new jobs, was completed in early 2007!

As a result of these economic conditions, the City Council, at its last five (5) 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 several 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 09 City budget to assist this area economic development organization.

The economic challenges for FY 09 are not over, but we are seeing progress. Lakeshore Advantage reported in early 2007 that employment levels in the Holland / Zeeland area are almost back to their 2001 levels (120,000). Also, in early 2007, Pfizer, located just north of the City limits, has donated their \$50 Million research facility to Michigan State University. This facility will become one of the top Biomass Research facilities in the United States, and has already generated millions of dollars in state, federal and private grants. This facility will serve as a hub for the growth of bio-economic activities in the area and the state of Michigan, and will employ over 100 - 200 employees with scientific and technical backgrounds.

**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 we have become accustomed to. 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. The watershed is critical to assure we retain and improve an area which is blessed with a beautiful natural environment. At the same time, the extensive watershed is critical to the area's tourism industry.

As we continue into the 21<sup>st</sup> 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 were approved by the State Boundary Commission, and should allow the City to develop and grow for the next decade.

To assure this area will be developed in a comprehensive manner in accordance with 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. Most of these projects were initiated in 2000 and completed by early 2002. As the area develops, the entire street network will require updating and expansion.

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 area 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 issue by addressing outdated annexation and detachment statutes. The current State statutes 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:** 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 2007, 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. With the continued high fuel prices and sustainability as a key community issue, ridership in the past 12 months have increased by 20 %.

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. The property is being renovated to improve parking for AMTRAK, Indian Trails (bus) and the MAX ground transportation systems, and will be part of the Padnos inter-modal transportation center.

As some of the City's major industries continue to grow, air transportation facilities need to continue to be improved. In 2000, the existing Tulip City 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 funded totally from federal, state and private contributions. A new terminal building is also in the planning stage. As with public transportation, an area-wide airport authority was formed in early 2007 to assure future growth and stability of this important transportation link. This Authority was finalized in May of 2008 when the cities of Holland and Zeeland and Park Township voters approved a special .10 tax millage to support the Airport which has become a major transportation link for many major industrial and commercial businesses in the Holland Zeeland area.

**NEIGHBORHOODS:** The growth and prosperity of the 1990's also brought problems and new challenges. During the early 90's, the City began to experience central city neighborhoods with an increase in crimes involving youth gangs and violent crimes 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 09 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. Further, as a result of several neighborhood grants terminating at the state level, the continued decline of Community Development Block Grants (CDBG) funds, and reduction of various City staff positions, it will be necessary to evaluate the structure of the Ourstreet program in FY 09. This evaluation will be an effort to make sure this important program can continue to have a vital role in the future of the Central City neighborhoods.

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 severely 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, and sells the administrative and community education facilities on River and 16<sup>th</sup> Street. In early 2006, a new reorganization of the public schools was completed for the 2006 - 2007 school year.

That plan is currently in the third year of implementation. The City will continue to work 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 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 8<sup>th</sup> 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 included additional funds to expand the Ourstreet Program into these areas of core City neighborhoods.

In 2007, the update of the Downtown Master Plan "Sharpening the Vision" was completed. This document provides an exciting vision for the next 5-10 years for the Downtown which is already considered one of the best in the Midwest. In 2008, several new major building projects are already under construction by the private sector. The Eastern Gateway will be the focus the next couple of years for new public infrastructure.

#### **INFRASTRUCTURE & PUBLIC FACILITIES:**

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

Major improvements have been made to public facilities such as the renovation and expansion of the City Hall, the construction of the Depot Transportation Center, and the development and renovation of the Museum. The expansion and upgrade of City facilities and its infrastructure will continue. The City in 2002 developed a comprehensive three to five year program to

expand and renovate the existing Police and County Court facilities, relocate and build a new Transportation Service facility on property purchased in 1999, construct a new Fire Station in the West End of the City in cooperation with Park Township, 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.

In 2007, a new master plan for the Civic Center was developed and in FY 09 efforts will be made to develop a financial plan to construct the facility in FY 10.

In 2008, the City will complete its first Downtown Parking Deck that will add 260 new spaces. This \$4.3 Million project will be funded from a \$4.0 Million Brownfield tax increment bond issue. There are three (3) new commercial buildings in the Brownfield area that will support and benefit from this new structure.

**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 Smallemburg. 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 2007. 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 total project will be funded from different grants and local funds totaling almost \$4 Million for this waterfront park.

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 of \$225,000 for this park 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 7<sup>th</sup> 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 8<sup>th</sup> Street Market Place, and new Police / Court Complex. In late 2002 and early 2003, the plans for the Eastern Gateway 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 removed college and high school basketball games from the City's Civic Center. This allowed the City to start the planning for the renovation / expansion of the Civic Center. The renovation is anticipated to begin in FY 10.

Another major part of the Eastern Gateway is the possible construction of a Traffic Round-About to serve as the 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 2009.

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 is available for Tulip Time Festival

events and has already served numerous weddings and community events.

The future of Windmill Island is still a key issue, and various preliminary visions have been developed as part of the "Parks of Parks" concept and development and connection to the Window-on-the-Waterfront Park north of 6<sup>th</sup> Street. This vision will continue to be worked on during FY 09.

**ORGANIZATION:** One of the key elements of the City's Mission Statement is to "provide the best conditions under which citizens live, work and play". The City will continue to focus on these key elements over the next decade to assure the City can meet the foundation for this Mission. However, the success of achieving this Mission will not only be the responsibility of the public sector but will continue to require the involvement of the private sector. This partnership has been essential in developing so many projects that have made Holland a unique community in which to live, work and play.

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

Over the past several years, the City has developed a strong foundation for its *Continuous Improvement Process (CIP)*, which primarily focuses on providing quality service to our citizens. This commitment will continue into the future as we must continue to improve the quality of services we deliver to our citizens on a daily basis. That commitment has been developed in strong *Vision, 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 were realized. The new combined system with AT&T was totally operational by mid-2002.

The BPW has 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 09 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 08 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, 2008. In FY 09, 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 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 has basically been maintained for 15 consecutive years. This is important especially for prior year comparative purposes. In FY 00, a new finance system was implemented, and this system continues to 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 09, 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, but is crucial to assure that the City of Holland is a quality and competitive community in which to live, work and play.

## 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 08, fifteen (15) positions were eliminated and three (3) more are proposed to be eliminated in FY 09. If the economy does not improve similar freezes as used in FY 03 through FY 08 will have to be implemented in FY 09 to assure the City's General Fund can remain financially sound.

As a City, the reduction of State Revenue Sharing has been the biggest impact on City's General Fund due to the poor state economy. For FY 09 that is still the case; however, another major factor has developed. For the first time in recent history of this City, the local tax base is actually less than the year before. Even if the economy and real estate values improve in the next year, it may take several years for this trend to reverse itself. As a result, as a City we must prepare ourselves for this financial trend lasting for a few more years.

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 2008, 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 seven (7) 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 were put into the Municipal Capital Improvement Fund (MCIF) from FY 05 to 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 continue to be some tough choices and decisions which need to be made. In broad terms, these are as follows:

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

## CLOSING COMMENTS

(cont.)

None of the above choices are easy, but we must continue 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. Therefore, as a first step in this process in the FY 08 budget two (2) recommendations were implemented. First, we allocate .2977 Mills to the MCIF, without increasing the total City tax rate, which generated \$356,170. This was still substantially less than the 1.4 Mills average prior to FY 05, which would generate \$1,650,800 in FY 09. Second, was to increase the BPW electric payment on sales from 3.5% to 4.0% which generated an additional \$355,000 to be placed in the MCIF. For FY 09, these two (2) policies are recommended to be continued. However, the tax levy for capital projects need to be lowered from .2977 to .2024 with which will only generate \$238,700 of new funds. As previously noted the BPW electric contribution is recommended to be increased from 4 to 4.5%. The additional .5%; however, is recommended to be allocated to the General Fund. In FY 09, the Capital Improvement Fund would receive approximately \$399,400. In FY 10, it is proposed the BPW contribution be increased to 5% with 1% being allocated to Capital Improvements. As previously outlined, the City Council took this step as part of the FY 09 budget approval.

Unfortunately, at the same time in FY 10, the City will have a major challenge to initiate any new street reconstruction projects due to financial shortfalls. New revenues must be generated either from the state gas tax or the City will have to raise taxes locally. While the City will experience a reduction in the tax base, there is no proposal to increase the tax rates. On the other hand, the BPW has recommended substantial rate increase in all three (3) of their utilities, which will certainly affect all of our citizens.

We were able to provide a solid foundation as we entered the 21st Century. With this budget, we will continue to build on that foundation to ensure our citizens can 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 20 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.

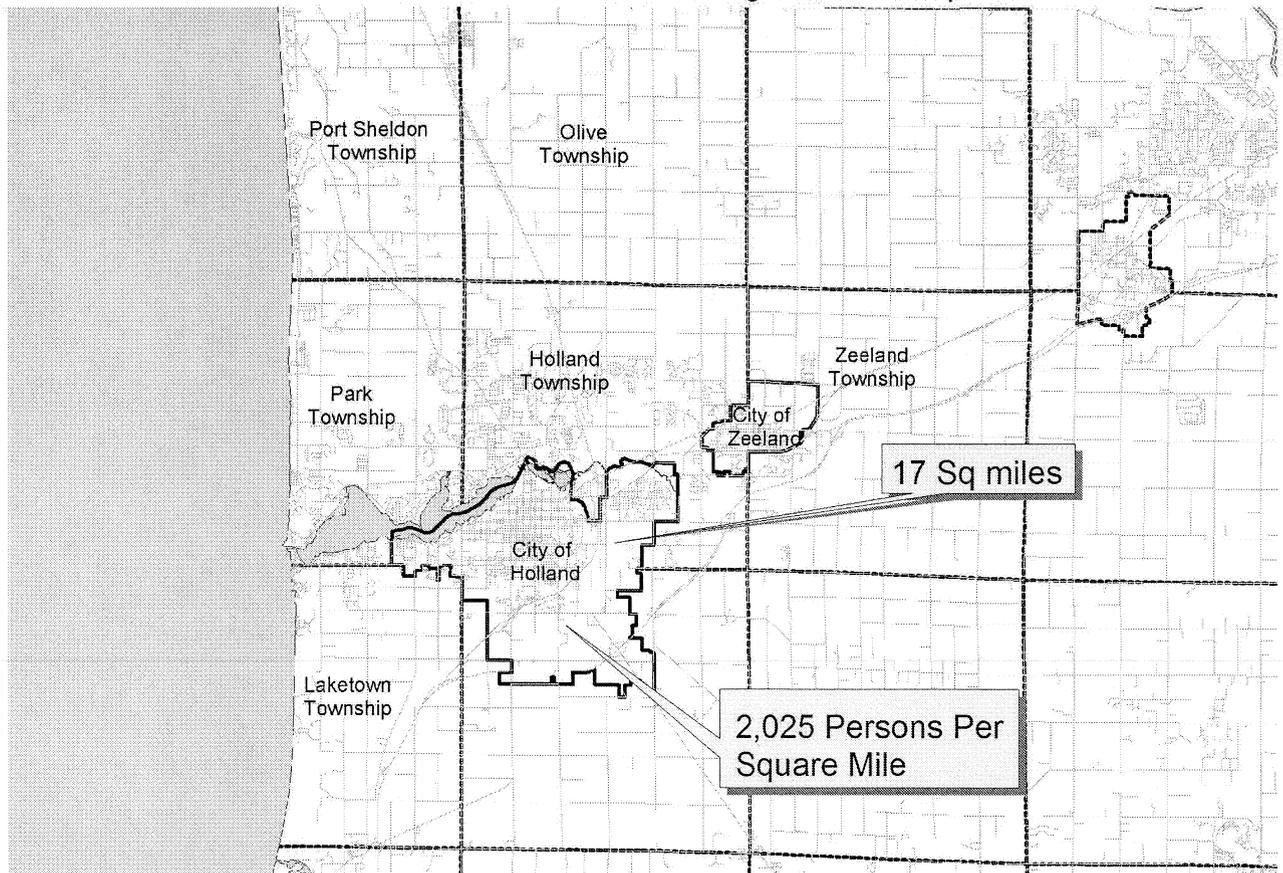
*Soren Wolff*  
City Manager

SW/b



City of Holland

Macatawa Area Coordinating Council Participants

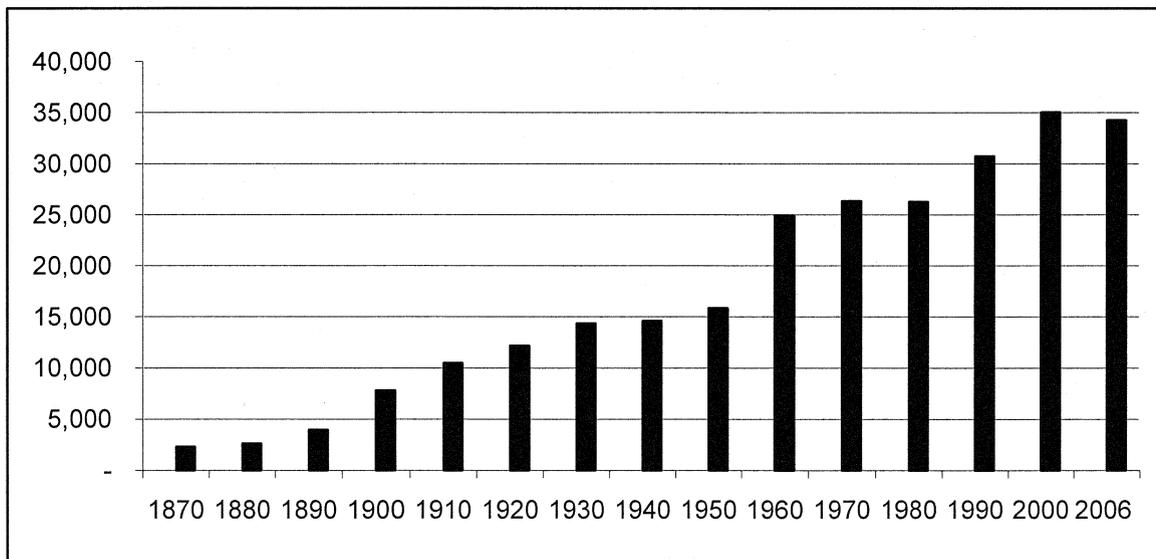


17 Sq miles

2,025 Persons Per Square Mile

## CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

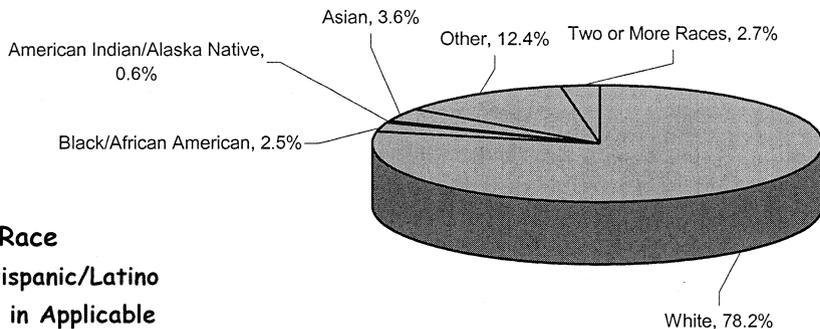
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE ( DECREASE )
1867	Incorporated as a City	-----
1870	2,324	-----
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70
1980	26,281	( 0.21 )
1990	30,745	16.99
2000	35,048	14.00
2006 (Estimated)	34,245	(2.29)



Source for Information:

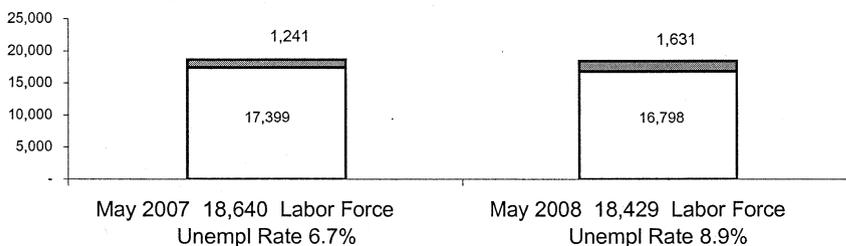
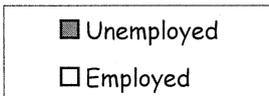
\* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

# DEMOGRAPHICS

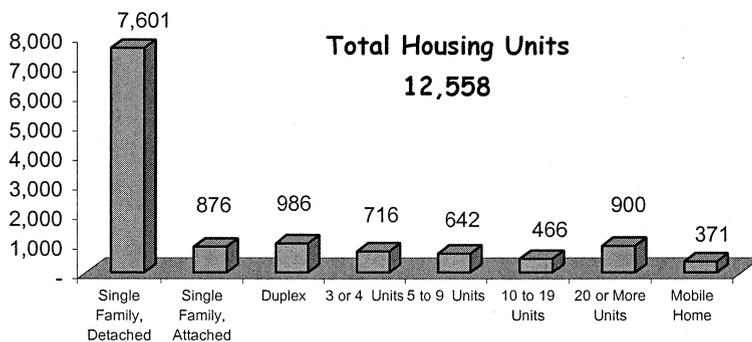
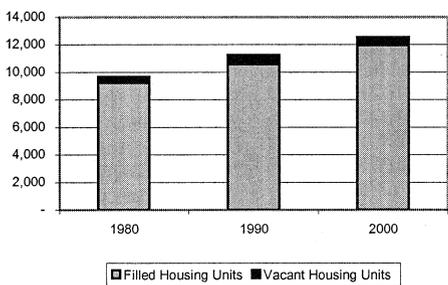
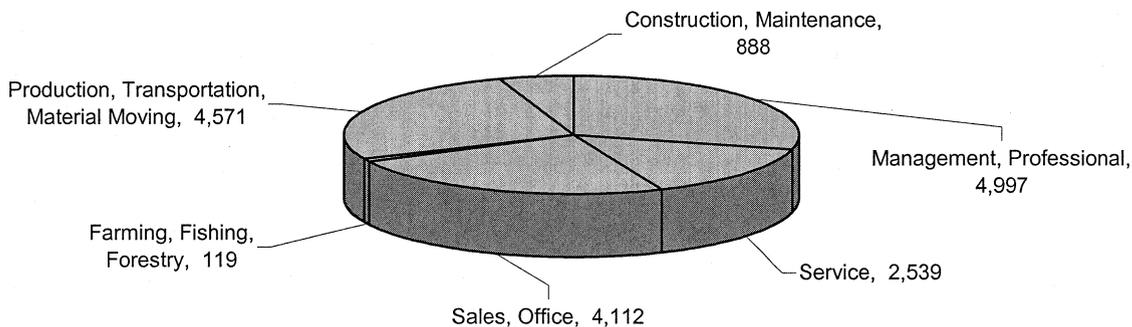


**Race**  
**22.2% Hispanic/Latino**  
**Included in Applicable**  
**Race Categories Above**

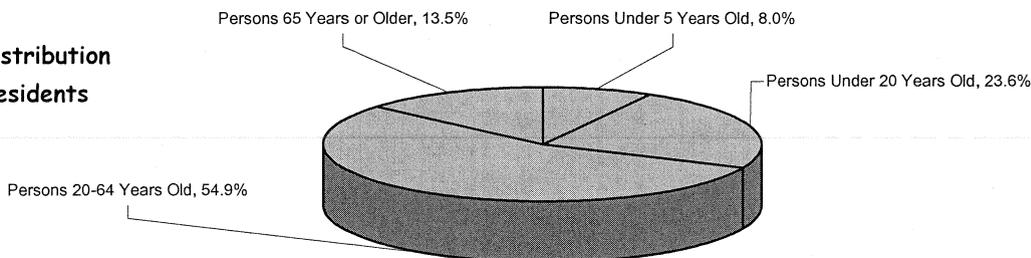
## Employment Statistics per May 2008 Michigan Dept Labor



## Employed Civilian Population - 17,226 16 Years and Over

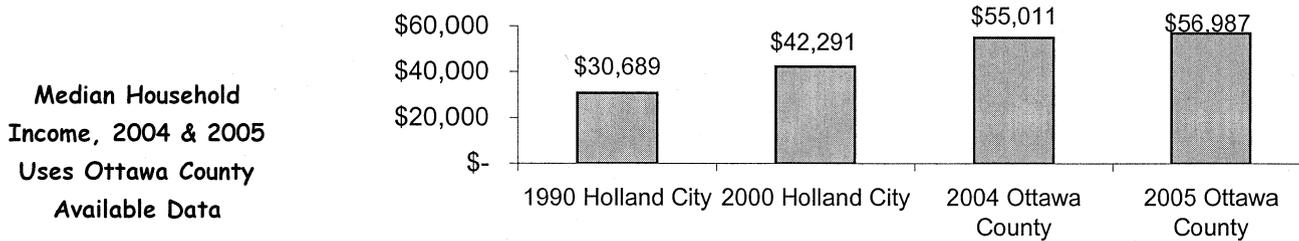
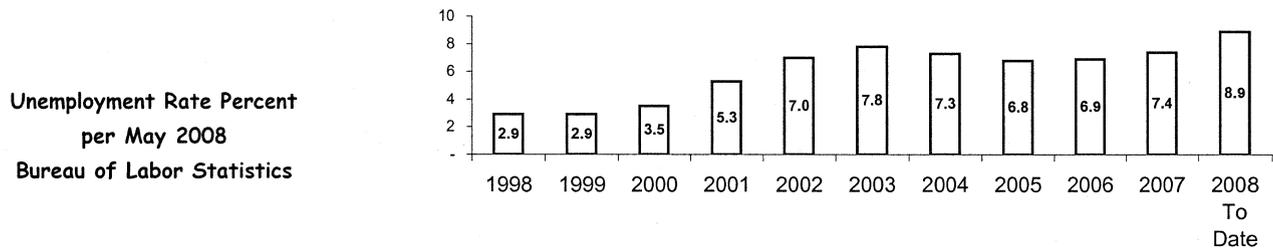
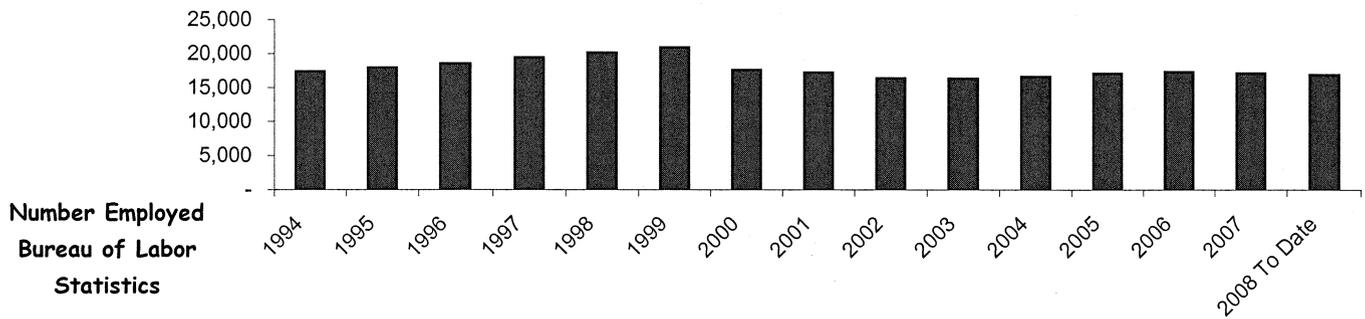


## Age Distribution of Residents

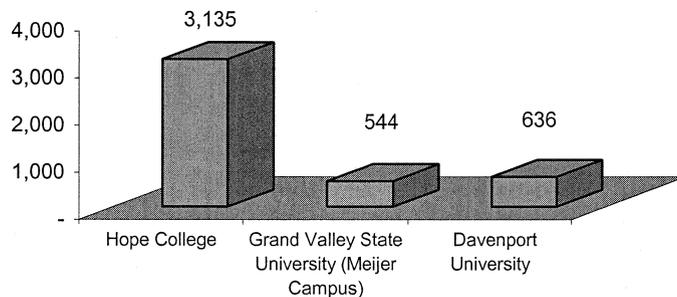


Source: Information is based on 2000 U.S. Census data, unless otherwise noted.

## DEMOGRAPHICS



**2007 Higher Education Enrollment  
Total of 4,315 Degree Seeking  
Note - 2005 Ottawa County Population  
25-44 years 34% with Bachelor's Degree**



### Miscellaneous Statistics

Fire Stations	3	2006 City Population Estimate	34,245
Police Patrol Units	18	Registered Voters FY08	20,820
Parks	24	Percentage Turnout Nov. FY08	20.00%
Cemeteries (City Owned)	2	Library Collection	287,334
Outdoor Stadiums	1	Higher Education Institutions	3
Sports Complexes	2	Streets (miles)	154.5
Community Centers	1	Sanitary Sewers (miles)	183.16
Nature Centers	1	Water Mains (miles)	232.44
Community Pools	2	Square Miles	17.35
Public Transit Vehicles	27	Downtown Occupancy Rate	96%

## HISTORY OF THE CITY OF HOLLAND

1805	Michigan Territory.	1866	Hope College incorporates.
1813	Kingdom of the Netherlands established.	1867	Holland incorporates. Isaac Cappon first mayor.
1821	Ottawa Indians relinquish West Michigan land in Treaty of Chicago.	1870	First railroad links Holland, Allegan and Muskegon.
1830's	Ottawa Indian settlement on south side of Black Lake (the "Landing").	1871	Holland fire destroys 80% of town. Holland Pump Manufactory, Phoenix Planing Mill, Cappon & Bertsch Tannery rebuilds.
1834	Separatist Movement leaves Reformed Church		
1836	Separatists persecuted by Dutch government and society.	1876	Centennial Park developed from market square. Van Raalte dies in Holland.
1837	Michigan gains statehood and Ottawa County organized.	1879	Anton Seif Brewery.
1841	Catholic Mission Church established at the Landing.	1880	Van Putten Butter Tub Factory.
1846	Rev. Van Raalte requests assistance from American Reformed Dutch Church for separatists.	1881	Holland Manufacturing Company (windmills).
1847	Rev. Albertus Van Raalte and first group of Dutch settlers arrive in the Black Lake region and first log church built, Holland platted.	1883	Telephone service. Holland City Hall / Fire Station (8th Street).
1850	Area population 1,828. Channel to Lake Michigan begun.	1885	City Water Service. Western Theological Seminary.
1852	Holland boasts seven stores, two hotels, bakery, brass, copper & iron smithies, tailor shop, clock shop & wagon makers.	1889	Holland State Bank, Lake Side Furniture Company, West Michigan Furniture Company.
1856	Van Raalte's First Reformed Church completed.	1890	First private electric power plant.
1857	Van Vleck Hall built at Holland Academy (now Hope College). Cappon & Bertsch tannery.	1891	Building boom. Ottawa Furniture Company.
1858	Holland channel improved for large lake vessels. Steamboat line begins between Chicago and Holland.	1892	Electric street lights.
1859	Holland City Foundry.	1893	City of Holland steamer.
1860	Area population 3,457	1894	Municipal Electric Power Plant. Holland Furniture Company. Van Tongeren Cigar Factory.
1861	Civil War begins.	1895	"Bonus Plan" encourages companies to locate in Holland.
1864	Last presidential election with Democratic win in Holland.	1896	Holland Daily Sentinel newspaper.
		1897	H.J. Heinz. Free mail delivery.
		1898	Western Machine Tool Works. Holland-St. Louis Sugar Company.

## HISTORY OF THE CITY OF HOLLAND (continued)

- |      |   |      |  |
|------|---|------|--|
| 1899 | Electric Interurban to Saugatuck.   | 1933 | Baker Furniture Company moves from Allegan. Seven-Up Bottling Company of Western Michigan (Beverage America).                |
| 1901 | First automobile owned by Holland resident. Holland Shoe Company. Electric Interurban line from Grand Rapids to Holland. Graham & Morton Steamship Company line to Chicago. | 1935 | Black Lake renamed Lake Macatawa.  |
| 1902 | Holland Municipal Sewer System.   | 1940 | James DeYoung Electric Power Plant constructed with PWA funds (BPW). Netherlands Museum opens under of Willard Wichers.      |
| 1903 | St. Francis Roman Catholic Church. Brick street paving. Holland Gas Works.  | 1946 | Tulip Time celebrated after wartime hiatus. Hope College enrollment increases due to GI Bill. Lithibar moves from Kalamazoo. |
| 1905 | Louis Padnos scap metal business. Star Furniture (later Herman Miller).   | 1948 | Modern Products (Haworth Corporation). Hansen Machine Company.   |
| 1906 | Holland Furnace Company. De Pree Chemical Company.  | 1951 | Bernice Bishop first woman elected to City Council.  |
| 1908 | Holland Board of Trade established (Chamber of Commerce).   | 1953 | General Electric.  |
| 1911 | Holland City Hall (River Avenue).   | 1954 | Civic Center.  |
| 1914 | Mrs. George Kollen first woman elected to Board of Education.   | 1955 | Slikcraft (S-2 Yachts).  |
| 1919 | Holland Hospital (12th & Central).  | 1958 | Township land annexed to City.   |
| 1920 | Holland Hitch Company.  | 1960 | Herrick Public Library. Michigan slips to second place behind California in number of Dutch immigrants.                      |
| 1924 | Federal Manufacturing Company (Hart & Cooley Inc.).   | 1962 | Holland Economic Development Corporation (HEDCOR).   |
| 1925 | Warm Friend Tavern (hotel).   | 1965 | "De Zwaan" windmill dedicated by Prince Bernhard of the Netherlands. Windmill Island dedicated. Prince Corporation.          |
| 1927 | Lida Rogers suggests "Tulip Day".   | 1969 | Lifesavers Company first plant in HEDCOR industrial park.  |
| 1928 | First tulip bulbs planted along city streets. Sewage treatment plant. Holland State Park. Holland Hospital (Michigan Ave.).   | 1978 | Downtown Development Authority. Metal Flow Corporation.  |
| 1930 | First Tulip Time festival organized under Mrs. J. Telling of the festival committee.  | 1980 | BLD Products Ltd. moves from Flint, Mich. Cappon House Museum purchased.   |
| 1932 | Depression-bank closings. Sligh Furniture Company moves from Grand Rapids.  |      |  |

## HISTORY OF THE CITY OF HOLLAND (concluded)

- |   |   |
|---|---|
| <p>1983 City purchases Van Raalte Farm.</p>   | <p>2000 Herrick District Library facility expansion completed.</p>  |
| <p>1984 Mainstreet designation for downtown Holland.</p>  | <p>2002 Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant.</p>   |
| <p>1985 Evergreen Commons (Senior Center).</p>  | <p>2003 City Transportation Facility constructed.</p>   |
| <p>1988 Westshore Mall (in Holland township). Snowmelt system installed downtown.</p>   | <p>2004 City Police Facility Expansion completed. Western Gateway &amp; 8th Street Market area construction completed. Challenge Manufacturing moves into former Herman Miller plant. Baker Furniture vacates Holland City manufacturing plant.</p> |
| <p>1990 Area population over 70,000 including surrounding townships. Holland declared Urban Center.</p>   | <p>2005 Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building.</p>  |
| <p>1991 Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office).</p>  | <p>2006 Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township.</p>  |
| <p>1992 Holland Museum (in renovated former U.S. Post Office).</p>  | <p>2007 Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant.</p>   |
| <p>1993 Weed &amp; Seed program.</p>  | <p>2008 Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp &amp; roadway entrance.</p>  |
| <p>1995 Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted.</p>  | <p>2008 Voters approve West Michigan Airport Authority 0.10 millage area-wide across Holland City, Park Township and City of Zeeland. Even though Holland Township voters failed to approve the tax levy, the area wide Authority will proceed.</p> |
| <p>1996 Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased.</p>  |   |
| <p>1997 Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award.</p> |   |
| <p>1998 City Hall renovation completed. Johnson Controls Interiors (JCI) assumes ownership of Prince Corporation.</p>   |   |
| <p>1999 Holland Area Community Swimming Pool Authority Aquatic Center expansion completed. 1,100 acres annexed from Fillmore Township.</p>  |   |

Source: Events 1997 and prior are segments from the Holland Museum Sesquicentennial Timeline compiled by Joel LeFever, Curator. Later events compiled by City Finance Office.



**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. A 2% annual increase is anticipated.

▪ 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 FY2009 thru FY2013 include:

- sales tax revenues to reflect no annual percentage increases
- gas & weight tax revenues increasing 0.0% annually
- criminal justice training revenues rising only 0.5% annually
- police drug enforcement grant (WEMET Grant) growing by 0.0% each year
- grants for housing fix-up assistance is anticipated to remain the same as current levels

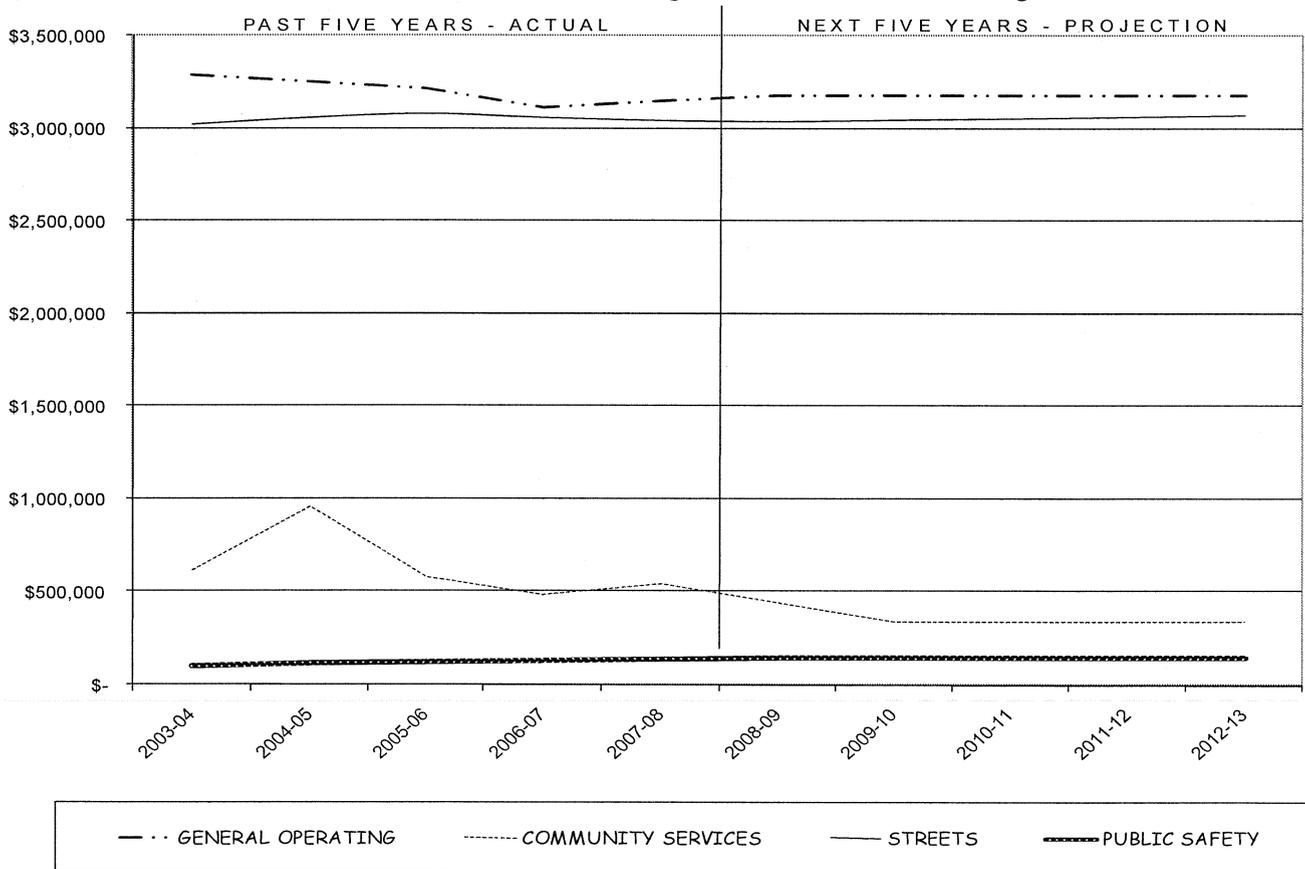
▪ Federal Grants

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:

- Community Development Block Grant (CDBG) is anticipated to remain at current levels

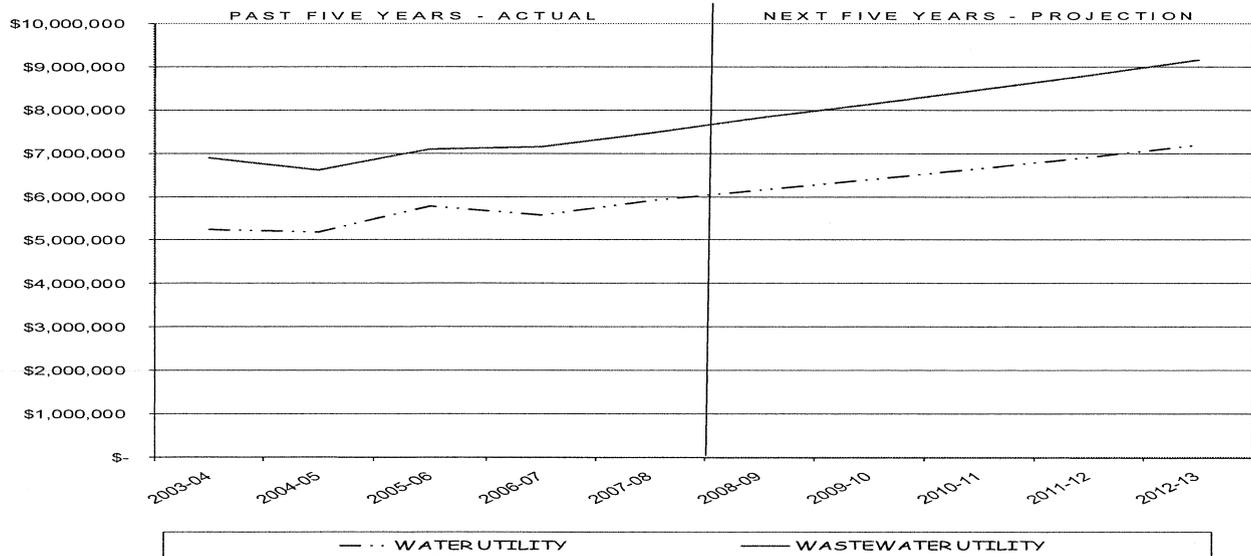
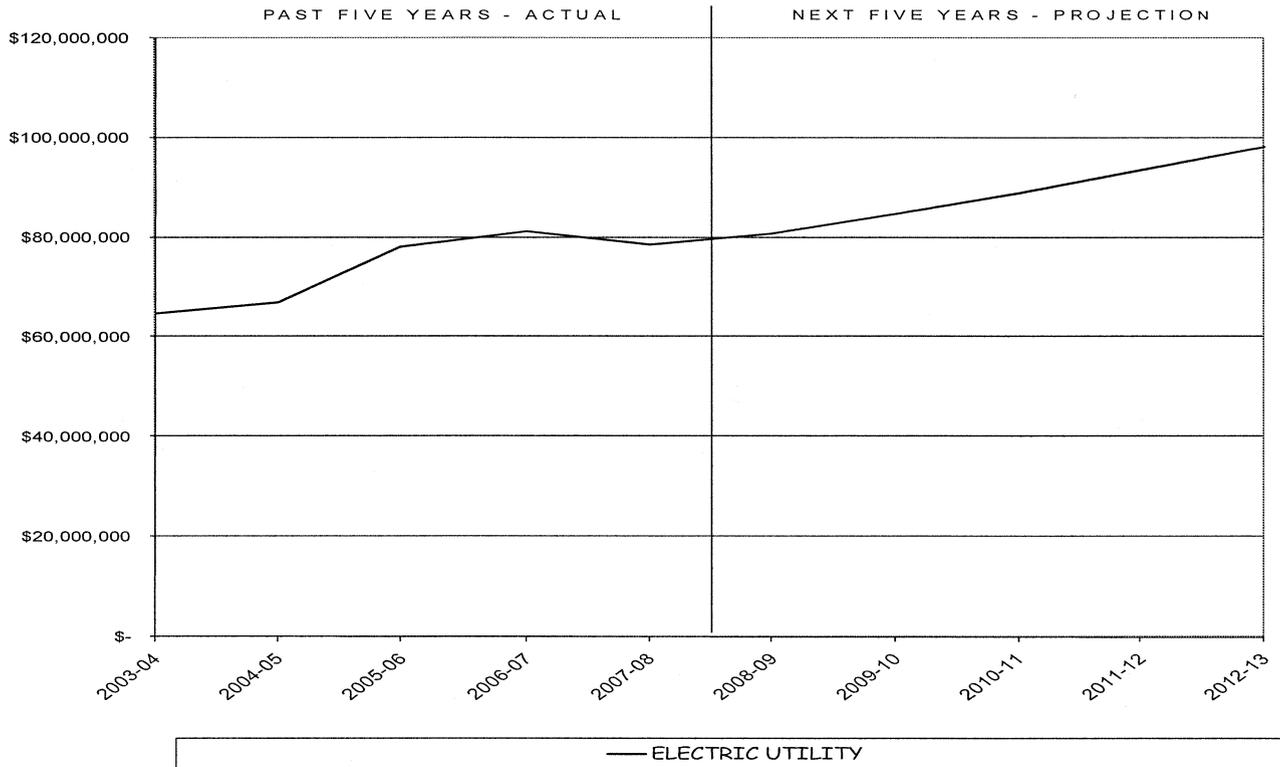
▪ State and Federal Grants for Infrastructure & Municipal Capital Projects

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 2013 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 5% electric, 4% water, and 4% wastewater:

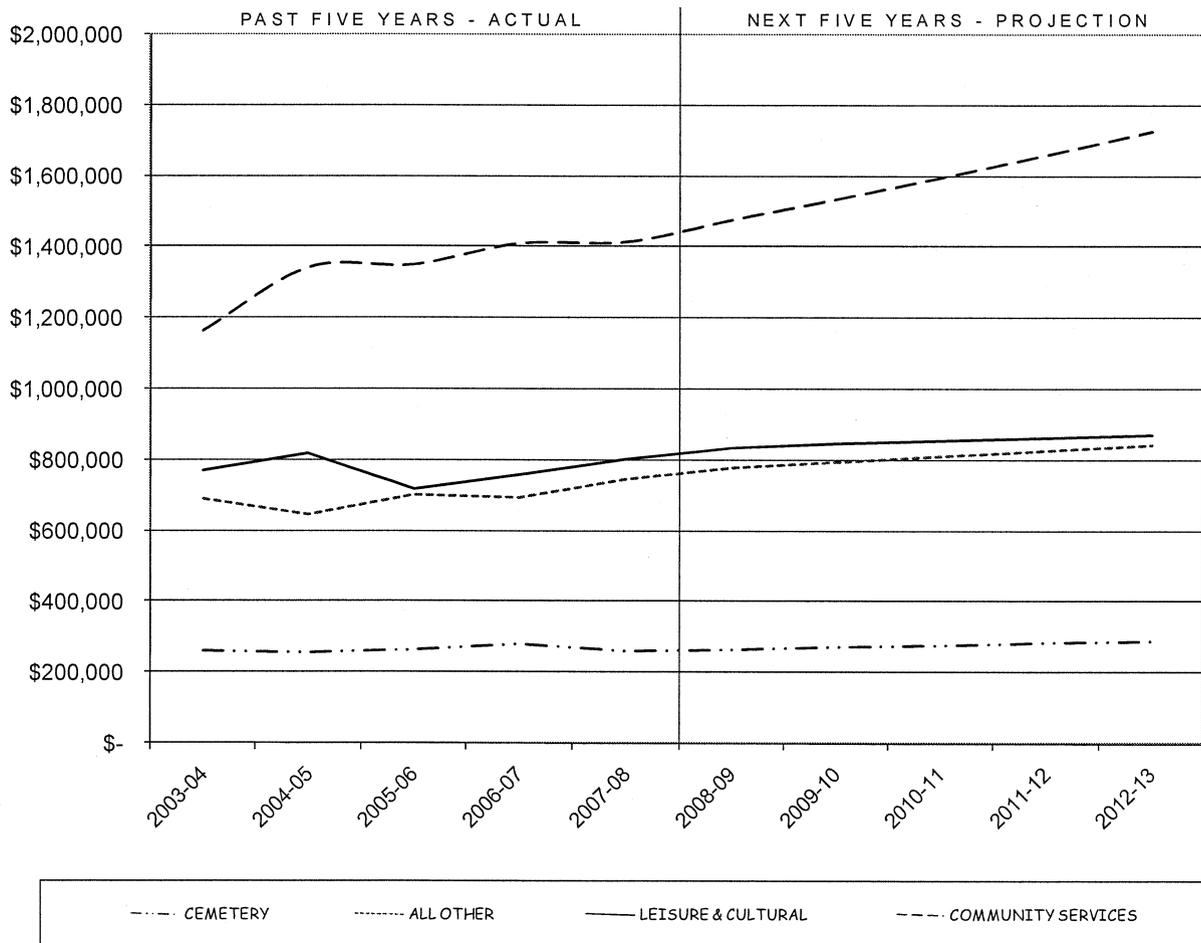


**REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES**

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 2012.

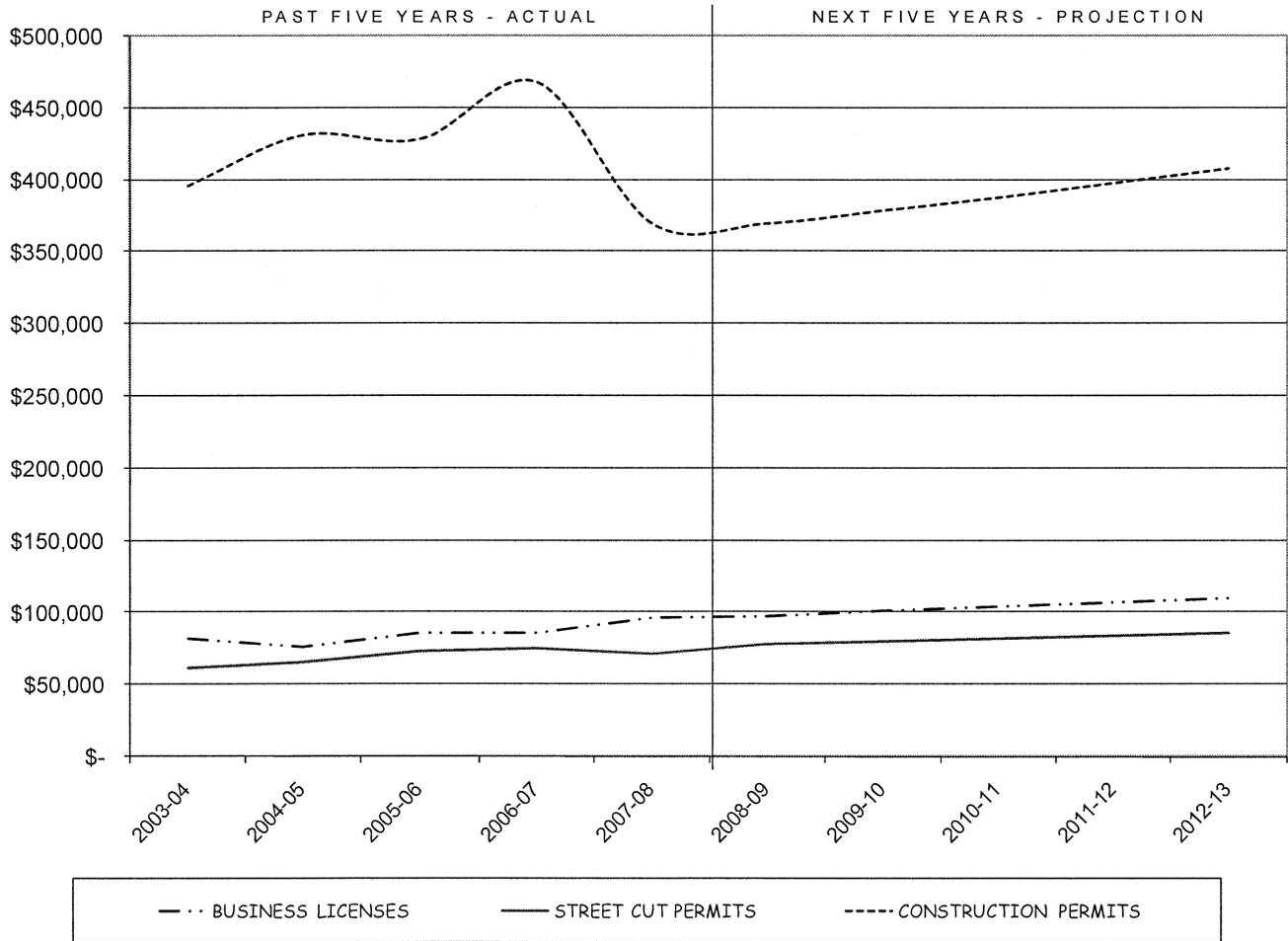
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

- Leisure & Cultural Services Activities 1.0%
- Cemeteries 2.0%
- Community Services (including Inspections) 4.0%
- All Other Service Groups 2.0%



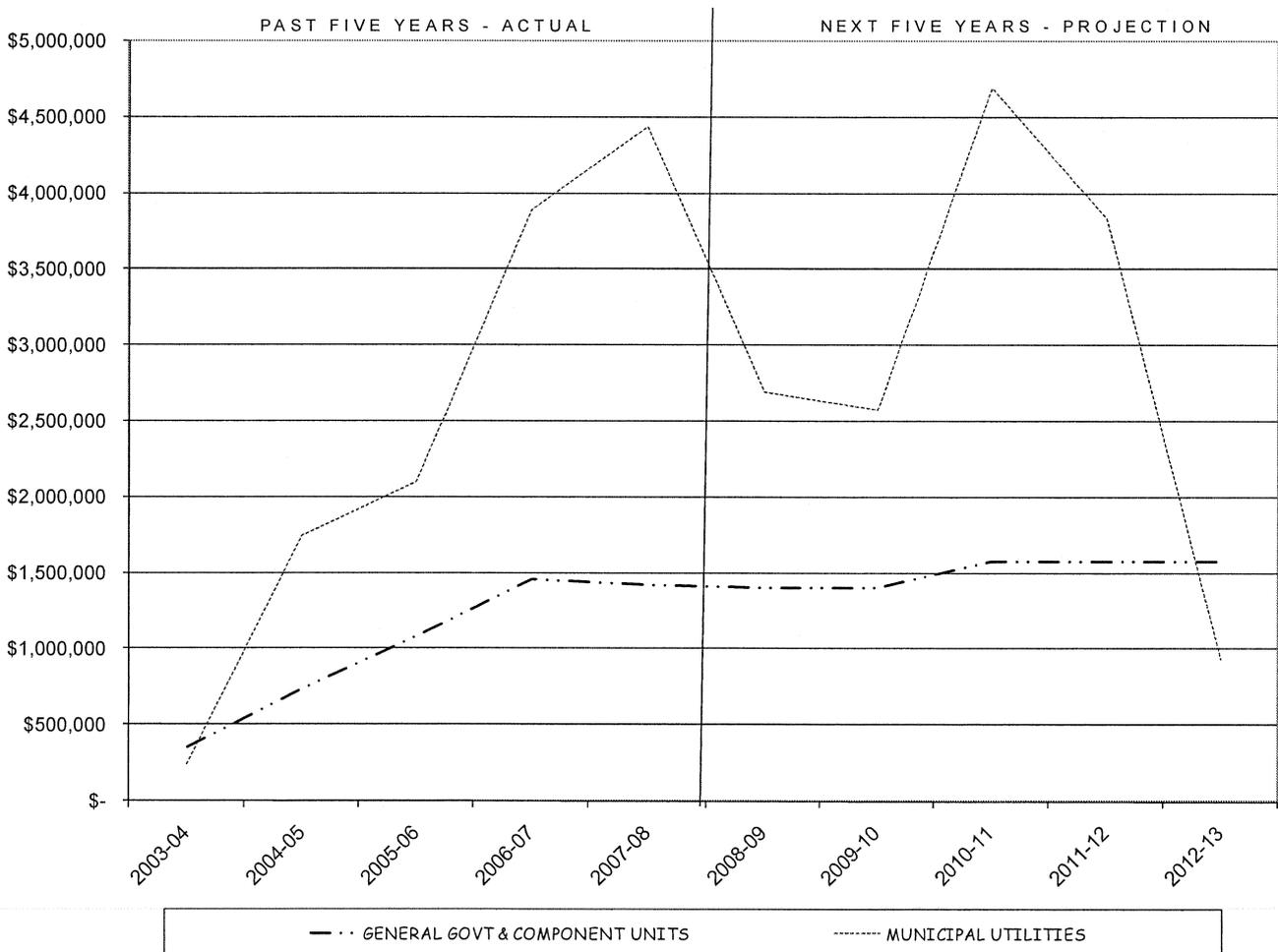
**REVENUE GROUP: LICENSES & PERMITS**

- 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 and Wastewater Utility Funds project increases in investment income for the fiscal years 2011-2013 resulting from anticipated construction bond proceeds. 2013 earnings in the Electric Fund are down significantly in anticipation of use of reserves for capital investments.
- The projection model for fiscal years 2009 thru 2013 includes the following considerations:
  - overall portfolio for operations to remain relatively constant...the same as for fiscal year 2008
  - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
  - total investment income for fiscal year 2009 thru 2010 reflects a constant 4.0% rate of return
  - total investment income for fiscal year 2011 thru 2013 reflects a constant 4.5% 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 1<sup>st</sup>. However, the budgeting process begins long before that date. In the month of January, the City Council members and citizens meet in informal manner, with the citizens doing all the talking. From that point forward, the process

closely parallels the outline as presented in the Budget Calendar.

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

## OPERATING SERVICES

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

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

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

## CAPITAL PROJECTS

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

## FINANCIAL POLICIES

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

### BUDGETING

- The City's budgeting process shall be in compliance with the State of Michigan's Uniform Budgeting Act and Chapter 9 of the Holland City Charter.
  - The basis of budgeting policies shall mirror the basis of accounting policies. To this end, Government-Type Funds shall be budgeted following the Modified Accrual Basis, and Proprietary-Type Funds to Full Accrual Basis.
  - The City shall avoid budgetary practices that tend to balance the budget of a given year (i.e., use of existing Fund Balances) to the detriment of budget years that immediately follow.
  - The City shall stress results-oriented budgeting by integrating financial amounts with mission statements, action plans, performance measures, and other indicators.
  - The City shall promote and encourage a positive business climate and an economic development environment in partnership with the private sector.
  - The City shall maintain on-going projections of property tax millage rates, updated annually, to be used as guidelines for short-term and long-term budgetary purposes.
  - The City shall maintain aggressive pursuit of grant funding from governmental and non-government sources; as a means of enhancing annual budgets.
- The City shall attempt to provide and maintain incentive programs through the annual budgeting process that benefit lower-income residents with property improvements; 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 15.0% 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 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 disbursements of funds. The internal controls shall take into consideration various methods and media of disbursements, 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)

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### 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)

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### 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)

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### 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'.
  - Potential additional public hearing and budget re-adoption if circumstances necessitate.
-

**CITY OF HOLLAND**  
**ANNUAL BUDGET RESOLUTION**  
**FOR THE FISCAL YEAR JULY 1, 2008 - JUNE 30, 2009**

---

June 18, 2008

**W**HEREAS, notification of a public hearing on the annual budget for fiscal year 2008-09 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 June 18, 2008 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, 2008 through June 30, 2009; 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 \$10,000 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 2007-08, to the extent that such adjustments do not exceed the *2007-08 Revised Estimates*, as outlined in the fiscal year 2008-09 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2008 will be liquidated and re-established as of July 1, 2008 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, 2008 - June 30, 2009 is adopted as follows:

<u>Designated Purpose</u>	<u>Property Tax Millage</u>	
	<u>Rate</u>	<u>Amount</u>
<u>CITY OF HOLLAND</u>		
<u>Operating:</u>		
- General Government Operations	9.3361	\$ 11,008,611
<u>Capital Projects and Acquisitions:</u>		
- Property Acquisitions	0.0000	-0-
- Sidewalk Development & Improvement Projects	0.0500	58,957
- Street Development & Improvement Projects	1.0000	1,179,144
- Municipal Capital Projects	0.2049	241,607
<u>Debt Service Obligations:</u>		
- General Obligation Debt	1.9504	2,349,969
<u>Total Property Tax Millage Levy</u>	<u>12.5414</u>	<u>\$ 14,838,288</u>
<u>HERRICK DISTRICT LIBRARY</u>		
- Library Operating	1.0468	\$ 1,234,328
- Library Debt Service Obligation	0.2618	315,434
<u>Total Property Tax Millage Levy</u>	<u>1.3086</u>	<u>\$ 1,549,762</u>
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	<u>0.1000</u>	<u>\$ 117,914</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>13.9500</u>	<u>\$ 16,505,964</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.8333</u>	<u>\$ 192,846</u>

## ANNUAL BUDGET RESOLUTION - Continued

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

Fiscal Year 2007-08: \$20,000 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2007-08 for prior tax years (those years prior to Tax Year 2007).

Fiscal Year 2008-09: \$20,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2008-09 for prior tax years (those years prior to Tax Year 2008).

BE IT FURTHER RESOLVED that in accordance with Section 12.16 of the Holland City Charter, the Resolution of the City of Holland, which is attached as Exhibit A, is adopted by seven (7) members of the City Council relating to the payment in lieu of taxes authorized by the Charter for the general purposes of the City for FY 2009.

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Holland City Council at its regular meeting held on June 18, 2008.



Anna Perales

Acting Deputy City Clerk

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2007 AND 2008**

- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase ( Decrease )	
	2007	2008	\$	%
<b>REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION</b>				
<b>Residential</b>				
Real Property + NEZ	\$ 605,942,983	\$ 602,903,827	\$ (3,039,156)	-0.50%
<b>Business</b>				
<u>Real Property:</u>				
- Industrial	\$ 136,271,182	\$ 129,083,201	\$ (7,187,981)	-5.27%
- Commercial	246,411,172	258,469,714	12,058,542	4.89%
- Agricultural	1,988,782	1,922,653	(66,129)	-3.33%
- Developmental	488,449	592,333	103,884	21.27%
- <u>Total Business Real Property</u>	<u>\$ 385,159,585</u>	<u>\$ 390,067,901</u>	<u>\$ 4,908,316</u>	<u>1.27%</u>
<u>Personal Property:</u>				
- Industrial	\$ 117,212,600	\$ 114,595,600	\$ (2,617,000)	-2.23%
- Commercial	40,023,500	38,516,400	(1,507,100)	-3.77%
- Utilities	4,368,900	4,927,200	558,300	12.78%
- <u>Total Business Personal Property</u>	<u>\$ 161,605,000</u>	<u>\$ 158,039,200</u>	<u>\$ (3,565,800)</u>	<u>-2.21%</u>
<b><u>Total Business Property</u></b>	<b><u>\$ 546,764,585</u></b>	<b><u>\$ 548,107,101</u></b>	<b><u>\$ 1,342,516</u></b>	<b><u>0.25%</u></b>
<b><u>Total Regular Assessment Roll</u></b>	<b><u>\$ 1,152,707,568</u></b>	<b><u>\$ 1,151,010,928</u></b>	<b><u>\$ (1,696,640)</u></b>	<b><u>-0.15%</u></b>

**INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL**

<b>@ Regular Valuations</b>				
<u>Real Property:</u>				
- New	\$ 55,730,000	\$ 51,338,600	\$ (4,391,400)	-7.88%
- Rehabilitated	244,900	244,900	-	0.00%
- <u>Total Real Property</u>	<u>\$ 55,974,900</u>	<u>\$ 51,583,500</u>	<u>\$ (4,391,400)</u>	<u>-7.85%</u>
<u>Personal Property:</u>				
- New	\$ 59,961,900	\$ 55,879,800	\$ (4,082,100)	-6.81%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	<u>\$ 59,961,900</u>	<u>\$ 55,879,800</u>	<u>\$ (4,082,100)</u>	<u>-6.81%</u>
<u>Total Real and Personal Property</u>	<u>\$ 115,936,800</u>	<u>\$ 107,463,300</u>	<u>\$ (8,473,500)</u>	<u>-7.31%</u>
<b><u>@ Taxable Valuation Equivalency</u></b>	<b><u>\$ 58,090,850</u></b>	<b><u>\$ 53,854,100</u></b>	<b><u>\$ (4,236,750)</u></b>	<b><u>-7.29%</u></b>

**COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL**

<b>Regular Assessment Roll</b>	\$ 1,152,707,568	\$ 1,151,010,928	\$ (1,696,640)	-0.15%
<b>Tax Abatement Assessment Roll</b>	58,090,850	53,854,100	\$ (4,236,750)	-7.29%
<b><u>Grand Total</u></b>	<b><u>\$ 1,210,798,418</u></b>	<b><u>\$ 1,204,865,028</u></b>	<b><u>\$ (5,933,390)</u></b>	<b><u>-0.49%</u></b>

**TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS**

For tax year 2008 (fiscal year 2009), the City of Holland administers twelve 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 2008 (fiscal year 2009) amount to \$24,270,924.

**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

For tax year 2008 (fiscal year 2009), P.A. 376 Tool & Die abatements amount to \$1,449,630.

**SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2008**

**BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND**

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<b><u>REGULAR ASSESSMENT ROLL:</u></b>				
Real Property + NEZ	\$ 916,457,255	\$ 76,359,272	\$ 155,201	\$ 992,971,728
Personal Property	110,306,600	47,727,400	5,200	158,039,200
<b>Total</b>	<b>\$ 1,026,763,855</b>	<b>\$ 124,086,672</b>	<b>\$ 160,401</b>	<b>\$ 1,151,010,928</b>
<b><u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u></b>				
New Property	\$ 69,617,700	\$ 37,600,700	\$ - 0 -	\$ 107,218,400
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
<b>Total</b>	<b>\$ 69,862,600</b>	<b>\$ 37,600,700</b>	<b>\$ - 0 -</b>	<b>\$ 107,463,300</b>
<u>Valuation for Budgeting Purposes</u>	\$ 35,053,750	\$ 18,800,350	\$ - 0 -	\$ 53,854,100
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b>\$ 1,061,817,605</b>	<b>\$ 142,887,022</b>	<b>\$ 160,401</b>	<b>\$ 1,204,865,028</b>

**BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND**

	<u>County Of</u>		<u>Combined</u>
	<u>Ottawa</u>	<u>Allegan</u>	
<b><u>REGULAR ASSESSMENT ROLL:</u></b>			
Real Property + NEZ	\$ 671,498,940	\$ 321,472,788	\$ 992,971,728
Personal Property	60,340,700	97,698,500	158,039,200
<b>Total</b>	<b>\$ 731,839,640</b>	<b>\$ 419,171,288</b>	<b>\$ 1,151,010,928</b>
<b><u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u></b>			
New Property	\$ 28,031,300	\$ 79,187,100	\$ 107,218,400
Rehabilitated Property	244,900	- 0 -	244,900
<b>Total</b>	<b>\$ 28,276,200</b>	<b>\$ 79,187,100</b>	<b>\$ 107,463,300</b>
<u>Valuation for Budgeting Purposes</u>	\$ 14,260,550	\$ 39,593,550	\$ 53,854,100
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b>\$ 746,100,190</b>	<b>\$ 458,764,838</b>	<b>\$ 1,204,865,028</b>

**TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS**

For tax year 2008 (fiscal year 2009), the City of Holland administers twelve 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 2008 (fiscal year 2009) amount to \$24,270,924.

**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

For tax year 2008 (fiscal year 2009), P.A. 376 Tool & Die abatements amount to \$1,449,630.

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2007 AND 2008**

- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2007		TAX YEAR 2008	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
<b>TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>				
<b>Residential Property</b>				
Regular Assessment Roll:				
- Real Property + NEZ	\$ 605,942,983		\$ 602,903,827	
<b>Total - All Residential Property</b>	<b>\$ 605,942,983</b>	50.04%	<b>\$ 602,903,827</b>	50.04%
<b>Business Property</b>				
Regular Assessment Roll:				
- Real Property	\$ 385,159,585		\$ 390,067,901	
- Personal Property	161,605,000		158,039,200	
- Total	\$ 546,764,585		\$ 548,107,101	
IFT Abatement Assessment Roll:				
- Real Property	\$ 28,109,900		\$ 25,914,200	
- Personal Property	29,980,950		27,939,900	
- Total	\$ 58,090,850		\$ 53,854,100	
<b>Total - All Business Property</b>	<b>\$ 604,855,435</b>	49.96%	<b>\$ 601,961,201</b>	49.96%
<b>Grand Total - All Property</b>	<b>\$ 1,210,798,418</b>	100.00%	<b>\$ 1,204,865,028</b>	100.00%

**TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY**

<b>Total - All Real Property</b>	<b>\$ 1,019,212,468</b>	84.18%	<b>\$ 1,018,885,928</b>	84.56%
<b>Total - All Personal Property</b>	<b>191,585,950</b>	15.82%	<b>185,979,100</b>	15.44%
<b>Grand Total - All Property</b>	<b>\$ 1,210,798,418</b>	100.00%	<b>\$ 1,204,865,028</b>	100.00%

**TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS**

For tax year 2008 (fiscal year 2009), the City of Holland administers twelve 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 2008 (fiscal year 2009) amount to \$24,270,924.

**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

For tax year 2008 (fiscal year 2009), P.A. 376 Tool & Die abatements amount to \$1,449,630.

**COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2008**

- - BY PROPERTY TYPE - -

<u>Property Type</u>	<u>Assessed Valuation</u>	<u>Taxable Valuation</u>	<u>Difference</u>
<b>VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>			
<b><u>Residential Property</u></b>			
Regular Assessment Roll + NEZ:	\$ 679,779,500	\$ 602,903,827	\$ 76,875,673
<b><u>Business Property</u></b>			
Regular Assessment Roll:	\$ 591,517,000	\$ 548,107,101	\$ 43,409,899
IFT Abatement Assessment Roll:			
- Real Property	\$ 25,914,200	\$ 25,914,200	\$ -
- Personal Property	27,939,900	27,939,900	\$ -
- Total	<u>\$ 53,854,100</u>	<u>\$ 53,854,100</u>	<u>\$ -</u>
<b>Total - All Business Property</b>	<u>\$ 645,371,100</u>	<u>\$ 601,961,201</u>	<u>\$ 43,409,899</u>
<b><u>Grand Total - All Property</u></b>	<u>\$ 1,325,150,600</u>	<u>\$ 1,204,865,028</u>	<u>\$ 120,285,572</u>
			Reduction Percentage 9.08%

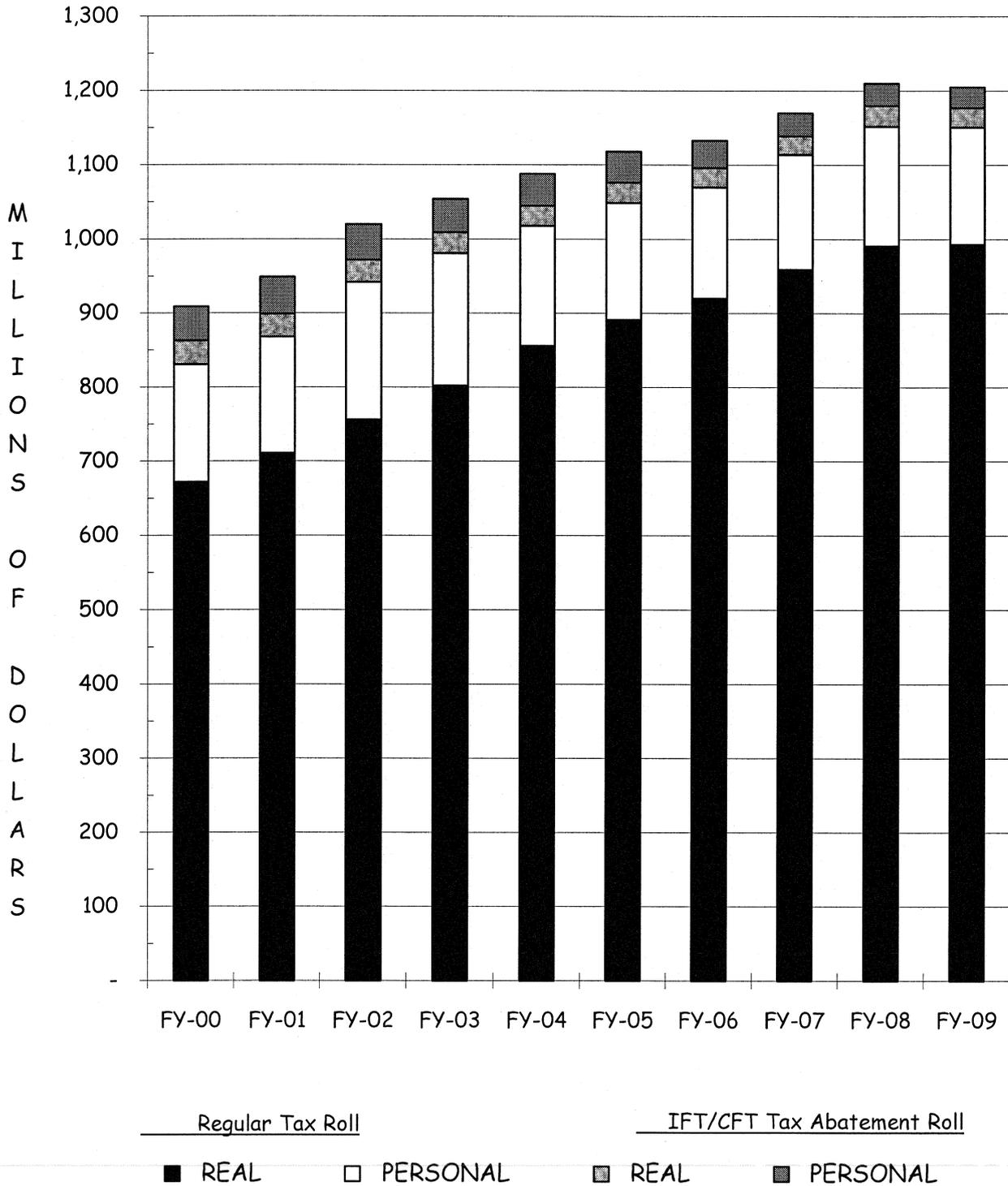
**TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS**

For tax year 2008 (fiscal year 2009), the City of Holland administers twelve 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 2008 (fiscal year 2009) amount to \$24,270,924.

**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

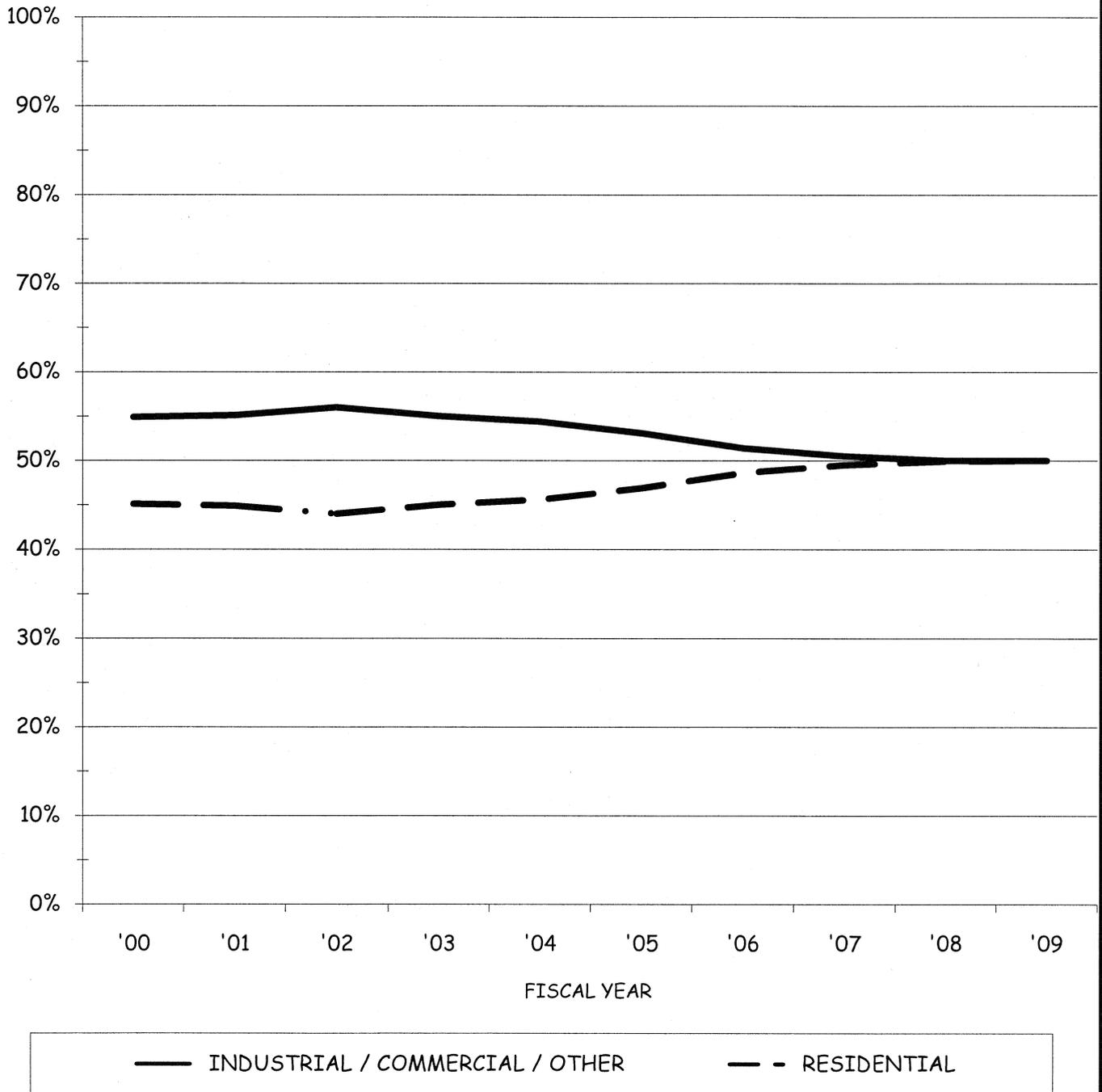
For tax year 2008 (fiscal year 2009), P.A. 376 Tool & Die abatements amount to \$1,449,630.

## CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



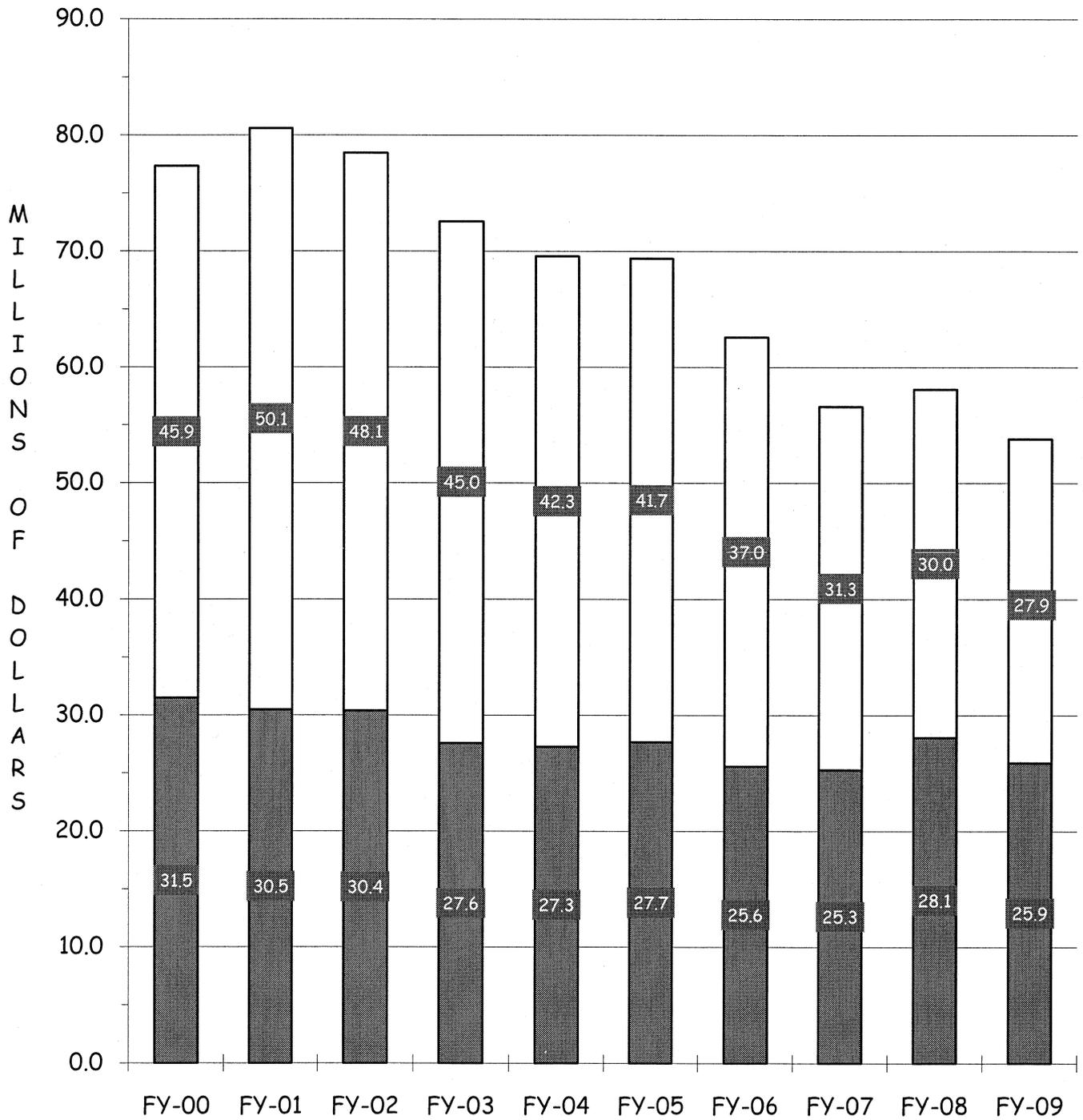
NOTE: The tax base of each fiscal year is established at December 31 preceding the beginning of the fiscal year.

## CITY OF HOLLAND PROPERTY CLASSIFICATION



NOTE: Above property assessment chart presentation includes both ad valorem properties and IFT abatement properties.

# CITY OF HOLLAND IFT ABATED PROPERTY ASSESSMENTS



TAX ABATEMENT REAL PROPERTY
  TAX ABATEMENT PERSONAL PROPERTY

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2008 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
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen. Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
-Capital Levies:								
Property Acquisition	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
Street Improv.	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
Sidewalk Improv.	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
Municipal Cap.Improv.	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
-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 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	Y	2,220,500	Y	149,500
Road Improvements	---	-----	---	-----	Y	2,220,500	Y	149,500
Emergency 911	---	-----	---	-----	Y	2,220,500	Y	149,500
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,762,700	Y	6,147,125	---	-----	---	-----
Parks	Y	2,762,700	Y	6,147,125	---	-----	---	-----
Emergency 911	Y	2,762,700	Y	6,147,125	---	-----	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
Special Education	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
Vocational Education	Y	2,762,700	Y	6,147,125	Y	2,220,500	Y	149,500
<u>HOLLAND SCHL - Real</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,255,000	N	- 0 -	N	- 0 -	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>HOLLAND SCHL - Cml. *</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,700	N	- 0 -	N	- 0 -	Y	23,300
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>HOLLAND SCHL - Indus. **</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	N	- 0 -	N	- 0 -	Y	126,200
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,762,700	N	- 0 -	N	- 0 -	Y	149,500

\* Effective Tax Year 2008 Commercial Personal Property is exempt from 12 of the 18 School Operating mills.

\*\* Effective Tax Year 2008 Industrial Personal Property is exempt from the 18 School Operating mills and the 6 SET mills.

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2008 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)		96 W 15th St. (CCRC)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<b>CITY OF HOLLAND</b>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
-Capital Levies:								
Property Acquisition	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Street Improv.	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Sidewalk Improv.	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Municipal Cap.Improv.	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
-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 -
<b>MACATAWA TRANS. AUTH.</b>								
Operating	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
<b>DISTRICT LIBRARY</b>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
<b>COMMUNITY POOL</b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
<b>COUNTY OF ALLEGAN</b>								
Operating	---	-----	---	-----	<b>Macatawa Bank valuation included in 7th St. Parking Deck</b>		---	-----
Road Improvements	---	-----	---	-----			---	-----
Emergency 911	---	-----	---	-----			---	-----
<b>COUNTY OF OTTAWA</b>								
Operating	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Parks	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Emergency 911	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
<b>INTERMEDIATE SCHOOL</b>								
General Education	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Special Education	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
Vocational Education	Y	3,108,993	Y	3,097,592	Y	partial capture	Y	449,422
<b>HOLLAND SCHL - Real</b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	Y	2,229,532	N	- 0 -	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<b>HOLLAND SCHL - Cml. *</b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	Y	488,100	N	- 0 -	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<b>HOLLAND SCHL - Indus. **</b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<b>STATE OF MICHIGAN</b>								
State Education Tax	N	- 0 -	Y	3,097,592	N	- 0 -	N	- 0 -

\* Effective Tax Year 2008 Commercial Personal Property is exempt from 12 of the 18 School Operating mills.

\*\* Effective Tax Year 2008 Industrial Personal Property is exempt from the 18 School Operating mills and the 6 SET mills.

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2008 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									
	99 E 8th St. (Plaza East)		479 Columbia Ave. (Purple House Prod.)		146 River Ave. (Scrap Yard Lofts)		7th Street (City Parking Deck)		Grand Totals	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<b>CITY OF HOLLAND</b>										
-Debt Service Levies:										
Gen. Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
-Operating Levies:										
General	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
-Capital Levies:										
Property Acquisition	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
Street Improv.	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
Sidewalk Improv.	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
Municipal Cap.Improv.	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
-All Other:										
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
<b>MACATAWA TRANS. AUTH.</b>										
Operating	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
<b>DISTRICT LIBRARY</b>										
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Operating	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
<b>COMMUNITY POOL</b>										
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Operating	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
<b>COUNTY OF ALLEGAN</b>										
Operating	---	-----	---	-----	---	-----	---	-----		2,370,000
Road Improvements	---	-----	---	-----	---	-----	---	-----		2,370,000
Emergency 911	---	-----	---	-----	---	-----	---	-----		2,370,000
<b>COUNTY OF OTTAWA</b>										
Operating	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		21,900,924
Parks	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		21,900,924
Emergency 911	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		21,900,924
<b>INTERMEDIATE SCHOOL</b>										
General Education	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
Special Education	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
Vocational Education	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		24,270,924
<b>HOLLAND SCHL - Real</b>										
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Operating	N	932,727	N	- 0 -	Y	2,662	Y	5,173,203		9,593,124
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
<b>HOLLAND SCHL - Cml. *</b>										
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Operating	Y	- 0 -	Y	- 0 -	Y	- 0 -	Y	226,500		740,600
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
<b>HOLLAND SCHL - Indus. **</b>										
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		126,200
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -		0
<b>STATE OF MICHIGAN</b>										
State Education Tax	Y	932,727	Y	- 0 -	Y	2,662	Y	5,399,703		12,344,884

\* Effective Tax Year 2008 Commercial Personal Property is exempt from 12 of the 18 School Operating mills.

\*\* Effective Tax Year 2008 Industrial Personal Property is exempt from the 18 School Operating mills and the 6 SET mills.

**CITY OF HOLLAND**  
**PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS**

	<b>Tax Year 2007</b>	<b>Tax Year 2008</b>		
	<b>FY 2007-08</b>	<b>FY 2008-09</b>	<b>Change</b>	
Regular Roll (Includes Frozen NEZ)	\$ 1,152,707,568	\$ 1,151,010,928	\$ (1,696,640)	- 0.15%
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(735,300)	(508,350)	226,950	
- Less STM Manufacturing Tool & Die	- 0 -	(408,705)	(408,705)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,314,473)	(2,762,700)	(448,227)	
- 665 East 48th Street (Lifesavers)	(138,300)	(149,500)	(11,200)	
- 570 East 16th Street (GE)	(1,753,425)	(6,147,125)	(4,393,700)	
- 573 Columbia Ave (Baker-Lofts)	(2,759,914)	(3,097,592)	(337,678)	
- 13 West 4th Street (Steketee Van Huis)	(551,435)	(2,394,493)	(1,843,058)	
- 345 East 48th Street (Textron)	(543,400)	(438,600)	104,800	
- 141 E 8th Street (Macatawa Bank) *	(2,003,677)	- 0 -	2,003,677	
- 96 West 15th Street (CCRC)	(373,800)	(449,422)	(75,622)	
- 99 East 8th Street (Plaza East)	- 0 -	(932,727)	(932,727)	
- 479 Columbia Ave (Purple House Productions)	- 0 -	- 0 -	- 0 -	
- 146 River Ave (Scrap Yard Lofts)	- 0 -	(2,662)	(2,662)	
- 7th Street Project (Parking Deck)	- 0 -	(5,399,703)	(5,399,703)	
<b>Subtotal Regular Roll</b>	<b>1,141,533,844</b>	<b>1,128,319,349</b>	<b>\$ (13,214,495)</b>	<b>- 1.16%</b>
Tax Abatement Roll (Expressed at Equivalency)	58,090,850	53,854,100	(4,236,750)	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(250,100)	(161,025)	89,075	
- Less STM Manufacturing Tool & Die	- 0 -	(371,550)	(371,550)	
- Less Brownfields:				
- 13 West 4th Street (Steketee Van Huis)	(1,055,000)	(714,500)	340,500	
- 345 East 48th Street (Textron)	(1,915,150)	(1,781,900)	133,250	
<b>Subtotal Abatement Roll</b>	<b>54,870,600</b>	<b>50,825,125</b>	<b>\$ (4,045,475)</b>	<b>- 7.37%</b>
<b>Total - All Rolls Adjusted</b>	<b>\$ 1,196,404,444</b>	<b>\$ 1,179,144,474</b>	<b>\$ (17,259,970)</b>	<b>- 1.44%</b>
Valuation to Add Back to Debt Levies	14,393,974	25,720,554	11,326,580	<b>78.69%</b>

\* The Macatawa Bank Brownfield shows a zero capture for TY08 when in fact the taxable valuation from Macatawa Bank is being divided between the Bank and the Parking Deck projects for local capture only.

FY08 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$14,393,974 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY08 Taxable Valuation used for Debt Service computation is \$1,210,798,418.

FY09 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$25,720,554 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY09 Taxable Valuation used for Debt Service computation is \$1,204,865,028.

**PROPERTY TAX LEVY**

**ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2007-08 AND 2008-09**

	Tax Year 2007	Tax Year 2008	Increase ( Decrease )	
	FY 2007-08	FY 2008-09	Amount	Percent
<b>PROPERTY TAX MILLAGE RATES</b>				
<b><u>City of Holland</u></b>				
- Operating Levies:				
General	9.3361	9.3361	0.0000	0.00%
Total Operating	<u>9.3361</u>	<u>9.3361</u>	<u>0.0000</u>	<u>0.00%</u>
- 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	0.2977 (1)	0.2049 (1)	(0.0928)	- 31.17%
Total Capital	<u>1.3477</u>	<u>1.2549</u>	<u>(0.0928)</u>	<u>- 6.89%</u>
- Debt Service Levies:				
General Obligation Debt	1.8551	1.9504	0.0953	5.14%
- Total City of Holland	<u>12.5389</u>	<u>12.5414</u>	<u>0.0025</u>	<u>0.02%</u>
<b><u>Herrick District Library</u></b>				
- Operating	1.0450 (1)	1.0468 (1)	0.0018	0.17%
- Debt Service	0.2661	0.2618	(0.0043)	- 1.62%
- Total Herrick District Library	<u>1.3111</u>	<u>1.3086</u>	<u>(0.0025)</u>	<u>- 0.19%</u>
<b><u>Airport Authority</u></b>	<u>0.0000</u>	<u>0.1000</u>	<u>0.1000</u>	<u>100.00%</u>
<b><u>Total Millage Levy Rate</u></b>	<u>13.8500</u>	<u>13.9500</u>	<u>0.1000</u>	<u>0.72%</u>

<b>PROPERTY TAX MILLAGE AMOUNTS</b>				
<b><u>City of Holland</u></b>				
- Operating Levies:				
General	11,169,752	11,008,611	(161,141)	- 1.44%
Total Operating	<u>\$ 11,169,752</u>	<u>\$ 11,008,611</u>	<u>\$ (161,141)</u>	<u>- 1.44%</u>
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,196,404	1,179,144	(17,260)	- 1.44%
Sidewalk Improvement Projects	59,820	58,957	(863)	- 1.44%
Municipal Capital Projects	356,170	241,607	(114,563)	- 32.17%
Total Capital	<u>\$ 1,612,394</u>	<u>\$ 1,479,708</u>	<u>\$ (132,686)</u>	<u>- 8.23%</u>
- Debt Service Levies:				
General Obligation Debt *	2,246,152	2,349,969	103,817	4.62%
- Total City of Holland	<u>\$ 15,028,298</u>	<u>\$ 14,838,288</u>	<u>\$ (190,010)</u>	<u>- 1.26%</u>
<b><u>Herrick District Library</u></b>				
- Operating	1,250,243	1,234,328	(15,915)	- 1.27%
- Debt Service *	322,193	315,434	(6,759)	- 2.10%
- Total Herrick District Library	<u>\$ 1,572,436</u>	<u>\$ 1,549,762</u>	<u>\$ (22,674)</u>	<u>- 1.44%</u>
<b><u>Airport Authority</u></b>	<u>- 0 -</u>	<u>117,914</u>	<u>117,914</u>	<u>100.00%</u>
<b><u>Total Millage Levy Amount</u></b>	<u>\$ 16,600,734</u>	<u>\$ 16,505,964</u>	<u>\$ (94,770)</u>	<u>- 0.57%</u>

\* 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 2008-09**

Taxing Jurisdiction	2008 Taxable Value Within City of Holland	2008-09 Millage		Projected 1% Administration Fee
		Rates	Amounts	
City of Holland	\$ 1,204,865,028	12.5414	\$ 15,110,694	\$ 151,107
Special Assessments/Operating Assessments			742,000	7,420
Downtown Development Authority	105,190,754	1.8333	192,846	1,928
Herrick District Library	1,204,865,028	1.3086	1,576,686	15,767
West Michigan Airport Authority	1,204,865,028	0.1000	120,487	1,205
State of Michigan	1,019,510,728	6.0000	6,117,064	61,171
- Commercial Personal Property	38,516,400	6.0000	231,098	2,311
- Industrial Personal Property	142,535,500	- 0 -	- 0 -	0
Holland Public School District:				
- Principal Residence Exempt Properties(a)	507,254,253	3.0368	1,540,430	15,404
- Non-Principal Residence Properties	426,797,852	21.0368	8,978,461	89,785
- Commercial Personal Property	34,654,600	9.0368	313,167	3,132
- Industrial Personal Property	93,110,900	3.0368	282,759	2,828
Hamilton Community School District:				
- Principal Residence Exempt Properties(a)	12,390,988	7.0000	86,737	867
- Non-Principal Residence Properties	77,209,634	25.0000	1,930,241	19,302
- Commercial Personal Property	3,861,800	13.0000	50,203	502
- Industrial Personal Property	49,424,600	7.0000	345,972	3,460
Zeeland Public School District:				
- Principal Residence Exempt Properties(a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Principal Residence Properties	160,401	26.0300	4,175	42
Ottawa Intermediate School District	1,204,865,028	5.5234	6,654,951	66,550
Holland Area Community Pool Authority	1,061,817,605	1.4500	1,539,636	15,396
MAX Authority	1,204,865,028	0.3500	421,703	4,217
County of Allegan	458,764,838	5.8974	2,705,520	27,055
County of Ottawa	746,093,490	4.3572	3,250,879	32,509
Total			<u>\$ 52,195,709</u>	<u>\$ 521,957</u>

Additional Notes

For items designated with (a) above -

The taxable valuation of "Principal Residence Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2008. 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 2007-08 AND FISCAL YEAR 2008-09**

	Actual	Adopted	Increase ( Decrease )	
	Tax Year 2007 FY 2007-08	Tax Year 2008 FY 2008-09	Amount	Percent
<b><u>PROPERTY TAXABLE VALUATION ROLL</u></b>				
Regular Roll:				
- Real Property	\$ 83,270,916	\$ 91,528,004	\$ 8,257,088	9.92%
- Personal Property	11,085,700	12,107,800	1,022,100	9.22%
- Total	<u>\$ 94,356,616</u>	<u>\$ 103,635,804</u>	<u>\$ 9,279,188</u>	9.83%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	\$ 461,700	\$ 260,400	\$ (201,300)	-43.60%
- Personal Property	1,929,150	1,294,550	(634,600)	-32.90%
- Total	<u>\$ 2,390,850</u>	<u>\$ 1,554,950</u>	<u>\$ (835,900)</u>	-34.96%
Total Assessment Rolls	<u>\$ 96,747,466</u>	<u>\$ 105,190,754</u>	<u>\$ 8,443,288</u>	8.73%
<b><u>PROPERTY TAX MILLAGE RATE LEVY</u></b>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.8437	1.8333	(0.0104)	-0.56%
<b><u>PROPERTY TAX MILLAGE AMOUNT LEVY</u></b>				
<u>Operating Levy</u>				
- For Operations & Maintenance	<u>\$ 178,373</u>	<u>\$ 192,846</u>	<u>\$ 14,473</u>	8.11%

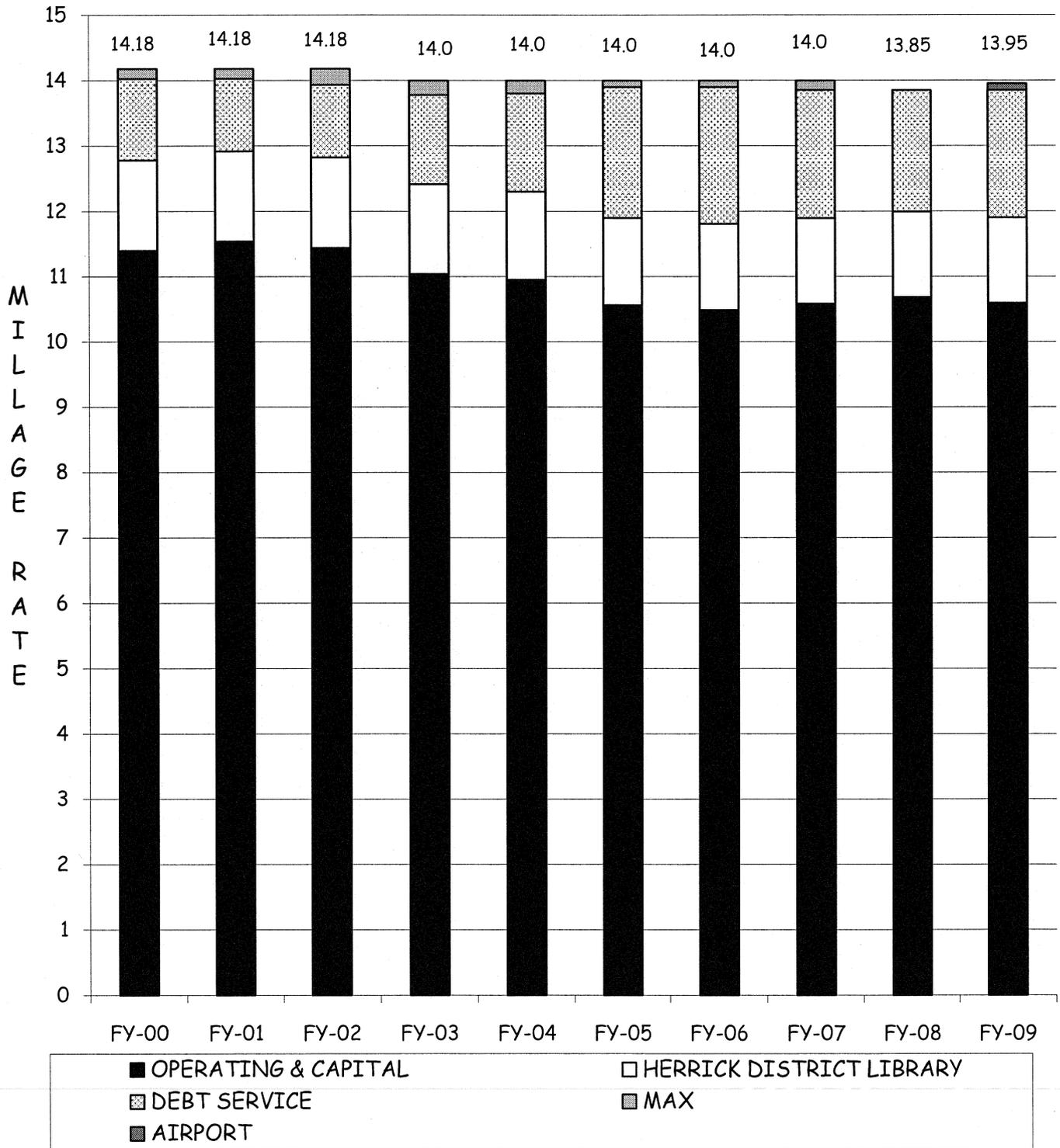
**MULTI-YEAR COMPARATIVE OVERVIEW  
CITY OF HOLLAND MILLAGE RATE LEVIES**

Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO		Capital Projects				MAX Public Transit	West		Total	
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects		Michigan Airport Authority	Herrick District Library		
1991	1.2912	8.7566	0.2493	0.2487	0.0000	2.6639	0.2500	0.0000	1.0403	14.5000	-3.33%
1992	1.1378	8.9703	0.2445	0.2445	0.0000	2.0372	0.2250	0.0000	1.1408	14.0000	-3.45%
1993	1.1216	9.6325	0.2494	0.2494	0.0000	1.4205	0.1000	0.0000	1.0855	13.8588	-1.01%
1994	1.1216	9.4093	0.2493	0.2493	0.0000	1.3434	0.1000	0.0000	1.0574	13.5302	-2.37%
1995	1.1216	9.1502	0.2496	0.2496	0.0000	1.2927	0.1000	0.0000	1.0485	13.2123	-2.35%
1996	1.1216	9.1102	0.2500	0.2500	0.0000	1.2424	0.2000	0.0000	1.0380	13.2123	0.00%
1997	1.1216	8.8498	0.2500	0.2500	0.0000	1.3348	0.3750	0.0000	0.9811	13.1623	-0.38%
1998	1.1216	8.9900	0.2500	0.2500	0.0000	1.1078	0.2750	0.0000	1.4886 *	13.4831	2.44%
1999	1.2840	8.8790	0.2500	1.0000	0.2500	1.0470	0.1500	0.0000	1.3673	14.2273	5.52%
2000	1.2500	8.8000	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3827	14.1827	-0.31%
2001	1.1000	8.9389	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3938	14.1827	0.00%
2002	1.1108	8.8389	0.2500	1.0000	0.2500	1.1000	0.2500	0.0000	1.3830	14.1827	0.00%
2003	1.3620	9.0000	0.1000	0.9500	0.1000	0.8876	0.2234	0.0000	1.3770	14.0000	-1.29%
2004	1.5000	9.2421	0.1000	1.0000	0.1000	0.5000	0.2000	0.0000	1.3579	14.0000	0.00%
2005	2.0000	9.4590	0.0500	1.0000	0.0500	0.0000	0.1000	0.0000	1.3410	14.0000	0.00%
2006	2.0910	9.4337	0.0000	1.0000	0.0500	0.0000	0.1000	0.0000	1.3253	14.0000	0.00%
2007	1.9586	9.5188	0.0000	1.0000	0.0500	0.0142	0.1473	0.0000	1.3111	14.0000	0.00%
2008	1.8551	9.3361	0.0000	1.0000	0.0500	0.2977	0.0000	0.0000	1.3111	13.8500	-1.07%
2009	1.9504	9.3361	0.0000	1.0000	0.0500	0.2049	0.0000	0.1000	1.3086	13.9500	0.72%

**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 PROPERTY TAX MILLAGE RATES



NOTE: MAX AUTHORITY BEGAN LEVYING TAXES ON JULY 1, 2007.

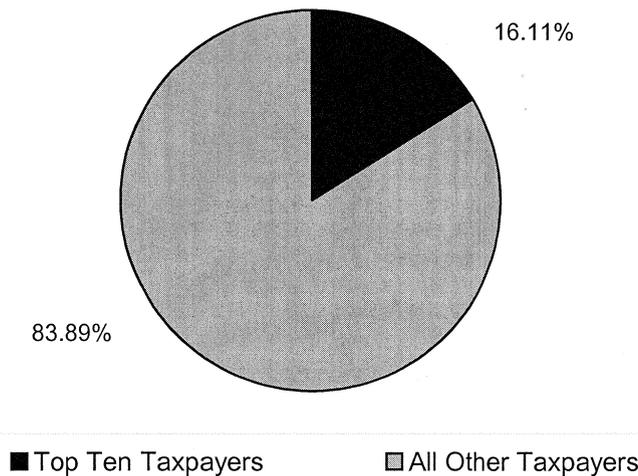
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS  
TAX YEAR 2008 (FY2009)

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. Johnson Controls Interiors	Automotive Parts Supplier	\$ 59,800,801	5.28 %
2. Haworth, Inc.	Office Furniture & Fixtures	35,816,273	3.16
3. ARC Holland Real Estate	Retirement Village	19,514,397	1.72
4. American Bottling Company	Production & Distribution of Beverages	13,178,300	1.16
5. Lumir Corp	Real Estate Holdings	11,466,350	1.01
6. H. J. Heinz LP	Pickle & Cucumber Products	11,180,703	0.99
7. Hydro Automotive	Aluminum Extrusion	10,126,000	0.89
8. Challenge Mfg Company	Automotive Parts Manufacturer	7,955,850	0.70
9. Tiara Yachts	Yacht Construction	6,864,700	0.61
10. New West Michigan Ind Inv LLC	Real Estate Holdings	6,720,100	0.59
Totals		<u>\$182,623,474</u>	<u>16.11 %</u>

2008 Total Taxable Value is \$1,204,865,028, 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



**GOVERNMENTAL - TYPE OPERATING FUNDS  
SUMMARY OF REVENUES**

Fund	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL FUND</u>	19,590,697	20,432,827	20,764,717	21,130,765
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	3,027,434	2,994,601	3,124,579	2,774,424
MVH Local Street	1,053,244	1,196,774	1,397,190	1,386,589
Allegan County Road Tax	402,265	871,616	444,100	501,600
Street Improvement Reserve	1,136,325	1,192,536	1,604,744	1,624,144
Downtown Parking System	133,100	175,048	144,850	173,250
Downtown Snowmelt O&M	110,855	135,350	146,361	140,350
Principal Shopping District	165,346	169,672	209,403	219,000
Contested Assessments	70,000	102,117	20,400	28,500
CATV-Public Access TV	199,287	231,587	240,100	194,100
Property Acquisition	65,016	9,489	40,900	50,750
Environmental Cleanup	20,957	7,693	15,600	6,000
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,505,910	1,534,794	1,572,591	1,549,762
C/J Police Training	14,294	13,964	14,700	14,700
Bi-Centennial Celebration	267	396	425	300
Public Safety WEMET Grant	207,936	227,187	233,800	250,400
MCOLES Grant	28,348	21,165	9,584	0
Law Enforcement Block Grant	50,814	9,953	14,881	4,000
MSHDA Grant	202,395	66,042	54,994	100,000
CDBG Entitlement Grant	581,683	658,572	639,147	559,966
MEDC (Uniform Color) Grant	388	0	0	0
IMLS Van Raalte Farm Grant	50,392	23,840	0	0
Highway Safety Plan Grant	93,245	37,262	95,870	19,007
FEMA Firefighters Grant	18,865	0	0	0
Homeland Security Grant	59,052	40,419	0	0
Ottawa Co. Batmobile Grant	0	0	1,716	0
Revolving Cash Assistance	178,738	214,198	96,917	53,400
Specified Donations	33,943	30,534	17,684	0
Municipal Airport Donations	10,385	43,460	910	0
Police Community Relations	807	6,085	0	0
Dangerous Structures	0	5,249	22,565	23,500
Police Employees Benefit	3,393	3,449	4,071	3,100
City Hall Employees Benefit	4,123	3,720	3,545	4,530
Transportation Employees Benefit	2,198	2,039	1,955	2,050
Park/Cemetery Employees Benefit	437	498	565	615
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,408,552	2,339,772	2,285,144	2,593,244
Michigan Act 175 Transportation	700,048	542,200	541,600	539,175
Building Authority	9,888,151	2,696,191	2,763,402	2,805,689
Special Assessments	379,414	299,844	271,510	231,378
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	111,721	165,636	127,990	99,272
<b>TOTAL</b>	<b>42,510,025</b>	<b>36,505,779</b>	<b>36,928,510</b>	<b>37,083,560</b>
Removal of Interfund Transfers	4,787,754	5,583,835	5,709,229	6,352,024
<b>NET REVENUES - GOVT FUNDS</b>	<b>37,722,271</b>	<b>30,921,944</b>	<b>31,219,281</b>	<b>30,731,536</b>

**GOVERNMENTAL - TYPE OPERATING FUNDS  
SUMMARY OF EXPENDITURES**

Fund	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL FUND</u>	19,591,994	20,389,164	20,779,995	21,274,165
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	4,530,016	3,551,710	3,239,715	3,105,833
MVH Local Street	1,053,246	1,196,774	1,397,190	1,386,589
Allegan County Road Tax	1,053,597	269,514	769,159	505,000
Street Improvement Reserve	852,076	1,045,316	2,513,001	1,623,788
Downtown Parking System	134,861	201,607	168,619	187,576
Downtown Snowmelt O&M	127,242	169,044	217,497	197,650
Principal Shopping District	195,972	171,473	167,533	213,500
Contested Assessments	75,791	140,845	18,200	28,000
CATV-Public Access TV	181,326	182,190	226,759	229,630
Property Acquisition	23,535	27,715	190,459	19,625
Environmental Cleanup	23,877	7,693	15,600	6,000
Budget Stabilization	188,731	72,833	20,000	270,000
Herrick Dist Libr Taxation	1,509,170	1,534,483	1,573,391	1,549,762
C/J Police Training	13,783	14,656	16,088	14,700
Public Safety WEMET Grant	207,936	227,187	233,800	250,400
MCOLES Grant	28,348	21,165	9,584	0
Law Enforcement Block Grant	50,563	10,055	15,210	4,000
MSHDA Grant	202,395	66,042	54,994	100,000
CDBG Entitlement Grant	581,683	658,572	639,147	559,966
MEDC (Uniform Color) Grant	388	0	0	0
IMLS Van Raalte Farm Grant	50,392	23,840	0	0
Highway Safety Plan Grant	93,245	37,262	95,870	19,007
FEMA Firefighters Grant	18,865	0	0	0
Homeland Security Grant	59,052	40,419	0	0
Ottawa Co. Batmobile Grant	0	0	1,716	0
Revolving Cash Assistance	157,603	226,270	199,894	0
Specified Donations	49,875	37,017	39,515	0
Municipal Airport Donations	10,100	9,576	40,770	0
Police Community Relations	12,909	15,612	0	0
Dangerous Structures	1,581	6,820	23,500	23,500
Police Employees Benefit	2,982	3,482	4,271	3,200
City Hall Employees Benefit	4,140	4,567	3,386	3,600
Transportation Employees Benefit	1,186	1,620	1,900	2,100
Park/Cemetery Employees Benefit	338	337	700	600
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,405,813	2,272,037	2,341,106	2,605,793
Michigan Act 175 Transportation	700,048	542,200	541,600	539,175
Building Authority	9,884,063	2,697,420	2,762,702	2,805,089
Special Assessments	352,318	402,180	302,561	308,472
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	305,379	159,454	178,754	122,500
<b>TOTAL</b>	<b>44,736,419</b>	<b>36,438,151</b>	<b>38,804,186</b>	<b>37,959,220</b>
Less: Interfund Transfers	7,618,747	5,596,922	6,760,624	5,404,094
<b>NET EXPENDITURES - GOVT FUNDS</b>	<b>37,117,672</b>	<b>30,841,229</b>	<b>32,043,562</b>	<b>32,555,126</b>

**GOVERNMENTAL - TYPE OPERATING FUNDS  
SUMMARY OF FUND EQUITY ESTIMATES**

Fund	Estimated Balance 7/1/2008	Revenue Estimate FY-09	Expenditure Estimate FY-09	Equity Transfers Reserve Adj	Estimated Balance 6/30/2009
<u>GENERAL FUND</u>	2,571,009	21,130,765	21,274,165		2,427,609
<u>SPECIAL REVENUE FUNDS</u>					
MVH Major Street /Trunkline	674,318	2,774,424	3,105,833		342,909
MVH Local Street	2,000	1,386,589	1,386,589		2,000
Allegan County Road Tax	370,764	501,600	505,000		367,364
Street Improvement Reserve	2,772	1,624,144	1,623,788		3,128
Downtown Parking System	29,240	173,250	187,576		14,914
Downtown Snowmelt O & M	225,524	140,350	197,650		168,224
Principal Shopping District	83,799	219,000	213,500		89,299
Contested Assessments	2,200	28,500	28,000		2,700
CATV-Public Access TV	177,356	194,100	229,630		141,826
Property Acquisition	27	50,750	19,625		31,152
Environmental Cleanup	0	6,000	6,000		0
Budget Stabilization	1,474,656	0	270,000		1,204,656
Herrick District Library Taxation	48	1,549,762	1,549,762		48
C/J Police Training	6	14,700	14,700		6
Bi-Centennial Celebration	7,978	300	0		8,278
Public Safety Grant	0	250,400	250,400		0
Law Enforcement Block Grant	0	4,000	4,000		0
MSHDA Grant	0	100,000	100,000		0
CDBG Entitlement Grant	0	559,966	559,966		0
Highway Safety Planning Grant	0	19,007	19,007		0
Revolving Cash Assistance	21,330	53,400	0		74,730
Municipal Airport Donations	225				225
Dangerous Structures	0	23,500	23,500		0
Police Employees Benefit	2,025	3,100	3,200		1,925
City Hall Employees Benefit	2,493	4,530	3,600		3,423
Transportation Employees Benefit	3,177	2,050	2,100		3,127
Park/Cemetery Employees Benefit	212	615	600		227
<u>DEBT SERVICE FUNDS</u>					
General Obligation	18,947	2,593,244	2,605,793		6,398
Michigan Act 175 Transportation	0	539,175	539,175		0
Building Authority	10,228	2,805,689	2,805,089		10,828
Special Assessments	790,251	231,378	308,472		713,157
<u>PERMANENT FUNDS</u>					
Cemetery Perpetual Care	1,582,363	99,272	122,500		1,559,135
<b>TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS</b>	<b>8,052,948</b>	<b>37,083,560</b>	<b>37,959,220</b>	<b>0</b>	<b>7,177,288</b>

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

<b>REVENUES</b>	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
Downtown Development Authority	176,642	200,056	195,429	208,046
Brownfield Redevel. Authority	155,585	295,566	438,528	811,836
Holland Historical Trust	1,557,621	1,315,370	831,550	710,400
	1,889,848	1,810,992	1,465,507	1,730,282
Removal Of Interfund Transfers	262,000	262,000	265,000	262,000
<b>NET REVENUES - COMPONENT UNITS</b>	<b>1,627,848</b>	<b>1,548,992</b>	<b>1,200,507</b>	<b>1,468,282</b>

<b>EXPENDITURES</b>	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
Downtown Development Authority	169,547	194,925	203,404	266,800
Brownfield Redevel. Authority	130,394	213,562	385,859	968,971
Holland Historical Trust	717,940	1,197,928	831,550	740,400
	1,017,881	1,606,415	1,420,813	1,976,171
Removal Of Interfund Transfers	5,610	3,726	3,298	294,463
<b>NET EXPEND. - COMPONENT UNITS</b>	<b>1,012,271</b>	<b>1,602,689</b>	<b>1,417,515</b>	<b>1,681,708</b>

<b>FUND EQUITY</b>	Estimated Balance 7/1/08	Revenue Estimate FY-09	Expenditure Estimate FY-09	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/09
Downtown Development Authority	149,852	208,046	266,800		91,098
Brownfield Redevel. Authority	161,505	811,836	968,971		4,370
Holland Historical Trust	3,136,838	710,400	740,400	64,000	3,170,838
<b>EST. EQUITY - COMPONENT UNITS</b>	<b>3,448,195</b>	<b>1,730,282</b>	<b>1,976,171</b>	<b>64,000</b>	<b>3,266,306</b>

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF REVENUES**

FUND	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,232,220	1,246,559	1,253,192	1,304,182
- Windmill Island	630,765	606,212	633,320	660,645
- Railroad Depot Operations	72,998	73,119	22,416	1
- Municipal Airport Operations	2,185,730	258,868	2,568,118	4,821,914
- MAX Bus Transportation	3,445,417	3,017,752	215,299	236,000
- MAX Tax Reserve	119,103	177,048	0	0
	7,686,233	5,379,558	4,692,345	7,022,742
<u>Internal Services Funds</u>				
- Technology Services	590,427	550,443	566,534	537,250
- Communications Services	95,997	100,238	106,700	113,400
- Photocopy Services	22,573	30,223	27,320	0
- Postage Services	25,026	21,638	20,690	22,450
- Centralized Vehicle/Equipment	2,102,133	2,319,591	2,534,787	2,350,858
- Fire Emergency Vehicles Pool	92,503	103,061	102,700	105,720
- Fuel Dispensing	638,969	661,737	844,173	895,387
- Compensated Absences	18,167	55,571	20,000	30,000
- Risk Management:				
Workers Comp Insurance	329,699	201,431	184,000	287,900
Employee Disability Ins.	103,839	108,935	112,600	113,100
Health/Dental Insurance	4,450,849	4,263,014	4,184,900	4,280,000
Vehicle Insurance	151,526	266,608	161,800	150,100
Property Insurance	52,806	55,347	52,100	43,400
Liability Insurance	123,177	160,769	274,200	166,700
	8,797,691	8,898,606	9,192,504	9,096,265
<u>Removal Of Interfund Transfers</u>	(447,535)	(409,117)	(469,988)	(304,145)
<u>General City Proprietary Revenues</u>	16,036,389	13,869,047	13,414,861	15,814,862
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	79,538,603	83,648,195	81,594,945	82,631,549
- Water	6,625,338	6,418,078	6,679,628	6,492,288
- Wastewater	8,102,700	8,701,008	8,892,098	8,824,384
Removal Of Interfund Transfers	0	0	0	0
<u>BPW Utility Revenues</u>	94,266,641	98,767,281	97,166,671	97,948,221
<u>NET REVENUES - PROPRIETARY FDS</u>	110,303,030	112,636,328	110,581,532	113,763,083

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF EXPENSES**

FUND	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,233,505	1,184,638	1,279,932	1,378,846
- Windmill Island	646,578	606,212	633,320	660,645
- Railroad Depot Operations	72,998	469,090	22,416	0
- Municipal Airport Operations	2,206,598	210,709	2,548,119	4,882,214
- MAX Bus Transportation	3,496,213	3,113,000	211,699	235,000
- MAX Tax Reserve	201,664	279,417	37,114	0
	7,857,556	5,863,066	4,732,600	7,156,705
<u>Internal Services Funds</u>				
- Technology Services	596,752	458,196	539,692	612,485
- Communications Services	102,289	101,007	107,200	119,200
- Photocopy Services	40,913	47,906	111,428	0
- Postage Services	25,170	21,768	21,127	22,350
- Centralized Vehicle/Equipment	2,239,996	2,690,575	2,295,767	2,561,388
- Fire Emergency Vehicles Pool	0	531,996	12,272	45,000
- Fuel Dispensing	634,301	655,741	839,170	890,584
- Compensated Absences	18,167	55,571	20,000	30,000
- Risk Management:				
Workers Comp Insurance	382,200	236,341	264,370	287,570
Employee Disability Ins.	76,845	72,676	93,700	98,000
Health/Dental Insurance	3,953,302	3,913,760	4,058,900	4,470,000
Vehicle Insurance	156,784	244,093	154,600	161,000
Property Insurance	35,206	61,862	131,700	58,400
Liability Insurance	158,358	147,445	159,000	222,200
	8,420,283	9,238,937	8,808,926	9,578,177
<u>Removal Of Interfund Transfers</u>	(142,023)	(453,149)	(134,288)	(6,000)
<b>Total General City Proprietary Expenses</b>	16,135,816	14,648,854	13,407,238	16,728,882
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	75,112,837	69,921,295	69,310,268	90,601,478
- Water	7,605,875	8,155,072	7,100,525	12,698,167
- Wastewater	7,475,360	7,113,795	8,128,137	20,818,898
Removal Of Interfund Transfers	(2,433,000)	(2,840,400)	(3,195,400)	(4,284,000)
<b>Total BPW Utility Expenses</b>	87,761,072	82,349,762	81,343,530	119,834,543
<b>NET EXPENSES-PROPRIETARY FDS</b>	103,896,888	96,998,616	94,750,768	136,563,425

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

**PROPRIETARY - TYPE FUNDS**  
**SUMMARY OF FUND EQUITY ESTIMATES**

FUND	Estimated Balance 7/1/2008	Revenue Estimate FY-09	Expense Estimate FY-09	Capital & Debt Principal FY-09	Non-Cash Items/Eq Xfr FY-09	Estimated Balance 6/30/2009
<u>GENERAL CITY</u>						
<u>Enterprise Funds</u>						
- Solid Waste & Recycling	713,540	1,304,182	1,378,846	67,500	(63,000)	643,376
- Windmill Island	914,079	660,645	660,645	17,700	(70,000)	861,779
- Railroad Depot Operations	1,054,795	1	0	0	(76,000)	978,796
- Municipal Airport Operations	14,308,530	4,821,914	4,882,214	4,663,000	(600,000)	18,311,230
- MAX Bus Transportation	322,649	236,000	235,000	0	(15,000)	308,649
- MAX Tax Reserve	0	0	0	0	0	0
	17,313,593	7,022,742	7,156,705	4,748,200	(824,000)	21,103,830
<u>Internal Services Funds</u>						
- Technology Services	615,644	537,250	612,485	103,285	(95,000)	548,694
- Communications Services	39,788	113,400	119,200	5,600	(6,000)	33,588
- Photocopy Services	0	0	0	0	0	0
- Postage Services	12,428	22,450	22,350	0	(1,200)	11,328
- Centralized Vehicle/Equipment	5,484,336	2,350,858	2,561,388	778,200	(500,000)	5,552,006
- Fire Emergency Vehicles Pool	1,591,172	105,720	45,000	45,000	(98,000)	1,598,892
- Fuel Dispensing	73,649	895,387	890,584	0	(2,545)	75,907
- Compensated Absences	0	30,000	30,000	0	0	0
- Risk Management:						
Workers Comp Insurance	428,563	287,900	287,570	0	0	428,893
Employee Disability Insurance	126,211	113,100	98,000	0	0	141,311
Health/Dental Insurance	2,437,050	4,280,000	4,470,000	0	0	2,247,050
Vehicle Insurance	200,378	150,100	161,000	0	0	189,478
Property Insurance	482,395	43,400	58,400	0	0	467,395
Liability Insurance	352,596	166,700	222,200	0	0	297,096
	11,844,210	9,096,265	9,578,177	932,085	(702,745)	11,591,638
<b>Total General City Proprietary Equity</b>	29,157,803	16,119,007	16,734,882	5,680,285	(1,526,745)	32,695,468
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>						
- Electric	156,614,399	82,631,549	90,601,478	20,226,735	(8,600,000)	160,271,205
- Water	26,195,404	6,492,288	12,698,167	7,701,018	(1,299,850)	26,390,693
- Wastewater	50,011,304	8,824,384	20,818,898	13,937,517	(1,792,231)	50,162,076
<b>Total Holland BPW Utility Equity</b>	232,821,107	97,948,221	124,118,543	41,865,270	(11,692,081)	236,823,974
<b>TOTAL ESTIMATED EQUITY -</b>						
<b>PROPRIETARY FUNDS</b>	261,978,910	114,067,228	140,853,425	47,545,555	(13,218,826)	269,519,442

**NOTE:**

Estimated Equity Balances at 7/1/08 & 6/30/09 Include Working Capital, Reserves, and Capital Assets.

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF ENDING RESERVES**

FUND	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	325,000	325,000	325,000	0
- Windmill Island	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	0	0	0	0
- MAX Bus Transportation	601,348	509,131	0	0
- MAX Tax Reserve	139,483	37,114	0	0
Total Enterprise	1,065,831	871,245	325,000	0
<u>Internal Services Funds</u>				
- Technology Services	150,000	240,000	267,184	195,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipment	2,340,000	2,015,000	2,255,000	2,045,000
- Fire Emergency Vehicles Pool	440,844	19,923	110,351	171,071
- Fuel Dispensing	49,285	55,281	60,284	65,087
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	5,000	5,000	10,000	10,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	312,365	363,149	381,500	381,500
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	3,317,494	2,718,353	3,104,319	2,887,658
Total General City Proprietary	4,383,325	3,589,598	3,429,319	2,887,658
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	4,152,883	4,380,184	4,675,000	4,850,000
- Water	128,049	6,864,812	1,201,485	1,211,485
- Wastewater	1,563,043	2,179,963	1,983,085	817,872
Total Holland BPW Utility	5,843,975	13,424,959	7,859,570	6,879,357
NET RESERVES-PROPRIETARY	10,227,300	17,014,557	11,288,889	9,767,015

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF ENDING WORKING CAPITAL**

FUND	Actual FY-06	Actual FY-07	Revised Estimate FY-08	Budget FY-09
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	109,609	174,402	147,662	397,998
- Windmill Island	0	0	0	0
- Railroad Depot Operations	0	0	0	1
- Municipal Airport Operations	241,710	288,869	308,868	248,568
- MAX Bus Transportation	295,875	293,425	3,600	4,600
- MAX Tax Reserve	0	0	0	0
Total Enterprise	647,194	756,696	460,130	651,167
<u>Internal Services Funds</u>				
- Technology Services	5,744	7,990	7,648	4,597
- Communications Services	7,475	6,706	6,206	406
- Photocopy Services	100,574	84,108	6,946	0
- Postage Services	7,513	7,383	4,802	7,046
- Centralized Vehicle/Equipment	4,055	5,782		4,272
- 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	538,843	503,933	418,563	418,893
Employee Disability Ins.	71,052	107,311	126,211	141,311
Health/Dental Insurance	1,649,431	1,947,901	2,055,550	1,865,550
Vehicle Insurance	170,663	193,178	200,378	189,478
Property Insurance	568,510	561,995	482,395	467,395
Liability Insurance	204,072	217,396	332,596	277,096
Total Internal Service	3,327,932	3,643,683	3,641,295	3,376,044
Total General City Proprietary	3,975,126	4,400,379	4,101,425	4,027,211
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	51,465,356	64,740,746	76,730,607	68,585,678
- Water	3,427,776	1,620,989	6,863,419	647,540
- Wastewater	17,519,406	18,303,025	19,263,864	8,434,563
Total Holland BPW Utility	72,412,538	84,664,760	102,857,890	77,667,781
<u>NET WORKING CAPITAL-PROPRIETARY</u>	76,387,664	89,065,139	106,959,315	81,694,992

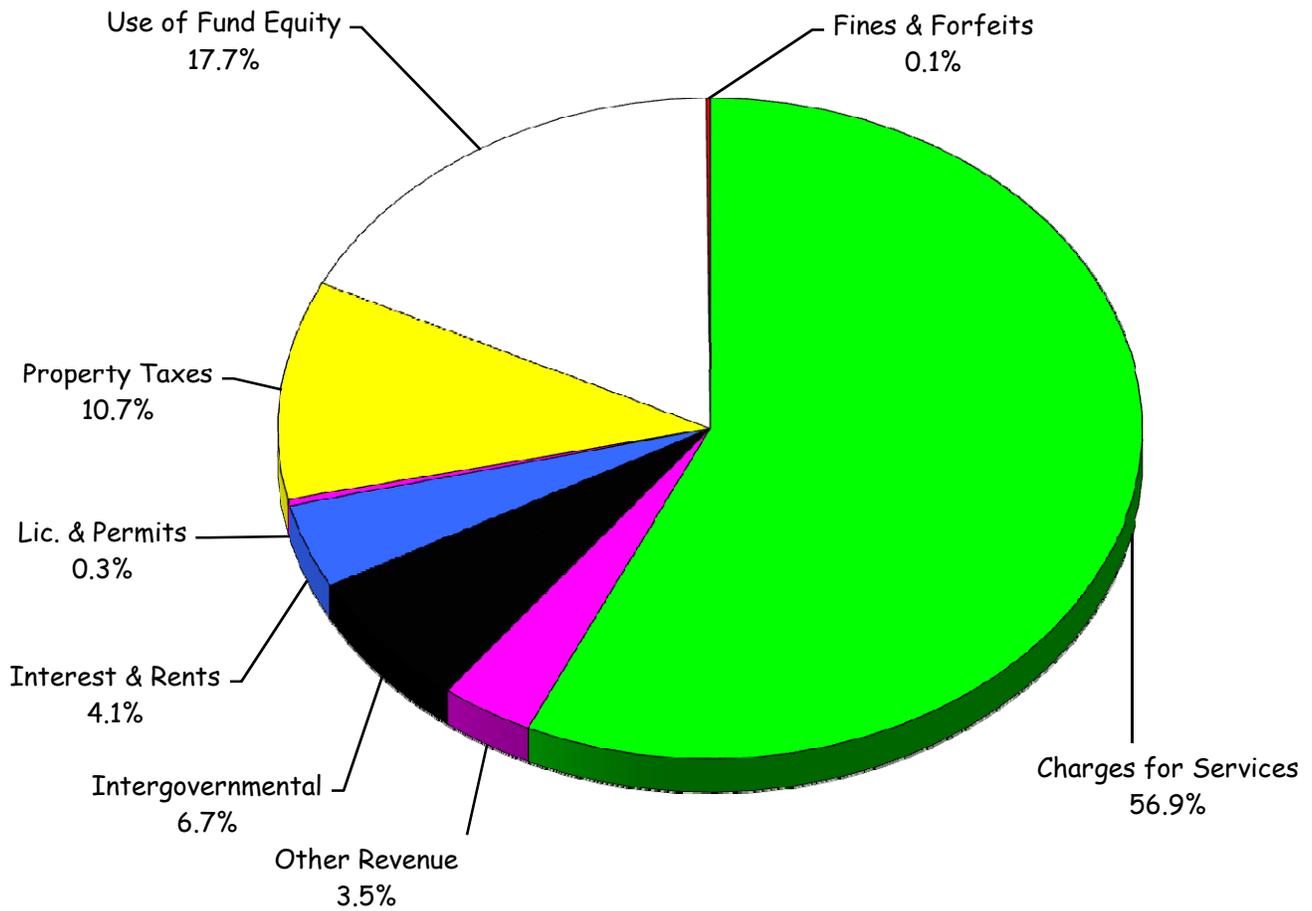
**CITY OF HOLLAND**  
**BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS**  
**- - ACROSS ALL FUND TYPES - -**  
**For Fiscal Year July 1, 2008 thru June 30, 2009**

<u>SOURCES</u>	<u>Adopted Budget</u>	<u>Percent of Total Budget</u>
Property Taxes & Special Assessments	18,773,435	10.7%
Licenses & Permits	548,200	0.3%
Intergovernmental	11,794,100	6.7%
Charges for Services	100,027,850	56.9%
Fines & Forfeits	240,000	0.1%
Interest & Rents	7,258,747	4.1%
Other Revenues	6,115,438	3.5%
Use of Fund Equity	30,990,523	17.7%
<b>Total Sources</b>	<b><u>\$175,748,293</u></b>	<b><u>100.0%</u></b>
 <u>APPLICATIONS</u> 		
Management & Administrative Services	1,818,280	1.0%
Fiscal Services	1,430,945	0.8%
Public Safety Services	10,518,345	6.0%
Transportation System	12,101,705	6.9%
Community & Neighborhood Services	5,451,151	3.1%
Leisure & Cultural Services	6,954,148	4.0%
Utility Services	119,834,543	68.2%
Internal Service Funds	6,971,789	4.0%
Capital Projects (1)	6,773,276	3.8%
Debt Service	3,894,111	2.2%
<b>Total Applications</b>	<b><u>\$175,748,293</u></b>	<b><u>100.0%</u></b>

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.

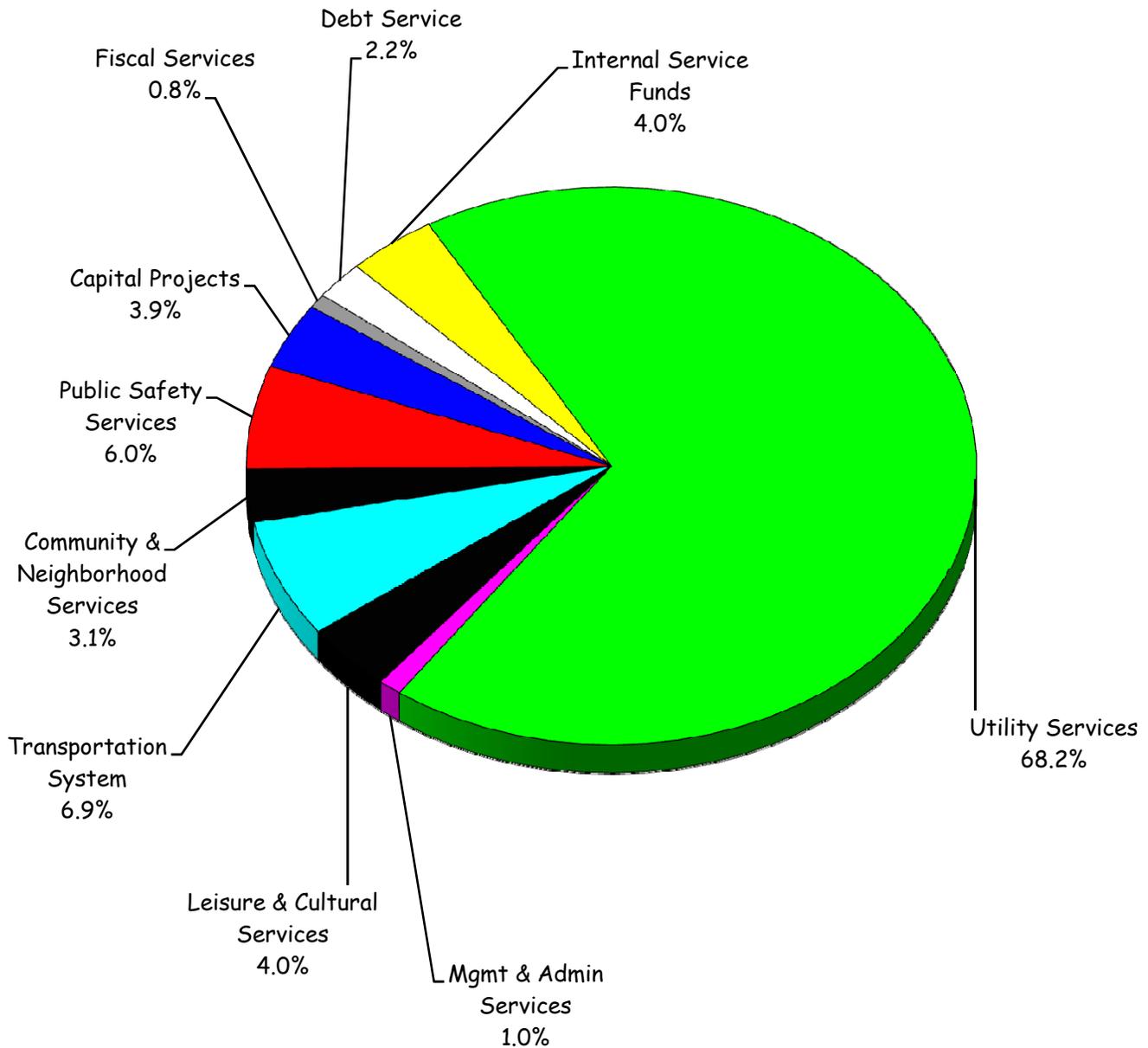
# FISCAL YEAR 2009 SOURCES ACROSS ALL FUND TYPES



TOTAL \$175,748,293

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

# FISCAL YEAR 2009 APPLICATIONS ACROSS ALL FUND TYPES



**TOTAL \$175,748,293**

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.

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# 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
<b><u>FINANCING SOURCES</u></b>						
Taxes	\$ 11,685,411	\$ -	\$ 2,728,906	\$ 2,349,969	\$ 300,906	\$ 1,004,682
Special Assessments	-	-	443,900	141,747	-	-
Intergovernmental	3,257,900	-	3,798,400	-	200,000	6,000
Licenses and Permits	470,200	-	78,000	-	-	-
Charges for Services	1,100,840	36,000	291,400	-	-	51,000
Fines and Forfeits	240,000	-	-	-	-	-
Interest & Rents	779,001	61,410	78,395	1,083,977	20,205	42,400
Other	10,300	-	270,538	-	99,000	364,200
Transfers In - From Other Funds	3,587,113	1,862	1,994,498	768,551	3,070,388	262,000
<b>TOTAL FINANCING SOURCES</b>	<b>21,130,765</b>	<b>99,272</b>	<b>9,684,037</b>	<b>4,344,244</b>	<b>3,690,499</b>	<b>1,730,282</b>
<b>TOTAL FINANCING SOURCES NET OF TRANSFERS IN</b>	<b>17,543,652</b>	<b>97,410</b>	<b>7,689,539</b>	<b>3,575,693</b>	<b>620,111</b>	<b>1,468,282</b>
<b><u>FINANCING USES</u></b>						
Service Group:						
Management & Administrative	1,584,650	-	249,255	-	56,500	-
Fiscal	1,739,190	-	301,600	-	-	-
Public Safety	10,282,038	-	291,307	-	25,000	-
Transportation	1,341,144	-	6,826,960	-	5,887,098	-
Community & Neighborhood	2,067,902	-	1,084,542	-	197,288	1,235,771
Leisure & Cultural	4,259,241	122,500	1,550,362	-	607,390	740,400
General Debt Service	-	-	-	4,433,287	-	-
Internal Service	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
<b>TOTAL FINANCING USES</b>	<b>21,274,165</b>	<b>122,500</b>	<b>10,304,026</b>	<b>4,433,287</b>	<b>6,773,276</b>	<b>1,976,171</b>
Less Transfers Out - To Other Funds	716,845	122,000	4,026,073	539,176	-	294,463
<b>TOTAL FINANCING USES NET OF TRANSFERS OUT</b>	<b>20,557,320</b>	<b>500</b>	<b>6,277,953</b>	<b>3,894,111</b>	<b>6,773,276</b>	<b>1,681,708</b>
<b><u>FUND EQUITY</u></b>						
<b>Projected Fiscal Year End 6/30/09</b>	<b>\$ 2,427,609</b>	<b>\$ 1,559,135</b>	<b>\$ 2,460,161</b>	<b>\$ 730,383</b>	<b>\$ 196,778</b>	<b>\$ 3,266,306</b>

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

# ACROSS ALL FUNDS

## PROPRIETARY-TYPE FUNDS

ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 117,914	\$ -	\$ 18,187,788
-	-	585,647
4,531,800	-	11,794,100
-	-	548,200
96,716,883	1,831,727	100,027,850
-	-	240,000
2,953,521	2,239,838	7,258,747
446,700	4,924,700	6,115,438
204,145	100,000	9,988,557
<u>104,970,963</u>	<u>9,096,265</u>	<u>154,746,327</u>
<u>104,766,818</u>	<u>8,996,265</u>	<u>144,757,770</u>
-	-	1,890,405
-	-	2,040,790
-	-	10,598,345
5,117,214	-	19,172,416
1,378,846	-	5,964,349
660,645	-	7,940,538
-	-	4,433,287
-	9,578,177	9,578,177
<u>124,118,543</u>	<u>-</u>	<u>124,118,543</u>
<u>131,275,248</u>	<u>9,578,177</u>	<u>185,736,850</u>
<u>4,284,000</u>	<u>6,000</u>	<u>9,988,557</u>
<u>126,991,248</u>	<u>9,572,177</u>	<u>175,748,293</u>
<u>\$ 258,317,004</u>	<u>\$ 11,591,638</u>	<u>\$ 280,549,014</u>

(Concluded)

**GOVERNMENTAL FUNDS**

**SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY**

	GENERAL FUND			PERMANENT FUNDS		
	FY-2007	FY-2008	FY-2009	FY-2007	FY-2008	FY-2009
	Final	Final Revised	Adopted	Final	Final Revised	Adopted
	Actual	Estimate	Budget	Actual	Estimate	Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 11,711,824	\$ 11,923,926	\$ 11,685,411	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,182,200	3,224,499	3,257,900	- 0 -	- 0 -	- 0 -
Licenses and Permits	556,327	468,540	470,200	- 0 -	- 0 -	- 0 -
Charges for Services	1,020,654	1,079,963	1,100,840	36,525	31,000	36,000
Fines and Forfeits	216,529	225,000	240,000	- 0 -	- 0 -	- 0 -
Interest & Rents	808,017	866,801	779,001	88,930	95,128	61,410
Other	5,542	6,200	10,300	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	2,931,734	2,969,788	3,587,113	40,181	1,862	1,862
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 20,432,827</b>	<b>\$ 20,764,717</b>	<b>\$ 21,130,765</b>	<b>\$ 165,636</b>	<b>\$ 127,990</b>	<b>\$ 99,272</b>
<b>FINANCING USES</b>						
Service Group:						
Management & Administrative	\$ 1,295,222	\$ 1,384,447	\$ 1,584,650	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	1,912,530	1,913,504	1,739,190	- 0 -	- 0 -	- 0 -
Public Safety	10,035,176	10,018,834	10,282,038	- 0 -	- 0 -	- 0 -
Transportation	1,224,897	1,318,168	1,341,144	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,995,401	1,974,292	2,067,902	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,925,938	4,170,750	4,259,241	159,454	178,754	122,500
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 20,389,164</b>	<b>\$ 20,779,995</b>	<b>\$ 21,274,165</b>	<b>\$ 159,454</b>	<b>\$ 178,754</b>	<b>\$ 122,500</b>
<b>SOURCES OVER (UNDER) USES</b>						
<b>INCLUDING INTERFUND TRANSFERS</b>	<b>\$ 43,663</b>	<b>\$ (15,278)</b>	<b>\$ (143,400)</b>	<b>\$ 6,182</b>	<b>\$ (50,764)</b>	<b>\$ (23,228)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	2,931,734	2,969,788	3,587,113	40,181	1,862	1,862
Transfers Out	821,143	737,954	716,845	159,329	178,754	122,000
<b>SOURCES OVER (UNDER) USES</b>						
<b>EXCLUDING INTERFUND TRANSFERS</b>	<b>\$ (2,066,928)</b>	<b>\$ (2,247,112)</b>	<b>\$ (3,013,668)</b>	<b>\$ 125,330</b>	<b>\$ 126,128</b>	<b>\$ 96,910</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 2,586,287</b>	<b>\$ 2,571,009</b>	<b>\$ 2,427,609</b>	<b>\$ 1,633,127</b>	<b>\$ 1,582,363</b>	<b>\$ 1,559,135</b>

**GOVERNMENTAL FUNDS**

**SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY**

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2007	FY-2008	FY-2009	FY-2007	FY-2008	FY-2009	FY-2007	FY-2008	FY-2009
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 2,695,770	\$ 2,728,906	\$ 2,728,906	\$ 2,295,674	\$ 2,245,194	\$ 2,349,969	\$ 74,972	\$ 418,137	\$ 300,906
512,125	443,900	443,900	170,305	155,186	141,747	- 0 -	- 0 -	- 0 -
3,929,409	4,015,371	3,798,400	- 0 -	- 0 -	- 0 -	3,282,505	2,843,562	200,000
75,038	78,000	78,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
269,680	283,959	291,400	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
146,260	160,981	78,395	2,852,948	2,903,425	2,909,219	79,226	64,731	20,205
348,183	228,220	270,538	4	- 0 -	- 0 -	114,250	4,072,353	99,000
2,052,844	2,179,728	1,994,498	559,076	557,851	768,551	3,286,377	4,492,230	3,070,388
<b>\$ 10,029,309</b>	<b>\$ 10,119,065</b>	<b>\$ 9,684,037</b>	<b>\$ 5,878,007</b>	<b>\$ 5,861,656</b>	<b>\$ 6,169,486</b>	<b>\$ 6,837,330</b>	<b>\$ 11,891,013</b>	<b>\$ 3,690,499</b>
\$ 209,905	\$ 417,218	\$ 249,255	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 24,000	\$ 56,500
481,532	280,995	301,600	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
369,838	376,539	291,307	- 0 -	- 0 -	- 0 -	16,737	43,276	25,000
6,251,247	8,194,832	6,826,960	- 0 -	- 0 -	- 0 -	6,312,867	5,610,136	5,887,098
1,104,514	1,053,793	1,084,542	- 0 -	- 0 -	- 0 -	86,783	242,744	197,288
1,558,660	1,574,091	1,550,362	- 0 -	- 0 -	- 0 -	235,641	4,042,716	607,390
- 0 -	- 0 -	- 0 -	5,913,836	5,947,969	6,258,529	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>\$ 9,975,696</b>	<b>\$ 11,897,468</b>	<b>\$ 10,304,026</b>	<b>\$ 5,913,836</b>	<b>\$ 5,947,969</b>	<b>\$ 6,258,529</b>	<b>\$ 6,652,028</b>	<b>\$ 9,962,872</b>	<b>\$ 6,773,276</b>
<b>\$ 53,613</b>	<b>\$ (1,778,403)</b>	<b>\$ (619,989)</b>	<b>\$ (35,829)</b>	<b>\$ (86,313)</b>	<b>\$ (89,043)</b>	<b>\$ 185,302</b>	<b>\$ 1,928,141</b>	<b>\$ (3,082,777)</b>
2,052,844	2,179,728	1,994,498	559,076	557,851	768,551	3,286,377	4,492,230	3,070,388
4,010,930	5,306,315	4,026,073	605,520	541,601	539,176	647,134	- 0 -	- 0 -
<b>\$ 2,014,743</b>	<b>\$ 1,348,184</b>	<b>\$ 1,411,586</b>	<b>\$ 10,615</b>	<b>\$ (102,563)</b>	<b>\$ (318,418)</b>	<b>\$ (2,453,941)</b>	<b>\$ (2,564,089)</b>	<b>\$ (6,153,165)</b>
<b>\$ 4,803,471</b>	<b>\$ 3,080,150</b>	<b>\$ 2,460,161</b>	<b>\$ 905,739</b>	<b>\$ 819,426</b>	<b>\$ 730,383</b>	<b>\$ 1,743,562</b>	<b>\$ 3,671,703</b>	<b>\$ 588,926</b>

**GOVERNMENTAL FUNDS**

**SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY**

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2007	FY-2008	FY-2009	FY-2007	FY-2008	FY-2009
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 16,778,240	\$ 17,316,163	\$ 17,065,192	\$ 457,761	\$ 604,763	\$ 1,004,682
Special Assessments	682,430	599,086	585,647	- 0 -	- 0 -	- 0 -
Intergovernmental	10,394,114	10,083,432	7,256,300	10,610	6,000	6,000
Licenses and Permits	631,365	546,540	548,200	- 0 -	- 0 -	- 0 -
Charges for Services	1,326,859	1,394,922	1,428,240	47,075	51,000	51,000
Fines and Fees	216,529	225,000	240,000	- 0 -	- 0 -	- 0 -
Interest & Rents	3,975,381	4,091,066	3,848,230	166,672	48,694	42,400
Other	467,979	4,306,773	379,838	866,874	490,050	364,200
Transfers In - From Other Funds	8,870,212	10,201,459	9,422,412	262,000	265,000	262,000
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 43,343,109</b>	<b>\$ 48,764,441</b>	<b>\$ 40,774,059</b>	<b>\$ 1,810,992</b>	<b>\$ 1,465,507</b>	<b>\$ 1,730,282</b>
<b>FINANCING USES</b>						
Services Group:						
- Management & Administrative	\$ 1,505,127	\$ 1,825,665	\$ 1,890,405	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Fiscal	2,394,062	2,194,499	2,040,790	- 0 -	- 0 -	- 0 -
- Public Safety	10,421,751	10,438,649	10,598,345	- 0 -	- 0 -	- 0 -
- Transportation	13,789,011	15,123,136	14,055,202	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,186,698	3,270,829	3,349,732	408,487	589,263	1,235,771
- Leisure & Cultural	5,879,693	9,966,311	6,539,493	1,197,928	831,550	740,400
- General Debt Service	5,913,836	5,947,969	6,258,529	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 43,090,178</b>	<b>\$ 48,767,058</b>	<b>\$ 44,732,496</b>	<b>\$ 1,606,415</b>	<b>\$ 1,420,813</b>	<b>\$ 1,976,171</b>
<b>SOURCES OVER (UNDER) USES</b>						
<b>INCLUDING INTERFUND TRANSFER</b>	<b>\$ 252,931</b>	<b>\$ (2,617)</b>	<b>\$ (3,958,437)</b>	<b>\$ 204,577</b>	<b>\$ 44,694</b>	<b>\$ (245,889)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	8,870,212	10,201,459	9,422,412	262,000	265,000	262,000
Transfers Out	6,244,056	6,764,624	5,404,094	3,726	3,298	294,463
<b>SOURCES OVER (UNDER) USES</b>						
<b>EXCLUDING INTERFUND TRANSFER:</b>	<b>\$ (2,370,181)</b>	<b>\$ (3,439,452)</b>	<b>\$ (7,976,755)</b>	<b>\$ (53,697)</b>	<b>\$ (217,008)</b>	<b>\$ (213,426)</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 11,672,186</b>	<b>\$ 11,724,651</b>	<b>\$ 7,766,214</b>	<b>\$ 3,196,501</b>	<b>\$ 3,448,195</b>	<b>\$ 3,266,306</b>

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY

	FY-2007		FY-2008		FY-2009
	Final		Final Revised		Adopted
	Actual		Estimate		Budget
<u>FINANCING SOURCES</u>					
Taxes	\$ 171,059	\$	- 0 -	\$	117,914
Special Assessments	- 0 -		- 0 -		- 0 -
Intergovernmental	2,791,762		2,375,797		4,531,800
Licenses and Permits	- 0 -		- 0 -		- 0 -
Charges for Services	95,829,785		94,002,124		96,716,883
Fines and Fees	- 0 -		- 0 -		- 0 -
Interest & Rents	4,199,152		4,700,071		2,953,521
Other	845,964		543,220		446,700
Transfers In - From Other Funds	309,117		237,804		204,145
TOTAL FINANCING SOURCES:	\$ 104,146,839	\$	101,859,016	\$	104,970,963
<u>FINANCING USES</u>					
Service Group:					
Management & Administrative	\$ - 0 -	\$	- 0 -	\$	- 0 -
Fiscal	- 0 -		- 0 -		- 0 -
Public Safety	- 0 -		- 0 -		- 0 -
Transportation	4,072,216		2,819,348		5,117,214
Community & Neighborhood	1,184,638		1,279,932		1,378,846
Leisure & Cultural	606,212		633,320		660,645
Utilities	85,190,162		84,538,930		124,118,543
TOTAL FINANCING USES:	\$ 91,053,228	\$	89,271,530	\$	131,275,248
<u>SOURCES OVER (UNDER) USES</u>					
<u>INCLUDING INTERFUND TRANSFERS</u>	\$ 13,093,611	\$	12,587,486	\$	(26,304,285)
<u>REMOVAL OF INTERFUND TRANSFERS</u>					
Transfers In	309,117		237,804		204,145
Transfers Out	2,844,400		3,234,004		4,284,000
<u>SOURCES OVER (UNDER) USES</u>					
<u>EXCLUDING INTERFUND TRANSFERS</u>	\$ 15,628,894	\$	15,583,686	\$	(22,224,430)
<u>FUND EQUITY - Fiscal Year End</u>					
	\$ 241,296,236	\$	250,134,700	\$	257,927,804

**INTERNAL SERVICE FUNDS**

**SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY**

	FY-2007	FY-2008	FY-2009
	Final	Final Revised	Adopted
	Actual	Estimate	Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,643,003	1,801,943	1,831,727
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,166,965	2,463,058	2,239,838
Other	4,988,638	4,695,319	4,924,700
Transfers In - From Other Funds	100,000	232,184	100,000
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 8,898,606</b>	<b>\$ 9,192,504</b>	<b>\$ 9,096,265</b>
<u>FINANCING USES</u>			
Type of Internal Service:			
Technology	\$ 458,196	\$ 539,692	\$ 612,485
Communications	101,007	107,200	119,200
Photocopies	47,906	111,428	- 0 -
Postage	21,768	21,127	22,350
Centralized Vehicle & Equipment	2,690,575	2,295,767	2,561,388
Fire Emergency Vehicle Replacement	531,996	12,272	45,000
Fuel Dispensing	655,741	839,170	890,584
Compensated Absences	55,571	20,000	30,000
Risk Management - All Coverages	4,676,177	4,862,270	5,297,170
<b>TOTAL FINANCING USES:</b>	<b>\$ 9,238,937</b>	<b>\$ 8,808,926</b>	<b>\$ 9,578,177</b>
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	\$ (340,331)	\$ 383,578	\$ (481,912)
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	100,000	232,184	100,000
Transfers Out	449,149	95,684	6,000
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	\$ 208,818	\$ 711,446	\$ (375,912)
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 11,269,881</b>	<b>\$ 11,844,210</b>	<b>\$ 11,591,638</b>

# 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est. Amended Budget	FY-2009 Approved Budget
TOTAL FUNDING SOURCES	\$ 19,590,697	\$ 20,432,827	\$ 20,764,717	\$ 21,130,765
TOTAL FUNDING USES	19,591,994	20,389,164	20,779,995	21,274,165
Net Increase (Decrease)				
From Operations	(1,297)	43,663	(15,278)	(143,400)

### FUND EQUITY - June 30:

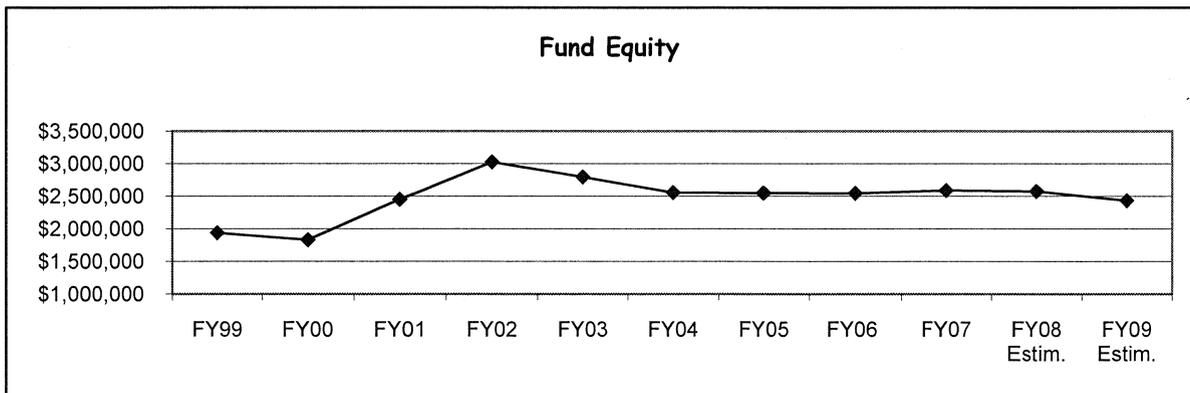
Reserved:

- None	\$ 14,360	\$ 10,874	\$ - 0 -	\$ - 0 -
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Unreserved:

- Designated for Market Adjustment	(42,720)	(30,200)	(49,500)	(8,100)
- Undesignated	2,570,984	2,605,613	2,620,509	2,435,709

<u>\$ 2,542,624</u>	<u>\$ 2,586,287</u>	<u>\$ 2,571,009</u>	<u>\$ 2,427,609</u>
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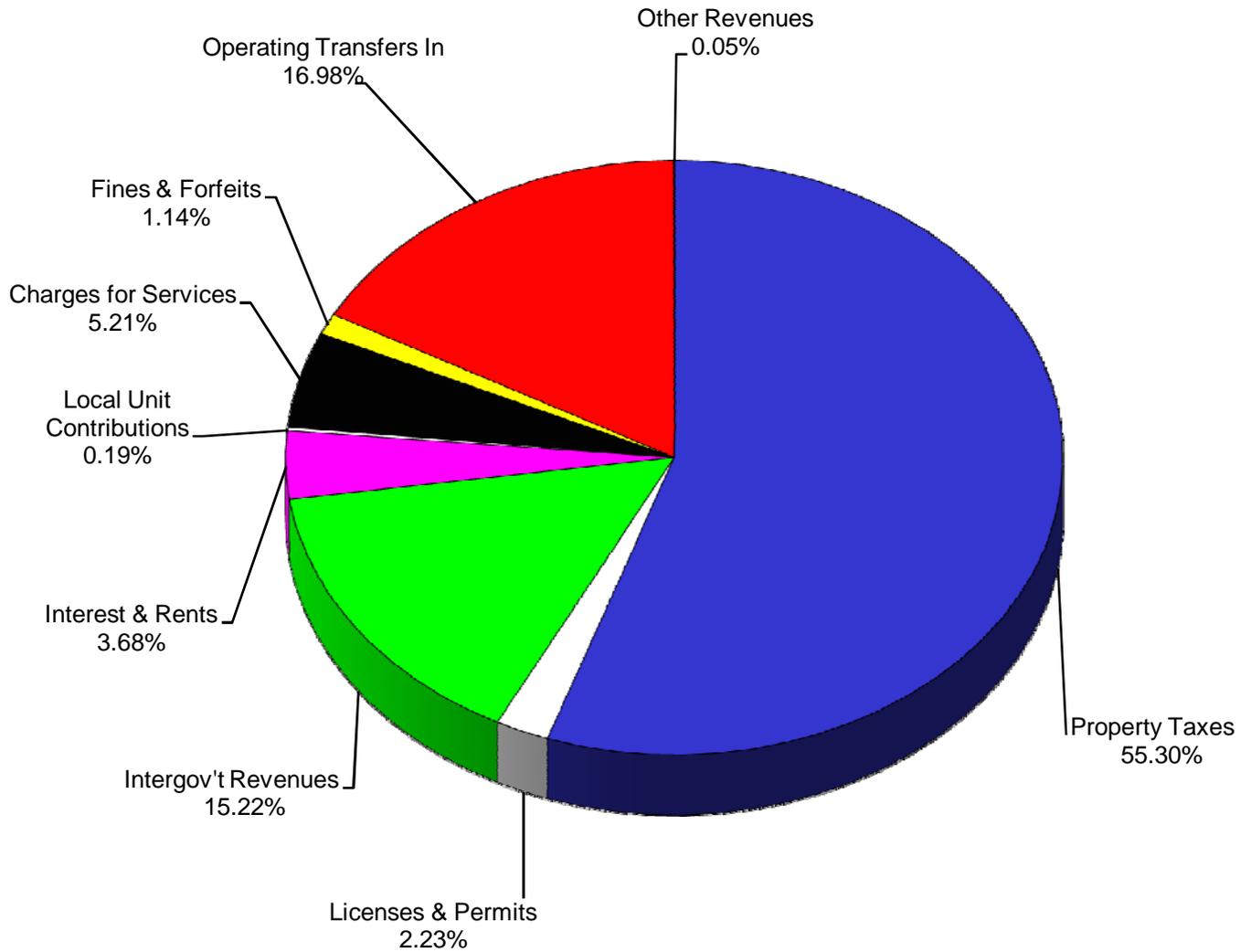


This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

**GENERAL FUND  
FUNDING SOURCES**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Estimate	FY-2009 Approved Budget
<b>FUNDING SOURCES -</b>				
Taxes	\$ 11,310,868	\$ 11,711,824	\$ 11,923,926	\$ 11,685,411
Licenses & Permits	517,223	556,327	468,540	470,200
Federal Grants	6,460	7,170	17,572	17,600
State Revenue Sharing	3,229,886	3,133,796	3,166,927	3,198,800
Local Unit Contributions	35,606	41,234	40,000	41,500
Charges for Services	957,644	1,020,654	1,079,963	1,100,840
Fines & Forfeits	224,365	216,529	225,000	240,000
Interests & Rents	578,874	808,017	866,801	779,001
Other Revenue	5,681	5,542	6,200	10,300
Transfers from Other Funds	2,724,090	2,931,734	2,969,788	3,587,113
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 19,590,697</b>	<b>\$ 20,432,827</b>	<b>\$ 20,764,717</b>	<b>\$ 21,130,765</b>

# GENERAL FUND FY-2009 APPROVED REVENUES



**TOTAL \$21,130,765**  
**9.3361 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 1998-99, 2003-04, and 2008-09

Revenue Classification	1998-99		2003-04		2008-09	
Taxes	\$8,115,772	52.34%	\$10,652,471	57.44%	\$11,685,411	54.93%
Licenses & Permits	272,993	1.76%	482,352	2.60%	470,200	2.21%
Intergovernmental	3,613,722	23.31%	3,307,622	17.84%	3,216,400	15.12%
Local Unit Contributions	27,634	0.18%	33,828	0.18%	41,500	0.19%
Charges for Services	715,111	4.61%	881,803	4.76%	1,100,840	5.17%
Fines & Forfeits	281,681	1.82%	237,186	1.28%	240,000	1.13%
Interest & Rents	708,730	4.57%	349,250	1.88%	779,001	3.66%
Other Revenue	4,058	0.03%	7,416	0.04%	10,300	0.05%
Operating Transfers In	1,764,000	11.38%	2,355,239	12.70%	3,587,113	16.86%
Use of Fund Balance	0	0.00%	238,082	1.28%	143,400	0.68%
<b>TOTAL REVENUES</b>	<b>\$15,503,701</b>	<b>100.00%</b>	<b>\$18,545,249</b>	<b>100.00%</b>	<b>\$21,274,165</b>	<b>100.00%</b>

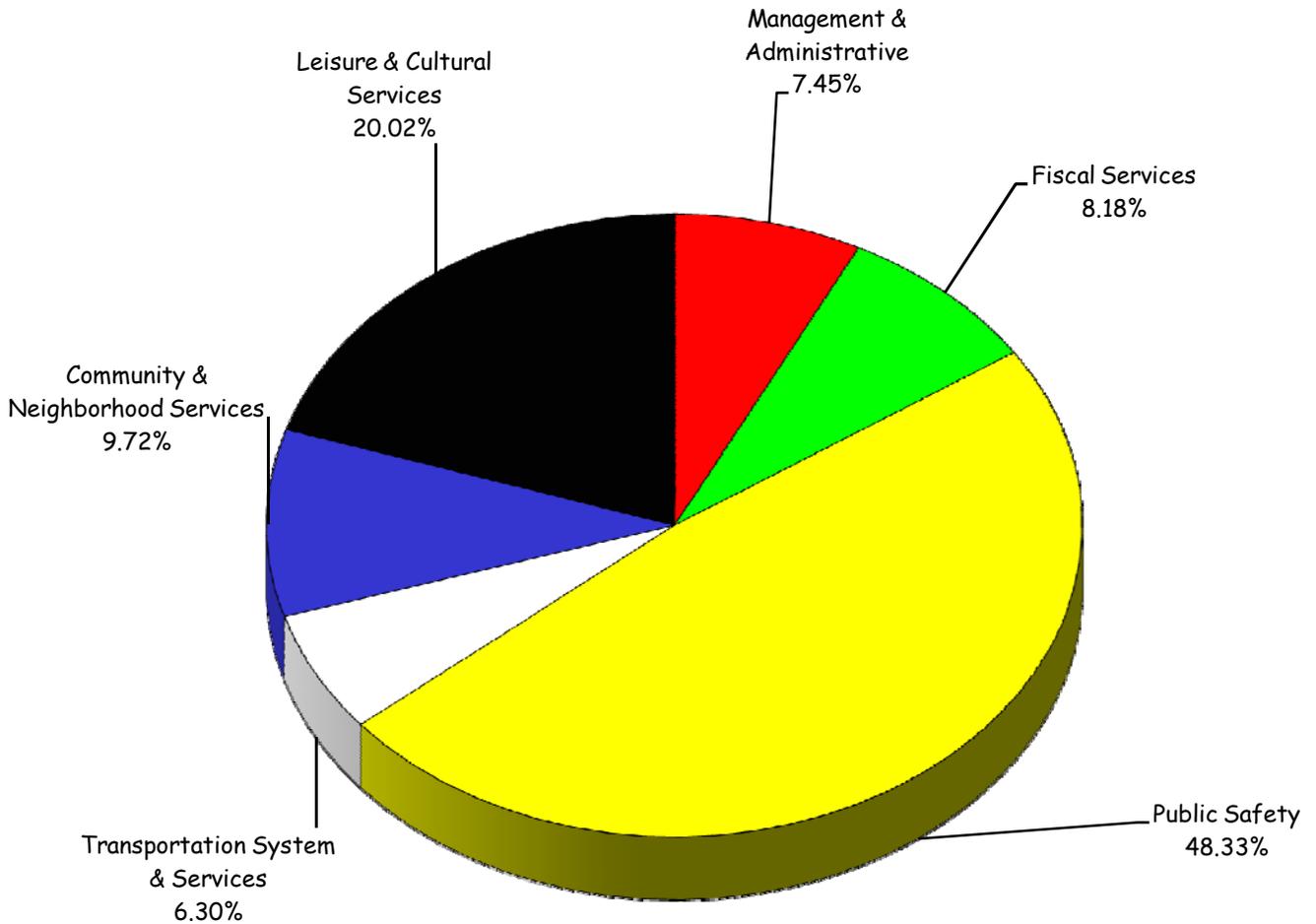
**GENERAL FUND  
FUNDING USES**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Estimate	FY-2009 Approved Budget
<b><u>FUNDING USES BY FUNCTION</u></b>				
<b><u>Management &amp; Administrative Services Group</u></b>				
City Council	173,288	173,444	169,955	193,500
City Manager's Office	306,252	305,331	325,750	321,900
Elections & Voter Registration	49,244	49,672	86,908	79,000
City Attorney Services	194,058	196,886	211,900	194,300
City Clerk's Office	225,579	177,185	156,583	150,900
Human Resources	298,740	376,583	341,011	301,500
Volunteer Services	15,538	16,121	17,340	18,550
Contingencies Appropriation	0	0	75,000	325,000
<b>Total Management &amp; Admin Services:</b>	<b>1,262,699</b>	<b>1,295,222</b>	<b>1,384,447</b>	<b>1,584,650</b>
<b><u>Fiscal Services Group</u></b>				
Finance Office	681,973	612,420	678,205	524,200
Independent Audit	53,157	44,100	48,350	48,200
Property Assessing Office	453,344	434,777	473,603	460,695
Procurement/Purchasing	34,798	36,085	38,500	39,100
Treasurer's Office	191,944	169,752	216,592	223,150
Unallocated Insurance	115,681	151,253	81,300	84,000
Transfers to Other Funds	525,946	464,143	376,954	359,845
<b>Total Fiscal Services</b>	<b>2,056,843</b>	<b>1,912,530</b>	<b>1,913,504</b>	<b>1,739,190</b>
<b><u>Public Safety Services Group</u></b>				
Police Department	6,374,100	7,083,253	7,092,783	7,291,339
Fire Department	2,808,171	2,951,923	2,926,051	2,990,699
<b>Total Public Safety</b>	<b>9,182,271</b>	<b>10,035,176</b>	<b>10,018,834</b>	<b>10,282,038</b>
<b><u>Transportation System &amp; Services Group</u></b>				
Street Division	1,032,970	1,057,233	1,154,232	1,155,120
Transportation Mgmt/Engineering	157,903	167,664	163,936	186,024
<b>Total Transportation System</b>	<b>1,190,873</b>	<b>1,224,897</b>	<b>1,318,168</b>	<b>1,341,144</b>

**GENERAL FUND  
FUNDING USES**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Estimate	FY-2009 City Mgr Recommend
<b><u>FUNDING USES BY FUNCTION</u></b>				
<b><u>Community &amp; Neighborhood Services Group</u></b>				
City Hall	198,320	229,576	212,294	211,700
Planning & Zoning	302,290	304,425	307,650	322,200
Environmental Health & Inspections	431,168	424,252	415,538	419,792
Construction Inspections	426,552	447,350	432,181	427,006
Community Social Services Assistan	146,202	147,007	131,325	143,900
Ourstreet Program	194,543	188,891	185,951	207,904
Human Relations Commission	150,182	126,424	152,411	162,100
Economic Devel. Assistance	130,113	127,476	136,942	173,300
<b>Total Community &amp; Neighborhood</b>	<b>1,979,370</b>	<b>1,995,401</b>	<b>1,974,292</b>	<b>2,067,902</b>
<b><u>Leisure &amp; Cultural Services Group</u></b>				
Cemeteries	483,960	500,562	521,973	535,072
Leisure/Cultural Services Admin	56,442	60,648	59,066	62,200
Recreation Dept & Programs	927,447	930,238	959,455	983,496
Parks	1,506,573	1,432,881	1,590,532	1,622,101
Municipal Stadium	72,202	77,722	94,103	81,671
DeGraaf Nature Center	174,342	214,675	231,614	248,381
Kollen Park Boat Launch	7,462	1,502	0	0
8th Street Market	90,431	92,585	100,959	99,400
Cultural Activities Assistance	362,827	362,395	360,890	360,890
Civic Center	238,252	252,730	252,158	266,030
<b>Total Leisure &amp; Cultural</b>	<b>3,919,938</b>	<b>3,925,938</b>	<b>4,170,750</b>	<b>4,259,241</b>
<b>TOTAL FUNDING USES</b>	<b>19,591,994</b>	<b>20,389,164</b>	<b>20,779,995</b>	<b>21,274,165</b>

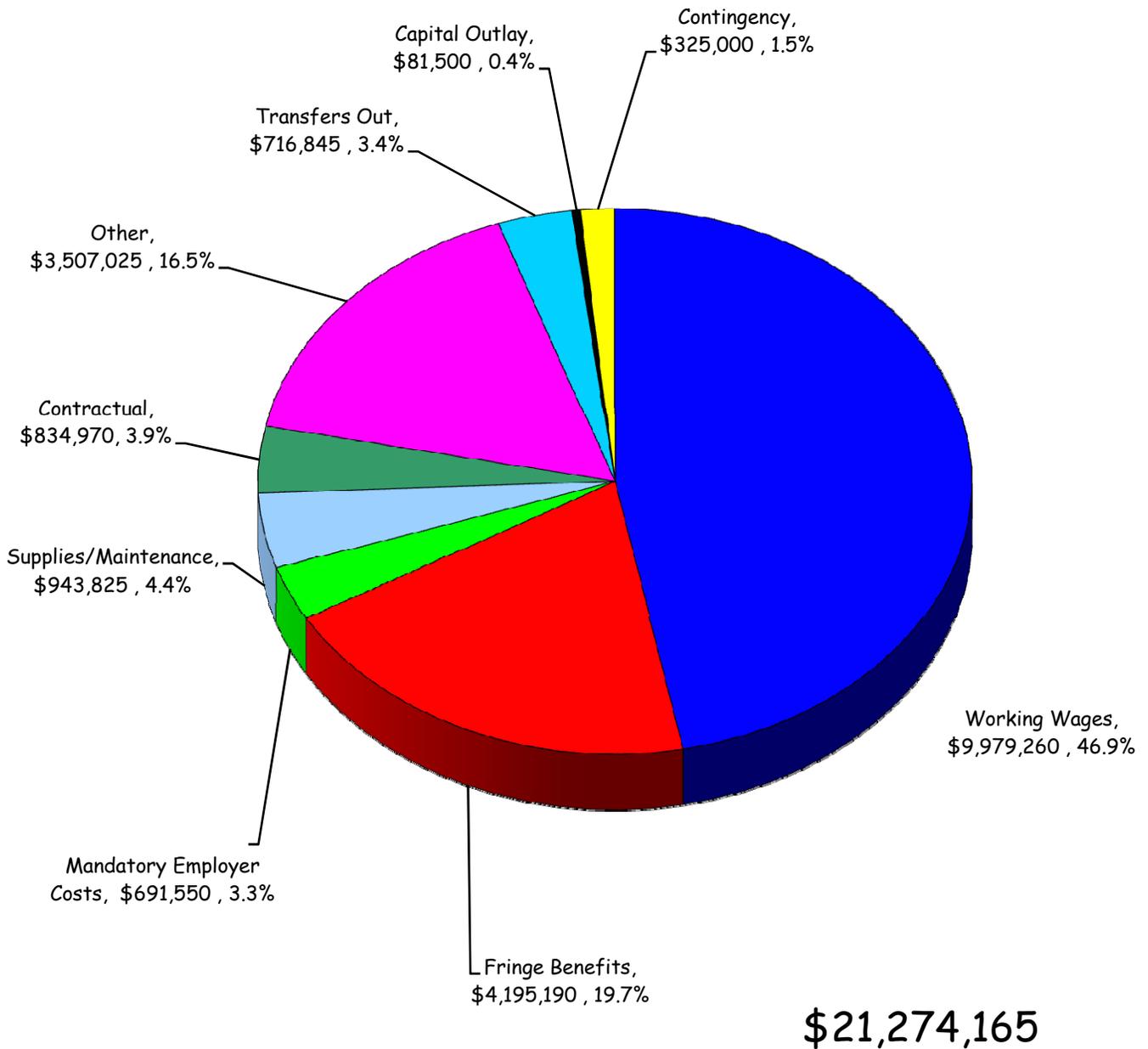
# GENERAL FUND FY-2009 APPROVED EXPENDITURES BY FUNCTION



**TOTAL \$21,274,165**

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.

# FISCAL YEAR 2009 GENERAL FUND - EXPENDITURES BY TYPE



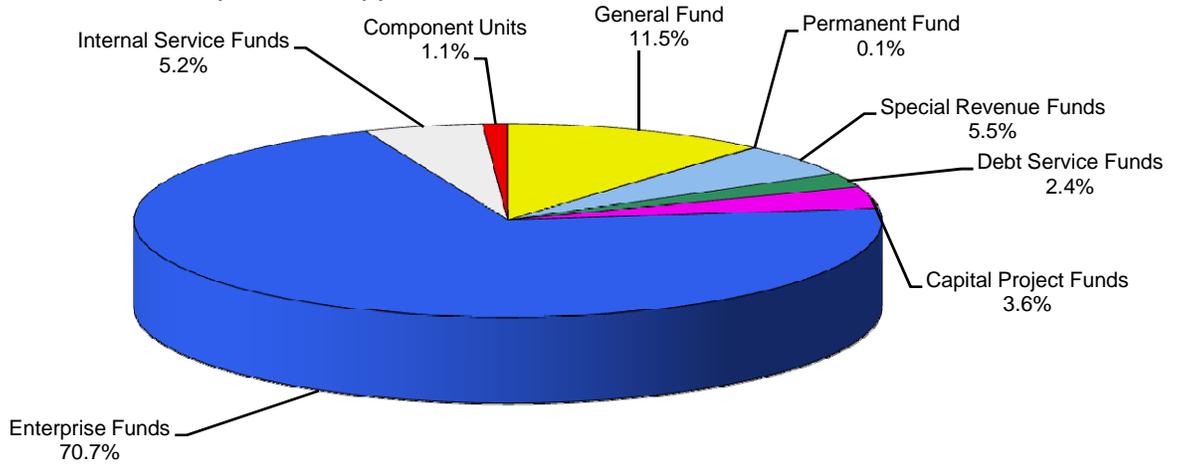
## GENERAL FUND

Comparison of Appropriations by Function  
For Fiscal Years 1998-99, 2003-04, and 2008-09

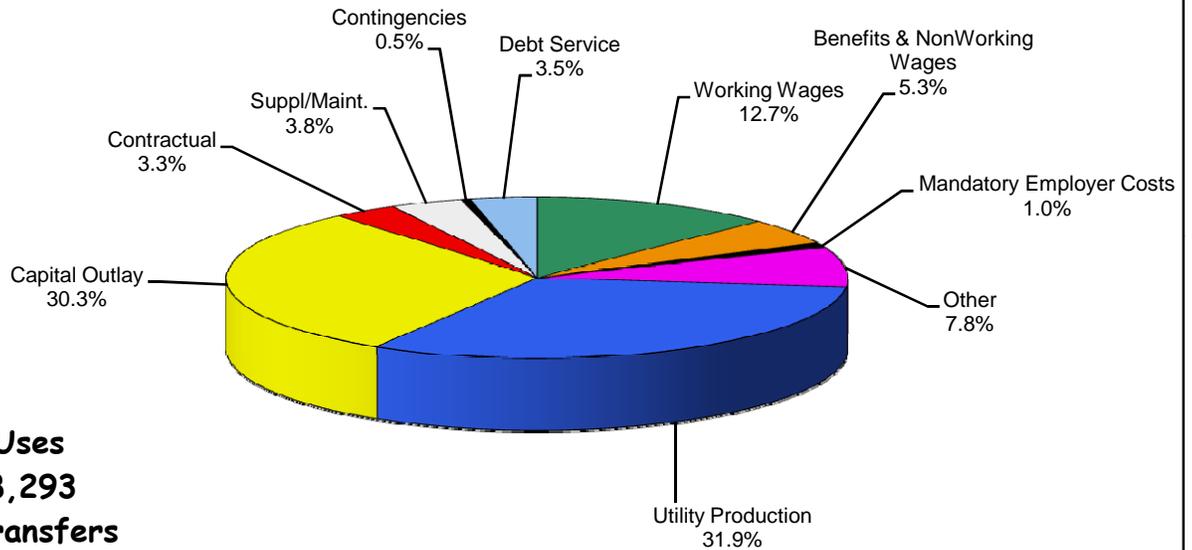
Service Group	1998-99		2003-04		2008-09	
Management & Administrative	\$1,253,556	8.09%	\$1,304,009	7.03%	\$1,584,650	7.45%
Fiscal Services	1,609,561	10.39%	1,879,496	10.12%	1,739,190	8.18%
Public Safety	6,649,838	42.92%	8,559,182	46.15%	10,282,038	48.33%
Transportation System	1,387,821	8.96%	1,173,146	6.34%	1,341,144	6.30%
Community & Neighborhood	1,381,187	8.92%	1,833,798	9.89%	2,067,902	9.72%
Leisure & Cultural	3,210,166	20.72%	3,795,618	20.47%	4,259,241	20.02%
<b>Total Appropriations</b>	<b>\$15,492,129</b>	<b>100.00%</b>	<b>\$18,545,249</b>	<b>100.00%</b>	<b>\$21,274,165</b>	<b>100.00%</b>

**ALL SERVICE GROUPS**

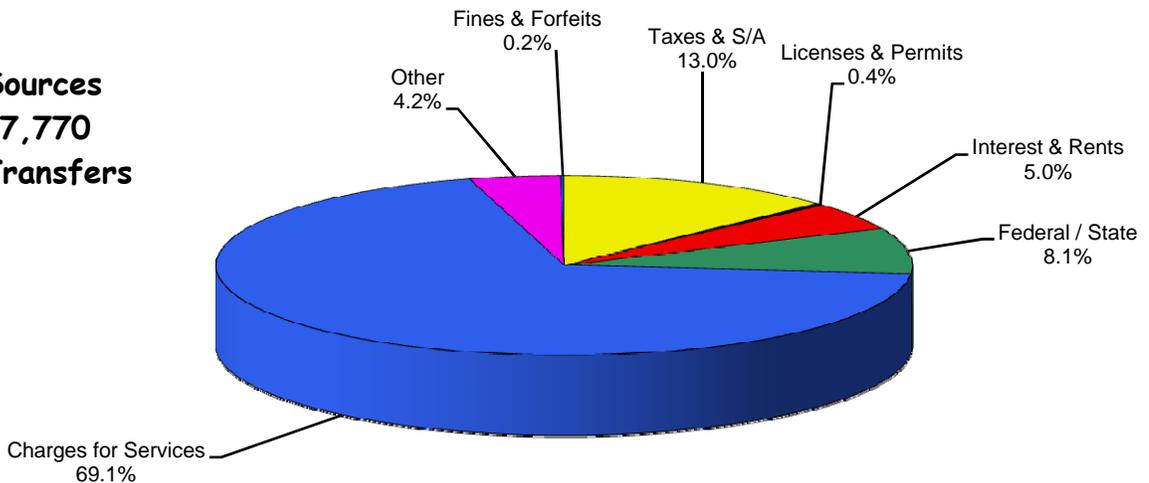
**Total Uses By Fund Type \$185,736,850 (Incl. Transfers)**



**Funding Uses  
\$175,748,293  
Excluding Transfers**



**Funding Sources  
\$144,757,770  
Excluding Transfers**



**ALL SERVICE GROUPS**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2009 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>	
FUND TYPES -	
General	\$ 21,274,165
Permanent	122,500
Special Revenue	10,304,026
Debt Service	4,433,287
Capital Projects	6,773,276
Enterprise	131,275,248
Internal Service	9,578,177
Component Unit	1,976,171
FUND TYPE - TOTALS	<u>\$ 185,736,850</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>	
FUNDING SOURCES -	
Taxes & Special Assessments	\$ 18,773,435
Licenses & Permits	548,200
Intergovernmental	11,794,100
Charges for Services	100,027,850
Fines & Forfeits	240,000
Interest & Rents	7,258,747
Other	6,115,438
Transfers In	9,988,557
TOTAL SOURCES	<u>\$ 154,746,327</u>
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 22,262,353
* Benefits - Includes NonWorking Wages	9,291,734
* Mandatory Employer Costs	1,780,425
Other Current Expenditures -	
* Supplies / Maintenance	6,645,572
* Contractual	5,889,748
* Utility Production	55,982,762
* Other	13,702,066
Capital Outlay	53,264,331
Debt Service Payments	
* Principal Maturities	3,894,463
* Interest & Fee Payments	2,208,864
Transfers Out	9,988,557
Contingencies	825,975
TOTAL USES	<u>\$ 185,736,850</u>
NON-CASH ITEMS - For Info Only	
Depreciation & Amortization Expense	\$ 13,334,826
<b>- - GROUP STAFFING TOTALS - -</b>	
Personnel Services Total Amount	\$ 33,334,512
* Full-Time Positions	402.46
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	50.33

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

<u>FY-2009 Proposed Budget</u>	<u>General Fund Unallocated Sources</u>	<u>Debt Service Funds</u>	<u>Total Not Included in Service Groups</u>	<u>From Nine Service Groups</u>	<u>Grand Total</u>
<b>FUND TYPES -</b>					
General			- 0 -	21,274,165	21,274,165
Permanent			- 0 -	122,500	122,500
Special Revenue			- 0 -	10,304,026	10,304,026
Debt Service		4,433,287	4,433,287	- 0 -	4,433,287
Capital Projects			- 0 -	6,773,276	6,773,276
Enterprise			- 0 -	131,275,248	131,275,248
Internal Service			- 0 -	9,578,177	9,578,177
Component Unit			- 0 -	1,976,171	1,976,171
<b>FUND TYPE - TOTALS</b>	<b>\$ - 0 -</b>	<b>\$ 4,433,287</b>	<b>\$ 4,433,287</b>	<b>\$ 181,303,563</b>	<b>\$ 185,736,850</b>
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments	11,685,411	2,491,716	14,177,127	4,596,308	18,773,435
Licenses & Permits	2,400		2,400	545,800	548,200
Intergovernmental	3,198,800		3,198,800	8,595,300	11,794,100
Charges for Services	31,000		31,000	99,996,850	100,027,850
Fines & Forfeits	- 0 -		- 0 -	240,000	240,000
Interest & Rents	537,501	1,083,977	1,621,478	5,637,269	7,258,747
Other	600		600	6,114,838	6,115,438
Transfers In	3,501,686	768,551	4,270,237	5,718,320	9,988,557
<b>TOTAL SOURCES</b>	<b>\$ 18,957,398</b>	<b>\$ 4,344,244</b>	<b>\$ 23,301,642</b>	<b>\$ 131,444,685</b>	<b>\$ 154,746,327</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working			- 0 -	22,262,353	22,262,353
* Benefits - Includes NonWorking Wages			- 0 -	9,291,734	9,291,734
* Mandatory Employer Costs			- 0 -	1,780,425	1,780,425
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance			- 0 -	6,645,572	6,645,572
* Contractual			- 0 -	5,889,748	5,889,748
* Utility Production			- 0 -	55,982,762	55,982,762
* Other		12,001	12,001	13,690,065	13,702,066
Capital Outlay			- 0 -	53,264,331	53,264,331
<b>Debt Service Payments</b>					
* Principal Maturities		2,567,963	2,567,963	1,326,500	3,894,463
* Interest & Fee Payments		1,314,147	1,314,147	894,717	2,208,864
Transfers Out		539,176	539,176	9,449,381	9,988,557
Contingencies			- 0 -	825,975	825,975
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ 4,433,287</b>	<b>\$ 4,433,287</b>	<b>\$ 181,303,563</b>	<b>\$ 185,736,850</b>

**NON-CASH ITEMS - For Info Only**

Depreciation & Amortization Expense

13,334,826

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,825,242 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**

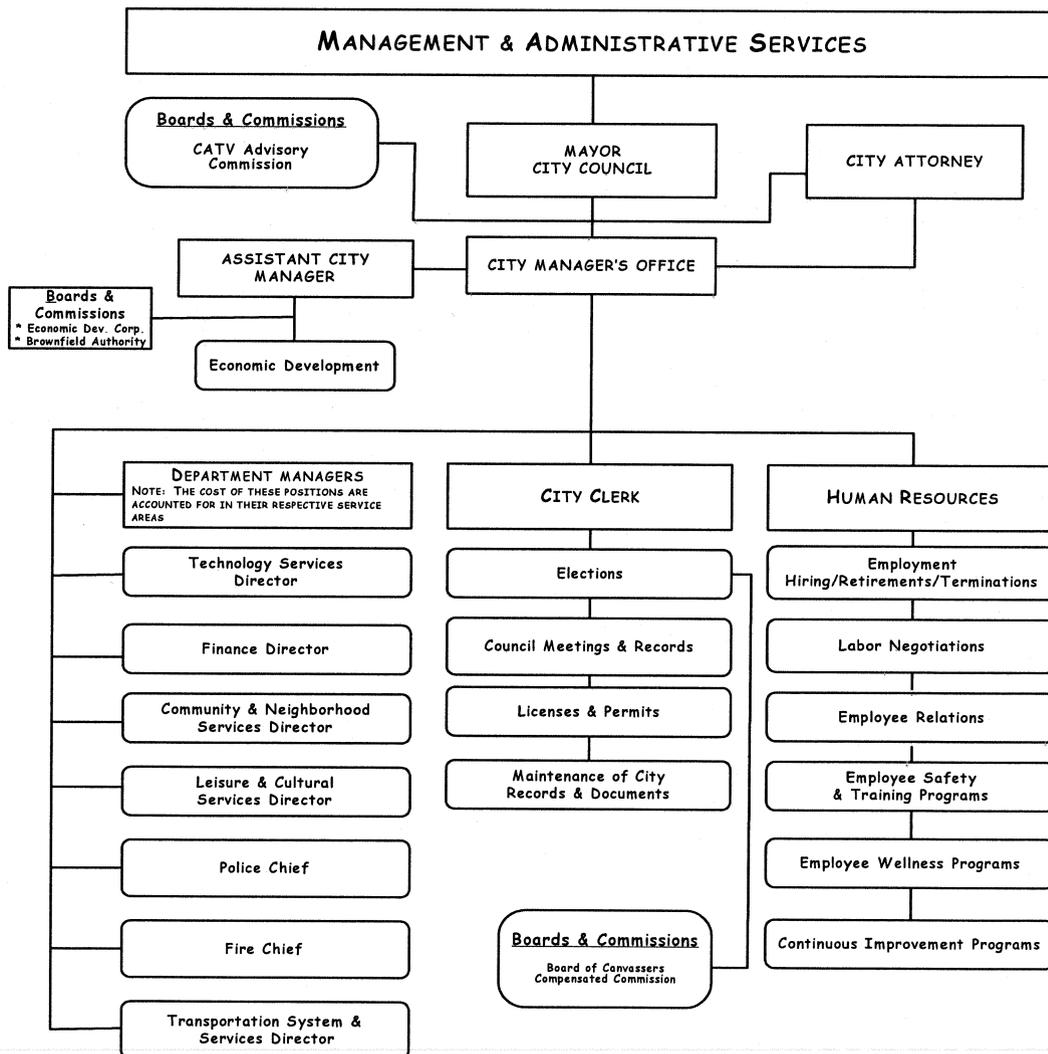
Description	General Fund	BPW Utility Funds	All Other Funds	FY-2009 Adopted Budget
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 11,685,411		\$ 7,088,024	\$ 18,773,435
Licenses & Permits	470,200		78,000	548,200
Intergovernmental	3,257,900		8,536,200	11,794,100
Charges for Services	1,100,840	94,803,801	4,123,209	100,027,850
Fines & Forfeits	240,000		- 0 -	240,000
Interest & Rents	779,001	2,700,120	3,779,626	7,258,747
Other	10,300	444,300	5,660,838	6,115,438
Transfers In	3,587,113	- 0 -	6,401,444	9,988,557
<b>TOTAL SOURCES</b>	<b>21,130,765</b>	<b>97,948,221</b>	<b>35,667,341</b>	<b>\$ 154,746,327</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 9,978,260	\$ 9,441,888	\$ 2,842,205	\$ 22,262,353
* Benefits - Includes NonWorking Wages	4,195,190	4,063,312	1,033,232	9,291,734
* Mandatory Employer Costs	691,550	830,005	258,870	1,780,425
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	943,825	3,179,860	2,521,887	6,645,572
* Contractual	834,970	2,721,813	2,332,965	5,889,748
* Utility Production	- 0 -	55,982,762	- 0 -	55,982,762
* Other	3,507,025	857,730	9,337,311	13,702,066
Capital Outlay	81,500	40,553,770	12,629,061	53,264,331
<b>Debt Service Payments</b>				
* Principal Maturities	- 0 -	1,311,500	2,582,963	3,894,463
* Interest & Fee Payments	- 0 -	891,903	1,316,961	2,208,864
Transfers Out	716,845	4,284,000	4,987,712	9,988,557
Contingencies	325,000	- 0 -	500,975	825,975
<b>TOTAL USES</b>	<b>21,274,165</b>	<b>124,118,543</b>	<b>40,344,142</b>	<b>\$ 185,736,850</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation & Amortization Expense			\$	13,334,826
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 14,865,000	\$ 14,335,205	\$ 4,134,307	\$ 33,334,512
* Full-Time Positions				402.46
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				50.33

# MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

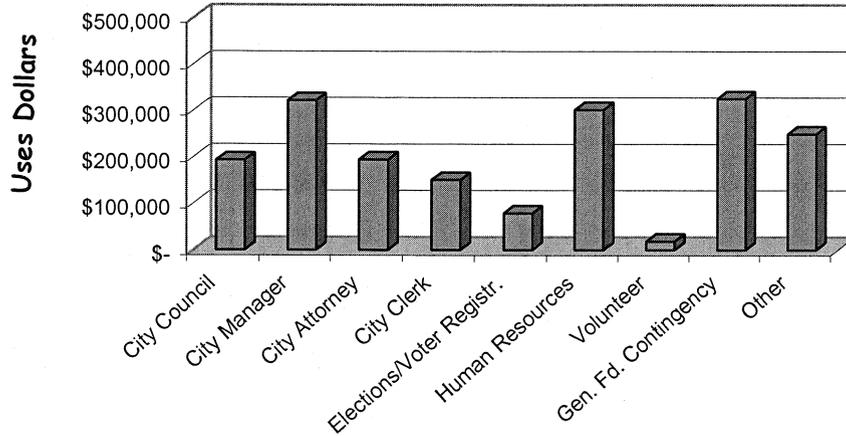
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and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

## GROUP ORGANIZATIONAL STRUCTURE

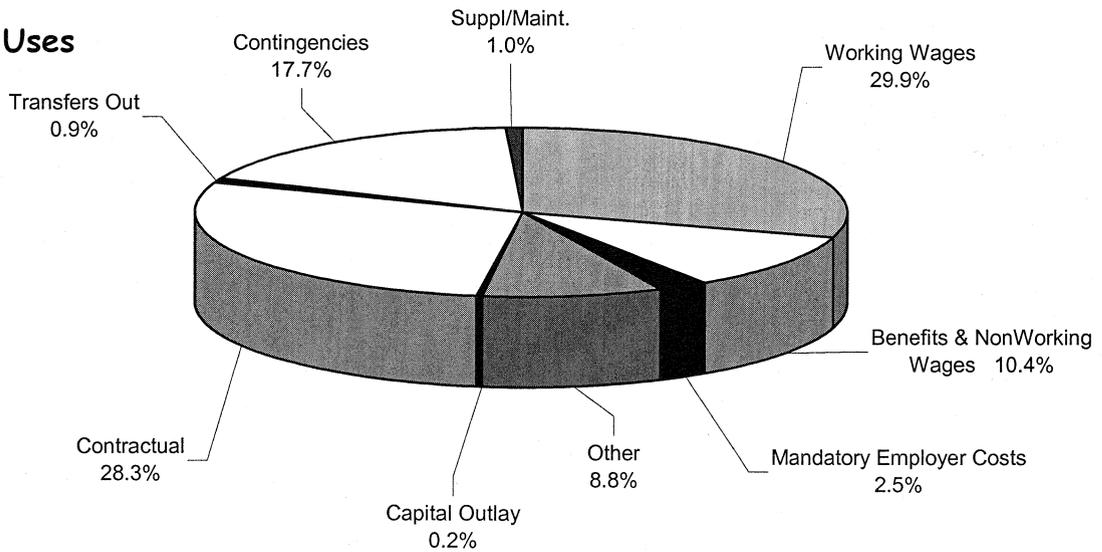


**MANAGEMENT & ADMINISTRATIVE SERVICES GROUP**

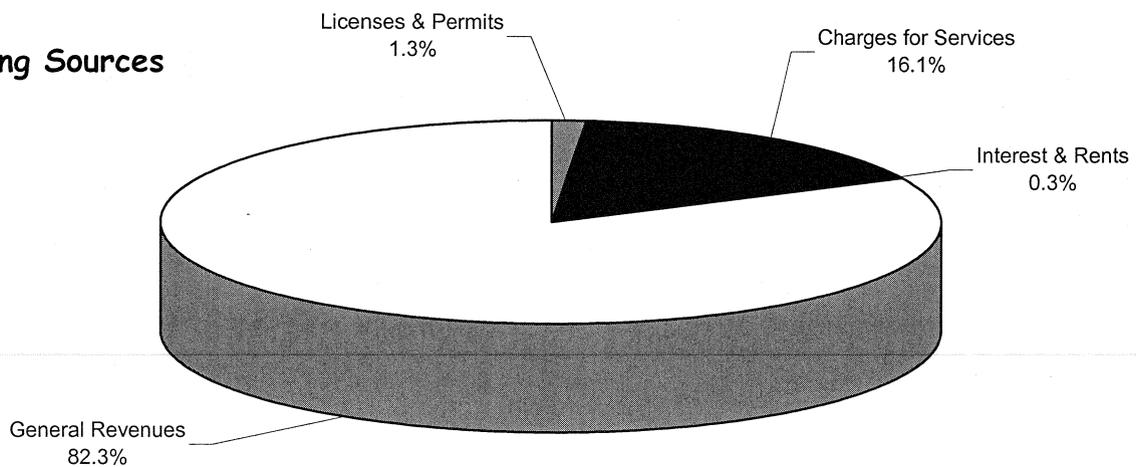
**Total Uses By Department \$1,833,905**



**Funding Uses**



**Funding Sources**



**MANAGEMENT & ADMINISTRATIVE SERVICES GROUP**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 1,262,716	\$ 1,295,222	\$ 1,384,447	\$ 1,584,650
Special Revenue	204,861	209,905	417,218	249,255
<b>TOTAL FUND TYPE</b>	<b>\$ 1,467,577</b>	<b>\$ 1,505,127</b>	<b>\$ 1,801,665</b>	<b>\$ 1,833,905</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	23,316	22,531	23,000	24,000
Charges for Services	305,704	275,222	299,004	294,900
Interest & Rents	9,207	14,235	9,900	5,550
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	36,800	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 338,227</b>	<b>\$ 311,988</b>	<b>\$ 368,704</b>	<b>\$ 324,450</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 497,825	\$ 509,892	\$ 548,900	\$ 547,500
* Benefits - Includes NonWorking Wages	225,936	203,274	194,050	196,650
* Mandatory Employer Costs	42,265	39,970	44,880	45,930
Other Current Expenditures -				
* Supplies / Maintenance	19,083	17,731	17,916	17,750
* Contractual Expenditures	473,580	555,174	537,178	519,200
* Other	183,411	150,971	150,253	161,750
Capital Outlay	7,977	11,240	217,238	4,500
Transfers Out	17,500	16,875	16,250	15,625
Contingencies	- 0 -	- 0 -	75,000	325,000
<b>TOTAL USES</b>	<b>\$ 1,467,577</b>	<b>\$ 1,505,127</b>	<b>\$ 1,801,665</b>	<b>\$ 1,833,905</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 766,026	\$ 753,136	\$ 787,830	\$ 790,080
* Full-Time Positions	8.46	8.71	8.71	8.71
* Part-Time Positions @ F.T.E.	0.25	0.63	0.55	0.30
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

# 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 and sustain the social, economic and cultural quality of life for its citizens; and participate in the Macatawa Area Coordinating Council to continue to strengthen the area 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 2009

- \* To establish an organizational structure that is effectively able to address the economic development activities in the industrial, commercial, and tourism sectors of the City.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

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City Council

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- \* To work with Lakeshore Advantage in identifying what enhancements need to be made to this area's technological infrastructure to ensure that these business needs are being met. To work with Ottawa County Michigan Works to determine the number of City residents that this agency is working with, what is being done to enable their clients to become more employable, and to determine what role the City might have in this regard.
- \* To work with property owners and tenants in neighborhood commercial areas towards implementing the district improvement plans developed for each of these areas.
- \* To select two (2) community commercial areas for which staff will target the majority of its time in order to maximize limited staff resources yet provide maximum benefit to the areas selected.
- \* To work directly with businesses on specific retention, relocation, or expansion projects in the City with specific emphasis on a targeted list of contacts in collaboration with Lakeshore Advantage.
- \* To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on providing the information to this organization on properties and opportunities in the City for business development.
- \* 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.
- \* To more closely monitor the tourism aspects of economic development in terms of benefits to the City, the efforts that are occurring to attract tourists, and becoming part of an area-wide tourism strategy.
- \* To work with organizations and businesses to implement a strategy that markets the City as an attractive place to live.
- \* To work with Lakeshore Advantage to evaluate the educational opportunities provided in the Holland / Zeeland area in terms of meeting the area's economic needs.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

### 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.

#### ACTION PLANS FOR FISCAL YEAR 2009

- \* 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 and provide leadership for MACC to develop 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.
- \* To continue to 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.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* 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.

#### ACTION PLANS FOR FISCAL YEAR 2009

- \* 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 with focus on five (5) of twelve (12) remaining districts needing design plan by June 2009.
- \* 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 in conjunction with Jubilee Ministries Plan for Elderly Housing and Centralized Center for non-profit organizations.
- \* 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, with focus on reducing gang activities in several neighborhoods.
- \* Continue to develop housing re-investment programs for the Central neighborhood which includes home ownership opportunities and down payment assistance incentives and develop a report on issue of high rate of foreclosures with list of recommendations by September 2008.
- \* To establish a process for updating the 1995 City of Holland Housing Goals & Policies Plan by September 2008.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* To develop a plan for implementing a strategy plan for improving the following commercial strips:
  - US-31 - 16<sup>th</sup> to 24<sup>th</sup>
  - Washington at 40<sup>th</sup> St.
  - Lincoln South of 32<sup>nd</sup> St.
- \* 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 by October 2008.
- \* Implement the action plans in the FY 2009 CDBG and Housing Advisory Plans.

### STRATEGY STATEMENT

#### COMMUNITY AND FAMILY:

- \* To develop/support social and cultural institutions, programs, and activities that provides 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.

### ACTION PLAN FOR FISCAL YEAR 2009

- \* To join hands with area churches, social agencies, educational institutions and other interested organizations to develop programs which provide a safe and healthy environment for all members of families in this community, and continue to provide unity and diversity in the community.
- \* To focus on issues identified as being important to families, such as recreation, youth activities, and quality/affordable child care.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

### City Council

- \* 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.

### ACTION PLANS FOR FISCAL YEAR 2009

- \* Implement the CSX railroad crossing improvements and closings for 11<sup>TH</sup>, 12<sup>TH</sup> and 17<sup>TH</sup> Streets by October 2008.
- \* Complete plans and construction of new traffic signals at Columbia at both 7<sup>th</sup> and 9<sup>th</sup> Street by October 2008.
- \* 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 December 2008.
- \* Complete design of the roundabout at 8<sup>th</sup> and Fairbanks by January 2009 with construction to start in 2009 construction season.
- \* Develop design and finance plan for storm sewer renovation in Maple Avenue from 12<sup>th</sup> to 24<sup>th</sup> by February 2009.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* 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.
- \* To develop design and financing plan for new public parking lot for South Shore Village by February 2009.
- \* Implement 2008 bicycle / sidewalk expansion plan by constructing fill-in-the-gap sidewalks, providing sidewalks as part of street improvement projects and develop plans for 2009 projects.
- \* Develop design and financing plan for reconstructing Central Avenue from 10<sup>th</sup> to State by February 2009.
- \* Develop design and financing plan for reconstructing Columbia Ave. from 16<sup>th</sup> to 22<sup>nd</sup> by February 2009.
- \* Continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and recommendations with the construction of a new 260 space parking deck at 7<sup>th</sup> Street between College and Columbia to be completed by December 2008.
- \* 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.
- \* Purchase property for M-40 frontage road by June 2009.
- \* 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 December 2008.
- \* 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.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* 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 2009

- \* 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 service area policy and power plant expansion plans by January 2009.
- \* To continue to aggressively pursue alternative green electric energy sources with five year plan developed by December 2008.
- \* Continue the fiber optics expansion evaluation 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 2008.
- \* To review the current Underground Electric Utilities Policy and develop a priority plan for implementation by June 2009.
- \* To continue to develop a City work plan to implement objectives of Macatawa Watershed Plan for Non-Point Source issues by September 2008.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* To investigate a public / private WI-FI system with the Downtown as the experimental area by September 2008.
- \* To continue to explore options for expanding the heat source for the Downtown Snowmelt System by June 2009.
- \* To develop a comprehensive electric energy conservation education program by December 2008.
- \* To develop a joint City / BPW Energy Management program for all City / BPW programs and facilities to reduce energy consumption by 10% over 5 years (2009 to 2013).

#### 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.

#### ACTION PLANS FOR FISCAL YEAR 2009

- \* Complete construction of Phase II and III of the Kollen Park Master Plan by October 2008.
- \* To complete the Kollen Park / Boatwerks Restaurant joint parking lot and Walkway project by August 2009.
- \* Determine the future of the Civic Center by December 2008 and develop financing and design development plans by June 2009.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

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### City Council

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- \* 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 develop a proposal for the future use of the Western Works property by December 2008.
- \* 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:
  - develop funding plan 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 plan for constructing new wooden shoe factory; and
  - other priority items as outlined in the 2004 Windmill Island / Tulip Time Task Force Report.
- \* To develop a financing plan for the restoration of Window-on-the-Waterfront / boardwalk plan by February 2009.
- \* Develop a comprehensive plan for renovation, expansion, or elimination of two City Greenhouses by January 2009.
- \* To complete Phase II, III and IV of Van Bragt Park and Window-on-the-Waterfront improvements south of River Avenue Bridge by August 2008.
- \* Develop a plan for improving and increasing outdoor ice-skating facilities and to specifically evaluate an outdoor-assisted ice facility by September 2008.
- \* Replace the museum roof by October 2008.
- \* To encourage more fountains in public spaces with completion of 8<sup>th</sup> Street Plaza fountain by September 2008.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* Continue to coordinate and assist with implementation of Macatawa Greenway Master Plan. Complete the Master Plan from South Shore Village to Paw Paw Preserve by December 2008.
- \* Initiate Phase I of the Lake Macatawa Street Ends Improvement Plan by establishing development guidelines through Court assistance. Use end of Van Raalte Avenue as experimental project by August 2008.
- \* To evaluate the possibility of selling the Kollen Park Fire Station as part of Waterfront development with proceeds to built new facility by June 2009.

#### 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 2009

- \* Continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services. (On-going)
- \* 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 pre K-16 education sector of Holland to address various issues of mutual concern by October 2008.
- \* To consider re-implementing the Volunteer Recognition program.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

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#### City Council

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- \* Increase Council awareness of the activities of City boards and commissions with joint meetings at study sessions and on special projects, programs and issues.
- \* Review current staff levels / interim positions as part of FY09 budget process and develop plan to address high levels of retirement eligibility over next five (5) years by May 2009.
- \* To continue to promote on-line focus and connect City calendar of events with website. (On-going)
- \* Develop a process for a new 2025 Plan or incorporate into the MACC Future Search process by June 2009.
- \* To continue to develop and broaden citizen participation. (On-going)
- \* Develop a public forum and process for budget input in February of each year.
- \* To develop an implementation and financing plan for a comprehensive marketing strategy of selling and promoting the City and its neighborhoods by September 2008, if funded in FY09 budget.

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Regular Scheduled Legislative Sessions	24	23	24	24
Number of Special Called Legislative Sessions	6	7	6	7
Number of Study Sessions	23	17	24	24
Number of Council Actions (calendar year)	764	762	770	775
Number of Ordinances Adopted	38	23	30	35
City Calendar	1	1	1	1

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CITY COUNCIL  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	173,291	173,444	169,955	193,500
<b>TOTAL SOURCES</b>	<b>\$ 173,291</b>	<b>\$ 173,444</b>	<b>\$ 169,955</b>	<b>\$ 193,500</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 58,579	\$ 57,599	\$ 65,400	\$ 65,800
* Benefits - Includes NonWorking Wages	4,572	5,378	5,300	5,150
* Mandatory Employer Costs	5,002	4,677	5,200	5,450

Other Current Expenditures -

* Supplies / Maintenance	2,274	3,438	3,746	3,400
* Contractual	22,646	21,917	12,500	12,500
* Other	80,218	80,435	77,809	101,200

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 173,291</b>	<b>\$ 173,444</b>	<b>\$ 169,955</b>	<b>\$ 193,500</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 68,153	\$ 67,654	\$ 75,900	\$ 76,400
* 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 2009

- \* To assist the City Council with the review and implementation of the FY 2008-2009 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 2009 and June 2009.
- \* To update the Five-Year Capital Improvement plan by March 2009 with updated projects and cost estimates.
- \* To monitor all capital projects scheduled for FY 2008-2009 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 Design and Financial Plan by November 2008;
  - 2) Kollen Park Waterfront Construction for Phase II and III by October 2008;
  - 3) The Eastern Gateway Roundabout Design and Financial plan by February 2009;

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

- 4) Reconstruction of Country Club from 8<sup>th</sup> to 16<sup>th</sup>;
  - 5) Reconstruction of 12<sup>th</sup> Street from Pine to Fairbanks;
  - 6) Final design, financial plan and construction of new Downtown Parking Deck on 7<sup>th</sup> Street by December 2008.
- \* 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 assure the City's Economic Development activities are properly coordinated with the Holland Chamber of Commerce, Lakeshore Advantage, and various Michigan Economic Development programs. (On-going)
  - \* To assist with the development of a closer working relationship with local school systems to assure there is a coordinated effort with neighborhood enhancement and growth.
  - \* Continue to implement the comprehensive commercial and residential 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 new possible area cooperative efforts, and assure seamless transition for new Airport Authority, if approved.
  - \* Develop comprehensive Performance Measurement program for implementation in fiscal year 2010 Budget.
  - \* Develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept by December 2008.
  - \* To work with the BPW to develop a comprehensive alternative energy plan and a green energy plan for all City operations and facilities to reduce energy consumption by 10% over the next five years (2009 to 2013).

**MANAGEMENT & ADMINISTRATIVE SERVICES**  
**CITY MANAGER**  
**( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	306,264	305,331	325,750	321,900
<b>TOTAL SOURCES</b>	<b>\$ 306,264</b>	<b>\$ 305,331</b>	<b>\$ 325,750</b>	<b>\$ 321,900</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 168,568	\$ 184,437	\$ 194,900	\$ 196,300
* Benefits - Includes NonWorking Wages	101,349	87,331	94,100	95,400
* Mandatory Employer Costs	14,670	15,021	16,600	17,500

Other Current Expenditures -

* Supplies / Maintenance	4,033	2,856	3,200	3,200
* Contractual	550	242	300	300
* Other	15,152	15,444	16,350	9,200

Capital Outlay

Capital Outlay	1,942	- 0 -	300	- 0 -
<b>TOTAL USES</b>	<b>\$ 306,264</b>	<b>\$ 305,331</b>	<b>\$ 325,750</b>	<b>\$ 321,900</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 284,587	\$ 286,789	\$ 305,600	\$ 309,200
* Full-Time Positions	2.70	2.70	2.70	2.70
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

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**Elections and Voter Registration**

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**DEPARTMENT MISSION STATEMENT**

To conduct scheduled and special elections as mandated by state law and City Charter as effectively and accurately as possible; to process and maintain voter registrations in cooperation with the State of Michigan Qualified Voter File; to work in cooperation with the Ottawa and Allegan County Clerk's during conduction of elections; and to ensure that the City Clerk staff and City Election Inspectors receive election training.

**ACTION PLAN FOR FISCAL YEAR 2009**

- \* To provide supplies, materials, voting machines, and trained staff at polling places for the August 2008 primary, November 2008 general, and May 2009 elections, including the processing of voters and tabulating results.
- \* To conduct election worker training sessions locally, using City Clerk staff. (July 2009)
- \* To work with Ottawa County to determine alternatives for reducing the cost of set-up and programming of election equipment. (October 2008)
- \* To increase the minority representation of election workers to 10%. (August 2008)
- \* To attend election official education for training and certification purposes. (On-going)

## PROGRAM MEASUREMENTS

### - - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Registered Voters for November Election	20,572	20,528	20,583	20,595
Number of Elections (Total)	2	3	4	3
Regular	2	3	3	3
Special	0	0	1	0
Average Number of Election Workers per Precinct	5	4	7	5
Voting Station Election Officials:				
- Chairperson	19	15	17	19
- Election Worker	43	47	58	58
Board of Canvassers:				
- Board Members	4	4	4	4
Voter Turnout:				
August	N/A	2,980	3,551	3,600
November	2,480	11,238	5,425	14,400
February	N/A	N/A	4887	N/A
May	2,617	3,259	4,300	3,300
Absentee Voters:				
August	N/A	1259	1,250	1,200
November	1,340	2,280	1,442	1,500
February	N/A	N/A	1228	N/A
May	1,113	1,355	1,400	1,500
% Turnout per Election:				
August	N/A	14.63%	17.32%	17.00%
November	12.20%	54.74%	26.36%	70.00%
February	N/A	N/A	23.6	N/A
May	12.87%	15.82%	17.00%	15.00%

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**ELECTIONS / VOTER REGISTRATION  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 15,613	\$ 9,221	\$ 26,100	\$ 17,000
Funding Requirement - General Operating Revenues	33,623	40,451	60,808	62,000
<b>TOTAL SOURCES</b>	<b>\$ 49,236</b>	<b>\$ 49,672</b>	<b>\$ 86,908</b>	<b>\$ 79,000</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 21,014	\$ 35,516	\$ 54,300	\$ 53,000
* Mandatory Employer Costs	296	512	1,700	1,700

Other Current Expenditures -

* Supplies / Maintenance	6,529	5,251	5,200	5,000
* Contractual	5,531	5,567	21,900	14,700
* Other	15,866	2,826	3,808	4,600

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 49,236</b>	<b>\$ 49,672</b>	<b>\$ 86,908</b>	<b>\$ 79,000</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 21,310	\$ 36,028	\$ 56,000	\$ 54,700
* 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**

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City Attorney

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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 2009

- \* 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. (December 2008)
- \* To continue to evaluate the total City legal services with the City Manager to develop operational and cost effectiveness. (August 2008)

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CITY ATTORNEY  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	194,063	196,886	211,900	194,300
<b>TOTAL SOURCES</b>	<b>\$ 194,063</b>	<b>\$ 196,886</b>	<b>\$ 211,900</b>	<b>\$ 194,300</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 193,585	\$ 196,652	\$ 211,700	\$ 193,900
* Other	478	234	200	400
<b>TOTAL USES</b>	<b>\$ 194,063</b>	<b>\$ 196,886</b>	<b>\$ 211,900</b>	<b>\$ 194,300</b>

**- - STAFFING - -**

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

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

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City Clerk

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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 2009

- \* To coordinate production of the 2009 City Calendar. (November 2008)
- \* To implement a central electronic file system to facilitate inter-departmental access through standardized conversions of Laserfische. (February 2009)
- \* To work with other departments to prepare and implement a new document retention policy. (January 2009)
- \* To review and streamline the existing Freedom of Information Act policy and fee schedule to be consistent throughout the City organization. (March 2009)
- \* To create an electronic process for the staff review of business licenses and event reservations. (July 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Licenses &amp; Applications</u>				
Business Licenses and Permits Issued	449	426	425	430
Zoning Board of Appeals Applications Processed	31	15	18	20
<u>Ordinances</u>				
Ordinance Adopted	38	23	30	35
Council - Regular, Special, Closed Meetings	27 / 9	27 / 6	27 / 8	27 / 8
Zoning Board of Appeals Meetings	9	8	10	10
Board of Review Meetings	8	8	8	8
Board of Canvassers Meetings	1	0	0	1
Compensation Commission Meetings	0	1	0	1

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CITY CLERK  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Licenses & Permits	\$ 23,316	\$ 22,531	\$ 23,000	\$ 24,000
Charges for Services	1,795	3,029	2,500	2,500
Funding Requirement - General Operating Revenues	200,473	151,625	131,083	124,400
<b>TOTAL SOURCES</b>	<b>\$ 225,584</b>	<b>\$ 177,185</b>	<b>\$ 156,583</b>	<b>\$ 150,900</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 116,146	\$ 92,629	\$ 88,400	\$ 84,300
* Benefits - Includes NonWorking Wages	63,528	49,836	33,800	36,000
* Mandatory Employer Costs	10,656	7,798	8,000	7,600

Other Current Expenditures -

* Supplies / Maintenance	3,883	3,529	2,980	3,300
* Contractual	3,238	4,108	4,000	4,200
* Other	28,133	19,285	18,603	15,000

Capital Outlay	- 0 -	- 0 -	800	500
<b>TOTAL USES</b>	<b>\$ 225,584</b>	<b>\$ 177,185</b>	<b>\$ 156,583</b>	<b>\$ 150,900</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 190,330	\$ 150,263	\$ 130,200	\$ 127,900
* Full-Time Positions	3.00	3.25	3.25	3.25
* Part-Time Positions @ F.T.E.	0.25	0.63	0.55	0.30

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

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### Human Resources

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#### 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 2009

- \* Continue to look for ways of reducing costs in the health insurance and pension programs while maintaining a competitive level of quality in both areas. Specifically, look at adding Health Savings Account (HSA) program to the Cafeteria plan for the 2009 plan year. Also, continue to look for ways to contain or reduce costs in all benefit programs in a manner which still provides competitive programs for City employees.
- \* Continue to maintain and improve the Employee Wellness program with increased employee participation in Wellness. Increase and maintain employee participation at 95% for program year 2008.
- \* Develop training plan for FY09 by August 2008 to provide appropriate skill-based training to City employees. All training to be completed by June 2009.
- \* Increase focus on employee job performance with revised performance evaluation program, which includes a goal-setting process. Implement revised program by October 2008.
- \* Increase emphasis on loss control and work-related injury prevention to assist in reducing work-related injuries and associated lost work time. Objective for calendar year 2008 will be to reduce recordable claims by 25% and lost time claims by 33% by January 2009.
- \* Resolve Police Union contract through a negotiated settlement by September 2008.
- \* Continue to maintain, and improve whenever possible, the City's commitment to a diverse workforce that is representative of the community's available employable population. Continue to pursue the objective of a 20% or more minority work force by the end of FY09, as opportunities arise. The current minority percentage for the General City is 17%. (On-going)

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

Human Resources

- \* **Revise City Employee Handbook to update for policy revisions in Family and Medical Leave Act (FMLA), Smoke-Free Workplace, BenFlex, and various other changes. Have revision complete by September 2008.**
- \* **Continue to look for ways to improve employee morale, while employees are under continued stress of "doing more with less," through training, employee recognition where appropriate, and improved communication. (On-going)**
- \* **Develop a transitional leadership strategy that addresses the anticipated turnover in upper level management of the next 5-7 years due to anticipated retirements by June 2009.**
- \* **Explore the feasibility of changing the retiree health insurance base plan to the PPO10 by November 2008.**

**PROGRAM MEASUREMENTS**

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Employees (Full-Time and Part-Time A)	233	240	245	247
Number of New Hires (Full-time and Part-Time A)	15	15	7	6
Number of Reclassifications (Full-Time and Part-Time A)	1	2	2	1
Number of Labor Contract Settlements	0	0	1	1
Number of Labor Contract Arbitrations (Starting Year)	1	0	0	0
Number of Grievances Filed	0	1	2	0
Number of Worker Compensation Claims (Calendar Year)	38	18	14	12
Number of Lost Time Accidents (Calendar Year)	7	3	2	2
Number of Lost Days (Calendar Year)	166	90	60	60
Participation in Wellness Program (% of Average Program Participation)	94	88	90	92
Number of Training participants - all classes (Full-Time and Part-Time A)	556	255	350	400

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**HUMAN RESOURCES  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 33,200	\$ 36,131	\$ 36,104	\$ 36,100
Funding Requirement - General Operating Revenues	265,539	340,452	304,907	265,400
<b>TOTAL SOURCES</b>	<b>\$ 298,739</b>	<b>\$ 376,583</b>	<b>\$ 341,011</b>	<b>\$ 301,500</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 123,900	\$ 129,198	\$ 133,400	\$ 135,400
* Benefits - Includes NonWorking Wages	53,313	56,975	57,300	56,700
* Mandatory Employer Costs	10,789	11,040	12,100	12,400

Other Current Expenditures -

* Supplies / Maintenance	1,888	2,175	2,200	2,200
* Contractual	68,030	145,801	104,578	66,500
* Other	40,819	30,994	31,433	28,300

Capital Outlay

	- 0 -	400		- 0 -
<b>TOTAL USES</b>	<b>\$ 298,739</b>	<b>\$ 376,583</b>	<b>\$ 341,011</b>	<b>\$ 301,500</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 188,002	\$ 197,213	\$ 202,800	\$ 204,500
* 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**

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**Volunteer Services**

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**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 2009**

- \* To work with City Council to develop the appropriate means to recognize all active volunteers. (March 2009)
- \* To increase minority and female representation on City Boards and Commissions. The goal for FY2009 is 16% minority representation (38 of 233 people) and 39% female representation (92 of 233 people). (On-going)
- \* To collect quarterly volunteer counts and hours from other volunteer coordinators working under the City of Holland's Volunteer Program (i.e. Victim Services Unit, Youth Services, Holland Historical Trust, DeGraaf Nature Center, Recreation Department, Neighborhood/Ourstreet, Teen Court, etc.) to better monitor City volunteer trends. (September 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY06 Actual	FY07 Actual	FY-08 Projected	FY-09 Projected
<i>CVS Boards/Project/Program Volunteers</i>				
Boards and Comissions Volunteers	210	214	233	233
Females	60 (28%)	79 (37%)	87 (27%)	92 (39%)
Minorities	30 (14%)	25 (12%)	33 (14%)	38 (16%)
DeGraaf Nature Center Volunteers	70	45	50	55
Holland Fire Department Volunteers	1	0	0	0
Holland Police Department Volunteers (Reserves)	33	43	43	53
Teen Court Volunteers	40	81	85	85
Victims Services Unit Volunteers	17	16	16	16
Cappon/Holland Museum/Holland Historic Trust Volunteers	188	90	90	90
Neighborhood Watch/Ourstreet Volunteers	155	70	72	75
Recreation Dept. Volunteers	484	626	638	650
Youth Volunteers	NA	51	55	55
Miscellaneous Volunteers	5	58	60	60
<b>Total</b>	1,203	1,294	1,342	1,372
 <i>CVS/Boards/Project/Program Hours</i>				
Boards and Commissions	7,411	7,235	7,689	7,689
DeGraaf Nature Center Volunteers	620	437	500	550
Holland Fire Department Volunteers	62	0	0	0
Holland Police Department Volunteers (Reserves)	6,875	8,825	8,850	10,865
Teen Court Volunteers	149	176	184	184
Victims Services Unit Volunteers	485	521	525	525
Cappon/Holland Museum/Holland Historic Trust Volunteers	6,353	6,761	6,704	4,204
Neighborhood Watch/Ourstreet Volunteers	1,550	1,676	1,692	1,750
Recreation Dept. Volunteers	5,800	7,512	7,656	7,800
Youth Volunteers	NA	1,126	1,265	1,265
Miscellaneous Volunteers	150	134	140	140
<b>Total</b>	29,455	34,403	35,205	34,972

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**VOLUNTEER SERVICES  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2005 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	15,539	16,121	17,340	18,550
<b>TOTAL SOURCES</b>	<b>\$ 15,539</b>	<b>\$ 16,121</b>	<b>\$ 17,340</b>	<b>\$ 18,550</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 8,583	\$ 9,003	\$ 9,500	\$ 9,700
* Benefits - Includes NonWorking Wages	3,174	3,754	3,550	3,400
* Mandatory Employer Costs	770	803	950	950

Other Current Expenditures -

* Supplies / Maintenance	476	482	490	550
* Contractual	- 0 -	436	1,000	1,100
* Other	2,536	1,643	1,850	2,850

<b>TOTAL USES</b>	<b>\$ 15,539</b>	<b>\$ 16,121</b>	<b>\$ 17,340</b>	<b>\$ 18,550</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 12,527	\$ 13,560	\$ 14,000	\$ 14,050
* 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**

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*Contingencies*

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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 2009

- \* 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 \$10,000, and any amount above that must be approved by the City Council.

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CONTINGENCIES  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Funding Requirement - General Operating Revenues	-0-	-0-	75,000	325,000
<b>TOTAL SOURCES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 75,000</b>	<b>\$ 325,000</b>

FUNDING USES -

Contingencies	\$ -0-	\$ -0-	\$ 75,000	\$ 325,000
<b>TOTAL USES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 75,000</b>	<b>\$ 325,000</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

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### CATV - Public Access TV Fund

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#### 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 Community Access Television (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 2009

- \* 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 (MacTV) 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 and training to operate CATV.
  - 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 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 (2) 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:
  - 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 show and encourage their use of Public Access television for community communications; and

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

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### CATV - Public Access TV Fund

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- 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 (2) per month);
    - . City Planning Commission meetings (two (2) per month); and
    - . City Zoning Board of Appeals meetings (once (1) a month)
  - MacTV will co-produce Holland City Connections (two (2) 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 monitor the performance of the current cable operators in the City of Holland and advocate on behalf of consumers 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 state and federal legislation and regulation that may affect cable television franchising.
- \* To work with the City's Technology Services Department in the implementation of web streaming, pod casting, and other viewing options for public access television programming.

## PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - -

- - CABLE TELEVISION - PUBLIC ACCESS FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Average Hours of "Non-repetitive" programming / week				
Channel 24 (City) and 22 - Public	----	67	75	80
Channel 25 (City only) - Education	----	32	40	45
Channel 26 (City only) - Government	----	31	32	35
Average Hours of "Member Produced" Programming Per Week	----	77	85	85
Average Hours of "Staff Produced" Programming Per Week	----	5	8	8
Average Hours of "Filler" Programming Per Week	----	58	60	55
Number of Volunteers	70	25	35	30
Number of Members	----	75	90	85
Number of Classes Per Month	----	4	4	4
Number of Students Per Month	----	12	12	6

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CABLE TV PUBLIC ACCESS FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 196,896	\$ 226,841	\$ 234,300	\$ 189,300
Interest & Rents	2,391	4,746	5,800	4,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 199,287</b>	<b>\$ 231,587</b>	<b>\$ 240,100</b>	<b>\$ 194,100</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,035	\$ 1,510	\$ 3,000	\$ 3,000
* Mandatory Employer Costs	82	119	330	330

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	100	100
* Contractual	180,000	180,451	181,200	226,000
* Other	209	110	200	200
Capital Outlay	- 0 -	- 0 -	41,929	- 0 -

<b>TOTAL USES</b>	<b>\$ 181,326</b>	<b>\$ 182,190</b>	<b>\$ 226,759</b>	<b>\$ 229,630</b>
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 17,961	\$ 49,397	\$ 13,341	\$ (35,530)
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ENDING BALANCE -

Designated / Reserved	\$ 18,556	\$ 18,556	\$ - 0 -	\$ 9,300
Undesignated / Unreserved	96,062	145,459	177,356	132,526

<b>TOTAL FUND EQUITY</b>	<b>\$ 114,618</b>	<b>\$ 164,015</b>	<b>\$ 177,356</b>	<b>\$ 141,826</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 1,117	\$ 1,629	\$ 3,330	\$ 3,330
* Full-Time Positions	0.01	0.01	0.01	0.01
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

<p><b>INTRODUCTION TO DEPARTMENT</b></p> <p><b>MANAGEMENT AND ADMINISTRATIVE SERVICES</b></p>
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Property Acquisition Fund

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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, waterfront and park areas or land needed for new City operations.

ACTION PLAN FOR FISCAL YEAR 2009

- \* To update, as part of the 5-year Capital Improvement Program, a prioritization of properties to be considered for acquisition by December 2008.
- \* To prepare a new development plan for the Western Machine Tool Works property by December 2007.
- \* 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 seven (7) years, the millage rate has been reduced as follows:

	<u>Millage Rate</u>	<u>Revenues</u>
Fiscal Year 2002 Actual	.25	\$255,055
Fiscal Year 2003 Actual	.10	\$105,151
Fiscal Year 2004 Actual	.10	\$108,265
Fiscal Year 2005 Actual	.05	\$55,868
Fiscal Year 2006 Actual	.00	- 0 -
Fiscal Year 2007 Actual	.00	- 0 -
Fiscal Year 2008 Actual	.00	- 0 -
Fiscal Year 2009 Actual	.00	- 0 -

There are no major property purchases planned for fiscal year 2008; however, as economic conditions improve efforts should be made to restore the .25 millage rate for future waterfront and public property purchases as needed.

- \* To evaluate the inventory of City properties which may be declared as surplus and sold with the funds to be credited to this fund.

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

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**Property Acquisition Fund**

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A preliminary list for consideration is as follows:

- Sale of Property End of 33<sup>rd</sup> Street
- Sale of Triangle at US31
- Sale Property at End of 36<sup>th</sup> Street
- Sale of Railroad Right-of-Way on Ottawa Avenue
- Sale of 29<sup>th</sup> Street Lot
- Sale of Property at Azalea (storm)
- Possible Rent / Sale of Western Tool Property
- Sale of Property - Excess at proposed Roundabout

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**PROPERTY ACQUISITION FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	58,200	- 0 -	- 0 -	50,000
Interest & Rents	6,816	9,489	4,100	750
Transfers In	- 0 -	- 0 -	36,800	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 65,016</b>	<b>\$ 9,489</b>	<b>\$ 40,900</b>	<b>\$ 50,750</b>

FUNDING USES -

Capital Outlay	\$ 6,035	\$ 10,840	\$ 174,209	\$ 4,000
Transfers Out	17,500	16,875	16,250	15,625
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 23,535</b>	<b>\$ 27,715</b>	<b>\$ 190,459</b>	<b>\$ 19,625</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 41,481</b>	<b>\$ (18,226)</b>	<b>\$ (149,559)</b>	<b>\$ 31,125</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	167,812	149,586	27	31,152
<b>TOTAL FUND EQUITY</b>	<b>\$ 167,812</b>	<b>\$ 149,586</b>	<b>\$ 27</b>	<b>\$ 31,152</b>

**- - STAFFING - -**

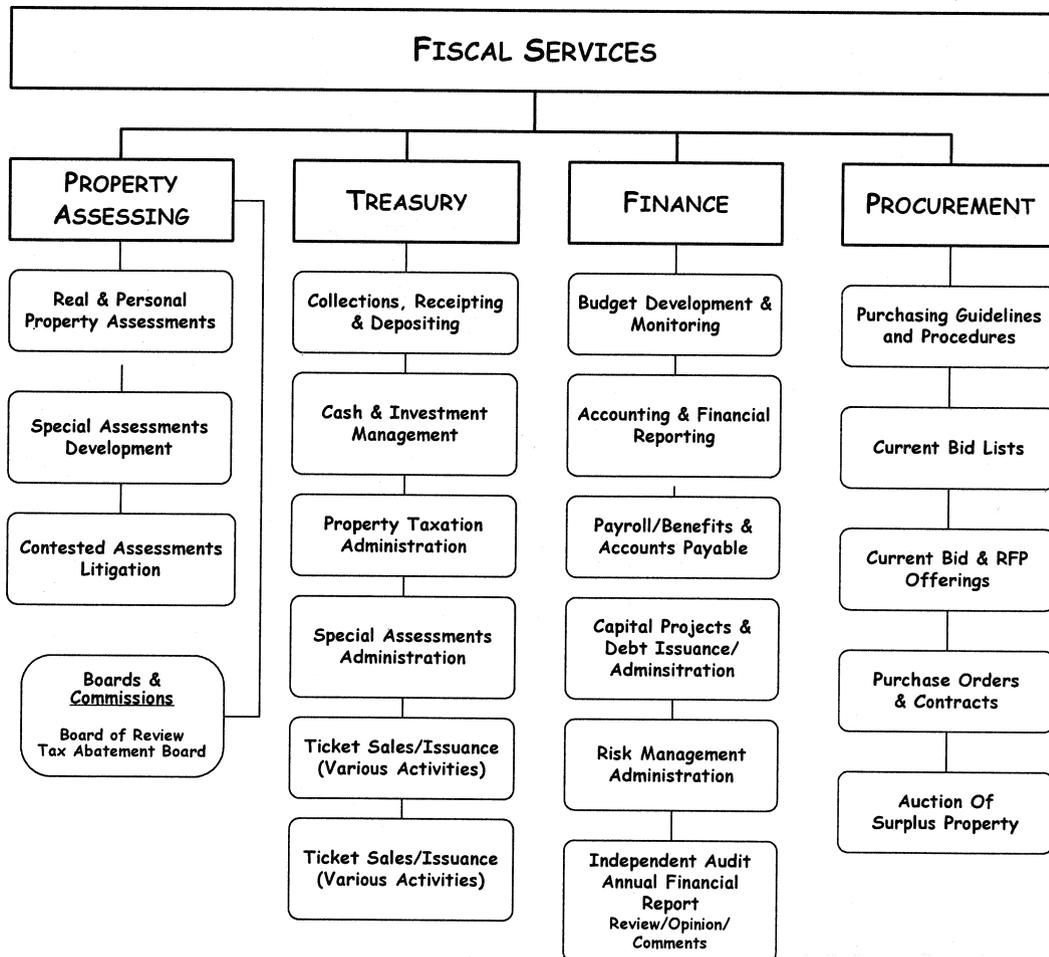
Positions: Not Applicable

# FISCAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

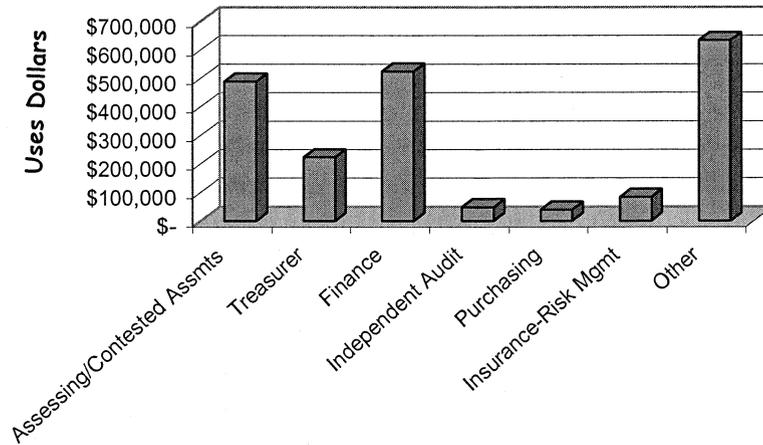
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner; 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

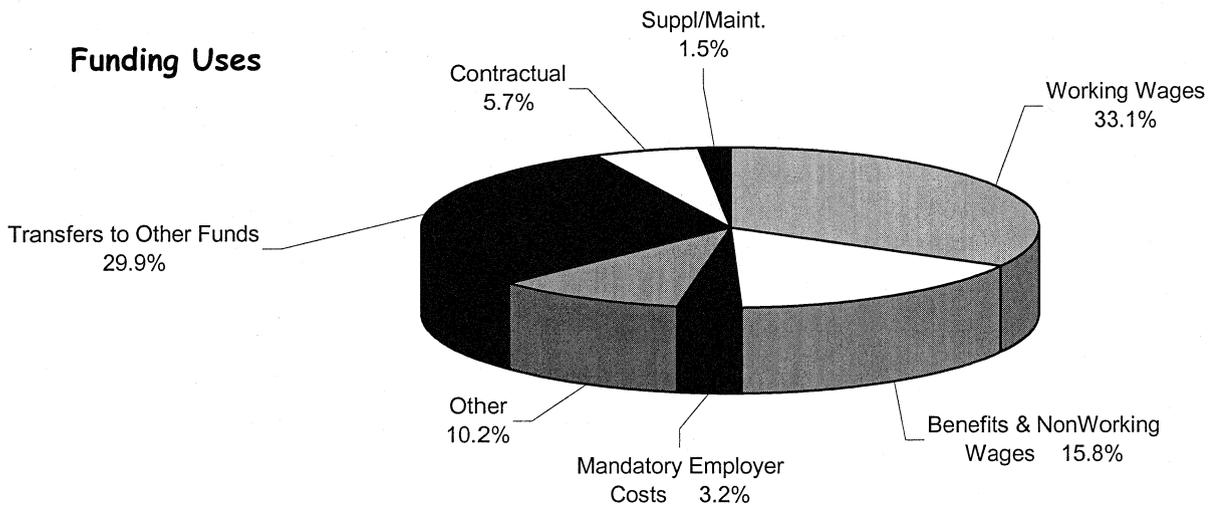


# FISCAL SERVICES GROUP

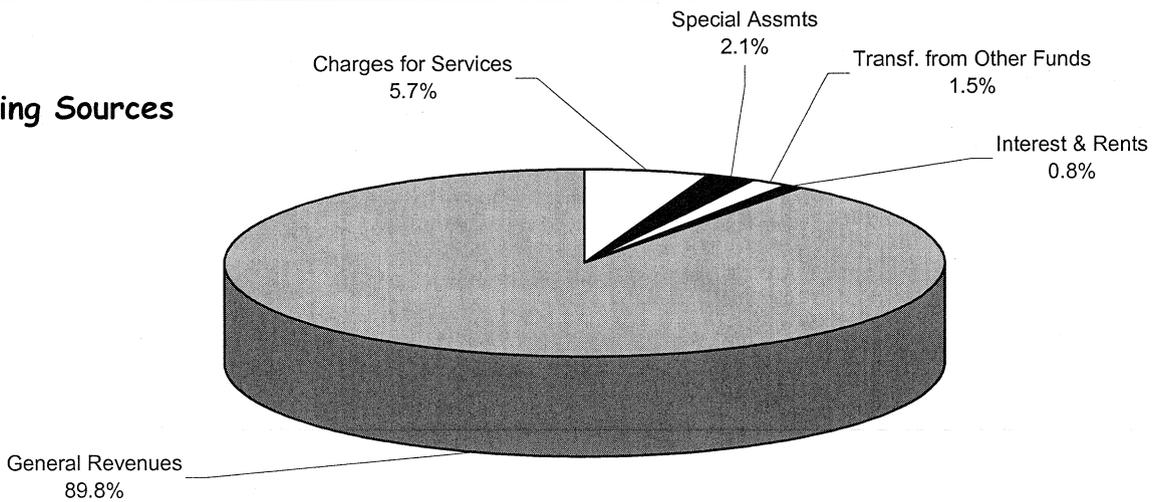
## Total Uses By Department \$2,040,790



## Funding Uses



## Funding Sources



**FISCAL SERVICES GROUP**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General Fund	\$ 2,056,825	\$ 1,912,530	\$ 1,913,504	\$ 1,739,190
Special Revenue Funds	476,140	481,532	280,995	301,600
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 2,532,965</b>	<b>\$ 2,394,062</b>	<b>\$ 2,194,499</b>	<b>\$ 2,040,790</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 191,229	\$ 184,608	\$ 80,291	\$ 38,600
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	54,010	58,432	97,051	103,450
Interest & Rents	18,477	29,743	16,750	14,930
Other	53,943	31,647	18,084	500
Transfers In	50,000	101,004	20,000	28,000
<b>TOTAL SOURCES</b>	<b>\$ 367,659</b>	<b>\$ 405,434</b>	<b>\$ 232,176</b>	<b>\$ 185,480</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 595,929	\$ 577,576	\$ 658,800	\$ 676,400
* Benefits - Includes NonWorking Wages	305,152	298,099	329,800	332,300
* Mandatory Employer Costs	57,938	54,469	63,500	66,400
Other Current Expenditures -				
* Supplies / Maintenance	28,255	31,857	31,034	31,450
* Contractual Items	180,796	234,539	108,175	115,800
* Other	511,451	493,595	418,008	208,595
Capital Outlay	34,148	13,514	8,334	- 0 -
Transfers Out	819,296	690,413	576,848	609,845
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,532,965</b>	<b>\$ 2,394,062</b>	<b>\$ 2,194,499</b>	<b>\$ 2,040,790</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 959,019	\$ 930,144	\$ 1,052,100	\$ 1,075,100
* Full-Time Positions	14.30	14.35	14.35	14.30
* Part-Time Positions @ F.T.E.	0.55	0.90	0.65	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 2009

- \* To review all existing financial and accounting system departmental policies and internal controls making changes and updating as necessary. A comprehensive manual will be prepared to assist in training for new staff members who are involved in financial matters.
- \* Review and recommend improvements to the city's Performance Measurement process to be integrated into the FY 2010 budget document.
- \* To include Other Post Employment Benefits (OPEB) liabilities per GASB 45 in our FY08 CAFR, and to evaluate alternative funding strategies.
- \* To facilitate smooth transition of Airport Authority (bank accounts, general ledger, investments, fixed assets).
- \* To remain vigilant to current and pending legislation at the State of Michigan regarding implications to changes in State Revenue Sharing, Personal Property and other 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 identify and recommend implementation of administrative cost recovery alternatives such as TIF capture for Brownfield administration
  - Document Brownfield processes
  - to implement and maintain proper accounting and reporting procedures in accordance with state statutes and legal directives (new this year - Corridor Improvement District).
- \* Improve use of technology
  - Evaluate existing financial software to reduce heavy reliance on spreadsheets for reporting/documentation
  - Reduce quantity of paper documents in weekly operations by creating digital copies
  - Streamline retro pay process for union employees (utilizing Monarch)
- \* Cross train employees
- \* 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 2008
  - Certificate of Achievement for Excellence in Financial Reporting Award
  - City of Holland - Annual Budget Document for Fiscal Year 2009
  - Distinguished Budget Presentation Award.

# PROGRAM MEASUREMENTS

## - - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES</u>				
> Individual Funds - excluding Capital Project & Grant Funds	72	75	77	77
> Grant Funds - excluding Grants Not in Separate Grant Funds	29	22	20	20
> Capital Projects with Financial Activity During Fiscal Year	47	49	63	50
<u>PAYROLL AND FRINGE BENEFITS</u>				
> Number of full-time and part-time "A" employees	242	242	242	242
> Number of part-time "B" employees	601	566	558	558
> Number of payroll cks issued annually (excludes direct dep.)	5,168	4,261	4,200	3,500
> Number of payroll direct dep. made annually (in lieu of payroll cks)	5,314	6,386	6,500	7,200
> Total payroll dollars disbursed annually	14,290,000	15,035,000	15,500,000	16,000,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	4,085,000	4,350,000	4,312,000	4,327,000
<u>ACCOUNTS PAYABLE</u>				
> Number of accounts payable checks issued annually - City	7,570	7,497	6,900	6,900
> Number of accounts payable direct deposit (in lieu of checks)	208	212	175	175
> Accounts payable dollars disbursed annually - including property tax distributions	70,130,320	63,410,160	61,000,000	65,000,000
<u>ACCOUNTS RECEIVABLE</u>				
> General accounts receivable invoices issued - City	2,389	2,111	2,150	2,150
> General accounts receivable invoices issued - Other Entities (Daily review & internal audit of several specific purpose invoices)	152	174	485	495
<u>PROPERTY TAXATION and SPECIAL ASSESSMENTS</u>				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	14,358,285	14,848,998	15,163,337	15,304,185
> Herrick District Library	1,501,309	1,533,978	1,585,231	1,576,322
> Holland Public Schools **Fy09 Removed personal prop from levy	12,039,621	12,193,560	12,268,066	10,842,464
> Hamilton Community Schools **Fy09 Removed pers prop from levy	2,896,173	3,058,605	3,215,493	2,169,632
> Zeeland Public Schools	4,166	4,300	4,454	4,454
> Ottawa Area Intermediate Schools **Fy08 Addt'l millage vote	4,769,367	4,925,071	6,678,603	6,653,891
> Community Pool	1,534,121	1,540,036	1,533,082	1,520,059
> State of Michigan **Fy09 Removed personal prop from levy	8,301,990	8,366,205	8,598,801	6,820,085
> County of Ottawa	2,899,007	3,018,376	3,207,913	3,255,499
> County of Allegan **Fy07 County-Senior Svcs millage added	2,556,616	2,705,605	2,788,940	2,699,350
> MAX Authority	0	0	423,163	421,592
> Airport Authority	0	0	0	120,437
> Downtown Development Authority	157,655	168,983	178,005	193,194
> Fees and Interest on delinquent property taxes	92,802	106,627	185,000	146,000
> Special Assessment installments	762,832	773,089	831,632	742,000
> 1% Property Tax Administration Fee	516,427	530,076	563,130	520,752
<u>PUBLIC DEBT (outstanding at fiscal year end)</u>				
> Building Authority bond issues	5	5	5	4
> Act 175 Street bond issues	1	1	1	0
> Act 34 Capital Improvement bond issues	0	0	1	1
> Long-term allocated assessments on Ottawa County bonds	1	1	1	1
> Revenue bond issues	4	4	3	3
> Special Assessment bond issues	7	6	6	6
> Installment Contracts	1	1	1	1
> Capital Lease Agreements	2	2	2	1

**FISCAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 34,170	\$ 36,072	\$ 65,600	\$ 62,100
Funding Requirement - General Operating Revenues	647,792	576,348	612,605	462,100
<b>TOTAL SOURCES</b>	<b>\$ 681,962</b>	<b>\$ 612,420</b>	<b>\$ 678,205</b>	<b>\$ 524,200</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 262,672	\$ 244,491	\$ 285,900	\$ 283,800
* Benefits - Includes NonWorking Wages	147,418	145,113	154,700	155,100
* Mandatory Employer Costs	25,281	24,263	27,100	27,200

Other Current Expenditures -

* Supplies / Maintenance	7,437	7,692	7,950	8,350
* Contractual	14,924	10,359	14,370	13,900
* Other	224,230	180,502	187,785	35,850

Capital Outlay

Capital Outlay	- 0 -	- 0 -	400	- 0 -
<b>TOTAL USES</b>	<b>\$ 681,962</b>	<b>\$ 612,420</b>	<b>\$ 678,205</b>	<b>\$ 524,200</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 435,371	\$ 413,867	\$ 467,700	\$ 466,100
* Full-Time Positions	6.00	6.00	6.00	5.90
* Part-Time Positions @ F.T.E.	- 0 -	0.10	0.05	- 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 2009

- \* To establish new bank accounts for Airport Authority (by July 2008) depending on outcome of vote.
- \* 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 City management with analysis of possible changes. Actively support single tax collection option for local governments. (On-going)
- \* To develop a policy on distribution of Certificates of Deposit (CD) with various banking institutions by February 2009.
- \* Cross train employees throughout the year.
- \* With reference to economic development incentives approved by the City Council:
  - keep the staff adequately trained regarding tax laws and reporting requirements
  - assure that the office staff members are adequately apprised of individual events and that each member understands their specific responsibilities
  - apply tax billing, collecting, receipting, and disbursements in accordance with state statutes and legal directives
- \* Improve use of technology
  - Evaluate existing financial software to reduce heavy reliance on spreadsheets for reporting / documentation
  - Reduce quantity of paper documents in weekly operations by creating digital copies
  - Utilize website to communicate tax information to public

## PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>ANNUAL VOLUME OF SELECTED TRANSACTIONS:</u>				
> Utility Billings	25,000	25,000	25,000	25,000
> Property Tax Billings	25,071	25,544	25,534	25,000
> Dog Licenses	394	325	300	300
> General Accounts Receivable Invoices	2,389	2,111	2,150	2,150
> General Accounts Receivable Invoices - other entities	152	174	485	495
> Special Assessment (Full Payment) Receipts	71	47	65	65
> Other Licenses, Permits, & Misc. Invoices	7,108	6,644	6,650	6,675
> Pursuit of Delinquent Personal Property Taxes	194	365	350	350
> Credit Card Receipting Transaction Amounts	\$185,960	\$192,472	\$140,000	\$150,000
> Credit Card Receipting - OPC (Taxes & Rental Housing)	N/A	N/A	\$120,000	\$130,000
<u>DAILY RECONCILIATION OF DEPOSITS AND REPORTS OF DEPARTMENTS MAKING ON-SITE COLLECTIONS:</u>				
> Herrick District Library User Fee Collections				
> MAX Transportation User Fee Collections				
> Windmill Island Admission Collections				
> Cemetery Dept Sales Collections				
> Recreation Dept User Fee Collections				
> Police Dept Ordinance Fine Collections				
> Nature Center Admission/Sales Collections				
> Bouws Pool Sales Collections				
> Boat Launch User Fees				
> Matt Urban Ball Field Concession Sales				
<u>MONTHLY RECONCILIATION OF BANK ACCOUNTS:</u>				
> 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				
<u>ROUTINE CUSTOMER SERVICES PROVIDED:</u>				
> 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				
<u>INTERNAL SERVICES PROVIDED:</u>				
Receive and Sort Mail for All City Hall Offices				

**FISCAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 13,460	\$ 13,905	\$ 26,750	\$ 34,650
Taxes & Special Assessments	30,866	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	147,599	155,847	189,842	188,500
<b>TOTAL SOURCES</b>	<b>\$ 191,925</b>	<b>\$ 169,752</b>	<b>\$ 216,592</b>	<b>\$ 223,150</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 83,760	\$ 89,134	\$ 88,700	\$ 90,100
* Benefits - Includes NonWorking Wages	52,433	52,299	62,100	63,900
* Mandatory Employer Costs	9,319	8,517	10,000	10,800

**Other Current Expenditures -**

* Supplies / Maintenance	9,580	10,101	10,700	10,800
* Contractual	23,258	26,433	23,700	23,700
* Other	12,924	(16,732)	21,392	23,850

**Capital Outlay**

Capital Outlay	651	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 191,925</b>	<b>\$ 169,752</b>	<b>\$ 216,592</b>	<b>\$ 223,150</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 145,512	\$ 149,950	\$ 160,800	\$ 164,800
* Full-Time Positions	2.85	2.85	2.85	2.85
* Part-Time Positions @ F.T.E.	0.05	0.20	0.10	- 0 -

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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Independent Audit

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### 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 2009

- \* 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 2008.
- \* Present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements by January 2009.
- \* 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, 2008 by the December 31, 2008 deadline.
- \* Transition the financial audit process of two new authorities (MAX Transit and Airport). (June 2009)
- \* Transition into a more self-directed audit committee approach. (January 2009)
- \* Update the actuarial study to measure the liability for Other Post Employment Benefits (OPEB) per GASB 43 reporting requirements. (June 2009)

## PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>FUNDS AUDITED:</u>				
General City	64	61	60	57
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
Corridor Improvement Authority	0	0	0	1
<u>COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:</u>				
Comprehensive Annual Financial Report	100	100	100	100
Single Audit Report	60	60	60	60
Board of Public Works Component Unit Report	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
<u>ALLOCATION OF ANNUAL AUDIT FEE*:</u>				
General Fund	\$ 40,920	\$ 42,150	\$ 43,000	\$ 43,800
Municipal Airport Operating Fund	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Dial-A-Ride Transportation Fund	\$ 3,420	\$ 3,600	\$ 3,800	\$ 4,000
Board of Public Works Utility Funds	\$ 13,560	\$ 13,900	\$ 14,250	\$ 14,550
Holland Historical Trust	\$ 3,210	\$ 3,350	\$ 3,600	\$ 3,800
	\$62,310	\$ 64,200	\$ 65,850	\$ 67,350
* Activity during fiscal year reflects the audit of the previous fiscal year.				

**FISCAL SERVICES GROUP**

**INDEPENDENT AUDIT  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	53,157	44,100	48,350	48,200
<b>TOTAL SOURCES</b>	<b>\$ 53,157</b>	<b>\$ 44,100</b>	<b>\$ 48,350</b>	<b>\$ 48,200</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 109	\$ 181	\$ 250	\$ 300
* Contractual	51,320	42,150	46,200	46,000
* Other	1,728	1,769	1,900	1,900
<b>TOTAL USES</b>	<b>\$ 53,157</b>	<b>\$ 44,100</b>	<b>\$ 48,350</b>	<b>\$ 48,200</b>

**- - 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 2009

- \* Keep staff apprised and trained on various assessment / taxation economic incentive programs provided by state statutes and authorized by the City Council. (On-going)
- \* Cross train personnel in the process of completing all assignments within the office. (On-going)
- \* Establish and implement new and meaningful crosschecks of quality of work to insure integrity of the assessing function. (On-going)
- \* Plan each of the following activities within the framework and direct purpose of gaining additional compliance and greater uniformity (quality indexing) with the State Tax Commission's 14 Point Assessment Review.
  1. Review, map and chart vacant land values as the basis for land values used in assessing function for all classes of properties, both counties. (June 2009)
  2. Finalize and maintain land value maps and economic condition factor maps for all sales areas of the city. (June 2009)
  3. Review and implement refinements in market derived depreciation, and refinements in the classifications and categorizing of building components, as it relates to quality of assessing. (June 2009)
  4. Review and implement refinements in the valuation of special use properties where what is personal property and what is classified as real is not easily defined. (January 2009)
  5. Complete a systematic review of all exemptions. (December 2008)

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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Property Assessing

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### 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 2009

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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Agricultural Improved Properties	8	8	7	7
Agricultural Vacant Properties	9	9	9	9
Commercial Improved Properties	706	705	696	696
Commercial Vacant Properties	140	141	133	133
Industrial Improved Properties	157	164	167	167
Industrial Vacant Properties	81	73	73	73
Residential Improved Properties	9,419	9,466	9,466	9,529
Residential Vacant Properties	450	448	448	448
Developmental Properties	6	6	7	7
Exempt Properties	558	568	571	571
Personal Property - Commercial	1,568	1,556	1,505	1,505
Personal Property - Industrial	129	134	154	154
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	313	326	358	413
Dockominiums, Commercial Condominiums and Buildings on Leased Land	113	113	126	126
<b>Total Properties</b>	<b>13,666</b>	<b>13,726</b>	<b>13,729</b>	<b>13,847</b>
Special Assessment Projects	8	8	8	8
Board of Review Appeals				
Appointments *	100	80	198	200
Letters *	N/A	18	34	30
Recommendations *	N/A	40	27	0
Total Parcels Appealed	N/A	138	259	230
MTT Assessment Appeal Properties				
Full Tribunal	25	3	3	6
Small Claims Division	2	3	3	3

\* May reflect more than one parcel being appealed.

**FISCAL SERVICES GROUP**

**PROPERTY ASSESSING  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 2,359	\$ 4,888	\$ 1,280	\$ 2,300
Funding Requirement - General Operating Revenues	450,990	429,889	472,323	458,395
<b>TOTAL SOURCES</b>	<b>\$ 453,349</b>	<b>\$ 434,777</b>	<b>\$ 473,603</b>	<b>\$ 460,695</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 230,667	\$ 225,391	\$ 262,800	\$ 279,800
* Benefits - To Include NonWorking Wages	95,384	90,830	102,100	103,200
* Mandatory Employer Costs	21,540	19,941	24,200	26,200

Other Current Expenditures -

* Supplies / Maintenance	8,457	9,390	8,900	9,100
* Contractual	15,503	14,052	3,600	3,600
* Other	81,798	74,326	72,003	38,795
Capital Outlay	- 0 -	847	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 453,349</b>	<b>\$ 434,777</b>	<b>\$ 473,603</b>	<b>\$ 460,695</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 347,591	\$ 336,162	\$ 389,100	\$ 409,200
* Full-Time Positions	5.05	5.05	5.05	5.10
* Part-Time Positions @ F.T.E.	0.50	0.60	0.50	0.50

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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Procurement / Purchasing

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### ACTIVITY MISSION STATEMENT

To implement the purchasing requirements of the Ordinance Code in order to ensure 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 2009

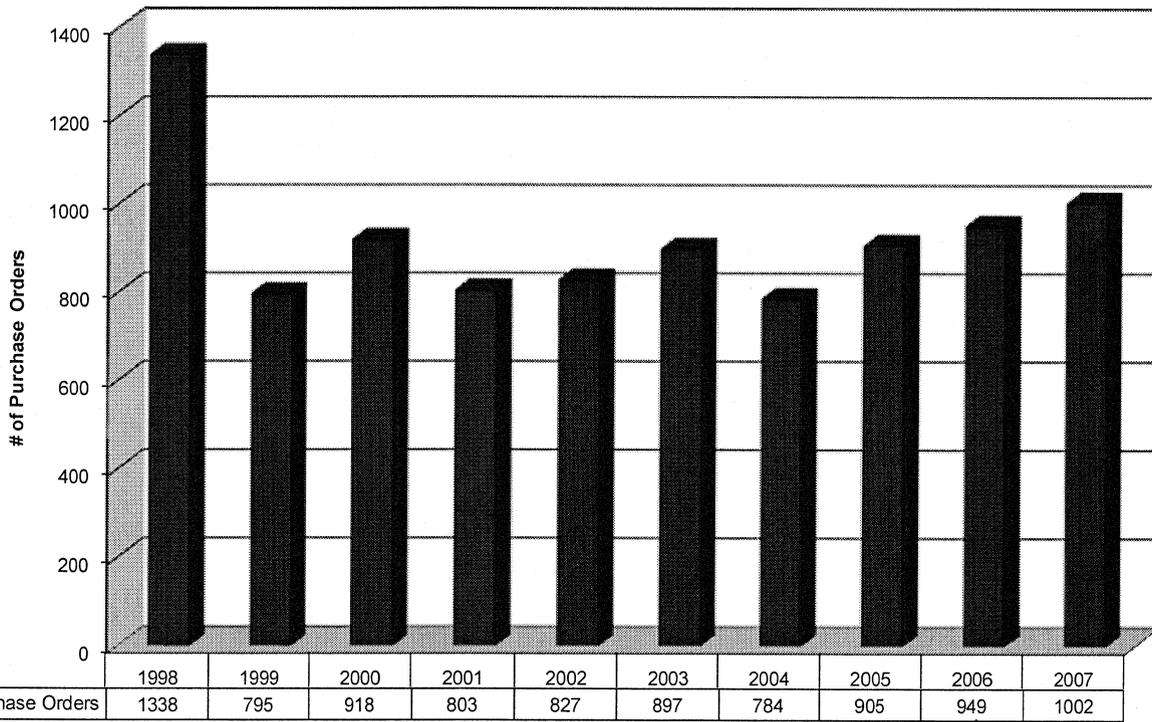
- \* To implement those opportunities for joint purchasing arrangements with other area local units of government. (December 2008)
- \* To complete an evaluation of purchasing methods/innovations used by other communities and begin to implement those determined desirable for the City. (August 2008)
- \* To hold at least one general meeting with all department directors to review purchasing procedures and determine whether changes should be recommended to the City Manager and City Council. (October 2008)
- \* To evaluate whether the procurement/purchasing function should re-positioned within the City's organizational structure. (September 2008)

# PROGRAM MEASUREMENTS

## - - FISCAL SERVICES GROUP - PROCUREMENT / PURCHASING - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Purchase Orders Issued	949	1,002	1,000	1,000
Bid Requests Issued	29	21	25	25

**PROCUREMENT  
Purchase Orders Issued**



**FISCAL SERVICES GROUP**

**PROCUREMENT / PURCHASING  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	34,807	36,085	38,500	39,100
<b>TOTAL SOURCES</b>	<b>\$ 34,807</b>	<b>\$ 36,085</b>	<b>\$ 38,500</b>	<b>\$ 39,100</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 18,830	\$ 18,560	\$ 21,400	\$ 22,700
* Benefits - To Include NonWorking Wages	9,917	9,857	10,900	10,100
* Mandatory Employer Costs	1,798	1,748	2,200	2,200

Other Current Expenditures -

* Supplies / Maintenance	802	920	900	900
* Contractual	- 0 -	- 0 -	200	600
* Other	3,460	5,000	2,900	2,600

<b>TOTAL USES</b>	<b>\$ 34,807</b>	<b>\$ 36,085</b>	<b>\$ 38,500</b>	<b>\$ 39,100</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 30,545	\$ 30,165	\$ 34,500	\$ 35,000
* Full-Time Positions	0.40	0.45	0.45	0.45
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Unallocated Insurance Premiums

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#### ACTIVITY MISSION STATEMENT

Provide accounting within the City's General Fund budget for distribution of certain commercial premiums not easily and equitably distributed to specific departments or activities.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* This activity includes an appropriation for the intent of charging premium costs associated with various commercial insurance policies, to include:
  - General Liability
  - Public Officials Liability

**FISCAL SERVICES GROUP**

**UNALLOCATED INSURANCE  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised. Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	115,680	151,253	81,300	84,000
<b>TOTAL SOURCES</b>	<b>\$ 115,680</b>	<b>\$ 151,253</b>	<b>\$ 81,300</b>	<b>\$ 84,000</b>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 115,680	\$ 151,253	\$ 81,300	\$ 84,000
<b>TOTAL USES</b>	<b>\$ 115,680</b>	<b>\$ 151,253</b>	<b>\$ 81,300</b>	<b>\$ 84,000</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Transfers to Other Funds

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#### 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.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* At the time the budget has been proposed, the funding for the WEMET operation has been cut 67% by the Federal government. If some or all of these funds are not restored then the City will have to reduce personnel assigned to the area drug enforcement team or appropriate an estimated additional \$87,000.

**FISCAL SERVICES GROUP**

**TRANSFERS TO OTHER FUNDS  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Funding Requirement - General Operating Revenues	525,945	464,143	376,954	359,845
<b>TOTAL SOURCES</b>	<b>\$ 525,945</b>	<b>\$ 464,143</b>	<b>\$ 376,954</b>	<b>\$ 359,845</b>

FUNDING USES -

Transfers Out	\$ 525,945	\$ 464,143	\$ 376,954	\$ 359,845
<b>TOTAL USES</b>	<b>\$ 525,945</b>	<b>\$ 464,143</b>	<b>\$ 376,954</b>	<b>\$ 359,845</b>

**- - 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 2009

- \* Allocate a portion of the 1% Property Tax Administration Fee as the primary means to financially support the costs of this fund.
- \* Make concerted efforts to discuss and reach mutually agreeable settlement of commercial and industrial assessment disputes, prior to and during litigation proceedings.
- \* Contract for professional services to assist in defending contested taxable assessments that reach litigation status, to include:
  - legal services (primarily, City Attorney staff)
  - appraisal services (independent property appraisal firms).
- \* Provide the City Council with no less than semi-annual updates regarding all outstanding property tax assessment appeals, and more frequently, if considered appropriate.
- \* In pursuit of delinquent personal property tax collections, utilize the services of the City Attorney staff to assist with certain legal concerns.

**FISCAL SERVICES GROUP**

**CONTESTED PROPERTY ASSESSMENTS FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Other	20,000	1,113	400	500
Transfers In	50,000	101,004	20,000	28,000
<b>TOTAL SOURCES</b>	<b>\$ 70,000</b>	<b>\$ 102,117</b>	<b>\$ 20,400</b>	<b>\$ 28,500</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 75,791	\$ 140,845	\$ 18,200	\$ 28,000
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 75,791</b>	<b>\$ 140,845</b>	<b>\$ 18,200</b>	<b>\$ 28,000</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (5,791)</b>	<b>\$ (38,728)</b>	<b>\$ 2,200</b>	<b>\$ 500</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	38,728	- 0 -	2,200	2,700
<b>TOTAL FUND EQUITY</b>	<b>\$ 38,728</b>	<b>\$ - 0 -</b>	<b>\$ 2,200</b>	<b>\$ 2,700</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Budget Stabilization Fund

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#### 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 2009

- \* 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, FY06, FY07, FY08 and only slight increase anticipated in FY09 it is proposed to use \$116,439 in FY05, \$52,731 in FY06, \$72,833 in FY07, \$20,000 in FY08 and \$20,000 in FY09 for tax appeal adjustments of prior years. A transfer was made for \$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. A transfer of \$250,000 to the General Fund is proposed for FY09 in order to balance that fund during this difficult fiscal year. This will leave the balance in FY09 at \$1,204,656 or about 5.66% of FY09 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 2009.

**FISCAL SERVICES GROUP**

**BUDGET STABILIZATION FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Transfers In	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>			

FUNDING USES -

Other	\$ 52,731	\$ 72,833	\$ 20,000	\$ 20,000
Transfers Out	136,000	- 0 -	- 0 -	250,000
<b>TOTAL USES</b>	<b>\$ 188,731</b>	<b>\$ 72,833</b>	<b>\$ 20,000</b>	<b>\$ 270,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (188,731)	\$ (72,833)	\$ (20,000)	\$ (270,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,567,489	1,494,656	1,474,656	1,204,656
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,567,489</b>	<b>\$ 1,494,656</b>	<b>\$ 1,474,656</b>	<b>\$ 1,204,656</b>

**- - STAFFING - -**

Positions: Not Applicable

**- - COMPARISON TO TARGET BALANCE - -**

10% Target of General Fund Total Funding Uses	\$ 2,127,417
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	\$ (922,761)
Combined Ending FY2009 Fund Balance General Fund and Budget Stabilization Fund	\$ 3,632,265
Percentage of FY2009 General Fund Expenditures	17.07%

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Revolving Cash Assistance Fund

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#### 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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Special Assessments	\$ 160,363	\$ 184,608	\$ 80,291	\$ 38,600
Interest & Rents	18,375	29,590	16,626	14,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 178,738</b>	<b>\$ 214,198</b>	<b>\$ 96,917</b>	<b>\$ 53,400</b>

FUNDING USES -

Capital Outlay	\$ 462	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	157,141	226,270	199,894	- 0 -
<b>TOTAL USES</b>	<b>\$ 157,603</b>	<b>\$ 226,270</b>	<b>\$ 199,894</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 21,135	\$ (12,072)	\$ (102,977)	\$ 53,400
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ 122,991	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	136,379	1,316	21,330	74,730
<b>TOTAL FUND EQUITY</b>	<b>\$ 136,379</b>	<b>\$ 124,307</b>	<b>\$ 21,330</b>	<b>\$ 74,730</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Specified Donations Fund

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#### 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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ 33,943	\$ 30,534	\$ 17,684	\$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 33,943</b>	<b>\$ 30,534</b>	<b>\$ 17,684</b>	<b>\$ - 0 -</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ 1,304	\$ 568	\$ - 0 -
* Contractual	- 0 -	700	1,905	- 0 -
* Other	16,630	22,346	29,108	- 0 -
Capital Outlay	33,035	12,667	7,934	- 0 -
Transfers Out	210	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 49,875</b>	<b>\$ 37,017</b>	<b>\$ 39,515</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (15,932)	\$ (6,483)	\$ (21,831)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	28,314	21,831	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 28,314</b>	<b>\$ 21,831</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**- - STAFFING - -**

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2009. Rather, Appropriations Are Established Upon City Council Acceptance of Each Individual Donation. Virtually All Contributions Include A Specified Purpose By The Donor / Benefactor.

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### City Hall Employees Benefit Fund

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#### 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 2009

- \* To continue to monitor use of vending and coffee machines to determine adequately 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 4,021	\$ 3,567	\$ 3,421	\$ 4,400
Interest & Rents	102	153	124	130
<b>TOTAL SOURCES</b>	<b>\$ 4,123</b>	<b>\$ 3,720</b>	<b>\$ 3,545</b>	<b>\$ 4,530</b>

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 1,870	\$ 2,269	\$ 1,766	\$ 2,000
* Other	2,270	2,298	1,620	1,600
<b>TOTAL USES</b>	<b>\$ 4,140</b>	<b>\$ 4,567</b>	<b>\$ 3,386</b>	<b>\$ 3,600</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (17)	\$ (847)	\$ 159	\$ 930
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	3,181	2,334	2,493	3,423
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,181</b>	<b>\$ 2,334</b>	<b>\$ 2,493</b>	<b>\$ 3,423</b>

**- - STAFFING - -**

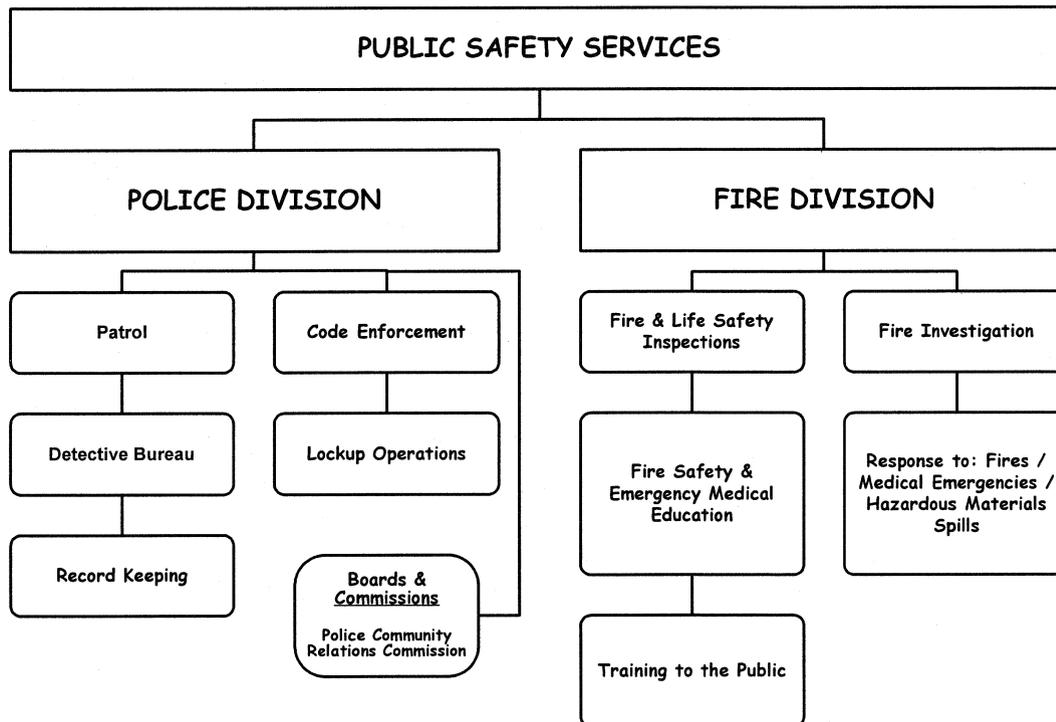
Positions: Not Applicable

# PUBLIC SAFETY SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

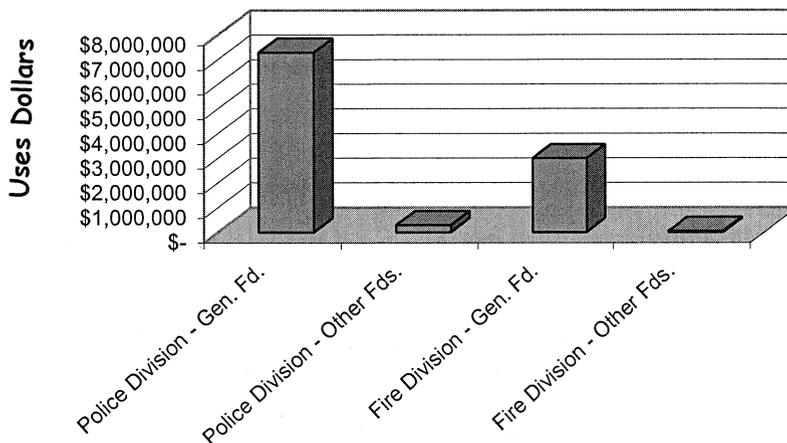
Public Safety Services is directed toward all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement responsibility, through the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

## GROUP ORGANIZATIONAL STRUCTURE

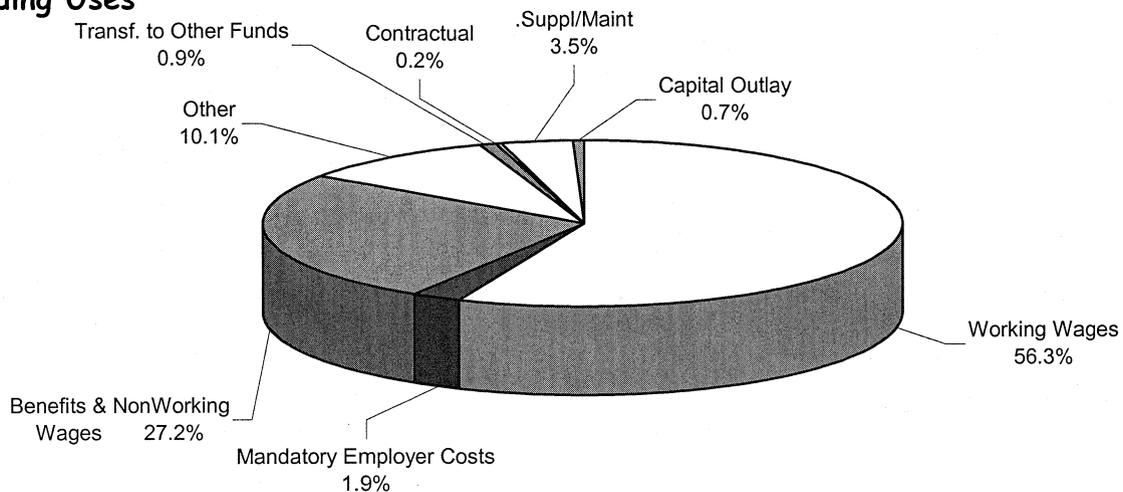


**PUBLIC SAFETY SERVICES GROUP**

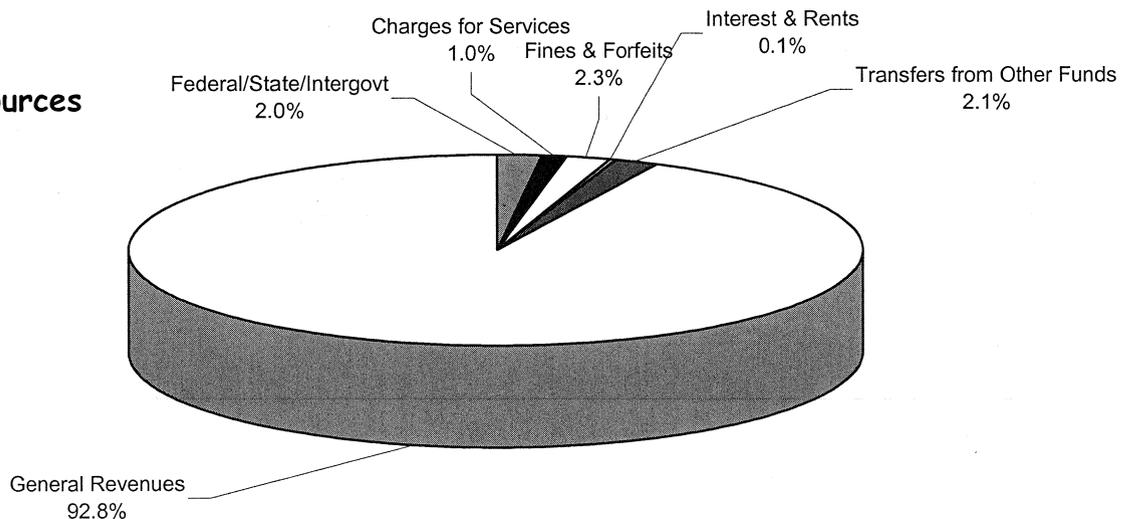
**Total Uses By Department \$10,618,345**



**Funding Uses**



**Funding Sources**



**PUBLIC SAFETY SERVICES GROUP**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 9,182,302	\$ 10,035,237	\$ 10,018,834	\$ 10,282,038
Special Revenue	487,683	369,838	376,539	291,307
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	- 0 -	531,996	12,272	45,000
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 9,669,985</b>	<b>\$ 10,937,071</b>	<b>\$ 10,407,645</b>	<b>\$ 10,618,345</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 391,288	\$ 276,203	\$ 294,933	\$ 208,407
Charges for Services	78,419	98,704	98,707	105,100
Fines & Forfeits	224,364	216,529	225,000	230,000
Interest & Rents	16,024	7,093	3,076	5,820
Other	(20,109)	4,506	2,558	200
Transfers In	214,345	212,647	214,005	221,200
<b>TOTAL SOURCES</b>	<b>\$ 904,331</b>	<b>\$ 815,682</b>	<b>\$ 838,279</b>	<b>\$ 770,727</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 5,381,501	\$ 5,772,633	\$ 5,898,937	\$ 5,978,175
* Benefits - Includes NonWorking Wages	2,550,377	2,967,653	2,766,700	2,751,900
* Mandatory Employer Costs	228,549	187,330	201,101	262,982
Other Current Expenditures -				
* Supplies / Maintenance	376,371	360,589	365,743	366,450
* Contractual Expenditures	35,987	32,604	26,036	19,650
* Other	859,349	916,819	972,079	1,067,788
Capital Outlay	137,851	599,443	77,049	71,400
Transfers Out	100,000	100,000	100,000	100,000
<b>TOTAL USES</b>	<b>\$ 9,669,985</b>	<b>\$ 10,937,071</b>	<b>\$ 10,407,645</b>	<b>\$ 10,618,345</b>

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 83,459	\$ 97,532	\$ 98,000	\$ 98,000

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 8,160,427	\$ 8,927,616	\$ 8,866,738	\$ 8,993,057
* Full-Time Positions	102.50	102.50	102.50	100.50
* Part-Time Positions @ F.T.E.	8.00	8.55	8.85	8.85
* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - DIVISION FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 6,374,119	\$ 7,083,314	\$ 7,092,783	\$ 7,291,339
Special Revenue	468,818	369,838	376,539	291,307
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 6,842,937</b>	<b>\$ 7,453,152</b>	<b>\$ 7,469,322</b>	<b>\$ 7,582,646</b>

<b>- - DIVISION FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 376,545	\$ 276,203	\$ 294,933	\$ 208,407
Charges for Services	73,973	96,684	95,507	100,100
Fines & Forfeits	224,364	216,529	225,000	230,000
Interest & Rents	1,004	668	376	100
Other	134	7,870	2,558	200
Transfers In	112,497	112,647	114,005	121,200
<b>TOTAL SOURCES</b>	<b>\$ 788,517</b>	<b>\$ 710,601</b>	<b>\$ 732,379</b>	<b>\$ 660,007</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 3,905,652	\$ 4,234,076	\$ 4,356,937	\$ 4,387,475
* Benefits - Includes NonWorking Wages	1,776,322	2,094,047	1,939,400	1,945,900
* Mandatory Employer Costs	179,150	150,804	160,401	199,882
Other Current Expenditures -				
* Supplies / Maintenance	165,164	182,722	192,643	192,050
* Contractual	30,759	27,124	19,936	14,050
* Other	661,124	707,089	766,229	823,989
Capital Outlay	124,766	57,290	33,776	19,300
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 6,842,937</b>	<b>\$ 7,453,152</b>	<b>\$ 7,469,322</b>	<b>\$ 7,582,646</b>

<b>- - DIVISION STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 5,861,124	\$ 6,478,927	\$ 6,456,738	\$ 6,533,257
* Full-Time Positions	74.50	74.50	74.50	73.50
* Part-Time Positions @ F.T.E.	8.00	8.55	8.85	8.85

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

### ACTION PLAN FOR FISCAL YEAR 2009

#### OPERATIONAL OBJECTIVES

\* **Response Time:**

To have a response time of 10 minutes or less on 90% of all calls received.  
To have a response time of 5 minutes or less on 70% of all calls received.

\* **Case Closure Rate:**

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 25% uncommitted time.  
The goal is for community policing officers to have 20% uncommitted time.

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

### Police Division - Law Enforcement

- \* Staff will continue to maintain a strong working relationships with the citizens of Holland since many of the crimes are solved by the public working directly with officers. Our goal is to make at least 11,000 citizen contacts as available time allows. Measurement - # of contacts made
- \* To compare the 2007 top three (3) crash intersections with data from the same intersections in 2008 and determine if efforts were successful in reducing crashes. (January 2009)
- \* The current department polygraph operator will be retiring within the next few years. In order to maintain an in-house polygraph operator, it is our goal to have another officer trained before the current one leaves. Since the training and process for certification is very extensive, it is our goal to train and begin the certification process for the new person in 2008. (Training completed by November 2008, Certification by December 2009)
- \* To recruit, train, and retain minority staff members so that the Holland Police Department reflects the community it serves. To work with Latin Americans United for Progress (LAUP) to develop a plan to expose those in the minority community to career opportunities in law enforcement.
- \* The City Watch System is eight (8) years old and no longer able to properly function due to outdated technology requirements. Staff will explore various options for replacing the system or the possibility of coordinating a joint system with Ottawa County through the County Emergency Management Office. (September 2008)
- \* To explore having the City of Holland contract with one (1) vehicle wrecker service in an effort to reduce the cost of wrecker services for City vehicles and uses as well as for travelers who require wrecker services for purposes such as crashes and vehicles broken down in roadways. (December 2008)
- \* To explore using an online auction service for city owned items which are normally auctioned off at the bi-annual City of Holland auction. (September 2008)
- \* To evaluate the current parking violation fine structure and determine if they are appropriate in comparison to other communities in West Michigan. (December 2008)
- \* The current Police Service Dogs (PSDs) have been in service for seven (7) years. On the average PSDs are able to serve 8-10 years depending on health and overall physical ability. During the next year, a fund raiser will be held in an effort to raise funding to replace both PSDs. (June 2009)

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

### Police Division - Law Enforcement

#### CRIMINAL JUSTICE TRAINING FUND

- \* To participate with the West Michigan Criminal Justice Training Consortium (WMCJTC) to host at least four (4) training programs and assist in teaching four (4) training programs.
- \* To conduct Platoon Training to include four (4) reality based training scenarios in the area of Use of Force and Firearms.
- \* To provide supervision training in Intervention, Risk Management and Critical Incident Management.
- \* To have department personnel participate in required training to include range qualification, Haz-Mat, CPR/1<sup>st</sup> Aid, self defense and blood borne pathogens on their TEAM training days.

#### WEMET

- \* To maintain four (4) officer assignments in WEMET to work on gang / drug activity in the greater Holland area.
- \* A goal of the WEMET Policy Board is to establish a permanent revenue source in which WEMET can be funded to efficiently operate going forward.

#### POLICE COMMUNITY RELATIONS

- \* To coordinate with other city departments and host four neighborhood park picnics in an effort to unify neighborhoods and introduce residents to each other. These picnics would be held at Rosa Parks Green, Moran Park, Montello Park, and in Holland Heights. (August 2008)
- \* To provide one Adult Citizen Police Academy during the year.
- \* To provide one Junior Citizen Police Academy during the year.

#### POLICE EMPLOYEES BENEFIT FUND

- \* 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.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>Police Calls:</b>				
Total Police Calls	24,676	246,483	24,500	24,500
Part I Criminal Offenses	3,451	3,414	3,400	3,400
Part II Criminal Offenses	3,711	3,790	3,800	3,800
Service Calls	16,181	16,096	16,000	16,000
<b>Accidents Reported:</b>				
Total Crashes Investigated	1,336	1,348	1,300	1,300
Injury	206	180	170	170
Property Damage	1,130	1,168	1,130	1,130
Persons Killed	1	4	2	0
<b>Case Solvability Factor</b>				
Part I Criminal Offenses	54%	59%	60%	60%
Part II Criminal Offenses	95%	96%	96%	96%
<b>Call Response Time % on total Police Calls</b>				
10 minutes & under	86%	87%	90%	90%
5 minutes & under	65%	67%	68%	68%
<b>Lockup Report:</b>				
Total Bookings	4,072	4,976	5,000	5,000
Adult Arrests	2,485	3,172	3,200	3,200
Juvenile Arrests	252	324	300	300
Court Commitments / Transfers	1,335	1,480	1,500	1,500
<b>Police Vehicle Report:</b>				
Total Miles Driven	527,843	522,908	525,000	525,000
Preventable Cruiser Accidents	4	8	4	4
<b>Training:</b>				
Total Hours-FTO, Reserve, & Regular Officers	11,740	11,973	12,000	12,000
<b>Animal Complaints Investigated</b>				
Domestic Animals	956	926	925	925
Wildlife Animals	25	13	20	20
<b>Citations Issued</b>				
Warnings	29	53	60	60
Court	12	46	35	35
<b>Parking Enforcement</b>				
Overnight Violations	4,988	4,740	4,900	4,900
Handicapped Violations	66	65	70	70
Ordinance Violations	1,066	728	800	800
Parking Fines Collected	\$77,578	\$71,690	\$75,000	\$75,000
<b>Park Patrol</b>				
Total Incidents	14	32	25	25
Alcohol Arrests	2	1	2	2
Disorderly Arrests	4	5	5	5
Abandoned Vehicles - Total Processed	225	180	200	200
Found/Recovered Bicycles - Total Processed	276	297	275	275

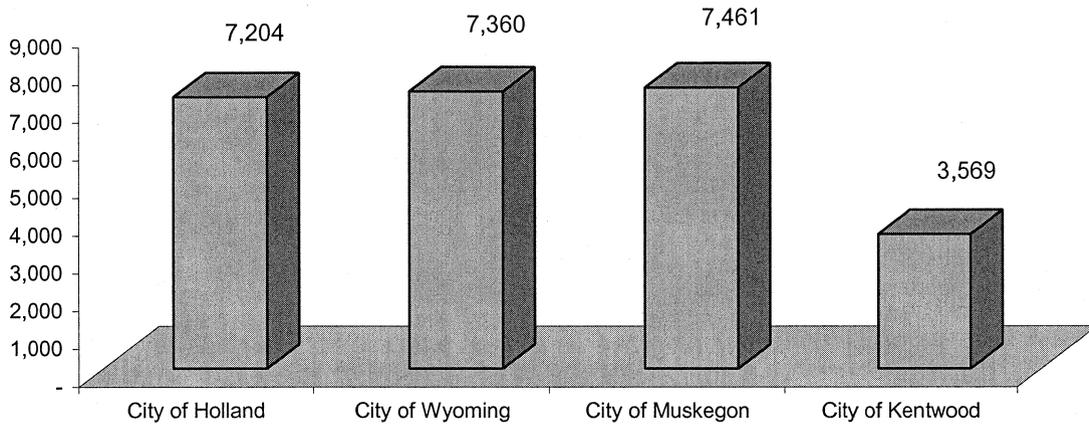
## PROGRAM MEASUREMENTS

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

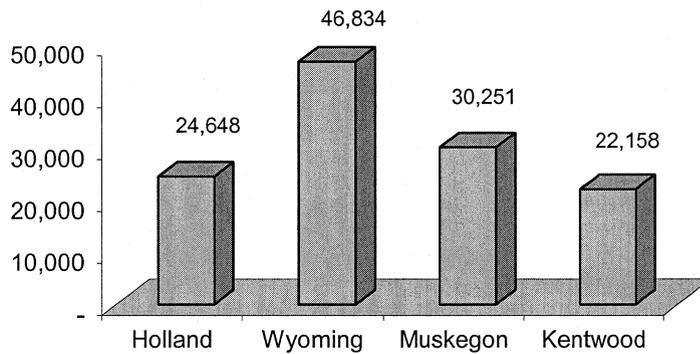
Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
School Programs	5	0	2	2
College	5	2	3	3
High School	12	117	30	30
Middle	18	34	30	30
Elementary	86	0	0	0
GREAT/SAVE				
Community Programs				
Speaking Engagements	63	43	50	50
Canine	5	22	20	20
TRIAD/Senior Citizens	2	0	1	1
Citizen Police Academy	1	1	1	1
Junior Police Academy	0	1	1	1
National Night Out	0	1	1	1
Scholarships Awarded				
Athletic	76	43	0	0
Criminal Justice Education	0	0	0	0
Victim Service Unit				
Call-outs	-	26	30	30
Call-out Hours	-	212	250	250
Meeting/Training Hours	-	309	300	300

**PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES**

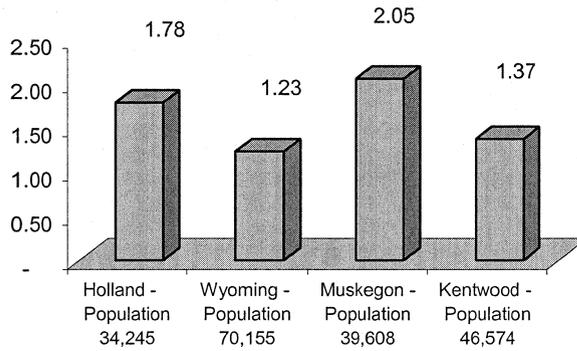
**Crime Calls**



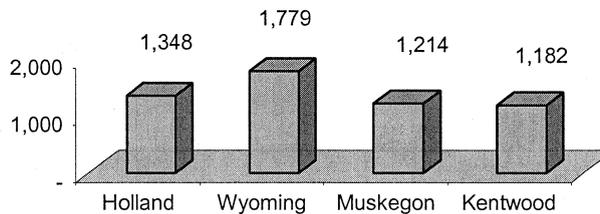
**Total Calls**



**Officers Per 1,000 Population**



**Accident Crashes**



Note: Comparable Michigan Cities, Based on Calendar Year 2007 Data.

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 35,606	\$ 41,234	\$ 40,000	\$ 41,500
Charges for Services	70,658	93,354	92,557	97,100
Fines & Forfeits	224,364	216,529	225,000	230,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	200	200
Funding Requirement - General Operating Revenues	6,043,491	6,732,197	6,735,026	6,922,539
<b>TOTAL SOURCES</b>	<b>\$ 6,374,119</b>	<b>\$ 7,083,314</b>	<b>\$ 7,092,783</b>	<b>\$ 7,291,339</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 3,692,412	\$ 4,044,275	\$ 4,111,300	\$ 4,201,100
* Benefits - Includes NonWorking Wages	1,711,244	2,027,103	1,866,200	1,870,900
* Mandatory Employer Costs	170,277	144,914	153,500	193,400
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	147,680	166,364	181,300	188,300
* Contractual	14,039	13,908	14,000	14,050
* Other	637,306	680,227	749,408	808,289
Capital Outlay	1,161	6,523	17,075	15,300
<b>TOTAL USES</b>	<b>\$ 6,374,119</b>	<b>\$ 7,083,314</b>	<b>\$ 7,092,783</b>	<b>\$ 7,291,339</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 5,573,933	\$ 6,216,292	\$ 6,131,000	\$ 6,265,400
* Full-Time Positions (see note)	71.50	71.50	71.50	70.50
* Part-Time Positions @ F.T.E.	8.00	8.55	8.85	8.85

**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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 14,294	\$ 13,964	\$ 14,700	\$ 14,700
<b>TOTAL SOURCES</b>	<b>\$ 14,294</b>	<b>\$ 13,964</b>	<b>\$ 14,700</b>	<b>\$ 14,700</b>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 13,783	\$ 14,656	\$ 14,700	\$ 14,700
Capital Outlay	\$ - 0 -	\$ - 0 -	\$ 1,388	\$ - 0 -
<b>TOTAL USES</b>	<b>\$ 13,783</b>	<b>\$ 14,656</b>	<b>\$ 16,088</b>	<b>\$ 14,700</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 511	\$ (692)	\$ (1,388)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,086	1,394	6	6
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,086</b>	<b>\$ 1,394</b>	<b>\$ 6</b>	<b>\$ 6</b>

**- - STAFFING - -**

Positions: Not Applicable

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 673	\$ 428	\$ -0-	\$ -0-
Other	134	2,650	-0-	-0-
Transfers In	-0-	3,007	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 807</b>	<b>\$ 6,085</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
Other Current Expenditures -				
* Supplies / Maintenance	8,024	7,486	-0-	-0-
* Other	4,885	8,126	-0-	-0-
Transfers Out	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 12,909</b>	<b>\$ 15,612</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (12,102)	\$ (9,527)	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	9,527	-0-	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ 9,527</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - STAFFING - -**

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

Activities administered under the Police Community Relations Fund will be funded within the General Fund-Police Department beginning in FY-2008.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Anti-Drug Abuse Act WEMET Grant Fund</u>				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	0	0	1	1
WEMET Activity Report:				
Total Complaints Investigated	629	675	700	700
Holland Area Complaints	99	124	150	150
Arrests	447	454	500	500
Total Value of Drugs Seized	\$2,529,299	\$6,597,515	\$6,000,000	\$6,000,000

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 105,999	\$ 117,626	\$ 120,900	\$ 129,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	101,937	109,561	112,900	121,200
<b>TOTAL SOURCES</b>	<b>\$ 207,936</b>	<b>\$ 227,187</b>	<b>\$ 233,800</b>	<b>\$ 250,400</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 145,160	\$ 159,584	\$ 167,400	\$ 171,500
* Benefits - To Include NonWorking Wages	57,226	63,062	61,900	72,700
* Mandatory Employer Costs	5,550	4,541	4,500	6,200

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 207,936</b>	<b>\$ 227,187</b>	<b>\$ 233,800</b>	<b>\$ 250,400</b>
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**- - FUND EQUITY - -**

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

Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL FUND EQUITY</b>	<b>\$ - 0 -</b>			
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 207,936	\$ 227,187	\$ 233,800	\$ 250,400
* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Estimate	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 93,245	\$ 37,262	\$ 95,870	\$ 19,007
<b>TOTAL SOURCES</b>	<b>\$ 93,245</b>	<b>\$ 37,262</b>	<b>\$ 95,870</b>	<b>\$ 19,007</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 68,080	\$ 30,217	\$ 76,737	\$ 14,875
* Benefits - To Include NonWorking Wages	7,852	3,882	11,300	2,300
* Mandatory Employer Costs	3,323	1,349	2,185	282

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	750	5,545	1,550
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Capital Outlay

	13,990	1,064	103	- 0 -
<b>TOTAL USES</b>	<b>\$ 93,245</b>	<b>\$ 37,262</b>	<b>\$ 95,870</b>	<b>\$ 19,007</b>

**- - FUND EQUITY - -**

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

**- - STAFFING - -**

Personnel Services Total Amount	\$ 79,255	\$ 35,448	\$ 90,222	\$ 17,457
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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-2009 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 40,001	\$ 5,833	\$ 13,500	\$ 4,000
Interest & Rents	253	121	276	- 0 -
Other	- 0 -	3,920	- 0 -	- 0 -
Transfers In	10,560	79	1,105	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 50,814</b>	<b>\$ 9,953</b>	<b>\$ 14,881</b>	<b>\$ 4,000</b>

FUNDING USES -

Capital Outlay	\$ 50,563	\$ 10,055	\$ 15,210	\$ 4,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 50,563</b>	<b>\$ 10,055</b>	<b>\$ 15,210</b>	<b>\$ 4,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 251	\$ (102)	\$ (329)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	431	329	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 431</b>	<b>\$ 329</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**- - 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 59,052	\$ 40,419	\$ -0-	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 59,052</b>	<b>\$ 40,419</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
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Other Current Expenditures -

* Other	-0-	771	-0-	-0-
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Capital Outlay	59,052	39,648	-0-	-0-
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<b>TOTAL USES</b>	<b>\$ 59,052</b>	<b>\$ 40,419</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
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**- - FUND EQUITY - -**

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

Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
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Undesignated / Unreserved	-0-	-0-	-0-	-0-
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<b>TOTAL FUND EQUITY</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
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**- - STAFFING - -**

Positions: Not Applicable

NOTE: This grant includes a tactical transport robot, infrared system, and night binoculars for the Police Division and equipment for the City's Emergency Operations Center (EOC).

**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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Estimate	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 28,348	\$ 19,865	\$ 8,247	\$ -0-
Other	\$ -0-	\$ 1,300	\$ 1,337	\$ -0-
TOTAL SOURCES	<u>\$ 28,348</u>	<u>\$ 21,165</u>	<u>\$ 9,584</u>	<u>\$ -0-</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	7,308	6,010	3,648	-0-
* Contractual	16,720	13,216	5,936	-0-
* Other	4,320	1,939	-0-	-0-
TOTAL USES	<u>\$ 28,348</u>	<u>\$ 21,165</u>	<u>\$ 9,584</u>	<u>\$ -0-</u>

**- - 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	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 28,348	\$ 21,165	\$ 9,584	\$ -0-
* Full-Time Positions	-0-	-0-	-0-	-0-
* Part-Time Positions @ F.T.E.	-0-	-0-	-0-	-0-

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

-----  
**OTTAWA COUNTY BATMOBILE GRANT FUND**  
- REFERENCE: OTTAWA COUNTY HEALTH DEPARTMENT  
( A SPECIAL REVENUE FUND )

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ -0-	\$ -0-	\$ 1,716	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 1,716</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ 1,500	\$ -0-
* Mandatory Employer Costs	-0-	-0-	216	-0-
<b>TOTAL USES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 1,716</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

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

**- - STAFFING - -**

Positions: Not Applicable

NOTE: This grant includes overtime for the use of the Breath Alcohol Testing Vehicle (BAT Mobile) at Grand Valley State University.

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 3,315	\$ 3,330	\$ 2,950	\$ 3,000
Interest & Rents	78	119	100	100
Other	- 0 -	- 0 -	1,021	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 3,393</b>	<b>\$ 3,449</b>	<b>\$ 4,071</b>	<b>\$ 3,100</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,152	\$ 2,112	\$ 2,150	\$ 2,200
* Other	830	1,370	2,121	1,000
<b>TOTAL USES</b>	<b>\$ 2,982</b>	<b>\$ 3,482</b>	<b>\$ 4,271</b>	<b>\$ 3,200</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 411	\$ (33)	\$ (200)	\$ (100)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,258	2,225	2,025	1,925
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,258</b>	<b>\$ 2,225</b>	<b>\$ 2,025</b>	<b>\$ 1,925</b>

**- - STAFFING - -**

Positions: Not Applicable

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - DIVISION FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 2,808,183	\$ 2,951,923	\$ 2,926,051	\$ 2,990,699
Special Revenue	18,865	- 0 -	- 0 -	- 0 -
Internal Service	- 0 -	531,996	12,272	45,000
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 2,827,048</b>	<b>\$ 3,483,919</b>	<b>\$ 2,938,323</b>	<b>\$ 3,035,699</b>
<b>- - DIVISION FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 14,743	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	4,446	2,020	3,200	5,000
Interest & Rents	15,020	6,425	2,700	5,720
Other	(20,243)	(3,364)	- 0 -	- 0 -
Transfers In	101,848	100,000	100,000	100,000
<b>TOTAL SOURCES</b>	<b>\$ 115,814</b>	<b>\$ 105,081</b>	<b>\$ 105,900</b>	<b>\$ 110,720</b>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,475,849	\$ 1,538,557	\$ 1,542,000	\$ 1,590,700
* Benefits - Includes NonWorking Wages	774,055	873,606	827,300	806,000
* Mandatory Employer Costs	49,399	36,526	40,700	63,100
Other Current Expenditures -				
* Supplies / Maintenance	211,207	177,867	173,100	174,400
* Contractual	5,228	5,480	6,100	5,600
* Other	198,225	209,730	205,850	243,799
Capital Outlay	13,085	542,153	43,273	52,100
Transfers Out	100,000	100,000	100,000	100,000
<b>TOTAL USES</b>	<b>\$ 2,827,048</b>	<b>\$ 3,483,919</b>	<b>\$ 2,938,323</b>	<b>\$ 3,035,699</b>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 83,459	\$ 97,532	\$ 98,000	\$ 98,000

**- - DIVISION STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 2,299,303	\$ 2,448,689	\$ 2,410,000	\$ 2,459,800
* Full-Time Positions	28.00	28.00	28.00	27.00
* 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

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Fire Division - Fire

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### DEPARTMENT MISSION STATEMENT

The Mission of the Holland Fire Department is to provide excellent life, property and environmental safety to the community through aggressive code enforcement, effective safety education, safe and efficient fire suppression, and emergency medical, hazardous materials, fire investigation, and other services consistent with modern fire protection.

### ACTION PLAN FOR FISCAL YEAR 2009

#### FIRE DEPARTMENT

- \* To replace mission-critical alert pagers and personal protective equipment as aggressively as possible by September 2008.
- \* To complete a comprehensive inventory and propose a funding plan to replace on schedule, all equipment used at fires and other incidents by September 2008.
- \* To develop and implement a revised Fire Department training plan to prepare department members to safely and effectively respond to fires, medical emergencies, and other incidents in the community by December 2008.
- \* To continue to work with Holland and Park Townships to fund and implement a plan for safe and effective response to incidents on Lake Macatawa and the near-shore of Lake Michigan by June 2009.
- \* To continue to develop a clear picture of the current status and capabilities of the department to prepare for new leadership by December 2008.
- \* To determine the optimal location for a fire station to best serve the central portion of the City by December 2008.
- \* To develop a schedule and financial plan to renovate the Waverly fire station by June 2009.
- \* To evaluate the delegation of authority to inspect public assembly facilities and capture a portion of inspection fees as proposed by State of Michigan Bureau of Fire Services by December 2008.

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

---

Fire Division - Fire

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### 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 2008.
- \* To review the City Emergency Plan for consistency with incident systems training, revising, and testing as needed by December 2008.
- \* To develop an ordinance for Council action specifying how the City will function during a large scale emergency or disaster necessitating implementation of the City Emergency Plan by December 2008.

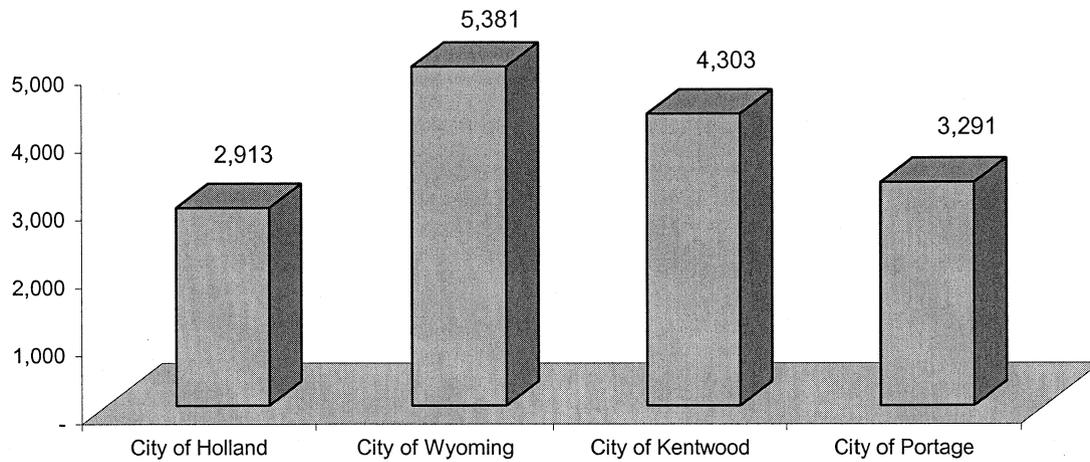
## PROGRAM MEASUREMENTS

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

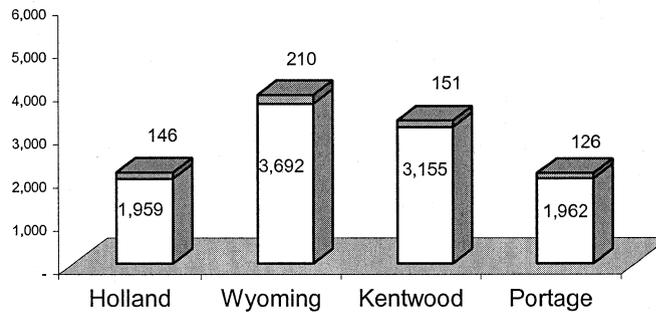
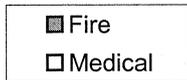
Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Fire Incidents	129	98	146	125
Structure Fires	59	36	66	55
Outside of Structure Fires	0	7	4	5
Vehicle Fires	18	17	30	20
Vegetation Fires	15	8	11	10
Refuse Fires	13	12	14	15
Explosion with no After-fire	9	14	10	10
Fire or Explosion not Otherwise Classified	15	4	11	10
Medical Emergencies	1,752	1,916	1,959	1,940
Flammable Liquid/Gas Emergencies	206	170	194	190
Service Calls	109	111	114	110
Good Intent Calls	131	109	92	110
False Alarms/Alarm Malfunctions	342	378	405	400
Other/Miscellaneous Calls	1	4	3	5
<b>TOTAL INCIDENTS</b>	<b>2,670</b>	<b>2,786</b>	<b>2,913</b>	<b>2,880</b>
Change from Previous Year	4.22%	4.34%	4.56%	-1.13%
Value of Property Exposed to Fire	\$45,825,566	\$69,101,879	\$15,763,125	\$50,000,000
Combined Real and Personal Property Lost	\$1,495,451	\$601,189	\$432,680	\$450,000
Percent of Exposed Property Saved	96.74%	99.13%	97.26%	99.10%
<b><u>TRAINING AND SAFETY ACTIVITIES</u></b>				
Total Personnel-Hours Spent in Training	4,663	4,161	3,882	4,500
Civilian Fire-Related Injuries	3	0	1	0
Firefighter Duty-Related Injuries	9	5	1	0
<b><u>FIRE PREVENTION ACTIVITIES</u></b>				
Fire Code Inspections Performed	0	124	149	250
Fire Investigations Conducted	0	17	12	15
Outside Fire Prevention Programs Presented	0	13	11	12
Insurance Service Office Rating	4	4	4	4
Number of fire stations	3	3	3	3
<b><u>EMERGENCY MANAGEMENT</u></b>				
Conduct Emergency Warning Systems Tests	9	9	9	9
Maintain and Update City Emergency Plan	1	1	1	1
Plan and Implement City Emergency Plan Test Exercise	1	1	1	1

**PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES**

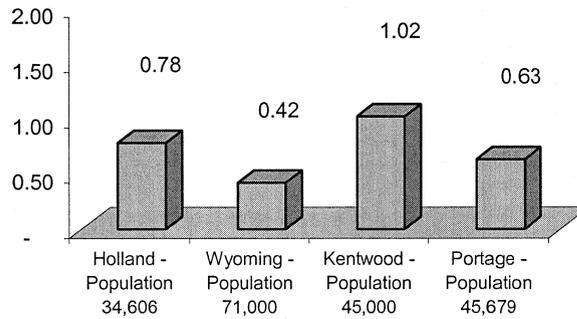
**Total Incidents**



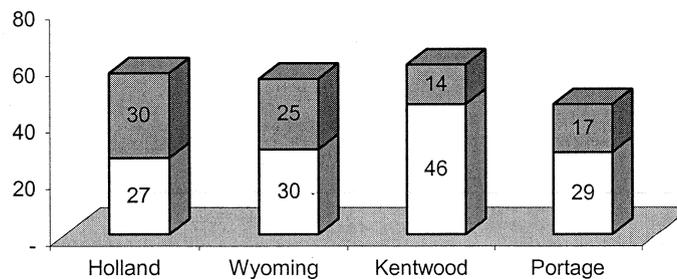
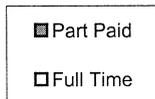
**Fire and Medical Incidents**



**Full Time Firefighters Per 1,000 Population**



**Full Time Part Paid Firefighters**



Note: Comparable Michigan Cities, Based on Calendar Year 2007 Data.

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 4,446	\$ 2,020	\$ 3,200	\$ 5,000
Funding Requirement - General Operating Revenues	2,803,737	2,949,903	2,922,851	2,985,699
<b>TOTAL SOURCES</b>	<b>\$ 2,808,183</b>	<b>\$ 2,951,923</b>	<b>\$ 2,926,051</b>	<b>\$ 2,990,699</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,475,849	\$ 1,538,557	\$ 1,542,000	\$ 1,590,700
* Benefits - To Include NonWorking Wages	774,055	873,606	827,300	806,000
* Mandatory Employer Costs	49,399	36,526	40,700	63,100

Other Current Expenditures -

* Supplies / Maintenance	192,342	177,867	173,100	174,400
* Contractual	5,228	5,480	6,100	5,600
* Other	198,225	209,730	205,850	243,799

Capital Outlay	13,085	10,157	31,001	7,100
Transfers Out	100,000	100,000	100,000	100,000

<b>TOTAL USES</b>	<b>\$ 2,808,183</b>	<b>\$ 2,951,923</b>	<b>\$ 2,926,051</b>	<b>\$ 2,990,699</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 2,299,303	\$ 2,448,689	\$ 2,410,000	\$ 2,459,800
* Full-Time Positions	28.00	28.00	28.00	27.00
* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 14,743	\$ -0-	\$ -0-	\$ -0-
Other	2,274	-0-	-0-	-0-
Transfers In	1,848	-0-	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 18,865</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Benefits - To Include NonWorking Wages	-0-	-0-	-0-	-0-
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	18,865	-0-	-0-	-0-
* Contractual	-0-	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 18,865</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

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

**- - 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-2009.

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

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Fire Division: Fire Vehicle and Equipment Pool Fund

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### 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 2009

- \* 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 2009.
- \* To review the status of current and future apparatus needs, revising the fire apparatus replacement schedule as needed by January 2009.
- \* To purchase and place in service an EMS response vehicle to replace the 1999 Chevrolet Tahoe responding from the Kollen Park station by January 2009.

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 15,020	\$ 6,425	\$ 2,700	\$ 5,720
Other	(22,517)	(3,364)	- 0 -	- 0 -
Transfers In	100,000	100,000	100,000	100,000
TOTAL SOURCES	<u>\$ 92,503</u>	<u>\$ 103,061</u>	<u>\$ 102,700</u>	<u>\$ 105,720</u>

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ 531,996	\$ 12,272	\$ 45,000
TOTAL USES	<u>\$ - 0 -</u>	<u>\$ 531,996</u>	<u>\$ 12,272</u>	<u>\$ 45,000</u>

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 83,459	\$ 97,532	\$ 98,000	\$ 98,000
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 9,044	\$ 5,529	\$ 4,700	\$ 7,720
ENDING BALANCE -				
Designated / Reserved	\$ 440,844	\$ 19,923	\$ 110,351	\$ 171,071
Undesignated / Unreserved	1,140,099	1,566,549	1,480,821	1,427,821
TOTAL FUND EQUITY	<u>\$ 1,580,943</u>	<u>\$ 1,586,472</u>	<u>\$ 1,591,172</u>	<u>\$ 1,598,892</u>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	<u>\$ - 0 -</u>			

**- - STAFFING - -**

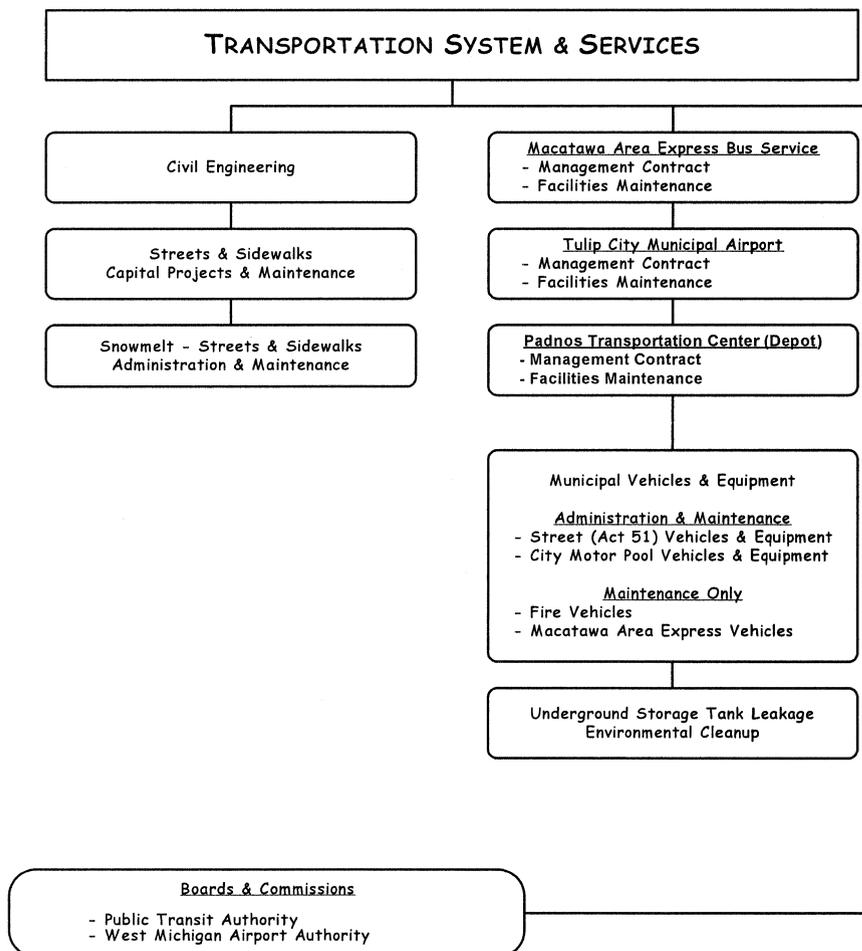
Positions: Not Applicable

# TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

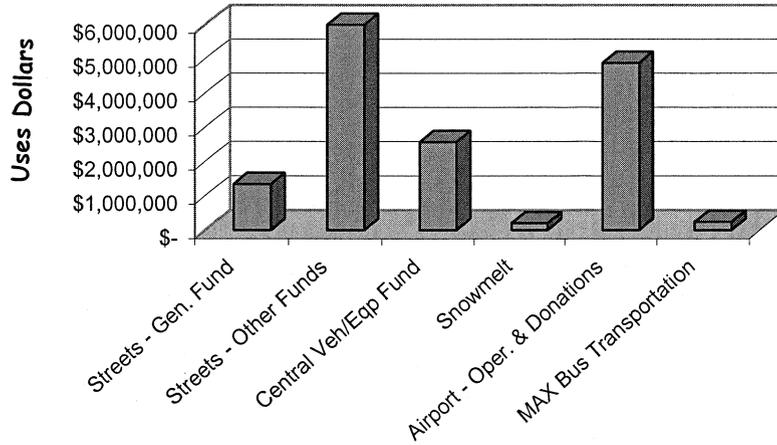
The Transportation System and Services Group have responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation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

## GROUP ORGANIZATIONAL STRUCTURE

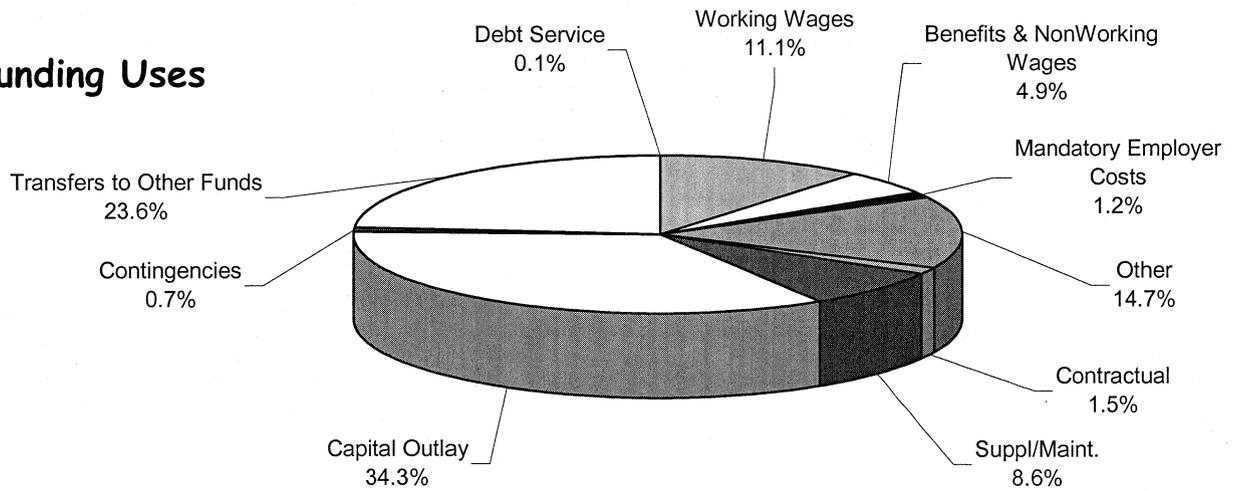


# TRANSPORTATION SYSTEM & SERVICES GROUP

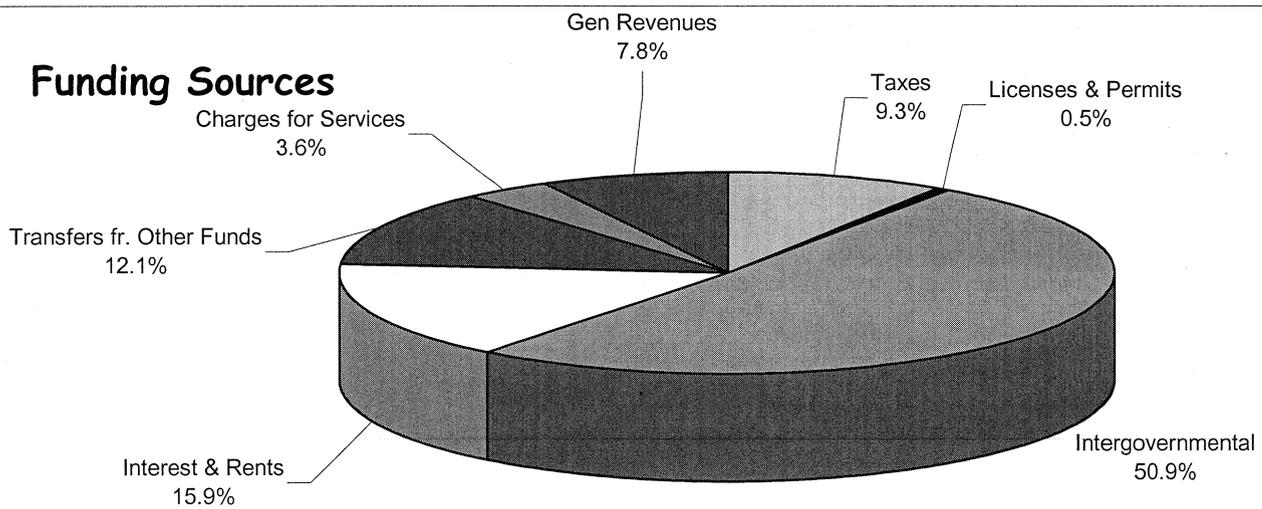
## Total Uses By Department \$15,846,706



## Funding Uses



## Funding Sources



**TRANSPORTATION SYSTEM & SERVICES GROUP**  
**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 1,190,874	\$ 1,224,897	\$ 1,318,168	\$ 1,341,144
Special Revenue	7,651,340	6,251,247	8,194,832	6,826,960
Enterprise	5,977,473	4,072,216	2,819,348	5,117,214
Internal Service	2,239,996	2,690,575	2,295,767	2,561,388
TOTAL - ALL FUND TYPES	<u>\$ 17,059,683</u>	<u>\$ 14,238,935</u>	<u>\$ 14,628,115</u>	<u>\$ 15,846,706</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 1,313,444	\$ 1,423,518	\$ 1,300,505	\$ 1,405,958
Licenses & Permits	73,901	75,038	72,000	78,000
Intergovernmental	8,463,593	5,994,463	5,597,242	7,724,700
Charges for Services	601,930	557,380	539,158	549,050
Interest & Rents	2,153,844	2,397,110	2,668,649	2,411,659
Other	27,693	60,539	3,919	200
Transfers In	1,187,597	1,920,140	2,046,720	1,831,463
TOTAL SOURCES	<u>\$ 13,822,002</u>	<u>\$ 12,428,188</u>	<u>\$ 12,228,193</u>	<u>\$ 14,001,030</u>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,385,728	\$ 1,471,806	\$ 1,716,034	\$ 1,766,800
* Benefits - Includes NonWorking Wages	672,205	702,538	756,410	768,975
* Mandatory Employer Costs	151,825	146,415	178,147	195,284
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	1,464,031	1,521,729	1,218,252	1,247,100
* Contractual	2,477,430	2,547,024	220,915	233,500
* Other	1,835,329	2,542,410	2,261,927	2,322,546
Capital Outlay	3,645,135	1,198,917	3,208,663	5,432,100
<b>Debt Service Payments -</b>				
* Principal Maturities	12,000	13,000	14,000	15,000
* Interest & Fee Payments	4,626	4,536	3,188	2,400
Transfers Out	5,411,374	4,090,560	5,050,579	3,745,001
Contingencies	- 0 -	- 0 -	- 0 -	118,000
TOTAL USES	<u>\$ 17,059,683</u>	<u>\$ 14,238,935</u>	<u>\$ 14,628,115</u>	<u>\$ 15,846,706</u>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 1,248,233	\$ 1,544,672	\$ 1,151,000	\$ 1,191,000
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 2,209,758	\$ 2,320,759	\$ 2,650,591	\$ 2,731,059
* Full-Time Positions	32.39	33.14	34.39	35.60
* Part-Time Positons @ F.T.E.	2.90	2.00	3.25	3.55

# INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

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Management & Engineering

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## 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 2009

- \* To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2009 construction season:
  - Country Club Road from south of 16<sup>th</sup> Street to north of 8<sup>th</sup> Street, with full improvements between 8<sup>th</sup> and 16<sup>th</sup> Streets.
  - In conjunction with the BPW, 12<sup>th</sup> Street from Pine Avenue to Fairbanks Avenue.
  - Traffic signals on Columbia Avenue at 9<sup>th</sup> and 7<sup>th</sup> Streets.
  
- \* To develop a resurfacing program for the summer of 2008, utilizing street ratings developed through asset management techniques.
  
- \* Continue planning and engineering for the following projects, in anticipation of construction in calendar years 2009 and/or 2010:
  - Matt Urban Drive, Washington Ave west to the City limits
  - Columbia from 16<sup>th</sup> to 22<sup>nd</sup> Street - Streetscape and Reconstruction
  - Central Avenue, 10<sup>th</sup> to State Streets
  - Maple Avenue, 12<sup>th</sup> to 24<sup>th</sup> Streets
  
- \* Continue to seek sources of funding through the Macatawa Area Coordinating Council (MACC) for the improvement of Lincoln Avenue between 16<sup>th</sup> and 24<sup>th</sup> Streets

# INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

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## Management & Engineering

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- \* Continue working through MACC to implement the Area-wide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed, and the Storm Water Pollution Prevention Initiative Plan. Specific possible actions include increased public information, continuation 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. (On-going)
- \* To continue to work with MDOT and the MACC on the Chicago Drive Corridor Improvement Study, and focus on Fairbanks to Waverly as follow up to City - Township Planning project.
- \* 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. (March 2009)
- \* To expand the use of the use of the RoadSoft software and associated Asset Management Plan to include culverts. (October 2008)
- \* To work with the Michigan Department of Transportation, Macatawa Area Coordinating Council, and other interested parties on short-term and long-term solutions to improve traffic and safety issues on M-40.
- \* To work with the Board of Public Works on a master maintenance agreement for all lighting in the public right-of-way. (December 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Construction Projects in Process	14	9	11	9
Total Miles of Local and Major Streets (Does Not Include State Trunkline Miles)	148.62	148.57	148.70	149.00
Total miles of Streets Reconstructed	1.14	1.69	1.65	2.20
Total miles of Streets Resurfaced	0	11.36	4.39	4.50
Community Sidewalk Network in Miles of Walk	153.98	155.43	156.10	156.50
Sidewalk Repair Activities in Square Feet	18,378	15,813	16,000	16,000

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**TRANSPORTATION MANAGEMENT & ENGINEERING  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 1,034	\$ - 0 -
Funding Requirement - General Operating Revenues	157,916	167,664	162,902	186,024
<b>TOTAL SOURCES</b>	<b>\$ 157,916</b>	<b>\$ 167,664</b>	<b>\$ 163,936</b>	<b>\$ 186,024</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 85,821	\$ 89,907	\$ 89,800	\$ 101,500
* Benefits - To Include NonWorking Wages	35,206	40,879	38,700	40,300
* Mandatory Employer Costs	9,358	9,270	9,500	10,400

Other Current Expenditures -

* Supplies / Maintenance	1,963	1,572	2,550	3,000
* Contractual	388	1,450	1,700	1,200
* Other	20,754	23,261	21,537	27,224

Capital Outlay

Capital Outlay	4,426	1,325	149	2,400
<b>TOTAL USES</b>	<b>\$ 157,916</b>	<b>\$ 167,664</b>	<b>\$ 163,936</b>	<b>\$ 186,024</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 130,385	\$ 140,056	\$ 138,000	\$ 152,200
Full-Time Positions	2.90	2.90	2.90	3.00
Part-Time Positions @ F.T.E.	0.55	0.15	0.10	0.15

# 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 2009

- \* 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 on identifying alternative storage sites and/or disposal methods for street sweepings and ditch cleaning materials, as well as address the future means of dealing with spring cleanup and fall leaf pickup materials. (June 2009)
- \* Develop an overall maintenance and upkeep program for the downtown parking deck, and review departmental procedures and policies for maintenance activities in light of the additional parking deck responsibilities. (October 2008)
- \* To continue to explore efficient and effective use of salt alternatives. (March 2009)
- \* To develop a short-term and long-term maintenance program for all brick walkways in the downtown and other areas of the community, that provides for the necessary monitoring, evaluation, repair and upkeep. (January 2009)
- \* To work on identifying alternative disposal sites for snow that needs to be removed from parking lots, cul-de-sacs, dead-end streets, and other locations. (November 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Total Mileage of Street System Maintanenced (Does Not Include State Trunkline Miles)	148.62	148.57	148.70	149.00
Trunkline Mileage	11.20	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	330	304	320	330
Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. 2007 through Feb. 2008)	1,343	1,346	1,490	1,490
Community Sidewalk Network in Miles of Walk	153.98	155.43	156.10	156.50
Amount of salt used for winter road maintenance (in tons)	2,677.75	3,878.00	3,900.00	3,500.00
Number of street sweeper hours operated (reflects March 2005 through February 2006)	1,550	1,558	1,600	1,600
Fall Leaf Pickup - Number of yards of material hauled	----	----	----	----
Streets Division Costs (personnel and equipment)	\$85,206	\$109,595	\$123,540	\$124,800
Removal Costs	\$24,500	\$25,500	N/A	\$25,500
Number of hours worked by Streets Division personnel	1,802.50	2,205	2,299	2,300
Spring Cleanup - Number of yards of material hauled	----	----	----	----
Streets Division Costs (personnel and equipment)	\$58,085	\$40,885	\$68,400	\$70,000
Removal Costs	\$15,685	\$7,925	\$35,000	\$18,500
Number of hours worked by Streets Division personnel	1,184.75	764	1,200	1,250

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**STREETS DIVISION  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 6,958	\$ 7,745	\$ 17,100	\$ 17,100
Interest & Rents	126,000	129,996	134,000	140,000
Funding Requirement - General Operating Revenues	900,000	919,492	1,003,132	998,020
<b>TOTAL SOURCES</b>	<b>\$ 1,032,958</b>	<b>\$ 1,057,233</b>	<b>\$ 1,154,232</b>	<b>\$ 1,155,120</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 220,661	\$ 228,663	\$ 268,991	\$ 271,800
* Benefits - To Include NonWorking Wages	57,309	38,837	34,520	37,700
* Mandatory Employer Costs	42,435	41,556	45,291	48,450
Other Current Expenditures -				
* Supplies / Maintenance	55,218	32,202	43,239	45,300
* Contractual Expenditures	86,419	79,155	74,900	91,100
* Other	567,594	635,970	683,889	657,270
Capital Outlay	3,322	850	3,402	3,500
<b>TOTAL USES</b>	<b>\$ 1,032,958</b>	<b>\$ 1,057,233</b>	<b>\$ 1,154,232</b>	<b>\$ 1,155,120</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 320,405	\$ 309,056	\$ 348,802	\$ 357,950
Full-Time Positions	19.73	19.73	19.81	19.90
Part-Time Positions @ F.T.E.	0.15	0.15	0.05	0.05

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**

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**Motor Vehicle Highway Major Streets & Trunkline Maintenance Fund**

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**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 (MDOT), but may be augmented by grants, contractual services or local contributions.

**ACTION PLAN FOR FISCAL YEAR 2009**

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 2,259,763	\$ 2,228,476	\$ 2,229,779	\$ 2,209,200
Licenses & Permits	25,188	29,988	30,000	35,000
Interest & Rents	67,742	32,174	36,400	24,100
Transfers In	674,741	703,963	828,400	506,124
<b>TOTAL SOURCES</b>	<b>\$ 3,027,434</b>	<b>\$ 2,994,601</b>	<b>\$ 3,124,579</b>	<b>\$ 2,774,424</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 267,852	\$ 287,200	\$ 359,755	\$ 333,900
* Benefits-To Include NonWorking Wages	167,953	183,224	217,199	200,271
* Mandatory Employer Costs	22,879	21,727	31,666	31,400

**Other Current Expenditures -**

* Supplies / Maintenance	194,466	216,280	288,173	292,400
* Contractual	46,170	45,809	59,500	76,600
* Other	372,525	448,389	561,077	486,100
Transfers Out	3,458,171	2,349,081	1,722,345	1,577,162
Contingencies	- 0 -	- 0 -	- 0 -	108,000
<b>TOTAL USES</b>	<b>\$ 4,530,016</b>	<b>\$ 3,551,710</b>	<b>\$ 3,239,715</b>	<b>\$ 3,105,833</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (1,502,582)</b>	<b>\$ (557,109)</b>	<b>\$ (115,136)</b>	<b>\$ (331,409)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ 1,276,294	\$ 105,940	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	70,269	683,514	674,318	342,909
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,346,563</b>	<b>\$ 789,454</b>	<b>\$ 674,318</b>	<b>\$ 342,909</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 458,684	\$ 492,151	\$ 608,620	\$ 565,571
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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**

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Motor Vehicle Highway Local Streets Fund

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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 2009

\* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 568,153	\$ 562,736	\$ 571,666	\$ 554,100
Licenses & Permits	48,713	45,050	42,000	43,000
Interest & Rents	586	1,578	2,200	(100)
Other	- 0 -	- 0 -	250	- 0 -
Transfers In	435,792	587,410	781,074	789,589
<b>TOTAL SOURCES</b>	<b>\$ 1,053,244</b>	<b>\$ 1,196,774</b>	<b>\$ 1,397,190</b>	<b>\$ 1,386,589</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 310,738	\$ 332,240	\$ 383,183	\$ 376,200
* Benefits - To Include NonWorking Wages	195,245	209,440	238,971	234,404
* Mandatory Employer Costs	26,616	24,961	33,845	35,534

**Other Current Expenditures -**

* Supplies / Maintenance	142,862	158,621	212,875	213,200
* Contractual	4,801	2,325	4,500	26,500
* Other	347,677	435,950	490,616	467,700
Transfers Out	25,307	33,237	33,200	33,051
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

<b>FUNDING USES - TOTALS</b>	<b>\$ 1,053,246</b>	<b>\$ 1,196,774</b>	<b>\$ 1,397,190</b>	<b>\$ 1,386,589</b>
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (2)	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,000	2,000	2,000	2,000
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 532,599	\$ 566,641	\$ 655,999	\$ 646,138
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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**

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Allegan County Road Tax Fund

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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 2009

\* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 402,265	\$ 411,489	\$ 420,000	\$ 429,600
Interest & Rents	- 0 -	10,127	24,100	12,000
Transfers In	- 0 -	450,000	- 0 -	60,000
<b>TOTAL SOURCES</b>	<b>\$ 402,265</b>	<b>\$ 871,616</b>	<b>\$ 444,100</b>	<b>\$ 501,600</b>

FUNDING USES -

Transfers Out	\$ 1,053,597	\$ 269,514	\$ 769,159	\$ 505,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,053,597</b>	<b>\$ 269,514</b>	<b>\$ 769,159</b>	<b>\$ 505,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (651,332)	\$ 602,102	\$ (325,059)	\$ (3,400)
ENDING BALANCE -				
Designated / Reserved	\$ 86,709	\$ 228,486	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	7,012	467,337	370,764	367,364
<b>TOTAL FUND EQUITY</b>	<b>\$ 93,721</b>	<b>\$ 695,823</b>	<b>\$ 370,764</b>	<b>\$ 367,364</b>

**- - STAFFING - -**

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

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

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**Street Improvements Reserve Fund**

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**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 2009**

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,127,080	\$ 1,160,976	\$ 1,195,844	\$ 1,179,144
Interest & Rents	9,245	31,560	48,900	- 0 -
Transfers In	- 0 -	- 0 -	360,000	445,000
<b>TOTAL SOURCES</b>	<b>\$ 1,136,325</b>	<b>\$ 1,192,536</b>	<b>\$ 1,604,744</b>	<b>\$ 1,624,144</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	852,076	1,045,316	2,513,001	1,623,788
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 852,076</b>	<b>\$ 1,045,316</b>	<b>\$ 2,513,001</b>	<b>\$ 1,623,788</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 284,249	\$ 147,220	\$ (908,257)	\$ 356
ENDING BALANCE -				
Designated / Reserved	\$ 763,809	\$ 442,250	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	468,779	2,772	3,128
<b>TOTAL FUND EQUITY</b>	<b>\$ 763,809</b>	<b>\$ 911,029</b>	<b>\$ 2,772</b>	<b>\$ 3,128</b>

**- - STAFFING - -**

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

**TRANSPORTATION SYSTEM & SERVICES GROUP  
STREET FUNDS**

**FUND SUMMARY - FY 2005 through FY 2014**

<u>At End of Fiscal Year</u>	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>All Street Funds</u>
<b>- - - - ENDING FUND EQUITY - - - -</b>					
FY2005 (Actual)	2,849,145	2,000	745,053	479,560	4,075,758
FY2006 (Actual)	1,346,563	2,000	93,721	763,809	2,206,093
FY2007 (Actual)	789,454	2,000	695,823	911,029	2,398,306
FY2008 (Estimated)	674,318	2,000	370,764	2,772	1,049,854
FY2009 (Estimated)	342,909	2,000	367,364	3,128	715,401
FY2010	(229,960)	2,000	1,185,556	(1,881,422)	(923,826)
FY2011	(528,180)	2,000	991,512	(2,230,907)	(1,765,575)
FY2012	(857,196)	2,000	222,407	(2,219,122)	(2,851,911)
FY2013	(1,218,507)	2,000	(56,580)	(1,666,592)	(2,939,679)
FY2014	(1,613,669)	2,000	347,733	(1,399,524)	(2,663,460)

(1) The City has the ability to transfer up to 50% of the Gas & Weight Tax Revenues from the MVH Major Street Fund to the MVH Local Street Fund without special resolution. Transfers over 50% can occur by special resolution of City Council, in conformance with MDOT guidelines.

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

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**Downtown Snowmelt System Operating Fund**

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**FUND MISSION STATEMENT**

To provide the downtown with a cost and operational efficient Snowmelt system 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 2009**

- \* To update the remaining 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 October 2008.
- \* To complete the expanded snowmelt transmission line from 8<sup>th</sup> Street to 7<sup>th</sup> Street to serve the new Downtown Parking Deck, the sidewalks along 7<sup>th</sup> Street between College and Columbia and the sidewalks on College and Columbia between 8<sup>th</sup> and 6<sup>th</sup> Street by October 2008.
- \* To update the annual operating special assessment rates to cover the cost of operating the expanded system by September 2008.
- \* To continue to work with the BPW to evaluate alternatives for providing additional heat source as approximately 95% of the system will be utilized by December 2008.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**DOWNTOWN SNOWMELT SYSTEM OPERATING FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 73,285	\$ 91,483	\$ 104,661	\$ 108,900
Interest & Rents	15,070	20,567	17,700	6,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	22,500	23,300	24,000	24,750
<b>TOTAL SOURCES</b>	<b>\$ 110,855</b>	<b>\$ 135,350</b>	<b>\$ 146,361</b>	<b>\$ 140,350</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 255	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	126,987	166,223	168,013	197,650
Capital Outlay	- 0 -	2,821	49,484	- 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 -
<b>TOTAL USES</b>	<b>\$ 127,242</b>	<b>\$ 169,044</b>	<b>\$ 217,497</b>	<b>\$ 197,650</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (16,387)	\$ (33,694)	\$ (71,136)	\$ (57,300)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	330,354	296,660	225,524	168,224
<b>TOTAL FUND EQUITY</b>	<b>\$ 330,354</b>	<b>\$ 296,660</b>	<b>\$ 225,524</b>	<b>\$ 168,224</b>

**- - STAFFING - -**

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

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

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Environmental Cleanup Fund

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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 2009

- \* 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.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**ENVIRONMENTAL CLEANUP FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 12,734	\$ 2,857	\$ - 0 -	\$ - 0 -
Other	- 0 -	- 0 -	3,550	- 0 -
Transfers In	8,223	4,836	12,050	6,000
<b>TOTAL SOURCES</b>	<b>\$ 20,957</b>	<b>\$ 7,693</b>	<b>\$ 15,600</b>	<b>\$ 6,000</b>

FUNDING USES -

Personnel Services				
* Salaries & Wages - Working	\$ - 0 -	\$ 459	\$ - 0 -	\$ - 0 -
Other Current Expenditures -				
* Supplies / Maintenance	12,734	2,397	- 0 -	- 0 -
* Contractual	11,143	4,837	15,600	6,000
<b>TOTAL USES</b>	<b>\$ 23,877</b>	<b>\$ 7,693</b>	<b>\$ 15,600</b>	<b>\$ 6,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (2,920)	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ - 0 -</b>			

**- - STAFFING - -**

Personnel Services Total Amount	\$ - 0 -	\$ 459	\$ - 0 -	\$ - 0 -
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Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

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Municipal Airport Operations Fund

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## FUND MISSION STATEMENT

To provide the public with state-of-the-art global air access to strengthen the local economy and improve the area's quality of life.

### ACTION PLAN FOR FISCAL YEAR 2009

- \* To negotiate a new Fixed Base Operator contract. (October 2008)
- \* To complete the update of the Airport Layout Plan. (March 2009)
- \* To address the following capital projects:
  - Replacement of the Instrument Landing System for runway 26. (November 2007)
  - Rehabilitation of the existing apron area. (June 2009)
  - Global Welcome Center: Financing strategy, final design, and property acquisition. (September 2008 - June 2009)
  - Construction of site preparation for an additional public hangar facility. (June 2009)
  - Construction of a public viewing area at the airport. (June 2009) To review the management structure of the airport to ensure that the format is most appropriate for moving the airport forward. (December 2008)
- \* To implement an airport outreach strategy that includes:
  - Contacting users of the airport to determine their present and projected air travel needs;
  - Contacting potential users of the airport to inform them of opportunities at the airport and to understand their air travel needs.
  - Regular presentations of airport information to the community and events at the airport.
  - Establishing a relationship with existing and potential users of the airport including based and transient users.
- \* To establish performance measurements on the airport and to compare these with other similar airports in Michigan and the Midwest.
- \* To develop the means for accurately tracking operations in terms of numbers and characteristics.
- \* To conduct a comprehensive evaluation of the airport's position in the region, state, national and international air travel network.
- \* To evaluate the merits of, and perhaps implement, changing the airport fee structure as well as the means for maintaining the airport.
- \* To gain a greater awareness of future air travel dynamics and to position the airport and its users to best benefit from these opportunities.

## PROGRAM MEASUREMENTS

### TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT OPERATING FUND

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Aircraft Operations	41,700	41,700	41,900	43,500
Non-Scheduled Commercial Passenger Flights	23,310	23,410	23,700	24,500
Non-Scheduled Commercial Freight Flights	1,950	1,220	1,450	1,800
Based Aircraft	58	58	60	64
<p>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.</p>				

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MUNICIPAL AIRPORT OPERATING FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 2,017,772	\$ 87,175	\$ 2,353,808	\$ 4,531,800
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	117,914
Charges for Services	22,763	22,536	22,500	22,500
Interest & Rents	135,095	146,386	151,040	149,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	10,100	2,771	40,770	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,185,730</b>	<b>\$ 258,868</b>	<b>\$ 2,568,118</b>	<b>\$ 4,821,914</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 4,800	\$ 5,000
* Mandatory Employer Costs	- 0 -	- 0 -	450	500
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	10,205	28,600	18,200	25,700
* Contractual	36,142	32,312	63,400	30,900
* Other	34,653	35,535	29,782	149,714
Capital Outlay	2,108,972	96,726	2,412,809	4,648,000
<b>Debt Service Payments -</b>				
* Principal	12,000	13,000	14,000	15,000
* Interest	4,626	4,536	3,188	2,400
Transfers Out	- 0 -	- 0 -	1,490	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
<b>TOTAL USES</b>	<b>\$ 2,206,598</b>	<b>\$ 210,709</b>	<b>\$ 2,548,119</b>	<b>\$ 4,882,214</b>

**NON-CASH ITEMS - For Info Only**

Depreciation Expense	\$ 349,793	\$ 554,552	\$ 560,000	\$ 600,000
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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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 1,750,311	\$ (396,667)	\$ 1,886,808	\$ 4,002,700
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	12,818,389	12,421,722	14,308,530	18,311,230
<b>TOTAL FUND EQUITY</b>	<b>\$ 12,818,389</b>	<b>\$ 12,421,722</b>	<b>\$ 14,308,530</b>	<b>\$ 18,311,230</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 47,159	\$ 19,999	\$ (60,300)
ENDING BALANCE	\$ 241,710	\$ 288,869	\$ 308,868	\$ 248,568

**- - STAFFING - -**

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ 5,250	\$ 5,500
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**

	Budgeted	Projected			
	FY2009	FY2010	FY2011	FY2012	FY2013
<u>FINANCING SOURCES</u>					
Federal and State Grants:					
* Federal ( F.A.A. )	4,415,600	2,189,750	390,450	1,615,000	1,539,000
* State of Michigan ( M.A.C. )	116,200	57,625	160,275	42,500	40,500
Local Contributions:					
* Private Sector Donations	116,200	57,625	3,468,275	42,500	40,500
<u>Total Sources</u>	<u>4,648,000</u>	<u>2,305,000</u>	<u>4,019,000</u>	<u>1,700,000</u>	<u>1,620,000</u>
<u>FINANCING APPLICATIONS</u>					
Terminal Facility :					
* Property Acquisition	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	2,305,000	3,608,000	- 0 -	- 0 -
Runways / Taxiways / Aprons:					
* Apron Area - Rehabilitation	1,640,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway/Taxiway - East End					
- Modifications & Improvements	18,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8					
- Property Acquisition for I L S	- 0 -	- 0 -	- 0 -	1,700,000	- 0 -
- Installation of I L S	- 0 -	- 0 -	- 0 -	- 0 -	1,500,000
* Runway 26					
- I L S / M A L S R	1,800,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway - North / South					
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	- 0 -	120,000
South Hanger Area - Rehab Pavements	- 0 -	- 0 -	411,000	- 0 -	- 0 -
Hanger Area - Site Development	240,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>4,648,000</u>	<u>2,305,000</u>	<u>4,019,000</u>	<u>1,700,000</u>	<u>1,620,000</u>

In May 2008 a regional West Michigan Airport Authority millage was approved by voters in the City of Holland, Park Township and the City of Zeeland. Projects in process prior to July 1, 2008 will continue to be accounted for by the City of Holland. Future projects will be accounted for by the separate Authority.

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

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**Municipal Airport Donations Fund**

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**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 (FAA), through private contributions from local individuals, businesses, industries and other supporters of the airport.

**ACTION PLAN FOR FISCAL YEAR 2009**

- \* To raise the private contributions that may be needed to support the airport capital projects that are likely to be part of FY09 grants from the FAA and the Michigan Department of Transportation by June 2009.
  
- \* 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 May 2009.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MUNICIPAL AIRPORT DONATIONS FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Rents	452	312	910	- 0 -
Other	9,933	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	43,148	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 10,385</b>	<b>\$ 43,460</b>	<b>\$ 910</b>	<b>\$ - 0 -</b>

FUNDING USES -

Other Current Expenditures -

* Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	10,100	9,576	40,770	- 0 -
<b>TOTAL USES</b>	<b>\$ 10,100</b>	<b>\$ 9,576</b>	<b>\$ 40,770</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 285	\$ 33,884	\$ (39,860)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,201	40,085	225	225
<b>TOTAL FUND EQUITY</b>	<b>\$ 6,201</b>	<b>\$ 40,085</b>	<b>\$ 225</b>	<b>\$ 225</b>

**- - STAFFING - -**

Positions: Not Applicable

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT</b></p> <p style="text-align: center;"><b>TRANSPORTATION SYSTEM AND SERVICES</b></p>
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Depot Operations Fund

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FUND MISSION STATEMENT

To provide a multi modal public transportation facility that can serve railroad, bus and the City's public transportation passengers with excellent accommodating facilities which will promote the use of public transportation.

ACTION PLAN FOR FISCAL YEAR 2009

- \* To continue to work with AMTRAK and WESTRAIN to promote the use of the railroad for a 10% increase in ridership by June 2009.
- \* 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 evaluate the effectiveness and efficiency of the lease agreement with the MAX Authority by June 2009 to assure the multimodal objectives are being met.

Note:

As of July 2007, this facility is leased to the MAX Authority who is responsible for the operation and maintenance of this facility including all leases with AMTRAK and Indian Trails Bus Service.

# PROGRAM MEASUREMENTS

## - - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
ANNUAL RIDERSHIP Amtrak Train	36,873	38,167	39,300	40,500

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**DEPOT OPERATIONS FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ - 0 -	\$ - 0 -	\$ 21,989	\$ - 0 -
Interest & Rents	36,757	37,720	1	1
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	36,241	35,399	426	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 72,998</b>	<b>\$ 73,119</b>	<b>\$ 22,416</b>	<b>\$ 1</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 9,958	\$ 11,247	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	919	922	- 0 -	- 0 -
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	10,208	6,915	- 0 -	- 0 -
* Contractual	21,292	25,598	- 0 -	- 0 -
* Other	30,621	424,408	427	- 0 -
Capital Outlay	- 0 -	- 0 -	21,989	- 0 -
<b>TOTAL USES</b>	<b>\$ 72,998</b>	<b>\$ 469,090</b>	<b>\$ 22,416</b>	<b>\$ - 0 -</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 81,261	\$ 75,941	\$ 76,000	\$ 76,000
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ (81,261)</b>	<b>\$ (471,912)</b>	<b>\$ (54,011)</b>	<b>\$ (75,999)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,580,718	1,108,806	1,054,795	978,796
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,580,718</b>	<b>\$ 1,108,806</b>	<b>\$ 1,054,795</b>	<b>\$ 978,796</b>
<b>- - WORKING CAPITAL - -</b>				
<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (395,971)</b>	<b>\$ - 0 -</b>	<b>\$ 1</b>
<b>ENDING BALANCE</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 1</b>
<b>- - STAFFING - -</b>				
<b>Personnel Services Total Amount</b>	<b>\$ 10,877</b>	<b>\$ 12,169</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.20	0.20	- 0 -	- 0 -

The Depot operation was turned over to the MAX Authority on 07/01/07, with ownership and fixed assets retained by the City.

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

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Macatawa Area Express (MAX) Fund

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FUND MISSION STATEMENT

To provide recordkeeping for the transit related capital assets and City employees who are contracted to the Macatawa Area Express Transportation Authority.

ACTION PLAN FOR FISCAL YEAR 2009

- \* To account for property tax receivables of the former City levied transit taxes for tax years 2006 (FY2007) and prior until fully paid or written off by the court.
- \* To account for the payroll and fringe benefits of the Macatawa Area Express Transportation Authority contracted employees.
- \* To provide property insurance for and account for city owned capital assets which are leased to the Macatawa Area Express Transportation Authority.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MACATAWA AREA EXPRESS OPERATING FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 219,468	\$ 228,147	\$ 211,699	\$ 235,000
Intergovernmental	3,215,640	2,704,587	- 0 -	- 0 -
Interest & Rents	10,600	14,979	3,600	1,000
Other	(291)	726	- 0 -	- 0 -
Transfers In	- 0 -	69,313	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 3,445,417</b>	<b>\$ 3,017,752</b>	<b>\$ 215,299</b>	<b>\$ 236,000</b>

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 88,457	\$ 101,411	\$ 160,405	\$ 176,800
* Benefits - To Include NonWorking Wages	16,329	27,161	32,800	40,900
* Mandatory Employer Costs	6,020	7,456	13,995	15,900

Other Current Expenditures -

* Supplies / Maintenance	484,703	518,214	15	- 0 -
* Contractual	2,069,596	2,078,393	215	100
* Other	72,144	76,503	4,269	1,300
Subtotal Prior to Capital Outlay	2,737,249	2,809,138	211,699	235,000

Capital Outlay	755,064	299,862	- 0 -	- 0 -
Transfers Out	3,900	4,000	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 3,496,213</b>	<b>\$ 3,113,000</b>	<b>\$ 211,699</b>	<b>\$ 235,000</b>
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NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 395,460	\$ 456,008	\$ 15,000	\$ 15,000
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**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MACATAWA AREA EXPRESS OPERATING FUND  
( AN ENTERPRISE FUND )**

This Fund Continues From Previous Page

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 308,808	\$ (251,394)	\$ (11,400)	\$ (14,000)
ENDING BALANCE - (see note below)			(2,545,426)	
Designated / Reserved *	\$ 601,348	\$ 509,131	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,529,521	2,370,344	322,649	308,649
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,130,869</b>	<b>\$ 2,879,475</b>	<b>\$ 322,649</b>	<b>\$ 308,649</b>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (2,450)	\$ (289,825)	\$ 1,000
ENDING BALANCE	\$ 295,875	\$ 293,425	\$ 3,600	\$ 4,600

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 110,806	\$ 136,028	\$ 207,200	\$ 233,600
* Full-Time Positions	0.83	1.58	2.75	2.75
* Part-Time Positions @ F.T.E.	1.00	0.50	2.10	2.35
* Includes Designation for Bus Reserve	300,000	201,771	- 0 -	- 0 -
* Includes Designation for Trolley	1,348	7,260	- 0 -	- 0 -
Total	301,348	209,031	- 0 -	- 0 -

Effective 7/1/07 the transit operation was turned over to the MAX Transportation Authority. Vehicle and equipment capital assets were transferred from the City to the Authority, while the City retains ownership of the Building and Land Improvement capital assets. Administrative personnel are retained as City employees and reimbursed to the City contractually by the Authority, along with property insurance costs. FY2008 actual revenues less expenses of \$37,114 will be moved from Fund 589 (MAX Tax Reserve Fund) to this fund.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MACATAWA AREA EXPRESS TAX RESERVE FUND  
- PUBLIC BUS TRANSPORTATION -  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 113,079	\$ 171,059	\$ -0-	\$ -0-
Intergovernmental	-0-	-0-	-0-	-0-
Interest & Rents	6,024	5,989	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 119,103</b>	<b>\$ 177,048</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 200,780	\$ 276,236	\$ -0-	\$ -0-
* Other	884	3,181	-0-	-0-
Transfers Out	-0-	-0-	37,114	-0-
<b>TOTAL USES</b>	<b>\$ 201,664</b>	<b>\$ 279,417</b>	<b>\$ 37,114</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (82,561)	\$ (102,369)	\$ (37,114)	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ 139,483	\$ 37,114	\$ -0-	\$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ 139,483</b>	<b>\$ 37,114</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - WORKING CAPITAL - -**

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

**- - STAFFING - -**

Positions: Not Applicable

Effective 7/1/07 this fund was combined with the Macatawa Area Express Operating Fund after the MAX Transportation Authority was formed. The combined fund will account for the remaining capital assets (building and land improvements), contractual MAX Authority employees, property insurance and remaining property tax receivables of prior years.

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT</b></p> <p style="text-align: center;"><b>TRANSPORTATION SYSTEM SERVICES</b></p>
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Centralized Vehicle/Equipment Fund

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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 2009

- \* To purchase new and replacement vehicles and equipment for use by various departments as approved in *Capital Outlay*. (June 2009)
- \* To work with impacted departments on improving new operation scheduling procedures at the maintenance facility. (*On-going*)
- \* To continue to evaluate procedures, workload and allocation of personnel with the on-going goal of the integration of all *City vehicles and equipment* into the *Centralized Vehicle Maintenance Program*. (December 2008)
- \* To develop a training calendar and procedures to ensure that all maintenance personnel are fully qualified and up-to-date. (November 2008)

## PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICE GROUP - -

- - CENTRALIZED VEHICLE/EQUIPMENT FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>General Motor Pool:</b>				
Planned Replacement of Vehicles & Equipment	\$80,156	\$82,662	\$272,516	\$226,400
Additional and New Vehicles & Equipment	\$0	\$0	\$24,246	\$29,500
Vehicle & Equipment Lease Cost	\$569,059	\$640,657	\$654,846	\$665,411
Vehicles	65	65	62	65
Equipment	47	47	47	47
Two Way Radios	34	34	34	34
<b>Street:</b>				
Planned Replacement of Vehicles & Equipment	\$327,497	\$357,548	\$199,116	\$340,000
Additional and New Vehicles & Equipment	\$0	\$9,019	\$0	\$143,700
Vehicle & Equipment Lease Cost	\$793,701	\$936,272	\$1,145,900	\$1,000,000
Vehicles	31	31	31	31
Equipment	61	63	61	65
Two Way Radios	47	47	47	47
<b>Police:</b>				
Planned Replacement of Vehicles & Equipment	\$61,379	\$137,306	\$111,558	\$81,200
Additional and New Vehicles & Equipment	\$0	\$0	\$0	\$0
Vehicle & Equipment Lease Cost	\$288,884	\$415,406	\$333,151	\$336,848
Vehicles	30	30	27	27
<b>Macatawa Area Express:</b>				
Vehicles (Maintenance Only, Not Purchased In This Fund)	27	27	27	27
<b>Fire:</b>				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
<b>Small Equipment Maintained:</b>				
	----	-----	246	250
<b>Total:</b>				
Planned Replacement of Vehicles & Equipment	\$469,032	\$577,516	\$583,190	\$647,600
Additional and New Vehicles & Equipment	\$0	\$9,019	\$24,246	\$173,200
Vehicle & Equipment Lease Cost	\$1,651,644	\$1,992,335	\$2,133,897	\$2,002,259
Vehicles (Not Including MAX or Fire)	126	126	122	123
Equipment	108	110	108	112
Two Way Radios	81	81	81	81

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**CENTRALIZED VEHICLE/EQUIPMENT FUND  
( AN INTERNAL SERVICES FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 337,896	\$ 294,210	\$ 285,000	\$ 272,500
Interest & Rents	1,746,186	1,965,568	2,249,668	2,078,158
Other	18,051	59,813	119	200
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,102,133</b>	<b>\$ 2,319,591</b>	<b>\$ 2,534,787</b>	<b>\$ 2,350,858</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 402,241	\$ 420,679	\$ 449,100	\$ 501,600
* Benefits - Includes NonWorking Wages	200,163	202,997	194,220	215,400
* Mandatory Employer Costs	43,598	40,523	43,400	53,100

Other Current Expenditures -

* Supplies / Maintenance	551,110	556,293	652,500	666,700
* Contractual	444	909	1,100	1,100
* Other	260,866	292,005	301,117	334,288
Capital Outlay	773,351	797,333	720,830	778,200
Transfers Out	8,223	379,836	(66,500)	6,000
Contingencies	- 0 -	- 0 -	- 0 -	5,000

**TOTAL USES**    \$ 2,239,996    \$ 2,690,575    \$ 2,295,767    \$ 2,561,388

**NON-CASH ITEMS - For Info Only**

Depreciation Expense	\$ 421,719	\$ 458,171	\$ 500,000	\$ 500,000
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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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 213,769	\$ (31,822)	\$ 459,850	\$ 67,670
ENDING BALANCE -				
Designated / Reserved	\$ 2,340,000	\$ 2,015,000	\$ 2,255,000	\$ 2,045,000
Undesignated / Unreserved	2,716,308	3,009,486	3,229,336	3,507,006
<b>TOTAL FUND EQUITY</b>	<b>\$ 5,056,308</b>	<b>\$ 5,024,486</b>	<b>\$ 5,484,336</b>	<b>\$ 5,552,006</b>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 1,727	\$ (980)	\$ (530)
ENDING BALANCE	\$ 4,055	\$ 5,782	\$ 4,802	\$ 4,272

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 646,002	\$ 664,199	\$ 686,720	\$ 770,100
Full-Time Positions	8.93	8.93	8.93	9.95
Part-Time Positions @ F.T.E.	1.00	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.

**INTRODUCTION TO DEPARTMENT**  
**TRANSPORTATION SYSTEM AND SERVICES**

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Transportation Employees Benefit Fund

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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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 2,111	\$ 1,885	\$ 1,825	\$ 1,950
Interest & Rents	87	154	130	100
Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,198</b>	<b>\$ 2,039</b>	<b>\$ 1,955</b>	<b>\$ 2,050</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 562	\$ 635	\$ 700	\$ 800
* Other	624	985	1,200	1,300
<b>TOTAL USES</b>	<b>\$ 1,186</b>	<b>\$ 1,620</b>	<b>\$ 1,900</b>	<b>\$ 2,100</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 1,012	\$ 419	\$ 55	\$ (50)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,703	3,122	3,177	3,127
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,703</b>	<b>\$ 3,122</b>	<b>\$ 3,177</b>	<b>\$ 3,127</b>

**- - STAFFING - -**

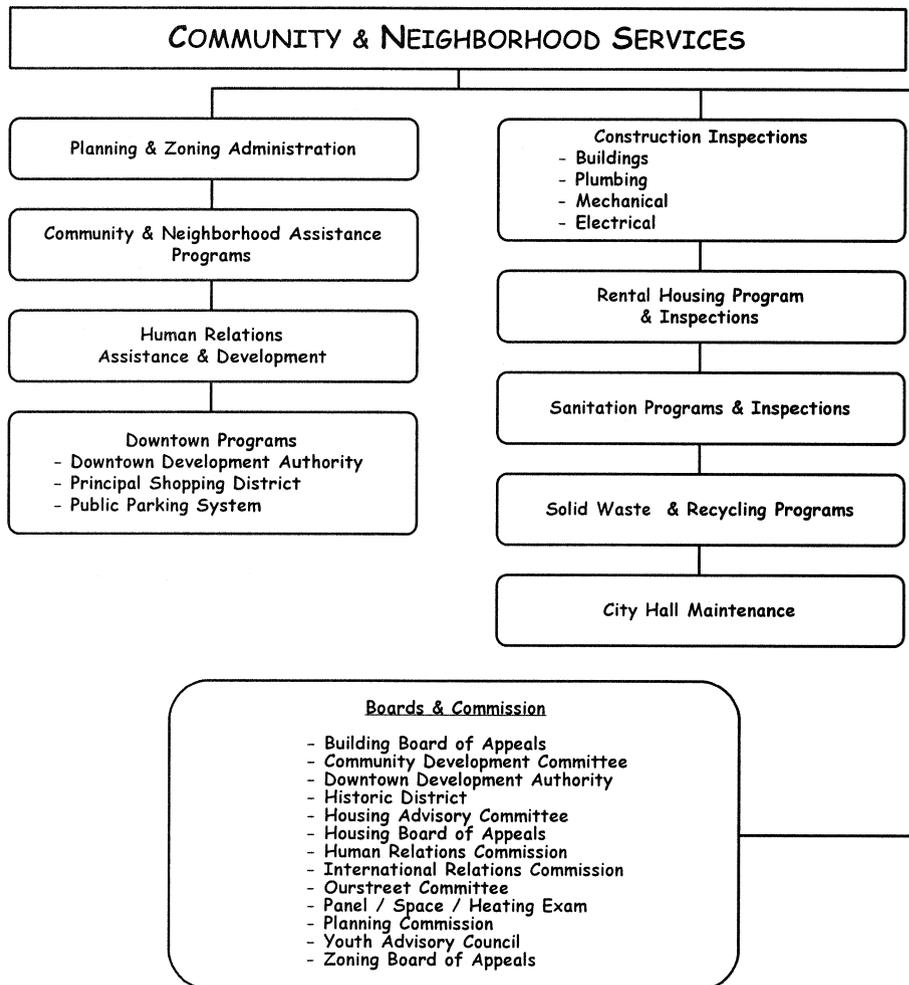
Positions: Not Applicable

# COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

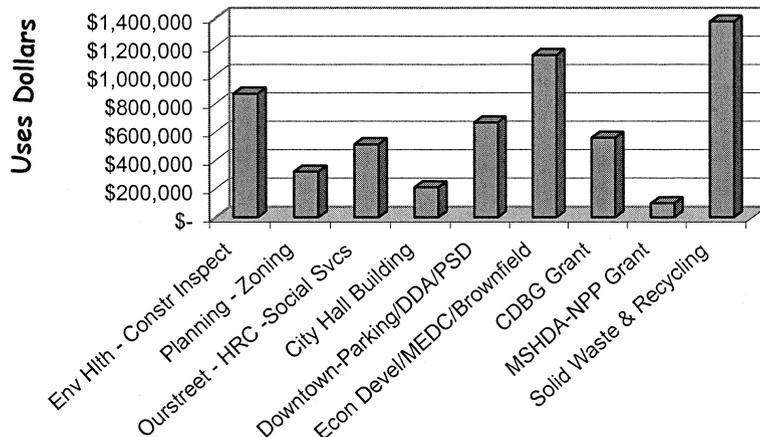
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community, with an emphasis on residential neighborhood improvements and maintenance of a diversified and viable downtown, commercial and industrial areas.

## GROUP ORGANIZATIONAL STRUCTURE

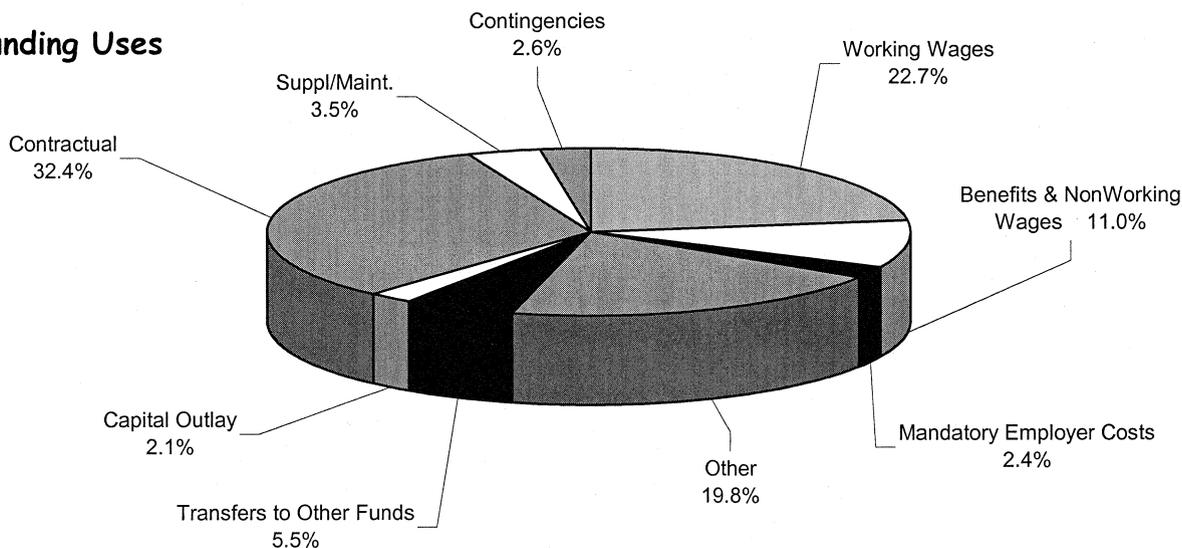


# COMMUNITY & NEIGHBORHOOD SERVICES GROUP

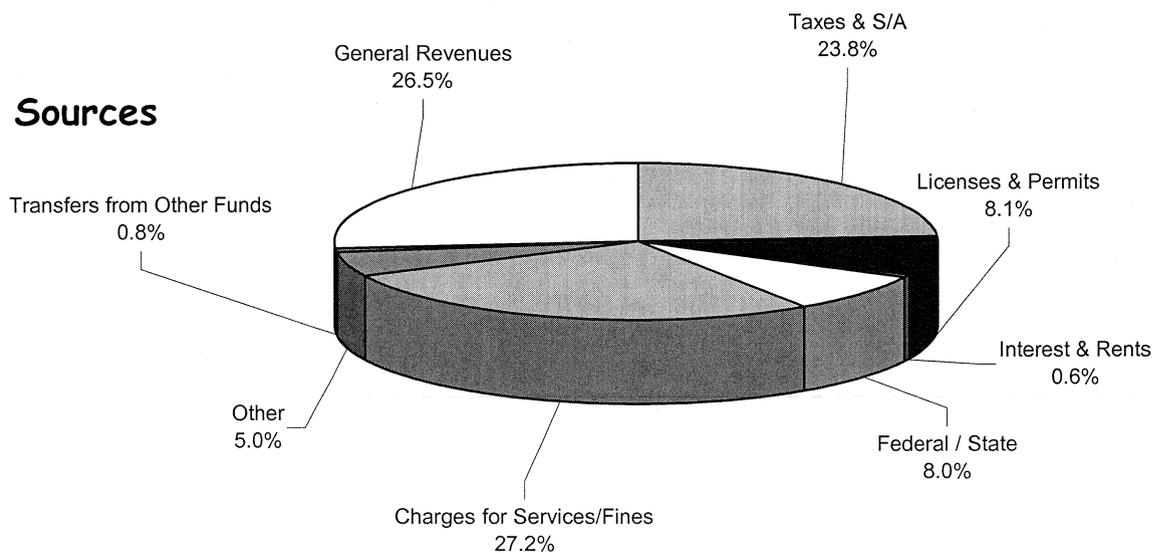
## Total Uses By Department \$5,767,061



## Funding Uses



## Funding Sources



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**  
**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 1,979,359	\$ 1,995,401	\$ 1,974,292	\$ 2,067,902
Special Revenue	1,116,880	1,104,514	1,053,793	1,084,542
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,233,505	1,184,638	1,279,932	1,378,846
Component Unit	299,941	408,487	589,263	1,235,771
TOTAL ACROSS FUND TYPES	<u>\$ 4,629,685</u>	<u>\$ 4,693,040</u>	<u>\$ 4,897,280</u>	<u>\$ 5,767,061</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 547,883	\$ 693,795	\$ 884,839	\$ 1,301,082
Licenses & Permits	491,010	531,224	443,300	443,800
Intergovernmental	579,883	484,965	538,993	438,593
Charges for Services	1,349,899	1,409,066	1,413,945	1,475,472
Fines & Forfeits	- 0 -	- 0 -	- 0 -	10,000
Interest & Rents	79,511	45,837	44,294	35,500
Other	228,907	315,228	206,278	272,338
Transfers In	18,451	22,806	14,697	43,262
TOTAL SOURCES	<u>\$ 3,295,544</u>	<u>\$ 3,502,921</u>	<u>\$ 3,546,346</u>	<u>\$ 4,020,047</u>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,208,870	\$ 1,216,721	\$ 1,227,902	\$ 1,309,024
* Benefits - Includes NonWorking Wages	535,740	548,217	538,843	537,101
* Mandatory Employer Costs	112,544	109,493	113,948	123,719
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	126,656	170,405	193,299	199,684
* Contractual	1,810,655	1,762,384	1,795,665	1,870,215
* Other	692,451	769,057	900,123	1,140,519
Capital Outlay	113,631	50,654	70,977	122,500
<b>Debt Service Payments -</b>				
* Interest & Fee Payments	1,435	1,322	529	414
Transfers Out	27,703	64,787	18,994	315,910
Contingencies	- 0 -	- 0 -	37,000	147,975
TOTAL USES	<u>\$ 4,629,685</u>	<u>\$ 4,693,040</u>	<u>\$ 4,897,280</u>	<u>\$ 5,767,061</u>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 61,530	\$ 63,719	\$ 63,000	\$ 63,000

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 1,857,154	\$ 1,874,431	\$ 1,880,693	\$ 1,969,844
Postions: Full-Time	25.40	24.15	22.25	22.35
Positions: Part-Time @ F.T.E.	3.85	3.95	3.30	4.40

**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 2009

- \* To implement an Energy Audit program by December 2008.
- \* To scrape and paint the exterior bands on City Hall by August 2008.
- \* To review the wall color scheme in City Hall and complete a re-painting program for all areas by January 2009.
- \* To begin a program of door hardware replacement by March 2009.
- \* To work with the Parks Division to complete landscaping around City Hall by fall 2008.
- \* To re-bid the mechanical contract for City Hall and incorporate other facilities and buildings as feasible. The current contract expires December 2008.

**PROGRAM MEASUREMENTS**

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Total Electrical Usage (Kilowatts)	747,900	690,000	750,000	700,000
Total Water Usage (Cubic Centimeters)	940	1,168	1,200	1,200
Total Gas Usage (CCF)	23,733	24,432	25,000	25,000

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**CITY HALL & GROUNDS  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	198,319	229,576	212,294	211,700
<b>TOTAL SOURCES</b>	<b>\$ 198,319</b>	<b>\$ 229,576</b>	<b>\$ 212,294</b>	<b>\$ 211,700</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 39,729	\$ 41,376	\$ 41,300	\$ 38,800
* Benefits - To Include NonWorking Wages	15,795	16,993	17,000	17,500
* Mandatory Employer Costs	4,412	4,112	4,400	4,800

Other Current Expenditures -

* Supplies / Maintenance	8,537	20,811	20,400	19,000
* Contractual	41,274	41,844	41,800	41,800
* Other	88,572	87,886	87,394	89,800

Capital Outlay	- 0 -	16,554	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 198,319</b>	<b>\$ 229,576</b>	<b>\$ 212,294</b>	<b>\$ 211,700</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 59,936	\$ 62,481	\$ 62,700	\$ 61,100
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.05

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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### Planning and Zoning

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#### ACTIVITY MISSION STATEMENT

**PLANNING:** Provide a coordinated, comprehensive approach to community planning and design focusing on the needs and aspirations of the community in order to provide the best conditions for living, working, learning, and recreation for the citizens of Holland. Support the work of City Council, Planning Commission, and others in the preparation and implementation of policies, plans, and ordinances in the pursuit of this mission. Strive for "good neighborhoods", neighborhoods of choice, high quality community and economic development, and environmental sustainability.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* Development of Master Plan Updates:
  - Amend and adopt a new Plan for areas of the City where the City's Master Plan is in excess of five (5) years old. (summer 2008)
  - Integrate neighborhood master planning with ongoing neighborhood revitalization (Ourstreet) and neighborhood commercial efforts. (On-going)
  
- \* Neighborhood Commercial Districts:
  - Encourage revitalization by organizing owners, improving building and streetscape conditions, establishing district character, and addressing zoning issues. Explore Main Street-like programs that could coordinate this effort. (On-going)
  - Columbia Arts District: Implement the Corridor Improvement Authority. Develop a strategy and final plans for streetscape/infrastructure improvements by fall 2008, with construction targeted to commence July 2009.
  - 16<sup>th</sup> Street and River Avenue: Define and collaborate on a strategy for revitalization for this district. (On-going and coordinated with school property revitalization)
  - South Shore Village: Complete property acquisition and construction of parking on Heinz lots. (Acquisition by June 2008; parking lot by August 2008)
  
- \* Work with Mainstreet/Downtown Development Authority:
  - Evaluate the Downtown organizational structure, prioritize recommendations of the Sharpening the Vision and Downtown Parking Strategic Plans, and develop a one year plan for implementation. (spring / summer 2008)
  - Develop a plan for the Western Machine Tool Works property. (initiate March 2009)
  - Refine the vision for additional land uses and infrastructure improvements in the Superblock and north end of downtown (Park of Parks). (On-going)

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

---

### Planning and Zoning

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- Work with the Downtown Parking Board to assure adequate parking availability during and after the construction of two new Downtown buildings and during construction of the new parking deck. (Continue through 2008)
  
- \* Corridor commercial/fatigued strip centers: Work with corridor commercial and fatigued strip centers' owners and potential investors/developers to enhance corridor commercial revitalization in areas such as Cedar Village, 16<sup>th</sup> and US-31, and the old Menard's. (Begin March 2008)
  
- \* Energize a collaborative land planning process with Holland Township targeting Chicago Drive, East 8<sup>th</sup> Street, and the North Fairbanks neighborhood (spring and summer 2008)
  
- \* Develop plans for Eastern Gateway street (roundabout or other) and surrounding land use improvements in time to bid in February 2009.
  
- \* Updates to the City's Zoning Ordinance and review policies in the following areas:
  - Overall Parking Ordinance (Activate a committee of the Planning Commission and staff by August 2008 to research and develop a proposed update of this ordinance);
  - Site Plan Review Ordinance changes (complete by July 2008);
  - Preparation of a Development Review Guidebook (complete by fall 2008); and
  - Subdivision Ordinance rewrite. (Begin review by August 2008)
  
- \* Neighborhoods:
  - Working with the Ourstreet and Community Development Committees, Planning Commission, and City Council, develop an update to the City's "Housing Goals and Policies". (Initiate Summer 2008)
  - Working with the private and non-profit sectors, develop a strategy that provides for attention to housing foreclosure issues in three areas: prevention, custodial care of property, and re-occupation of foreclosed homes. (spring 2008)
  - Create a comprehensive marketing strategy for promoting the City of Holland as a great place to live. (summer 2008)
  
- \* Develop a set of objectives and action steps to make sustainability a community-wide priority. (Initiate summer of 2008, then on-going)

# 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 2009

- \* Continue 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. Hold at least one educational program for residents of the District and Historical Trust membership on topics of preservation. (On-going, with an educational program in summer 2008)
- \* Assure preservation staff is notified in a timely manner of property ownership changes within districts to ensure those new property owners are fully informed about preservation regulations and assistance/incentive programs. (On-going)
- \* Continue Commission member education: field trip to a neighboring community's by October 2008; opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network (MHPN); and MHPN conference in April 2009.
- \* Integrate preservation issues and objectives into the comprehensive Master Plan update efforts. Conduct mid-level architectural/historical surveys in neighborhoods with recently updated Master Plans (Holland Heights, Downtown, Hospital Neighborhood, and Central Neighborhoods). (Initiate spring 2008, continue through summer / fall 2008)
- \* Finalize a plan and find resources to implement a second phase of improvements to the Van Raalte Farm. (Initiate summer of 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	27	13	8	10
Extensions	1	1	2	2
Amendments	4	3	8	5
Approved Non-res Sq. Ft.	510,969	450,000	120,000	200,000
New construction	172,972	300,000	40,000	100,000
Additions	337,997	150,000	80,000	100,000
Approved residential units	349	42	25	25
Review of Study	0	0	2	2
Infill Review (Commission)	1	1	2	2
Recommendations to City Council:				
Rezoning	14	9	6	8
Text Amendments	9	9	8	6
Street Vacations	1	1	1	1
Master Plan Amendments	1	3	2	2
Other	7	1	2	2
Zoning Board of Appeals Referral Review	1	0	1	1
Study Session Items	38	31	32	30
Historic District Commission:				
Properties Surveyed	0	0	50	75
Community Education Sessions	2	2	3	2
Applications for Certif of Approvals    Approved-Reviewed	40-43	35-38	34-37	25-28
Tax Credit Applications received	12	10	8	6

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**PLANNING & ZONING  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 6,484	\$ 6,150	\$ 7,040	\$ 7,440
Funding Requirement - General Operating Revenues	295,808	298,275	300,610	314,760
<b>TOTAL SOURCES</b>	<b>\$ 302,292</b>	<b>\$ 304,425</b>	<b>\$ 307,650</b>	<b>\$ 322,200</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 173,393	\$ 179,780	\$ 176,200	\$ 190,800
* Benefits - To Include NonWorking Wages	72,769	72,317	72,400	81,300
* Mandatory Employer Costs	16,694	17,022	17,200	18,200

Other Current Expenditures -

* Supplies / Maintenance	7,441	5,178	3,950	4,300
* Contractual	17,507	9,803	20,800	13,300
* Other	14,204	20,325	17,100	14,300

Capital Outlay

Capital Outlay	284	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 302,292</b>	<b>\$ 304,425</b>	<b>\$ 307,650</b>	<b>\$ 322,200</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 262,856	\$ 269,119	\$ 265,800	\$ 290,300
Full-Time Positions	3.50	3.30	3.10	3.20
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.25

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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### Environmental Health & Inspections

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#### 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 2009

##### 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. (On-going)
- \* Complete and finalize a new document retention policy, working closely with the City Clerk and other departments, and develop standardized conventions in laser fiche for document access. (September 2008)

##### 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. (On-going)
- \* To have the number of expired rental certificates back to zero by January 2009.
- \* 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 Ourstreet office. (On-going)
- \* To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using new BS&A software program. (On-going)
- \* To 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. (October 2008)

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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### Environmental Health & Inspections

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- \* To continue to aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints. (On-going)
- \* To fully investigate and collaborate with the Finance Department to establish a violations bureau. (September 2008)

### FOOD SERVICE

- \* To perform food service plan reviews and ongoing inspections for the establishment of new restaurants within ten (10) days of receipt of applications.
- \* 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.
- \* To renew the food service inspection agreement with Allegan and Ottawa Counties by December 2008.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Rental Housing - Inspections	1,421	1,112	1,000	1,400
Public Lodging Facility Inspections	25	26	25	26
Housing Board of Appeals, Public Hearings	10	4	5	5
Land Use Permits	254	233	240	250
Food Licenses - Total Approved and issued (All for License year)	266	273	270	275
Food Licenses - No Charge (ie, churches, TT STFU's**)	0	30	30	30
Food Licenses - Schools - no charge	34	13	15	15
Food Licenses - church, non-profits - reduced fees	12	53	50	50
STFU Inspections (charged)	36	31	35	35
Vending Machines Inspected (License Year 1/3 of Total)	72	50	50	45
Inoperable Vehicles - Violations corrected	759	314	350	40
Garbage and Rubbish - Investigations	1,311	595	600	650
Weeds - Investigations	228	278	300	300
Zoning Board of Appeals Public Hearing	31	17	20	20
Point of Sale Smoke Detectors	352	281	280	300
Home Business Inspections	4	0	2	2
Home Business Type I	6	7	7	7
Home Business Type II	1	0	1	1

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**ENVIRONMENTAL HEALTH & INSPECTIONS  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Licenses & Permits	\$ 62,582	\$ 63,267	\$ 73,300	\$ 73,800
Charges for Services	142,662	141,816	132,500	132,500
Fines & Forfeits	- 0 -	- 0 -	- 0 -	10,000
Funding Requirement - General Operating Revenues	225,919	219,169	209,738	203,492
<b>TOTAL SOURCES</b>	<b>\$ 431,163</b>	<b>\$ 424,252</b>	<b>\$ 415,538</b>	<b>\$ 419,792</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 230,089	\$ 220,312	\$ 213,600	\$ 214,100
* Benefits - To Include NonWorking Wages	131,216	133,692	131,200	128,200
* Mandatory Employer Costs	25,749	24,288	24,600	25,000

Other Current Expenditures -

* Supplies / Maintenance	7,603	6,638	7,000	7,000
* Contractual	1,447	2,212	3,800	3,800
* Other	35,059	37,110	35,338	41,692

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 431,163</b>	<b>\$ 424,252</b>	<b>\$ 415,538</b>	<b>\$ 419,792</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 387,054	\$ 378,292	\$ 369,400	\$ 367,300
Full-Time Positions	6.16	6.08	5.48	5.38
Part-Time Positions @ F.T.E.	0.10	0.10	0.05	0.05

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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**Construction Inspections**

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**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 2009**

- \* 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)
- \* Complete and finalize a new document retention policy, working closely with the City Clerk and other departments. (June 2009)
- \* To increase the amount of electronic file storage, and reduce paper file storage by an additional 40%. (On-going)
- \* Provide education for and implement changes to the new State Building Code, anticipated to be adopted in August or September 2008.
- \* To continue to evaluate opportunities for joint inspection efforts with area governments on construction code processes as opportunities arise through retirements or personnel changes. (June 2009)

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Plumbing - Permits	373	333	350	350
Mechanical - Permits	608	493	520	520
Electrical - Permits	849	804	800	800
Building - Permits	756	693	700	700
Building - Constuction Valuation	\$60,282,000	\$85,500,000	\$60,000,000	\$60,000,000

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**CONSTRUCTION INSPECTIONS  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Licenses & Permits	\$ 428,428	\$ 467,957	\$ 370,000	\$ 370,000
Charges for Services	547	426	400	400
Funding Requirement - General Operating Revenues	(2,425)	(21,033)	61,781	56,606
<b>TOTAL SOURCES</b>	<b>\$ 426,550</b>	<b>\$ 447,350</b>	<b>\$ 432,181</b>	<b>\$ 427,006</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 218,600	\$ 231,486	\$ 221,100	\$ 225,700
* Benefits - To Include NonWorking Wages	116,975	121,844	119,900	115,000
* Mandatory Employer Costs	21,150	21,526	21,300	22,000

Other Current Expenditures -

* Supplies / Maintenance	30,644	32,949	28,600	30,000
* Contractual	5,126	2,652	4,148	2,800
* Other	34,055	36,893	37,133	31,506

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 426,550</b>	<b>\$ 447,350</b>	<b>\$ 432,181</b>	<b>\$ 427,006</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 356,725	\$ 374,856	\$ 362,300	\$ 362,700
Full-Time Positions	5.02	5.02	4.62	4.62
Part-Time Positions @ F.T.E.	0.05	0.05	0.05	0.05

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT</b></p> <p style="text-align: center;"><b>COMMUNITY AND NEIGHBORHOOD SERVICES</b></p>
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Social Services Assistance

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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, on need, community support, quality of service, financial considerations, and 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 2009

- \* 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 2008 - January 2009).
- \* To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2009 - June 2009).
- \* To review and make recommendations to City Council on how to better utilize the CSSA dollars, by including support from adjacent governmental units without reducing services available to the citizens of Holland and the metro-area. This may result in a retooling of the Match Budgeting Program.
- \* To work with the Lakeshore Non-Profit Alliance to promote the development of "fair share" funding of metro-wide social services from adjacent governmental units in partnership with the City of Holland through increased financial participation of governments located within a defined geographic area. (October 2008)
- \* To promote the coordination and development of regional health and human services programs through participation and representation on the Ottawa County Human Services Council. (On-going)

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Reports unduplicated clients served for FY05-07 funded programs: (Note: FY2008 projections = contract goal of clients to be served) (Note: FY2009 funded agencies to be determined {TBD} )				
Child & Family Services - Higher Horizons	29	not funded	not funded	TBD
Child & Family Services - Parent Education (Bavolek Nurturing)	53	50	not funded	TBD
Child & Family Services - Substance Abuse	168	not funded	not funded	TBD
Child & Family Services - Circle of Parents	not funded	50	not funded	TBD
Center for Women in Transition - Emergency Shelter	116	100	120	TBD
Center for Women in Transition - Transitional Housing	51	52	not funded	TBD
Center for Women in Transition - Children's Program	230	251	90	TBD
El Centro of Bethany Services - Mental Health Therapy	717	not funded	not funded	TBD
Life Services Systems - Community in Schools* (Parent Outreach Center, Before School / In-School Support Program)	1,884	543	375	TBD
Evergreen Commons - Case Coordination	234	294	95	TBD
Evergreen Commons - Home maker Services	74	69	65	TBD
Evergreen Commons - Adult Day Care	43	63	46	TBD
OAR Inc. - Outpatient Services	2,497	2,366	not funded	TBD
OAR Inc. - Womens Shelter (Harbor House)	61	76	not funded	TBD
Allegan/Ottawa County Dispute Resolution	943	1,118	852	TBD
American Red Cross - Community Health/Safety Education	3,967	5,254	not funded	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	655	2,275	not funded	TBD
Child Advocacy Center	568	400	485	TBD
Boys and Girls Club - YES Youth Employment Program	22	20	24	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	65	63	80	TBD
Core City Community Dev. Assoc. - Proud Fathers/Proud Parents	not funded	not funded	60	
HPS / Lakeshore Area Youth Leadership - Youth Leadership Dev.	326	not funded	not funded	TBD
Community Action House - Super Tuesday Program	369	374	200	TBD
Community Action House - Homeownership Education Program	36	24	58	TBD
Community Action House - Food Pantry	not funded	9,096	7,077	TBD
West Michigan Fair Housing Center	28	1,969	1,900	TBD
MAC REC Program - Maple Avenue Ministries	not funded	not funded	86	TBD
Latin Americans United for Progress - Computer Training	not funded	184	not funded	TBD
Neighbors Plus - Tuesday Night Out	not funded	79	not funded	TBD
Good Samaritan Ministries - Faith in Youth Program	716	741	460	TBD

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOCIAL SERVICES ASSISTANCE  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Funding Requirement - General Operating Revenues	\$ 146,202	\$ 147,007	\$ 131,325	\$ 143,900
<b>TOTAL SOURCES</b>	<b>\$ 146,202</b>	<b>\$ 147,007</b>	<b>\$ 131,325</b>	<b>\$ 143,900</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 6,049	\$ 3,616	\$ 2,500	\$ 2,700
* Benefits - To Include NonWorking Wages	2,071	1,670	1,120	1,155
* Mandatory Employer Costs	456	262	180	245

Other Current Expenditures -

* Supplies / Maintenance	26	59	25	25
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	137,600	141,400	90,500	- 0 -

Contingencies	- 0 -	- 0 -	37,000	139,775
<b>TOTAL USES</b>	<b>\$ 146,202</b>	<b>\$ 147,007</b>	<b>\$ 131,325</b>	<b>\$ 143,900</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 8,576	\$ 5,548	\$ 3,800	\$ 4,100
Full-Time Positions	0.07	0.12	0.05	0.05
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## COMMUNITY & 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.

### ACTION PLAN FOR FISCAL YEAR 2009

#### COORDINATION/COLLABORATION

- \* Integrate neighborhood improvement activities with other departmental activities including neighborhood commercial district efforts, historic preservation work, and neighborhood planning and zoning activity. (On-going)
- \* Hold quarterly meetings of City staff from all involved departments to assure collaboration, provide update on activities, and to address pressing issues. (On-going)
- \* Working collaboratively (Ourstreet Committee, Community Development Committee, Planning Commission, and City Council), review the City's current "Housing Goals and Policies" and current neighborhood conditions and develop an update to that document. (Initiate summer 2008)
- \* Working with the private and non-profit sectors, develop a strategy that provides for attention to housing foreclosure issues in three areas: prevention, custodial care of property, and re-occupation of foreclosed homes. (Collaborative strategy by spring 2008; implementation thereafter)
- \* Collaborate in efforts to create a comprehensive marketing strategy for promoting the City of Holland as a great place to live. (Already initiated/in its infancy; more complete approach by summer 2008)

#### ORGANIZATION

- \* Work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet target area and empower residents to undertake neighborhood projects.
  - Use the neighborhood inventory database and windshield surveys to target properties in need of improvement and make contact with those property owners. (On-going)
  - Organize four (4) crime prevention events in neighborhood parks. (June 2009)
  - Organize two additional (2) neighborhood meetings. (June 2009)
  - Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet target area. (June 2009)
  - Educate neighborhood residents about Predatory Lending and foreclosure prevention.

#### PROMOTION

- \* Advocate for the neighborhood and promote neighborhood programs and resources. Promote

# INTRODUCTION TO DEPARTMENT

## COMMUNITY & NEIGHBORHOOD SERVICES

### Ourstreet / Neighborhood Liaison

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 2009.
- Develop and publish five (5) new brochures. (June 2009)
- Six (6) neighborhood celebrations by June 2009, 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 2009.
- \* 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 in the Ourstreet Target Area. (June 2009) (including landscaping and insulation projects).
  - Three (3) design assistance projects. (June 2009)
  - Assist three (3) properties owners to replace joint sewers. (June 2009)
  - Provide resources to help five (5) property owners in the Ourstreet Target Area to repaint or side their homes. (June 2009)
  - Assist with funding for five (5) driveway projects in the Ourstreet Target Area. (June 2009)
  - Help one homeowner to convert their two (2) family homes to one family home. (June 2009)
  - Help 20 property owners in the Ourstreet Target Area find other resources to improve their homes by June 2009 (HOMECOR referrals, assistance with CDBG projects, tool time and other resources).
  - Promote Homeownership and Rehabilitation of Properties by assisting up to five (5) homebuyers with down payment assistance and rehabilitation of homes they purchase in the Ourstreet Target Area.

#### NEIGHBORHOOD STRUCTURING

- \* Recruit 50 target area residents to participate in self-empowerment classes by June 2009 such as:
  - Home Maintenance
  - Homebuyer Education
  - Financial Literacy
  - Personal Safety and Crime Prevention
  - Neighborhood Leadership
  - Landlord / Tenant Relationships
  - Circle of Parents-Parenting Support
- \* Facilitate 16 Super Tuesday Programs. (June 2009)

**INTRODUCTION TO DEPARTMENT  
COMMUNITY & NEIGHBORHOOD SERVICES**

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*Ourstreet / Neighborhood Liaison*

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**NEIGHBORHOOD IMPACT PROGRAM (NIP)**

Continue our partnership with Macatawa Bank by assisting 10 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-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b><u>ORGANIZATION</u></b>				
Neighborhood Blocks Organized (Cumulative)	75	80	85	90
New Blocks Organized	5	13	20	25
Neighborhood Representatives (formerly Block Captains)	159	167	175	180
Neighborhood Meetings	7	3	6	6
Neighborhood Celebrations (including NNO)	6	6	6	6
Graffiti Clean-up Projects	63	156	80	80
Neighborhood Leadership Academy participants	15	15	15	15
<b><u>PROMOTION</u></b>				
Media Projects	3	4	4	3
Brochures	4	4	7	5
<b><u>DESIGN</u></b>				
Design Assistance				
Ourstreet Target Area	4	4	4	3
Commercial Planning Projects				
Meeting with Neighborhood Businesses	3	6	3	3
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	3	2	6	3
Paint Siding Blitz				
Ourstreet Target Area	16	5	11	5
Driveway Improvements				
Ourstreet Target Area	12	3	10	5
Materials Rebate				
Ourstreet Target Area	55	42	45	45
Conversion Program				
Ourstreet Target Area	1	1	1	1
<b><u>NEIGHBORHOOD STRUCTURING</u></b>				
Self-empowerment class participants	102	75	80	75
Super Tuesday	41	10	16	16
Building Permits				
Ourstreet Target Area	155	125	120	120
Private Investment				
Ourstreet Target Area	\$1.2 million	\$1.12 million	\$828,000	\$800,000

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**OURSTREET / NEIGHBORHOOD LIAISON PROGRAM  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	194,543	188,891	185,951	207,904
<b>TOTAL SOURCES</b>	<b>\$ 194,543</b>	<b>\$ 188,891</b>	<b>\$ 185,951</b>	<b>\$ 207,904</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 101,955	\$ 102,189	\$ 95,650	\$ 112,100
* Benefits - To Include NonWorking Wages	48,460	48,576	50,100	49,400
* Mandatory Employer Costs	9,858	9,037	9,250	10,800

Other Current Expenditures -

* Supplies / Maintenance	3,548	3,156	3,224	3,200
* Contractual	2,523	1,863	2,694	2,600
* Other	28,199	24,070	25,033	29,804

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 194,543</b>	<b>\$ 188,891</b>	<b>\$ 185,951</b>	<b>\$ 207,904</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 160,273	\$ 159,802	\$ 155,000	\$ 172,300
Full-Time Positions	2.05	2.05	2.05	2.05
Part-Time Positions @ F.T.E.	0.70	0.70	0.05	0.65

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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Economic Development Assistance

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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 2009

- \* To establish a staff organizational structure that is effectively able to address the economic development activities determined by City Council in the industrial, commercial and tourism sectors of the City. (July 2008)
- \* To work with Lakeshore Advantage in identifying what enhancements need to be made to this area's technological infrastructure to ensure that these business needs are being met. (December 2008)

## INTRODUCTION TO DEPARTMENT

### COMMUNITY AND NEIGHBORHOOD SERVICES

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#### Economic Development Assistance

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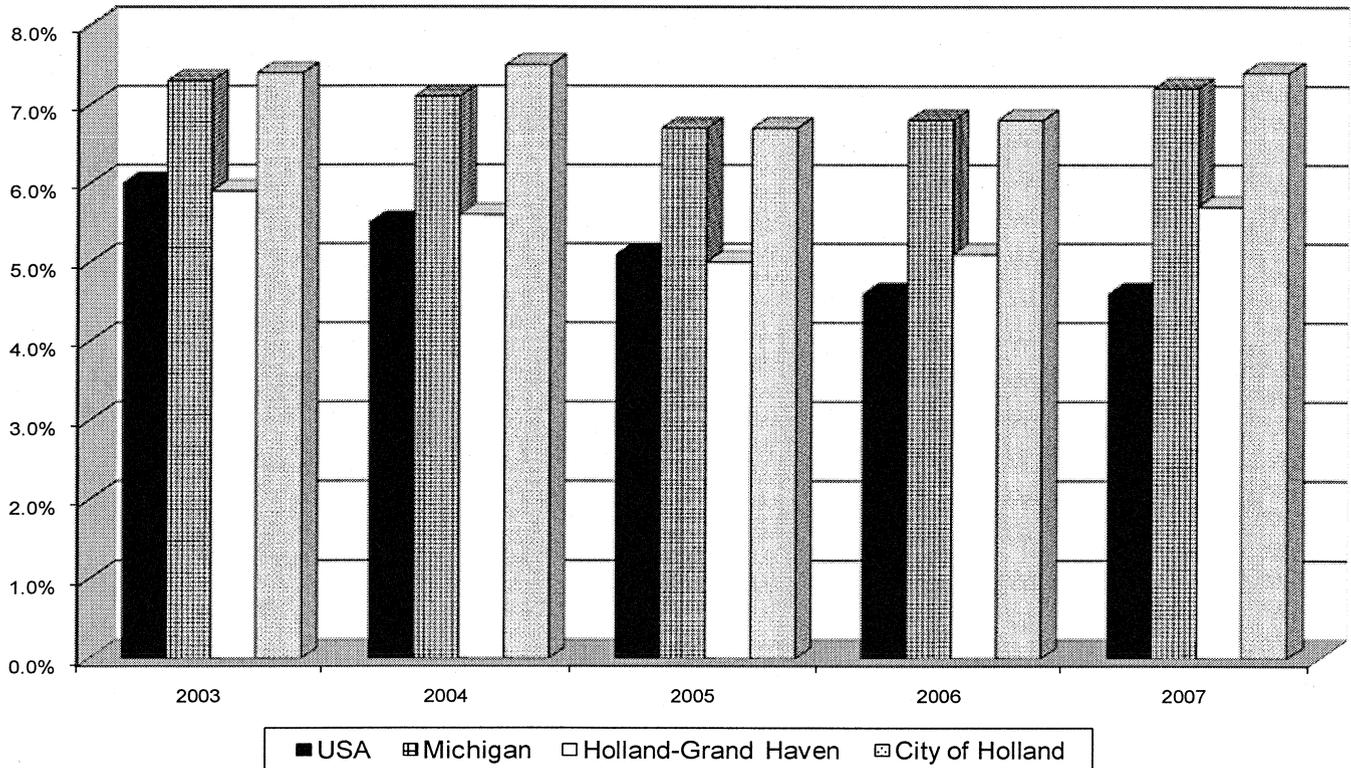
- \* To work with Ottawa County Michigan Works to determine the number of City residents that this agency is working with, what is being done to enable their clients to become more employable, and to determine what role the City might have in this regard. (July 2008)
- \* To work with property owners and tenants in neighborhood commercial areas towards implementing the district improvement plans developed for each of these areas. (June 2009)
- \* To select two (2) community commercial areas for which staff will target the majority of its time in order to maximize limited staff resources yet provide maximum benefit to the areas selected. (October 2008)
- \* To work directly with businesses on specific retention, relocation, or expansion projects in the City with specific emphasis on a targeted list of contacts in collaboration with Lakeshore Advantage. (On-going)
- \* To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on providing the information to this organization on properties and opportunities in the City for business development. (September 2008)
- \* To continue working with the Brownfield Authority to offer development incentives, review Brownfield Plan applications, develop recommendations to City Council, and to manage the Brownfield plans. (On-going)
- \* To more closely monitor the tourism aspects of economic development in terms of benefits to the City, the efforts that are occurring to attract tourists, and becoming part of an area-wide tourism strategy. (February 2008)
- \* To work with organizations and businesses to implement a strategy that markets the City as an attractive place to live. (December 2008)

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Brownfield Projects Adopted / Amended	1	3	3	2
Tax Abatement Projects	13	24	15	15
Companies Visited (Assistant City Manager Only)	9	8	5	12
Neighborhood Enterprise Zones Created	0	0	1	0

### Unemployment Rates



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**ECONOMIC DEVELOPMENT ASSISTANCE  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 925	\$ - 0 -	\$ - 0 -
Transfers In	5,610	3,726	3,298	24,427
Funding Requirement - General Operating Revenues	124,500	122,825	133,644	148,873
<b>TOTAL SOURCES</b>	<b>\$ 130,110</b>	<b>\$ 127,476</b>	<b>\$ 136,942</b>	<b>\$ 173,300</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 50,288	\$ 44,902	\$ 37,600	\$ 41,400
* Benefits - To Include NonWorking Wages	22,864	24,989	20,200	22,750
* Mandatory Employer Costs	4,240	3,741	3,600	4,050

Other Current Expenditures -

* Contractual	1,470	1,124	9,900	52,000
* Other	51,248	52,720	61,642	53,100

Transfers Out	- 0 -	- 0 -	4,000	- 0 -
<b>TOTAL USES</b>	<b>\$ 130,110</b>	<b>\$ 127,476</b>	<b>\$ 136,942</b>	<b>\$ 173,300</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 77,392	\$ 73,632	\$ 61,400	\$ 68,200
Full-Time Positions	0.75	0.75	0.50	0.55
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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Human Relations Commission

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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 2009

**HOUSING**

- \* To sponsor a housing fair to promote home ownership opportunities and provide fair housing training and education by April 2009.
- \* To promote housing developments that provide affordable housing for low to high mixed income levels by June 2009.
- \* To provide resource information to help prevent mortgage foreclosures by June 2009.
- \* To issue the Social Justice Award in housing at a City Council meeting by January 2009.

**EMPLOYMENT**

- \* To continue to explore the development of a youth employment program that will support career exploration and promote high school graduation by June 2009.
- \* To support the local Ex-felon Program and advocate for employment and voting rights by October 2008.
- \* To issue the Social Justice Award in employment at a City Council meeting by January 2009.

**EDUCATION**

- \* To continue to work with local schools and community agencies to study and monitor the patterns of student retention and success for 8<sup>th</sup> and 9<sup>th</sup> graders by June 2009.
- \* To establish an education resource network for education programs in the community to improve and expand services by March 2009.

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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Human Relations Commission

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**EDUCATION**

- \* To hold an essay/poster contest to promote the cultural diversity of our schools and community by June 2009.
- \* To issue the Social Justice Award in education at a City Council meeting by January 2009.

**GOVERNMENT / COMMUNITY RELATIONS**

- \* To continue to strengthen and support the Human Relations Commission (HRC) Multicultural Network to enhance communication and support multicultural services and programs by June 2009.
- \* To continue to explore and promote gang prevention programs by December 2009.
- \* To increase minority representation on City Boards/Commissions by June 2009.
- \* To research the Real I.D. issue and conduct a public forum by November 2009.
- \* To increase the number of registered minority voters and to increase public awareness of the value of voting in local, state, and national elections by March 2009.
- \* To issue the Social Justice Award in government/community relations at a City Council meeting by January 2009.
- \* To co-sponsor the Juneteenth Celebration, local Pow Wow Celebration, and the Summit on Racism by June 2009.

**YOUTH SERVICES**

- \* To issue the Social Justice Award to youth who promote equal opportunity and access in our community by January 2009.
- \* To continue to coordinate the HRC Youth Leadership Development program by conducting parent/student education summit by April 2009.
- \* To increase the level of minority participation in City recreation programs by March 2009.
- \* To continue to work with the City Youth Advisory Council to establish a safe center for youth runaways in the Holland area by June 2009.

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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Human Relations Commission

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**YOUTH SERVICES**

- \* To participate in the Michigan Municipal League's Legislative Youth Conference by March 2009.
- \* To attend the State Youth Leadership Training Conference by February 2009.
- \* To continue to plan a family movie night event at a local park by August 2008.
- \* To administer a survey regarding the placement of a new skate park in the city by December 2008.
- \* To create a downtown discount initiative for the youth of Holland by May 2009.

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Total Complaints and Request for Information	1,126	1,008	1,055	1,100
Total Requests for Information and Assistance	1,099	979	1,000	1,060
By Service Area:				
Education	53	69	75	80
Employment	122	120	130	140
Housing	456	414	420	430
Government/Community:				
Consumer	83	56	60	70
Public Services - Accommodations	0	0	0	0
Public Services	383	314	325	330
Welfare Eligibility	2	6	10	10
HRC Complaints	27	29	35	40
By Service Area:				
Education	1	2	3	4
Employment	11	11	13	14
Housing	7	9	10	11
Government/Community:				
Consumer	3	3	4	5
Public Services - Accommodations	0	0	0	0
Public Services	5	4	5	6
Welfare Eligibility	0	0	0	0
Teen Court	6	12	18	24

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**HUMAN RELATIONS COMMISSION  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,772	\$ 1,890	\$ 1,700	\$ 1,700
Other	100	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	148,308	124,534	150,711	160,400
<b>TOTAL SOURCES</b>	<b>\$ 150,180</b>	<b>\$ 126,424</b>	<b>\$ 152,411</b>	<b>\$ 162,100</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 82,166	\$ 72,770	\$ 91,000	\$ 95,100
* Benefits - To Include NonWorking Wages	40,100	29,520	37,500	38,300
* Mandatory Employer Costs	6,846	6,140	8,100	8,500
Other Current Expenditures -				
* Supplies / Maintenance	3,616	3,045	3,000	3,200
* Contractual	862	1,280	600	600
* Other	16,228	13,669	12,211	16,400
Capital Outlay	362	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 150,180</b>	<b>\$ 126,424</b>	<b>\$ 152,411</b>	<b>\$ 162,100</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 129,112	\$ 108,430	\$ 136,600	\$ 141,900
Full-Time Positions	2.00	1.75	1.75	1.75
Part-Time Positions @ F.T.E.	0.50	0.50	0.50	0.50

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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### Downtown Parking System Fund

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#### 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 well distributed and located so as not to act as a barrier between the retail core and surrounding neighborhoods.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* 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 fall 2008 emphasis (in conjunction with the parking deck opening).
  - Ensure residential parkers understand overnight lot designations and permit requirements - On-going with fall 2008 emphasis.
  
- \* With the Downtown Parking Board, address management recommendations per the DPSP:
  - In light of new Super Block developments, continue to advocate for 7<sup>th</sup> Street on-street parking and participate in City Council discussions making this parking permanent.
  - Continue to enhance the systems that serve overnight parking users including administration of permits and overnight spaces in lots by fall 2008.
  - Encourage alternative ways to get to downtown such as MAX buses and bicycles by summer 2008.
  
- \* 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. (On-going)
  
- \* Continue to explore new surface parking opportunities and modifications to the C-3 parking requirements.
  
- \* Work with the City administering and evaluating the maintenance and operations, funding, and use of the new parking deck. (fall / winter 2008, and on-going)
  
- \* Develop revenue generating opportunities through use of the parking deck in order to support the maintenance of this structure. (November 2008)
  
- \* Research funding for capital parking improvements per DPSP recommendations. (September 2008)
  
- \* Monitor lots for trash and dumpster enhancements, particularly potential recycling programs. (summer 2008)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Parking Permits Issued				
Number	144	157	140	135
Revenue	\$4,300	\$5,251	\$4,400	\$4,500
Public Off- Street Parking Supply Downtown				
Lots	14	14	14	15
Spaces	931	950	942	1,074
* FY08 - addition of northside / 7th Street lot, loss of Lot 8B & spaces in Lot 7C.				

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN PUBLIC PARKING FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 125,915	\$ 127,690	\$ 133,900	\$ 150,400
Charges for Services	4,498	9,336	9,050	9,050
Interest & Rents	2,687	3,142	1,900	13,800
Other	- 0 -	34,880	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 133,100</b>	<b>\$ 175,048</b>	<b>\$ 144,850</b>	<b>\$ 173,250</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 51,771	\$ 61,529	\$ 64,500	\$ 64,700
* Benefits - To Include NonWorking Wages	7,750	10,131	6,650	6,550
* Mandatory Employer Costs	4,799	5,177	5,900	6,200
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	22,500	40,069	54,604	57,300
* Contractual	2,372	5,849	2,333	2,500
* Other	29,982	30,549	25,241	39,400
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>Debt Service Payments -</b>				
* Interest & Fee Payments	1,435	1,322	529	414
Transfers Out	14,252	46,981	8,862	9,112
Contingencies	- 0 -	- 0 -	- 0 -	1,400
<b>TOTAL USES</b>	<b>\$ 134,861</b>	<b>\$ 201,607</b>	<b>\$ 168,619</b>	<b>\$ 187,576</b>

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (1,761)	\$ (26,559)	\$ (23,769)	\$ (14,326)
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	79,568	53,009	29,240	14,914
<b>TOTAL FUND EQUITY</b>	<b>\$ 79,568</b>	<b>\$ 53,009</b>	<b>\$ 29,240</b>	<b>\$ 14,914</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 64,320	\$ 76,837	\$ 77,050	\$ 77,450
Full-Time Positions	0.50	0.50	0.30	0.30
Part-Time Positions @ F.T.E.	0.55	0.55	0.60	0.65

NOTE: The time of some positions listed under Gen. Fund - Street O&M Dept 'Staffing' is charged, in part, to this fund for Parking Lot Maintenance.

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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

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### 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 2009

- \* To better organize and actively pursue priority improvement projects and programs set forth in the "Sharpening the Vision" Strategic Plan Update, as determined by the Downtown Development Authority (DDA) Board. (September 2008)
- \* Continue to refine the organization and roles of DDA, including collaboration and coordination with the Principal Shopping District (PSD). This includes significant organizational and role changes to DDA staff, board and committees, if and as determined by the DDA Board. (September 2008)
- \* Continue to follow-up with the six (6) participating entities on the Tourism Initiative and encourage greater attention and action to enhance this sector of the economy. (On-going)
- \* Continue to monitor, revise and market Downtown's no-cost design assistance and low-interest loan programs: two (2) design assistance programs and two (2) loan project are expected for fiscal year 2009.
- \* Pursue Design Review Board issues:
  - a) Work on pedestrian signage system and business directory (Design spring / summer 2008; Install fall 2008);
  - b) Review C-3 sign applications (on-going); and
  - c) Continue work with the Streetscape Initiative Group on design element alterations such as sidewalk café additions and related hardscape revisions. Evaluate success of urns and bike racks, extend as appropriate. Develop tree replacement policy.
- \* Continue working with the Streetscape Initiative Group to address issues noted in the Master Plan for Downtown infrastructure / streetscape / landscaping. (Complete by winter 2009)

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Building Improvement Expenditures	\$7M	\$15M	\$5M	\$3M
New New Downtown Businesses Recruited	6	4	2	5
Number of Designs Prepared (Design Assistance)	4	2	2	2
Number of Loan Program Projects	1	0	1	1
Street Performer Permits	61	65	96	75

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN DEVELOPMENT AUTHORITY FUND  
( A COMPONENT UNIT FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 158,444	\$ 170,298	\$ 178,229	\$ 192,846
Intergovernmental	4,610	4,610	- 0 -	- 0 -
Charges for Services	640	790	500	500
Interest & Rents	7,948	12,091	11,700	9,700
Other	- 0 -	7,267	- 0 -	- 0 -
Transfers In	5,000	5,000	5,000	5,000
<b>TOTAL SOURCES</b>	<b>\$ 176,642</b>	<b>\$ 200,056</b>	<b>\$ 195,429</b>	<b>\$ 208,046</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 48,942	\$ 49,933	\$ 63,900	\$ 69,300
* Benefits - Includes NonWorking Wages	12,480	15,325	20,400	20,100
* Mandatory Employer Costs	4,625	4,579	6,000	6,600

**Other Current Expenditures -**

* Supplies / Maintenance	31,595	40,668	44,900	44,900
* Contractual	25,812	45,129	29,950	26,200
* Other	46,093	39,291	37,754	39,700
Capital Outlay	- 0 -	- 0 -	500	55,000
Contingencies	- 0 -	- 0 -	- 0 -	5,000

<b>TOTAL USES</b>	<b>\$ 169,547</b>	<b>\$ 194,925</b>	<b>\$ 203,404</b>	<b>\$ 266,800</b>
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**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 7,095</b>	<b>\$ 5,131</b>	<b>\$ (7,975)</b>	<b>\$ (58,754)</b>
<b>ENDING FUND EQUITY -</b>				
Designated / Reserved	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Undesignated / Unreserved	142,696	147,827	139,852	81,098
<b>TOTAL FUND EQUITY</b>	<b>\$ 152,696</b>	<b>\$ 157,827</b>	<b>\$ 149,852</b>	<b>\$ 91,098</b>

**- - STAFFING - -**

<b>Personnel Services Total Amount</b>	<b>\$ 66,047</b>	<b>\$ 69,837</b>	<b>\$ 90,300</b>	<b>\$ 96,000</b>
Full-Time Positions	0.80	0.80	1.00	1.00
Part-Time Positions @ F.T.E.	0.15	0.15	0.15	0.25

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

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### Principal Shopping District Fund

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#### DEPARTMENT 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 2009

- \* Continue with an effective marketing plan that encompasses print, radio, television and direct mail advertising for target markets, and enhance word of mouth advertising.
  - Continue to improve and expand media relations. (On-going)
  - Revamp and develop new marketing literature as needed. (On-going)
  
- \* Create marketing collateral pieces that better promote and encompass Downtown Holland.
  - Produce downtown calendar of events twice a year in May and October with schedule of summer and holiday events. (October 2008 and May 2009)
  - Produce Downtown tear-off maps with map on front and store listings on reverse. (On-going)
  - Produce employee and resident discount program on an annual basis in March 2009.
  - Produce monthly Downtown Live publication. (On-going)
  - Produce holiday insert in Holland Sentinel promoting all Downtown events in November and December. (November 2008)
  
- \* Form collaborations to improve communication and awareness, and increase levels of cross marketing.
  - Continue to update and enhance the Downtown website in partnership with the Holland Area Convention and Visitors Bureau (CVB). (On-going)
  - Continue to collaborate with the Holland Area CVB and Holland Area Chamber of Commerce to better market Downtown Holland on a national, state and regional level. (On-going)
  - Continue to collaborate with the Holland Area CVB, Hope College, local hotels and groups/ organizations to market to groups visiting Holland. (On-going)
  
- \* Foster vibrancy and excitement in downtown Holland thorough continuation of PSD organized special events and promotions.
  - Continue to improve overall quality of entertainment as well as attendee experience for Concert Series and Street Performer Series. (On-going)
  - Continue to peak interest in Sidewalk Sales from merchant participants, restaurants

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

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Principal Shopping District Fund

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- and attendees by creating a festival-like atmosphere. (August 2008)
- Continue to enhance holiday events including Up on the Rooftops, Holiday Open House, Parade of Lights, Sinterklaas Eve and the Ice Sculpting Competition. (December 2008)
  - Enhance overall look of fall and holiday décor for outside atmosphere. (September and December 2008)
- \* With addition of new staff, research and create additional programming/events in-like with strategic plan, goals and mission of the PSD.
  - \* Work within Downtown community on business retention and recruitment.
  - \* Continue to work with Holland Area Chamber of Commerce in a partnership with benefits specifically designed for downtown Holland businesses. (On-going)
  - \* Raise additional funding and resources to enhance all programming through corporate sponsorships of new or existing events and expansion of district. (On-going)
  - \* Continue to measure all aspects of the 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Associate Membership	1	2	2	2
Corporate Sponsorship	14	14	16	16
<u>Marketing &amp; Promotion Initiatives</u>				
Produce New or Update TV Spots	3	2	0	0
Weekly Radio Show	2	1	1	1
Review and Revamp KIOSK Usage	0	1	0	1
Produce Media Kit	1	1	1	1
Produce Sponsorship Kit	1	1	1	1
Produce Associate Member Kit	1	1	1	1
Produce Welcome Kit for New Businesses	0	0	0	1
Employee/ Resident Appreciation Program	1	1	1	1
Downtown Merchant Maps	3	3	3	4
Calendar of Events	1	2	2	2
Restaurant Guide	1	1	1	1
Downtown Rack Card/Brochure	1	0	0	1
Sunday Hours Rack Card	0	0	0	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	0	1
Improve Website	0	1	1	1
Business Recruiting Piece	0	0	0	1
8th Street Market Place Marketing Partnerships	1	1	1	1
Downtown Live Publication	1	12	12	12
<u>Number of Events held &amp; assisted</u>				
	21	18	18	17
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		
Parade of Lights		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		
<u>Advocacy and Unity</u>				
PSD/Chamber Partnership Program	1	1	1	1
Collaborate with other entities	1	1	1	1
D-Coffee / Mixes	12	12	11	11
E - Newsletters	48	40	25	25
Printed newsletters	0	0	0	0
Full Membership Meetings	2	2	2	2

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Taxes & Special Assessments	\$ 110,313	\$ 108,344	\$ 146,176	\$ 146,000
Charges for Services	28,659	16,135	9,863	11,100
Interest & Rents	1,805	1,586	1,700	900
Other	24,569	43,607	51,664	61,000
<b>TOTAL SOURCES</b>	<b>\$ 165,346</b>	<b>\$ 169,672</b>	<b>\$ 209,403</b>	<b>\$ 219,000</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 51,480	\$ 56,146	\$ 64,100	\$ 87,200
* Benefits - To Include NonWorking Wages	10,366	11,270	12,850	13,000
* Mandatory Employer Costs	4,295	4,715	5,650	7,900
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	7,220	9,376	10,623	10,900
* Contractual	47,451	34,734	19,138	16,700
* Other	74,360	55,232	52,195	76,000
Capital Outlay	800	- 0 -	2,977	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	1,800
<b>TOTAL USES</b>	<b>\$ 195,972</b>	<b>\$ 171,473</b>	<b>\$ 167,533</b>	<b>\$ 213,500</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (30,626)</b>	<b>\$ (1,801)</b>	<b>\$ 41,870</b>	<b>\$ 5,500</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	43,730	41,929	83,799	89,299
<b>TOTAL FUND EQUITY</b>	<b>\$ 43,730</b>	<b>\$ 41,929</b>	<b>\$ 83,799</b>	<b>\$ 89,299</b>

**- - STAFFING - -**

<b>Personnel Services Total Amount</b>	<b>\$ 66,141</b>	<b>\$ 72,131</b>	<b>\$ 82,600</b>	<b>\$ 108,100</b>
Full-Time Positions	0.75	0.75	0.85	0.90
Part-Time Positions @ F.T.E.	0.60	0.70	0.70	1.15

**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 the general public.

**ACTION PLAN FOR FISCAL YEAR 2009**

- \* Identify and process structures as dangerous structures (5 structures anticipated) as necessary due to non-compliance with building codes. (On-going)
- \* Encourage resolution without City intervention of all five (5) of these dangerous structures. (On-going)
- \* Proceed with repair or demolition for those structures that could not be resolved with intervention. (On-going)

**PROGRAM MEASUREMENTS**

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Dangerous Structures Public Hearings	5	3	3	4
Number of Housing Board of Appeals Public Hearings	0	2	1	2
Number Repaired by the Owner	0	1	2	2
Number Repaired by the City	1	1	1	2
City Cost of Repairs/Demolition	\$0	\$6,800	\$22,000	\$20,000
Number of Vacant Properties	1	1	1	2
Number of Occupied Properties	4	2	2	2
Non-Rental Properties	4	1	2	2
Rental Properties	1	1	0	2
Legal Action for Eviction of Occupants	0	0	0	0
Residential	5	3	3	4
Commercial	0	0	0	1

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DANGEROUS STRUCTURES FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 5,249	\$ 22,000	\$ 22,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	565	1,500
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ 5,249</b>	<b>\$ 22,565</b>	<b>\$ 23,500</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 300	\$ 274	\$ 300	\$ 300
* Contractual	1,281	1,928	1,200	1,200
* Other	- 0 -	4,618	22,000	22,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,581</b>	<b>\$ 6,820</b>	<b>\$ 23,500</b>	<b>\$ 23,500</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (1,581)	\$ (1,571)	\$ (935)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,506	935	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,506</b>	<b>\$ 935</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**- - 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 2009**

- \* 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Active Projects (Capturing Taxes)	6	7	9	13
Number of Active Projects (Not Capturing Taxes)	1	1	3	1
Total number of Active Projects	7	8	12	14
Taxable Valuation Capture (IFT at Equivalency)	\$5,548,303	\$8,769,531	\$13,213,329	\$24,270,924

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**  
**BROWNFIELD REDEVELOPMENT AUTHORITY FUND**  
**( A COMPONENT UNIT FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 153,211	\$ 287,463	\$ 426,534	\$ 811,836
Interest & Rents	2,374	8,103	8,994	- 0 -
Transfers In	- 0 -	- 0 -	3,000	- 0 -
TOTAL SOURCES	<u>\$ 155,585</u>	<u>\$ 295,566</u>	<u>\$ 438,528</u>	<u>\$ 811,836</u>

FUNDING USES -

Other Current Expenditures -

* Contractual	1,000	- 0 -	3,000	- 0 -
* Other	123,784	209,836	379,561	674,508
Transfers Out	5,610	3,726	3,298	294,463
TOTAL USES	<u>\$ 130,394</u>	<u>\$ 213,562</u>	<u>\$ 385,859</u>	<u>\$ 968,971</u>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 25,191	\$ 82,004	\$ 52,669	\$ (157,135)
ENDING FUND EQUITY -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	26,832	108,836	161,505	4,370
TOTAL FUND EQUITY	<u>\$ 26,832</u>	<u>\$ 108,836</u>	<u>\$ 161,505</u>	<u>\$ 4,370</u>

**- - STAFFING - -**

Positions: Not Applicable

**PROGRAM MEASUREMENTS**

**- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - GRANT FUND - -**

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
MSHDA Grant Home Purchase Projects	1	0	2	3
Neighborhood Impact Program (NIP Grant) Projects	4	6	6	10

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 163,724	\$ 29,805	\$ 54,760	\$ 100,000
Other	38,671	36,237	234	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 202,395</b>	<b>\$ 66,042</b>	<b>\$ 54,994</b>	<b>\$ 100,000</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 9,373	\$ 2,914	\$ 4,760	\$ - 0 -
* Benefits - To Include NonWorking Wages	5,100	70	- 0 -	- 0 -
* Mandatory Employer Costs	896	145	- 0 -	- 0 -

**Other Current Expenditures -**

* Contractual	187,026	62,913	50,234	100,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 202,395</b>	<b>\$ 66,042</b>	<b>\$ 54,994</b>	<b>\$ 100,000</b>

**- - FUND EQUITY - -**

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

**- - STAFFING - -**

Personnel Services Total Amount	\$ 15,369	\$ 3,129	\$ 4,760	\$ - 0 -
Full-Time Positions	1.00	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**ADDITIONAL INFORMATION:**

The figures presented above provided as estimates of the grant fund summary during the City's FY-2008 and FY-2009.

The prior MSHDA - NPP (Mich State Housing Development Authority - Neighborhood Preservation Program) / HOME Grant funding period was 02/01/04 to 06/30/07 in the multi-year amount of \$531,900 (\$173,376 was unexpended).

The current MSHDA - NPP (Mich State Housing Development Authority - Homebuyers Purchase & Rehab / HOME Grant funding period is 07/01/07 to 06/30/09 in the multi-year amount of \$150,000.

A FHLBI-NIP Grant (through Macatawa Bank) in the amount of \$60,000 which began in October 2004 is included above.

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

---

Community Development Block Grant (CDBG) Program - 25<sup>th</sup> Entitlement Year

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### 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 2009

- \* Prepare and administer subrecipient agreements with agencies and organizations for programs, services and activities selected for FY 2009 Community Development Block Grant (CDBG) funding. Complete agreements by August 2009 with on-going administration.
- \* 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. (February 2009)
- \* Work with City Council to prioritize the Consolidated Plan Strategy for FY 2009. (February 2009)
- \* 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 FY 2009. (May 2009)
- \* Assist City Council by providing information about the accomplishments of the CDBG program to inform congressional representatives during federal budget debates expected throughout 2008.

#### Housing Missions:

Home Ownership - City residents will have the ability to own and maintain ownership of a residence.

Housing Conditions - City residents will live in safe, decent housing.

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY AND NEIGHBORHOOD SERVICES**

---

**Community Development Block Grant (CDBG) Program - 25<sup>th</sup> Entitlement Year**

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**Housing Accessibility - City residents will have fair and equal access to housing in all parts of our community.**

**Housing Sustainability - City residents will live in housing which is personally and environmentally sustainable.**

**Housing the Homeless - City residents will have access to services and shelter when experiencing an emergency housing crisis.**

**People, Neighborhoods and Economy:**

**Sustainable Youth, Families and Seniors - City residents will have access to adequate services involving their health, safety and welfare**

**Sustainable Neighborhoods - City neighborhoods will include adequate services and uses which will result in a quality living environment.**

**Sustainable Economies - City residents will have access to services which will assist them in stabilizing their financial situation.**

## PROGRAM MEASUREMENTS

- - CNS - Community Development Block Grant Program - 25th Entitlement Year - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b><u>Housing Mission:</u></b>				
<b>Homeownership</b>				
Jubilee Ministries - Direct Homeownership Assistance	2	2	1	TBD
Lakeshore Habitat for Humanity	3	3	2	TBD
Ottawa Co. Comm Action Agency - IDA Direct Homeownership	0	0	4	TBD
<b>Housing Conditions</b>				
City of Holland - Com. Dev. Owner Home Repair Program	87	99	85	TBD
City of Holland - Ourstreet Driveway Improvement Program	4	not funded	not funded	TBD
<b>Affordability - No direct activities under this mission.</b>	0	0	0	TBD
<b>Housing Options - No direct activities under this mission.</b>	0	0	0	TBD
<b>Homelessness</b>				
Community Action House - Guaranteed Security Deposit Program	62	49	20 (HH)	TBD
Good Samaritan Ministries - Transitional Housing Program	120	109	40 (HH)	TBD
<b><u>Non-Housing Missions</u></b>				
<b>Special Needs</b>				
Disability Network - Project Ramp	3	4	9	TBD
<b>Financial Assistance/Economic Development</b>				
Jubilee Ministries - Micro Business Development	18	not funded	not funded	TBD
Jubilee Ministries - Employment Program	25	10	not funded	TBD
Heights of Hope - Employment Program	not funded	50	not funded	TBD
<b>Commercial Assistance/Economic Development</b>				
City of Holland - Neighborhood Commerical Revitalization Prog.	13	18	13	TBD
<b>Community Services</b>				
Boys and Girls Club - Youth Programs	1,659	1,315	2,000	TBD
Hope College - Children's After School Programs (CASA)	104	106	125	TBD
Holland Comm. Hospital Foundation - Growth Connections Prog.	not funded	not funded	not funded	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	65	63	80	TBD
Core City Christian Com. Dev. Assoc. - Life Strategies Program	76	76	not funded	TBD

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 411,161	\$ 450,550	\$ 484,233	\$ 338,593
Other	162,681	193,942	152,080	209,038
Transfers In	7,841	14,080	2,834	12,335
<b>TOTAL SOURCES</b>	<b>\$ 581,683</b>	<b>\$ 658,572</b>	<b>\$ 639,147</b>	<b>\$ 559,966</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 68,527	\$ 72,357	\$ 63,292	\$ 75,824
* Benefits - To Include NonWorking Wages	29,472	40,617	26,698	20,046
* Mandatory Employer Costs	6,144	6,583	4,643	6,174

**Other Current Expenditures -**

* Supplies / Maintenance	1,697	3,223	6,373	9,759
* Contractual	466,206	519,693	533,332	433,128
* Other	1,796	2,019	1,975	2,700
Transfers Out	7,841	14,080	2,834	12,335
<b>TOTAL USES</b>	<b>\$ 581,683</b>	<b>\$ 658,572</b>	<b>\$ 639,147</b>	<b>\$ 559,966</b>

**- - FUND EQUITY - -**

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

**- - STAFFING - -**

Personnel Services Total Amount	\$ 104,143	\$ 119,557	\$ 94,633	\$ 102,044
Full-Time Positions	1.48	1.93	1.45	1.35
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: FY2005 = \$386,000, FY2006 = \$368,887, FY2007 = \$338,565, FY2008 = \$344,580, FY2009 = \$338,593.

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 388	\$ -0-	\$ -0-	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 388</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	102	-0-	-0-	-0-
* Other	-0-	-0-	-0-	-0-
Capital Outlay	286	-0-	-0-	-0-
Contingencies	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 388</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - 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 \$203,862 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**

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**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 2009**

- \* 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 by 5% (to 2,846,000 tons) through education from staff, and by working with Chef to identify of new materials / markets for recycling. (January 2009)
- \* To sponsor a Project Pride event in April at the Chef facility, and a second "at your convenience" with a coupon to be used between June 1 and December 31.
- \* Publish and distribute refuse and recycling information for the City calendar. (September 2008)
- \* Continue to monitor / audit at the Westshore Recycle Center with two (2) un-announced visits between July 1 and December 31, 2008.
- \* Continue to partner with the private sector and non-governmental organizations for positive electronics recycling. (On-going)
- \* To prepare for TV recycling when television broadcasting goes all digital in 2009. Application for EPA grant will be in the works. (July 2008)
- \* To promote reusable shopping bags with a booth at the Holland Farmers Market. (July 2008).
- \* To install a pilot program for recycling downtown. (August 2008)
- \* To prepare for re-bid of City commercial garbage contract with an additional emphasis on recycling. The contract will expire in December 2008.

# PROGRAM MEASUREMENTS

## - - CNS GROUP - SOLID WASTE RECYCLING FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>PROJECT PRIDE</u>				
Pounds of trash collects at Project Pride site	404,000	375,220	380,000	380,000
Estimated Pounds of trash collected/coupons redeemed	201,000	202,170	203,000	203,000
Coupons redeemed	403	154	260	275
Pounds of scrap metal collected by Padnos Co.	49,015	49,875	50,000	50,000
Freon appliances collected	28	28	25	25
<u>CURB SIDE RECYCLING</u>				
Type of Waste Recycles - In Pounds				
Total Fiber	1,920,787	2,180,642	2,289,000	2,404,000
Newsprint	1,214,239	1,368,176	1,436,000	1,500,000
Corrugated	706,548	812,466	853,000	860,000
Total Commingle	496,574	416,500	421,800	430,000
Dairy plastic	74,543	23,375	24,000	25,000
Colored #2	28,255	22,550	23,000	24,000
Clear #1	44,905	48,695	50,000	52,000
Aluminum	2,792	4,214	4,800	5,000
Tin	50,114	52,560	55,000	57,000
Glass	295,965	265,106	265,000	267,000
Total Pounds Collected Curbside	2,417,361	2,597,142	2,710,800	2,834,000
<u>REFUSE</u>				
1 Bag/month	309	271	267	267
2 Bag/month	177	158	155	155
32 Gallon weekly	2,800	2,761	2,721	2,721
65 Gallon weekly	3,409	3,430	3,327	3,327
90 Gallon weekly	2,138	2,205	2,229	2,229
Subtotal Recycle	8,833	8,825	8,699	8,699
Multi Family - 4 Units	1	1	1	1
Multi Family - 8 Units	1	3	3	3
Multi Family - 16 Units	1	1	1	1

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOLID WASTE & RECYCLE PICKUP FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

5% Rate Incr.

Charges for Services	\$ 1,164,637	\$ 1,226,349	\$ 1,230,892	\$ 1,290,782
Interest & Rents	64,697	20,915	20,000	11,100
Other	2,886	(705)	2,300	2,300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,232,220</b>	<b>\$ 1,246,559</b>	<b>\$ 1,253,192</b>	<b>\$ 1,304,182</b>

FUNDING USES -

Personnel Service Expenses

* Salaries & Wages - Working	\$ 76,508	\$ 77,411	\$ 88,400	\$ 91,300
* Benefits - Includes NonWorking Wages	20,322	21,203	22,825	23,800
* Mandatory Employer Costs	2,380	2,166	3,125	3,250
Other Current Expenses				
* Supplies / Maintenance	1,929	4,959	10,300	9,800
* Contractual	1,009,196	1,031,360	1,072,736	1,173,587
* Other	11,271	13,439	15,046	9,609
Capital Outlays	111,899	34,100	67,500	67,500
<b>TOTAL USES</b>	<b>\$ 1,233,505</b>	<b>\$ 1,184,638</b>	<b>\$ 1,279,932</b>	<b>\$ 1,378,846</b>

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 61,530	\$ 63,719	\$ 63,000	\$ 63,000
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( This Fund Continues On Next Page )

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOLID WASTE RECYCLING FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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( This Fund Continues From Previous Page )

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 49,084	\$ 32,302	\$ (22,240)	\$ (70,164)
ENDING BALANCE -				
Designated / Reserved:	\$ 325,000	\$ 325,000	\$ 325,000	\$ - 0 -
Undesignated / Unreserved:	378,478	410,780	388,540	643,376
<b>TOTAL FUND EQUITY</b>	<b>\$ 703,478</b>	<b>\$ 735,780</b>	<b>\$ 713,540</b>	<b>\$ 643,376</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	\$ 178	\$ 64,793	\$ (26,740)	\$ 250,336
ENDING BALANCE	\$ 109,609	\$ 174,402	\$ 147,662	\$ 397,998

**- - STAFFING - -**

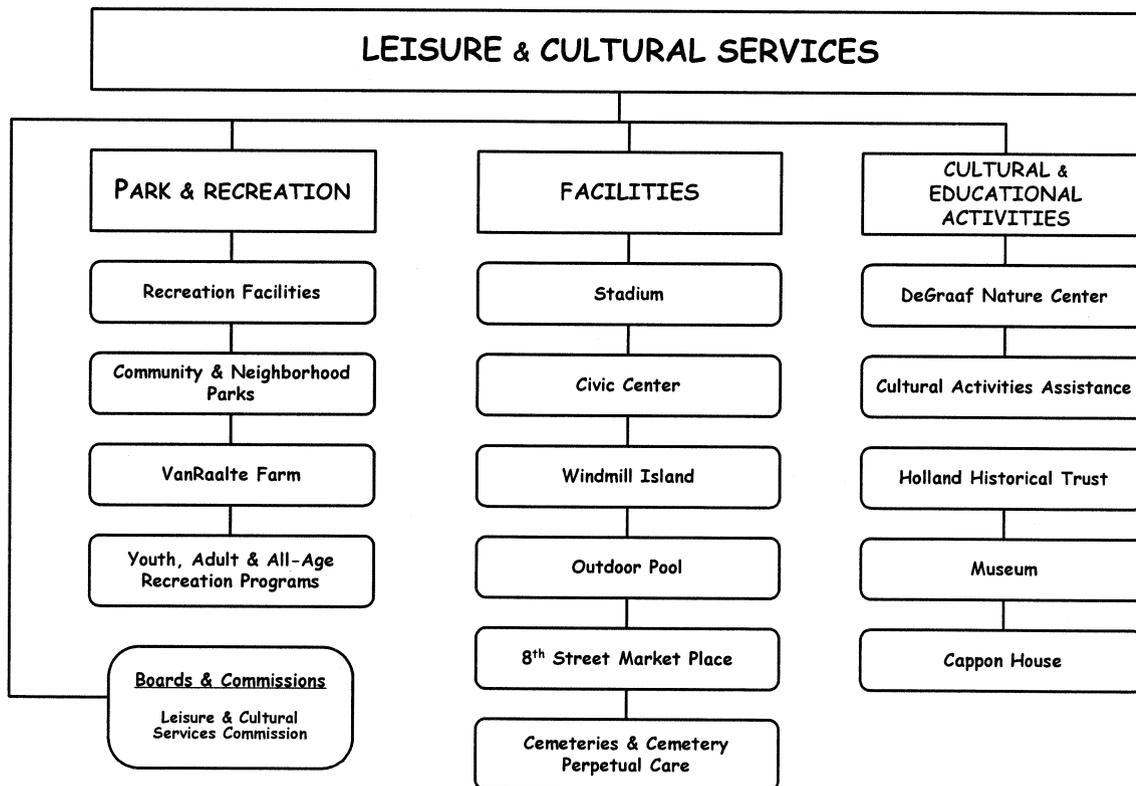
Personnel Services Total Amount	\$ 99,210	\$ 100,780	\$ 114,350	\$ 118,350
Full-Time Positions	0.32	0.10	0.10	0.20
Part-Time Positions @ F.T.E.	0.80	0.80	0.80	0.80

# LEISURE & CULTURAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

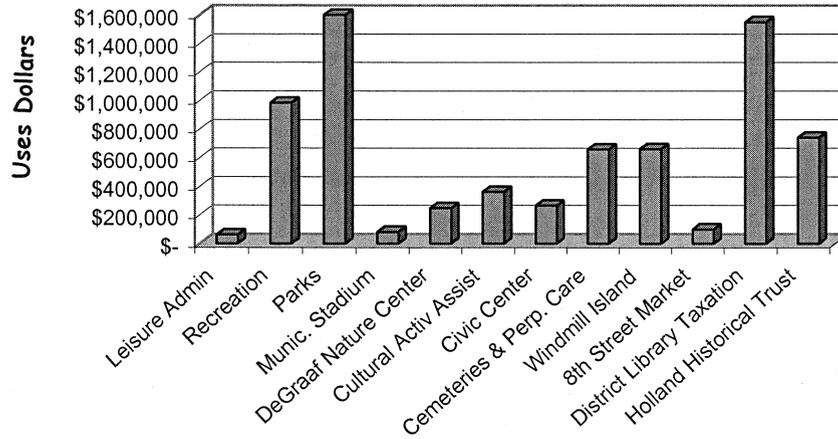
The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for 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

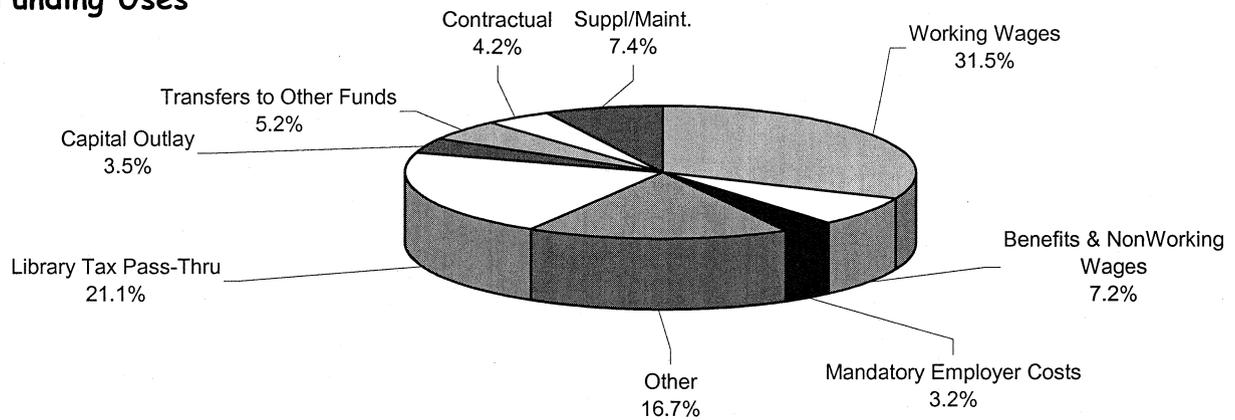


## LEISURE & CULTURAL SERVICES GROUP

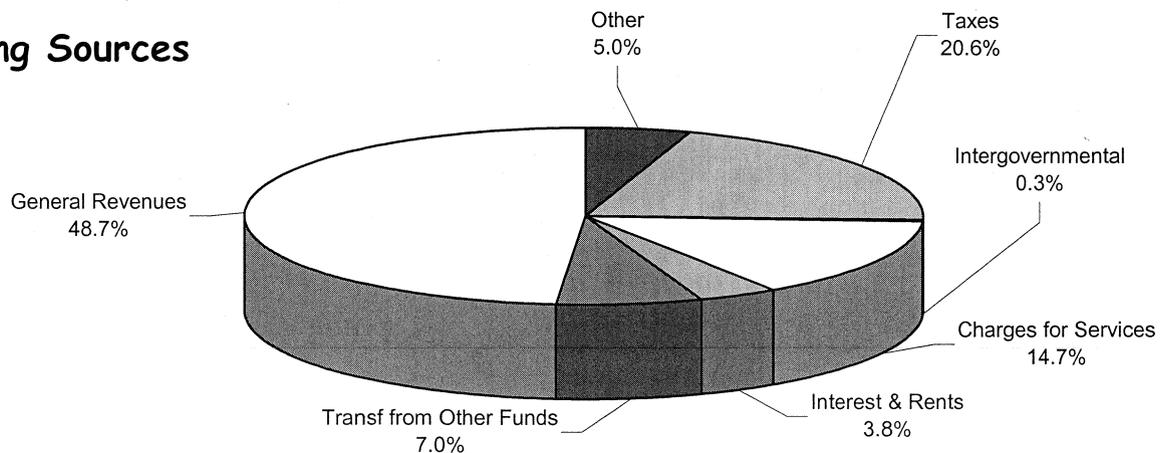
### Total Uses By Department \$7,333,148



### Funding Uses



### Funding Sources



**LEISURE & CULTURAL SERVICES GROUP**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 3,919,987	\$ 3,925,938	\$ 4,170,750	\$ 4,259,241
Permanent	305,379	159,454	178,754	122,500
Special Revenue	1,559,900	1,558,660	1,574,091	1,550,362
Enterprise	646,578	606,212	633,320	660,645
Component Unit	717,940	1,197,928	831,550	740,400
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 7,149,784</b>	<b>\$ 7,448,192</b>	<b>\$ 7,388,465</b>	<b>\$ 7,333,148</b>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,505,910	\$ 1,534,794	\$ 1,572,591	\$ 1,549,762
Intergovernmental	37,939	24,554	23,572	23,600
Charges for Services	986,754	1,043,806	1,063,252	1,105,850
Interest & Rents	271,460	407,017	304,128	287,525
Other	1,137,894	866,282	504,898	373,800
Transfers In	658,443	598,879	550,070	524,007
<b>TOTAL SOURCES</b>	<b>\$ 4,598,400</b>	<b>\$ 4,475,332</b>	<b>\$ 4,018,511</b>	<b>\$ 3,864,544</b>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,151,348	\$ 2,177,627	\$ 2,243,907	\$ 2,311,260
* Benefits - Includes NonWorking Wages	505,869	486,498	531,035	529,185
* Mandatory Employer Costs	207,561	194,231	212,804	233,505
Other Current Expenditures -				
* Supplies / Maintenance	537,437	538,223	548,345	543,900
* Contractual	287,813	298,644	318,137	307,120
* Other	2,737,332	3,237,402	2,724,041	2,771,278
Capital Outlay	161,870	99,238	374,442	257,900
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	560,554	416,329	435,754	379,000
<b>TOTAL USES</b>	<b>\$ 7,149,784</b>	<b>\$ 7,448,192</b>	<b>\$ 7,388,465</b>	<b>\$ 7,333,148</b>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 157,980	\$ 156,009	\$ 186,000	\$ 186,000

**- - GROUP STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 2,864,778	\$ 2,858,356	\$ 2,987,746	\$ 3,073,950
* Full-Time Positions	29.15	30.15	31.05	31.00
* Part-Time Positions @ F.T.E.	36.39	34.68	32.68	32.73

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Leisure & Cultural Services Administration

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### 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 2009

- \* To work on the completion of the Kollen Park Boat Launch Renovation and the Heinz Waterfront Walkway project. (October 2008)
- \* To work with City Council and professional consultants on the future development of the Civic Center as part of the overall development of the Western Gateway plan. (September 2008)
- \* To continue to work with City Planning Department as well as private consultants on addressing maintenance issues pertaining to the upgrading of the walkways, boardwalk, lighting and site improvements to Window on the Waterfront. (June 2009)
- \* To continue to explore the future development of Smallenburg Park, including Bouws Pool, the Municipal Stadium; and the development of the open spaces for additional recreational use and expanding parking. (June 2009)
- \* To continue to meet with local school systems, surrounding municipal agencies and local non-profit organizations to review common open spaces and recreation issues and coordinate programs, activities and facilities to maximize opportunities to our constituents. (On-going)
- \* To develop a preliminary design and financing plan for a boardwalk from Window-on-the-Waterfront to Windmill Island.
- \* To prepare designs, determine funding, and begin implementation of providing a refrigerated ice facility(s). (December 2008)
- \* To prepare a grant application for improvements to the 20 acres owned by the City along 143<sup>rd</sup> Avenue, west of M-40.

**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	56,436	60,648	59,066	62,200
<b>TOTAL SOURCES</b>	<b>\$ 56,436</b>	<b>\$ 60,648</b>	<b>\$ 59,066</b>	<b>\$ 62,200</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 29,843	\$ 32,395	\$ 33,800	\$ 34,500
* Benefits - To Include NonWorking Wages	17,309	16,031	16,300	16,900
* Mandatory Employer Costs	3,022	2,992	3,300	3,500

Other Current Expenditures -

* Supplies / Maintenance	1,176	1,719	1,800	1,800
* Other	5,086	5,057	3,866	5,500

Capital Outlay	- 0 -	2,454	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 56,436</b>	<b>\$ 60,648</b>	<b>\$ 59,066</b>	<b>\$ 62,200</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 50,174	\$ 51,418	\$ 53,400	\$ 54,900
Full-Time Positions	0.60	0.60	0.60	0.60
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# 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 2009

- \* To improve the experience and presence online of the Recreation Division.
  - Broaden our online registration process to include adult team sports and special events. (fall 2008)
  - Revamp and bring current Recreation website in order to be a one-stop resource for coach materials, recreation information, team information and registration agents. (winter 2009)
  - Implement an online survey to accumulate public feedback available on our web site. (winter 2009)
  
- \* Broaden our reach into minority and disadvantaged communities with our scholarship program.
  - Allow scholarship participation for all recreation activities including special events. (summer 2008).
  - Improve and modify the current scholarship policy. (summer 2008)
  - Actively inform and advertise presence of scholarship program to area groups such as Boys and Girls Club, Mac Rec, Core City, etc through meetings and special mailings. (beginning fall 2008)
  
- \* To become a National Alliance for Youth Sports Start Smart 5 Star Program.
  - Increase Start Smart programming from 2 Stars to 5 Stars with the addition of National Alliance for Youth Sports soccer, basketball and golf. (fall 2009)
  
- \* To partner with area communities in the development of a teen programming summit.
  - Meet quarterly with other Recreation Divisions in the Lakeshore area to provide teen events regionally. (winter 2009)
  
- \* To bring volleyball and badminton to the Civic Center
  - Retrofit and equip the Civic Center with capacity to generate additional revenue and leisure activity by running two (2) courts of volleyball, three (3) courts of pickleball and badminton. (winter 2009)

# PROGRAM MEASUREMENTS

## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>YOUTH ATHLETIC PROGRAMS</b>				
Youth T-Ball	207	257	260	270
Boys Soccer	347	346	360	370
Girls Soccer (Spring '07 - OLD Time)	353	349	360	370
Girls Soccer (Fall '07 - NEW Time)	N/A	316	325	335
Gymnastics	217	219	220	230
Tennis Lessons	728	779	785	795
Swimming Lessons	899	966	940	950
Sports School (Cancelled Summer 2007)	98	0	100	110
Wrestling Clinic	29	21	30	40
Punt, Pass & Kick	51	31	50	60
Boys Basketball	251	204	220	230
Youth Golf Lessons	68	48	50	60
Hershey Track	62	93	100	110
Girls Softball	138	125	40	45
Girls Basketball (Moved to Winter '08)	79	0	100	120
Girls Volleyball	44	52	55	65
Little Peoples Olympics	145	161	165	175
In-Line Hockey (Cancelled Summer '07)	60	0	0	0
Start Smart	35	52	55	60
Start Smart Football	20	16	25	35
Tiny Tikes Football	69	61	60	70
<b>ADULT ATHLETIC PROGRAMS</b>				
Table Tennis	101	106	110	120
Volleyball (winter)	126	84	90	100
Basketball (winter)	378	348	390	400
Golf Lessons	68	60	70	80
Basketball (summer)	324	448	450	460
Mens Softball	750	812	825	840
Womens Softball	150	70	85	100
Co-Ed Softball	300	308	325	340
Womens Fastpitch Softball	84	98	115	130
Sand Volleyball	130	110	115	120
Touch Football	194	294	315	330
Fall Softball	546	504	510	520
Adult Tennis Lessons	48	85	90	100
Adult Tennis League	44	44	50	60
Adult Soccer League (new)	56	112	120	130

# PROGRAM MEASUREMENTS

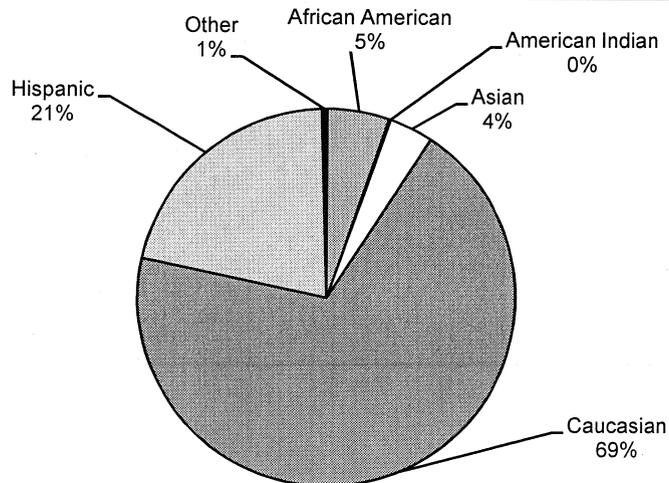
## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>NON-ATHLETIC EVENTS</b>				
<u>FAMILY SPECIAL EVENTS</u>				
Concerts at Centennial Park	5,700	8,100	8,150	8,200
Dad/Daughter Dance	172	191	220	240
Mom/Son Event	232	160	175	190
Halloween Celebration (combined w/ DeGraaf Nature Center Event)	81	600	625	650
Santa's Work Shop	46	132	150	175
Party in the Park	4,300	7,120	7,150	7,200
Kite Building (Cancelled '07)	56	0	0	0
TV Turn Off	376	700	750	800
<u>YOUTH PROGRAMS</u>				
Junior Adventure Club	149	165	160	160
Summer Playground	1,911	2,786	2,800	2,900
<u>BOUWS POOL ATTENDANCE</u>				
Children	7,714	7,742	8,000	8,100
Adults	1,418	1,798	1,500	1,600
Families	987	1,132	1,100	1,200
Totals	10,119	10,672	10,600	10,900

# PROGRAM MEASUREMENTS

## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2007 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Youth T-Ball	16	0	6	178	57	0
Boys Soccer	2	0	5	274	61	4
Girls Soccer (Spring '07 - OLD Time)	19	0	30	242	58	0
Girls Soccer (Fall '07 - NEW Time)	14	0	24	226	52	0
Gymanastics	4	0	11	164	12	28
Tennis Lessons / Clinic	9	0	21	717	32	0
Swimming Lessons	24	0	33	743	104	29
Sports School (Cancelled Summer '07)	0	0	0	0	0	0
Wrestling Clinic	1	0	0	13	7	0
Punt, Pass, Kick	2	0	1	25	3	0
Boys Basketball	24	0	2	165	13	0
Youth Golf Lessons	1	0	2	41	4	0
Hershey Track	9	0	3	75	6	0
Girls Softball	2	0	0	102	21	0
Girls Basketball (Moved to Winter '08)	0	0	0	0	0	0
Girls Volleyball	2	0	1	39	11	0
Little Peoples Olympics	21	0	16	106	18	0
In-Line Hockey (Cancelled Summer '07)	0	0	0	0	0	0
Start Smart	4	0	2	37	9	0
Start Smart Football	0	0	1	12	3	0
Tiny Tikes Football	3	0	1	38	10	0
Adventure Club	4	0	3	145	13	0
Holland-o-ween (Combined with D.N.C)	33	11	0	376	157	23
Santa's Workshop	11	0	14	75	32	0
Playground Program	212	0	176	1,305	1,056	37
Track Camp	2	0	0	14	4	0
TV Turn Off	35	0	35	315	315	0
Concerts At Centennial Park	450	18	225	6,075	1,332	0
MRPA Hoop Shoot	10	0	2	76	10	0
Table Tennis	2	0	32	63	7	2
Mother & Son Event	11	0	6	137	6	0
Dad & Daughter Dance	4	0	3	146	38	0
Kite Building (Cancelled '07)	0	0	0	0	0	0
Party in the Park	340	10	250	4,841	1,679	0
Total Participants	1,271	39	905	16,765	5,130	123



**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 256,466	\$ 256,767	\$ 263,583	\$ 266,850
Interest & Rents	5,593	8,416	9,500	10,000
Funding Requirement - General Operating Revenues	665,402	665,055	686,372	706,646
<b>TOTAL SOURCES</b>	<b>\$ 927,461</b>	<b>\$ 930,238</b>	<b>\$ 959,455</b>	<b>\$ 983,496</b>

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 457,746	\$ 466,105	\$ 469,307	\$ 477,960
* Benefits - To Include NonWorking Wages	78,281	82,262	93,535	82,735
* Mandatory Employer Costs	44,495	42,584	45,354	46,905

Other Current Expenditures

* Supplies / Maintenance	129,906	124,835	120,558	120,800
* Contractual	56,150	60,898	79,731	81,520
* Other	135,884	144,587	150,970	161,676

Capital Outlay	24,999	8,967	- 0 -	11,900
<b>TOTAL USES</b>	<b>\$ 927,461</b>	<b>\$ 930,238</b>	<b>\$ 959,455</b>	<b>\$ 983,496</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 580,522	\$ 590,951	\$ 608,196	\$ 607,600
Full-Time Positions	4.00	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	1.10	1.05	0.95	0.95

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Parks Division

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### 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 2009

- \* To develop plans to change the fish pond at Centennial Park into a year round pond. (fall 2008)
- \* To begin using a chemical agent that is applied to the bark of Ash trees to prevent the spread of the Emerald Ash Borer. (summer 2008)
- \* To develop a plan and look at various options to keep the forestry yard cleaned out on a year round basis. (spring 2009)
- \* To cross train employees within our department to increase our flexibility, to be done during the entire fiscal year of 2009.
- \* To develop a plan to possibly start an arboretum at Window-on-the-Waterfront, by planting a large diversity of seedlings in one of the prairie areas. (spring 2009)
- \* Completely revamp the part time "B" orientation meeting at the beginning of the season. (spring 2009)
- \* To evaluate the merits of providing a dog park within the City. (June 2009)
- \* To evaluate whether to continue storing and installing the exotic plant materials for Centennial Park. (January 2009)
- \* To provide parking as well as access to the Kollen Park boat launch for citizens as soon as possible, when the work is completed on Phase II and Phase III of the Kollen Park / Heinz Boardwalk project. (April 2009)

## PROGRAM MEASUREMENTS

### - - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Forestry Activities</u>				
Trees Planted	83	45	70	70
Trees Planted by Contract	0	45	215	200
Trees Trimmed	1,472	1,333	1,500	1,500
Trees Removed	339	267	300	300
Trees Removed by Contract	0	0	0	0
Stump Removal	501	231	250	250
<u>Tulip Beds &amp; Lanes</u>				
Annual Tulip Plantings	304,600	299,500	300,000	300,000
<u>Greenhouse Plantings</u>				
Start-Up Summer Flowers and Winter Flowers * Greenhouse is currently at capacity	75,000	75,000	75,000	75,000
<u>Area Maintained by Park Personnel:</u>				
<b>Parks:</b> Kollen, Centennial, Smalenburg, 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	320.6 acres
<b>Recreation:</b> Matt Urban, Maplewood, Moran, Columbia Ave Courts, and Riverview Ballfield	40 acres	40 acres	40 acres	40 acres
<b>DDA:</b> 7th & 9th Street parkways, Downtown Area Parking Lots, West Michigan Tool and Adjoining Property	17 acres	17 acres	17 acres	17 acres
<b>Holland Museum Facilities:</b> Cappon House, Settlers Hse, Holland Museum	.8 acres	.8 acres	.8 acres	.8 acres
<b>Street &amp; Blvds:</b> 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
<b>Other:</b> City Hall, Depot/ Adjoining Area, Washington Square Old Hospice House, Holland Municipal Stadium, Sugar Beet Area	20 acres	20 acres	20 acres	20 acres
<b>Total Area Maintained by Park Personnel</b>	<b>396.75 acres</b>	<b>396.75 acres</b>	<b>396.75 acres</b>	<b>396.75 acres</b>
<u>Number of Events in Park Facilities:</u>				
Kollen Park	22	21	25	25
Centennial Park	40	29	30	30
Smalenburg	1	3	1	1
Window on the Waterfront	1	1	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	0	0	0	0
College Avenue Park	0	0	0	0
<u>Other Services:</u>				
Election Day Services, Winter Sidewalk Plowing, Maintenance on Park Buildings, Project Pride, Repair Playground Equipment Repair Equipment, Remove Vandalism Problems				

**PROGRAM MEASUREMENTS**

**- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -**

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Kollen Park Boat Launch Permits Purchased:				
Seasonal				
Full Price				
-Resident @ \$25.00 ea	118	0	0	100
-Non-resident @ \$40.00 ea	4	0	0	10
Senior Citizens				
-Resident @ \$18.00 ea	21	0	0	25
-Non-resident @ \$25.00 ea	3	0	0	5
Daily				
-Resident @ \$5.00 per day	535	0	0	500
-Non-resident @ \$8.00 per day	13	0	0	15
<p>Note: Due to the uncertainty of the construction schedule the launch may be closed partially throughout the summer; therefore, we will not be selling permits the end of FY07 or during FY08.</p>				

**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 1,975	\$ 3,929	\$ 3,900	\$ 8,900
Interest & Rents	5,741	4,132	1,300	1,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,498,864	1,424,820	1,585,332	1,611,701
<b>TOTAL SOURCES</b>	<b>\$ 1,506,580</b>	<b>\$ 1,432,881</b>	<b>\$ 1,590,532</b>	<b>\$ 1,622,101</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 578,872	\$ 541,542	\$ 608,600	\$ 625,200
* Benefits - To Include NonWorking Wages	214,372	195,345	210,100	216,400
* Mandatory Employer Costs	57,651	51,062	58,000	65,200

**Other Current Expenditures**

* Supplies / Maintenance	153,714	162,097	169,608	179,400
* Contractual	62,711	51,875	63,900	65,900
* Other	427,988	410,928	462,315	457,301
Capital Outlay	11,272	20,032	18,009	12,700

<b>TOTAL USES</b>	<b>\$ 1,506,580</b>	<b>\$ 1,432,881</b>	<b>\$ 1,590,532</b>	<b>\$ 1,622,101</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 850,895	\$ 787,949	\$ 876,700	\$ 906,800
Full-Time Positions	10.40	10.40	10.40	10.40
Part-Time Positions @ F.T.E.	9.60	10.35	10.35	10.35

**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**

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Municipal Stadium Division

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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 2009

- \* To have the Pressbox's brick façade removed and replaced. (fall 2008)
- \* To add a drainage system to the South end of the field. (fall 2008)
- \* To add a drinking fountain and lights to the new playground at Smallenburg. (spring 2009)
- \* To continue with updates to landscaping beds in Smallenburg Park and stadium. (spring 2009)

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 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
Soccer Games:	0	0	0	0
Hope College	0	0	0	0
Holland High School	0	0	0	0
Recreation Division	0	0	0	0
West Michigan Edge	0	0	0	0
Church Services and/or Religious Events	1	0	1	1
Commencement - Hope College	1	1	0	0
Commencement - Holland High School	0	0	1	1
Other	3	6	5	5
<b>TOTAL</b>	<b>22</b>	<b>23</b>	<b>23</b>	<b>23</b>

**LEISURE & CULTURAL SERVICES GROUP**

**MUNICIPAL STADIUM  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 1,274	\$ 749	\$ 1,500	\$ 1,500
Interest & Rents	6,670	12,370	13,000	13,000
Funding Requirement - General Operating Revenues	64,273	64,603	79,603	67,171
<b>TOTAL SOURCES</b>	<b>\$ 72,217</b>	<b>\$ 77,722</b>	<b>\$ 94,103</b>	<b>\$ 81,671</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 16,416	\$ 22,725	\$ 25,700	\$ 24,100
* Benefits - To Include NonWorking Wages	5,537	5,830	6,200	5,800
* Mandatory Employer Costs	1,564	1,980	2,400	2,500

**Other Current Expenditures**

* Supplies / Maintenance	21,657	18,117	26,764	20,800
* Contractual	922	671	900	3,100
* Other	21,721	26,476	21,128	21,171

**Capital Outlay**

Capital Outlay	4,400	1,923	11,011	4,200
<b>TOTAL USES</b>	<b>\$ 72,217</b>	<b>\$ 77,722</b>	<b>\$ 94,103</b>	<b>\$ 81,671</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 23,517	\$ 30,535	\$ 34,300	\$ 32,400
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.35	0.35	0.65	0.50

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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DeGraaf Nature Center

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### 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 2009

- \* To up-grade the insulation in the exhibit room ceiling with the purchase of insulating foam sheeting. Staff will work with the Parks Department to make use of their labor. (winter 2009)
- \* To replace the old air conditioner in the main classroom end of the building with more energy efficient model. (July 2009)
- \* To replace the roof on the log cabin. (July 2009)
- \* To install toe-rails on a portion of the boardwalk to make them more accessible to individuals with disabilities. A grant will be sought form the Community Foundation to cover this improvement. Timing will depend on the grant.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Summer Recreation Department Classes	910	752	780	780
School Classroom Programs	11,828	11,232	11,500	12,000
After school Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	372	250	300	300
Public Program Attendance (special events, classes, etc)	3,869	3,869	3,200	3,500
Outside Groups Utilizing the Nature Center: Holland Garden Club Holland Horticulture Club	300	300	300	300
<p>Note #1: Summer Recreation Department Classes are not recorded by student/days. Previously, if a student came for a four day class it was counted as on attendee. Now if they come for 4 days, it is counted as 4 students. This will better reflect the amount of contact with class participants each summer by our instructors.</p> <p>Note #2: the Holland Audubon has outgrown our facility. They now use the Herrick Library to accommodate the larger audience.</p>				

**LEISURE & CULTURAL SERVICES GROUP**

**DE GRAAF NATURE CENTER  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 60,653	\$ 77,502	\$ 82,000	\$ 82,500
Other	5,145	4,917	5,500	5,500
Funding Requirement - General Operating Revenues	108,540	132,256	144,114	160,381
<b>TOTAL SOURCES</b>	<b>\$ 174,338</b>	<b>\$ 214,675</b>	<b>\$ 231,614</b>	<b>\$ 248,381</b>

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 97,265	\$ 116,113	\$ 134,000	\$ 134,600
* Benefits - To Include NonWorking Wages	29,340	29,852	31,000	33,500
* Mandatory Employer Costs	9,780	10,614	12,500	13,700

Other Current Expenditures

* Supplies / Maintenance	21,923	19,701	18,200	18,400
* Contractual	4,718	23,132	22,100	21,800
* Other	7,229	10,390	10,593	17,381

Capital Outlay

Capital Outlay	4,083	4,873	3,221	9,000
<b>TOTAL USES</b>	<b>\$ 174,338</b>	<b>\$ 214,675</b>	<b>\$ 231,614</b>	<b>\$ 248,381</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 136,385	\$ 156,579	\$ 177,500	\$ 181,800
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.70	2.30	2.30	2.30

**LEISURE & CULTURAL SERVICES GROUP**

**KOLLEN PARK BOAT LAUNCHING  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 6,722	\$ 2,106	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	739	(604)	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 7,461</b>	<b>\$ 1,502</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 5,995	\$ 949	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	585	103	- 0 -	- 0 -

Other Current Expenditures

* Supplies / Maintenance	144	- 0 -	- 0 -	- 0 -
* Contractual	737	450	- 0 -	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -

Capital Outlay

<b>TOTAL USES</b>	<b>\$ 7,461</b>	<b>\$ 1,502</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 6,580	\$ 1,052	\$ - 0 -	\$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.50	0.35	- 0 -	- 0 -

This activity will be moved to the Parks Department (also a General Fund activity) when it reopens following the Kollen Park construction project for FY2009. Program Measurements (and history) are now included with the Parks Dept.

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Eighth Street Market Place - Farmer's Market

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### 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 2009

- \* To continue in the coordination and organization of the Saturday market demonstrations including the Chef Series, Master Gardener Series and a special Feature Series, in addition to continuing the Wednesday children's activities day.
- \* To continue to work together to prepare and intensify the marketing pieces that promote vendor products and the market events.
- \* To continue to look for various ideas for enhancing the market; adding various vendors with unique product while in keeping with the Farmer's Market character.
- \* To monitor the sale of novelty items with the Market Place logo at the Farmer's Market. (On-going)
- \* To continue to promote the Eighth Street Market Place as a venue for special events. Two (2) new events in tandem with the Farmer's Market are currently being researched.
  - First special event would be planned for August 2008.
  - Second special event would be planned for September 2008 to coincide with an event taking place in the downtown area.
- \* Continue to develop partnerships with local and regional media.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>Farmers Market</b>				
Wednesday Market (Markets held each season)	32	29	29	29
Saturday Market (Markets held each season)	31	30	30	30
Farmers Market Grand Opening	6,000	N/A	N/A	N/A
8th Street Marketplace Grand Opening	12,000	N/A	N/A	N/A
Total daily stalls rented (calendar year)	943	1,063	1,098	1,130
Total number of seasonal stalls rented	85	86	86	86
Project Fresh coupon program	3,230	3,585	8,786	8,800
External events held in tandem with Market	N/A	2	2	3
Saturday Market Demos	N/A	17	19	18
Wednesday Children's Activities	N/A	N/A	14	13
<b>Other Activities (Estimates)</b>				
Tulip Time (individuals in attendance)		Too many to estimate		
LAUP Festival (individuals in attendance)		Too many to estimate		
VJ Day	1,500	N/A	N/A	N/A
Taste of Holland	5,000	5,000	5,000	5,000
National Night Out	2,500	2,500	2,500	2,500
West Michigan Works Truck Parade	1,500	1,500	1,500	1,500
Dutch Winter Fest:				
Parade of Lights	1,500	2,000	2,000	3,000
Sinterklaas Eve	2,500	2,500	2,500	2,000
Ice Sculpting Competition	2,000	2,500	3,000	1,500
Kertmarkt	5,000	8,000	8,000	8,000
Kinderen Nacht	N/A	1,000	1,500	1,500

**LEISURE & CULTURAL SERVICES GROUP**

**8TH STREET MARKET  
( A GENERAL FUND ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 6,460	\$ 7,170	\$ 17,572	\$ 17,600
Interest & Rents	2,262	13,066	16,000	17,000
Charges for Services	42,247	51,233	57,300	61,300
Other	- 0 -	- 0 -	- 0 -	4,000
Funding Requirement - General Operating Revenues	39,460	21,116	10,087	(500)
<b>TOTAL SOURCES</b>	<b>\$ 90,429</b>	<b>\$ 92,585</b>	<b>\$ 100,959</b>	<b>\$ 99,400</b>

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 35,348	\$ 36,807	\$ 36,000	\$ 32,500
* Benefits - To Include NonWorking Wages	3,456	3,754	2,700	1,600
* Mandatory Employer Costs	3,102	3,110	3,400	3,300

Other Current Expenditures

* Supplies / Maintenance	4,234	5,393	5,100	5,100
* Contractual	11,929	10,104	9,900	10,400
* Other	31,390	33,417	43,859	46,500

Capital Outlay

Capital Outlay	970	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 90,429</b>	<b>\$ 92,585</b>	<b>\$ 100,959</b>	<b>\$ 99,400</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 41,906	\$ 43,671	\$ 42,100	\$ 37,400
Full-Time Positions	0.25	0.25	0.15	0.10
Part-Time Positions @ F.T.E.	0.85	0.85	0.85	0.80

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

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Cultural Activities Assistance

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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 2009

- \* 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. (April 2009)
- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	362,831	362,395	360,890	360,890
<b>TOTAL SOURCES</b>	<b>\$ 362,831</b>	<b>\$ 362,395</b>	<b>\$ 360,890</b>	<b>\$ 360,890</b>

FUNDING USES -

Other Current Expenditures				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	105,831	105,395	103,890	103,890
Transfers Out	257,000	257,000	257,000	257,000
<b>TOTAL USES</b>	<b>\$ 362,831</b>	<b>\$ 362,395</b>	<b>\$ 360,890</b>	<b>\$ 360,890</b>

**- - 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 recreational and leisure time activities and special community events such as Tulip Time, LAUP Festival, Trade Shows and athletic events.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* To continue to work with City Council as well as professional consultants on the future construction of a new or redeveloped Civic Center as part of the overall development of the Western Gateway Plan. Develop preliminary conceptual architectural plans. (September 2009)
- \* To continue to maintain the Civic Center to the level that is needed to provide a venue that is both functional and desirable to our constituents. (On-going)
- \* To continue to provide and promote the availability of the Civic Center to accommodate area Leisure and Cultural Interests by increasing events by 5%. (On-going)

#### PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Civic Center Building Use</u>				
Entire Facility	114	111	115	120
Gymnasium Only	636	655	660	665
Exhibition Room Only	85	95	97	100

**LEISURE & CULTURAL SERVICES GROUP**

**CIVIC CENTER  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 83	\$ 25	\$ 1,715	\$ 1,300
Interest & Rents	40,712	53,438	55,000	60,000
Funding Requirement - General Operating Revenues	197,476	199,267	195,443	204,730
<b>TOTAL SOURCES</b>	<b>\$ 238,271</b>	<b>\$ 252,730</b>	<b>\$ 252,158</b>	<b>\$ 266,030</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 107,782	\$ 114,741	\$ 115,400	\$ 117,800
* Benefits - To Include NonWorking Wages	32,942	31,792	31,100	32,000
* Mandatory Employer Costs	10,886	10,408	11,200	12,500

Other Current Expenditures -

* Supplies / Maintenance	33,541	38,761	33,115	33,000
* Contractual	2,098	1,069	1,800	1,800
* Other	51,022	54,759	54,338	61,930

Capital Outlay	- 0 -	1,200	5,205	7,000
<b>TOTAL USES</b>	<b>\$ 238,271</b>	<b>\$ 252,730</b>	<b>\$ 252,158</b>	<b>\$ 266,030</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 151,610	\$ 156,941	\$ 157,700	\$ 162,300
Full-Time Positions	1.50	1.50	1.50	1.50
Part-Time Positions @ F.T.E.	2.30	2.00	2.00	2.00

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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### Cemetery Division

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#### 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 2009

- \* Begin developing section 3N in Pilgrim Home. (June 2009)
- \* Remove two large, overgrown beauty spots in Pilgrim Home, to make room for an additional 60 grave spaces. (June 2009)
- \* Continue to replace overgrown beauty spots in Pilgrim Home Cemetery, with newer, more colorful plants. (summer 2009)
- \* To continue to expand update of automated irrigation system in Graftschaap cemetery. (spring 2009)
- \* To increase marketing of the niches in the columbarium. (On-going)

## PROGRAM MEASUREMENTS

### - - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	86	85	85	85
Graafschap Cemetery	40	27	30	30
Accumulated	35,574	35,686	35,801	35,916
Burials:				
Pilgrim Home Cemetery - Annual	198	225	200	200
Graveside Services	92	112	100	100
Percent of Burials	46%	50%	50%	50%
Graafschap Cemetery - Annual	59	67	60	60
Graveside Services	37	32	35	35
Percent of Burials	62%	48%	58%	58%
Marker Foundation Installations:				
Pilgrim Home Cemetery	128	151	140	140
Graafschap Cemetery	40	55	50	50
Certificates of Transfer	20	31	25	25
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	4,111	4,111	4,111	4,111
Plotted	2,143	2,143	2,143	2,143
Unplotted	1,968	1,968	1,968	1,968
Graafschap Cemetery	870	870	870	870
Plotted	620	620	870	870
Unplotted	250	250	0	0
Niche Sales				
Pilgrim Home Cemetery	0	5	10	10
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	496	491	481	471

**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 231,705	\$ 245,158	\$ 229,600	\$ 231,600
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	67,579	87,608	94,600	61,000
Funding Requirement - General Operating Revenues	184,679	167,796	197,773	242,472
<b>TOTAL SOURCES</b>	<b>\$ 483,963</b>	<b>\$ 500,562</b>	<b>\$ 521,973</b>	<b>\$ 535,072</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 185,401	\$ 200,046	\$ 204,100	\$ 212,400
* Benefits - To Include NonWorking Wages	80,252	80,077	84,100	81,100
* Mandatory Employer Costs	19,982	19,603	20,600	23,200

Other Current Expenditures -

* Supplies / Maintenance	39,092	35,151	39,700	39,700
* Contractual	43,833	39,327	40,600	40,600
* Other	105,638	112,223	127,173	130,172
Capital Outlay	9,765	14,135	5,700	7,900

<b>TOTAL USES</b>	<b>\$ 483,963</b>	<b>\$ 500,562</b>	<b>\$ 521,973</b>	<b>\$ 535,072</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 285,635	\$ 299,726	\$ 308,800	\$ 316,700
Full-Time Positions	4.15	4.15	4.15	4.15
Part-Time Positions @ F.T.E.	1.60	1.50	1.60	1.60

**INTRODUCTION TO DEPARTMENT  
LEISURE AND CULTURAL SERVICES**

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Perpetual Care Fund

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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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 34,950	\$ 36,525	\$ 31,000	\$ 36,000
Interest & Rents	69,014	88,930	95,128	61,410
Transfers In	7,757	40,181	1,862	1,862
<b>TOTAL SOURCES</b>	<b>\$ 111,721</b>	<b>\$ 165,636</b>	<b>\$ 127,990</b>	<b>\$ 99,272</b>

FUNDING USES -

Other Current Expenditures				
* Other	\$ 1,825	\$ 125	\$ - 0 -	\$ 500
Transfers Out	\$ 303,554	\$ 159,329	\$ 178,754	\$ 122,000
<b>TOTAL USES</b>	<b>\$ 305,379</b>	<b>\$ 159,454</b>	<b>\$ 178,754</b>	<b>\$ 122,500</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (193,658)	\$ 6,182	\$ (50,764)	\$ (23,228)
ENDING BALANCE -				
Designated / Reserves	\$ 1,339,292	\$ 1,365,692	\$ 1,391,692	\$ 1,417,192
Undesignated / Unreserved	287,653	267,435	190,671	141,943
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,626,945</b>	<b>\$ 1,633,127</b>	<b>\$ 1,582,363</b>	<b>\$ 1,559,135</b>

**- - 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.

#### ACTIONS PLAN FOR FISCAL YEAR 2009

- \* To promote the name change from Windmill Island to Windmill Island Gardens in all our marketing efforts and 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 2008 and January / February 2009.
- \* 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.
- \* 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.
- \* To increase attendance by 10% in FY09 above prior year attendance.
- \* To renegotiate all concession agreements. (January 2009)
- \* To continue implementing Windmill Island Improvement plan for buildings and grounds during the summer, fall, and winter of 2009.
- \* To continue to develop 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. Develop a cost estimate, funding plan and schedule by December 2008.
- \* To continue to organize and improve The Historic Dutch Trade Fair.
- \* To start the evaluation of the potential of having the Dutch Kerstmarkt at Windmill Island. (December 2008)
- \* To continue to refine the planning and hosting of events at The Celebration Pavilion for

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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### Windmill Island Fund

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weddings, corporate picnics and special events, and plan to host events in FY09.

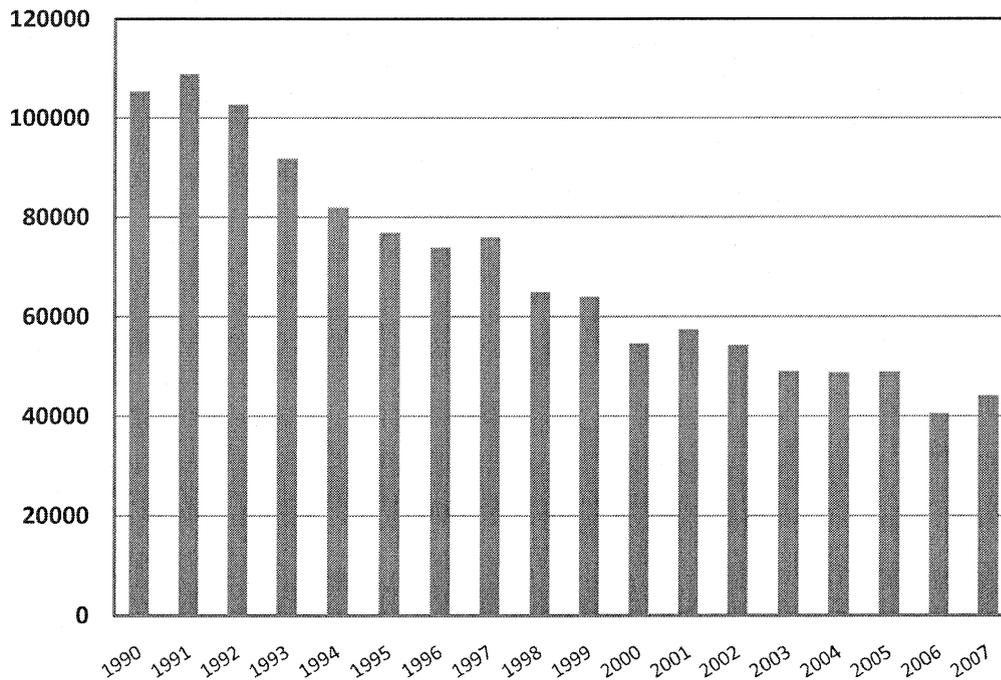
- \* To develop a comprehensive community Charrette to develop a long range development plan for the Island as part of the Parks of Parks Vision developed in the fall of 2007 by December 2008.
- \* To look into the domain name Windmill Island. The question is whether to follow through with the name change Windmill Island Gardens on the internet or not.

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>VISITORS:</b>				
Total number of paid visitors (excl. spec. events)	40,485	44,137	49,500	50,500
Visitors, paid special events (Halloween)	1,276	884	0	0
Visitors during Tulip Time dates only	15,830	18,484	20,000	22,000
Visitors Community Day	2,000	2,000	1,000	2,000
Total local visitors, free admission during opening hours	6,092	5,433	6,000	6,500
Percentage of visitors from Michigan	55%	55%	55%	55%
Percentage fo visitors from out of State	45%	45%	45%	45%
Total number of bus group	226	218	235	240
<b>PAVILION RENTALS:</b>				
Weddings	13	24	31	33
Other Events	3	9	4	5

### Windmill Island Yearly Attendance



**LEISURE & CULTURAL SERVICES GROUP**

**WINDMILL ISLAND FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 312,404	\$ 323,047	\$ 341,604	\$ 364,800
Interest & Rents	25,620	79,773	85,760	91,600
Other	(8,453)	1,758	9,348	100
Transfers In	301,194	201,634	196,608	204,145
<b>TOTAL SOURCES</b>	<b>\$ 630,765</b>	<b>\$ 606,212</b>	<b>\$ 633,320</b>	<b>\$ 660,645</b>

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 290,889	\$ 308,717	\$ 322,500	\$ 348,700
* Benefits - Includes NonWorking Wages	23,446	23,248	33,800	37,100
* Mandatory Employer Costs	26,718	27,066	29,500	35,200
Other Current Expenses:				
* Supplies / Maintenance	70,185	77,301	81,700	70,300
* Contractual	72,813	76,350	66,206	59,300
* Other	73,838	69,032	69,818	92,345
Capital Outlay	88,689	24,498	29,796	17,700
Debt Service Payments				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 646,578</b>	<b>\$ 606,212</b>	<b>\$ 633,320</b>	<b>\$ 660,645</b>

NON-CASH ITEMS - For Info Only

Depreciation Expense - Regular Capital Assets	\$ 68,318	\$ 69,860	\$ 70,000	\$ 70,000
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( This Fund Continues On Next Page )

**LEISURE & CULTURAL SERVICES GROUP**

**WINDMILL ISLAND FUND  
( AN ENTERPRISE FUND )**

( This Fund Continues From Previous Page )

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 4,558	\$ (45,362)	\$ (40,204)	\$ (52,300)
ENDING BALANCE -				
Designated / Reserved:	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	999,645	954,283	914,079	861,779
FUND EQUITY - END OF YEAR	\$ 999,645	\$ 954,283	\$ 914,079	\$ 861,779

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 341,053	\$ 359,031	\$ 385,800	\$ 421,000
Full-Time Positions	1.00	1.00	2.00	2.00
Part-Time Positions @ F.T.E.	13.10	11.90	11.75	12.00

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Herrick District Library Taxation Fund

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### 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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ 1,505,910	\$ 1,534,794	\$ 1,572,591	\$ 1,549,762
<b>TOTAL SOURCES</b>	<b>\$ 1,505,910</b>	<b>\$ 1,534,794</b>	<b>\$ 1,572,591</b>	<b>\$ 1,549,762</b>

FUNDING USES -

Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,509,170	\$ 1,534,483	\$ 1,573,391	\$ 1,549,762
<b>TOTAL USES</b>	<b>\$ 1,509,170</b>	<b>\$ 1,534,483</b>	<b>\$ 1,573,391</b>	<b>\$ 1,549,762</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (3,260)</b>	<b>\$ 311</b>	<b>\$ (800)</b>	<b>\$ -0-</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	537	848	48	48
<b>TOTAL FUND EQUITY</b>	<b>\$ 537</b>	<b>\$ 848</b>	<b>\$ 48</b>	<b>\$ 48</b>

**- - STAFFING - -**

Positions: Not Applicable

**INTRODUCTION TO DEPARTMENT  
LEISURE AND CULTURAL SERVICES**

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Parks & Cemeteries Employees Fund

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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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 434	\$ 480	\$ 550	\$ 600
Interest & Rents	3	18	15	15
<b>TOTAL SOURCES</b>	<b>\$ 437</b>	<b>\$ 498</b>	<b>\$ 565</b>	<b>\$ 615</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 338	\$ 337	\$ 700	\$ 600
* Other	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 338</b>	<b>\$ 337</b>	<b>\$ 700</b>	<b>\$ 600</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 99</b>	<b>\$ 161</b>	<b>\$ (135)</b>	<b>\$ 15</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	186	347	212	227
<b>TOTAL FUND EQUITY</b>	<b>\$ 186</b>	<b>\$ 347</b>	<b>\$ 212</b>	<b>\$ 227</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Bi-Centennial Celebration Fund

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### FUND MISSION STATEMENT

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

### ACTION PLAN FOR FISCAL YEAR 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 267	\$ 396	\$ 425	\$ 300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 267</b>	<b>\$ 396</b>	<b>\$ 425</b>	<b>\$ 300</b>

FUNDING USES -

None	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
<b>TOTAL USES</b>	<b>- 0 -</b>	<b>- 0 -</b>	<b>- 0 -</b>	<b>- 0 -</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 267</b>	<b>\$ 396</b>	<b>\$ 425</b>	<b>\$ 300</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	7,157	7,553	7,978	8,278
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,157</b>	<b>\$ 7,553</b>	<b>\$ 7,978</b>	<b>\$ 8,278</b>

**- - STAFFING - -**

Positions: Not Applicable

**LEISURE & CULTURAL SERVICES GROUP**

**IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM)  
GRANT FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 25,479	\$ 11,384	\$ -0-	\$ -0-
Charges for Services	-0-	-0-	-0-	-0-
Other	-0-	-0-	-0-	-0-
Transfer In	24,913	12,456	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 50,392</b>	<b>\$ 23,840</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 39,700	\$ 19,708	\$ -0-	\$ -0-
* Mandatory Employer Costs	3,283	1,567	-0-	-0-
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Other	7,409	2,565	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 50,392</b>	<b>\$ 23,840</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
<b>FUND EQUITY - END OF YEAR</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
<b>- - STAFFING - -</b>				
<b>Personnel Services Total Amount</b>	<b>\$ 42,983</b>	<b>\$ 21,275</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
Full-Time Positions	-0-	-0-	-0-	-0-
Part-Time Positions @ F.T.E.	0.90	1.30	-0-	-0-

**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 2009

- \* To plan and develop facilities to maximize their usefulness to the public. This includes renovating the Holland Armory's Drill Hall and creating a boat gallery.
- \* To assess the need for financial resources and pursue methods to obtain them. This includes locating sources of income outside of the Trust's traditional funding base.
- \* To determine a cohesive identity for the Trust's "products" and communicate that effectively. This includes developing and implementing a comprehensive marketing plan.

### PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Total attendance at museums	24,578	25,215	26,000	26,000
Education tours participation	4,737	5,217	4,697	5,402
Memberships	755	766	790	800

**LEISURE & CULTURAL SERVICES GROUP**

**HOLLAND HISTORICAL TRUST FUND  
( A COMPONENT UNIT FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Charges for Services	37,841	46,285	50,500	50,500
Rental Income:				
* Armory	23,329	26,047	1,000	1,000
* Other Than Armory	22,379	24,885	25,000	29,700
Investment Income (Net of Market Value Adj)	69,870	95,546	2,000	2,000
Other:				
* Capital Campaign Contributions	848,870	127,059	- 0 -	- 0 -
* Other Private Contributions	292,332	184,027	190,050	214,200
* Armory Renovation Contributions	- 0 -	- 0 -	300,000	150,000
* Purchase of Collections	- 0 -	548,521	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	257,000	257,000	257,000	257,000
<b>TOTAL SOURCES</b>	<b>\$ 1,557,621</b>	<b>\$ 1,315,370</b>	<b>\$ 831,550</b>	<b>\$ 710,400</b>

<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 306,091	\$ 317,779	\$ 294,500	\$ 303,500
* Benefits - To Include NonWorking Wages	20,934	18,307	22,200	22,050
* Mandatory Employer Costs	26,493	23,142	26,550	27,500
Other Current Expenditures -				
* Supplies / Maintenance	61,527	54,811	51,100	54,000
* Contractual	31,902	34,768	33,000	22,700
* Other	253,301	727,965	102,700	123,150
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Armory Renovations	- 0 -	- 0 -	300,000	150,000
Capital Assets - Cappon House	- 0 -	- 0 -	- 0 -	30,000
Capital Outlay	17,692	21,156	1,500	7,500
<b>TOTAL USES</b>	<b>\$ 717,940</b>	<b>\$ 1,197,928</b>	<b>\$ 831,550</b>	<b>\$ 740,400</b>

<b>ALTERNATIVE PRESENTATION OF FUNDING USES</b>				
<b>CURRENT OPERATIONS:</b>				
* Holland Historical Trust	\$ 540,939	\$ 560,095	\$ 504,050	\$ 530,800
* Armory	17,848	29,406	27,500	29,600
<b>OTHER APPLIED PURPOSES:</b>				
* Conservation/Acquisition	159,153	- 0 -	- 0 -	- 0 -
* Capital / Collections / Donated Facil.	- 0 -	608,427	300,000	180,000
<b>TOTAL USES</b>	<b>\$ 717,940</b>	<b>\$ 1,197,928</b>	<b>\$ 831,550</b>	<b>\$ 740,400</b>

( 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 89,662	\$ 86,149	\$ 93,000	\$ 116,000
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 750,019	\$ 31,293	\$ 207,000	\$ 34,000
ENDING BALANCE -				
Non-Expendable	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Investment in Fixed Assets	\$ 1,820,705	\$ 2,064,275	\$ 2,271,275	\$ 2,335,275
Expendable:				
* Designated Restrictions -				
Permanent	40,000	40,000	40,000	40,000
Temporary	625,750	321,335	165,444	180,444
Board of Directors	396,366	439,429	489,429	489,429
* Reserves	3,185	- 0 -	2,500	2,500
* Unreserved / Undesignated	(37,461)	14,799	118,190	73,190
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,898,545</b>	<b>\$ 2,929,838</b>	<b>\$ 3,136,838</b>	<b>\$ 3,170,838</b>

**- - STAFFING - -**

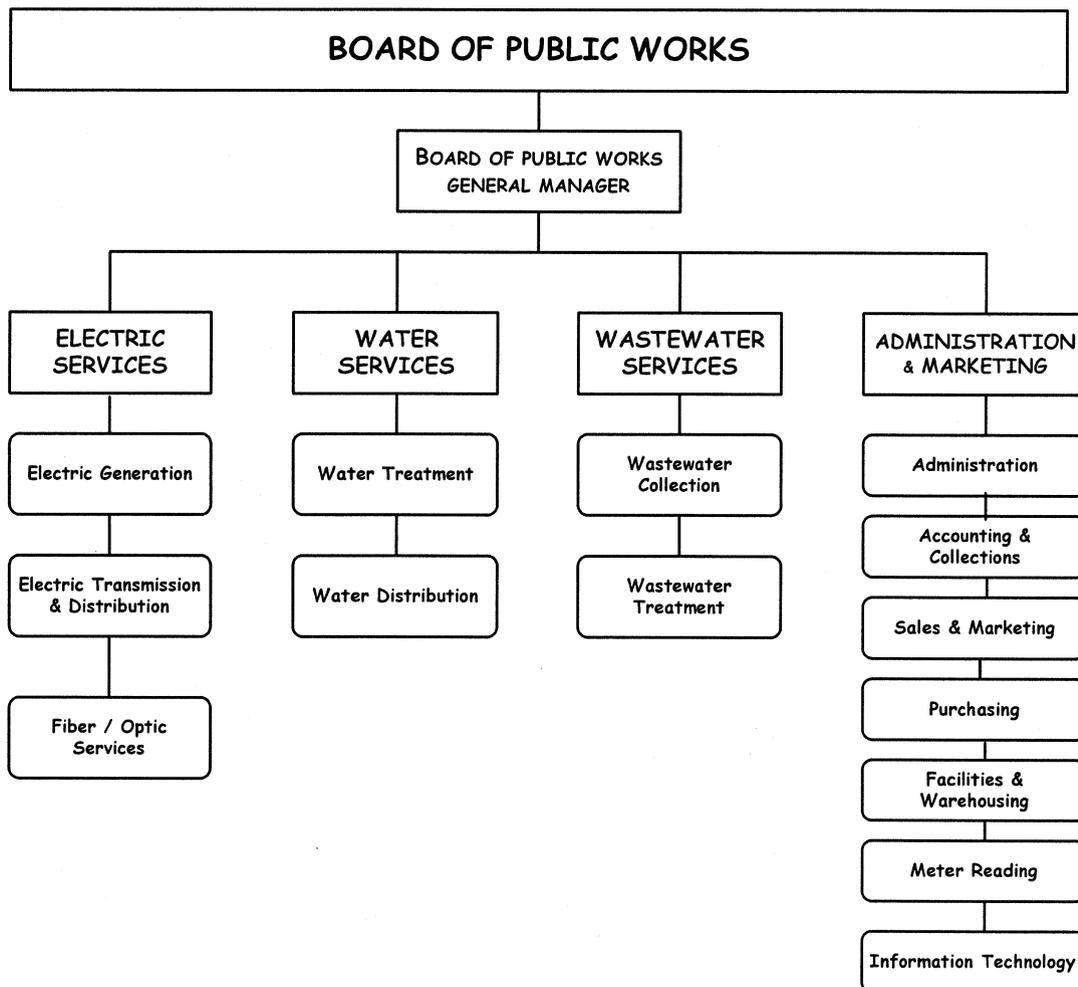
Personnel Services Total Amount	\$ 353,518	\$ 359,228	\$ 343,250	\$ 353,050
Full-Time Positions	5.00	6.00	6.00	6.00
Part-Time Positions @ F.T.E.	4.39	2.73	2.23	2.23

# UTILITY SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

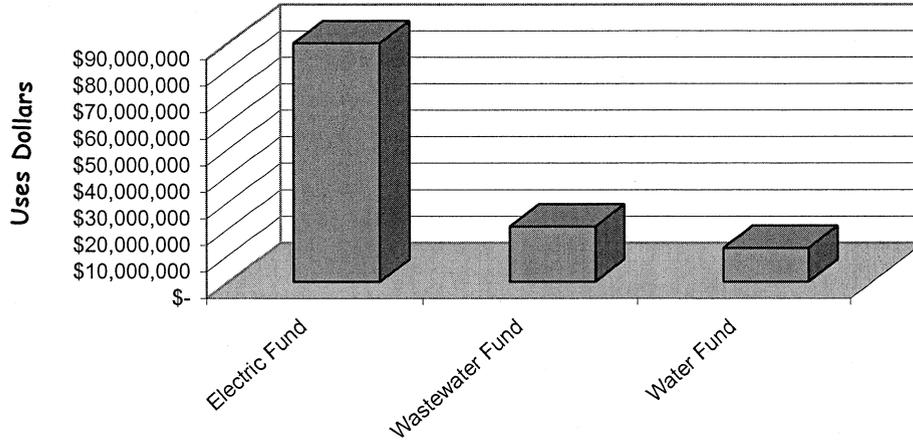
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

## GROUP ORGANIZATIONAL STRUCTURE

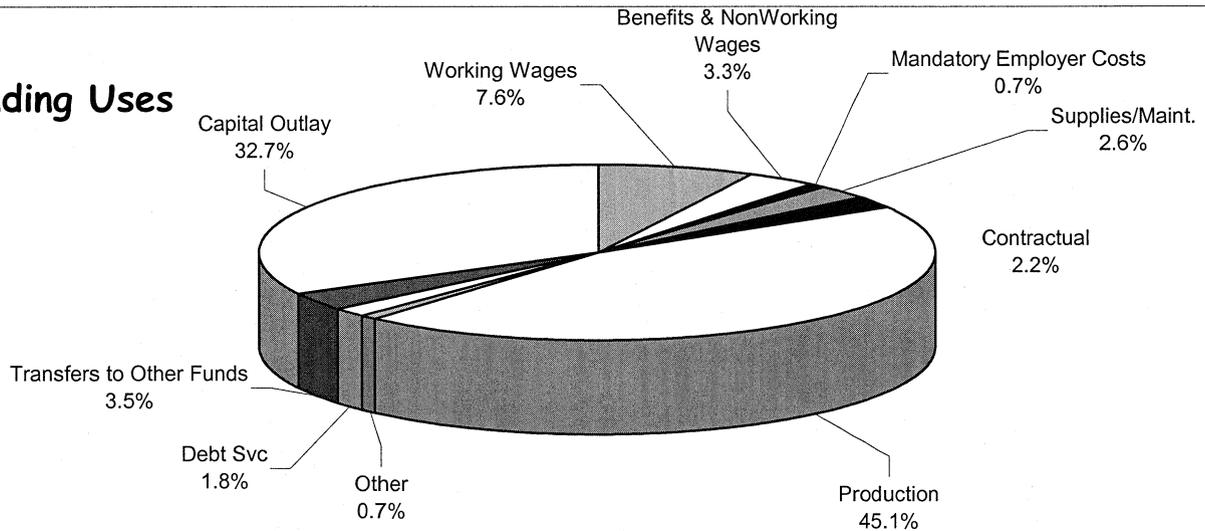


**BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP**

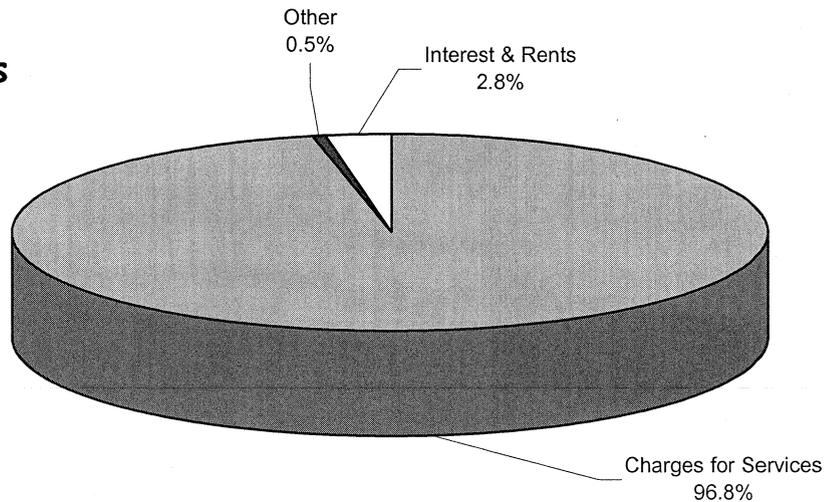
**Total Uses By Department \$124,118,543**



**Funding Uses**



**Funding Sources**



**UTILITIES SERVICES GROUP**  
**(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**  
**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -</b>				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	\$ 90,194,072	\$ 85,190,162	\$ 84,538,930	\$ 124,118,543
FUND TYPE - TOTALS	<u>\$ 90,194,072</u>	<u>\$ 85,190,162</u>	<u>\$ 84,538,930</u>	<u>\$ 124,118,543</u>
<b>- - - - - GROUP FUNDING SOURCES &amp; USES TOTALS - - - - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 91,178,881	\$ 94,029,706	\$ 92,195,429	\$ 94,803,801
Interest & Rents	2,100,465	3,893,390	4,439,670	2,700,120
Other	987,295	844,185	531,572	444,300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 94,266,641</u>	<u>\$ 98,767,281</u>	<u>\$ 97,166,671</u>	<u>\$ 97,948,221</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 7,866,281	\$ 8,011,603	\$ 8,411,534	\$ 9,441,888
* Benefits - Incl NonWorking Wages	3,688,406	3,864,496	3,886,447	4,063,312
* Mandatory Employer Costs	757,661	737,744	784,630	830,005
Other Current Expenses -				
* Supplies / Maintenance	2,564,282	2,758,625	2,981,992	3,179,860
* Contractual	2,295,414	2,135,697	2,118,315	2,721,813
* Utility Production	58,835,249	53,112,527	53,009,194	55,982,762
* Other	431,427	533,548	542,138	857,730
Capital Outlays	7,208,960	6,627,380	7,403,500	40,553,770
Debt Service Payments -				
* Principal Maturities	2,954,500	3,509,500	1,255,500	1,311,500
* Interest & Fee Payments	1,158,892	1,058,642	950,280	891,903
Transfers Out	2,433,000	2,840,400	3,195,400	4,284,000
TOTAL USES	<u>\$ 90,194,072</u>	<u>\$ 85,190,162</u>	<u>\$ 84,538,930</u>	<u>\$ 124,118,543</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 12,306,217	\$ 11,961,056	\$ 11,528,000	\$ 11,616,000
Amortization Expense	\$ 191,261	\$ 143,583	\$ 96,690	\$ 76,081
<b>- - - - - GROUP STAFFING TOTALS - - - - -</b>				
Personnel Services Total Amount	\$ 12,312,348	\$ 12,613,843	\$ 13,082,611	\$ 14,335,205
* Full-Time Positions	182.00	180.00	185.00	186.00

## PROGRAM MEASUREMENTS

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b><u>ELECTRIC PRODUCTION AND DISTRIBUTION</u></b>				
Peak kW	228,000	235,380	235,600	235,800
Total Number of Customers	27,103	27,379	27,429	27,498
kWh Sales Total	1,081,908,336	1,055,964,201	1,023,019,737	1,006,428,903
Revenue per unit	0.0715	0.0754	0.0757	0.0778
Cost per unit	0.0733	0.0699	0.0723	0.0774
Res. Avg.usage - kWh per month	653.3	641.2	633.6	631.4
 <b><u>KWH Sales</u></b>				
Residential	175,857,827	172,598,530	172,098,491	171,237,998
Commercial	452,958,564	417,409,798	368,701,664	365,017,648
Industrial	449,442,233	462,341,216	478,558,369	466,594,410
Street Lighting	3,649,712	3,614,657	3,661,213	3,578,847
<b>Total</b>	<b>1,081,908,336</b>	<b>1,055,964,201</b>	<b>1,023,019,737</b>	<b>1,006,428,903</b>

Operational Activity	FY-08 Projected			FY-09 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<b><u>ENERGY</u></b>									
JDY	306,203	\$ 12,721,578	\$ 41.55	325,386	\$ 13,311,625	\$ 40.91	6.26%	4.64%	-1.53%
Purchases	395,690	21,559,456	54.49	314,665	18,808,310	59.77	-20.48%	-12.76%	9.70%
CT #6, 7, 8, 9	15,732	1,598,168	101.59	42,111	4,839,737	114.93	167.68%	202.83%	13.13%
Belle River	254,055	4,324,474	17.02	275,709	4,793,492	17.39	8.52%	10.85%	2.14%
Campbell	91,099	1,705,590	18.72	92,514	1,836,663	19.85	1.55%	7.68%	6.04%
<b>Subtotal</b>	<b>1,062,779</b>	<b>\$41,909,266</b>	<b>\$39.43</b>	<b>1,050,385</b>	<b>\$43,589,827</b>	<b>\$ 41.50</b>	<b>-1.17%</b>	<b>4.01%</b>	<b>5.24%</b>
 <b><u>CAPACITY</u></b>									
Belle River		\$ 5,643,083			\$ 6,551,134			16.09%	
Campbell		1,898,172			2,036,626			7.29%	
<b>TOTAL</b>	<b>1,062,779</b>	<b>\$49,450,521</b>	<b>\$46.53</b>	<b>1,050,385</b>	<b>\$52,177,587</b>	<b>\$ 49.67</b>	<b>-1.17%</b>	<b>5.51%</b>	<b>6.76%</b>

**UTILITIES SERVICES GROUP**  
**( CITY OF HOLLAND - BOARD OF PUBLIC WORKS )**

**ELECTRIC UTILITY FUND**  
**( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 78,272,801	\$ 81,276,324	\$ 78,772,759	\$ 80,806,056
Interest & Rents	1,167,402	2,358,884	2,809,212	1,825,493
Other	98,400	12,987	12,974	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 79,538,603</b>	<b>\$ 83,648,195</b>	<b>\$ 81,594,945</b>	<b>\$ 82,631,549</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 4,888,959	\$ 4,960,059	\$ 5,164,410	\$ 5,699,110
* Benefits - Incl NonWorking Wages	2,259,369	2,322,296	2,295,381	2,380,327
* Mandatory Employer Costs	467,273	454,756	472,610	490,918
<b>Other Current Expenses -</b>				
* Supplies / Maintenance	1,553,059	1,711,536	1,911,784	1,943,245
* Contractual	1,727,870	1,568,592	1,566,172	1,903,605
* Electric Utility Production	56,246,567	50,608,342	50,398,842	53,224,772
* Other	194,013	261,560	284,862	447,566
Capital Outlays	2,728,058	2,568,096	4,020,500	20,226,735
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	2,475,000	2,555,000	- 0 -	- 0 -
* Interest & Fee Payments	139,669	70,658	307	1,200
Transfers Out	2,433,000	2,840,400	3,195,400	4,284,000
<b>TOTAL USES</b>	<b>\$ 75,112,837</b>	<b>\$ 69,921,295</b>	<b>\$ 69,310,268</b>	<b>\$ 90,601,478</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 9,316,630	\$ 8,970,714	\$ 8,657,000	\$ 8,600,000
Amortization Expense	\$ 89,743	\$ 54,308	\$ - 0 -	\$ - 0 -

( 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 222,451	\$ 9,824,974	\$ 7,648,177	\$ 3,656,806
ENDING BALANCE -				
Designated / Reserved	\$ 4,152,883	\$ 4,380,184	\$ 4,675,000	\$ 4,850,000
Undesignated / Unreserved	134,988,365	144,586,038	151,939,399	155,421,205
TOTAL FUND EQUITY	<u>\$ 139,141,248</u>	<u>\$ 148,966,222</u>	<u>\$ 156,614,399</u>	<u>\$ 160,271,205</u>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 13,275,390	\$ 11,989,861	\$ (8,144,929)
ENDING BALANCE	<u>\$ 51,465,356</u>	<u>\$ 64,740,746</u>	<u>\$ 76,730,607</u>	<u>\$ 68,585,678</u>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 7,615,601	\$ 7,737,111	\$ 7,932,401	\$ 8,570,355
* Full-Time Positions	104.00	103.00	105.00	105.00

# PROGRAM MEASUREMENTS

## - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Total gallons treated (mg)	3,226	3,416	3,320	3,350
Total number of customers	12,112	12,196	12,169	12,181
CCU Sales (Retail only)	1,784,693	1,697,093	1,695,789	1,659,004
Revenue per unit (Retail)	2101	2.01	2.084	2.267
Cost per unit (All units)	2076.000	2.078	2.105	2.320
Res. Avg. usage - CCU per month	5.9	5.7	5.8	5.8
CCU Sales (Wholesale)	1,907,781	2,000,602	2,029,047	2,086,875
Revenue per unit (Wholesale)	0.777	0.837	0.867	0.957
 <u>CCU Sales</u>				
Residential	737,023	714,921	728,635	724,409
Commercial	715,170	683,862	681,040	669,939
Industrial	332,500	298,310	286,115	264,656
Wholesale	1,907,781	2,000,602	2,029,047	2,086,875
<b>Total</b>	<b>3,692,474</b>	<b>3,697,695</b>	<b>3,724,837</b>	<b>3,745,879</b>

**UTILITIES SERVICES GROUP  
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

**WASTEWATER UTILITY FUND  
( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 7,109,727	\$ 7,161,661	\$ 7,494,066	\$ 7,841,886
Interest & Rents	446,648	941,303	1,055,730	662,998
Other	546,325	598,044	342,302	319,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 8,102,700</b>	<b>\$ 8,701,008</b>	<b>\$ 8,892,098</b>	<b>\$ 8,824,384</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,630,546	\$ 1,684,984	\$ 1,828,376	\$ 2,112,738
* Benefits - Incl NonWorking Wages	795,281	855,459	888,350	937,730
* Mandatory Employer Costs	160,525	158,665	172,421	186,484
<b>Other Current Expenses -</b>				
* Supplies / Maintenance	526,205	559,098	551,650	651,193
* Contractual	294,713	288,076	288,118	439,470
* Wastewater Utility Production	2,064,879	1,916,231	2,032,478	2,146,902
* Other	122,331	182,557	146,634	241,811
Capital Outlays	1,176,509	782,505	1,522,900	13,416,017
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	479,500	479,500	500,500	521,500
* Interest & Fee Payments	224,871	206,720	196,710	165,053
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 7,475,360</b>	<b>\$ 7,113,795</b>	<b>\$ 8,128,137</b>	<b>\$ 20,818,898</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 1,824,706	\$ 1,801,985	\$ 1,704,000	\$ 1,761,000
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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 427,412	\$ 1,016,002	\$ 1,052,130	\$ 150,772
ENDING BALANCE -				
Designated / Reserved	\$ 1,563,043	\$ 2,179,963	\$ 1,983,085	\$ 817,872
Undesignated / Unreserved	46,380,129	46,779,211	48,028,219	49,344,204
FUND EQUITY - END OF YEAR	<u>\$ 47,943,172</u>	<u>\$ 48,959,174</u>	<u>\$ 50,011,304</u>	<u>\$ 50,162,076</u>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 783,619	\$ 960,839	\$ (10,829,301)
ENDING BALANCE	<u>\$ 17,519,406</u>	<u>\$ 18,303,025</u>	<u>\$ 19,263,864</u>	<u>\$ 8,434,563</u>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 2,586,352	\$ 2,699,108	\$ 2,889,147	\$ 3,236,952
* Full-Time Positions	45.00	43.00	46.00	47.00

# PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Peak (MG)	31,380	29,326	30,672	31,592
Gallons Treated (MG)	4,947	4,694	4,835	4,980
Total number of customers	13,130	13,189	13,161	13,194
CCU Sales (Retail only)	3,729,692	3,365,474	3,589,554	3,434,783
Revenue per unit (Retail only)	1.075	1.172	1.099	1.256
Cost per unit	0.855	0.943	0.914	1.011
Residential average usage	10.85	9.69	10.44	10.24
CCU Sales (Wholesale)	2,743,488	2,699,109	2,668,601	2,575,200
Revenue per unit (Wholesale)	0.051	0.058	0.059	0.064
<u>CCU Sales</u>				
Residential	1,360,103	1,214,507	1,308,268	1,282,102
Commercial/Industrial	1,472,400	1,306,317	1,454,156	1,366,907
Industrial	897,189	844,650	827,130	785,774
Resales	2,743,488	2,699,109	2,668,601	2,575,200
Total	6,473,180	6,064,583	6,258,155	6,009,983

**UTILITIES SERVICES GROUP**  
**( CITY OF HOLLAND - BOARD OF PUBLIC WORKS )**

-----  
**WATER UTILITY FUND**  
**( AN ENTERPRISE FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 5,796,353	\$ 5,591,721	\$ 5,928,604	\$ 6,155,859
Interest & Rents	486,415	593,203	574,728	211,629
Other	342,570	233,154	176,296	124,800
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 6,625,338</b>	<b>\$ 6,418,078</b>	<b>\$ 6,679,628</b>	<b>\$ 6,492,288</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,346,776	\$ 1,366,560	\$ 1,418,748	\$ 1,630,040
* Benefits - Incl NonWorking Wages	633,756	686,741	702,716	745,255
* Mandatory Employer Costs	129,863	124,323	139,599	152,603

Other Current Expenses -

* Supplies / Maintenance	485,018	487,991	518,558	585,422
* Contractual	272,831	279,029	264,025	378,738
* Water Utility Production	523,803	587,954	577,874	611,088
* Other	115,083	89,431	110,642	168,353

Capital Outlays

	3,304,393	3,276,779	1,860,100	6,911,018
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Debt Service Payments -

* Principal Maturity Payments	- 0 -	475,000	755,000	790,000
* Interest & Fee Payments	794,352	781,264	753,263	725,650

Transfers Out

	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 7,605,875</b>	<b>\$ 8,155,072</b>	<b>\$ 7,100,525</b>	<b>\$ 12,698,167</b>
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NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 1,164,881	\$ 1,188,357	\$ 1,167,000	\$ 1,255,000
Amortization Expense	\$ 70,287	\$ 58,044	\$ 65,459	\$ 44,850

( 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 1,088,688	\$ 768,384	\$ 961,744	\$ 195,289
ENDING BALANCE -				
Designated / Reserved	\$ 128,049	\$ 6,864,812	\$ 1,201,485	\$ 1,211,485
Undesignated / Unreserved	24,337,227	18,368,848	24,993,919	25,179,208
TOTAL FUND EQUITY	<u>\$ 24,465,276</u>	<u>\$ 25,233,660</u>	<u>\$ 26,195,404</u>	<u>\$ 26,390,693</u>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (1,806,787)	\$ 5,242,430	\$ (6,215,879)
ENDING BALANCE	<u>\$ 3,427,776</u>	<u>\$ 1,620,989</u>	<u>\$ 6,863,419</u>	<u>\$ 647,540</u>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 2,110,395	\$ 2,177,624	\$ 2,261,063	\$ 2,527,898
* Full-Time Positions	33.00	34.00	34.00	34.00

**BOARD OF PUBLIC WORKS UTILITIES**  
**SERVICES GROUP**  
**SUMMARY OF ALL ORGANIZATIONAL UNITS**

	FY-2007 Final <u>Actual</u>	FY-2008 Approved <u>Budget</u>	FY-2008 Final Revised <u>Estimate</u>	FY-2009 Approved <u>Budget</u>
Fuel & Purchased Power	49,947,114	53,401,399	49,450,522	52,177,587
Wages & Benefits	12,613,842	13,907,114	13,211,933	14,495,203
Allocated Labor	(765,585)	(802,386)	(813,327)	(805,807)
Interest on Bonds	1,202,225	1,016,912	1,046,969	967,984
<b>Contribution to City</b>	<b>2,840,400</b>	<b>3,195,400</b>	<b>3,195,400</b>	<b>4,284,000</b>
Depreciation	11,961,056	11,824,000	11,528,000	11,616,000
Remaining Expenses	9,428,401	10,581,922	9,951,762	11,310,389
<b>Total BPW</b>	<b>87,227,453</b>	<b>93,124,361</b>	<b>87,571,259</b>	<b>94,045,356</b>

Detail of Remaining Expenses

Maintenance Supplies / Services	1,975,669	1,914,533	2,127,175	2,030,475
Property / Liability Insurance	1,011,405	1,111,725	995,971	1,046,769
Chemicals - WWTP/ PP/ WTP	907,599	944,461	954,665	1,027,987
Production Electricity - WWTP/ WTP	829,109	924,000	868,492	926,538
Bio-Solids Disposal - WWTP	665,120	859,100	722,675	809,000
Electric Subs O & M	210,738	254,000	271,580	284,000
Computer Software / Service Fees	220,958	318,048	270,315	399,571
Other Employee Cost	310,711	388,745	356,370	535,264
Flyash Disposal - PP	306,154	325,705	300,463	325,705
Electric System Supplies / Maintenance	303,664	283,000	306,688	328,500
Legal / Professional / Consulting	380,429	423,000	273,595	451,500
Tree Trimming	246,837	340,000	331,693	340,000
Facilities Electricity	210,317	221,325	214,297	222,625
Other Outside Services	190,479	204,250	159,383	382,490
Vehicles	258,302	245,577	281,832	281,238
Facilities Gas Heating	138,444	182,000	139,935	156,359
Computer Hardware / Maintenance	62,735	144,670	84,275	207,197
Pollution Control - PP	143,216	211,739	232,068	177,582
Production Water - WWTP/ PP	116,712	147,128	142,728	145,500
Postage	161,169	186,180	162,745	187,000
Uncollectables	70,031	100,000	66,639	100,000
Other Electric Production - PP	164,449	126,480	127,164	136,120
<b>Other Expenses</b>	<b>544,154</b>	<b>726,256</b>	<b>561,014</b>	<b>808,969</b>
<b>Total Remaining Expenses</b>	<b>9,428,401</b>	<b>10,581,922</b>	<b>9,951,762</b>	<b>11,310,389</b>

**INTRODUCTION TO DEPARTMENT**  
**BOARD OF PUBLIC WORKS UTILITIES SERVICES**

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Electric Transmission & Distribution & Fiber Optics

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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 a high level of reliability as needed by those customers.

**ELECTRIC TRANSMISSION & DISTRIBUTION**

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.

ACTION PLAN FOR FISCAL YEAR 2009

**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 be proactive in performing preventive maintenance rather than reactive only.

**BROADBAND**

- \* To provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.

**ELECTRIC TRANSMISSION & DISTRIBUTION**

- \* Generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers.
- \* 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.

**BROADBAND**

- \* Continue to evaluate the Fiber to the Home (FTTH) service for the Holland community.
- \* Continue the conversion of fiber system records to a GIS/SQL based system compatible with current GIS standards.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - ELECTRIC - -

	FY-2007 Final <u>Actual</u>	FY-2008 Approved <u>Budget</u>	FY-2008 Final Revised <u>Estimate</u>	FY-2009 Approved <u>Budget</u>
Payroll	4,345,158	4,295,624	4,238,457	4,237,279
Benefits	1,398,353	1,259,123	1,327,544	1,313,659
Subtotal	5,743,511	5,554,747	5,566,001	5,550,938
Purchased Power	37,046,301	38,645,961	35,130,776	34,026,225
Production and Supplies	13,708,202	15,650,451	15,201,261	19,040,729
Other Operating Expense	1,380,456	1,698,089	1,398,424	1,542,574
Maintenance Supplies	1,905,368	1,866,907	2,101,683	2,077,312
Vehicle Expense	145,041	146,749	186,284	181,642
Other Employee Costs	129,290	115,150	128,327	135,310
Facilities Expense	50,470	66,229	49,147	68,501
Subtotal	54,365,128	58,189,536	54,195,902	57,072,293
Allocated Labor	(695,117)	(741,525)	(743,835)	(738,296)
Subtotal w/ Allocated Labor	59,413,522	63,002,758	59,018,068	61,884,935
Depreciation	8,970,714	8,771,000	8,657,000	8,600,000
Interest Expense	124,966	1,200	307	1,200
Contribution to the City	2,840,400	3,195,400	3,195,400	<b>4,284,000</b>
Total	71,349,602	74,970,358	70,870,775	74,770,135

**INTRODUCTION TO DEPARTMENT**  
**BOARD OF PUBLIC WORKS UTILITIES SERVICES**

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**Water**

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**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 2009**

**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 replace the filter control panels.
- \* To repaint the 1.5 million gallon reservoir.

**WATER DISTRIBUTION**

- \* To replace water mains in coordination with City street improvements.
  - Country Club Road, 8<sup>th</sup> St. to 16<sup>th</sup> St.
  - 12th Street, from Pine Ave to Fairbanks Avenue
- \* 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-2007 Final <u>Actual</u>	FY-2008 Approved <u>Budget</u>	FY-2008 Final Revised <u>Estimate</u>	FY-2009 Approved <u>Budget</u>
Payroll	879,099	857,090	899,237	871,109
Benefits	301,726	292,932	307,949	307,080
Subtotal	1,180,825	1,150,022	1,207,186	1,178,189
Production and Supplies	546,230	632,919	575,205	633,838
Maintenance Supplies	161,303	188,822	166,925	206,266
Other Operating Expense	225,952	207,896	242,502	238,446
Facilities Expense	32,113	35,039	31,014	30,419
Vehicle Expense	23,233	23,138	21,922	24,273
Other Employee Costs	121,295	135,533	127,840	130,122
Subtotal	1,110,126	1,223,347	1,165,408	1,263,364
Allocated Labor	(20,538)	(14,569)	(18,166)	(19,166)
Subtotal w/ Allocated Labor	2,270,413	2,358,800	2,354,426	2,422,387
Depreciation	1,188,357	1,301,000	1,167,000	1,255,000
Interest Expense	839,308	797,894	818,722	770,500
Total	4,298,078	4,457,694	4,340,148	4,447,887

# INTRODUCTION TO DEPARTMENT

## BOARD OF PUBLIC WORKS UTILITIES SERVICES

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### Wastewater

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#### 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 2009

##### 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.

##### WASTEWATER COLLECTION

- \* To replace sanitary sewer mains in coordination with City street improvements.
  - 12<sup>th</sup> 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-2007 Final <u>Actual</u>	FY-2008 Approved <u>Budget</u>	FY-2008 Final Revised <u>Estimate</u>	FY-2009 Approved <u>Budget</u>
Payroll	1,263,024	1,315,974	1,279,750	1,290,866
Benefits	439,286	418,491	426,197	436,377
Subtotal	1,702,310	1,734,465	1,705,947	1,727,243
<hr/>				
Production and Supplies	1,913,851	2,160,500	2,027,453	2,164,900
Maintenance Supplies	219,042	255,246	228,256	299,107
Other Operating Expense	285,382	293,880	278,250	305,230
Facilities Expense	45,226	39,919	36,615	39,652
Vehicle Expense	23,083	25,827	16,999	30,127
Other Employee Costs	149,902	170,480	146,696	149,350
Subtotal	2,636,486	2,945,852	2,734,269	2,988,366
Allocated Labor	(48,046)	(38,696)	(41,806)	(43,430)
<hr/>				
Subtotal w/ Allocated Labor	4,290,750	4,641,621	4,398,410	4,672,179
Depreciation	1,801,985	1,752,000	1,704,000	1,761,000
Interest Expense	237,951	217,818	227,941	196,284
Total	6,330,686	6,611,439	6,330,351	6,629,463

# INTRODUCTION TO DEPARTMENT

## BOARD OF PUBLIC WORKS UTILITIES SERVICES

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Administrative & General

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### 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 2009

- \* Achieve regulatory compliance to protect and improve our natural environment.
- \* Ensure a safe work environment for all employees.
- \* Improve the reliability of all services including electric, water, wastewater and fiber optics.
- \* Increase involvement in economic development in the Holland Community.
- \* Evaluate and plan for the future capacity needs.
- \* Ensure information is provided to all classes of customers on using services efficiently.
- \* Provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
- \* Enhance the finance and billing systems to improve service to external and internal customers.
- \* Complete the automated meter reading system (AMR) installation for commercial and industrial customers.
- \* Improve purchasing and inventory effectiveness and efficiency.
- \* Continue to increase the security of information systems to reduce the risk of lost, stolen or misused information while improving the efficiency of information management.
- \* Improve the opportunities for the growth and development of BPW employees.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2007 Final <u>Actual</u>	FY-2008 Approved <u>Budget</u>	FY-2008 Final Revised <u>Estimate</u>	FY-2009 Approved <u>Budget</u>
Payroll	2,927,298	4,201,329	3,557,048	4,513,139
Benefits	1,059,899	1,266,552	1,175,751	1,525,694
Subtotal	3,987,197	5,467,881	4,732,799	6,038,833
Other Operating Expense	569,793	688,802	526,074	984,444
Office Supplies	204,376	261,934	214,480	283,129
Other Employee Costs	135,105	224,630	189,123	345,554
Facilities Expense	182,475	197,830	181,828	206,614
Maintenance Supplies	136,102	227,520	167,283	314,687
Vehicle Expense	35,923	23,870	27,920	29,525
Subtotal	1,263,774	1,624,586	1,306,708	2,163,953
Allocated Labor	(1,884)	(7,596)	(9,519)	(4,915)
Total	5,249,087	7,084,871	6,029,988	8,197,871

#### Allocations

Electric Fund	48.59%	48.59%	53.18%	53.18%
Wastewater Fund	25.71%	25.71%	22.68%	22.68%
Water Fund	25.71%	25.71%	24.14%	24.14%

#### Contingencies (10% by Fund)

Electric Fund	7,844,961	7,796,613
Wastewater Fund	817,965	868,361
Water Fund	601,813	630,700

**MUNICIPAL UTILITIES CAPITAL PROJECTS**  
**- ELECTRIC - WATER - WASTEWATER -**  
**FIVE-YEAR PROJECTION SUMMARY**

	FY2009 Budgeted	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
<b>ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)</b>					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	4,508,173	12,499,338	15,872,593	19,852,358	15,590,353
Financed from Cash Reserves	6,731,527	2,500,662	3,127,407	1,897,642	12,409,647
Bond Issue Proceeds	- 0 -	55,000,000	82,500,000	45,500,000	38,000,000
	<u>11,239,700</u>	<u>70,000,000</u>	<u>101,500,000</u>	<u>67,250,000</u>	<u>66,000,000</u>
<u>Financing Applications:</u>					
Power Resources	7,294,565	65,100,000	94,395,000	62,542,500	52,140,000
Electric Transmission and Distribution & Allocated Adminin Projects	3,945,135	4,900,000	7,105,000	4,707,500	13,860,000
	<u>11,239,700</u>	<u>70,000,000</u>	<u>101,500,000</u>	<u>67,250,000</u>	<u>66,000,000</u>

<b>WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)</b>					
<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	195,287	368,924	380,544	377,508	564,331
Financed from Cash Reserves	4,268,788	1,762,113	1,382,458	911,939	744,458
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>4,464,075</u>	<u>2,131,036</u>	<u>1,763,002</u>	<u>1,289,447</u>	<u>1,308,788</u>
<u>Financing Applications:</u>					
Water Plant	1,099,500	831,104	687,571	502,884	510,427
Water Distribuiton & Allocated Admin	3,364,575	1,299,932	1,075,431	786,562	798,361
	<u>4,464,075</u>	<u>2,131,036</u>	<u>1,763,002</u>	<u>1,289,447</u>	<u>1,308,788</u>

<b>WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)</b>					
<u>Financing Sources:</u>					
Wastewater Fund - Net Revenues & Earnings	150,773	467,573	871,115	783,550	830,703
Financed from Cash Reserves	2,739,245	1,532,427	928,885	716,450	10,819,297
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>2,890,018</u>	<u>2,000,000</u>	<u>1,800,000</u>	<u>1,500,000</u>	<u>11,650,000</u>
<u>Financing Applications:</u>					
Wastewater Plant	1,725,000	1,300,000	1,170,000	975,000	9,936,000
Wastewater Collection & Allocated Admin	1,165,018	700,000	630,000	525,000	1,714,000
	<u>2,890,018</u>	<u>2,000,000</u>	<u>1,800,000</u>	<u>1,500,000</u>	<u>11,650,000</u>

**ADDITIONAL COMMENT:**

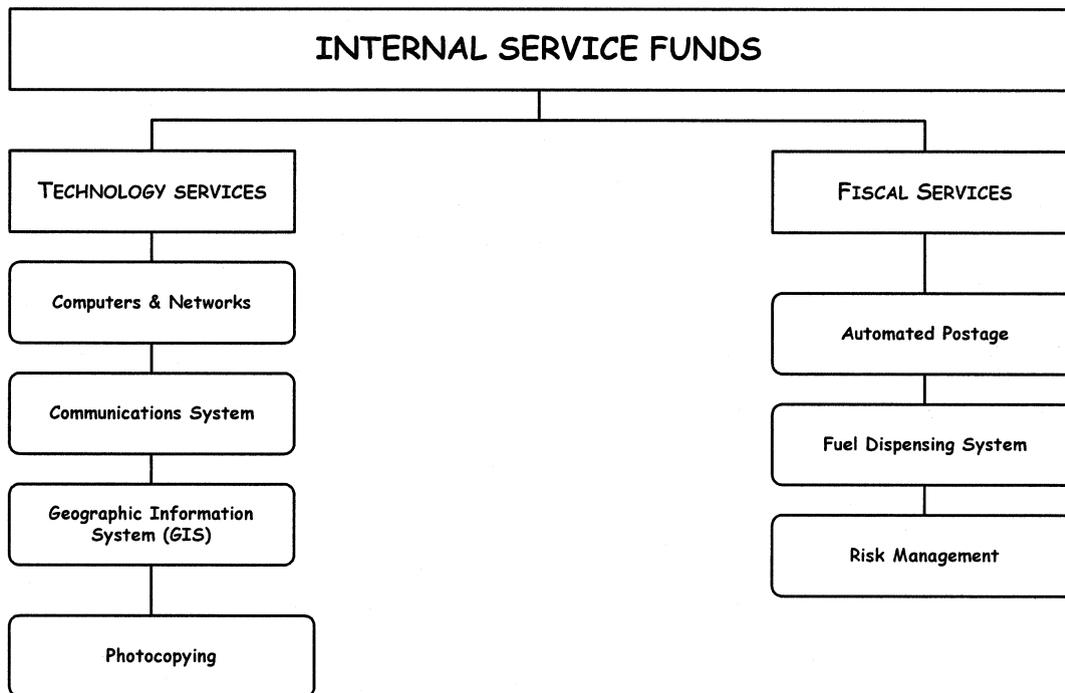
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

# INTERNAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

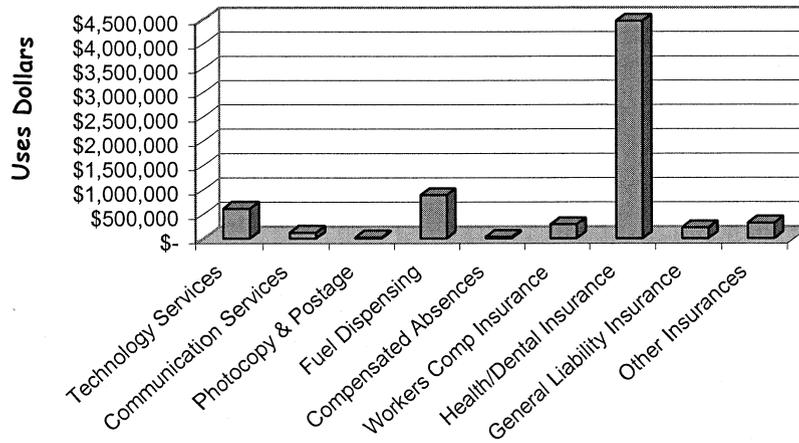
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

## GROUP ORGANIZATIONAL STRUCTURE

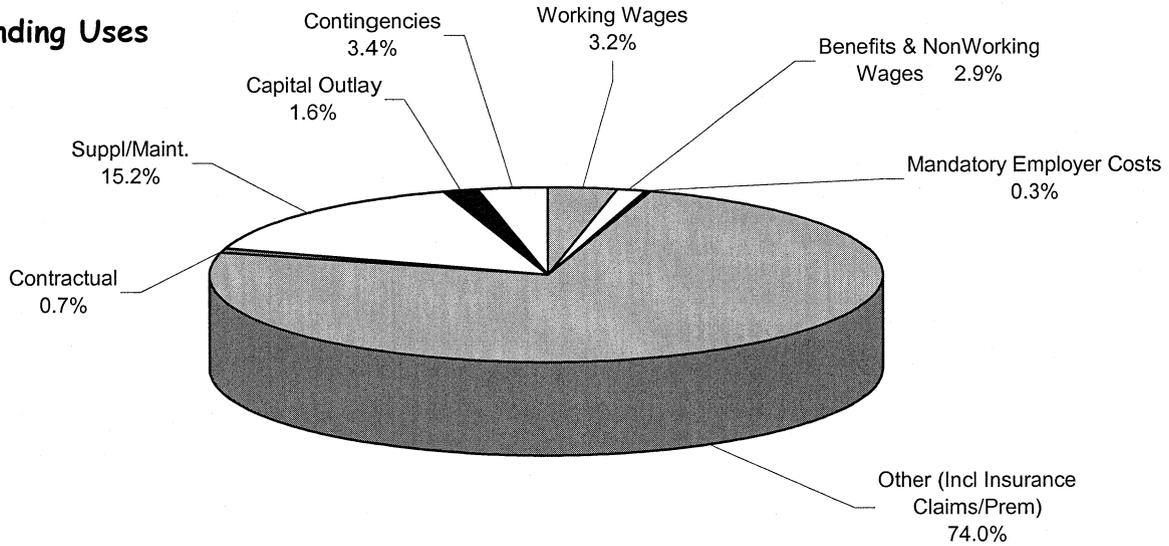


# INTERNAL SERVICE FUNDS GROUP

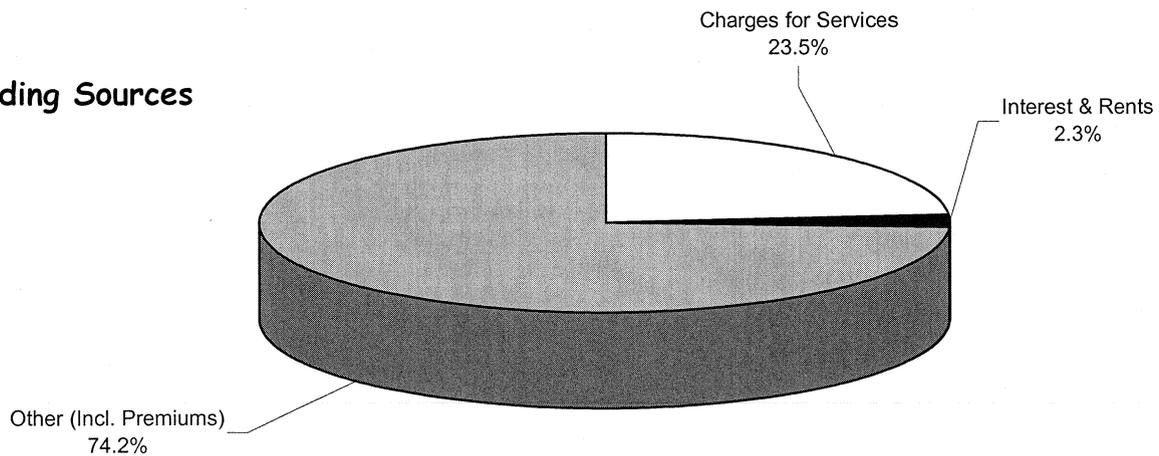
## Total Uses By Department \$6,971,789



## Funding Uses



## Funding Sources



**INTERNAL SERVICE FUNDS GROUP**

**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
Internal Service	\$ 6,180,287	\$ 6,016,366	\$ 6,500,887	\$ 6,971,789

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 1,365,659	\$ 1,348,793	\$ 1,516,943	\$ 1,559,227
Interest & Rents	117,286	194,972	210,690	155,960
Other	5,120,110	4,932,189	4,695,200	4,924,500
Transfers In	- 0 -	- 0 -	132,184	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 6,603,055</b>	<b>\$ 6,475,954</b>	<b>\$ 6,555,017</b>	<b>\$ 6,639,687</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 247,189	\$ 188,068	\$ 182,757	\$ 223,306
* Benefits - Includes NonWorking Wages	148,218	136,610	87,479	112,311
* Mandatory Employer Costs	26,152	17,751	20,000	22,600
Other Current Expenditures -				
* Supplies / Maintenance	789,856	826,761	1,025,161	1,059,378
* Contractual Expenditures	17,404	10,150	48,750	50,450
* Other	4,711,494	4,679,793	4,816,118	5,159,859
Capital Outlay	110,074	87,920	158,438	108,885
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	129,900	69,313	162,184	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	235,000
<b>TOTAL USES</b>	<b>\$ 6,180,287</b>	<b>\$ 6,016,366</b>	<b>\$ 6,500,887</b>	<b>\$ 6,971,789</b>

NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 151,052	\$ 102,221	\$ 102,789	\$ 104,745
Loss on Disposal of Capital Asset	12,725	7,196	- 0 -	- 0 -

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 421,559	\$ 342,429	\$ 290,236	\$ 358,217
* Full-Time Positions	5.00	4.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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### Internal Service Funds - Technology Services Fund

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#### 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 2009

- \* To update the City's internal wireless infrastructure. (October 2008)
- \* To implement a data storage solution to meet the growing data storage needs. (December 2008)
- \* To prepare email retention and portable media policies. (September 2008)
- \* To provide a fiber connection to Windmill Island, connecting the Island to the City's voice and data network. (April 2009)
- \* To update the asset inventory and tracking system for all technology services equipment. (June 2009)
- \* To implement a network monitoring solution throughout the City system. (November 2008)
- \* To work with Ottawa County Central Dispatch to complete the Mobile Computer Terminal update. (June 2009)
- \* To evaluate the provision of printer equipment to City departments and determine whether the level of present equipment is necessary. (April 2009)
- \* To evaluate alternatives to the present Harris Finance System. (June 2009)
- \* To review the need for the various Technology Services service contracts. (January 2009)

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<b>Servers:</b>				
Cemetery Data - Linux - disk (unknown)	1	1	1	0
Cemetery Data - Window - disk (unknown)	0	0	0	1
Database (BS&A) - Win 2000 - disk 45GB	1	1	1	1
E-Mail - Win 2000 - disk 27GB	1	1	1	1
E-Mail - NT (old) - disk 13GB	0	0	1	0
E-Mail - Win 2000 72 GB	0	1	1	0
E-Mail - Win 2003 150 GB	0	0	0	1
Intranet - NT - disk 13GB	1	1	0	0
Intranet/Internet - NT - disk 2GB	0	0	1	0
Internet/DNS - NT - disk 2GB	1	1	0	0
Intranet/Internet G.I.S. - NT - disk 20GB	1	1	1	1
Internet Proxy - NT - disk 4GB	1	1	0	0
Finance Database - NT - disk 45GB	0	0	1	0
Finance Database - Linux - disk 45GB	1	1	1	1
G.I.S. - NT - disk 18GB	0	0	0	0
Domain Backup Controller - NT - disk 18GB	1	1	0	0
G.I.S. (new) - Win 2000 - disk 219GB	1	1	1	1
G.I.S. Map Server - NT - disk 20GB	1	1	1	1
Imaging - Win 2000 - disk 288GB	1	1	1	1
Print/File/Database - NT - disk 72GB	1	0	1	0
Print/File/Database - Win 2003 150 GB	0	0	0	1
Logon/File/Database (new) - Win 2000 - disk 288GB	1	1	0	0
MAX Office - Win 2000 - disk 36GB	1	1	1	1
Recreation/Parks - Win 2000 - disk 276GB	1	1	1	1
Storage Server - 2TB	0	0	0	1
Windows Update/Anit Virus	0	0	0	1
<b>Total Servers</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>14</b>
<b>Desktop &amp; Mobile Computers</b>				
Assessor	9	9	8	8
City Clerk	8	8	7	6
City Council	9	9	13	13
City Manager	3	3	3	3
Civic Center	6	6	7	7
Community Development	0	0	0	0
Community Services & Development	0	0	3	3
Council Chambers/Control Room	4	4	0	1
DeGraaf Nature Center	4	4	4	5

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Desktop & Mobile Computers cont.				
Downtown Development Authority	3	3	3	4
Finance	7	7	7	8
Fire Department	18	18	18	18
Human Relations	5	5	4	4
Human Resources	3	3	3	3
MAX Office	14	14	16	15
Neighborhood Community Services	25	25	18	21
OurStreet	4	4	4	4
Park & Cemetery Office	10	10	10	9
Planning	0	0	4	4
Police Department	63	63	66	68
Technology Services	4	4	20	8
Training Room	1	1	1	1
Transportation Services	15	15	15	15
Treasurer	4	4	3	3
Volunteer	0	0	0	1
Windmill Island	4	4	5	5
Unassigned/Surplus	19	6	0	0
<b>Total Desktop &amp; Mobile Computers</b>	<b>242</b>	<b>229</b>	<b>242</b>	<b>237</b>
Number of Printers in Use:				
Assessor	3	3	3	4
City Clerk	2	2	2	2
City Manager	2	2	2	2
Civic Center	4	4	5	5
Community Services & Development	0	0	3	3
DeGraff Nature Center	3	3	3	3
Neighborhood Community Services	12	12	9	9
Downtown Development Authority	3	3	3	3
Finance	3	3	3	4
Fire Dept	6	6	7	7
Human Relations	1	1	1	1
Human Resources	1	1	1	1
MAX Office	7	7	7	7
Ourstreet	3	3	3	3
Park & Cemetery Offices	5	5	5	5
Police Dept	20	20	19	19
Technology Services	3	3	5	5

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Number of Printers in Use cont.				
Transportation Services	7	7	7	7
Treasurer	1	1	1	1
Windmill Island	3	3	3	3
Unassigned/Surplus	3	0	0	0
Total Printers	92	89	92	94
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	2
DeGraff Nature Center	1	1	1	1
Downtown Development Authority	0	0	1	1
Neighborhood Community Services	8	8	5	5
Finance	0	0	0	0
Fire Dept	2	2	1	1
Human Relations	0	0	2	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Ourstreet	1	1	2	2
Park & Cemetery Offices	0	0	1	1
Police Dept	** Data Not Available **			5
Purchasing / Motorpool	0	0	0	0
Technology Services	1	1	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	20	20	21	27
Scanning Devices				
Assessor	0	1	1	1
City Clerk	2	2	2	2
City Manager	1	1	0	0
Civic Center	1	1	1	1
DeGraff Nature Center	1	1	1	1

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
Scanning Devices cont.				
Neighborhood Community Services	4	4	3	3
Finance	1	1	1	1
Fire Dept	2	2	1	1
Human Relations	0	0	0	0
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Park & Cemetery Offices	0	0	0	0
Police Dept	0	4	4	4
Technology Services	1	1	1	1
Transportation Services	0	1	1	1
Treasurer	0	0	0	0
Windmill Island	0	0	0	0
Unassigned/Surplus	3	1	4	4
Total Scanning Devices	18	22	22	22

**INTERNAL SERVICE FUNDS GROUP**

**TECHNOLOGY SERVICES FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 585,188	\$ 540,052	\$ 521,350	\$ 528,050
Interest & Rents	5,239	10,391	13,000	9,200
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	32,184	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 590,427</b>	<b>\$ 550,443</b>	<b>\$ 566,534</b>	<b>\$ 537,250</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 245,845	\$ 186,664	\$ 181,300	\$ 221,800
* Benefits - Includes NonWorking Wages	129,319	80,290	66,700	81,500
* Mandatory Employer Costs	24,182	16,423	16,200	19,600

Other Current Expenditures -

* Supplies / Maintenance	83,675	81,462	89,454	118,800
* Contractual	1,125	387	18,200	14,500
* Other	23,385	29,844	35,600	38,000
Capital Outlay	89,221	63,126	132,238	103,285
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	15,000
<b>TOTAL USES</b>	<b>\$ 596,752</b>	<b>\$ 458,196</b>	<b>\$ 539,692</b>	<b>\$ 612,485</b>

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 126,226	\$ 79,666	\$ 80,000	\$ 95,000
Loss on Disposal of Capital Asset	12,725	7,196	- 0 -	- 0 -

This Fund Continues On Next Page

**INTERNAL SERVICE FUNDS GROUP**  
**TECHNOLOGY SERVICES FUND**

This Fund Continues From Previous Page

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (56,055)	\$ 68,511	\$ 79,080	\$ (66,950)
ENDING BALANCE - (see note below)			70,262	
Designated / Reserves	\$ 150,000	\$ 240,000	\$ 235,000	\$ 165,000
Designated/Reserves-Copiers/Printers	\$ - 0 -	\$ - 0 -	\$ 32,184	\$ 30,000
Undesignated / Unreserved	247,791	226,302	348,460	353,694
TOTAL FUND EQUITY	\$ 397,791	\$ 466,302	\$ 615,644	\$ 548,694

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 2,246	\$ (342)	\$ (3,051)
ENDING BALANCE	\$ 5,744	\$ 7,990	\$ 7,648	\$ 4,597

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 399,346	\$ 283,377	\$ 264,200	\$ 322,900
* Full-Time Positions	5.00	4.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

The Photocopy Services Fund will be closed out at the end of FY2008 into the Technology Services Fund and begin a combined operation for FY2009. The capital assets will be transferred to the Technology Services Fund at 6/30/08.

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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### Communications Services Fund

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#### 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 2009

- \* To implement a new internal phone system by September 2008 in terms of:
  - Equipment condition and needs
  - System costs
  - Performance
  - Security
  
- \* To evaluate the need for the number of phones (land line and cell) that are presently part of the telephone system. (November 2008)

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Number of Regular Phones in Use by Department</u>				
-Assessor's Office	7	7	7	7
-City Manager's Office	5	5	5	5
-Clerk's Office	7	7	7	7
-Community Development	0	0	0	0
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	3
-Engineering	0	0	0	0
-Environmental Health Department	0	0	0	0
-Finance Office	7	7	7	7
-Human Relations Office	5	5	5	5
-Human Resources Office	3	3	3	3
-Mayor	1	1	1	1
-Neighborhood Community Services	29	29	29	29
-Planning	0	0	0	0
-Technology Services	7	7	7	7
-Treasurer's Office	4	4	4	4
-Volunteer Services Office	0	0	0	0
-Total City Hall	78	78	78	78
-Bouws Pool	1	1	1	1
-Civic Center	7	7	7	7
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	3	3	3	3
-Fire Station #1	6	6	6	6
-Fire Station #2	14	14	14	14
-Fire Station #3	0	0	0	0
-Maplewood	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX	12	12	12	12
-Moran Park (tennis courts)	1	1	1	1
-Motor Pool	0	0	0	0
-Ourstreet/Weed & Seed	4	4	4	4
-Parks & Cemetery Office	19	19	19	19
-Police Department	86	86	90	92
-Stadium	1	1	1	1
-Street Department Garage/Warehouse	0	0	0	0
-Transportation Services Facility	21	21	21	21
-Windmill Island	4	4	4	4
-Grand Total	260	260	264	266
<u>Number of Pay Phones</u>				
-Various Locations	12	1	1	1

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Number of Nextel Phones in Use by Department</u>				
-City Manager's Office	1	1	1	1
-Civic Center	6	5	5	4
-Community & Neighborhood Services	8	0	0	0
-Fire Department	6	4	4	3
-MAX Offices	1	1	1	0
-Mayor	1	1	1	1
-Neighborhood Community Services	0	6	6	6
-Parks & Cemetary Offices	7	7	7	7
-Police Department	10	9	9	9
-Technology Services	1	1	1	1
-Transportation Services Facility	5	5	5	4
-Windmill Island	2	3	3	2
-Total City Hall	48	43	43	38
<u>Number of City-Subsidized Nextel Phones in Use by Department</u>				
-Civic Center	0	0	0	1
-MAX Offices	0	0	0	1
-Neighborhood Community Services	3	4	4	4
-Ourstreet	0	2	2	2
-Fire Departments	1	4	4	5
-Police Department	9	13	13	13
-Transportation Services	4	7	7	8
-Windmill Island	0	0	0	1
-Grand Total	65	73	73	73
<u>Number of Computer Modems in Use by Department:</u>				
-City Council	0	0	0	0
-Clerk's Office	1	1	1	1
-Finance Office	0	0	0	0
-Neighborhood Community Sevices	4	4	4	4
-Technology Services	3	3	3	3
-Total City Hall	8	8	8	8
-Downtown Development Authority	0	0	0	0
-Fire Department Station #2	0	0	0	0
-LCS - Civic Center	0	0	0	0
-LCS DeGraaf Nature Center	0	0	0	0
-LCS -Windmill Island	0	0	0	0

# PROGRAM MEASUREMENTS

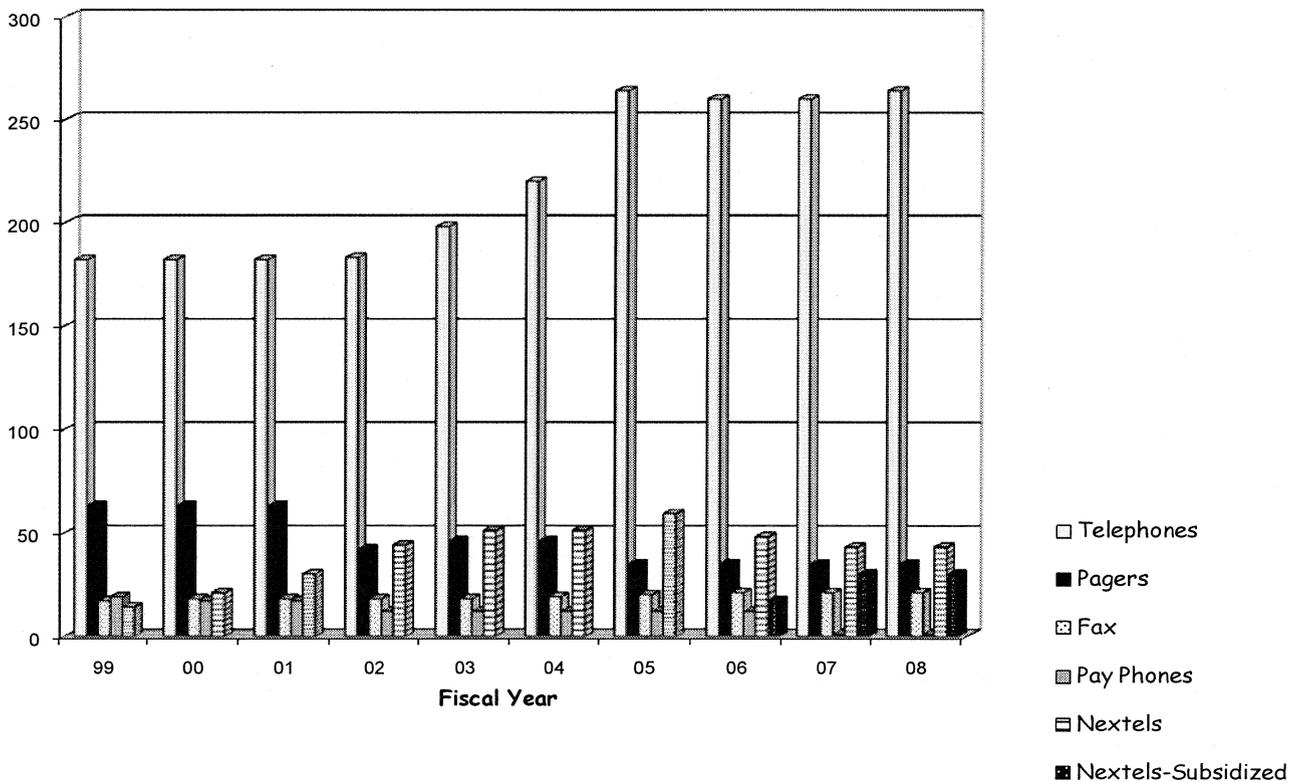
## - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Number of Computer Modems in Use by Department cont:</u>				
-Police Department	1	1	1	1
-Transportation Services Facility	1	1	1	1
-Grand Total	10	10	10	10
<u>Number of DSL Lines in Use by Department</u>				
-DeGraaf Nature Center	1	1	1	1
-Windmill Island	1	1	1	0
-Grand Total	2	2	2	1
<u>Number of FAX Machines</u>				
<u>City Hall</u>				
-Assessor's Office	1	1	1	1
-City Manager's Office	1	1	1	1
-Finance Office	1	1	1	1
-Neighborhood Community Services	2	2	2	2
-Total City Hall	5	5	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	2	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	21	21	21	21
<u>Number of Pagers by Departments</u>				
-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

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>Number of Pagers by Departments cont.</u>				
-Police Department	29	29	29	29
-Transportation Services Facility	0	0	0	0
-Grand Total	35	35	35	35
<u>Number of Credit Card Validation Machines</u>				
-Civic Center	2	2	2	2
-DeGraaf Nature Center	1	1	1	1
-Max Office	1	1	2	2
-Parks & Cemetery Offices	1	1	1	1
-Treasurer's Office	1	1	1	1
-Windmill Island	1	1	1	1
-Grand Total	7	7	8	8



**INTERNAL SERVICE FUNDS GROUP**

**COMMUNICATION SERVICES FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 95,643	\$ 100,084	\$ 107,200	\$ 113,600
Interest & Rents	354	154	(500)	(200)
Other (Rebates)	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 95,997</b>	<b>\$ 100,238</b>	<b>\$ 106,700</b>	<b>\$ 113,400</b>
<b>FUNDING USES -</b>				
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	\$ 13,502	\$ 13,760	\$ 20,100	\$ 16,200
* Other	86,770	85,582	87,100	97,400
Capital Outlay	2,017	1,665	- 0 -	5,600
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 102,289</b>	<b>\$ 101,007</b>	<b>\$ 107,200</b>	<b>\$ 119,200</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 10,252	\$ 5,955	\$ 6,000	\$ 6,000
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ (14,527)</b>	<b>\$ (5,059)</b>	<b>\$ (6,500)</b>	<b>\$ (6,200)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	51,347	46,288	39,788	33,588
<b>TOTAL FUND EQUITY</b>	<b>\$ 51,347</b>	<b>\$ 46,288</b>	<b>\$ 39,788</b>	<b>\$ 33,588</b>
<b>- - WORKING CAPITAL - -</b>				
<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (769)</b>	<b>\$ (500)</b>	<b>\$ (5,800)</b>
<b>ENDING BALANCE</b>	<b>\$ 7,475</b>	<b>\$ 6,706</b>	<b>\$ 6,206</b>	<b>\$ 406</b>
<b>- - STAFFING - -</b>				

Positions: Not Applicable

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - PHOTOCOPY SERVICES - -

PHOTOCOPIER UNITS - BY LOCATION	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
City Hall: Assessing and Board of Review - Large Size Floor Model	23,680	25,322	13,000	15,000
City Hall: City Clerk and Elections - Desktop / Stand model	27,711	26,378	26,000	26,000
City Hall: Community Services & Development / Engineers - Blueprint Copier (No per copy fee for the unit) - Large Floor Model	100,218	144,078	135,000	140,000
City Hall: Department of Environmental Health - Small Size Floor Model	13,220	9,739	9,000	9,000
City Hall: Finance & Treasurer - Small Size Floor Model	53,816	48,222	51,000	53,000
City Hall: Mayor, City Manager, Human Resources - Large Floor Model	91,635	71,204	75,000	80,000
DDA / Mainstreet - Small Floor Model (Replaced with newer model mid-Fy06, with color capabilities)	31,676	54,807	45,000	46,000
Degraaf Nature Center - Desktop / Stand Model	12,113	8,863	8,000	9,000
Fire Dept: Kollen Park Station - Small Size Floor Model	42,163	47,842	42,000	44,000
Fire Dept: Waverly Station - Desktop / Stand Model	2,068	1,918	2,000	2,000
Ourstreet - Small Size Floor Model	27,388	24,517	26,000	26,000
Parks & Cemetery / Max - Desktop / Stand Model	8,668	6,408	7,000	7,000
Police Dept: Administration and Police Community Services - Mid Size Floor Model	181,721	165,820	166,000	168,000
- Mid Size Floor Model	160,510	152,168	146,000	147,000
- Small Floor Model (purchased in mid-Fy07)	0	65,482	136,000	136,000
Recreation Dept / Civic Center - Small Floor Model (Replaced with newer model mid-Fy07, with color capabilities)	59,049	96,767	124,000	126,000
Transportation Services Center - Small Floor Model (Replaced with newer model mid-Fy07)	30,664	27,433	27,000	28,000
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	1,391	1,667	2,000	2,000
<b>Total Copies</b>	<b>867,691</b>	<b>978,635</b>	<b>1,040,000</b>	<b>1,064,000</b>
<b>Assessment Fee per Copy for All Sites Above</b>	<b>\$0.023</b>	<b>\$0.023</b>	<b>\$0.023</b>	<b>\$0.023</b>

**INTERNAL SERVICE FUNDS GROUP**

**PHOTOCOPY SERVICES FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 21,549	\$ 26,726	\$ 23,920	\$ - 0 -
Interest & Rents	4,149	4,715	3,400	- 0 -
Other	(3,125)	(1,218)	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 22,573</b>	<b>\$ 30,223</b>	<b>\$ 27,320</b>	<b>\$ - 0 -</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 22,012	\$ 24,729	\$ 23,000	\$ - 0 -
* Other	65	48	44	- 0 -
Capital Outlay	18,836	23,129	26,200	- 0 -
Transfers Out	- 0 -	- 0 -	62,184	- 0 -
<b>TOTAL USES</b>	<b>\$ 40,913</b>	<b>\$ 47,906</b>	<b>\$ 111,428</b>	<b>\$ - 0 -</b>

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 10,785	\$ 12,811	\$ 13,000	\$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (10,289)	\$ (7,365)	\$ (70,908)	\$ - 0 -
ENDING BALANCE - (see note below)			(70,262)	
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	148,535	141,170	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 148,535</b>	<b>\$ 141,170</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ (16,466)	\$ (84,108)	\$ - 0 -
ENDING BALANCE	\$ 100,574	\$ 84,108	\$ - 0 -	\$ - 0 -

**- - STAFFING - -**

Positions: Not Applicable

This fund will be closed out at the end of FY2008 into the Technology Services Fund and begin a combined operation for FY2009. The capital assets will be transferred to the Technology Services Fund at 6/30/08.

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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### Postage Services Fund

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#### 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 2009

- \* 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).
- \* Review cost effectiveness of current mailing system equipment. This system most likely will be dropped by Pitney Bowes maintenance program within 1 to 2 yrs. Study possibility of using a postal service or purchase another mailing system.

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
City Council	\$ 219	\$ 274	\$ 225	\$ 250
City Manager	326	329	250	260
Elections	2,997	1,951	2,500	2,600
Finance Office	5,150	5,259	5,600	5,700
Independent Audit	0	0	0	0
Property Assessing Office	1,157	1,134	1,070	1,100
City Clerk	1,760	1,282	1,100	1,150
Personnel Office	301	118	110	150
Purchasing	0	0	0	0
Treasurer's Office	575	821	940	1,000
Volunteer Services	14	22	50	50
Planning Office	3,079	1,001	300	350
Environmental Health/Inspections	2,183	1,745	1,900	2,000
Environmental Health/Rental Housing	1,883	1,884	1,810	1,850
Environmental Health/Construction Inspections	713	639	650	700
Community Services	641	1,064	700	750
Community Social Services	0	37	0	0
Human Relations Office	473	531	200	220
Ourstreet/Neighborhood Liaison Program	259	311	100	100
Housing Advisory	0	0	0	0
Parks	0	0	0	0
Historic District Commission	418	338	165	170
Brownfield	0	0	0	0
CATV	0	0	0	0
Mainstreet/DDA	387	113	175	200
Principal Shopping District	32	107	170	200
Dangerous Structures	255	231	150	200
Solid Waste Recycling	779	393	100	110
Municipal Airport	39	100	140	150
MAX/Dial-A-Ride	0	0	0	0
Technology Services	13	10	10	10
CDBG-Administration	307	331	250	275
CDBG-Rehab	80	214	35	50
Windmill Island	226	211	400	425
Transportation Facility	712	654	640	650
<b>Total</b>	<b>\$ 24,978</b>	<b>\$ 21,104</b>	<b>\$ 19,740</b>	<b>\$ 20,670</b>

**INTERNAL SERVICE FUNDS GROUP**

**POSTAGE SERVICES FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 24,979	\$ 21,543	\$ 20,640	\$ 22,350
Interest & Rents	47	95	50	100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 25,026</b>	<b>\$ 21,638</b>	<b>\$ 20,690</b>	<b>\$ 22,450</b>
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	\$ 24,267	\$ 20,863	\$ 20,224	\$ 21,350
* Other	903	905	903	1,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 25,170</b>	<b>\$ 21,768</b>	<b>\$ 21,127</b>	<b>\$ 22,350</b>
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 -
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (1,388)	\$ (1,374)	\$ (1,681)	\$ (1,100)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	15,483	14,109	12,428	11,328
<b>TOTAL FUND EQUITY</b>	<b>\$ 15,483</b>	<b>\$ 14,109</b>	<b>\$ 12,428</b>	<b>\$ 11,328</b>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (130)	\$ (437)	\$ 100
ENDING BALANCE	\$ 7,513	\$ 7,383	\$ 6,946	\$ 7,046
<b>- - STAFFING - -</b>				
Positions: Not Applicable				

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

### Fuel Dispensing Fund

#### FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispensation system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and school buses.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* 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 \$0.038738 throughout FY 2009 which will be adjusted to final actual overhead costs at fiscal year end.
- \* Historical actual per gallon overhead charge:

FY08	\$0.041919 (estimated)
FY07	\$0.035692
FY06	\$0.033134
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-06 Actual	FY-07 Actual	FY-08 Projected		FY-09 Projected	
<b>Gallons of Gasoline Dispensed:</b>						
City of Holland:						
Police Department	33.0	0.0	0.0		0.0	
Fire Department	1,140.3	1,853.3	2,291.8		2,291.8	
Board of Public Works	29,053.1	28,040.1	27,799.2		27,799.2	
Street Equipment	1,336.8	1,551.3	3,071.9		3,071.9	
Centralized Vehicle & Equipment	68,372.8	67,456.6	69,875.6		69,875.6	
Windmill Island	843.6	459.3	410.0		410.0	
Subtotal City of Holland	100,779.6	99,360.6	103,448.5	79.05%	103,448.5	79.05%
MAX Transportation Authority	10,649.4	13,943.9	13,922.3	10.64%	13,922.3	10.64%
Holland Public Schools	14,028.7	12,993.3	13,501.9	10.32%	13,501.9	10.32%
<b>Total Combined Gallons of Gasoline Dispensed</b>	<b>125,457.7</b>	<b>126,297.8</b>	<b>130,872.7</b>	<b>100.00%</b>	<b>130,872.7</b>	<b>100.00%</b>
<b>Gallons of Diesel Fuel Dispensed:</b>						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	
Fire Department	6,806.1	6,641.8	6,160.7		6,160.7	
Board of Public Works	16,351.2	12,968.4	12,946.3		12,946.3	
Street Equipment	33,764.2	37,975.0	43,008.7		43,008.7	
Centralized Vehicle & Equipment	6,097.0	6,561.9	6,474.0		6,474.0	
Windmill Island	444.3	631.6	602.8		602.8	
Subtotal City of Holland	63,462.8	64,778.7	69,192.5	34.69%	69,192.5	34.69%
MAX Transportation Authority	88,631.0	93,405.8	94,723.8	54.87%	94,723.8	54.87%
Holland Public Schools	43,141.8	36,804.6	35,535.3	17.82%	35,535.3	17.82%
<b>Total Combined Gallons of Diesel Dispensed</b>	<b>195,235.6</b>	<b>194,989.1</b>	<b>199,451.6</b>	<b>100.00%</b>	<b>199,451.6</b>	<b>100.00%</b>
<b>Total City of Holland Gallons</b>	<b>164,242.4</b>	<b>164,139.3</b>	<b>172,641.0</b>	<b>52.26%</b>	<b>172,641.0</b>	<b>52.26%</b>
<b>Total MAX Transportation Authority Gallons</b>	<b>99,280.4</b>	<b>107,349.7</b>	<b>108,646.1</b>	<b>32.89%</b>	<b>108,646.1</b>	<b>32.89%</b>
<b>Total Holland Public Schools Gallons</b>	<b>57,170.5</b>	<b>49,797.9</b>	<b>49,037.2</b>	<b>14.85%</b>	<b>49,037.2</b>	<b>14.85%</b>
<b>Combined Total Gallons</b>	<b>320,693.3</b>	<b>321,286.9</b>	<b>330,324.3</b>	<b>100.00%</b>	<b>330,324.3</b>	<b>100.00%</b>

## PROGRAM MEASUREMENTS

### - INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

	FY-06 Actual	FY-07 Actual	FY-08 Projected		FY-09 Projected	
<b>Administrative and Operational Activities</b>						
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	33.0	0.0	0.0	0.00%	0.0	0.00%
Fire Department	1,140.3	1,853.3	2,291.8	2.22%	2,291.8	2.22%
Board of Public Works	29,053.1	28,040.1	27,799.2	26.87%	27,799.2	26.87%
Street Equipment	1,336.8	1,551.3	3,071.9	2.97%	3,071.9	2.97%
Centralized Vehicle & Equipment	68,372.8	67,456.6	69,875.6	67.55%	69,875.6	67.55%
Windmill Island	843.6	459.3	410.0	0.40%	410.0	0.40%
Subtotal City of Holland	100,779.6	99,360.6	103,448.5	100.00%	103,448.5	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	0.00%
Fire Department	6,806.1	6,641.8	6,160.7		6,160.7	8.90%
Board of Public Works	16,351.2	12,968.4	12,946.3		12,946.3	18.71%
Street Equipment	33,764.2	37,975.0	43,008.7		43,008.7	62.16%
Centralized Vehicle & Equipment	6,097.0	6,561.9	6,474.0		6,474.0	9.36%
Windmill Island	444.3	631.6	602.8		602.8	0.87%
Subtotal City of Holland	63,462.8	64,778.7	69,192.5	100.00%	69,192.5	100.00%
Total City of Holland Gallons	164,242.4	164,139.3	172,641.0		172,641.0	
Gallons of Fuel (Diesel and Gasoline) Dispensed:						
Police Department	33.0	0.0	0.0	0.00%	0.0	0.00%
Fire Department	7,946.4	8,495.1	8,452.5	4.90%	8,452.5	4.90%
Board of Public Works	45,404.3	41,008.5	40,745.5	23.60%	40,745.5	23.60%
Street Equipment	35,101.0	39,526.3	46,080.6	26.69%	46,080.6	26.69%
Centralized Vehicle & Equipment	74,469.8	74,018.5	76,349.6	44.22%	76,349.6	44.22%
Windmill Island	1,287.9	1,090.9	1,012.8	0.59%	1,012.8	0.59%
Total City of Holland Gallons	164,242.4	164,139.3	172,641.0	100.00%	172,641.0	100.00%

**INTERNAL SERVICE FUNDS GROUP**

**FUEL DISPENSING FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 638,300	\$ 660,388	\$ 843,833	\$ 895,227
Interest & Rents	669	1,349	340	160
<b>TOTAL SOURCES</b>	<b>\$ 638,969</b>	<b>\$ 661,737</b>	<b>\$ 844,173</b>	<b>\$ 895,387</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,344	\$ 1,404	\$ 1,457	\$ 1,506
* Benefits - Includes NonWorking Wages	732	749	779	811
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	626,237	650,648	831,083	883,028
* Contractual	1,000	1,000	1,000	1,000
* Other	4,988	1,940	4,851	4,239
<b>TOTAL USES</b>	<b>\$ 634,301</b>	<b>\$ 655,741</b>	<b>\$ 839,170</b>	<b>\$ 890,584</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 2,545	\$ 2,545	\$ 2,545	\$ 2,545
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ 2,123</b>	<b>\$ 3,451</b>	<b>\$ 2,458</b>	<b>\$ 2,258</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 49,285	\$ 55,281	\$ 60,284	\$ 65,087
Undesignated / Unreserved	18,455	15,910	13,365	10,820
<b>TOTAL FUND EQUITY</b>	<b>\$ 67,740</b>	<b>\$ 71,191</b>	<b>\$ 73,649</b>	<b>\$ 75,907</b>
<b>- - WORKING CAPITAL - -</b>				
<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>- 0 -</b>	<b>- 0 -</b>	<b>- 0 -</b>
<b>ENDING BALANCE</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>- - STAFFING - -</b>				
Positions: Not Applicable				
<b>ADDITIONAL NOTE:</b>				
The time of certain positions listed under "Staffing" for <u>General Fund - Finance and General Fund - Treasurer</u> is charged, in small part, to this fund.				

**INTERNAL SERVICE FUNDS GROUP**

**- SUMMARY OF RISK MANAGEMENT -**

**SUMMARY OF ALL FUNDS WHICH FOLLOW**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 106,828	\$ 178,268	\$ 194,400	\$ 146,700
Other	5,105,068	4,877,836	4,675,200	4,894,500
Transfers In	- 0 -	- 0 -	100,000	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 5,211,896</b>	<b>\$ 5,056,104</b>	<b>\$ 4,969,600</b>	<b>\$ 5,041,200</b>

**FUNDING USES -**

Personnel Services -

* Mandatory Employer Costs	\$ 1,970	\$ 1,328	\$ 3,800	\$ 3,000
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Other Current Expenditures -

* Contractual	35,442	44,062	70,850	54,950
* Other	4,595,383	4,561,474	4,687,620	5,019,220
Transfers Out	129,900	69,313	100,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	220,000
<b>TOTAL USES</b>	<b>\$ 4,762,695</b>	<b>\$ 4,676,177</b>	<b>\$ 4,862,270</b>	<b>\$ 5,297,170</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 449,201	\$ 379,927	\$ 107,330	\$ (255,970)
ENDING BALANCE -				
Designated / Reserves	\$ 337,365	\$ 388,149	\$ 411,500	\$ 411,500
Undesignated / Unreserved	3,202,571	3,531,714	3,615,693	3,359,723
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,539,936</b>	<b>\$ 3,919,863</b>	<b>\$ 4,027,193</b>	<b>\$ 3,771,223</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 329,143	\$ 83,979	\$ (255,970)
ENDING BALANCE	\$ 3,202,571	\$ 3,531,714	\$ 3,615,693	\$ 3,359,723

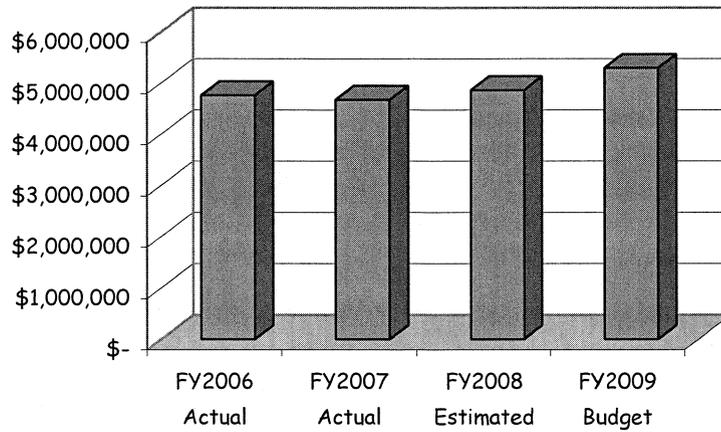
**- - STAFFING - -**

Positions: Not Applicable

**INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY**

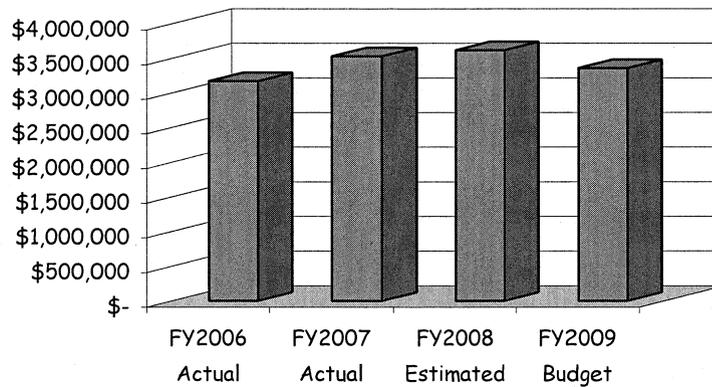
**Total Uses**

**FY2009 Budget - \$5,297,170**



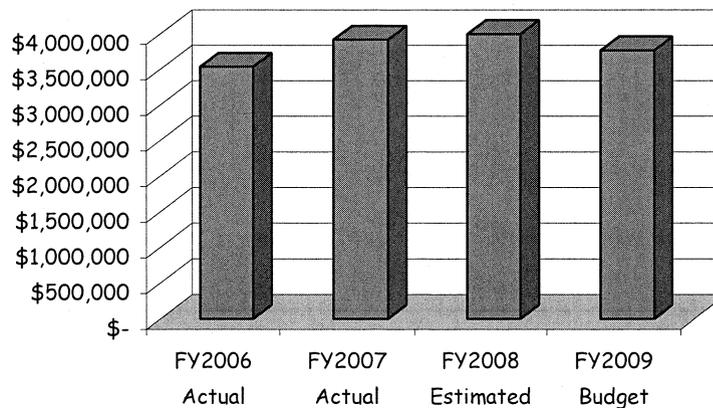
**Ending Working Capital**

**FY2009 Budget \$3,359,723**



**Ending Fund Equity/Reserves**

**FY2009 Budget \$3,771,223**



# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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Risk Management: Workers Compensation Insurance Fund

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### 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 2009

- \* The Self-Funded Workers Compensation Fund will assess individual departmental budgets using rates, provided by Accident Fund, that has been reduced.
- \* 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.
- \* 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>WORKER COMP CLAIMS</u>				
- Number of Claims Filed	53	54	40	40
- Number of Claims Filed Resulting In Lost Work Days	2	3	2	1
- Number of Scheduled Work Days Paid	80	216	30	30
<u>EMPLOYEE SAFETY TRAINING PROGRAMS</u>				
- Number of Participants	415	325	N / A	N / A
- Number of Employee Safety Awards Issued	154	80	N / A	N / A
<u>COMMERCIAL INSURANCE PREMIUM EXPERIENCE:</u>				
Insurance Premiums Paid	\$ 245,174	\$ 227,802	\$ 258,300	\$ 275,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(53,545)	(35,307)	- 0 -	- 0 -
Net Commercial Policy Premiums Payment Experience	\$ 191,629	\$ 192,495	\$ 258,300	\$ 275,000
<u>PAYMENT EXPERIENCE ON FORMER SELF-FUNDED CARRYOVERS:</u>				
( THE FOLLOWING REPRESENTS PAYMENTS & STOP-LOSS RECOVERIES ON LINGERING WORKERS COMP CLAIMS THAT WERE INITIALLY FILED PRIOR TO FY-99, DURING WHICH TIME THE CITY OF HOLLAND ADMINISTERED A SELF-FUNDED WORKERS COMP PLAN ):				
Claims Paid:				
- for Medical	\$ 2,192	\$ 4,820	\$ 2,500	\$ 2,000
- for Indemnity	815	749	750	500
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(833)	(11,143)	(5,000)	(2,500)
Net Self-Funded Claims Payment Experience	\$ 2,174	\$ (5,574)	\$ (1,750)	\$ - 0 -
	\$ (18)	\$ (10,394)	\$ (4,250)	\$ (2,000)
<b>TOTAL PREMIUMS &amp; SELF-FUNDED CLAIMS EXPERIENCE</b>	<b>\$ 247,348</b>	<b>\$ 222,228</b>	<b>\$ 256,550</b>	<b>\$ 275,000</b>

**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**EMPLOYEE WORKERS COMPENSATION INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 18,716	\$ 25,950	\$ 24,600	\$ 18,100
Other	310,983	175,481	159,400	269,800
<b>TOTAL SOURCES</b>	<b>\$ 329,699</b>	<b>\$ 201,431</b>	<b>\$ 184,000</b>	<b>\$ 287,900</b>

**FUNDING USES -**

Other Current Expenditures -

* Contractual	\$ 100	\$ 31	\$ 50	\$ 50
* Other	252,200	236,310	264,320	277,520
Transfers Out	129,900	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
<b>TOTAL USES</b>	<b>\$ 382,200</b>	<b>\$ 236,341</b>	<b>\$ 264,370</b>	<b>\$ 287,570</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (52,501)</b>	<b>\$ (34,910)</b>	<b>\$ (80,370)</b>	<b>\$ 330</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 5,000	\$ 5,000	\$ 10,000	\$ 10,000
Undesignated / Unreserved	538,843	503,933	418,563	418,893
<b>TOTAL FUND EQUITY</b>	<b>\$ 543,843</b>	<b>\$ 508,933</b>	<b>\$ 428,563</b>	<b>\$ 428,893</b>

**- - WORKING CAPITAL - -**

<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (34,910)</b>	<b>\$ (85,370)</b>	<b>\$ 330</b>
<b>ENDING BALANCE</b>	<b>\$ 538,843</b>	<b>\$ 503,933</b>	<b>\$ 418,563</b>	<b>\$ 418,893</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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Risk Management: Disability / Income Protection Insurance Fund

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### 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 2009

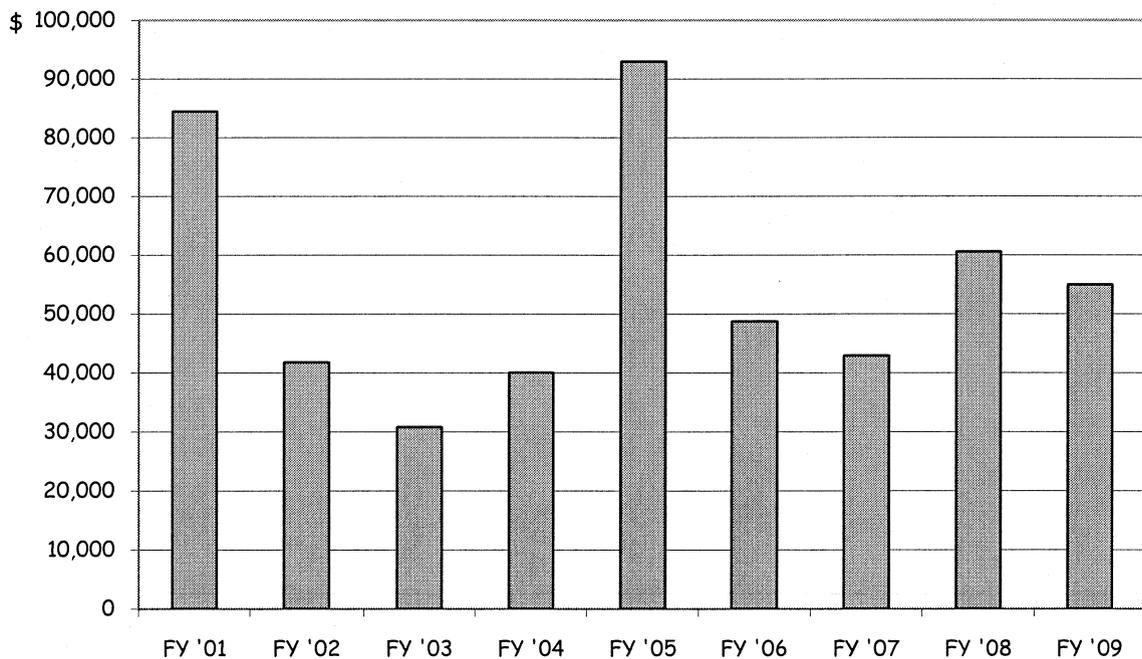
- \* To assure a self-insured reserve balance considered sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury, with the following limitations:
  - Deferred period of working days, as established by City Council or the applicable union 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 purchase a commercial insurance policy that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

Administrative and Operational Activities	FY-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS</u>				
* Short-term Disability - Self-Funded	6	6	8	6
* Long-term Disability - Commercial Policy	0	0	1	1
<u>DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID</u>				
* Short-term Disability - Self-Funded Plan	401	381	433	300
* Long-term Disability - Commercial Policy	260	0	46	75
<u>DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE</u>				
* Short-term Disability - Self-Funded Claims Payments	\$ 48,740	\$ 42,940	\$ 60,600	\$ 55,000
* Long-term Disability Premiums - Commercial Policy	28,105	27,785	29,300	30,000
	<b>\$ 76,845</b>	<b>\$ 70,725</b>	<b>\$ 89,900</b>	<b>\$ 85,000</b>

**Short Term Disability Payments**



**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**EMPLOYEE DISABILITY INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 1,927	\$ 5,262	\$ 6,000	\$ 5,600
Other	101,912	103,673	106,600	107,500
<b>TOTAL SOURCES</b>	<b>\$ 103,839</b>	<b>\$ 108,935</b>	<b>\$ 112,600</b>	<b>\$ 113,100</b>

**FUNDING USES -**

Personnel Services -

* Mandatory Employer Costs	\$ 1,970	\$ 1,328	\$ 3,800	\$ 3,000
Other Current Expenditures -				
* Other	74,875	71,348	89,900	85,000
Contingencies	- 0 -	- 0 -	- 0 -	10,000
<b>TOTAL USES</b>	<b>\$ 76,845</b>	<b>\$ 72,676</b>	<b>\$ 93,700</b>	<b>\$ 98,000</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 26,994</b>	<b>\$ 36,259</b>	<b>\$ 18,900</b>	<b>\$ 15,100</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	71,052	107,311	126,211	141,311
<b>TOTAL FUND EQUITY</b>	<b>\$ 71,052</b>	<b>\$ 107,311</b>	<b>\$ 126,211</b>	<b>\$ 141,311</b>

**- - WORKING CAPITAL - -**

<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ 36,259</b>	<b>\$ 18,900</b>	<b>\$ 15,100</b>
<b>ENDING BALANCE</b>	<b>\$ 71,052</b>	<b>\$ 107,311</b>	<b>\$ 126,211</b>	<b>\$ 141,311</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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Risk Management: Health/Dental Insurance Fund

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### 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 2009

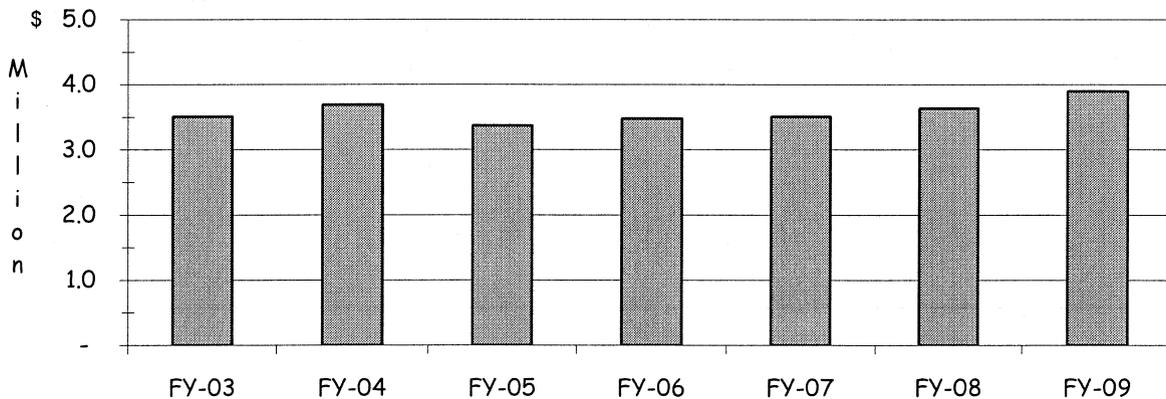
- \* To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by employees, retirees, and family members.
- \* To provide for specific and aggregate stop-loss commercial insurance coverage when claims exceed the designated risk retention thresholds.
- \* To provide for a contractual arrangement with an 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
NUMBER OF INDIVIDUAL CONTRACTS	522	481	474	474
<b>SELF-FUNDED RETENTION LIMITS:</b>				
- for Specific (each individual contract)	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
- for Aggregate (combined total for all contracts)	3,452,852	3,451,656	3,394,000	3,454,000
<b>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</b>				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	\$ 229,165	\$ 252,936	\$ 256,600	\$ 283,000
- for Claims Administration Fees	185,311	114,478	136,400	144,000
- for Capitation/Incentive Fees (POS Contracts)	41,022	- 0 -	- 0 -	- 0 -
- Total Payments for Premiums and Fees	\$ 455,498	\$ 367,414	\$ 393,000	\$ 427,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	\$ 3,478,265	\$ 3,507,376	\$ 3,644,000	\$ 3,899,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(52,843)	(27,837)	(16,600)	- 0 -
- Total Payments for Self-Funded Claims	\$ 3,425,422	\$ 3,479,539	\$ 3,627,400	\$ 3,899,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	\$ 19,543	\$ 38,962	\$ 21,900	\$ 44,000
<b>Total Net Payment Experience</b>	<b>\$ 3,900,463</b>	<b>\$ 3,885,915</b>	<b>\$ 4,042,300</b>	<b>\$ 4,370,000</b>

Self Funded Claims



**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**EMPLOYEE HEALTH & DENTAL INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 52,971	\$ 99,981	\$ 114,800	\$ 86,000
Other	4,397,878	4,163,033	4,070,100	4,194,000
<b>TOTAL SOURCES</b>	<b>\$ 4,450,849</b>	<b>\$ 4,263,014</b>	<b>\$ 4,184,900</b>	<b>\$ 4,280,000</b>

**FUNDING USES -**

Other Current Expenditures -

* Contractual	\$ 7,470	\$ 4,730	\$ 5,100	\$ 5,000
* Other	3,945,832	3,909,030	4,053,800	4,365,000
Contingencies	- 0 -	- 0 -	- 0 -	100,000
<b>TOTAL USES</b>	<b>\$ 3,953,302</b>	<b>\$ 3,913,760</b>	<b>\$ 4,058,900</b>	<b>\$ 4,470,000</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 497,547</b>	<b>\$ 349,254</b>	<b>\$ 126,000</b>	<b>\$ (190,000)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 312,365	\$ 363,149	\$ 381,500	\$ 381,500
Undesignated / Unreserved	1,649,431	1,947,901	2,055,550	1,865,550
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,961,796</b>	<b>\$ 2,311,050</b>	<b>\$ 2,437,050</b>	<b>\$ 2,247,050</b>

**- - WORKING CAPITAL - -**

<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ 298,470</b>	<b>\$ 107,649</b>	<b>\$ (190,000)</b>
<b>ENDING BALANCE</b>	<b>\$ 1,649,431</b>	<b>\$ 1,947,901</b>	<b>\$ 2,055,550</b>	<b>\$ 1,865,550</b>

**- - 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 2009

- \* 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 \$200 per vehicle surcharge will be levied to all departments with vehicles covered by insurance, as a means of increasing fund balance. The surcharge will be reduced to \$150 for vehicles with physical damage coverage.
- \* To provide for a commercial insurance policy by July 2008 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 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES</u>				
Number of Vehicles Insured for Liability	209	208	215	190
<u>COMMERCIAL INSURANCE LIABILITY LIMITS</u>				
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
<u>COST OF REPAIRS / REPLACEMENTS TO CITY-OWNED VEHICLES</u>				
Self-Funded Retention (Per Vehicle - Per Occurrence)	100% of Cost	100% of Cost	100% of Cost	100% of Cost
Exceptions for Fire Dept Vehicles and BATMOBILE:				
- Comprehensive Deductible (Retention)	\$ 500	\$ 500	\$ 500	\$ 500
- Collision Deductible (Retention)	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Commercial Insurance Premiums				
General City	\$ 106,933	\$ 108,976	\$ 113,300	\$ 116,000
Board of Public Works	46,459	46,652	27,899	28,500
Macatawa Area Express (MAX) Authority	29,687	30,505	44,361	-
Total Commercial Insurance Premiums	183,079	186,133	185,560	144,500
Self Funded Claims Paid	20,164	35,299	41,300	20,000
Total	\$ 203,243	\$ 221,432	\$ 226,860	\$ 164,500
Number of Vehicles Repaired				
General City	6	8	9	8
Macatawa Area Express (MAX) Authority	3	4	3	-
Total	9	12	12	8
<p>Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.            MAX Authority buses were removed from the policy on 12/01/2007.</p>				

**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**VEHICLE INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 4,411	\$ 8,112	\$ 7,800	\$ 7,600
Other	147,115	258,496	154,000	142,500
<b>TOTAL SOURCES</b>	<b>\$ 151,526</b>	<b>\$ 266,608</b>	<b>\$ 161,800</b>	<b>\$ 150,100</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 20,163	\$ 35,299	\$ 41,300	\$ 20,000
* Other	136,621	139,481	113,300	116,000
Transfers Out	- 0 -	69,313	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
<b>TOTAL USES</b>	<b>\$ 156,784</b>	<b>\$ 244,093</b>	<b>\$ 154,600</b>	<b>\$ 161,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (5,258)	\$ 22,515	\$ 7,200	\$ (10,900)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	170,663	193,178	200,378	189,478
<b>TOTAL FUND EQUITY</b>	<b>\$ 170,663</b>	<b>\$ 193,178</b>	<b>\$ 200,378</b>	<b>\$ 189,478</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 22,515	\$ 7,200	\$ (10,900)
ENDING BALANCE	\$ 170,663	\$ 193,178	\$ 200,378	\$ 189,478

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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### Risk Management: Property Insurance Fund

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#### 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 2009

- \* 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 2008 that:
  - Indemnifies for individual claim occurrences, to the extent the established self insured retention is exceeded.
  - Indemnifies for catastrophic loss on individual claim occurrences, up to specified limits.
  - Indemnifies for multiple losses in the same fiscal year by establishing an aggregate threshold, 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>SELF-FUNDED INSURANCE - RETENTION LIMITS</u>				
Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aggregate	557,500	557,500	372,500	372,500
<u>COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS</u>				
<u>BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -</u>				
Insurable Value - All Buildings and Other Property Items (Blanket)	\$ 398,162,237	\$ 430,062,122	\$ 455,537,433	\$ 475,000,000
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
- 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	2,905,362	3,956,020	1,151,612	1,151,612
- Floods & Earthquakes	5,000,000	5,000,000	5,000,000	5,000,000
- Communication Towers	100,000	100,000	100,000	100,000
<u>BOILER UNITS</u>				
Self-Funded Retention Limits-Non-Elec Utility Units	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Commercial Insurable Limits - All Boiler Units	75,000,000	75,000,000	75,000,000	75,000,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Self-Funded Claims Paid	\$ 330	\$ 34,050	\$ 4,200	\$ 5,000
Commercial Insurance Premiums				
General City	31,752	24,271	23,800	24,500
Board of Public Works	576,209	586,034	577,200	594,000
Total Commercial Insurance Premiums	607,961	610,305	601,000	618,500
Property Appraisals for Insurance Valuation Purposes	3,124	3,541	3,700	3,900
Total	\$ 611,415	\$ 647,896	\$ 608,900	\$ 627,400
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	1	3	2	2
Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.				

**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**PROPERTY INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 21,042	\$ 29,202	\$ 28,100	\$ 18,900
Other	31,764	26,145	24,000	24,500
<b>TOTAL SOURCES</b>	<b>\$ 52,806</b>	<b>\$ 55,347</b>	<b>\$ 52,100</b>	<b>\$ 43,400</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 3,124	\$ 3,541	\$ 3,700	\$ 3,900
* Other	32,082	58,321	28,000	29,500
Transfers Out	- 0 -	- 0 -	100,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
<b>TOTAL USES</b>	<b>\$ 35,206</b>	<b>\$ 61,862</b>	<b>\$ 131,700</b>	<b>\$ 58,400</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 17,600	\$ (6,515)	\$ (79,600)	\$ (15,000)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	568,510	561,995	482,395	467,395
<b>TOTAL FUND EQUITY</b>	<b>\$ 568,510</b>	<b>\$ 561,995</b>	<b>\$ 482,395</b>	<b>\$ 467,395</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ (6,515)	\$ (79,600)	\$ (15,000)
ENDING BALANCE	\$ 568,510	\$ 561,995	\$ 482,395	\$ 467,395

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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Risk Management: General & Public Officials Liability Insurance Fund

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### 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 2009

- \* To assure a self-funded reserve balance 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 2008 that:
  - Indemnifies for individual claim occurrences, to the extent the established self insured retention is exceeded.
  - Indemnifies for catastrophic loss on individual claim occurrences, up to specified limits.
  - Indemnifies for multiple losses within the same fiscal year by establishing an aggregate threshold, thereby adding protection against the total amount of risk retentions in a single year, regardless of the number of individual 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-06 Actual	FY-07 Actual	FY-08 Projected	FY-09 Projected
<u>SELF-FUNDED INSURANCE RETENTION LIMITS - APPLICABLE TO ALL LIABILITY COVERAGES</u>				
Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aggregate (All-Lines Aggregate Insurance Program - Loss Fund)	557,500	557,500	372,500	372,500
<u>COMMERCIAL INSURANCE COVERAGES -</u>				
<u>GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, LAW ENFORCEMENT -</u>				
Limit of Liability - Each Occurrence	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Limit of Liability - Aggregate	10,000,000	10,000,000	10,000,000	10,000,000
Limit of Liability - Medical Payment	5,000	5,000	1,000	1,000
<u>CRIME AND FIDELITY -</u>				
Self-Funded Retention Limits / Commercially Insured Limits				
- Public Employee Dishonesty Bond	\$250 / \$350,000	\$250 / \$350,000	\$250 / \$350,000	\$250 / \$350,000
- Forgery, Theft, Disappearance, Destruction	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
- Treasurer and Deputy Treas. Bond	250 / 100,000	250 / 100,000	250 / 100,000	250 / 100,000
- Tax Collection Time Increase	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
<u>PAYMENT EXPERIENCE SUMMARY:</u>				
Self-Funded Claims Paid to Claimant	\$ 38,357	\$ 10,975	\$ 10,000	\$ 15,000
Legal Fees - City Attorney	4,585	462	500	1,000
Legal Fees - Labor Attorney	- 0 -	- 0 -	20,200	100,000
Commercial Insurance Premiums				
General City	115,416	136,014	128,300	131,200
Board of Public Works	408,625	424,626	402,600	414,700
Total for Commercial Premiums	524,041	560,640	530,900	545,900
Total	\$ 566,983	\$ 572,077	\$ 561,600	\$ 661,900
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	9	5	8	10
Note: The Board of Public Works premiums are not reflected on the ledger. They are a pass-through only.				

**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**LIABILITY INSURANCE FUND**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 7,761	\$ 9,761	\$ 13,100	\$ 10,500
Other	115,416	151,008	161,100	156,200
Transfers In	- 0 -	- 0 -	100,000	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 123,177</b>	<b>\$ 160,769</b>	<b>\$ 274,200</b>	<b>\$ 166,700</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 4,585	\$ 461	\$ 20,700	\$ 26,000
* Other	153,773	146,984	138,300	146,200
Contingencies	- 0 -	- 0 -	- 0 -	50,000
<b>TOTAL USES</b>	<b>\$ 158,358</b>	<b>\$ 147,445</b>	<b>\$ 159,000</b>	<b>\$ 222,200</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (35,181)	\$ 13,324	\$ 115,200	\$ (55,500)
ENDING BALANCE -				
Designated / Reserves	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Undesignated / Unreserved	204,072	217,396	332,596	277,096
<b>TOTAL FUND EQUITY</b>	<b>\$ 224,072</b>	<b>\$ 237,396</b>	<b>\$ 352,596</b>	<b>\$ 297,096</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 13,324	\$ 115,200	\$ (55,500)
ENDING BALANCE	\$ 204,072	\$ 217,396	\$ 332,596	\$ 277,096

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## INTERNAL SERVICE FUNDS

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### Compensated Absences Fund

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#### 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 2009

- \* 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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ 18,167	\$ 55,571	\$ 20,000	\$ 30,000
TOTAL SOURCES	\$ 18,167	\$ 55,571	\$ 20,000	\$ 30,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Benefits - Includes NonWorking Wages	18,167	55,571	20,000	30,000
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
TOTAL USES	\$ 18,167	\$ 55,571	\$ 20,000	\$ 30,000

**- - 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	\$ 1,471,650	\$ 1,527,221	\$ 1,547,221	\$ 1,577,221
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**- - STAFFING - -**

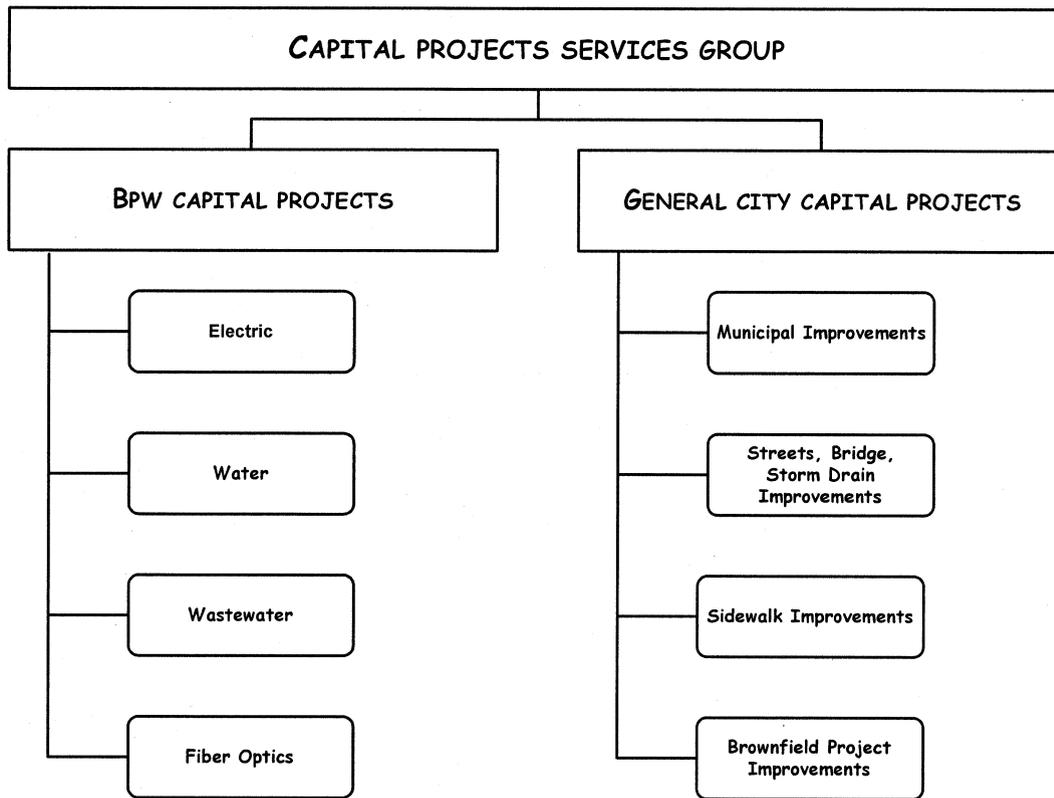
Positions: Not Applicable

# CAPITAL PROJECTS SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

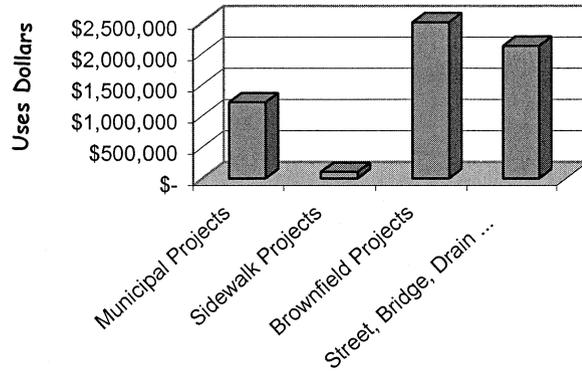
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

## GROUP ORGANIZATIONAL STRUCTURE

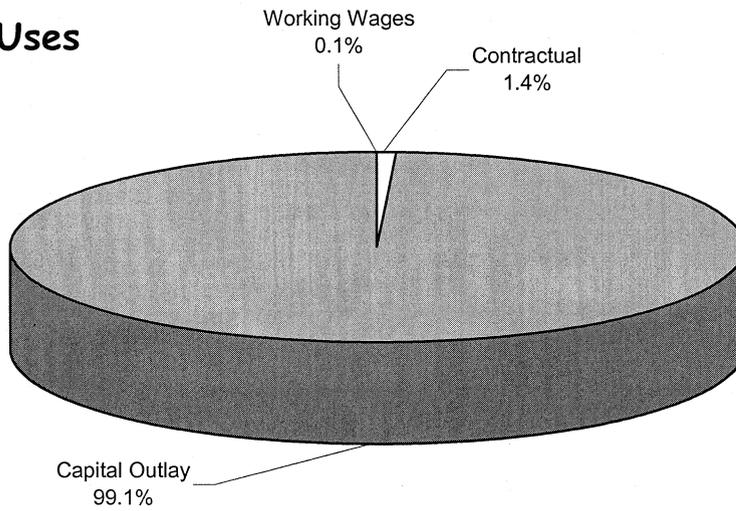


# CAPITAL PROJECTS SERVICES GROUP

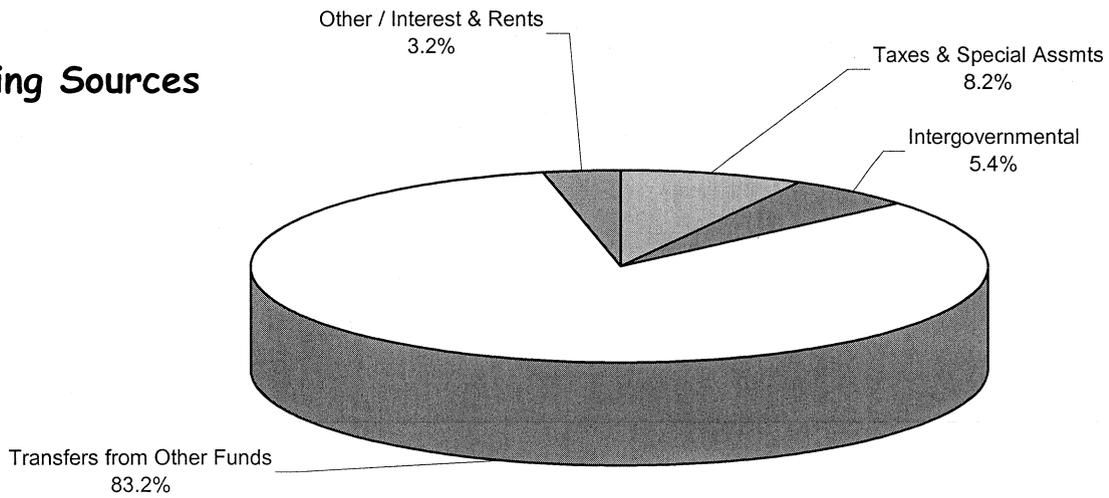
## Total Uses By Department \$6,773,276



## Funding Uses



## Funding Sources



# OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

## Capital Projects to be Implemented or Continued During Fiscal Year 2009

### GOVERNMENTAL-TYPE FUNDS

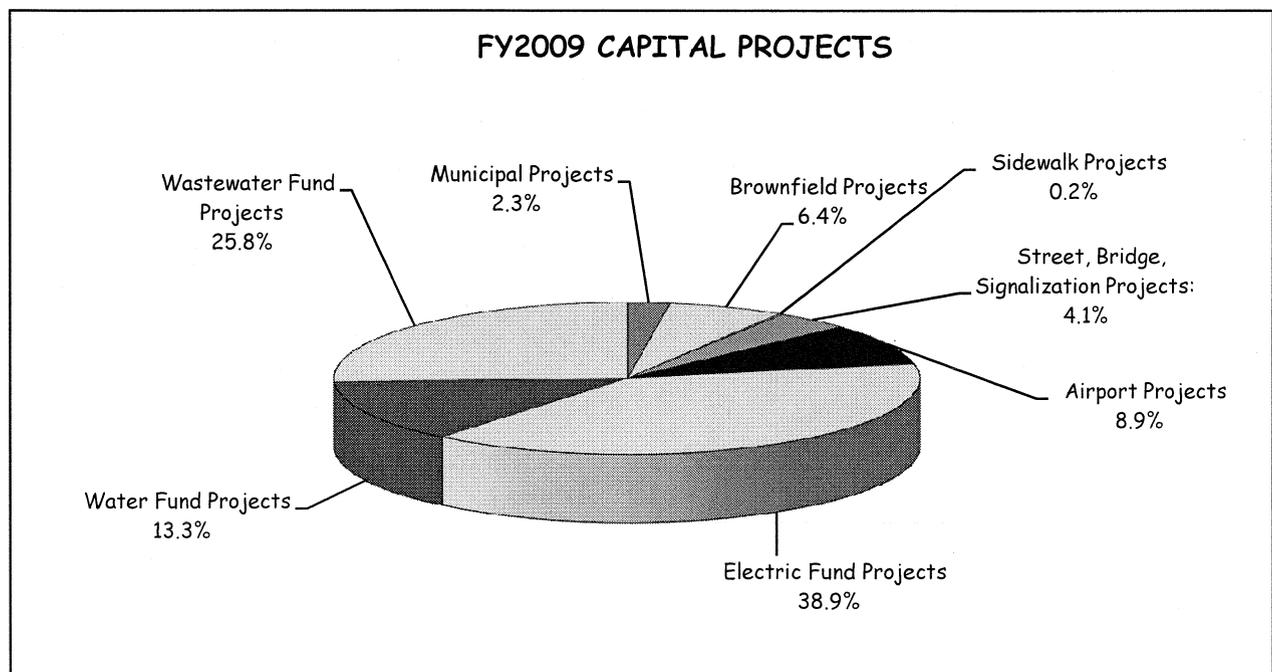
Municipal Improvements Projects:	
See Capital Projects Section	\$1,215,788
Brownfield Capital Projects:	
7th Street Parking Deck - See Capital Projects Section	3,331,000
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	1,920,788
See Capital Projects Section - MDOT, Grants, and Private Share	200,000
Sidewalk Improvements Projects	105,700

### PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Municipal Airport Fund	4,648,000
See Electric Utility Fund	20,226,735
See Water Utility Fund	6,911,018
See Wastewater Utility Fund	13,416,017

<b>TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS</b>	<b>\$51,975,046</b>
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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-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - GROUP FUNDING USES ACROSS FUNDS - -**

FUND TYPES -

Capital Projects	\$ 13,637,125	\$ 6,652,028	\$ 9,962,872	\$ 6,773,276
TOTAL - ALL FUND TYPES	<u>\$ 13,637,125</u>	<u>\$ 6,652,028</u>	<u>\$ 9,962,872</u>	<u>\$ 6,773,276</u>

**- - GROUP FUNDING SOURCES & USES TOTALS - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 57,657	\$ 74,972	\$ 418,137	\$ 300,906
Intergovernmental	4,191,981	3,282,505	2,843,562	200,000
Interest & Rents	116,284	79,226	64,731	20,205
Other	435,650	114,250	4,072,353	99,000
Transfers In	5,250,992	3,286,377	4,492,230	3,070,388
TOTAL SOURCES	<u>\$ 10,052,564</u>	<u>\$ 6,837,330</u>	<u>\$ 11,891,013</u>	<u>\$ 3,690,499</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 12,390	\$ 11,420	\$ 8,151	\$ 8,000
Other Current Expenditures -				
* Contractual Items	54,085	55,687	56,977	52,000
Capital Outlay	12,973,467	5,937,787	9,897,744	6,713,276
Transfers Out	597,183	647,134	- 0 -	- 0 -
TOTAL USES	<u>\$ 13,637,125</u>	<u>\$ 6,652,028</u>	<u>\$ 9,962,872</u>	<u>\$ 6,773,276</u>

**- - GROUP STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 12,390	\$ 11,420	\$ 8,151	\$ 8,000
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Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## CAPITAL PROJECTS SERVICES GROUP

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### Municipal Improvements Cash Control Fund

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#### 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 2009

- \* 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; Fire Department; Cultural Activities and Miscellaneous project section of the Municipal Capital Projects Fund by June 2009.
- \* To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by January 2009.
- \* 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 2009.
- \* To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2009.

**CAPITAL PROJECTS GROUP**

**MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ - 0 -	\$ 16,423	\$ 355,950	\$ 241,607
Intergovernmental	54,435	170,944	1,688,478	- 0 -
Interest & Rents	56,076	66,013	57,000	7,600
Other	84,000	22,420	57,353	99,000
Transfers In	882,294	299,287	1,316,105	849,600
<b>TOTAL SOURCES</b>	<b>\$ 1,076,805</b>	<b>\$ 575,087</b>	<b>\$ 3,474,886</b>	<b>\$ 1,197,807</b>

FUNDING USES -

Capital Outlay	\$ 959,092	\$ 356,608	\$ 4,382,875	\$ 1,215,788
Transfers Out	597,183	153,986	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,556,275</b>	<b>\$ 510,594</b>	<b>\$ 4,382,875</b>	<b>\$ 1,215,788</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (479,470)	\$ 64,493	\$ (907,989)	\$ (17,981)
ENDING BALANCE -				
Designated / Reserved	\$ 1,156,159	\$ 1,302,903	\$ 500,288	\$ - 0 -
Undesignated / Unreserved	118,159	35,908	(69,466)	412,841
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,274,318</b>	<b>\$ 1,338,811</b>	<b>\$ 430,822</b>	<b>\$ 412,841</b>

**- - STAFFING - -**

Positions: Not Applicable

## MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress  
 Appropriations for New Projects  
 For Fiscal Year July 1, 2008 - June 30, 2009

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2008	New Appropriations FY-2009	Combined Carryover and New Appropriations FY-2009
<u>Parks &amp; Recreation</u>			
Window on the Waterfront Improvements	87,182	60,000	147,182
Kollen Park Playground Drainage	30,000		30,000
Kollen Park North Parking Lot/Walkways (Boatwerks)		170,000	170,000
Bouws Pool Renovation	25,000		25,000
Ice Skating Facility Preliminary Design	9,980		9,980
<u>Leisure Facilities</u>			
Civic Center - Preliminary Design	34,228		34,228
Stadium Press Box Repair		15,000	15,000
Softball Scoreboards Matt Urban Complex	12,000		12,000
<u>Cultural Activities</u>			
Museum Roof		93,000	93,000
<u>Cemeteries (Funded by Perpetual Care Fund Transfer)</u>			
Automated Irrigation System (Replacement)		55,000	55,000
Asphalt Two Sections of Graafschap Cemetery		6,000	6,000
<u>Streets, Parking, and Pedestrian Walkways</u>			
16th Street Irrigation Repair - Phase I	30,000		30,000
Alley Improvements	7,610		7,610
City-Wide Tree Planting Program - 40th Street, Washington to Graafschap	15,000		15,000
Tree Planting Undesignated	15,000		15,000
Sidewalks Near Western Machine Tool Works	94,000		94,000
<u>Public Safety</u>			
Fire Protection Gear		25,000	25,000
<u>Streets, Parking, and Pedestrian Walkways</u>			
Sustainability		25,000	25,000
<u>Central Neighborhood Improvements</u>			
Ourstreet		100,000	100,000
<u>Neighborhood Commercial</u>			
Neighborhood Commercial Restoration	72,288		72,288
Columbia Arts District Improvement		100,000	100,000
S. Shore Village Parking Lot Acquisition		43,000	43,000
<u>Other</u>			
City Hall Landscaping	18,000		18,000
City Hall Painting (Interior & Exterior)	15,000		15,000
City Hall Humidifier		13,500	13,500
Leaf Disposal Site Improv - Ottawa Avenue	10,000		10,000
Community Wayfinding Signage	25,000		25,000
<b>Total Municipal Capital Projects Recommendation</b>	<b>500,288</b>	<b>705,500</b>	<b>1,205,788</b>

In addition to the \$12,000 indicated for Softball Scoreboards at Matt Urban Complex it is anticipated an additional \$10,000 in Private Contributions will be received for a total combined expenditure of \$22,000.

Kollen Park North Parking Lot/Walkways at Boatwerks project appropriation includes \$74,000 in Private Contributions.

**MUNICIPAL CAPITAL PROJECTS  
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS**

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2009	FY2010	FY2011	FY2012	FY2013
<u>Parks &amp; Recreation</u>					
Window on the Waterfront Improvements					
Water Utilities for Irrigating Landscaping	600	625	650	675	700
Utilities - Lighting (Removed)	(800)	(850)	(900)	(950)	(1,000)
Kollen Park Playground Drainage	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park North Parking Lot/Walkways (Boatwerks)					
Snowplowing	1,200	1,200	1,200	1,300	1,300
Bouws Pool Renovation					
Utilities and Maintenance	(500)	(500)	(500)	(500)	(500)
Ice Skating Facility Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Leisure Facilities</u>					
Civic Center - Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Stadium Press Box Repair	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Softball Scoreboards Matt Urban Complex					
Utilities and Maintenance	200	250	300	350	400
<u>Cultural Activities</u>					
Museum Roof Replacement					
Savings on Maintenance of Former Roof	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<u>Cemeteries (Funded by Perpetual Care Fund Transfer)</u>					
Automated Irrigation System (Replacement)					
Savings on Water Utilities	(1,100)	(2,200)	(2,300)	(2,400)	(2,500)
Maintenance on Electronic System	- 0 -	500	550	600	650
Asphalt Two Sections of Graafschap Cemetery	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Streets, Parking, and Pedestrian Walkways</u>					
16th Street Irrigation Repair - Phase I					
Utilities and Maintenance	(1,100)	(1,300)	(1,500)	(1,700)	(1,900)
Alley Improvements					
Maintenance	- 0 -	500	550	600	650
City-Wide Tree Planting Program -					
40th Street, Washington to Graafschap					
Temporary Help Part-time (Watering 1st Yr)	500	500	- 0 -	- 0 -	- 0 -
Utilities	200	200	- 0 -	- 0 -	- 0 -
Tree Planting Undesignated					
Temporary Help Part-time (Watering 1st Yr)	500	500	- 0 -	- 0 -	- 0 -
Utilities	200	200	- 0 -	- 0 -	- 0 -
Sidewalks Near Western Machine Tool Works					
Sidewalk Snowplowing	- 0 -	300	400	500	600
7th Street Parking Deck - Maintenance/Operations	25,000	30,000	35,000	40,000	45,000
<u>Public Safety</u>					
Fire Protection Gear	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Streets, Parking, and Pedestrian Walkways</u>					
Sustainability	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Central Neighborhood Improvements</u>					
Ourstreet - Assistance Program *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Neighborhood Commercial</u>					
Neighborhood Commercial Restoration *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Columbia Arts District Improvement					
Water Utilities for Irrigating Landscaping	400	450	500	550	600
S. Shore Village Parking Lot Acquisition					
Snowplowing	600	650	700	750	800
<u>Other</u>					
City Hall Landscaping					
Utilities and Maintenance	- 0 -	100	105	110	120
City Hall Painting (Interior & Exterior)	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Humidifier					
Utilities and Maintenance	500	550	600	650	700
Leaf Disposal Site Improv - Ottawa Avenue	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage					
Maintenance	- 0 -	400	500	600	700
<b>Total</b>	<b>24,400</b>	<b>30,075</b>	<b>33,855</b>	<b>39,135</b>	<b>44,320</b>

**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.

**CAPITAL PROJECTS GROUP**

**7TH STREET PARKING DECK CAPITAL PROJECT FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ -0-	\$ -0-	\$ 5,000	\$ 11,000
Other	-0-	-0-	4,015,000	-0-
Transfers In	-0-	-0-	-0-	300,000
<b>TOTAL SOURCES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 4,020,000</b>	<b>\$ 311,000</b>

FUNDING USES -

Capital Outlay	\$ -0-	\$ -0-	\$ 1,000,000	\$ 3,331,000
Transfers Out	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 1,000,000</b>	<b>\$ 3,331,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ -0-	\$ -0-	\$ 3,020,000	\$ (3,020,000)
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ 3,020,000	\$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 3,020,000</b>	<b>\$ -0-</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## CAPITAL PROJECTS SERVICES GROUP

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### Street Improvements Capital Projects Fund

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#### 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 2009 FOR ENGINEERING OFFICE

- \* To plan, design and construct the following street, and storm drainage improvement projects:
  - Country Club Road, 8<sup>th</sup> to 16<sup>th</sup> Streets (road and street construction)
  - 12<sup>th</sup> Street, Pine to Fairbanks (road and street construction)
  - College Ave., Graves Place to 14<sup>th</sup> St. (road and street construction)
  - 7<sup>th</sup> Street Curb Relocation, College to River (road and street construction)
  - North of 8<sup>th</sup> St., along West Side US-31 (drains)
  - 7<sup>th</sup> & 9<sup>th</sup> at Columbia (Traffic Signals)
  
- \* Conduct the Annual Street Resurfacing program for streets identified by staff and City Council. (November 2008)

**CAPITAL PROJECTS GROUP**

**STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	4,137,546	3,111,561	1,155,084	200,000
Interest & Rents	57,173	9,714	- 0 -	- 0 -
Other	351,650	86,504	- 0 -	- 0 -
Transfers In	4,368,698	2,987,090	3,176,125	1,920,788
<b>TOTAL SOURCES</b>	<b>\$ 8,915,067</b>	<b>\$ 6,194,869</b>	<b>\$ 4,331,209</b>	<b>\$ 2,120,788</b>

FUNDING USES -

Capital Outlay	\$ 12,008,216	\$ 5,570,527	\$ 4,511,604	\$ 2,120,788
Transfers Out	- 0 -	493,148	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 12,008,216</b>	<b>\$ 6,063,675</b>	<b>\$ 4,511,604</b>	<b>\$ 2,120,788</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (3,093,149)	\$ 131,194	\$ (180,395)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ 225,215	\$ 356,409	\$ 176,014	\$ 176,014
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 225,215</b>	<b>\$ 356,409</b>	<b>\$ 176,014</b>	<b>\$ 176,014</b>

**- - 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 FY07 & FY08 the Relocate Cleveland East, 16th to 13th, Project is not included above (City, BPW or MDOT shar it is included in the Municipal Capital Projects.

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2007 - June 30, 2008

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2007 Resurfacing Program (2 yrs)	159,511		102,350	498,895	760,756
M40, I196 South to City Limit 4R95 (MDOT Open)	17,689		17,615	7,514	42,818
River Ave, 15th to Bridge 4R96 (most recent estimates)				2,779	2,779
40th St, East of Waverly 4RA1			214,194	187,609	401,803
32nd Street, Old Orchard to Lincoln (Advance Constr.) (less \$28,243 City Share FY07)	175,922		55,000	55,000	285,922
Funding:					
City Share	314,165				
BPW Share	39,000				
Federal (Cash 10/1/08)	272,000				
Jobs Michigan	68,000				
Total Project Cost	693,165				
8th Street, Ferris to Country Club 4R91 (Advance Construct) (City Share FY06/07 = \$24,892 + FY08 = \$161,012 = Total \$185,904)				161,012	161,012
Special Assessments	132,620				
Jobs Today	160,000				
Fed STP-U MACC 10/1/07 Funds	640,000				
BPW Share	543,669				
City Share	185,904				
Total Project Cost Incl. Eng.	1,662,193				
Relocate Cleveland East, 16th to 13th, & Kollen Park Dr Railroad Xng & Relocation 4M79					
City Share	760,000			760,000	760,000
MDOT/Fed RR Closing Incentive	57,500				
MDOT Railroad Xng (Reallocated 4F)	75,000				
MDOT/CSX Railroad Phase II	200,000				
BPW	60,000				
Total Project Cost	1,152,500				
(City Share of 760,000 is included in the Municipal Capital Improv. Fund Summary)					
Neighborhood Commercial Infrastructure 4RA2 (zeroed out)				0	0
Central Commercial Restoration 4RA3 (zeroed out)				0	0
Western Gateway, Maple-Washington 4MAG Irrigation/Trees	19,836				19,836
Fairbanks Ave, 8th to 16th, 4R69 (MDOT Open, \$3,591 actual FY08 to date)	4,663				4,663
Pine Avenue, 7th to Bridge, 4R83 (irrigation) \$1,204,174 spent FY03-FY07	14,301				14,301
8th/Fairbanks Roundabout, 4R84 Admin/Legal	168				168

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2007 - June 30, 2008

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction (continued):</u></b>					
Railroad Crossing Closings 11th/12th/17th, 4R86 \$13,549 spent FY04-FY07 \$136,451 State Grant Funds Remaining for FY08					0
8th Street, Pine to River w/Snowmelt, 4R88 Lighting/Communication \$373,318 spent FY04-FY07	9,645				9,645
Country Club Rd, 8th-16th, 4R89 Engineering (less FY07 \$15,973 City Share, \$5,908 BPW Share) City Share 97,187 BPW 23,407 Total Project Cost <u>120,594</u>				81,214	81,214
In House Payroll, Legal/Admin (less FY07 of \$1,469) Estimated City Share of April-June 2008 Construction				9,531 378,000	9,531 378,000
Washington Ave, Matt Urban to 32nd, 4R93 \$176,014 MDOT Turnback funds available including interest earned, Allegan County portion					0
8th St Pedestrian Island/Walkway, 4RA4	12,000				12,000
12th St, Pine to Fairbanks, 4RA5 (Prelim Engineering) In-House Labor, actuals to date Estimated City Share of May-June 2008 Construction				51,520 3,169 100,000	51,520 3,169 100,000
Central Ave, 10th to State, 4RA6 In-House Labor Estimate				200	200
<b><u>Drains:</u></b>					
23rd Street, Central to State 4D18 (\$99,000 budget less \$945 actual FY07)				98,055	98,055
Azalea Storm Outlet 4D19 (based on estimates, \$1,383 In House Labor To Date)				35,000	35,000
MapleAve Drain, 12th to 24th 4D20 (In House Labor Estimate)				500	500
Federal/State Stormwater Regulation Implementation (MACC) 4D17				31,000	31,000
<b><u>Traffic Signals:</u></b>					
8th/Pine 4T18	8,832				8,832
7th/Pine/RR Connect 4T21				16,200	16,200
7th/9th @ Columbia 4T22 (Engineering Only)				35,803	35,803
<b><u>Bridges:</u></b>					
River Avenue Bridge 4B04 (security cameras)	25,000				25,000
East Pedestrian Bridge 4B05 (MDOT Open)	1,504				1,504
<b>Total</b>	<b>449,071</b>	<b>0</b>	<b>389,159</b>	<b>2,513,001</b>	<b>3,351,231</b>
Potential Resurfacing Incl. 32nd St. - To Cover Federal Funds Delay On Into FY2009				340,000	340,000

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2008 Resurfacing Program	170,000		60,000	270,000	500,000
Country Club Road, 8th to 16th, 4R89				889,788	889,788
Estimated City Share of April-June 2008 Construction (see FY08) (In addition see City Share Engineering/In House Labor FY07,FY08)				(378,000)	(378,000)
Special Assessments	76,900				
BPW Share	388,016				
City Share	997,975				
Total Project Cost	1,462,891				
12th Street, Pine to Fairbanks 4RA5				700,000	700,000
Estimated City Share of May-June 2008 Construction (see FY08) (In addition see City Share FY08 Prelim Eng. \$51,520, In-House Labor \$3,169)				(100,000)	(100,000)
City Share	700,000				
BPW	1,000,000				
Total Project Cost	1,700,000				
College Ave, Graves Place to 14th St (May be bid together with 12th Street Project above)				100,000	100,000
City Share	100,000				
BPW	100,000				
Total Project Cost	200,000				
7th Street Curb Relocation, College to River	25,000				25,000
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				32,000	32,000
North of 8th Street, along West Side US-31 (64.4% of OCRC Project)	102,000				102,000
<b><u>Traffic Signals:</u></b>					
7th & 9th at Columbia 4T22 (In addition see \$35,803 Engineering FY08)				50,000	50,000
City Share	50,000				
Federal FY08 Funding	200,000				
Total Project Cost	250,000				
<b>Total</b>	297,000	0	60,000	1,563,788	1,920,788

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2009 Resurfacing Program	180,000		65,000	255,000	500,000
Columbia Reconstruction/Streetscape from 16th to 22nd				100,000	100,000
Special Assessments	100,000				
City Share	100,000				
Total Project Cost	200,000				
Central Avenue, 10th to State (major)				810,900	810,900
8th / Fairbanks Roundabout	315,000			685,000	1,000,000
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				33,000	33,000
Maple Avenue, 12th to 24th (City Share Only, BPW Costs yet unknown)				764,250	764,250
<b>Total</b>	495,000	0	65,000	2,648,150	3,208,150

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2010 Resurfacing Program	190,000		70,000	255,000	515,000
Matt Urban Drive, Washington Ave to West City Limit			221,000		221,000
Special Assessments	136,000				
Federal*	708,000				
City Share (major street)	221,000				
Total Project Cost	1,065,000				
* Note: Matt Urban is approved for federal funding in the FY2010 TIP (10/1/09-9/30/10).					
18th Street, Cleveland to River				1,044,300	1,044,300
City Share	1,044,300				
BPW	850,000				
Total Project Cost	1,894,300				
M-40 Frontage Road			350,000		350,000
Land Acquisition-City	200,000				
Construction-Federal	320,000				
Construction-City	80,000				
Engineering-City	70,000				
	670,000				
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				34,000	34,000
Ottawa Avenue Drain Impr., 24th to 32nd				255,000	255,000
Construction	250,000				
In House Engineering	5,000				
	255,000				
<b>Total</b>	190,000	0	641,000	1,588,300	2,419,300

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2011 Resurfacing Program	190,000		70,000	255,000	515,000
40th Street, Washington to Lincoln (City Share only)			1,155,000		1,155,000
19th Street, Cleveland to River BPW	880,000			968,000	968,000
City Share	968,000				
Total Project Cost	1,848,000				
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				35,000	35,000
<b>Total</b>	190,000	0	1,225,000	1,258,000	2,673,000

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2012 - June 30, 2013

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2012 Resurfacing Program	190,000		70,000	255,000	515,000
Lincoln, 16th to 24th				458,000	458,000
Special Assessments	100,000				
City Share	458,000				
BPW	500,000				
Federal-MACC*	1,731,000				
Total Project Cost	2,789,000				
* Note: Lincoln Ave. has not been approved for any federal funding as of yet. We have been encouraged by the MACC to apply for inclusion in the FY2012 TIP (10/1/11-9/30/12), but this document has not yet been prepared.					
South Washington, 32nd to Matt Urban			674,000		674,000
(Less \$176,000 MDOT Turnback funds on hand)					
Construction	800,000				
Engineering	50,000				
	850,000				
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				36,000	36,000
<b>Total</b>	190,000	0	744,000	749,000	1,683,000

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2013 - June 30, 2014

Prepared 04/02/08

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<b><u>Road and Street Construction:</u></b>					
Summer 2013 Resurfacing Program	190,000		70,000	255,000	515,000
Hope Avenue, 8th to 16th (Local Street) Construction	700,000			775,000	775,000
Engineering	75,000				
	775,000				
 <b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC)				37,000	37,000
 <b>Total</b>	190,000	0	70,000	1,067,000	1,327,000

Note: Upcoming FY2015 is 40th Street Ditch Enclosure, Industrial to Waverly \$500,000.

# INTRODUCTION TO DEPARTMENT

## CAPITAL PROJECTS SERVICES GROUP

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### Sidewalk Improvements Capital Projects Fund

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#### FUND MISSION STATEMENT

To provide a City-wide sidewalk network that will enable citizens to walk safely to schools, parks, neighbors, neighborhood shopping and service areas, and to employment.

#### ACTION PLAN FOR FISCAL YEAR 2009

- \* To continue the annual sidewalk repair program in a selected area of the City by October 2008.
- \* To develop plans for sidewalk construction to support 2008 and 2009 street construction projects. (On-going)
- \* To work with the Downtown Development Authority to develop a strategy for systematic repairs to the downtown brick sidewalks. (March 2009)
- \* To review the condition of the remaining asphalt walkways and determine which areas are to be repaired and which should be replaced with concrete. (July 2008)
- \* To complete the sidewalk stretch along the north side of 8<sup>th</sup> Street between Orlando and Timberwood. (October 2008)
- \* To review the City's sidewalk network and determine whether there are gaps that need attention over the next several years. (February 2009)
- \* To develop a sidewalk adjacent to Kollen Park and the Boatwerks Restaurant. (August 2008)

**CAPITAL PROJECTS GROUP**

**SIDEWALK IMPROVEMENTS FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 57,657	\$ 58,549	\$ 62,187	\$ 59,299
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	3,035	3,499	2,731	1,605
Other	- 0 -	5,326	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 60,692</b>	<b>\$ 67,374</b>	<b>\$ 64,918</b>	<b>\$ 60,904</b>

FUNDING USES -

SIDEWALKS - REPAIRS

Personnel Services -

\* Salaries & Wages - Working \$ 12,390 \$ 11,420 \$ 8,151 \$ 8,000

Other Current Expenditures -

\* Contractual 54,085 55,687 56,977 52,000

SIDEWALKS - ASPHALT WALKS

Capital Outlay - 0 - - 0 - - 0 - 20,000

SIDEWALKS - STREETSCAPE

Capital Outlay - 0 - - 0 - 3,265 10,000

SIDEWALKS - INDUSTRIAL/COMMERCIAL

Capital Outlay - 0 - 10,652 - 0 - - 0 -

SIDEWALKS - FILL-IN-THE-GAP

Capital Outlay 6,159 - 0 - - 0 - - 0 -

SIDEWALKS - NEIGHBORHOODS

Capital Outlay - 0 - - 0 - - 0 - 15,700

**TOTAL USES \$ 72,634 \$ 77,759 \$ 68,393 \$ 105,700**

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (11,942)	\$ (10,385)	\$ (3,475)	\$ (44,796)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	58,727	48,342	44,867	71
<b>TOTAL FUND EQUITY</b>	<b>\$ 58,727</b>	<b>\$ 48,342</b>	<b>\$ 44,867</b>	<b>\$ 71</b>

**- - STAFFING - -**

Positions: Not Applicable

## SIDEWALK CAPITAL PROJECTS LISTING

FY-2006 Actual / FY-2007 Actual / FY-2008 Estimated / FY-2009 Budget

Project and Financing Mechanisms	Actual FY-2006	Actual FY-2007	Final Revised Estimate FY-2008	Approved Budget FY-2009
<u>Sidewalk Repair Program</u>	66,475	67,107	65,128	60,000
- Property Taxation and Investment Income				
<u>Asphalt Walk Repair</u>	0	0	0	20,000
- Property Taxation and Investment Income				
<u>Streetscape Sidewalk Improvements</u>	0	0	3,265	10,000
- Property Taxation and Investment Income				
- Transfer from General Fd				
<u>Waverly Rd, Chicago Dr to 8th St</u>	0	0	0	0
- Property Taxation and Investment Income				
<u>Fill-in-the-Gaps</u>	6,159	0	0	0
- Special Assessments and Investment Income				
<u>Uniform Color</u>	0	10,652	0	0
- Property Taxation, Investment Income and Private Contribution				
<u>Project Areas To Be Identified</u>	0	0	0	15,700
- Property Taxation and Investment Income				
<u>Totals</u>	72,634	77,759	68,393	105,700

BUILDING AUTHORITY CAPITAL PROJECTS  
FIVE-YEAR PROJECTION SUMMARY

FY2009 Budgeted	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
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NO PROJECTED BUILDING AUTHORITY CAPITAL PROJECTS AT THIS TIME

Financing Sources:

None	-0-	-0-	-0-	-0-	-0-
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Financing Applications:

None	-0-	-0-	-0-	-0-	-0-
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**MUNICIPAL CAPITAL PROJECTS**  
**FIVE-YEAR PROJECTION SUMMARY**  
**OF PROJECTS WITH TOTAL ESTIMATED COST**  
**PER INDIVIDUAL PROJECT LESS THAN \$1,000,000**

	FY2009 Budgeted	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
<b>CEMETERY PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfers-In from Cemetery Perpetual Care Fund	61,000	55,000	55,000	55,000	55,000
<u>Financing Applications -</u>					
Irrigation System Improvements & Asphalting	61,000	55,000	55,000	55,000	55,000

**COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:**

<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	100,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Ourstreet - Residential Assistance	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	100,000	- 0 -	- 0 -	- 0 -	- 0 -

**LEISURE & CULTURAL SERVICES PROJECTS:**

<u>Financing Sources -</u>					
Private Donations - Boatwerks	74,000	- 0 -	- 0 -	- 0 -	- 0 -
Matt Urban Scoreboard Advertising Revenues	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	556,390	650,000	750,000	- 0 -	530,000
	640,390	650,000	750,000	- 0 -	530,000
<u>Financing Applications -</u>					
Bouws Pool Improvements	25,000	200,000	200,000	- 0 -	- 0 -
Civic Center Study of Re-Development and/or Renovation	34,228	- 0 -	- 0 -	- 0 -	- 0 -
Ice Skating Facility	9,980	200,000	550,000	- 0 -	- 0 -
Kollen Park Playground Drainage	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park North Parking Lot/Walkways (Boatwerks)	170,000	- 0 -	- 0 -	- 0 -	- 0 -
Sidewalks Near Western Machine Toolworks	94,000	- 0 -	- 0 -	- 0 -	- 0 -
Municipal Stadium Renovations	- 0 -	- 0 -	- 0 -	- 0 -	530,000
Softball Scoreboards Matt Urban Complex	22,000	- 0 -	- 0 -	- 0 -	- 0 -
Smallenburg Park Skateboard Facility	- 0 -	250,000	- 0 -	- 0 -	- 0 -
Stadium Press Box Repair	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Museum Roof	93,000	- 0 -	- 0 -	- 0 -	- 0 -
Window-On-Waterfront Improvements	147,182	- 0 -	- 0 -	- 0 -	- 0 -
	640,390	650,000	750,000	- 0 -	530,000

**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.

**MUNICIPAL CAPITAL PROJECTS**  
**FIVE-YEAR PROJECTION SUMMARY**  
**OF PROJECTS WITH TOTAL ESTIMATED COST**  
**PER INDIVIDUAL PROJECT LESS THAN \$1,000,000**

	FY2009	FY2010	FY2011	FY2012	FY2013
	<u>Budgeted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
<b>PUBLIC SAFETY PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	25,000	- 0 -	- 0 -	550,000	550,000
<u>Financing Applications -</u>					
Fire Protection Gear	25,000	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Station Renovations	- 0 -	- 0 -	- 0 -	550,000	550,000
	<u>25,000</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>550,000</u>	<u>550,000</u>
<b>TRANSPORTATION SERVICES PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	92,610	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
16th Street Irrigation Repair - Phase I	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Alley Improvements	7,610	- 0 -	- 0 -	- 0 -	- 0 -
Sustainability	25,000	- 0 -	- 0 -	- 0 -	- 0 -
City Wide Tree Planting	30,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>92,610</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
<b>OTHER PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	296,788	50,000	65,000	-	-
	<u>296,788</u>	<u>50,000</u>	<u>65,000</u>	<u>- 0 -</u>	<u>- 0 -</u>
<u>Financing Applications -</u>					
Neighborhood Commercial Restoration / Improvements	72,288	50,000	65,000	- 0 -	- 0 -
City Hall Landscaping	18,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Painting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Humidifier	13,500	- 0 -	- 0 -	- 0 -	- 0 -
Columbia Arts District Improvement	100,000	- 0 -	- 0 -	- 0 -	- 0 -
South Shore Village Parking Lot Acquisition	43,000	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage	25,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>296,788</u>	<u>50,000</u>	<u>65,000</u>	<u>- 0 -</u>	<u>- 0 -</u>
<b>SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN \$1,000,000 ESTIMATED TOTAL COST</b>					
<u>All Financing Sources</u>	<u>1,215,788</u>	<u>755,000</u>	<u>870,000</u>	<u>605,000</u>	<u>1,135,000</u>
<u>All Financing Applications</u>	<u>1,215,788</u>	<u>755,000</u>	<u>870,000</u>	<u>605,000</u>	<u>1,135,000</u>

**ADDITIONAL COMMENT:**

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

**MUNICIPAL CAPITAL PROJECTS**  
**FIVE-YEAR PROJECTION SUMMARY**  
**OF PROJECTS WITH TOTAL ESTIMATED COST**  
**PER INDIVIDUAL PROJECT EXCEEDING \$1,000,000**

	FY2009	FY2010	FY2011	FY2012	FY2013
	Projected	Projected	Projected	Projected	Projected

**MULTIPLE PROJECTS**

**FINANCING SOURCES:**

Grants -

- from Michigan Trust Fund (Phases IV Development)	- 0 -	187,500	187,500	- 0 -	- 0 -
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Other -

- Act 34 Bond Proceeds (Carried Over in Reserves)	3,020,000	- 0 -	- 0 -	- 0 -	- 0 -
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- Investment Income	11,000	- 0 -	- 0 -	- 0 -	- 0 -
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Private Sector Contributions -

- from Holland Community Foundation and Other Sources	- 0 -	350,000	350,000	- 0 -	- 0 -
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Transfers from Other City of Holland Funds -

- from BPW Utility Fund	300,000	- 0 -	- 0 -	- 0 -	- 0 -
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- from Municipal Capital Improvements Cash Control Fund	- 0 -	245,500	245,500	- 0 -	- 0 -
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<u>Total Sources</u>	<u>3,331,000</u>	<u>783,000</u>	<u>783,000</u>	<u>- 0 -</u>	<u>- 0 -</u>
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**FINANCING APPLICATIONS:**

7th Street Parking Deck with Streetscape -

- Designing / Surveying / Testing / Constr. Management	100,000	- 0 -	- 0 -	- 0 -	- 0 -
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- Snowmelt	300,000	- 0 -	- 0 -	- 0 -	- 0 -
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- Construction / Contingencies	2,931,000	- 0 -	- 0 -	- 0 -	- 0 -
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Kollen Park Phase IV: Center Park Area / Pier -

- Designing / Surveying / Testing / Constr. Management	- 0 -	30,000	30,000	- 0 -	- 0 -
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- Construction / Contingencies	- 0 -	375,000	375,000	- 0 -	- 0 -
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Kollen Park Phase V: Pavilion -

- Designing / Surveying / Testing / Constr. Management	- 0 -	28,000	28,000	- 0 -	- 0 -
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- Construction / Contingencies	- 0 -	350,000	350,000	- 0 -	- 0 -
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<u>Total Applications</u>	<u>3,331,000</u>	<u>783,000</u>	<u>783,000</u>	<u>- 0 -</u>	<u>- 0 -</u>
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**ADDITIONAL COMMENT:**

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Printed. 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**

	FY2009 Budgeted	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
<b><u>FINANCING SOURCES</u></b>					
City of Holland Street Funds					
- M.V.H. Major Street Fund	297,000	495,000	190,000	190,000	190,000
- Allegan Road Tax Shared Revenue Fund	60,000	65,000	641,000	1,225,000	744,000
- Street Improvements Fund	1,563,788	2,648,150	1,588,300	1,258,000	749,000
City of Holland Utility Funds	1,100,000	- 0 -	850,000	880,000	500,000
Special Assessments to Benefitting Properties	76,900	100,000	136,000	- 0 -	100,000
Capital Grants					
- State MDOT and Federal Agencies ( Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC )	200,000	- 0 -	1,028,000	- 0 -	1,731,000
Other Sources	- 0 -	- 0 -	- 0 -	- 0 -	176,000
<b><u>Total Sources</u></b>	<b><u>3,297,688</u></b>	<b><u>3,308,150</u></b>	<b><u>4,433,300</u></b>	<b><u>3,553,000</u></b>	<b><u>4,190,000</u></b>

**FINANCING APPLICATIONS**

Road & Street Projects					
- Resurfacings	500,000	500,000	515,000	515,000	515,000
- New Construction and/or Re-Construction	2,413,688	2,010,900	3,629,300	3,003,000	3,639,000
Traffic Signal Projects	250,000	- 0 -	- 0 -	- 0 -	- 0 -
Drainage System Projects	134,000	797,250	289,000	35,000	36,000
<b><u>Total Applications</u></b>	<b><u>3,297,688</u></b>	<b><u>3,308,150</u></b>	<b><u>4,433,300</u></b>	<b><u>3,553,000</u></b>	<b><u>4,190,000</u></b>

**ADDITIONAL COMMENT:**

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

**SIDEWALK CAPITAL PROJECTS  
FIVE-YEAR PROJECTION SUMMARY**

	<u>FY2009</u> Budgeted	<u>FY2010</u> Projected	<u>FY2011</u> Projected	<u>FY2012</u> Projected	<u>FY2013</u> Projected
<b><u>FINANCING SOURCES</u></b>					
Property Taxes	58,957	60,400	61,900	63,300	64,800
Special Assessments	342	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	1,605	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	44,796	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Sources</u>	<u>105,700</u>	<u>60,400</u>	<u>61,900</u>	<u>63,300</u>	<u>64,800</u>

**FINANCING APPLICATIONS**

Sidewalk Repairs Program	60,000	60,400	61,900	63,300	64,800
Streetscape Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	15,700	- 0 -	- 0 -	- 0 -	- 0 -
Asphalt Walk Repair	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>105,700</u>	<u>60,400</u>	<u>61,900</u>	<u>63,300</u>	<u>64,800</u>

**ADDITIONAL COMMENT:**

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

**MUNICIPAL AIRPORT CAPITAL PROJECTS**

**FIVE-YEAR PROJECTION SUMMARY**

	Budgeted	Projected			
	FY2009	FY2010	FY2011	FY2012	FY2013
<b><u>FINANCING SOURCES</u></b>					
Federal and State Grants:					
* Federal ( F.A.A. )	4,415,600	2,189,750	390,450	1,615,000	1,539,000
* State of Michigan ( M.A.C. )	116,200	57,625	160,275	42,500	40,500
Local Contributions:					
* Private Sector Donations	116,200	57,625	3,468,275	42,500	40,500
<b><u>Total Sources</u></b>	<b><u>4,648,000</u></b>	<b><u>2,305,000</u></b>	<b><u>4,019,000</u></b>	<b><u>1,700,000</u></b>	<b><u>1,620,000</u></b>
<b><u>FINANCING APPLICATIONS</u></b>					
Terminal Facility :					
* Property Acquisition	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	2,305,000	3,608,000	- 0 -	- 0 -
Runways / Taxiways / Aprons:					
* Apron Area - Rehabilitation	1,640,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway/Taxiway - East End					
- Modifications & Improvements	18,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8					
- Property Acquisition for I L S	- 0 -	- 0 -	- 0 -	1,700,000	- 0 -
- Installation of I L S	- 0 -	- 0 -	- 0 -	- 0 -	1,500,000
* Runway 26					
- I L S / M A L S R	1,800,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway - North / South					
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	- 0 -	120,000
South Hanger Area - Rehab Pavements	- 0 -	- 0 -	411,000	- 0 -	- 0 -
Hanger Area - Site Development	240,000	- 0 -	- 0 -	- 0 -	- 0 -
<b><u>Total Applications</u></b>	<b><u>4,648,000</u></b>	<b><u>2,305,000</u></b>	<b><u>4,019,000</u></b>	<b><u>1,700,000</u></b>	<b><u>1,620,000</u></b>

In May 2008 a regional West Michigan Airport Authority millage was approved by voters in the City of Holland, Park Township and the City of Zeeland. Projects in process prior to July 1, 2008 will continue to be accounted for by the City of Holland. Future projects will be accounted for by the separate Authority.

**MUNICIPAL UTILITIES CAPITAL PROJECTS**  
**- ELECTRIC - WATER - WASTEWATER -**  
**FIVE-YEAR PROJECTION SUMMARY**

	FY2009 Budgeted	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected
<b>ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)</b>					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	4,508,173	12,499,338	15,872,593	19,852,358	15,590,353
Financed from Cash Reserves	6,731,527	2,500,662	3,127,407	1,897,642	12,409,647
Bond Issue Proceeds	- 0 -	55,000,000	82,500,000	45,500,000	38,000,000
	<u>11,239,700</u>	<u>70,000,000</u>	<u>101,500,000</u>	<u>67,250,000</u>	<u>66,000,000</u>
<u>Financing Applications:</u>					
Power Resources	7,294,565	65,100,000	94,395,000	62,542,500	52,140,000
Electric Transmission and Distribution & Allocated Admin Projects	3,945,135	4,900,000	7,105,000	4,707,500	13,860,000
	<u>11,239,700</u>	<u>70,000,000</u>	<u>101,500,000</u>	<u>67,250,000</u>	<u>66,000,000</u>

<b>WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)</b>					
<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	195,287	368,924	380,544	377,508	564,331
Financed from Cash Reserves	4,268,788	1,762,113	1,382,458	911,939	744,458
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>4,464,075</u>	<u>2,131,036</u>	<u>1,763,002</u>	<u>1,289,447</u>	<u>1,308,788</u>
<u>Financing Applications:</u>					
Water Plant	1,099,500	831,104	687,571	502,884	510,427
Water Distribuiton & Allocated Admin	3,364,575	1,299,932	1,075,431	786,562	798,361
	<u>4,464,075</u>	<u>2,131,036</u>	<u>1,763,002</u>	<u>1,289,447</u>	<u>1,308,788</u>

<b>WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)</b>					
<u>Financing Sources:</u>					
Wastewater Fund - Net Revenues & Earnings	150,773	467,573	871,115	783,550	830,703
Financed from Cash Reserves	2,739,245	1,532,427	928,885	716,450	10,819,297
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>2,890,018</u>	<u>2,000,000</u>	<u>1,800,000</u>	<u>1,500,000</u>	<u>11,650,000</u>
<u>Financing Applications:</u>					
Wastewater Plant	1,725,000	1,300,000	1,170,000	975,000	9,936,000
Wastewater Collection & Allocated Admin	1,165,018	700,000	630,000	525,000	1,714,000
	<u>2,890,018</u>	<u>2,000,000</u>	<u>1,800,000</u>	<u>1,500,000</u>	<u>11,650,000</u>

**ADDITIONAL COMMENT:**

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

## APPENDIX A

### PERSONNEL

- > FULLTIME EMPLOYEE TRENDS
- > PART TIME EMPLOYEE TRENDS
- > FTE SUMMARY BY DEPARTMENT
- > FTE SUMMARY BY SERVICE GROUP AND FUND
- > PART TIME SUMMARY BY DEPARTMENT
- > PART TIME SUMMARY BY SERVICE GROUP AND FUND
- > FTE DETAIL BY POSITION WITHIN DEPARTMENT

## CITY OF HOLLAND

### Full-Time Employee Trends As Budgeted (Includes Part-Time A) General Fund

	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>
City Council	0.30	0.30	0.30	0.30	0.25	0.25	0.25	0.25	0.25	0.25
City Manager	3.85	2.95	2.95	2.85	2.75	2.75	2.70	2.70	2.70	2.70
Finance	5.75	5.75	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.90
Property Assessing	6.05	6.05	6.05	6.05	6.05	6.05	5.05	5.05	5.05	5.10
City Clerk	4.08	3.88	3.88	3.88	3.88	3.00	3.00	3.25	3.25	2.25
Human Resources	2.35	2.35	2.35	2.35	2.25	2.25	2.25	2.25	2.25	2.25
Procurement (Purchasing)	0.00	0.30	0.30	0.30	0.30	0.40	0.40	0.45	0.45	0.45
Treasurer	2.20	2.20	2.95	2.85	2.85	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	4.25	4.25	4.25	4.15	4.15	4.15	4.15	4.15	4.15
Volunteer Services	1.05	1.05	1.05	1.20	0.25	0.25	0.25	0.25	0.25	0.25
Planning & Zoning	2.70	2.70	3.05	2.90	2.40	3.50	3.50	3.30	3.10	3.20
Police	63.80	63.80	72.00	73.00	72.00	71.50	71.50	71.50	71.50	70.50
Fire	29.00	29.00	29.00	29.00	28.00	28.00	28.00	28.00	28.00	27.00
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	9.80	6.78	6.78	6.78	6.78	6.48	6.16	6.08	5.48	5.38
Construction Inspections	0.00	5.02	5.02	5.12	5.12	5.02	5.02	5.02	4.62	4.62
Streets Division	22.15	22.15	22.15	19.39	20.03	19.73	19.73	19.73	19.81	19.90
Transp. Mgmt & Engineering	0.00	0.00	0.00	2.90	2.90	2.90	2.90	2.90	2.90	3.00
Community Social Services	0.05	0.05	0.05	0.05	0.07	0.07	0.07	0.12	0.05	0.05
Ourstreet/Neighborhood Liaison	2.95	3.00	3.00	3.00	3.00	2.05	2.05	2.05	2.05	2.05
Housing Advisory Commission	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	1.60	1.60	1.80	1.80	2.00	2.00	2.00	1.75	1.75	1.75
Leisure & Cultural Services	1.30	1.30	1.30	1.30	1.30	0.60	0.60	0.60	0.60	0.60
Recreation Programs	4.30	4.30	4.30	4.30	4.30	4.00	4.00	4.00	4.00	4.00
Parks	12.50	12.50	12.50	12.50	11.50	11.40	10.40	10.40	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	1.80	1.80	1.95	1.95	1.95	1.95	1.95	1.95	1.95
8th Street Market	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.15	0.10
Civic Center	2.50	2.50	2.50	2.50	2.50	1.50	1.50	1.50	1.50	1.50
Economic Development	0.00	0.00	0.00	0.35	0.40	0.75	0.75	0.75	0.50	0.55
<b>General Fund Total</b>	<b>214.98</b>	<b>217.03</b>	<b>226.78</b>	<b>228.17</b>	<b>224.28</b>	<b>220.95</b>	<b>218.58</b>	<b>218.40</b>	<b>216.86</b>	<b>214.00</b>

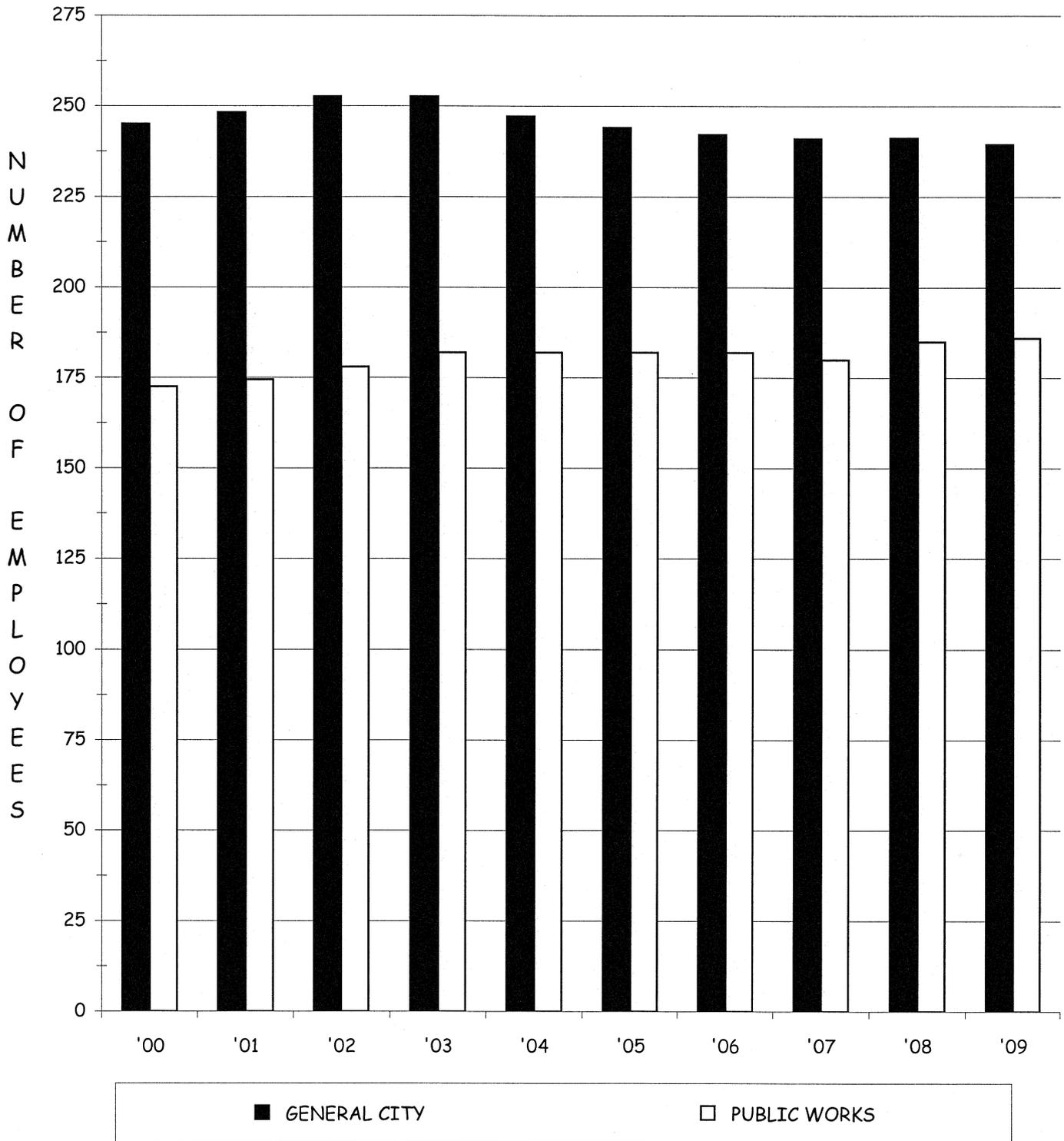
**CITY OF HOLLAND**

Full-Time Employee Trends As Budgeted  
(Includes Part-Time A)  
(Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>
Downtown Public Parking	0.45	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.30	0.30
Downtown Develop. Authority	1.50	1.70	1.70	1.70	1.70	0.80	0.80	0.80	1.00	1.00
Principal Shopping District	0.20	0.20	0.20	0.20	0.20	0.75	0.75	0.75	0.85	0.90
CATV Public Access Television	0.20	0.20	0.20	0.01	0.01	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	0.32	0.10	0.10	0.20
Windmill Island	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Macatawa Area Express (MAX)	2.70	2.60	2.60	2.25	2.43	0.98	0.83	1.58	2.75	2.75
Technology Services	5.00	6.00	6.00	6.00	5.00	5.00	5.00	4.00	4.00	4.00
Strt Equip Operating & Reserve	5.20	5.20	5.20	5.20	3.70	0.00	0.00	0.00	0.00	0.00
City Motor Pool	2.20	2.45	2.45	2.45	3.20	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	8.78	8.93	8.93	8.93	9.95
CDBG Entitlement Grant	1.65	1.65	1.30	1.45	1.38	1.28	1.48	1.93	1.45	1.35
MSHDA Rental Housing Grant	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Public Safety Grants	10.00	10.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Other Funds Total	30.10	31.25	25.90	24.51	22.87	23.10	23.62	22.60	24.39	25.46
General City Total	245.08	248.28	252.68	252.68	247.15	244.05	242.20	241.00	241.25	239.46
Board of Public Works	172.50	174.50	178.00	182.00	182.00	182.00	182.00	180.00	185.00	186.00
Holland Historical Trust	4.00	4.00	4.00	4.00	4.00	4.00	5.00	6.00	6.00	6.00
Grand Total	421.58	426.78	434.68	438.68	433.15	430.05	429.20	427.00	432.25	431.46

# CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

**CITY OF HOLLAND**

**Part-Time Employee Trends As Budgeted  
General Fund**

	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>
City Manager	0.00	0.35	0.55	0.55	0.40	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.00	0.05	0.05	0.00	0.00	0.10	0.05	0.00
Property Assessing	0.05	0.05	0.00	0.05	1.20	0.50	0.50	0.60	0.50	0.50
City Clerk	0.00	0.00	0.10	0.00	0.00	0.30	0.25	0.63	0.55	0.30
Procurement (Purchasing)	0.00	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00
Treasurer	0.50	0.70	0.00	0.25	0.00	0.00	0.05	0.20	0.10	0.00
City Hall & Grounds	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.05
Cemeteries	1.95	1.50	1.15	1.10	0.90	1.30	1.60	1.50	1.60	1.60
Planning & Zoning	0.20	0.45	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.25
Police	7.45	7.15	7.40	6.65	7.05	7.60	8.00	8.55	8.85	8.85
Environmental Health & Insp.	0.50	0.55	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.05
Construction Inspections	0.00	0.20	0.20	0.00	0.05	0.05	0.05	0.05	0.05	0.05
Streets Division	0.20	0.20	0.20	0.00	0.00	0.60	0.15	0.15	0.05	0.05
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.25	0.60	0.55	0.55	0.15	0.10	0.15
Ourstreet/Neighborhood Liaison	0.15	0.15	0.15	0.15	0.15	0.45	0.70	0.70	0.05	0.65
Housing Advisory Commission	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	0.00	0.00	0.00	0.00	0.00	0.20	0.50	0.50	0.50	0.50
Leisure & Cultural Services	0.05	0.00	0.00	0.00	0.05	0.05	0.00	0.00	0.00	0.00
Recreation Programs	0.70	0.75	0.70	0.70	0.70	1.05	1.10	1.05	0.95	0.95
Parks	7.35	8.95	7.55	8.60	9.35	9.40	9.60	10.35	10.35	10.35
Municipal Stadium	0.65	0.65	0.65	0.70	0.70	0.70	0.35	0.35	0.65	0.50
DeGraaf Nature Center	2.20	1.70	1.70	1.70	1.70	1.70	1.70	2.30	2.30	2.30
Kollen Park Boat Launch	0.30	0.35	0.30	0.35	0.35	0.25	0.50	0.35	0.00	0.00
8th Street Market	0.40	0.40	0.40	0.40	0.40	0.65	0.85	0.85	0.85	0.80
Civic Center	1.80	1.85	1.85	1.55	1.55	1.75	2.30	2.00	2.00	2.00
<b>General Fund Total</b>	<b>24.70</b>	<b>26.35</b>	<b>23.70</b>	<b>23.70</b>	<b>25.85</b>	<b>27.60</b>	<b>29.25</b>	<b>30.88</b>	<b>29.95</b>	<b>29.90</b>

**CITY OF HOLLAND**

Part-Time Employee Trends As Budgeted  
(Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<u>FY-00</u>	<u>FY-01</u>	<u>FY-02</u>	<u>FY-03</u>	<u>FY-04</u>	<u>FY-05</u>	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>
Downtown Public Parking	0.10	0.15	0.15	0.15	0.40	0.55	0.55	0.55	0.60	0.65
Downtown Develop. Authority	0.00	0.00	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.25
Principal Shopping District	0.00	0.00	0.00	0.00	0.00	0.30	0.60	0.70	0.70	1.15
Solid Waste Recycling	0.00	0.00	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80
Windmill Island	12.15	11.10	11.45	11.55	12.15	12.85	13.10	11.90	11.75	12.00
Railroad Depot	0.20	0.20	0.25	0.20	0.20	0.20	0.20	0.20	0.00	0.00
Macatawa Area Express (MAX)	0.00	0.00	0.00	0.65	1.15	0.55	1.00	0.50	2.10	2.35
Technology Services	0.55	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strt Equip Operating & Reserve	0.40	0.55	0.40	0.55	0.60	0.00	0.00	0.00	0.00	0.00
City Motor Pool	0.00	0.35	0.20	0.20	0.30	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
IMLS Grant	0.00	0.00	0.00	0.00	0.75	0.90	0.90	1.30	0.00	0.00
Enterprise/Services Total	13.40	12.60	13.15	14.00	16.25	17.30	18.30	17.10	17.10	18.20
General City Total	38.10	38.95	36.85	37.70	42.10	44.90	47.55	47.98	47.05	48.10
Holland Historical Trust	5.83	6.45	5.85	6.35	7.01	7.01	4.39	2.73	2.23	2.23
Grand Total	43.93	45.40	42.70	44.05	49.11	51.91	51.94	50.71	49.28	50.33

**FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)**

**MULTI-YEAR SUMMARY - BY SERVICE GROUP**

SERVICE GROUP	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
Management & Administrative	8.46	8.71	8.71	7.71	1.79%
Fiscal Services	14.30	14.35	14.35	14.30	3.31%
Public Safety	132.50	132.50	132.50	130.50	30.25%
Transportation System & Services	32.39	33.14	34.39	35.60	8.25%
Community & Neighborhood Services	25.40	24.15	22.25	22.35	5.18%
Leisure & Cultural Services	29.15	30.15	31.05	31.00	7.18%
Board of Public Works Utilities	182.00	180.00	185.00	186.00	43.11%
Internal Services Funds	5.00	4.00	4.00	4.00	0.93%
<b>TOTAL</b>	<b>429.20</b>	<b>427.00</b>	<b>432.25</b>	<b>431.46</b>	<b>100.00%</b>

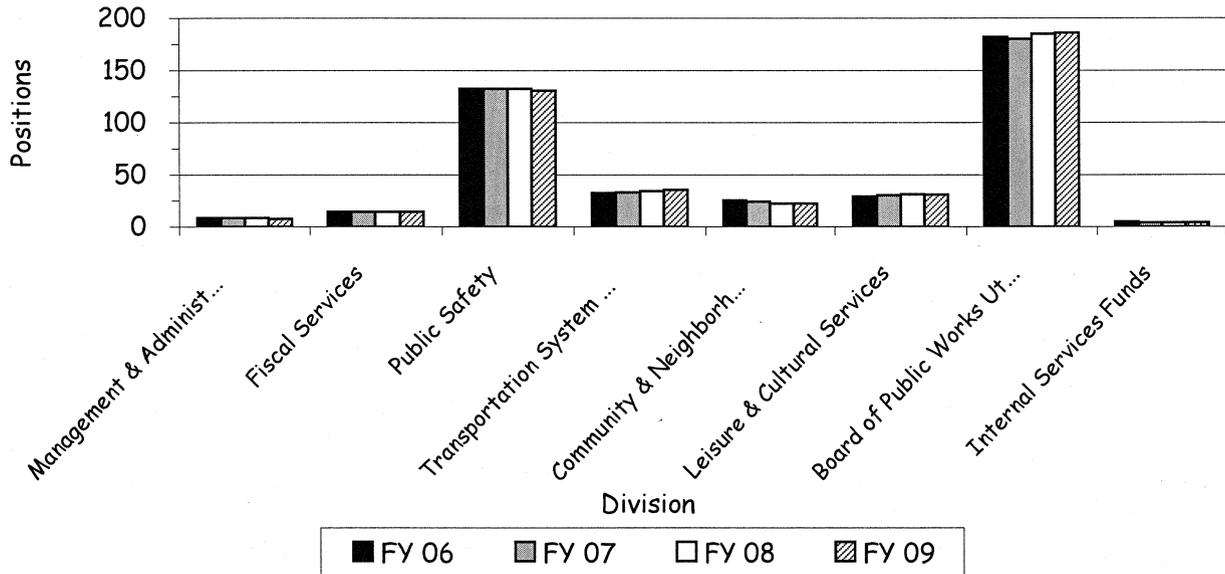
**MULTI-YEAR SUMMARY - BY FUND**

FUND	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
General Operating	218.58	218.40	216.86	214.00	49.60%
Downtown Public Parking	0.50	0.50	0.30	0.30	0.07%
Mainstreet/DDA	0.80	0.80	1.00	1.00	0.23%
Principal Shopping District	0.75	0.75	0.85	0.90	0.21%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.32	0.10	0.10	0.20	0.04%
Windmill Island	1.00	1.00	2.00	2.00	0.46%
Public Bus Transportation (MAX)	0.83	1.58	2.75	2.75	0.64%
Board of Public Works Utilities	182.00	180.00	185.00	186.00	43.11%
Technology Services	5.00	4.00	4.00	4.00	0.93%
Centralized Vehicle / Equipment	8.93	8.93	8.93	9.95	2.31%
CDBG Entitlement Grant	1.48	1.93	1.45	1.35	0.31%
MSHDA Rental Housing Grant	1.00	0.00	0.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	5.00	6.00	6.00	6.00	1.39%
<b>TOTAL</b>	<b>429.20</b>	<b>427.00</b>	<b>432.25</b>	<b>431.46</b>	<b>100.00%</b>

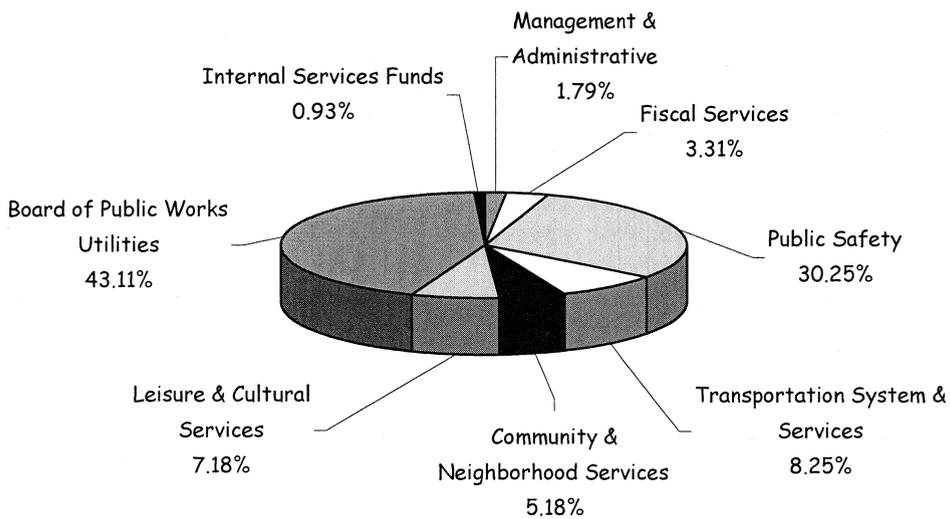
FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION  
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE

FY-06 thru FY-09 Full-Time Positions Summary  
Across All Service Groups



FY-09 Full-Time Positions Percentage Summary  
Across All Service Groups



**PART-TIME POSITIONS - @ Full-Time Equivalency ( FTE )**

**MULTI-YEAR SUMMARY - BY SERVICE GROUP**

SERVICE GROUP	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
Management & Administrative	0.25	0.63	0.55	0.30	0.61%
Fiscal Services	0.55	0.90	0.65	0.50	0.99%
Public Safety	8.00	8.55	8.85	8.85	17.58%
Transportation System & Services	2.90	2.00	3.25	3.55	7.05%
Community & Neighborhood Services	3.85	3.95	3.30	4.40	8.74%
Leisure & Cultural Services	36.39	34.68	32.68	32.73	65.03%
<b>TOTAL</b>	<b>51.94</b>	<b>50.71</b>	<b>49.28</b>	<b>50.33</b>	<b>100.00%</b>

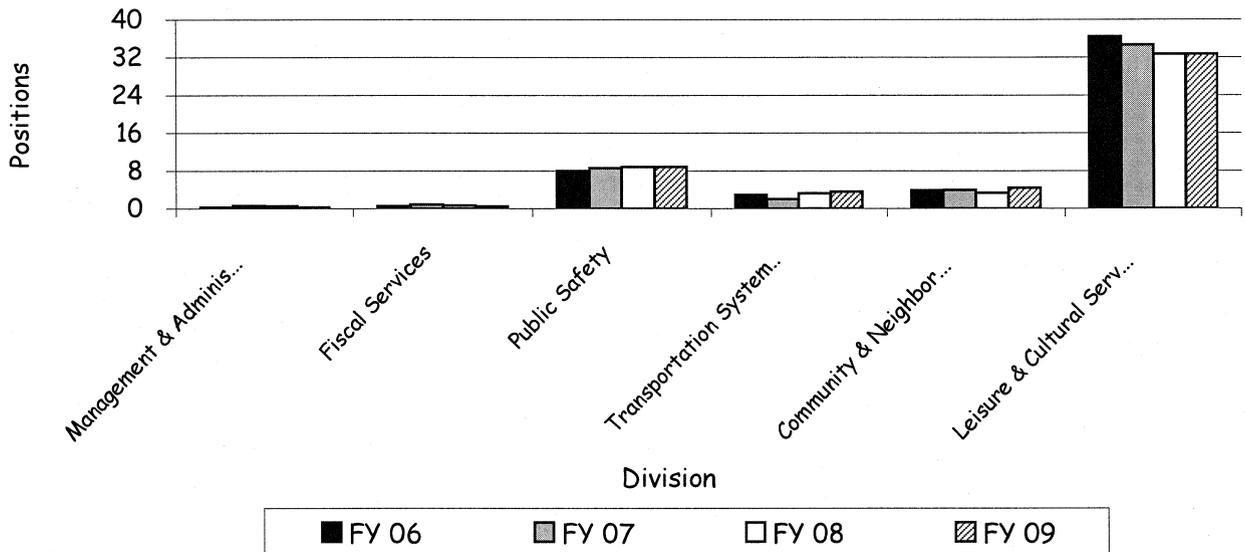
**MULTI-YEAR SUMMARY - BY FUND**

FUND	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
General Operating	29.25	30.88	29.95	29.90	59.40%
Downtown Public Parking	0.55	0.55	0.60	0.65	1.29%
Downtown Development Authority	0.15	0.15	0.15	0.25	0.50%
Downtown Principal Shopping District	0.60	0.70	0.70	1.15	2.28%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.59%
Windmill Island	13.10	11.90	11.75	12.00	23.84%
Railroad Depot	0.20	0.20	0.00	0.00	0.00%
Public Bus Transportation (MAX)	1.00	0.50	2.10	2.35	4.67%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	2.00%
IMLS Grant	0.90	1.30	0.00	0.00	0.00%
Holland Historic Trust	4.39	2.73	2.23	2.23	4.43%
<b>TOTAL</b>	<b>51.94</b>	<b>50.71</b>	<b>49.28</b>	<b>50.33</b>	<b>100.00%</b>

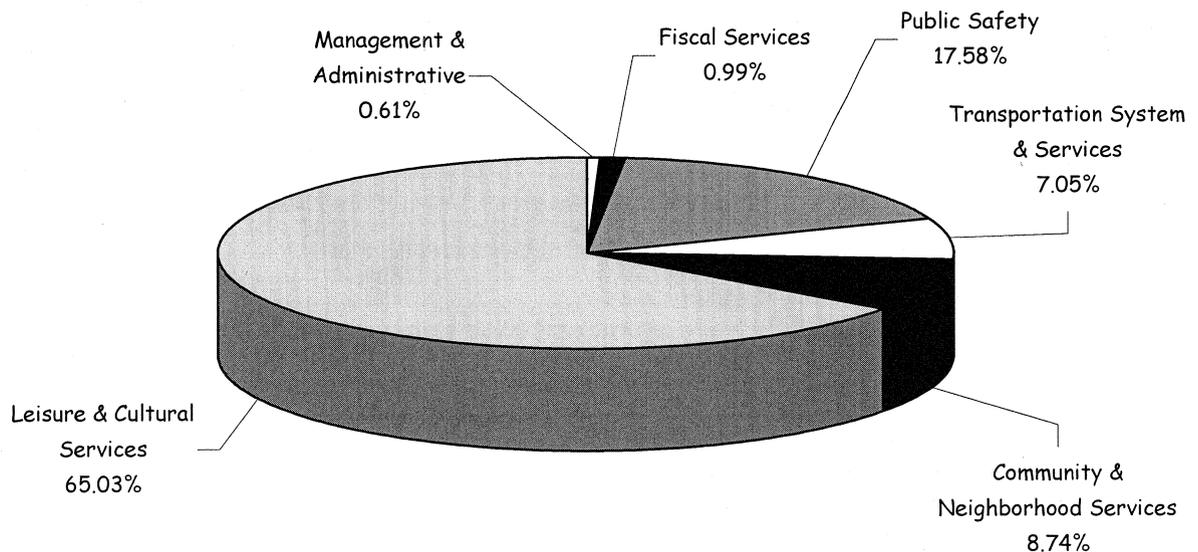
**PART-TIME POSITIONS - @ Full-Time Equivalencies (FTE)**

**CHART PRESENTATION  
TOTAL PART-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE**

**FY-06 thru FY-09 Part-Time Positions Summary  
Across All Service Groups**



**FY-09 Part-Time Positions Percentage Summary  
Across All Service Groups**



**FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)**

**MULTI-YEAR SUMMARY - BY DEPARTMENT**

DEPARTMENT	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
City Council	0.25	0.25	0.25	0.25	0.06%
City Manager	2.70	2.70	2.70	2.70	0.63%
Finance	6.00	6.00	6.00	5.90	1.37%
Property Assessing	5.05	5.05	5.05	5.10	1.18%
City Clerk	3.00	3.25	3.25	2.25	0.52%
Human Resources	2.25	2.25	2.25	2.25	0.52%
Procurement (Purchasing)	0.40	0.45	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	0.96%
Volunteer Services	0.25	0.25	0.25	0.25	0.06%
Planning & Zoning	3.50	3.30	3.10	3.20	0.74%
Police	71.50	71.50	71.50	70.50	16.33%
Fire	58.00	58.00	58.00	57.00	13.21%
Environmental Health & Inspections	6.16	6.08	5.48	5.38	1.25%
Construction Inspections	5.02	5.02	4.62	4.62	1.07%
Streets Division	19.73	19.73	19.81	19.90	4.61%
Transportation Management & Engineering	2.90	2.90	2.90	3.00	0.70%
Community Social Services	0.07	0.12	0.05	0.05	0.01%
Ourstreet / Neighborhood Liaison	2.05	2.05	2.05	2.05	0.48%
Human Relations	2.00	1.75	1.75	1.75	0.41%
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.14%
Recreation Programs	4.00	4.00	4.00	4.00	0.93%
Parks	10.40	10.40	10.40	10.40	2.41%
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	0.25	0.25	0.15	0.10	0.02%
Civic Center	1.50	1.50	1.50	1.50	0.35%
Economic Development	0.75	0.75	0.50	0.55	0.13%
Downtown Public Parking	0.50	0.50	0.30	0.30	0.07%
Downtown Development Authority	0.80	0.80	1.00	1.00	0.23%
Downtown Principal Shopping District	0.75	0.75	0.85	0.90	0.21%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.32	0.10	0.10	0.20	0.04%
Windmill Island	1.00	1.00	2.00	2.00	0.46%
Public Bus Transportation (MAX)	0.83	1.58	2.75	2.75	0.64%
Board of Public Works:					
- Power Supply	46.00	48.00	48.00	45.00	10.42%
- Electric Services & Technology	33.00	30.00	31.00	30.00	6.95%
- Wastewater Treatment	21.00	21.00	20.00	24.00	5.56%
- Water Treatment	10.00	9.00	11.00	10.00	2.32%
- Water Distribution / Wastewater Collection	21.00	21.00	20.00	17.00	3.94%
- Administration & Human Resources	6.00	6.00	6.00	9.00	2.09%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.48%
- Information Technology	7.00	9.00	9.00	10.00	2.32%
- Marketing & Customer Service	11.00	11.00	10.00	11.00	2.55%
- Purchasing, Facilities, Warehousing & Meter:	12.00	10.00	10.00	10.00	2.32%
- Planning	0.00	0.00	5.00	5.00	1.16%
Technology Services	5.00	4.00	4.00	4.00	0.93%
Centralized Vehicle / Equipment	8.93	8.93	8.93	9.95	2.31%
CDBG Entitlement Grant	1.48	1.93	1.45	1.35	0.31%
MSHDA Rental Housing Grant	1.00	0.00	0.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	5.00	6.00	6.00	6.00	1.39%
<b>TOTAL</b>	<b>429.20</b>	<b>427.00</b>	<b>432.25</b>	<b>431.46</b>	<b>100.00%</b>

**PART-TIME POSITIONS - @ Full-time Equivalency (FTE)**

**MULTI-YEAR SUMMARY - BY DEPARTMENT**

DEPARTMENT	POSITIONS			FY 09	
	FY 06	FY 07	FY 08	POSITIONS	PERCENT
Finance	0.00	0.10	0.05	0.00	0.00%
Property Assessing	0.50	0.60	0.50	0.50	0.99%
Clerk	0.25	0.63	0.55	0.30	0.60%
Treasurer	0.05	0.20	0.10	0.00	0.00%
City Hall & Grounds	0.10	0.10	0.10	0.05	0.10%
Cemeteries	1.60	1.50	1.60	1.60	3.18%
Planning & Zoning	0.30	0.30	0.30	0.25	0.50%
Police	8.00	8.55	8.85	8.85	17.58%
Environmental Health & Inspections	0.10	0.10	0.05	0.05	0.10%
Construction Inspections	0.05	0.05	0.05	0.05	0.10%
Streets Division	0.15	0.15	0.05	0.05	0.10%
Transportation Management & Engineering	0.55	0.15	0.10	0.15	0.30%
Ourstreet / Neighborhood Liaison	0.70	0.70	0.05	0.65	1.29%
Human Relations	0.50	0.50	0.50	0.50	0.99%
Recreation Programs	1.10	1.05	0.95	0.95	1.89%
Parks	9.60	10.35	10.35	10.35	20.56%
Municipal Stadium	0.35	0.35	0.65	0.50	0.99%
DeGraaf Nature Center	1.70	2.30	2.30	2.30	4.57%
Kollen Park Boat Launch	0.50	0.35	0.00	0.00	0.00%
8th Street Market	0.85	0.85	0.85	0.80	1.59%
Civic Center	2.30	2.00	2.00	2.00	3.97%
Downtown Public Parking	0.55	0.55	0.60	0.65	1.29%
Downtown Development Authority	0.15	0.15	0.15	0.25	0.50%
Downtown Principal Shopping District	0.60	0.70	0.70	1.15	2.28%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.59%
Windmill Island	13.10	11.90	11.75	12.00	23.84%
Railroad Depot	0.20	0.20	0.00	0.00	0.00%
Public Bus Transportation (MAX)	1.00	0.50	2.10	2.35	4.67%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	2.00%
IMLS Grant	0.90	1.30	0.00	0.00	0.00%
Holland Historic Trust	4.39	2.73	2.23	2.23	4.43%
<b>TOTAL</b>	<b>51.94</b>	<b>50.71</b>	<b>49.28</b>	<b>50.33</b>	<b>100.00%</b>

## MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>CITY COUNCIL</u>				
*** 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
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.45	0.45	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	2.70	2.70	2.70	2.70
<u>CITY CLERK</u>				
*** FULL TIME ***				
City Clerk	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.25	1.25	1.25
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.25	3.25	2.25
*** PART TIME ***				
Clerical Assistant	0.25	0.63	0.55	0.30
Total Full & Part Time FTE	3.25	3.88	3.80	2.55

## MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	FY 06	ACTUAL FY 07	FY 08	APPROVED FY 09
<u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.25	0.25	0.25
<b>Total Full Time</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>
 <u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.25
 <u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.01	0.01	0.01	0.01
 <u>MANAGEMENT &amp; ADMINISTRATIVE SERVICES TOTAL</u>				
Full Time	8.46	8.71	8.71	7.71
Part Time	0.25	0.63	0.55	0.30
Elected Officials	9.00	9.00	9.00	9.00
<b>Total Full &amp; Part Time FTE</b>	<b>17.71</b>	<b>18.34</b>	<b>18.26</b>	<b>17.01</b>

## FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>FINANCE</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.85	0.85	0.85	0.75
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
	6.00	6.00	6.00	5.90
*** PART TIME ***				
Clerical Assistant	0.00	0.10	0.05	0.00
	6.00	6.10	6.05	5.90
<u>TREASURER</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.10	0.10	0.10	0.10
Assistant Finance Officer	0.10	0.10	0.10	0.10
Municipal Accountant I	0.50	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.50	0.50
Account Clerk/Cashier	1.65	1.65	1.65	1.65
	2.85	2.85	2.85	2.85
*** PART TIME ***				
Clerical Assistant	0.05	0.20	0.10	0.00
	2.90	3.05	2.95	2.85

## FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>PROPERTY ASSESSING</u>				
*** FULL TIME ***				
Finance Officer/Assessor	0.05	0.05	0.05	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	1.00	1.00	1.00	1.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser I	1.00	1.00	1.00	1.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	<u>5.05</u>	<u>5.05</u>	<u>5.05</u>	<u>5.10</u>
*** PART TIME ***				
Clerical Assistant	<u>0.50</u>	<u>0.60</u>	<u>0.50</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>5.55</u></u>	<u><u>5.65</u></u>	<u><u>5.55</u></u>	<u><u>5.60</u></u>
<u>PROCUREMENT (PURCHASING)</u>				
*** FULL TIME ***				
Assistant City Manager	0.00	0.05	0.05	0.00
Finance Officer/Assessor	0.00	0.00	0.00	0.05
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.20	0.20
Department Assistant I	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>
Total Full Time	<u>0.40</u>	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>
<u>FISCAL SERVICES TOTAL</u>				
Full Time	14.30	14.35	14.35	14.30
Part Time	<u>0.55</u>	<u>0.90</u>	<u>0.65</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>14.85</u></u>	<u><u>15.25</u></u>	<u><u>15.00</u></u>	<u><u>14.80</u></u>

# PUBLIC SAFETY SERVICES

## POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>POLICE</u>				
*** FULL TIME ***				
Police Chief	1.00	1.00	1.00	1.00
Police Captain	3.00	3.00	3.00	3.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	6.00	6.00	6.00	6.00
Police Officer	41.00	41.00	41.00	40.00
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	0.50	0.50	0.50	0.50
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	<u>71.50</u>	<u>71.50</u>	<u>71.50</u>	<u>70.50</u>
*** PART TIME ***				
Police Cadet	4.75	4.75	4.75	4.75
Police Reserve Officer	1.05	1.05	1.45	1.45
School Crossing Guards	1.30	1.85	1.75	1.75
General Maintenance Worker	0.90	0.90	0.90	0.90
Total Part Time	<u>8.00</u>	<u>8.55</u>	<u>8.85</u>	<u>8.85</u>
Total Full & Part Time FTE	<u>79.50</u>	<u>80.05</u>	<u>80.35</u>	<u>79.35</u>
<u>PUBLIC SAFETY GRANTS</u>				
*** FULL TIME ***				
Police Officer	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Police Division Total				
Full Time	74.50	74.50	74.50	73.50
Part Time	<u>8.00</u>	<u>8.55</u>	<u>8.85</u>	<u>8.85</u>
Total Full & Part Time FTE	<u>82.50</u>	<u>83.05</u>	<u>83.35</u>	<u>82.35</u>

# PUBLIC SAFETY SERVICES

## FIRE DIVISION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>FIRE</u>				
*** FULL TIME ***				
Fire Chief	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	0.00
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
<b>Total Full Time</b>	<b><u>58.00</u></b>	<b><u>58.00</u></b>	<b><u>58.00</u></b>	<b><u>57.00</u></b>
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	132.50	132.50	132.50	130.50
Part Time	8.00	8.55	8.85	8.85
<b>Total Full &amp; Part Time FTE</b>	<b><u>140.50</u></b>	<b><u>141.05</u></b>	<b><u>141.35</u></b>	<b><u>139.35</u></b>

## TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.23	0.23	0.31	0.40
Departmental Assistant II	0.50	0.50	0.50	0.50
Street Superintendent	1.00	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00	3.00
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
<b>Total Full Time</b>	<b>19.73</b>	<b>19.73</b>	<b>19.81</b>	<b>19.90</b>
*** PART TIME ***				
Maintenance	0.15	0.15	0.05	0.05
<b>Total Full &amp; Part Time FTE</b>	<b>19.88</b>	<b>19.88</b>	<b>19.86</b>	<b>19.95</b>
<u>TRANSPORTATION MANAGEMENT &amp; ENGINEERING</u>				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.40	0.40	0.50
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
<b>Total Full Time</b>	<b>2.90</b>	<b>2.90</b>	<b>2.90</b>	<b>3.00</b>
*** PART TIME ***				
Technical Assistant	0.55	0.15	0.10	0.15
<b>Total Full &amp; Part Time FTE</b>	<b>3.45</b>	<b>3.05</b>	<b>3.00</b>	<b>3.15</b>
<u>RAILROAD DEPOT</u>				
*** PART TIME ***				
Police Cadet	0.20	0.20	0.00	0.00

## TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>PUBLIC BUS TRANSPORTATION (MAX)</u>				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.08	0.00	0.00
MAX Coordinator	0.75	0.75	1.00	1.00
Customer Service Rep	0.00	0.00	1.00	1.00
Department Assistant I	0.00	0.75	0.75	0.75
<b>Total Full Time</b>	<b>0.83</b>	<b>1.58</b>	<b>2.75</b>	<b>2.75</b>
*** PART TIME ***				
Clerical Assistant	0.50	0.00	0.00	0.00
Security	0.00	0.00	0.35	0.35
Customer Service Rep	0.00	0.00	1.25	1.50
Marketing Consultant	0.50	0.50	0.50	0.50
<b>Total Part Time</b>	<b>1.00</b>	<b>0.50</b>	<b>2.10</b>	<b>2.35</b>
<b>Total Full &amp; Part Time FTE</b>	<b>1.83</b>	<b>2.08</b>	<b>4.85</b>	<b>5.10</b>
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.08	0.08	0.10
Mtr Pool Supervisor/Purchasing Agt	0.80	0.80	0.80	0.80
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	0.00	0.00	0.00	1.00
Equipment Mechanic II	5.50	5.50	5.50	5.50
Department Assistant	0.55	0.55	0.55	0.55
<b>Total Full Time</b>	<b>8.93</b>	<b>8.93</b>	<b>8.93</b>	<b>9.95</b>
*** PART TIME ***				
Mechanic Assistant	1.00	1.00	1.00	1.00
<b>Total Full &amp; Part Time FTE</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>10.95</b>
<u>TRANSPORTATION SYSTEM &amp; SERVICES TOTAL</u>				
Full Time	32.39	33.14	34.39	35.60
Part Time	2.90	2.00	3.25	3.55
<b>Total Full &amp; Part Time FTE</b>	<b>35.29</b>	<b>35.14</b>	<b>37.64</b>	<b>39.15</b>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>CITY HALL &amp; GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.10	0.10	0.10	0.05
Total Full & Part Time FTE	<u>1.10</u>	<u>1.10</u>	<u>1.10</u>	<u>1.05</u>
 <u>PLANNING &amp; ZONING</u>				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.70	0.70	0.70	0.70
Municipal Planner II	1.00	1.00	1.00	1.00
Com Develop Coord / Municipal Planner II	0.00	0.50	0.40	0.50
Municipal Planner I	0.60	0.00	0.00	0.00
Engineering Assistant	0.80	0.70	0.60	0.60
Clerical Specialist	0.20	0.20	0.20	0.20
Departmental Assistant II	0.20	0.20	0.20	0.20
Total Full Time	<u>3.50</u>	<u>3.30</u>	<u>3.10</u>	<u>3.20</u>
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.25
Total Full & Part Time FTE	<u>3.80</u>	<u>3.60</u>	<u>3.40</u>	<u>3.45</u>
 <u>ENVIRONMENTAL HEALTH &amp; INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.70	0.70	0.70	0.70
Chief Sanitarian	1.00	1.00	1.00	1.00
Building Inspector / Zoning Administrator	0.10	0.10	0.10	0.10
Plumbing & Mechanical Inspector	0.20	0.20	0.20	0.20
Housing Inspector II	0.90	0.90	0.90	0.90
Building / Housing Inspector I	0.60	0.60	0.00	0.00
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	0.40	0.40	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Community Development Planner I	0.48	0.40	0.40	0.30
Total Full Time	<u>6.16</u>	<u>6.08</u>	<u>5.48</u>	<u>5.38</u>
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.05	0.05
Total Full & Part Time FTE	<u>6.26</u>	<u>6.18</u>	<u>5.53</u>	<u>5.43</u>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.30	0.30	0.30	0.30
Electrical Inspector	1.00	1.00	1.00	1.00
Building Inspector/Zoning Administrator	0.90	0.90	0.90	0.90
Plumbing & Mechanical Inspector	0.80	0.80	0.80	0.80
Housing Inspector II	0.10	0.10	0.10	0.10
Building/Housing Inspector I	0.40	0.40	0.00	0.00
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	0.40	0.40	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Account Clerk / Cashier	0.10	0.10	0.10	0.10
<b>Total Full Time</b>	<b>5.02</b>	<b>5.02</b>	<b>4.62</b>	<b>4.62</b>
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.05	0.05
<b>Total Full &amp; Part Time FTE</b>	<b>5.07</b>	<b>5.07</b>	<b>4.67</b>	<b>4.67</b>
<u>COMMUNITY SOCIAL SERVICES ASSISTANCE</u>				
*** FULL TIME ***				
Community Development Supervisor	0.07	0.07	0.00	0.00
Com Develop Coord / Municipal Planner II	0.00	0.05	0.05	0.05
<b>Total Full &amp; Part Time FTE</b>	<b>0.07</b>	<b>0.12</b>	<b>0.05</b>	<b>0.05</b>
<u>OURSTREET / NEIGHBORHOOD LIAISON</u>				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.05	0.05	0.05	0.05
Ourstreet Coordinator	1.00	1.00	1.00	1.00
Neighborhood Liaison Officer	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>	<b>2.05</b>
*** PART TIME ***				
Clerical Assistant	0.55	0.55	0.00	0.50
Graffiti Removal	0.15	0.15	0.05	0.15
<b>Total Part-Time</b>	<b>0.70</b>	<b>0.70</b>	<b>0.05</b>	<b>0.65</b>
<b>Total Full &amp; Part Time FTE</b>	<b>2.75</b>	<b>2.75</b>	<b>2.10</b>	<b>2.70</b>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>FY06</u>	<u>ACTUAL FY 07</u>	<u>FY 08</u>	<u>APPROVED FY 09</u>
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.50	0.50	0.50	0.55
Community Development Supervisor	0.25	0.25	0.00	0.00
Total Full Time	<u>0.75</u>	<u>0.75</u>	<u>0.50</u>	<u>0.55</u>
<u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	0.75	0.75	0.75
Total Full Time	<u>2.00</u>	<u>1.75</u>	<u>1.75</u>	<u>1.75</u>
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.50	0.50
Total Full & Part Time FTE	<u>2.50</u>	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.05	0.05	0.00	0.00
Downtown Development Coordinator	0.40	0.40	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	<u>0.50</u>	<u>0.50</u>	<u>0.30</u>	<u>0.30</u>
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.15	0.20
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.15	0.15	0.20	0.20
Total Part-Time	<u>0.55</u>	<u>0.55</u>	<u>0.60</u>	<u>0.65</u>
Total Full & Part Time FTE	<u>1.05</u>	<u>1.05</u>	<u>0.90</u>	<u>0.95</u>

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.20	0.20	0.25	0.25
Downtown Development Coordinator	0.60	0.60	0.75	0.75
Total Full Time	0.80	0.80	1.00	1.00
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.15	0.25
Total Full & Part Time FTE	0.95	0.95	1.15	1.25
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.75	0.75	0.85	0.90
*** PART TIME ***				
Clerical Assistant	0.30	0.30	0.20	0.15
Event Coordinator	0.00	0.00	0.20	0.70
Intern	0.30	0.40	0.30	0.30
Total Part-Time	0.60	0.70	0.70	1.15
Total Full & Part Time FTE	1.35	1.45	1.55	2.05
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Community Development Planner I	0.32	0.10	0.10	0.20
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.80	0.80	0.80	0.80
Total Full & Part Time FTE	1.12	0.90	0.90	1.00

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>MHSDA RENTAL HOUSING GRANT</u>				
*** FULL TIME ***				
Ourstreet Project Aide	1.00	0.00	0.00	0.00
 <u>CDBG ENTITLEMENT GRANT</u>				
*** FULL TIME ***				
Community Development Supervisor	0.68	0.68	0.00	0.00
Com Develop Coord / Municipal Planner II	0.00	0.45	0.55	0.45
Municipal Planner I	0.40	0.00	0.00	0.00
Engineering Assistant	0.20	0.30	0.40	0.40
Community Development Planner I	0.20	0.50	0.50	0.50
 Total Full Time	 1.48	 1.93	 1.45	 1.35
 <u>COMMUNITY &amp; NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	25.40	24.15	22.25	22.35
Part Time	3.85	3.95	3.30	4.40
 Total Full & Part Time FTE	 29.25	 28.10	 25.55	 26.75

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>LEISURE/CULTURAL SERVICES ADMINISTRATION</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.30	0.30	0.30	0.30
Departmental Assistant II	0.30	0.30	0.30	0.30
<b>Total Full Time</b>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.00	0.00
<b>Total Full &amp; Part Time FTE</b>	<u><u>0.60</u></u>	<u><u>0.60</u></u>	<u><u>0.60</u></u>	<u><u>0.60</u></u>
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.50	0.50	0.50	0.50
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
<b>Total Full Time</b>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
*** PART TIME ***				
Maintenance/Grounds	0.30	0.30	0.35	0.35
Clerical Assistant	0.80	0.75	0.60	0.60
<b>Total Part Time</b>	<u>1.10</u>	<u>1.05</u>	<u>0.95</u>	<u>0.95</u>
<b>Total Full &amp; Part Time FTE</b>	<u><u>5.10</u></u>	<u><u>5.05</u></u>	<u><u>4.95</u></u>	<u><u>4.95</u></u>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<b><u>PARKS</u></b>				
<b>*** FULL TIME ***</b>				
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
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
<b>Total Full Time</b>	<b>10.40</b>	<b>10.40</b>	<b>10.40</b>	<b>10.40</b>
<b>*** PART TIME ***</b>				
Grounds Maintenance	8.45	9.20	9.20	9.20
Gardener	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.45	0.45
<b>Total Part Time</b>	<b>9.60</b>	<b>10.35</b>	<b>10.35</b>	<b>10.35</b>
<b>Total Full &amp; Part Time FTE</b>	<b>20.00</b>	<b>20.75</b>	<b>20.75</b>	<b>20.75</b>
<b><u>MUNICIPAL STADIUM</u></b>				
<b>*** FULL TIME ***</b>				
Skilled Maintenance Technician	0.25	0.25	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
<b>Total Full Time</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>
<b>*** PART TIME ***</b>				
Maintenance/Grounds	0.35	0.35	0.65	0.50
<b>Total Full &amp; Part Time FTE</b>	<b>0.65</b>	<b>0.65</b>	<b>0.95</b>	<b>0.80</b>

## LEISURE & CULTURAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
<b>Total Full Time</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.40	0.40
Educational Intern	0.00	0.60	0.60	0.60
Educational Assistant	0.65	0.65	0.65	0.65
Outdoor Assistant	0.65	0.65	0.65	0.65
<b>Total Part Time</b>	<b>1.70</b>	<b>2.30</b>	<b>2.30</b>	<b>2.30</b>
<b>Total Full &amp; Part Time FTE</b>	<b>3.65</b>	<b>4.25</b>	<b>4.25</b>	<b>4.25</b>
<u>KOLLEN PARK BOAT LAUNCH</u>				
*** PART TIME ***				
Boat Ramp Supervisor	0.15	0.10	0.00	0.00
Boat Ramp Attendant	0.35	0.25	0.00	0.00
<b>Total Part Time</b>	<b>0.50</b>	<b>0.35</b>	<b>0.00</b>	<b>0.00</b>
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.25	0.25	0.15	0.10
*** PART TIME ***				
Market Master	0.65	0.65	0.75	0.70
Maintenance	0.20	0.20	0.10	0.10
<b>Total Part Time</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>	<b>0.80</b>
<b>Total Full &amp; Part Time FTE</b>	<b>1.10</b>	<b>1.10</b>	<b>1.00</b>	<b>0.90</b>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED FY 09
	FY 06	FY 07	FY 08	
<u>CIVIC CENTER</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.20	0.20	0.20	0.20
Departmental Assistant II	0.30	0.30	0.30	0.30
Sr Building Custodian	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.95	1.65	1.65	1.65
<b>Total Part Time</b>	<b>2.30</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Full &amp; Part Time FTE</b>	<b>3.80</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<u>CEMETERIES</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Departmental Assistant I	0.75	0.75	0.75	0.75
Supervisor	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.15	0.15	0.15	0.15
Cemetery Maintenance II	2.00	2.00	2.00	2.00
<b>Total Full Time</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>	<b>4.15</b>
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	0.70
Grounds Maintenance	0.90	0.80	0.90	0.90
<b>Total Part Time</b>	<b>1.60</b>	<b>1.50</b>	<b>1.60</b>	<b>1.60</b>
<b>Total Full &amp; Part Time FTE</b>	<b>5.75</b>	<b>5.65</b>	<b>5.75</b>	<b>5.75</b>

## LEISURE & CULTURAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>WINDMILL ISLAND</u>				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
Events Coordinator/Miller	0.00	0.00	1.00	1.00
Grounds Keeper	0.00	0.00	0.00	0.00
Total Full Time	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>
*** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.60	0.60
Klompen Dancer/Tour Guide	2.75	2.55	2.55	2.55
Ticket Taker	0.80	0.75	0.75	0.75
Tour Guide	1.25	1.15	1.15	1.10
Miller/Event Organizer	0.20	0.65	0.00	0.20
Grounds Maintenance	6.25	5.00	5.50	5.60
Clerical Assistant	1.25	1.20	1.20	1.20
Total Part Time	<u>13.10</u>	<u>11.90</u>	<u>11.75</u>	<u>12.00</u>
Total Full & Part Time FTE	<u><u>14.10</u></u>	<u><u>12.90</u></u>	<u><u>12.75</u></u>	<u><u>13.00</u></u>
<u>IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT</u>				
*** PART TIME ***				
Naturalist	<u>0.90</u>	<u>1.30</u>	<u>0.00</u>	<u>0.00</u>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>HOLLAND HISTORIC TRUST</u>				
*** 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
Facilities Manager	0.00	1.00	1.00	1.00
Visitor Services/Volunteer Manager	1.00	1.00	1.00	1.00
Total Full Time	5.00	6.00	6.00	6.00
*** PART TIME ***				
Media Relations	0.62	0.62	0.62	0.62
Registrar	0.75	0.00	0.00	0.00
Development Director/Membership	0.50	0.50	0.00	0.00
Museum Attendant	0.86	0.86	0.86	0.86
Custodian	0.50	0.00	0.00	0.00
Facilities Manager	0.50	0.00	0.00	0.00
Archivists	0.66	0.75	0.75	0.75
Total Part Time	4.39	2.73	2.23	2.23
Total Full & Part Time FTE	9.39	8.73	8.23	8.23
<u>LEISURE &amp; CULTURAL SERVICES TOTAL</u>				
Full Time	29.15	30.15	31.05	31.00
Part Time	36.39	34.68	32.68	32.73
Total Full & Part Time FTE	65.54	64.83	63.73	63.73

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>ELECTRIC SERVICES &amp; TECHNOLOGY</u>				
*** FULL TIME ***				
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
Electric Production Superintendent	0.00	0.00	1.00	1.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Lineworker A	5.00	5.00	7.00	5.00
Lineworker B	2.00	0.00	0.00	2.00
Ground / Equipment Operator	2.00	1.00	0.00	0.00
Equipment Operator II	0.00	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	1.00	2.00	1.00
Draftsperson	1.00	1.00	1.00	1.00
Electrical Distribution Engineer	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	0.00	0.00
Communications Engineer	1.00	0.00	0.00	0.00
Communications Technician	1.00	1.00	1.00	1.00
Engineering Technician I	1.00	1.00	1.00	0.00
Engineering Technician II	1.00	1.00	1.00	2.00
Electric Systems Engineer	0.00	1.00	0.00	0.00
Senior Electrical Systems Engineer	1.00	0.00	0.00	0.00
<b>Total Full Time</b>	<u>33.00</u>	<u>30.00</u>	<u>31.00</u>	<u>30.00</u>
<b>ELECTRIC UTILITY TOTAL</b>	<u><u>79.00</u></u>	<u><u>78.00</u></u>	<u><u>79.00</u></u>	<u><u>75.00</u></u>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>POWER SUPPLY</u>				
*** FULL TIME ***				
Power Resources Director	1.00	1.00	1.00	0.00
Power Resources Engineer	0.00	0.00	1.00	1.00
Operations Planner	1.00	1.00	1.00	1.00
Fuel & Resource Specialist	1.00	1.00	1.00	0.00
Production Engineering Supervisor	1.00	1.00	1.00	0.00
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	0.00
Plant Operators	8.00	8.00	8.00	8.00
Power Plant Mechanic B	2.00	3.00	2.00	3.00
Mechanic C	1.00	3.00	2.00	3.00
Instrumentation Technician	2.00	3.00	2.00	3.00
Auxiliary Operator	4.00	4.00	4.00	4.00
Coal & Ash Handler - Lead	1.00	1.00	1.00	1.00
Utility Operator	0.00	2.00	3.00	2.00
Coal & Ash Handler	1.00	2.00	1.00	2.00
Utility III	2.00	0.00	0.00	0.00
Utility II	3.00	2.00	2.00	2.00
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	0.00	1.00	0.00
Network Specialist IT	0.00	1.00	2.00	2.00
Electric Production Engineer	1.00	1.00	0.00	1.00
Instrument Controls / Operator	1.00	0.00	1.00	0.00
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	48.00	48.00	45.00

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<b>WASTEWATER TREATMENT</b>				
*** FULL TIME ***				
Wastewater Plant Superintendent	1.00	1.00	1.00	0.00
Wastewater Plant Supervisor	0.00	0.00	0.00	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 Service & Maintenance I	2.00	2.00	1.00	3.00
Industrial Electrician	0.00	0.00	0.00	1.00
Maintenance II	1.00	1.00	1.00	1.00
Utility II	2.00	2.00	2.00	3.00
Clerk Typist II	2.00	2.00	2.00	2.00
Pollution Control Supervisor	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>21.00</b>	<b>21.00</b>	<b>20.00</b>	<b>24.00</b>
<b>WATER TREATMENT</b>				
*** 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	0.00	2.00	1.00
Utility I	1.00	1.00	1.00	1.00
Lead Water Filtration	0.00	0.00	0.00	0.00
Water Plant Maintenance I	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>10.00</b>	<b>9.00</b>	<b>11.00</b>	<b>10.00</b>
<b>WATER DISTRIBUTION / WASTEWATER COLLECTION</b>				
*** FULL TIME ***				
Water & Wastewater Director	1.00	1.00	0.00	0.00
Water Services & Mntc Supervisor	1.00	1.00	1.00	1.00
Water/Wastewater Administrator	0.00	0.00	0.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	7.00	5.00	5.00	3.00
Service and Maintenance I	0.00	2.00	2.00	1.00
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	0.00	1.00	1.00
Engineering Supervisor	0.00	1.00	0.00	0.00
GIS Operator	1.00	1.00	1.00	0.00
<b>Total Full Time</b>	<b>21.00</b>	<b>21.00</b>	<b>20.00</b>	<b>17.00</b>
<b>WATER &amp; WASTEWATER UTILITY TOTAL</b>	<b>52.00</b>	<b>51.00</b>	<b>51.00</b>	<b>51.00</b>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & GENERAL

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>ADMINISTRATION &amp; HUMAN RESOURCES</u>				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Operations Director	0.00	0.00	0.00	1.00
Executive Secretary	1.00	1.00	0.00	0.00
Executive Manager	0.00	0.00	0.00	2.00
Utility Services Director	0.00	0.00	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 Manager	0.00	0.00	1.00	1.00
Human Resources Director	1.00	1.00	0.00	0.00
	<hr/>	<hr/>	<hr/>	<hr/>
Total Full Time	6.00	6.00	6.00	9.00
<u>ACCOUNTING &amp; COLLECTIONS</u>				
*** FULL TIME ***				
Finance Director	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	0.00	0.00
Accounting Manager	0.00	0.00	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
General Accountant I	0.00	1.00	1.00	1.00
Chief Accounting Clerk	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounts Receivable Clerk II	1.00	0.00	0.00	0.00
CSR - Cashier	2.00	2.00	2.00	2.00
Cost Analyst	1.00	0.00	0.00	0.00
Accounting Clerk Typist II	0.00	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
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Total Full Time	15.00	15.00	15.00	15.00

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & GENERAL

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 06</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>
<u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Information Technology Manager	1.00	1.00	0.00	0.00
Applications Manager	0.00	0.00	0.00	1.00
Technology Director	0.00	0.00	1.00	1.00
Information Systems Administer	0.00	1.00	0.00	0.00
Information Systems Analyst	1.00	0.00	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
Network Engineer	0.00	1.00	1.00	1.00
Total Full Time	<u>7.00</u>	<u>9.00</u>	<u>9.00</u>	<u>10.00</u>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & MARKETING

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 06	FY 07	FY 08	FY 09
<u>MARKETING &amp; CUSTOMER SERVICE</u>				
*** FULL TIME ***				
Sales and Marketing Director	1.00	1.00	0.00	0.00
Communications Specialist	1.00	1.00	1.00	1.00
Key Accounts Coordinator / Analyst	1.00	1.00	1.00	1.00
Cost and Rates Specialist	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Rep I	5.00	5.00	5.00	5.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Clerk Typist II	0.00	0.00	0.00	1.00
<b>Total Full Time</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>11.00</b>
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u>				
*** FULL TIME ***				
Lead Meter Reader I	1.00	1.00	1.00	1.00
Meter Reader I	2.00	0.00	0.00	0.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00
Building & Grounds Maintenance - Utility I	1.00	1.00	1.00	1.00
Storekeeper	1.00	0.00	0.00	0.00
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
Utility II - Warehouse	0.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>12.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<u>PLANNING</u>				
Business Service Director	0.00	0.00	1.00	1.00
Planning Engineer Manager	0.00	0.00	1.00	1.00
Planning Engineer I	0.00	0.00	2.00	2.00
Planning Specialist	0.00	0.00	1.00	1.00
<b>Total Full Time</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>
<b>ADMIN &amp; MARKETING TOTAL</b>	<b>51.00</b>	<b>51.00</b>	<b>55.00</b>	<b>60.00</b>
<b>BOARD OF PUBLIC WORKS</b>				
<b>UTILITY SERVICES TOTAL</b>	<b>182.00</b>	<b>180.00</b>	<b>185.00</b>	<b>186.00</b>

## INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	FY 06	ACTUAL FY 07	FY 08	APPROVED FY 09
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Director of Technology Services	1.00	0.00	0.00	0.00
Interim Technology Services Coordinator	0.00	0.00	1.00	1.00
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	0.00	0.00
Technical Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	5.00	4.00	4.00	4.00

## APPENDIX B

### CAPITAL OUTLAY

- > MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
- > FISCAL SERVICES GROUP (none)
- > PUBLIC SAFETY SERVICES GROUP
- > TRANSPORTATION SYSTEM AND SERVICES GROUP
- > COMMUNITY AND NEIGHBORHOOD SERVICES GROUP
- > LEISURE & CULTURAL SERVICES GROUP
- > INTERNAL SERVICE FUNDS GROUP
- > IMPACT UPON FUTURE OPERATING BUDGETS
- > BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

# CAPITAL OUTLAY

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
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## - - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP - -

### CITY CLERK (GENERAL FUND)

#### Office Equipment & Furniture

Office Staff Chairs	Replace	1	500	500
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Total - Office Equipment & Furniture				500
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TOTAL CITY CLERK (GENERAL FUND)				500
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TOTAL - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP				500
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## - - PUBLIC SAFETY SERVICES GROUP - -

### POLICE DIVISION

#### POLICE DEPARTMENT (GENERAL FUND)

#### Machinery & Equipment

Upgrade 51 Sig Sauer Handguns	Replace	19	250	4,750
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Digital Recording System	Replace	1	9,700	9,700
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Identix Fingerprint Prism Kit	Replace	1	850	850
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Total - Machinery & Equipment				15,300
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TOTAL POLICE DEPARTMENT (GENERAL FUND)				15,300
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<u>TOTAL POLICE DIVISION</u>				15,300
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# CAPITAL OUTLAY

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
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## - - PUBLIC SAFETY SERVICES GROUP - -

### FIRE DIVISION

#### FIRE DEPARTMENT (GENERAL FUND)

##### Machinery & Equipment

Voice Pagers	Replace	15	474	7,100
Total - Machinery & Equipment				7,100

TOTAL FIRE DEPARTMENT (GENERAL FUND)				7,100
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#### FIRE VEHICLES/EQUIPMENT OPERATIONS

##### Vehicles

EMS Response Vehicle	Replace	1	45,000	45,000
Total Vehicles				45,000

TOTAL FIRE DIVISION				52,100
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TOTAL - PUBLIC SAFETY SERVICES GROUP				67,400
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## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

#### STREET DEPARTMENT (GENERAL FUND)

##### Machinery & Equipment

Confined Space Gas Detectors	New	2	1,750	3,500
Total - Machinery & Equipment				3,500

TOTAL STREET DEPARTMENT FUND (GENERAL FUND)				3,500
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#### ENGINEERING MANAGEMENT

##### Machinery & Equipment

Traffic Counters	New	2	1,200	2,400
Total - Machinery & Equipment				2,400

TOTAL ENGINEERING MANAGEMENT (GENERAL FUND)				2,400
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# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or <u>Replacement</u>	<u>Units</u>	Unit <u>Cost</u>	<u>Amount</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY FUND</u>				
<u>Land Improvements</u>				
Wayfinding Signs (Fabrication & Installation)	New	1	55,000	55,000
Total - Land Improvements				55,000
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY FUND				55,000
 <u>MUNICIPAL AIRPORT FUND</u>				
<u>Land</u>				
Property Acquisition GWC (Federal \$807,500 / State \$21,250 / Local \$21,250)	Replace	1	850,000	850,000
Total - Land				850,000
<u>Land Improvements</u>				
Rehabilitate Existing Apron (Federal \$1,558,000 / State \$41,000 / Local \$41,000)	New	1	1640000.00	1,640,000
Public Hangar Site Development (Federal \$228,000 / State \$6,000 / Local \$6,000)	New	1	240000.00	240,000
Replace ILS (Federal \$1,710,000 / State \$45,000 / Local \$45,000)	New	1	1,800,000	1,800,000
Runway Marking (Federal \$17,100 / State \$450 / Local \$450)	Replace	1	18,000	18,000
Total - Land Improvements				3,698,000
<u>Buildings &amp; Additions</u>				
Engineering for GWC (Global World Center) (Federal \$95,000 / State \$2,500 / Local \$2,500)	Replace	1	100,000	100,000
Total - Buildings & Additions				100,000
(Total Fund - Federal \$4,415,600 / State \$116,200 / Local \$116,200)				
TOTAL MUNICIPAL AIRPORT FUND				4,648,000

# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

<u>CENTRALIZED VEHICLE/EQUIPMENT FUND</u>	<u>New or Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>Machinery &amp; Equipment</u>				
Pre-wettank for Pickup	New	1	6,000	6,000
Storage Tanks	New	2	3,250	6,500
Skid Steer	New	1	52,000	52,000
Snow Wolf Snow Blade	New	1	4,000	4,000
Snow Blower	New	1	10,000	10,000
Multi-Purpose Bucket	New	1	4,000	4,000
Accessories & Warranty	New	1	7,500	7,500
Trailer for Skid Steer	New	1	12,500	12,500
Hot Patch Trailer	New	1	27,000	27,000
Small Sweeper - #122	Replace	1	76,000	76,000
less estimated trade-in		1	(2,000)	(2,000)
Sweeper Trailer	New	1	7,500	7,500
Generator	Replace	1	1,000	1,000
Hand Blowers - #167 & #173	Replace	2	250	500
Light Tower	New	1	8,200	8,200
Sidewalk Tractor - #133	Replace	1	93,000	93,000
less estimated trade-in		1	(6,000)	(6,000)
Salt Spreader - Slide In	New	1	6,000	6,000
Front End Plow	Replace	1	8,500	8,500
Sand Blast & Paint Plows	New	10	1,000	10,000
Sand Blast & Paint MT's	New	2	4,000	8,000
60" Mower - #470	Replace	1	9,800	9,800
less estimated trade-in		1	(1,800)	(1,800)
60" Mower - #472	Replace	1	9,800	9,800
less estimated trade-in		1	(1,800)	(1,800)
Sand Blast & Paint Loader - #353	New	1	4,000	4,000
Sand Blast & Paint Chipper - #329	New	1	2,200	2,200
Battery Charges - 24 volt	Replace	1	500	500
Shop Key Renewal	New	1	3,000	3,000

# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND (continued)</u>				
<u>Machinery &amp; Equipment (continued)</u>				
Diagnostic Scanner Upgrade	New	1	3,400	3,400
Floor Anchor System	New	1	1,000	1,000
Air-operated Grease Pump	Replace	1	1,000	1,000
Air-operated Oil Pumps	Replace	2	1,150	2,300
Storage Cabinet Doors	New	1	500	500
Additional Parts Room Shelving	New	1	1,000	1,000
Grinder Enclosure	New	1	3,000	3,000
Cutting Torch Replacement	Replace	1	700	700
Total - Machinery & Equipment				378,800
<u>Vehicles</u>				
Marked Police Sedan	Replace	1	22,300	22,300
less estimated trade-in		1	(1,200)	(1,200)
Marked Police Tahoes	Replace	2	30,150	60,300
less estimated trade-in		1	(2,300)	(2,300)
Police Vehicle Change Over	Replace	1	2,100	2,100
Crew Cab 4 x 4 Pickup - #101	Replace	1	27,500	27,500
less estimated trade-in		1	(1,800)	(1,800)
Pickup 1/2 Ton 4 x 2 - #220	Replace	1	18,500	18,500
less estimated trade-in		1	(2,000)	(2,000)
Pickup Truck 4 x 2 Extended Cab - #317	Replace	1	19,500	19,500
less estimated trade-in		1	(2,000)	(4,000)
Dump Truck 4 x 4 / Plow - #400	Replace	1	37,500	37,500
less estimated trade-in		1	(3,500)	(3,500)
Pickup Truck 4 x 4 Samll - #402	Replace	1	19,000	19,000
less estimated trade-in		1	(2,000)	(2,000)
Small Sport Utility - #102	Replace	1	21,000	21,000
less estimated trade-in		1	(2,500)	(2,500)
40 GVW Dump Truck - #115	Replace	1	120,000	120,000
less estimated trade-in		1	(8,000)	(8,000)

# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND (continued)</u>				
<u>Vehicles (continued)</u>				
Pickup 4 x 4 /V-Plow	Replace	1	29,500	29,500
less estimated trade-in		1	(4,500)	(4,500)
Pickup 4 x 4 /Plow	Replace	1	28,500	28,500
less estimated trade-in		1	(4,000)	(4,000)
Pick up Truck with Snow Plow	New	1	29,500	29,500
Total - Vehicles				399,400
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				778,200
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				5,432,100

## - - COMMUNITY AND NEIGHBORHOOD SERVICES - -

### ENVIRONMENTAL QUALITY/SOLID WASTE FUND

#### Machinery & Equipment

Various Refuse/Recycle Containers As Required	67,500
Total - Machinery & Equipment	67,500
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND	67,500
 TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES	 67,500

## - - LEISURE & CULTURAL SERVICES - -

### RECREATION (GENERAL FUND)

#### Machinery & Equipment

Complete Collegiate Volleyball systems	New	1	6,900	6,900
Disc Golf Course and Equipment for 9 hole course in Prospect Park	New	1	5,000	5,000
Total - Machinery & Equipment				11,900
TOTAL RECREATION (GENERAL FUND)				11,900

# CAPITAL OUTLAY

## - - LEISURE & CULTURAL SERVICES - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>PARKS (GENERAL FUND)</u>				
<u>Machinery &amp; Equipment</u>				
8hp Walk Behind Blower	Replace	1	900	900
Backpack Blower	Replace	3	400	1,200
MS200T Chain Saw	Replace	2	500	1,000
Hedge Trimmer	Replace	3	470	1,400
Line Trimmers	Replace	3	300	900
Filtration Equipment for Greenhouse	Replace	1	2,300	2,300
4X8 Sheets of Rebar Mesh	New	1	5,000	5,000
Total - Machinery & Equipment				12,700
TOTAL PARKS (GENERAL FUND)				12,700
<u>MUNICIPAL STADIUM (GENERAL FUND)</u>				
<u>Land Improvements</u>				
Aluminum Railings	Replace	1	2,000	2,000
Total - Land Improvements				2,000
<u>Buildings &amp; Structures</u>				
Steel Door	Replace	1	1,500	1,500
Total - Buildings & Structures				1,500
<u>Machinery &amp; Equipment</u>				
Soda Blaster Graffiti Remover	New	1	700	700
Total - Machinery & Equipment				700
TOTAL MUNICIPAL STADIUM (GENERAL FUND)				4,200
<u>NATURE CENTER (GENERAL FUND)</u>				
<u>Buildings &amp; Structures</u>				
Air Conditioner for older part of center	Replace	1	5,000	5,000
Roofing of Log Cabin	Replace	1	2,000	2,000
Materials for insulating exhibit room ceiling	New	1	2,000	2,000
Total - Buildings & Structures				9,000
TOTAL NATURE CENTER (GENERAL FUND)				9,000

# CAPITAL OUTLAY

## - - LEISURE & CULTURAL SERVICES - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	Unit <u>Cost</u>	<u>Amount</u>
<u>CIVIC CENTER (GENERAL FUND)</u>				
<u>Machinery &amp; Equipment</u>				
Floor Scrubbing Machine	Replace	1	7,000	7,000
Total - Machinery & Equipment				7,000
TOTAL CIVIC CENTER (GENERAL FUND)				7,000
<u>CEMETERY (GENERAL FUND)</u>				
<u>Machinery &amp; Equipment</u>				
Line Trimmers	Replace	4	300	1,200
8hp Walk Behind Blower	Replace	3	900	2,700
Electrical Fault Finder	New	1	4,000	4,000
Total - Machinery & Equipment				7,900
TOTAL CEMETERY (GENERAL FUND)				7,900
<u>WINDMILL ISLAND FUND</u>				
<u>Buildings &amp; Structures</u>				
Resurface Floor Pavilion	Replace	1	8,700	8,700
Wireless Fiber Connection	Replace	1	9,000	9,000
Total - Buildings & Structures				17,700
TOTAL WINDMILL ISLAND FUND				17,700
<u>HOLLAND HISTORICAL TRUST FUND</u>				
<u>Machinery &amp; Equipment</u>				
Miscellaneous Computer / Office Equipment	New	5	1,500	7,500
Total - Machinery & Equipment				7,500
TOTAL HOLLAND HISTORICAL TRUST FUND				7,500
TOTAL LEISURE & CULTURAL SERVICES				73,700

# CAPITAL OUTLAY

## - - INTERNAL SERVICES FUNDS - -

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>TECHNOLOGY SERVICES FUND</u>				
<u>Hardware Items</u>				
For Assessor				
> 19 inch Flat Screen Monitor	Replace	2	200	400
> 19 inch Flat Screen Monitor & dual head video card	New	1	275	275
For Centralized Vehicle/Equipment				
> 19 inch Flat Screen Monitor	Replace	1	200	200
For Streets				
> 19 inch Flat Screen Monitor	Replace	1	200	200
For Engineering Management				
> 19 inch Flat Screen Monitor	Replace	1	200	200
For LCS - Cemetery Department				
> Color Laser Printer	Replace	1	600	600
For LCS - Parks Department				
> Projector	New	1	1,600	1,600
For Police Department				
> Computer /4-17 inch flat monitor1-19 inch	Replace	5	1,200	6,000
For Fire Department				
> Printer **	Replace	1	7,500	7,500
> Desktop Computer	Replace	1	1,200	1,200
For CNS - Planning				
> Laptop Computers	Replace	3	1,500	4,500
> Planning Commission Laptops	New/Replace	6	1,500	9,000
For CNS - Enviromental Health				
> Tablet PC's	New	2	1,500	3,000
> Multifunction Copier/Printer **(60%)	Replace	1	7,200	7,200
For CNS - Construction Inspection				
> Multifunction Copier/Printer **(40%)	Replace	1	4,800	4,800
For Technology Services				
> 4TB Data Storage Solution	New	1	2,200	2,200
> Retractable/Maintrac Server	Replace	1	3,000	3,000
> 2003 Domain Controller (Server)	New	1	3,000	3,000
> Wireless Access Points	New	7	130	910
> Disk Based Backup Solution	New	1	23,000	23,000
> PC Replacement Cycle	Replace	17	1,200	20,400
> Email Filter Hardware Upgrade	Replace	1	2,500	2,500
Total - Hardware Items				101,685

# CAPITAL OUTLAY

## - - INTERNAL SERVICES FUNDS - - (continued)

	<u>New or Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>TECHNOLOGY SERVICES FUND continued</u>				
<u>Software Items</u>				
For PSD				
> Adobe Creative Suites	New	1	1,200	1,200
> Adobe Creative Suites Upgrade	Replace	1	400	400
Total - Software Items				1,600
TOTAL TECHNOLOGY SERVICES FUND				103,285
Shaded Items Funded Out of Technology Services Fund Reserve				
<u>COMMUNICATION SERVICES FUND</u>				
<u>Machinery &amp; Equipment</u>				
For Police Department				
Phones	New	3	200	600
Callpilot Voicemail System Upgrade	Replace	1	5,000	5,000
Total - Machinery & Equipment				5,600
TOTAL COMMUNICATION SERVICES FUND				5,600
TOTAL - INTERNAL SERVICES FUNDS				108,885

**MISCELLANEOUS CAPITAL OUTLAY**  
**ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS**

Capital Outlay Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2009	FY2010	FY2011	FY2012	FY2013
<u>Public Safety Services Group</u>					
Police - Digital Recording System Maintenance	- 0 -	100	100	150	150
Fire - EMS Response Vehicle (Replacement) Reduced Maintenance/Upkeep Costs	(5,000)	(4,500)	(4,000)	(3,500)	(3,000)
<u>Transportation System &amp; Services Group</u>					
Downtown Devel. Authority - Wayfinding Signs Maintenance	- 0 -	800	1,000	1,200	1,400
Municipal Airport - ILS Maintenance	3,000	3,000	3,500	3,500	4,000
Centralized Vehicle/Equipment - Thirteen Replacement Vehicles: Reduced Maintenance/Upkeep Costs	(18,000)	(17,000)	(16,000)	(15,000)	(14,000)
One New (Non-Replacement) Vehicle-Truck: Insurance & Registration	213	220	235	245	260
Maintenance/Upkeep	- 0 -	500	700	1,000	1,300
<u>Leisure &amp; Cultural Services Group</u>					
Windmill Island - Wireless Fiber Connection Ongoing Access Fee	1,800	2,000	2,200	2,400	2,600
<u>Internal Services Funds Group</u>					
Technology Svcs - Disk Based Backup Solution Annual Maintenance Contract	3,000	3,100	3,200	3,300	3,400
<b>Total</b>	<u>(14,987)</u>	<u>(11,780)</u>	<u>(9,065)</u>	<u>(6,705)</u>	<u>(3,890)</u>

**ADDITIONAL NOTES :**

- Capital Projects are reflected on a separate presentation. Only General City capital outlay that are estimated to impact future operating budgets are reflected on this presentation. Board of Public Works Utilities Services Group is excluded.

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Power Plant</u>	<u>Amount</u>
Unit 4 2400V Switchgear Changeout	1,500,000
Unit 5 2400V Switchgear Changeout	1,300,000
Oxy Coal Project	330,000
JDY Property Fence	125,000
Unit 4 Precipitator Autorapping	115,000
31 Pulverizer, Liners & End Plates	95,000
Paving of Back Lot	60,000
Other New Capital Projects	554,700
Total Power Plant	<u>4,079,700</u>
 <u>Electric Transmission and Distribution</u>	
Underground Distribution Systems	300,000
Overhead Distribution Systems	300,000
Additional Quincy Street Substation Circuits	200,000
Distribution Transformers	200,000
12kV System Loop Closures	150,000
Relocate Facilities on River to 136th Ave	150,000
Replace Transformer Circuit Switchers	130,000
Other New Capital Projects	775,000
Total Electric Transmission and Distribution	<u>2,205,000</u>
 <u>Broadband</u>	
Fiber Optics Overhead	200,000
Fiber Optics Underground	200,000
Other New Capital Projects	485,000
Total Broadband	<u>885,000</u>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Water Plant</u>	<u>Amount</u>
Structural Repairs Rosenberg Property	175,000
Filter Console Rehabilitation Addition	65,000
Other New Capital Projects	88,000
Total Water Plant	328,000
<u>Wastewater Plant</u>	
Headworks Modifications for Membranes	1,500,000
Replace South Influent Meter with Mag-X	75,000
Other New Capital Projects	140,000
Total Wastewater Plant	1,715,000
<u>Water Distribution</u>	
18th, Cleveland to River WMR	640,000
40th, Washington to College WMR	430,000
Sunset & Sunrise WMR	345,000
Various Water System Improvements	100,000
Other New Capital Projects	147,000
Total Water Distribution	1,662,000
<u>Wastewater Collection</u>	
18th, Cleveland to River Sewer Main Replacement	540,000
Various Sanitary System Improvements	200,000
Other New Capital Projects	183,000
Total Wastewater Collection	923,000
<u>Other Departments</u>	
Total Accounting & IT	788,595
Total Facilities, Warehouse & Metering	137,000
Total New Capital Projects	12,723,295
Total Open Capital Projects (see following pages for detail)	27,830,475
	40,553,770

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Rebudgeted from Fiscal Year 2008:	<u>Amount</u>
Bio-solids Process Improvements	9,936,000
Equipment Release for Major Equipment	3,000,000
Relocate Generator Step Up Yard - JDY	2,500,000
Equipment Release for Boiler/Turbine	2,000,000
Wyoming Interconnect	2,000,000
Lake Crossing Water Main	1,300,000
Demolition and Removal of Unit 1 and 2	1,000,000
Cell Number 2 Development	800,000
JDY New Office	600,000
12th, Pine to Fairbanks Water Main Replacement (Total \$530,000)	500,000
Unit 7 Hot Gas Pass Inspection/Repair	500,000
12th, Pine to Fairbanks Sewer Main Replacement	500,000
C&I meters using AMR	385,000
Engineering for Major Equipment Procure	350,000
New Continuous Separator replacement (Total \$360,000)	330,000
Country Club, 8th to 16th WMR (Total \$340,000)	320,000
James & Industrial Relay Upgrade	250,000
Filter Panel Replacements	235,000
BOP Engineering for Unit 10	200,000
College, 14th to Graves Water Main Restoration	150,000
Permitting (Excluding Air)	150,000
Interrogation Software - MV90 Replacement (Total \$200,000)	135,000
Replace Transformer Circuit Switchers - Industrial Substation (Total \$260,000)	130,000
VOIP (Total \$150,000)	100,000
IVR Interactive Voice Response System (Total \$100,000)	80,000
Bridge Crossing Water Main. Restoration	75,000
Harris V.19 to V6.0 (Total \$68,950)	50,750
Industrial Recloser Upgrade	50,000
Paint all 3 Stacks and Logos	48,000
SCADA Upgrades at Lift Stations	25,000
Zeeland Metering	22,000
SCADA System Upgrade	20,000
Billing Printer	15,000
Substation Transformer LTC Upgrade	15,000
Unit 3 - Circulating Water Pump Impeller	15,000
Water Modeling Software Upgrade	12,000
Project Work Order Module for Solomon	11,725
Replace One Lime Pump	10,000
Request for Quote Module	10,000
 Total	 <u><u>\$ 27,830,475</u></u>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Power Supply</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2008:	
Equipment Release for Major Equipment	3,000,000
Equipment Release for Boiler/Turbine	2,000,000
Demolition and Removal of Unit 1 and 2	1,000,000
Cell Number 2 Development	800,000
JDY New Office	600,000
Combustion Turbines Generator	500,000
Engineering for Major Equipment Procure	350,000
New Continuous Seperator replacement (Total \$360,000)	330,000
Boiler OP Engineering for Unit 10	200,000
Permitting (Excluding Air)	150,000
Paint all 3 Stacks and Logos	48,000
Unit 3 - Circulating Water Pump Impeller	15,000
Subtotal	8,993,000
New for Fiscal Year 2009:	
Unit 4 2400V Switchgear Changeout	1,500,000
Unit 5 2400V Switchgear Changeout	1,300,000
Oxy Coal Project	330,000
JDY Property Fence	125,000
Unit 4 Precipitator Autorapping	115,000
31 Pulverizer, Liners & End Plates	95,000
Paving of Back Lot	60,000
Unit 5 Roof Replacement	56,700
Unit 4 Roof Replacement	55,000
Unit 1&2 Roof Replacement (Half Side)	46,000
Precipitator Controller Software & Infrastructure	45,000
Unit 3 Commutator	40,000
Federal Pacific DC Panel Changeout	35,000
Coal Handling Motor Control Cabinet	35,000
New Continuous Seperator replacement (Total \$360,000)	30,000
Perstolic Chemical Pump & Piping	27,000
Unit 5 Electro Static Precipitator Changeout	25,000
Card Readers	25,000
Unit 3 Bottom Ash Pipe & Knife Gate	25,000
JDY Fire Detection System	20,000
Tennant Rider - Used	15,000
Conveyor Scrapers & Installation	15,000
Unit 4 Domestic Heat Control Valves	10,000
Unit 5 Domestic Heat Control Valves	10,000
Engineering Office Plotter	10,000
Unit 5 Gland Spray Valve	10,000
Unit 3 Precipitator Safety Wire Material & Install	10,000
Unit 9 Gas Controls (Building Heat)	10,000
Subtotal	4,079,700
Total Power Supply	13,072,700

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Electric Transmission &amp; Distribution</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2008:	
Relocate Generator Step Up Yard - JDY	2,500,000
James & Industrial Relay Upgrade	250,000
Replace Transformer Circuit Switchers - Industrial Substation (Total \$260,000)	130,000
Industrial Recloser Upgrade	50,000
SCADA System Upgrade	20,000
Substation Transformer LTC Upgrade	15,000
	2,965,000
New for Fiscal Year 2009:	
Underground Distribution Systems	300,000
Overhead Distribution Systems	300,000
Additional Quincy Street Substation Circuits	200,000
Distribution Transformers	200,000
12kV System Loop Closures	150,000
Relocate Facilities on River to 136th Ave	150,000
Replace Transformer Circuit Switchers - Industrial Substation (Total \$260,000)	130,000
Customer Metering	100,000
Capacitors for Distribution System	100,000
Distribution Circuit and Pole Inspections	100,000
Poles	100,000
Service Drop Lines	100,000
System Map Projection	75,000
Repair and Paint Wall at Waverly Sub	55,000
Replace Overloaded Transformers	50,000
Replace Vehicle 60	35,000
Replace Vehicle 53	25,000
Expansion of SCADA System	15,000
Ticket Handling Software (50% Electric, 25% Water, 25% W/W)	8,000
Inverter and Meter Energize Board	7,000
System Operations Desk UAI PC	5,000
	2,205,000
Subtotal	2,205,000
Total Transmission & Distribution	5,170,000

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

<u>Broadband</u>	<u>Amount</u>
Rebudgeted from Fiscal Year 2008:	
VOIP (Total \$150,000)	100,000
 New for Fiscal Year 2009:	
Fiber Optics Overhead	200,000
Fiber Optics Underground	200,000
AMR DCU Connection to Fiber	75,000
VOIP (Total \$150,000)	50,000
Quincy 13th Node & Upgrade	50,000
Holland Heights - Loop to Backbone	50,000
Holland Township Node (Move Outside)	50,000
Upgrade fiber to WTP (Add Redundancy)	50,000
GigE Electronics	50,000
Upgrade Backbone to 10G (Phase I)	50,000
Fiber to Scenic Shores	35,000
Upgrade JDY to James to 3G	25,000
	<hr/>
Subtotal	885,000
 Total Broadband	 <hr/> <hr/>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Treatment Plant	<u>Amount</u>
Rebudgeted from Fiscal Year 2008:	
Wyoming Interconnect	2,000,000
Filter Panel Replacements	235,000
Zeeland Metering	22,000
Subtotal	2,257,000
New for Fiscal Year 2009:	
Structural Repairs Rosenberg Property	175,000
Filter Console Rehabilitation Addition	65,000
Filter Turbidimeter Replacement	35,000
Replace Truck 76	23,000
Process Logic Controller(s) Relocation	18,000
Process Logic Controller Hardware	12,000
Subtotal	328,000
Total Water Plant	2,585,000
 <u>Wastewater Treatment Plant</u>	
Rebudgeted from Fiscal Year 2008:	
Bio-solids Process Improvements	9,936,000
Replace One Lime Pump (Total \$20,000)	10,000
Subtotal	9,946,000
New for Fiscal Year 2009:	
Headworks Modifications for Membranes	1,500,000
Replace South Influent Meter with Mag-X	75,000
Final Effluent Sampling Improvements	30,000
Replace Raw Sewage Pump	30,000
Replace Muffin Monsters	25,000
Oxygen RAS Mixing Improvements	15,000
Replace Windows in Admin Building	15,000
Replace One Lime Pump (Total \$20,000)	10,000
Laboratory BOD Incubator	8,000
Add Card Readers for Doors	7,000
Subtotal	1,715,000
Total Wastewater Plant	11,661,000

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

#### Water Distribution Services

Rebudgeted from Fiscal Year 2008:

Lake Crossing Water Main	1,300,000
12th, Pine to Fairbanks WMR (Total \$530,000)	500,000
Country Club, 8th to 16th WMR (Total \$340,000)	320,000
College, 14th to Graves Water Main Restoration	150,000
Bridge Crossing Water Main. Restoration	75,000
Water Modeling Software Upgrade	12,000
	<hr/>
Subtotal	2,357,000

New for Fiscal Year 2009:

18th, Cleveland to River WMR	640,000
40th, Washington to College WMR	430,000
Sunset & Sunrise WMR	345,000
Various Water System Improvements	100,000
Kollen Park Water Main Relocation	33,000
Hydrant replacements	30,000
12th, Pine to Fairbanks WMR (Total \$530,000)	30,000
Country Club, 8th to 16th WMR (Total \$340,000)	20,000
Meters New & Replacement (50% Water, 50% W/W)	15,000
Replace Air Compressor	15,000
Ticket Handling Software (50% Electric, 25% Water, 25% W/W)	4,000
	<hr/>
Subtotal	1,662,000
	<hr/>
Total Water Distribution Services	4,019,000
	<hr/> <hr/>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

#### Wastewater Collection Services

Rebudgeted from Fiscal Year 2008:

12th, Pine to Fairbanks Sewer Main Replacement	500,000
SCADA Upgrades at Lift Stations	25,000
Subtotal	525,000

New for Fiscal Year 2009:

18th, Cleveland to River Sewer Main Replacement	540,000
Various Sanitary System Improvements	200,000
Sanitary Man Hole Adjustments	50,000
Country Club, 12th to 16th SS	50,000
Replace Vehicle #82	34,000
Kollen Park Sanitary Relocation	20,000
Meters New & Replacement (50% Water, 50% W/W)	15,000
Push Camera for Laterals	10,000
Ticket Handling Software (50% Electric, 25% Water, 25% W/W)	4,000
Subtotal	923,000
Total Wastewater Collection Services	1,448,000

# CAPITAL OUTLAY

## - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Amount</u>
<u>Facilities, Warehouse &amp; Meter Reading</u>	
Rebudgeted from Fiscal Year 2008:	
C&I meters using AMR	\$ 385,000
Interrogation Software - MV90 Replacement (Total \$200,000)	135,000
Subtotal	520,000
New for Fiscal Year 2009:	
Interrogation Software - MV90 Replacement (Total \$200,000)	65,000
Replace Truck #20	37,000
Two replacement copiers	35,000
Subtotal	137,000
Total Facilities, Warehouse & Meter Reading	657,000
<u>Accounting &amp; Collecting &amp; IT</u>	
Rebudgeted from Fiscal Year 2008:	
IVR Interactive Voice Response System (Total \$100,000)	80,000
Harris V.19 to V6.0 (Total \$68,950)	50,750
Billing Printer	15,000
Project Work Order Module for Solomon	11,725
Request for Quote Module	10,000
Subtotal	167,475
New for Fiscal Year 2009:	
EAM (Enterprise Asset Management)	500,000
Vehicle Tracking	75,000
Tape Backup\Off-Site Backup	50,000
Harris E-Care	41,250
Sharepoint Server\MS Project Enterprise	30,000
Intrusion Detection Application	25,000
IVR Interactive Voice Response System (Total \$100,000)	20,000
Harris Audio-Tel	19,145
Harris V.19 to V6.0 (Total \$68,950)	18,200
Pictometry Oblique Orthophotography	10,000
Subtotal	788,595
Total Accounting & Collecting & IT	956,070
<u>Customer Service</u>	
Rebudgeted from Fiscal Year 2008:	
Total Customer Service	0

## 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 (INCL. ACT 34 / CAPITAL LEASE)
  - MICHIGAN ACT 175 TRANSPORTATION BONDS
  - BUILDING AUTHORITY BONDS
  - SPECIAL ASSESSMENT BONDS
- > DETAIL OF REMAINING DEBT REQUIREMENTS
  - BY INDIVIDUAL DEBT OBLIGATION

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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, 2008**

**DEBT LIMITATION AT JULY 1, 2008**

Total Taxable Value Across All Property Classifications	\$ 1,204,865,028
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	<u>\$ 120,486,503</u>

**DEBT APPLICABLE TO LIMITATION AT JULY 1, 2008**

Total Bonded Debt at July 1, 2008 (excludes Capital Leases)	\$ 49,839,074
Less the Following :	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	( 1,733,574 )
Michigan Transportation Fund Debt	( 525,000 )
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	( 18,616,000 )
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2008 :	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	<u>( 29,175 )</u>
Debt Amount Applicable to Debt Limitation	<u>\$ 28,935,325</u>

**ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2008**

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	<u>\$ 91,551,178</u>
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**ADDITIONAL NOTE:**

The City of Holland is legally indebted for the \$4,400,000 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 \$4,400,000, or \$2,732,400, should be added to the Legal Debt Margin shown above. Subsequent to July 1, 2008 \$4,000,000 2008 Act 34 Parking Deck bonds were issued further reducing the margin.

# 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		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/08	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>General Obligation Bond Issues</u>								
None								
<u>Act 175 Bond Issues</u>								
1996 Street Improvements	Property Taxation	06-01-96	08-01-08	5.19420%	3,750,000	1,502,163	525,000	14,175
Total Act 175 Issues					3,750,000	1,502,163	525,000	14,175
<u>Building Authority Bond Issues</u>								
1999 Herrick Dist. Library Expansion	Property Taxation	06-01-99	05-01-09	4.31590%	2,300,000	647,755	350,000	15,313
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	10,420,000	2,551,412
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,205,000	3,392,024
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	3,240,000	629,410
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	4,050,000	825,359
Total Building Authority Bond Issues					38,625,000	18,515,817	25,265,000	7,413,518
<u>Capital Leases</u>								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	62,500	9,375
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	414,500	9,375
<u>Special Assessment Issues</u>								
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	80,000	8,455
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	100,000	12,452
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	798,574	218,634
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	150,000	30,587
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	470,000	90,965
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	135,000	45,540
Total Special Assessment Issues					3,420,603	1,478,400	1,733,574	406,633
Total Governmental Funds					46,322,603	21,530,755	27,938,074	7,843,701
<u>Airport Issue</u>								
Series 1995 Issue	Airport Fund	12-14-95	06-01-10	5.75000%	150,000	76,490	31,000	2,703
<u>Board of Public Works Issues</u>								
Series 1997-A	Water Fund	07-01-97	07-01-17	5.17077%	11,000,000	7,050,361	0	0
Series 2001	Wastewater Fund	08-02-01	06-01-14	5.17077%	9,395,000	3,199,244	3,699,500	774,350
Series 2002-A	Electric Fund	10-15-02	07-01-07	2.31581%	12,580,000	800,823	0	0
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	7,635,000	1,766,353
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	10,950,000	6,142,663
Total Board of Public Works Issues					51,810,000	20,557,554	22,284,500	8,683,366
Total Enterprise Funds					51,960,000	20,634,044	22,315,500	8,686,069
Grand Total					98,282,603	42,164,799	50,253,574	16,529,770

**PROGRAM MEASUREMENTS**

**- - DEBT SERVICE - -**

(New Issues Subsequent to 7/1/08 Across All Governmental Debt Service Funds, Incl. Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/08	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>Act 34 Capital Improvement Bond Issues</u>								
2008 Parking Deck	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	4,000,000	2,939,470
Total Act 34 Issues					4,000,000	2,939,470	4,000,000	2,939,470
Total Governmental Funds					4,000,000	2,939,470	4,000,000	2,939,470
Grand Total					4,000,000	2,939,470	4,000,000	2,939,470
<p>Note - These amounts are not included in the Debt Limitation and Legal Debt Margin presentation reflected at 7/1/08 since this debt was issued subsequent to 7/1/08.</p>								

**DEBT SERVICE FUNDS**

**LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT**

**SUMMARY ACROSS ALL LTGO BOND ISSUES**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Taxes	\$ 2,375,058	\$ 2,295,674	\$ 2,245,194	\$ 2,349,969
Special Assessments	257,267	170,305	155,186	141,747
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,681,361	1,706,458	1,774,755	1,825,242
from Herrick District Library	949,183	987,796	987,946	979,846
* Special Assessment Interest	86,766	80,131	70,824	61,831
* Investment Income	52,302	78,563	69,900	42,300
Other	7,256,676	4	- 0 -	- 0 -
Transfers In	717,552	559,076	557,851	768,551
<b>TOTAL SOURCES</b>	<b>\$ 13,376,165</b>	<b>\$ 5,878,007</b>	<b>\$ 5,861,656</b>	<b>\$ 6,169,486</b>

**FUNDING USES -**

Other Current Expenditures -				
* Other Miscellaneous	\$ 7,260,415	\$ 6,502	\$ 8,501	\$ 12,001
* Building Authority Rental Payments	1,681,361	1,706,458	1,774,755	1,825,242
Debt Service Payments -				
* Principal	2,292,963	2,322,963	2,427,963	2,567,963
* Interest	1,405,639	1,270,380	1,193,348	1,311,821
* Agent Fees	1,813	2,013	1,801	2,326
Transfers Out	700,052	605,520	541,601	539,176
<b>TOTAL USES</b>	<b>\$ 13,342,243</b>	<b>\$ 5,913,836</b>	<b>\$ 5,947,969</b>	<b>\$ 6,258,529</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 33,922	\$ (35,829)	\$ (86,313)	\$ (89,043)
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 17,931	\$ 84,437	\$ 29,175	\$ 17,226
- for Special Assessment Long-term Debt	923,638	821,302	790,251	713,157
<b>TOTAL FUND EQUITY</b>	<b>\$ 941,569</b>	<b>\$ 905,739</b>	<b>\$ 819,426</b>	<b>\$ 730,383</b>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

-----  
TAXATION & CASH CONTROL

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>FUNDING SOURCES -</b>				
Taxes	\$ 2,375,058	\$ 2,295,674	\$ 2,245,194	\$ 2,349,969
Investment Income	15,994	27,223	23,700	13,900
Transfers In	17,500	16,875	16,250	229,375
TOTAL SOURCES	<u>\$ 2,408,552</u>	<u>\$ 2,339,772</u>	<u>\$ 2,285,144</u>	<u>\$ 2,593,244</u>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ 6,901	\$ 6,502	\$ 8,500	\$ 12,000
- Principal - Land Contract	12,500	12,500	12,500	12,500
- Interest - Land Contract	5,000	4,375	3,750	3,125
- Interest - Act 34 Capital Improvement	- 0 -	- 0 -	- 0 -	213,750
- Building Auth. Lease Payments	1,681,360	1,706,459	1,774,755	1,825,242
Transfers Out	700,052	542,201	541,601	539,176
TOTAL USES	<u>\$ 2,405,813</u>	<u>\$ 2,272,037</u>	<u>\$ 2,341,106</u>	<u>\$ 2,605,793</u>
<b>SOURCES OVER (UNDER) USES</b>	<u>\$ 2,739</u>	<u>\$ 67,735</u>	<u>\$ (55,962)</u>	<u>\$ (12,549)</u>
<b>ENDING FUND EQUITY</b>	<u>\$ 7,174</u>	<u>\$ 74,909</u>	<u>\$ 18,947</u>	<u>\$ 6,398</u>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

-----  
MICHIGAN ACT 175 TRANSPORTATION BONDS  
(SUMMARY OF ONE OUTSTANDING ISSUE)

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>FUNDING SOURCES -</b>				
Transfers In	\$ 700,048	\$ 542,200	\$ 541,600	\$ 539,175
<b>TOTAL SOURCES</b>	<b>\$ 700,048</b>	<b>\$ 542,200</b>	<b>\$ 541,600</b>	<b>\$ 539,175</b>
<b>FUNDING USES -</b>				
Debt Service Payments -				
* Principal	\$ 605,000	\$ 475,000	\$ 500,000	\$ 525,000
* Interest	95,048	67,200	41,600	14,175
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 700,048</b>	<b>\$ 542,200</b>	<b>\$ 541,600</b>	<b>\$ 539,175</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>ENDING FUND EQUITY</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

-----  
BUILDING AUTHORITY CONSTRUCTION BONDS  
(SUMMARY OF FOUR OUTSTANDING ISSUES)

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>FUNDING SOURCES -</b>				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	\$ 1,681,361	\$ 1,706,458	\$ 1,774,755	\$ 1,825,242
- from Herrick District Library	949,183	987,796	987,946	979,846
* Investment Earnings	927	1,932	700	600
* Other	7,256,676	4	- 0 -	- 0 -
* Transfers In	4	1	1	1
<b>TOTAL SOURCES</b>	<b>\$ 9,888,151</b>	<b>\$ 2,696,191</b>	<b>\$ 2,763,402</b>	<b>\$ 2,805,689</b>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other	\$ 7,253,514	\$ - 0 -	\$ 1	\$ 1
Debt Service Payments -				
* Principal	1,430,000	1,600,000	1,705,000	1,805,000
* Interest	1,199,773	1,096,644	1,056,725	999,112
* Agent Fees	776	776	976	976
<b>TOTAL USES</b>	<b>\$ 9,884,063</b>	<b>\$ 2,697,420</b>	<b>\$ 2,762,702</b>	<b>\$ 2,805,089</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 4,088</b>	<b>\$ (1,229)</b>	<b>\$ 700</b>	<b>\$ 600</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 10,757</b>	<b>\$ 9,528</b>	<b>\$ 10,228</b>	<b>\$ 10,828</b>

**DEBT SERVICE FUNDS**

**LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT**

**SPECIAL ASSESSMENT BONDS  
(SUMMARY OF SIX OUTSTANDING ISSUES)**

Description	FY-2006 Final Actual	FY-2007 Final Actual	FY-2008 Final Revised Est.	FY-2009 Approved Budget
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 257,267	\$ 170,305	\$ 155,186	\$ 141,747
Interest & Rents:				
* Special Assessment Interest	86,766	80,131	70,824	61,831
* Investment Income	35,381	49,408	45,500	27,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 379,414</b>	<b>\$ 299,844</b>	<b>\$ 271,510</b>	<b>\$ 231,378</b>
<b>FUNDING USES -</b>				
Debt Service Payments -				
* Principal	\$ 245,463	\$ 235,463	\$ 210,463	\$ 225,463
* Interest	105,818	102,161	91,273	81,659
* Agent Fees	1,037	1,237	825	1,350
Transfers Out	- 0 -	63,319	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 352,318</b>	<b>\$ 402,180</b>	<b>\$ 302,561</b>	<b>\$ 308,472</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 27,096</b>	<b>\$ (102,336)</b>	<b>\$ (31,051)</b>	<b>\$ (77,094)</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 923,638</b>	<b>\$ 821,302</b>	<b>\$ 790,251</b>	<b>\$ 713,157</b>

## 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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	525,000	14,175	539,175
Total	<u>525,000</u>	<u>14,175</u>	<u>539,175</u>

### CAPITAL LEASE, Series 2003

\$175,000 Land Contract dated June 18, 2003

Total Original Land Contract: 10 Annual Serial Maturities from June 18, 2004 to June 18, 2013

Principal and Interest maturities are financed 100% by Transfers from the Property Acq. Fund

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	12,500	3,125	15,625
2009-10	12,500	2,500	15,000
2010-11	12,500	1,875	14,375
2011-12	12,500	1,250	13,750
2012-13	12,500	625	13,125
Total	<u>62,500</u>	<u>9,375</u>	<u>71,875</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**BUILDING AUTHORITY BOND ISSUE, Series 1999**

With Limited Tax General Obligation Pledge

\$2,300,000 Voted Bond Issue dated June 1, 1999

Total Original Bond Issue: 10 Annual Serial Maturities from May 1, 2000 to May 1, 2009

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	350,000	15,313	365,313
Total	<u>350,000</u>	<u>15,313</u>	<u>365,313</u>

**BUILDING AUTHORITY BOND ISSUE, Series 2002**

With Limited Tax General Obligation Pledge

\$19,500,000 Voted Bond Issue dated September 1, 2002

19 Annual Serial Maturities from October 1, 2003 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
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	<u>10,420,000</u>	<u>2,551,412</u>	<u>12,971,412</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004**

With Limited Tax General Obligation Pledge (Refunded the Series 1996 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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>3,240,000</u>	<u>629,410</u>	<u>3,869,410</u>

**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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>4,050,000</u>	<u>825,359</u>	<u>4,875,359</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )

**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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>7,205,000</u>	<u>3,392,024</u>	<u>10,597,024</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )

**ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2008**

With Limited Tax General Obligation Pledge (Funding for the 7th Street Parking Deck)

\$4,000,000 Non-Voted Bond Issue dated July 31, 2008

Total Original Bond Issue: 24 Annual Serial Maturities from May 1, 2010 to May 1, 2033

Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	0	129,433	129,433
2009-10	45,000	171,940	216,940
2010-11	55,000	170,476	225,476
2011-12	65,000	168,690	233,690
2012-13	75,000	166,415	241,415
2013-14	85,000	163,790	248,790
2014-15	100,000	160,815	260,815
2015-16	110,000	157,065	267,065
2016-17	125,000	152,940	277,940
2017-18	130,000	147,940	277,940
2018-19	135,000	142,740	277,740
2019-20	120,000	137,340	257,340
2020-21	135,000	132,540	267,540
2021-22	150,000	126,803	276,803
2022-23	165,000	120,427	285,427
2023-24	180,000	113,415	293,415
2024-25	195,000	105,765	300,765
2025-26	215,000	97,478	312,478
2026-27	235,000	88,340	323,340
2027-28	255,000	78,118	333,118
2028-29	275,000	67,025	342,025
2029-30	285,000	54,650	339,650
2030-31	285,000	41,825	326,825
2031-32	290,000	29,000	319,000
2032-33	290,000	14,500	304,500
Total	<u>4,000,000</u>	<u>2,939,470</u>	<u>6,939,470</u>

Note - These bonds were issued subsequent to the start of the fiscal year.

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**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

2008-09	30,000	4,342	34,342
2009-10	25,000	2,738	27,738
2010-11	25,000	1,375	26,375
Total	<u>80,000</u>	<u>8,455</u>	<u>88,455</u>

**SPECIAL ASSESSMENT BOND ISSUE, Series 1998-A**

With Limited Tax General Obligation Pledge

\$425,000 Non-Voted Bond Issue dated May 1, 1998

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 1999 to June 1, 2012

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>100,000</u>	<u>12,452</u>	<u>112,452</u>

**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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>798,574</u>	<u>218,634</u>	<u>1,017,208</u>

**SPECIAL ASSESSMENT BOND ISSUE, Series 2000-A**

With Limited Tax General Obligation Pledge  
 \$350,000 Non-Voted Bond Issue dated June 1, 2000  
 Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2001 to June 1, 2014  
 Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	25,000	8,725	33,725
2009-10	25,000	7,275	32,275
2010-11	25,000	5,825	30,825
2011-12	25,000	4,375	29,375
2012-13	25,000	2,925	27,925
2013-14	25,000	1,462	26,462
Total	<u>150,000</u>	<u>30,587</u>	<u>180,587</u>

**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**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	60,000	20,005	80,005
2009-10	60,000	17,605	77,605
2010-11	60,000	15,205	75,205
2011-12	60,000	12,745	72,745
2012-13	60,000	10,225	70,225
2013-14	60,000	7,645	67,645
2014-15	55,000	5,005	60,005
2015-16	55,000	2,530	57,530
Total	<u>470,000</u>	<u>90,965</u>	<u>560,965</u>

**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**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	15,000	6,831	21,831
2009-10	10,000	6,072	16,072
2010-11	10,000	5,566	15,566
2011-12	10,000	5,060	15,060
2012-13	10,000	4,554	14,554
2013-14	10,000	4,048	14,048
2014-15	10,000	3,542	13,542
2015-16	10,000	3,036	13,036
2016-17	10,000	2,530	12,530
2017-18	10,000	2,024	12,024
2018-19	15,000	1,518	16,518
2019-20	15,000	759	15,759
Total	<u>135,000</u>	<u>45,540</u>	<u>180,540</u>

**MUNICIPAL AIRPORT OPERATING FUND  
ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS FOR REMAINING MATURITIES**

**MUNICIPAL INSTALLMENT PURCHASE CONTRACT, Series 1995**

Without Limited Tax General Obligation Pledge  
\$150,000 Non-Voted Installment Contract dated December 14, 1995  
15 Annual Serial Maturities from June 1, 1996 to June 1, 2010

Debt Service for Principal and Interest maturities are financed 100% by Municipal Airport Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2008-09	15,000	1,783	16,783
2009-10	16,000	920	16,920
Total	<u>31,000</u>	<u>2,703</u>	<u>33,703</u>

**WASTEWATER FUND  
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS  
FOR REMAINING MATURITIES**

**SEWAGE DISPOSAL REFUNDING BOND ISSUE, Series 2001**

The Wastewater Fund is responsible for 70% (indicated below) of this County of Ottawa Bond Issue  
\$9,395,000 Bond Issue dated August 2, 2001 with 13 Annual Serial Maturities  
from December 1, 2001 to June 1, 2014  
Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Amortization	Total Requirements
2008-09	546,000	166,987	31,231	744,218
2009-10	574,000	143,782	31,231	749,013
2010-11	598,500	118,813	31,231	748,544
2011-12	630,000	92,180	31,231	753,411
2012-13	658,000	63,515	31,231	752,746
2013-14	693,000	32,918	- 0 -	725,918
Total	<u>3,699,500</u>	<u>618,195</u>	<u>156,155</u>	<u>4,473,850</u>

**WATER FUND  
 DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS  
 FOR REMAINING MATURITIES**

**WATER SUPPLY BOND ISSUE, Series 1997-A**

Without Limited Tax General Obligation Pledge  
 \$11,000,000 Non-Voted Bond Issue dated July 1, 1997 with 20 Annual Serial Maturities  
 from July 1, 1998 to July 1, 2017  
 Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Discount Amortization</u>	<u>Total Requirements</u>
2008-09		--- Refunded - To Be Called ---		0
2009-10		--- Refunded - To Be Called ---		0
2010-11		--- Refunded - To Be Called ---		0
2011-12		--- Refunded - To Be Called ---		0
2012-13		--- Refunded - To Be Called ---		0
2013-14		--- Refunded - To Be Called ---		0
2014-15		--- Refunded - To Be Called ---		0
2015-16		--- Refunded - To Be Called ---		0
2016-17		--- Refunded - To Be Called ---		0
2017-18		--- Refunded - To Be Called ---		0
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**WATER FUND  
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS  
FOR REMAINING MATURITIES**

**WATER SUPPLY REFUNDING BOND ISSUE, Series 2005-A**

Without Limited Tax General Obligation Pledge  
\$7,635,000 Non-Voted Bond Issue dated February 1, 2005 with 13 Annual Serial Maturities  
from July 1, 2005 to July 1, 2017  
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2008-09	635,000	257,288	46,752	939,040
2009-10	665,000	237,788	42,987	945,775
2010-11	685,000	217,538	39,110	941,648
2011-12	715,000	196,001	34,860	945,861
2012-13	740,000	172,345	30,182	942,527
2013-14	770,000	146,475	25,097	941,572
2014-15	800,000	119,000	19,813	938,813
2015-16	835,000	88,300	13,511	936,811
2016-17	875,000	54,100	6,906	936,006
2017-18	915,000	18,300	0	933,300
Total	<u>7,635,000</u>	<u>1,507,135</u>	<u>259,218</u>	<u>9,401,353</u>

**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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2008-09	155,000	468,363	9,949	633,312
2009-10	155,000	463,712	9,849	628,561
2010-11	160,000	458,788	9,738	628,526
2011-12	160,000	453,487	9,623	623,110
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	428,737	9,078	612,815
2016-17	175,000	421,738	8,928	605,666
2017-18	180,000	414,637	8,775	603,412
2018-19	1,140,000	388,238	7,801	1,536,039
2019-20	1,200,000	340,687	6,744	1,547,431
2020-21	1,260,000	289,950	5,635	1,555,585
2021-22	1,320,000	235,912	4,437	1,560,349
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	<u>10,950,000</u>	<u>6,019,193</u>	<u>123,470</u>	<u>17,092,663</u>

## 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.

### 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 ensuing fiscal period. Examples include, furniture & fixtures, machinery & equipment, vehicles, land, facilities, and major improvements to land or facilities.

The City of Holland's current policy indicates that the initial of value, individually (or collectively for certain multiple items that are identical) should be at least \$500; and the estimated useful economic life cycle of the asset must be at least two years. Also referred to as 'capital assets'.

### Fixed Assets - Net

The current valuation attached to fixed assets, calculated as the initial book values of the fixed assets minus accumulated depreciation (see 'Depreciation') of those same assets.

" F " - ( Continued )

Fund

A segregated accounting entity with self-balancing accounts to record assets, liabilities, and equity balances; together with changes resulting from revenues and expenditures/expenses. The intent and purpose for establishment of a separate fund is normally to carry on with specific activities or to attain specific objectives. Accounting and reporting by funds is utilized primarily by governments and not-for-profit entities.

Fund Balance (Deficit)

Fund balance represents the excess of a fund's assets over its liabilities. As a general rule, fund deficits are not allowed but, in certain cases, sometimes might exist for short and temporary periods of time pending some additional occurrence that eliminates the shortage.

Fund Classifications

For governmental purposes, funds generally fall into one of three classifications:

- GOVERNMENTAL FUNDS
- PROPRIETARY FUNDS
- FIDUCIARY FUNDS

Fund Types

Within classifications, funds are further categorized into the fund types; to include:

- GOVERNMENTAL FUNDS
  - > General Fund
  - > Special Revenue Funds
  - > Debt Service Funds
  - > Capital Projects Funds
  - > Permanent Funds
- PROPRIETARY FUNDS
  - > Enterprise Funds
  - > Internal Service Funds
- FIDUCIARY FUNDS
  - > Pension (or other entrusted employee benefits) Trust Funds
  - > Investment Trust Funds
  - > Private-Purpose Trust Funds
  - > Agency Funds

Funding Excess

Most frequently used in reference to pension funds, this term describes the actuarially-determined value of assets that are in excess of actuarially-determined accrued liabilities. In such cases, the net positive value is expressed as a 'Funding Excess'. (Also, see Unfunded Actuarial Accrued Liabilities).

### General Fund

One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

### Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA - represents the authority delineating the various sources of Generally Accepted Accounting Principles.

### Governmental Accounting Standards Board (GASB)

The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

### Governmental Funds

An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting near-term inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

### Government-Mandated Nonexchange Transactions

Transactions that occur when a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purposes (as an example, federal programs that state or local governments are mandated perform).

### Government-Wide Financial Statements

A government unit's financial statements that incorporate all governmental activities and business-like activities, as well as non-fiduciary component units. There are two basic government-wide statements:

- Statement of Net Assets
- Statement of Activities

### HBPW (also referred to as 'BPW')

An acronym or shortened name referencing the Holland Board of Public Works. The HBPW is a separately managed and operated multi-utility organization, but ultimately responsible to the Holland City Council. The HBPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Incurring But Not Reported (IBNR)

A term used in financial reporting of Risk Management Funds (most frequently, for Health & Medical Funds), reflecting medical claims that have been incurred for health services, but not yet submitted to the insurance carrier. Very frequently, a time-lag of months may occur between the time of services and the receipt of the billing from the medical provider.

Impact Fees

Fees assessed to developers of significant projects, to cover - in whole or in part - the anticipated cost of municipal improvements that will be necessary as a result of the development.

Imposed Non-Exchange Revenues

Revenues resulting from assessments that are imposed on non-governmental entities, including individuals, other than assessments on exchange transactions (as examples, property tax levies, fines, etc.).

Indirect Cost/Expense

Expenses that cannot be specifically associated with a given service, program, or department; and cannot be clearly identified with a particular function or category.

Industrial Facilities Tax (IFT) Abatement

Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

New Facility or Equipment -

The new property is assessed in the regular manner based upon true cash value. However, tax rates applied against the assessment are roughly 50% of the regular tax rates, for a specified period of years.

Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure

Public domain capital assets that are stationary in nature and normally can be preserved over a significant number of years. Examples include roads, bridges, tunnels, sidewalks, drainage systems, water and sewer systems, lighting systems, etc.

Intergovernmental Revenues

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Funds

Proprietary fund type used to record and report upon activities that provide goods and/or services to other funds, departments, or agencies of the primary government and its component units; or to other governmental units, on a cost-reimbursement basis.

" J "

Joint Venture

A separate legal entity resulting from a contractual arrangement and jointly owned, operated, or governed by two or more participating governmental agencies for a specific purpose, in which the participants retain both:

- an ongoing financial interest
- an ongoing responsibility.

Generally, a joint venture pools resources and shares costs, risks, and rewards by providing goods or services to the joint venture participants and/or to the public.

" K "

None

" L "

Legal Debt Margin

The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

Lien Date

For property taxes, an annual date when an enforceable legal claim to taxable property arises. In this respect, the property taxes lien date is the same as the official property assessment date, namely December 31. The lien then applies to all property taxes for the calendar year that immediately precedes December 31, regardless of the date the taxes are actually levied.

" M "

MACC

An acronym that references a Metropolitan Planning Organization composed of nine adjacent local-area governments under the title 'Macatawa Area Coordinating Council' (MACC). This association was established in 1993, to encourage area-wide planning for topics of mutual concerns. This organization meets monthly to discuss and vote upon various agenda items, especially such items as transportation and watersheds. The MACC applies for and receives several federal and state grants for streets & highway construction, engineering and environmental studies, public transportation items, and watershed improvements.

Major Fund

A governmental fund or enterprise fund that is reported as a separate column in the basic fund financial statements. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds, and at least 5% of the aggregate amount for all governmental and enterprise funds for the same item. The General Fund is always classified as a major fund; and any other governmental or enterprise fund may be reported as a major fund if government officials believe it to be particularly important to financial statement users.

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.

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'.

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