

**CITY OF HOLLAND, MICHIGAN**

**ANNUAL BUDGET**

**For The Fiscal Year  
July 1, 2010 - June 30, 2011**

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**

Kurt Dykstra  
Jerome Thomas-Kobes  
Nancy DeBoer  
Myron Trethewey  
Jay Peters  
Brian Burch  
Robert VandeVusse  
Todd Whiteman  
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



# A Presidential Visit

President Barack Obama visits  
Holland, Michigan for the groundbreaking  
of LG Chem advanced battery plant  
Thursday, July 15, 2010





## City of Holland Economic Development Highlights

On March 12, 2010 Compact Power, Inc. (CPI), a Troy, Michigan based subsidiary of Korea based LG Chem Ltd LG Group, announced it will build a 650,000 square foot \$304 million plant in the City of Holland to manufacture lithium-ion cells for GM Volt battery packs. The plant is anticipated to begin electric drive vehicle battery assembly operations in Q1 of 2012 and provide 300 jobs over the first five years. The City partnered with Lakeshore Advantage beginning in February 2009 in an intensive effort to promote the City of Holland as the final plant site selection. This process included acquisition and annexation by the City of two Fillmore Township land parcels needed to expand the manufacturing site footprint. Economic incentives for the project include a \$151 million federal Department of Energy grant and a Michigan Renewable Energy Renaissance Zone.

Prior to that announcement, Johnson Controls partnered with Saft, an international manufacturer of high-tech batteries, to create Johnson Controls-Saft (JCS). This partnership will manufacture lithium-ion cells and complete hybrid battery systems at the existing Meadowbrook facility site in the City of Holland. The plant is estimated to create 300 new jobs in the first 3 years and 550 new jobs within 5 years to produce 10 to 15 million cells a year for various customers, including Ford. Economic incentives for the project include a \$300 million federal Department of Energy grant and a Michigan Strategic Fund Renaissance Zone.

The combination of the LG Chem/CPI and JCS battery projects set Holland on the edge of an exciting future of alternative energy powered vehicles. Additional synergy projecting Holland and West Michigan to the forefront of alternative energy production includes the expansion plans of Energetx Composites which anticipates creation of hundreds of new jobs manufacturing turbine blades for utility-scale turbines. Other companies expected to create significant jobs in Holland featured on the front cover include LeanLogistics, Inc., NOVO 1, Inc., and Haworth Inc.

The FY2011 budget includes the first of three years of Michigan Department of Transportation Economic Development Fund (TEDF) grant funding to support eleven road and bridge projects that improve accessibility to the target industries described above. A three year construction total of \$11.96 million includes a suite of \$9.3 million in TEDF grant funding and local and MDOT matching funds of \$2.66 million making this one of the largest grants awarded by the Michigan Department of Transportation (MDOT) in recent memory. These grants provide funding for projects that improve accessibility to target industries as a catalyst for economic growth, support private initiatives that create or retain jobs, and encourage economic development and redevelopment efforts that will benefit Michigan citizens.



Left to Right -  
Randy Thelen of Lakeshore  
Advantage, Kee Eun and  
Hee Yil Ro of LG Chem



Left to Right -  
Jae Ham of LG Chem with Hol-  
land Mayor Kurt Dykstra

Photos of the March 12, 2012 LG Chem/CPI announcement provided courtesy of Dennis Geppert, Holland Sentinel.

Please visit our website at [www.cityofholland.com](http://www.cityofholland.com) or contact us with any questions at:

City of Holland  
City Hall, 270 S. River Ave.  
Holland, MI 49423

Phone (616) 355-1300 City General Information or (616) 355-1370 Finance and Budget

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# CITY OF HOLLAND

## ORGANIZATIONAL VISION & MISSION STATEMENTS

---

In 1995 and 1996, the City Council, City staff and City employees developed through a Continuous Improvement Process (CIP) Mission and Belief Statements which guide the operation of the City. In 2006, as part of the annual City staff and City Council retreat, it was decided that a City vision statement would be beneficial to further assist the City and continuing to develop our 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

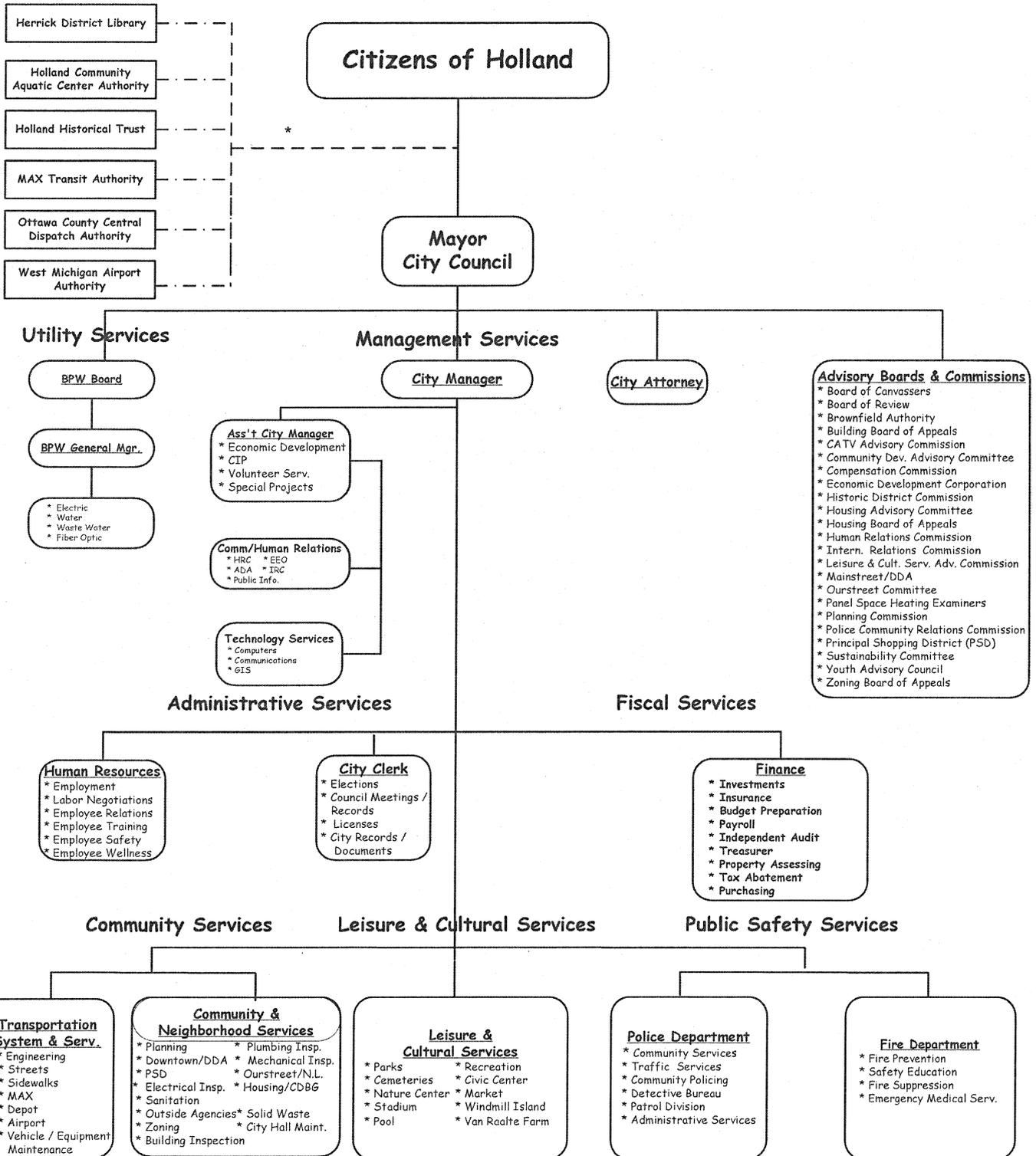
Annually the City Council holds a "*Coffee With City Council*" open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff 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 of Holland**  
Key Highlights of FY 11 Budget

The following are highlights of some of the key points of the FY 11 City of Holland Budget.

▪ Total Budget		\$158,070,414
▪ Use of various fund balances and reserves primarily to fund capital projects in the three utilities: electric, water and wastewater		\$18,270,296
▪ General City Budget, excluding utilities		\$50,286,316
▪ Utility Budget, electric, water, and wastewater		\$107,784,098
▪ General Fund Budget	- 4.61% reduction from FY 10	\$20,104,855
- Fund Balance	\$2,501,338	
- Budget Stabilization	<u>\$971,446</u>	
- 17.3% of FY 11 Expenditures		\$3,472,784
▪ FY 11 City tax base decreased 8.44%, loss of Property Taxes	- 6.5%	\$1,081,746
▪ Total City tax rate increased .3 Mills from 13.95 to 14.25 Mills		
Note:		
State of Michigan average municipal tax rate		16.49 Mills
City of Holland average tax rate		15.73 Mills
Note: These include City tax rate plus special district of Airport, Library, MAX Public Transit and Pool for comparative purpose		
▪ State Revenue Sharing: 100% to General Fund		
- 2001 Actual		\$4,001,600
- 2011 Estimate		\$2,627,200
▪ BPW PILOT - Payment based on 2009 electric sales		5½%
- To General Fund Operating	\$3,559,200	
- To Municipal Capital Improvement Fund	<u>\$442,400</u>	\$4,001,600
▪ General City Employment:		
- FY 03 to FY 10 - Total Positions Eliminated		31
- FY 11 - Proposed Positions Eliminated		3
- FY 11 - Anticipate Retirements		3 - 6
▪ Non Union Wage and Fringe Benefit Adjustments:		
- FY 10 & FY 11		No Wage Increases
- FY 10 & FY 11: The following have been adjusted:		
- Eliminated Longevity Pay		No Longevity Pay
- Eliminated Sick Leave Pay Off		No Sick Leave Pay Off
- Increase Employee Health Insurance Contributions from 27½% to 35% to 40% with possible 20% credit for Wellness		40%
- Defined Benefit Program - Required Employee Contribution		2%
Note: Since 2003, all new employees are on Defined Contribution, plus those who voluntarily converted.		
Today on Defined Contribution - Non Union Employees		40%

**City of Holland**  
**Key Highlights of FY 11 Budget**

- **General Fund Budget Includes the following financial objectives to be achieved:**
  - Police / Fire Union Contract Concessions \$148,800
  - Convert Police Work Schedules  
10 hr. to 12 hr. shifts (9 months) \$195,000
  - Public Safety Management Structure \$85,000
  - Anticipated Retirements - Minimum of 3 Positions \$150,000

Note: If these savings are not accomplished, City Council will have to implement other budget reductions.
  
- **Road Maintenance & Improvement Funds:**
  - State Gas Taxes FY 08 \$2,817,378
  - State Gas Taxes FY 11 \$2,413,200
  - FY 10 Bond Issue for Road Improvements \$5,500,000
  
- All equipment, vehicle and technology replacement programs funded to maintain excellent equipment
  
- Solid Waste Rates Increased by 3%
  
- BPW Utility Rate increases projected at:
  - Electric 3.75%
  - Water 9.26%
  - Wastewater 6.57%
  
- Risk Management - Modified Self Funded:
  - Short Term Disability      - Health      - Property
  - Workers Comp - Dividend   - Vehicle    - Liability
  
- General City Insurance Reserve \$3,000,000
  
- BPW Insurance Reserve 3,516,000
  
- Capital Projects:
  - General City \$6,672,557
  - BPW Utilities \$32,103,290
  
- Debt Service Tax Rates:
  - FY 10 1.6379 Mills
  - FY 11 \* 2.1277 Mills

\* Increase due to \$5.5 Million Road Bond Issue

On the following pages is a detailed budget message and historical information on the City's financial operation.

Respectfully Submitted,



Soren Wolff, City Manager

# CITY MANAGER BUDGET MESSAGE

July 1, 2010

## HONORABLE MAYOR KURT D. DYKSTRA AND MEMBERS OF THE CITY COUNCIL:

As City Manager, it is my pleasure to submit the budget as approved for fiscal year (FY) 11, July 1, 2010 to June 30, 2011, 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 sections. The first is a summary of some of the key financial highlights for FY 11. 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 \$158,070,414. This is a balanced budget, however, \$18,270,296 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 \$43,626,255 in sources excluding use of fund balances, and \$50,286,316 in uses. The City's BPW utilities account for \$96,173,863 in sources excluding use of fund balances, and \$107,784,098 in uses.

**TAX BASE:** For FY 11, the tax base decreased from \$1,214,554,911 to \$1,112,027,230, or a decrease of \$102,527,681, or (8.44%). The impact on tax revenues will be reduced as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by \$24,456,582, resulting in a loss of \$348,500 in City taxes. The tax base in FY 11 is 8.44% lower than the adjusted tax rolls for FY 10. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was -.3%. This is the first negative CPI since Proposal "A" was adopted in 1995. In other words, if the tax rate remains the same, most residential property owners would see

a -.3% decrease in their City taxes, if they made no improvements to their property. However, this year many property owners will see a substantial larger decrease in their property taxes as their taxable values have decreased based on the real estate market. The average residential property decreased 9.86%, commercial decreased 6.46% and industrial properties decreased 1.12%.

The average City of Holland growth rate in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, through 2006 was 4.58%. In FY 08, it was 3.44% and in FY 09, it decreased .49%, the first time in recent history that the City's tax base had 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 had not happened in 45 years. It almost happened again in FY 10, if it was not for the large amount of industrial tax abatements that came back on the tax roll at 100%, with a net increase of .8%. As a result, the loss of 8.44 in the FY 11 tax base is substantial, and it is hoped the real estate market has hit bottom. The future is optimistic with two new lithium-ion battery plants to be constructed over the next couple of years with a combined investment of about \$500 million.

However, both of those projects were required by the state of Michigan to be granted Renaissance Zones, which will exempt them from local property taxes for the next 12 years, except for debt service. These projects along with several other major economic development projects could generate over 3,000 new jobs and should help to stabilize and grow the economy in the next several years.

**TAX RATE:** The total tax rate for FY 11 was increased to 14.2500 Mills from 13.95 Mills, or .3000 Mills. The distribution of the tax rate is also slightly different than in FY 10 as indicated below:

PROPERTY TAX LEVY MILLAGE RATES		
<u>CITY OF HOLLAND</u>	<u>FY 10</u>	<u>FY 11</u>
<b>Operating Levies:</b>		
General	<u>9.5000</u>	<u>9.5089</u>
Total Operating	<u>9.5000</u>	<u>9.5089</u>
<b>Capital Levies:</b>		
Property Acquisition	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000
Sidewalk Improve. Projects	0.0500	0.0500
Municipal Capital Projects	<u>0.4079</u>	<u>0.2004</u>
Total Capital	<u>1.4579</u>	<u>1.2504</u>
<b>Debt Service Levies:</b>		
General Obligation Debt	<u>1.6379</u>	<u>2.1277</u>
Total City of Holland	<u>12.5958</u>	<u>12.8870</u>
<b>HERRICK DISTRICT LIBRARY</b>		
Operation Levy *	1.1000	1.1000
Debt Service Levy *	<u>0.1542</u>	<u>0.1630</u>
Total Herrick District Library	1.2542	1.2634
Airport Authority *	0.1000	0.1000
<b>TOTAL MILLAGE RATES</b>	<u><b>13.9500</b></u>	<u><b>14.2500</b></u>

\* May be adjusted before final approval of budget.

**KEY FINANCIAL HIGHLIGHTS**

Due to the tax base decrease of 8.44% and in FY 11 the first payment is being made on a \$5.5 million Street Improvement Bonds, debt service should increase from 1.6379 to 1.9128 Mills, or .2744 Mills. However, in FY 12 the debt service millage rate would have to increase again by about .4748 Mills as part of the \$5.5 million bond issue to be issued in 2010 for street improvement projects. Instead it is proposed the debt rate be adjusted to 2.1277 Mills and be maintained at that approximate level until FY 17 when the rate should

drop as other debt is paid off. This bond issue is necessary to leverage over \$9 million for an MDOT Economic Development Street fund grant, cover about \$1.5 million in damage from the June 19, 2009 storm, and several major street reconstruction projects in 2009 and 2010.

The Herrick District Library Debt rate will also increase from .1542 to .1630 Mills due to a decrease in the taxable value of the Library District.

Based on the new taxable value and increasing the tax rate by .3000 Mills, the City's property tax collections will decrease from \$16,635,661 in FY 10 to \$15,553,905 in FY 11, or a decrease of \$1,081,756 or 6.5%.

In FY 10, an extensive review of City tax rates in the State of Michigan was conducted. There are 273 cities, of those 110 had a lower tax rate and 163 had a higher tax rate, than the City of Holland. Holland is the 35 largest city in the State. Of the 34 cities larger, 17 have a lower tax rate, but five of those also have an income tax. There are 17 cities larger than Holland that had taxes higher than Holland and four of those also have an income tax. The average state tax rate, which includes city, special districts and authorities, was 16.49 Mills. For Holland that rate in FY 10 was 15.73 Mills which includes the City, Herrick District Library, the MAX Transit System, the Airport Authority and the Holland Community Aquatic Center as follows:

Fiscal Year 2010	
City of Holland	12.5958
Herrick District Library	1.2542
Airport Authority	0.1000
MAX Authority	0.3500
Pool Authority	<u>1.4300</u>
Total	<u>15.7300</u>

**GENERAL FUND:** The total General Fund Revenues are recommended at \$19,965,351, which is a 5.2% decrease from the budget in FY 10. Expenditures are budgeted at \$20,104,855, or 4.61% decrease from the FY 10 budget. This will require \$139,504 use of the Fund Balance for an estimated Fund Balance on June 30, 2011 of \$2,501,338. This fund balance represents 12.4% of FY 11 recommended expenditures. In addition, the Budget Stabilization Fund for the General

Fund will have a balance of \$971,446 compared to \$1,872,659 in FY 04. For the eighth year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund \$1,039,040 short of a policy goal of maintaining 10% of the General Fund Expenditures (\$20,104,855).

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. For several past years, there was also a transfer to the General Fund to offset the loss of State Revenue Sharing. It is proposed, there be no transfer to the General Fund in FY11. However, if State Revenue Sharing is reduced after the budget is adopted, a transfer may be needed. The purpose of the Budget Stabilization Fund is to assist in these type of financial situations as per Sec. 2-110 (c) of the City Ordinance regulating this fund 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." The combined estimated fund balance and budget stabilization fund will be \$3,472,784, or 17.3% of FY 11 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 11. This was primarily due to the continual decrease and lack of growth in State Revenue Sharing, the reduction in the tax base, reduction in interest earnings, and no growth in the contribution of the BPW electric payment, while at the same time experiencing continued increases in employee benefit costs, especially in pension and health insurance.

#### **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 10. In FY 10, the amount of \$3,164,700 was budgeted, but \$2,627,200 is the revised estimate. The amount of \$2,627,200 has been budgeted for FY 11, 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. About \$481,100 is statutory, with \$2,146,100 constitutional. The statutory amount is at risk as the state legislature could reduce or eliminate this amount. A back up plan is being developed to cover this potential loss.

As noted, one of the major financial impacts on the General Fund over the past nine 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 11, this amount is estimated at \$2,627,200, or about 12 - 13% of revenues.

#### **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 received 3-1/2% of projected gross revenues in the electric utility. Due to two 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, 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 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, the 4% was increased to 5%, with 4% or \$3,195,400 retained in the General Fund and \$788,600 transferred to the Municipal Capital Improvement Fund. The 5% in FY 09 was the national average that municipal owned electric utility contribute to their City government. For FY 10, the 5% is based on the actual calendar year 2008 electric sales. This resulted in a

\$3,799,200 contribution or \$184,800 less than FY 09. This was again due to a decrease in electric sales. In FY 10, the General Fund amount was maintained at \$3,195,400; and the remaining \$603,800 was transferred to the Municipal Capital Improvement fund, which was \$184,800 less than in FY 09.

For FY 11, the calendar 2009 electric sales were down again resulting in \$3,637,800. Therefore, due to the loss in property taxes, reduction in State Revenue Sharing, and reduction in electric sales, it is proposed the 5% of gross sales be increased to 5-1/2% and this rate be maintained until FY 14 or the next four years. It is anticipated the two lithium-ion battery plants will be fully operational in 2012 which will be the basis for the FY 14 budget, at which time the % of PILOT should be reevaluated.

Therefore, the FY 11 PILOT payment, based on calendar 2009 electric sales at 5-1/2% would yield \$4,001,600 or \$363,800 more than the 5% of \$3,637,800. It is proposed \$3,559,200 be allocated to the General Fund, or \$363,800 more above the \$3,195,400 FY 10 amount. The remaining \$442,400 is recommended to be transferred to the Municipal Capital Improvement Fund (MCIF), \$161,400 less than in FY 10.

If the 1/2% increase is not approved, \$363,800 of General Fund expenditures will have to be cut or the amount to the MCIF would have to be reduced, or some combination of both.

**EMPLOYMENT SUMMARY:** From FY 03 through FY 10, 31 positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 11. If these 31 positions were filled today, it would add about \$2,250,000 in expenditures.

The positions eliminated are as follows:

**Management Services**

Assistant to City Manager  
City Clerk  
Technology Sr. Programmer/ Analyst  
Technology Director

**Fiscal Services**

**Assessor:**  
Department Assistant I  
**Treasurer:**  
Account Clerk/ Cashier  
Purchasing Agent 1/5

**Public Safety Services**

**Fire Department:**  
Community Involvement Lieutenant  
Training Officer  
Fire Chief  
**Police Department:**  
Police Officers  
Code Enforcement Officer  
Maintenance Supervisor 1/2  
Police Desk Assistance  
Police Chief

**Transportation Services**

**Centralized Vehicle Department:**  
Welder  
Vehicle Maintenance Supervisor  
Maintenance Supervisor Police 1/2  
Motor Pool Supervisor 4/5  
**Street Department:**  
Storekeeper Dispatcher  
Regular Equipment Operator

**Leisure & Cultural Services**

Civic Center - Custodian  
Parks Custodian  
Recreation/ Civic Center Manager  
Parks - Laborer II  
Cemetery - Maintenance II  
Parks Groundskeeper  
Cemetery - Department Assistant

**Community Development Supervisor**

Building Housing Inspector  
Human Relations - Volunteer Coordinator  
Clerical Specialist

For FY 11, three additional full time positions are recommended to be eliminated by July 2010, and all of these positions are or will be vacant. All vacancies in FY 11 will continue to be reviewed and evaluated before they are refilled. It should be noted that when full-time positions have been eliminated, there has not always been a 100% savings. In a number of cases, the department

where the vacancy has been created has been granted funds for part-time employees. This is especially true in those departments where there is high seasonal demand for services.

Another major issue facing the City over the next five years is an aging work force. The City currently has 197 full-time employees (excluding the BPW). A total of 48 or 24% is eligible to retire over the next five years. A total of 31 or 16% are eligible to retire by June 30, 2011, the end of FY 11. That does not mean all of them will retire, but several have indicated they will. As retirements occur, they will either not be filled or a comprehensive evaluation of how that particular job can be performed will be completed. For the FY 11 budget, it has been assumed, there will be three to five retirements that will not be filled and will be reevaluated as to how these functions will be performed. Savings from these retirements have been estimated at \$150,000, and this amount is outlined in the General Fund Contingency.

Several major adjustments have been made to employee fringe benefit programs including elimination of sick-leave (maximum) pay off, required contribution by the employees in the Defined Benefit Pension program, and an increase by the employees to health insurance. These changes will save an estimated \$139,900 in the General Fund.

At the time the budget is being presented, negotiations are under way with the Firefighters Union and preliminary discussions have been initiated with the Police Union to open their contract. The amount of \$149,800 has been included in fringe benefit adjustments to these two unions that are comparable to the proposed adjustments to non-union employees. This amount has been outlined in the General Fund Contingencies. If these adjustments are not realized, then additional cuts of \$149,800 will have to be made.

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.

**PUBLIC SAFETY STUDY:** The Public Safety Study completed in August 2009 has been utilized to evaluate various potential cost savings. The following proposed changes have been incorporated into the budget and are shown as General Contingencies in the General Fund. These changes will have to be approved by the City Council and some changes will have to be negotiated with the Police / Fire Unions.

- It is proposed to implement the 12-hour shift in the Police Department by September 2010. This will save \$195,000 with no change in Police services (save \$260,000 annually).

- Implement a consolidated Public Safety Management structure by July 2010, but continue to operate the day to day services for Police and Fire similar to current operations. This would save an additional \$85,000 (Note: the existing Police and Fire chief positions were eliminated in the fiscal year 2010 budget).

- With the new management structure in place, one of the key evaluations will be to review the delivery of EMS services. This evaluation should be done in cooperation with the Hospital, the medical community, and the community in general.

- Once the EMS delivery system has been decided a decision should be made on how to deliver Fire services. This should be completed by December 2010. Any proposed changes would be developed with proper training programs with implementation by July 2011. The cost savings from these potential changes would be part of the FY 12 General Fund budget.

- There are several other recommendations in the Public Safety Study that are or will be evaluated by management. Some of these changes will require negotiations with the Police / Fire Unions.

**PENSION COST INCREASE:** One of the major expenses for the City which has been difficult to control is pension costs. The City is part of the State of Michigan Municipal Employees Retirement System (MERS). Employees are either in the defined benefit or the defined contribution plan (in January 2003, all new employees and those who converted are in the defined contribution plan and now accounts for over 39% of all full-time employees). The defined contribution is a 6% contribution by the City and the City matches a 2% contribution from the employee for a total of 10%. There are nine different groups in the City's

Defined Benefit program and those contributions rates range from 26.38% to 9.72% of payroll. The Defined Benefit program is the most difficult to control from a cost standpoint. In FY 11, it is estimated the cost will increase by 27.2%. However, due to the poor market performance in 2008 and early 2009, MERS notified the City in 2009, the defined benefit pension costs will increase by 11% in FY 11, 16% in FY 12, and 22% in FY 13 above the FY 10 contributions. This will be one of the biggest financial expense challenges in the next three years in the General Fund.

For FY 11, the General City (excluding the BPW) pension costs are projected at \$1,827,600, or \$402,616 above the FY 10 amount of \$1,424,984, a 28.25% increase. In FY 06, this cost was \$1,045,716, which is an increase of \$781,884, or 74.77%, in five years, while at the same time the City has reduced its workforce. The total pension costs in FY 11 including the General City operations and BPW are \$3,416,362, compared to \$2,782,700 in FY 10, an increase of \$633,662, or 22.77%. (Note: the FY 11 amounts are based on current employment levels and no contributions by the non-union defined benefit employees)

**HEALTH INSURANCE COSTS:** The City in 1991 established a modified self insurance fund for the City's employee 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 85% of the premium. If the employee does not meet requirements, the City pays 65% 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 increased labor costs. In 1991, total costs for employee health care, was \$1,210,400 and increased to \$4,882,404 by FY 09 and estimated at \$4,562,450 in FY 10. These costs

cover all General City, BPW, Herrick District Library employees and retire costs. The fund balance in the Health Insurance fund for June 2009 was \$1,694,429, estimated at \$1,501,819 by June 2010 and \$1,419,819 by June 2011. The lowest fund balance was in 2000 at \$783,013. There is a 10% proposed premium rate increases for January 1, 2011. It should be noted that the fund balance estimates for FY 10 and FY 11 are conservative estimates, and are anticipated to end up at a higher amount. Total health insurance costs are estimated at \$4,906,000 for FY 11, .48% above FY 09 actual costs and 7.73% above FY 10 estimated expenses.

In 2010, the City will be requesting bids for the administration of the Health Insurance program and will also request bids for the umbrella insurance coverage. It is anticipated these costs should decrease, but with the passage of the new national Health Care program, there are many unknowns in this area.

As noted, pension and health care costs have been the two expenses which have caused the most difficulty in balancing the General Fund of the City. At a time when the major revenue sources have declined, these two cost increases have been the major factors for the required employment reductions.

**OUTSIDE AGENCIES:** For FY 11, a total of 43 non - profit agencies/programs requested funding assistance in the amount of \$708,970. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities. The FY 10 budget included \$614,990 to fund these agencies and \$546,127 in FY 11, or about a 5% reduction. The City Council should carefully evaluate the allocations from a policy stand-point as to what the City's role should be in the future. If the City receives reductions in the State Revenue Sharing amounts budgeted, these allocations must be reviewed.

FY11 Request	Agencies	Funding Category	FY 09 Budgeted	FY 10 Budgeted	FY 11 Proposed
242,700	21	Social Services	\$140,275	\$140,000	\$130,500
107,050	14	Leisure & Cultural Serv.	103,890	103,890	73,388
<u>247,620</u>	1	Holland Historical Trust	<u>257,000</u>	<u>257,000</u>	<u>235,239</u>
\$597,370		Sub-total	\$501,165	\$500,890	\$439,127
47,000	1	Economic Dev. Lakeshore Advantage	47,000	47,000	47,000
64,600	7	CDBG - Outside Agencies	<u>82,636</u>	<u>67,100</u>	* <u>60,000</u>
<b>\$708,970</b>		<b>Total</b>	<b>\$630,801</b>	<b>\$614,990</b>	<b>\$546,127</b>
* Amount Estimated					

### MANAGEMENT AND ADMINISTRATIVE SERVICES

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

**CATV:** This fund accounts for all expenses associated with the three 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 11 franchise fees are estimated at \$260,000 and the equipment fee at \$20,000.

In FY 08 and 09, two new CATV Franchise Agreements were issued to AT&T and T2 under the new uniform State Franchise Agreements. The City now has three franchises including Comcast.

The public channels are operated through a contract with the non-profit MACTV. For FY 11 the contract is recommended to be increased to \$200,000 from \$180,000 in FY 10. This increase is for the ongoing cost for providing the AT&T public channels and uploading to the Internet. The FY 11 budget again includes funds to provide cable casting over the internet with video for some public programs. Also, the budget includes \$50,000 to provide the public channels to the AT&T franchises, as required by the state

regulations, and upload of programming to the Internet.

For FY 11, the amount of \$75,000 has been recommended to be transferred to the Technology Service Fund. This amount will help reduce the changes for Technology Services and Technology Capital Replacement in the General Fund. These funds will also assist with the improved flow of information to our citizens. This is not intended to be a one-time transfer, but to be continued in future years.

**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 consecutive years until FY 06, a separate millage had been set aside for this purpose at about .25 Mills which would generate \$275,000 in FY 11. For the sixth 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 11. In FY 10, it is proposed to transfer \$208,215 from the Municipal Capital Improvement Fund to cover various property purchases and exchanges which were approved in FY 10, and are anticipated to be completed in FY 10. This fund is recommended to be closed in the FY 11 and future

land acquisitions will be funded from the Municipal Capital Improvement Fund.

### FISCAL SERVICES

#### CONTESTED ASSESSMENTS AND BUDGET

**STABILIZATION FUND:** One of the major outstanding issues in preparing the FY 11 budget is again the number of outstanding tax appeals from several of the City's major industrial and commercial property owners. Funds have been budgeted in the General Fund for FY 11 to pay for the legal and expert appraisal costs which are anticipated, if tried before the Tax Tribunal. This special fund will be closed at the end of FY 10. 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).

#### TRANSPORTATION SYSTEM AND SERVICES

**STREET FUNDS:** There are four funds involved in funding the operation, maintenance and improvements to the City's street system. Two of these involve gas tax revenues from the state of Michigan. These two funds have received a limited increase over the past five years and the revenues are anticipated to again decrease in FY 11 to \$2,431,200, compared to \$2,817,378 in FY 08, a decrease of \$386,178, or - 13.7% in three years.

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 11 will provide \$1,087,571 in new revenues. In FY 11, the Allegan County Road Tax will generate about \$415,000. These funds will be utilized in implementing the City's Five-Year Street Capital Improvement program.

However, due to the reduced level of funding in the gas tax over the past six years and now with a decline in the City's tax base, it is projected that for the FY 11, the City will not be able to complete the new road reconstruction projects in its five year plan. This situation is also caused by the continued increase in most costs associated with the City's annual operation and maintenance budgets for streets. The increased costs in the FY 08 and 09 snow removal budgets also reduced

funds for new reconstruction. Therefore, it is proposed a \$5.5 million bond issue be considered in the spring of 2010 in order for the planned street improvement projects to be completed in the FY 11 budget. This would require a tax increase of .2749 Mills in FY 11 and .4748 Mills in FY 12. The City is also planning to receive over \$9 million from the State MDOT Economic Development Fund over the next three years which will require a 20% match. In addition, the June 19, 2009 storm caused about \$1.5 million in damage which has caused funding problems for the Street Improvement funds.

**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 is being paid back from existing snowmelt fund balances and future operating assessments within the snowmelt system. This amount is \$84,000 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 River Avenue sidewalks between 7<sup>th</sup> and 12<sup>th</sup> Street as part of the 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, the transmission line was again extended to serve the new Downtown Parking Deck and sidewalks on 7<sup>th</sup> St. This cost is estimated at \$300,000 with \$150,000 funded by the BPW at \$13,500 payback for 15 years. The fund balance by June 2011 is estimated at \$163,609 and anticipates a 3% increase in the 2011 operating and special assessment rates. This increase is primarily to cover the increase in electric rates. The FY 11 annual operating budget is \$178,400.

**AIRPORT FUND:** 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 did not become fully operational until the four governmental units had an election to establish a millage for the operation of the Airport. The vote was held in May 2008. The Cities of Holland, Zeeland and Park Township approved the .1 Mill.

However, Holland Township did not and was removed from the Authority. The Authority officially began operating in July 2008. The .1 Mills in the City of Holland in FY 11 will generate \$108,757, and this amount will be contributed to the Airport Authority. The Airport is managed through a contract with the City for various services in the amount of \$66,880 for FY 11. All Airport grants and various assets, except the airport land, have been turned over to the Authority and are being governed by the Airport Authority Board.

**DEPOT:** The Depot Transportation Center was formerly the home for the Tulip Time offices, the AMTRAK train station, and IndianTrails bus operation. All expenses associated with the operation were charged to this fund. All leases with the three 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 fixed route systems. 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 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.

**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 11. The City previously had a .6 Mills voted limit for public transportation. The current FY 10 MAX Authority levy is 0.35 Mills.

**CENTRALIZED VEHICLE/EQUIPMENT FUND:**

This is the seventh year for this 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 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 had been retained for FY 09. However, in early 2009 due to various budget issues, the rates were reduced back to 25%. This was accomplished by not purchasing several vehicles scheduled for replacement, not filling a new welder position and further cutting expenses by not replacing 50% of the Police Maintenance Supervisor's position vacated in late FY 09 due to retirement. Further, gasoline prices dropped dramatically between June 2008 and February 2009. As a result, the 25% reduction in rates had been maintained for FY 10.

In January 2010, the rates were reduced another 10% due to a major reduction in State Revenue Sharing Funds. This reduced the rates by 35%. With reduced gasoline prices and some reductions in the purchase of new equipment, the Reserve Fund has been maintained at about \$1.9 million. The FY 11 budget includes \$472,400 for equipment and vehicle replacement. The equipment reserve balance by June 2011 is estimated at \$1,930,000. It is important this

balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicles on schedule. For FY 11, the rental rates have been reduced by 25%.

This fund does not own the Fire Department suppression or emergency response vehicles. A separate Fire Vehicle Replacement Fund is maintained. In FY 11, a General Fund transfer of \$75,000 is again proposed. The fire equipment reserve balance by June 2011 is estimated at \$390,614.

**COMMUNITY & NEIGHBORHOOD SERVICES  
DOWNTOWN DEVELOPMENT AUTHORITY  
(DDA); PRINCIPAL SHOPPING DISTRICT  
(PSD); DOWNTOWN PARKING SYSTEM:**

Each of these three funds are self-supporting from a special tax levy and special operating assessments. In FY 05, there were major staff reallocations made to improve these downtown operations. The PSD is now fully staffed and also assist in staffing and promoting the 8<sup>th</sup> Street Market. The PSD Board has recommended that the part-time employee be increased to full time which would increase the staff to two full time employees. The increased cost would be funded by the PSD, not with general property taxes. The DDA tax levy will be maintained at 2 Mills, required to be rolled back in FY 11 to 1.8333 Mills, the same as in FY 10. The Parking special assessments are projected to be increased by 3% in FY 11. Each of these, three funds continue to experience fluctuations in their fund balances and must be carefully evaluated during the year. Further, for FY 11 the new Downtown Parking Deck will be in the second year of operation. As this is the first deck for the downtown system, it will take another couple of years before the full operating revenues and expenses will be realized.

**CDBG PROGRAM:** The regular FY 11 allocation for the federal CDBG program is estimated at \$385,012, which is less than received in FY 10 of \$436,823. This is due to a one time additional allocation of \$84,648 in FY 10 of unused funds by Grand Haven. The CDBG funds have been in a decline since 1995 when the City received a high of \$452,000. In addition, there is \$31,174 in new income and carry over funds for total proposed expenditures of \$416,186 in FY 11. 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 11 totaled \$457,192. The CDBG Advisory Committee will be making their funding recommendation to City Council by May 2010.

In early 2009, the American Recovery and Reinvestment (ARRA), a federal stimulus program, was approved. The City received in FY10 \$91,835 of CDBG funding as an entitlement City. These funds were allocated for home insulation to create jobs and deal with infrastructure and housing issues in the core area of the City.

With the continued poor economy at the national, state and local level the City is dealing with the same national housing issues including foreclosures, vacant homes, declining home values, and blighted housing conditions in various pockets of the City. The federal stimulus package is designed to deal with these issues; however, no specific ARRA funds have been included in the FY11 budget. The City continues to aggressively pursue these ARRA funds as the guidelines and applications become available.

**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 as outlined below and it is recommended they be increased as show in the following:

TYPE OF SERVICE	2004 RATES	2008 RATES	2009 RATES	2010 PROP. RATES 3%
1 bag / month	\$5.00	\$5.27	\$5.53	5.70
2 bags / months	6.50	6.84	7.18	7.40
32 gallons	9.50	10.00	10.50	10.82
65 gallons	12.00	12.62	13.25	13.65
90 gallons	14.00	14.72	15.46	15.92
Additional bags	2.00	3.00	3.15	3.25

These recommended rate increases were primarily due to increased cost of fuel and general increases in labor and landfill costs. A three-year contract was awarded to Chef Containers effective July 2005 through June 2008. The existing Chef's agreement expired on June 30,

2008. The contract provided an opportunity to renegotiate the agreement and City Council authorized staff to complete the process.

The Agreement was renegotiated for three years as follows:

July 2008	8.8%
July 2009	3.0%
July 2010	3.0%

Note: The new agreement also included a fuel adjustment clause. The annual cost of this operation is estimated at \$1,419,919 in FY 11. The working capital in June 2011 is estimated at \$380,905.

As a result of the June 19, 2009 storm, there was extensive damage to private property. The City provided special pick-ups of damaged goods and property at no cost to the homeowners. This service cost \$58,198. This cost along with the 3% increase in the contract with Chef has necessitated the 3% proposed rate increase.

**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 \$28,000 in FY 11 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 was \$87,608 in FY 07, \$87,414 in FY 08, \$56,346 in FY 09, and this amount has been estimated at \$32,200 in FY 10, and \$32,200 in FY 11 due to lower projected interest rates.

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

repaid. The existing outside columbarium area is now full.

The fund balance by June 2011 is estimated at \$1,468,842. The amount of \$55,000 is being transferred in FY 11 to fund improvements to the underground sprinkling system and roads at Graafschap Cemetery.

**WINDMILL ISLAND:** This fund is again unable to support the full operation from fees based on anticipated admissions in FY 11. The estimated General Fund subsidy in FY 10 is \$186,999, and the amount estimated for FY 11 is \$182,140. The FY 11 budget again includes the full operation of the pavilion. A new pavilion rate structure for 2011 will be recommended to City Council. It is proposed the admission fee at the tourist attraction be maintained on January 1, 2011 as the rates were adjusted as follows in previous years:

	2006	2009	2010	2011
Adults	\$7.00	\$7.50	\$7.50	\$7.50
Children	4.00	4.50	4.50	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 governmental units as follow:

	FY 10 Actual	FY 11 * Estimate	City Amounts
Mills			
Operating	1.1000	1.1000	\$1,196,328
Debt	0.5420	0.1630	181,260
* The final millage will be determined in June 2010 following county equalization.			

**HOLLAND HISTORICAL TRUST:** This non-profit organization, by contract with the City, operates and manages the Museum, Cappon House, Settler's House, and various historical assets of the City. In FY 05, the subsidy from the City was \$270,500. The request was the same in FY 06; however, this amount was reduced to \$257,000, a \$13,500 or 5% reduction due to financial constraints in FY 07 and 08. The amount was retained at \$257,000 for FY 09, and was reduced to \$247,620 in FY 10. The amount of \$235,239, a 5% reduction is recommended in FY 11. The FY 11 Museum operation is \$577,377, and the City's contribution would make up 40.74% of the budget.

**UTILITY SERVICES**

**BPW UTILITIES:**

The BPW budget is submitted as recommended by the Board and following is the proposed FY11 budget:

	FY 11 PROPOSED	
	EXPENSES	REVENUES
Electric Utility	\$84,037,217	\$77,021,165
Water	11,860,956	10,088,404
Wastewater	15,887,525	9,064,294
Total	\$111,785,698	\$96,173,863

The BPW Board is considering rate increases for the three utilities and the fiber as follows:

May 2008 FY 09		FY 10	FY 11
Electric	5%	*	3.75%
Water	5%	*	9.26%
Sewer	5%	*	6.57%
Nov 2008 FY 09			
Fiber	5%		
Water	5%		
May 2008 FY 09			
Sewer	5%		
Water	5%		
Sewer	5%		

\* Note: For FY 10, the BPW outlined their rate increase in actual dollars, not as a %. Further, the proposed rates will be submitted for approval outside of the budget process.

As noted earlier, the electric contribution to the General City is recommended as follows:

Fund	BPW FY 09 5%	BPW FY 10 5%	BPW FY11 5%	BPW FY11 5-1/2%
G.F.	3,195,400	3,195,400	3,059,390	3,559,200
MCIF	788,600	603,800	578,410	442,400
TOTAL	3,984,000	3,799,200	3,673,800	4,001,600

**INTERNAL SERVICES**

**TECHNOLOGY SERVICES FUND:** The Technology Services Dep. 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 11 are estimated at \$824,300, including \$240,000 in Capital Outlay. Of this amount, \$210,000 is for a new Finance System.

In FY 09, the allocation of computer costs was 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 changed some budgets dramatically, but the total cost was basically the same as in the past several years. This method has been maintained for FY 11.

The fund includes \$240,900 in new and replacement equipment for FY 11 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 \$125,000 by June 2011. 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. However, the Capital Charge back to departments was increased from \$25,000 to \$50,000 in FY 10 to assure the reserves were adequate to replace equipment in the future. The FY 11 budget also includes \$45,500 for controlled Capital Outlay which is for computer equipment valued at less than \$5,000 per unit.

Two major changes were made in FY 11. First, the amount of \$75,000 was transferred from the CATV Fund to the Technology Service Fund. This has reduced the rental service rates to the General Fund. This will also allow this operation to assure there is improved transfer of information to the general public. In addition, this allowed the elimination of the \$50,000 Capital Outlay Replacement charge to the General Fund departments.

Second, a transfer of \$100,000 was made from the Municipal Capital Improvement Fund to help with the purchase of a new City Finance System. This is a one-time fund transfer.

**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

facility. This charge is estimated at \$.083414 per gallon (This includes \$0.01 per gallon for asset reserve/replacement). The estimated reserve funds on June 30, 2011 are \$76,239. Consumption increased by 2.71% in FY 08, and estimated at 2.0% for FY 09 primarily due to increased snow plowing and expanded routes by MAX. Due to the continued change in fuel costs, the amount budgeted for FY 11 may not be adequate at \$644,800 (based on current prices). Total costs were \$658,299 in FY 07, \$914,827 in FY 08, \$701,670 in FY 09, and estimated at \$648,500 for FY 10.

#### **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 increased claims and the condition of the fund balance, includes a 10% increase on January 1, 2011. 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 years; however, no dividends are anticipated for FY 10 or 11. 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 insurance funds at the end of FY 09 was \$3,296,146, estimated at \$3,059,843 by June 30, 2010 and \$2,842,893 by the end of June 2011; however, this assumes 100% of the \$210,000 in contingencies will be spent.

With the uncertainties in the insurance market, moderate 3-5% rate increases have been budgeted for the other insurance programs. Again, in FY 11, 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 FY 11 budget was completed within the basic City Council directive to evaluate all operations in the City. 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 Funds, 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 service groups in the City budget. All funds 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 05 and 06 was at 0 Mills. For FY 07, it was .0142 Mills; in FY 08 .2977 and in FY 09 .2049. From 1988 to 2004, the average millage for Municipal Capital Projects was 1.4 Mills which would generate \$1.5 million in FY 11. The rate for FY 10 was .4029 Mills. The millage rate for FY 11 is proposed at .2 Mills as part of this millage has been shifted to debt service and the general fund operation.

As previously noted, the BPW electric contribution was increased from 3.5% to 5% of gross revenues in FY 09. The additional amount of \$788,600 was placed in the Capital Improvement Fund in FY 09. For FY 10, this amount was \$603,800. In FY 11, the BPW amount is recommended at \$442,400 at the 5-1/2%. The FY 10 Year End undesignated Fund Balance for capital improvements is \$500,876 and those funds along with several other carryovers, new sources and grants have been allocated to various proposed capital improvement projects in FY 11, amounting to

\$1,277,076. The fund balance on June 30, 2011 is estimated at \$326,955.

The Street and Sidewalk Capital Project funds include expenditures of \$6,672,557 which will be funded from a combination of local, state and federal funds.

The BPW Utility Funds again include an aggressive Capital Improvement program for all three utilities to assure the electric, water, and wastewater plants along with the distribution and collection systems are maintained in excellent shape. Capital funding for the BPW is \$32,103,290.

### DEBT SERVICE

**DEBT SERVICE:** The millage rate in FY 10 for debt service has been increased from 1.6379 to 2.1277 Mills, an increase of .4898 Mills. This 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. 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.

This year the increase is due to the City having to issue \$5.5 million in Street Bonds. The debt service millage for FY 11 does include paying an interest payment on the new \$5.5 million bond issue for street improvements. This will add principal and interest in FY 12 for debt service. It is proposed to increase the debt rate to 2.1277 Mills until FY 17 when the City Hall bond issue will be paid off. Note: This rate may have to be adjusted slightly depending on the actual taxable value for debt service.

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 2012. 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 13.

It should be noted that the FY 11 Capital Budgets do not include any funds for the implementation of the new storm water regulations by the Federal government. No major expenditures are anticipated for FY 11; however, in FY 12 and 13, it is expected that substantial infrastructure improvements may be needed to meet the new regulations. This program will continue to be coordinated through the MACC on an area wide effort. However, as City Council is aware, the new regulations will require increased regulations within the Cities and new revenue sources will have to be generated to meet the new regulations. This will be major challenge in the next three years.

## CLOSING COMMENTS

It has been a challenge to prepare and present this budget for Council's consideration. For the past several years, the City has initiated and completed 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 10, thirty-one positions were eliminated and as many as twelve could be eliminated in FY 11.

As a City, up until FY 10, the reduction of State Revenue Sharing has been the biggest impact on City's General Fund due to the poor state economy. For FY 11 that is still the case; however, another major factor developed where property taxable values dropped 8.44%. This reduction is unprecedented in this City's recent history. We expect the property tax

base may decrease again in FY 12. 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 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 continue to cooperate on major projects and issues if the area is to retain its quality of life.

As we have now completed the first decade of 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 2010, both the state and national economy slowed down, and as a City, we continue to experience several manufacturing plant closings and some of our major industries have had extensive employee layoffs. In 2009 and early 2010, we have experienced some major economic expansion plans in the private sector that could generate over 3,000 new jobs over the next several years. If all of these projects develop as announced, we should begin to see our economy to grow and our tax base expand. However, as a community we still have two to three years of difficult financial challenges. The budget as presented with a slight tax increase of .3 Mills to fund new debt of \$5.5 million and an increase in the PILOT from the BPW from 5% to 5-1/2% is an effort to maintain our quality of services and assure we maintain our infrastructure. At the same time, we will try to accomplish this objective with about 35 - 40 less General City employees than we had a few years ago and reducing various employee benefits.

As noted over the past nine 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. In FY 09, increasing the BPW electric contribution from 4% to 5% with the additional funds allocated to the Municipal Capital Improvement Fund has certainly helped finance some small to medium capital projects, but there are many other major projects which need to be addressed in the future. 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 Expenses
- Reduce Services,
- Generate New Revenues,
- Raise Taxes, or
- A combination of the above

This budget includes a combination of the above with the realization that there will be more financial challenges in the next several years. However, it is believed, the combined steps taken this year will help us through the next couple of years.

None of the above choices are easy, and they are especially difficult this year. Some of the recommendations to City Council will not be easy. Some of these issues 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. As a first step in this process in the FY 08 budget two recommendations were implemented. First, we allocated .2977 Mills to the MCIF, without increasing the total City tax rate, and this rate was increased to .4079 in FY 10, but has been reduced to .2 in FY 11. This is still substantially less than the 1.4 Mills average prior to FY 05, which would generate \$1,523,000 in FY 11. Second, was in FY 08 and

FY 09 to increase the BPW electric payment on sales from 3.5% to 5.0% which generated additional funds to be placed in the MCIF. For FY 11, it has been recommended to increase the payment to 5-1/2% until FY 14 when the two lithium-ion battery plants will be in full operation.

Unfortunately, at the same time in FY 10 and 11, and the next several years, the City will have a major challenge to complete 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. In FY 10, a \$5.5 million bond issue has been proposed which will necessitate the small tax increase of .3 Mills. If we do not address this issue, we stand to lose over \$9 million in State Street Improvement funds.

We were able to provide a solid foundation for this community as we entered the 21st Century. Now ten years later, 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 and opportunities in the next couple of years. As a place to live and play, we have a tremendous challenge to make sure we do not reduce the high quality of life our citizens deserve from their local government.

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.

Respectfully Submitted,



Soren Wolff  
City Manager

## BUDGET - COMMUNITY HISTORICAL HIGHLIGHTS

**THE ECONOMY:** This is the eleventh 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 eight 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 eight 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 eight 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 continues to work hard to regain 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 has now completed their new \$80 million showroom here in Holland which has become their global showcase.

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. JCI has taken back the Plastec operation which has improved the JCI Holland employment base.

There has, however, been some good news in the past three years. A new company to the Holland area, *Challenge Manufacturing, Inc.*, in 2004 purchased the former Herman Miller seating plant expanded and renovated the plant that initially created 175 new jobs. In 2005, they announced another expansion of 277,000 square feet and another 150 new jobs. There have been two 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.

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! Unfortunately, the boating industry has declined drastically in the past couple of years. This has required S-2 to find new markets which they have in the wind turbine green energy market.

As a result of these economic conditions, the City Council, at its last five 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 11 City budget to assist this area economic development organization.

The economic challenges continue, 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, 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. In early 2009, this facility was occupied by its first tenant and 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.

However, in 2009, we again began to experience more difficult times in the office and auto industry. Office furniture production is again having a downturn in production due to the slow national and global economy. The announcement of both the Chrysler and GMC bankruptcies has impacted all of our local auto suppliers and are currently generating many future uncertainties.

But, at the same time, these are some of most exciting times with new opportunities. JCI has partnered with Saft of France as JCS to start up a new electric car battery plant with new investments of over \$598 million and 300 to 500 new jobs in the next couple of years. Shortly after JCS announced their expansion plans in the electric car battery business, LG Chem of South

Korea announced they had selected the City of Holland to also produce lithium ion car batteries. LG Chem has broken ground on their new phase I 660,000 square foot facility and will invest over \$302 million in the facility and employ over 400 employees.

As noted, S-2 has now entered the "Green Energy" economy as Energetx with investments of over \$7 million to produce wind turbine blades. Also, Innotec will be investing \$1.2 million in new Green Energy. As a result, the City of Holland and surrounding area will be one of the key economic players in North America in the Green Economy.

In addition, Haworth has announced they will move their Calgary Canada operation to Holland and generate 450 new jobs in the furniture industry. Lean Logistics has started up their new operation and projects 580 new jobs in the City's south industrial area. A new service call center, Novo 1, has just started up their new facility and projects new employment of over 350 in the next couple of years.

As all of these projects are in various stages of implementation, the City's unemployment should decrease substantially and the local economy should begin to revitalize and grow. Since most of these capital investments have received Federal, State and Local tax incentives, there will not be many short term property tax returns, but there should be many long term economic returns to the City of Holland and surrounding area.

**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 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. Over the next couple of years, the City will have major financial challenges in implementing the next phase of the Watershed plan that will have to be incorporated into the FY 12 City Budget.

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.

In 2009 and 2010, when the City and Lakeshore Advantage were recruiting LG Chem for their new electric car battery plant, the issue of political boundaries became a real. The preferred location by LG Chem was a piece of property located in the City and Fillmore Township. LG did not want to be located in two governmental units. The City and Fillmore Township were able to finalize an annexation agreement in record time, or the project would have been lost. Our political boundaries should never stand in the way of economic growth, but in this case, it almost did.

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 MAX Authority has now reached over 316,600 rides annually.

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 has been renovated to improve parking for AMTRAK, Indian Trails (bus) and the MAX ground transportation systems, and is 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%).

In 2009, another citizen survey was conducted. Of the 20 quality of life questions, 18 received higher ratings than in 1998 and 2002. Only the questions "Industrial base" and "Employment opportunities" ranked lower. Again, the "Safety of neighborhood" and "Safety of City as a whole" ranked higher in 2009 than in 2002 and 1998.

In 2009, the City retained a consulting firm to evaluate the City's entire public safety programs include police and fire services. These two services require the City to allocate almost 50% of its General Fund financial resources to fund these important services. The City has traditionally provided high quality public safety services, but due to declining revenues, the City must evaluate how these services are provided. In July 2010, City Council approved the establishment of a new Public Safety Department which will consolidate all police and fire services into one department. The FY 11 budget includes various objectives to be finalized in FY 11 to assure the City's high level of public safety services can be maintained with the reduced funds available.

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 was necessary to evaluate the structure of the Ourstreet program in FY 10. This evaluation was completed and modifications were made to make sure this important program can continue to have a vital role in the future of the Central City neighborhoods.

**PUBLIC SCHOOLS:** In early 2003, the Holland Public Schools made a decision to restructure the elementary school system of neighborhood schools. This was the result of reduced state funding for education which impacted most severally the state's core city school districts which have limited growth potential. The School Board's decisions resulted in closing two elementary schools including Washington and

Lakeview; and sell 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.

The City continued to work with the schools and the neighborhoods to minimize any negative impacts which resulted 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 served as a guide to deal with these critical community issues.

In 2009, the public schools again had to reorganize the school system. This required further closing of neighborhood schools. The new system which started in the fall of 2009 consists of K-7 schools and an 8-12 high school. The City and schools are working closely with the community in implementing these changes. This process also includes a joint evaluation of what can be developed for the schools that have been closed to minimize the impact on the neighborhoods.

In the spring of 2010, the citizens of the Holland School District approved a \$73 million bond issue. These funds will be utilized for an innovative New Tech High School and renovation and expansion of most of the school systems facilities.

**DOWNTOWN:** 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 a downtown which is already considered one of the best in the Midwest. In 2008 and 2009, several new major building projects were constructed by the private sector. The Eastern Gateway will be the focus the next couple of years for new public infrastructure. In 2009, Hope College constructed new facilities including a new modern soccer stadium which will continue to make the eastern end of the downtown a strong economic sports and recreation center.

**INFRASTRUCTURE & PUBLIC FACILITIES:**

During the past decade, major emphasis was placed on upgrading the 150 miles 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. However, the reduction in state gas taxes will make it difficult to achieve the next five year planned construction unless the state generates new revenue sources.

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 11 efforts will be made to develop a financial plan to construct the facility.

In 2009, the City completed its first Downtown Parking Deck that added 260 new spaces. This \$4.3 million project was funded from a \$4.0 million Brownfield tax increment bond issue. There are three 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 Smallenburg. In 2002, a new neighborhood park was constructed on the Holland Heights School property.

Kollen Park was the focus of a major community planning process in 1998 and 1999 resulting in a \$5.6 million future expansion / renovation plan. The first phase of this project was completed in 2003 with a \$500,000 grant and \$500,000 in local funds. The second and third phase was started in late 2007. This phase was funded with a \$650,000 grant and \$650,000 in local funds. The third phase completed in 2008 was the 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 a major step in completing a waterfront boardwalk - pedestrian network from Heinz to Windmill Island comprising almost four miles of network that is part of the Macatawa Greenway. The total

project was funded from different grants and local funds totaling over \$4 million for this waterfront park and pedestrian network.

In FY 10, the City received a Coastal grant in the amount of \$47,300 and was matched with \$47,300. These funds are being utilized to develop plans and cost estimates for a new boardwalk from Window on Waterfront (WOW) to Windmill Island. This will be a major connection between WOW, Downtown, Windmill Island, Kollen Park and the River Avenue Bridge Boardwalk network. This project is also a major part of the Park of Parks Master Plans developed and approved by the City in 2007 and 2008.

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. In 2010, it is anticipated a major property exchange with Hope College will be completed. This will add additional property to Smallenburg Park. A cash payment will also be made by Hope College to construct a new \$300,000 skateboard park in Smallenburg Park. This will replace the Lincoln Park skateboard facility. This exchange will also involve the construction of a new tennis stadium next to the Holland Municipal Stadium located in Smallenburg Park.

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 was anticipated to begin in FY 11; however, due to financial conditions, this project will be delayed.

Another major part of the Eastern Gateway is the possible construction of a traffic roundabout 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 2011.

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 were 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 "Park of Parks" concept and development and connection to the Window-on-Waterfront Park north of 6<sup>th</sup> Street. This vision will continue to be worked on during FY 11. This plan is also critical as it connects to the City's Downtown to the north.

**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 decade, 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 decade, 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 11 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 held three Open House sessions 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 10 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, 2010. In FY 11, 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.

In FY 11, the implementation of the new Public Safety Department will be a major challenge. In order for the City to continue its high level of police and fire services, this reorganization will be essential during these tight economic conditions.

The same budget format has basically been maintained for 16 consecutive years. This is important especially for prior year comparative purposes. In FY 00, a new finance system was

implemented. This system is planned to be replaced in FY 11 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 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 11, City staff will continue the process of developing improved program measurements to determine the quantity and quality of our services. This will continue to 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.

Respectfully Submitted,

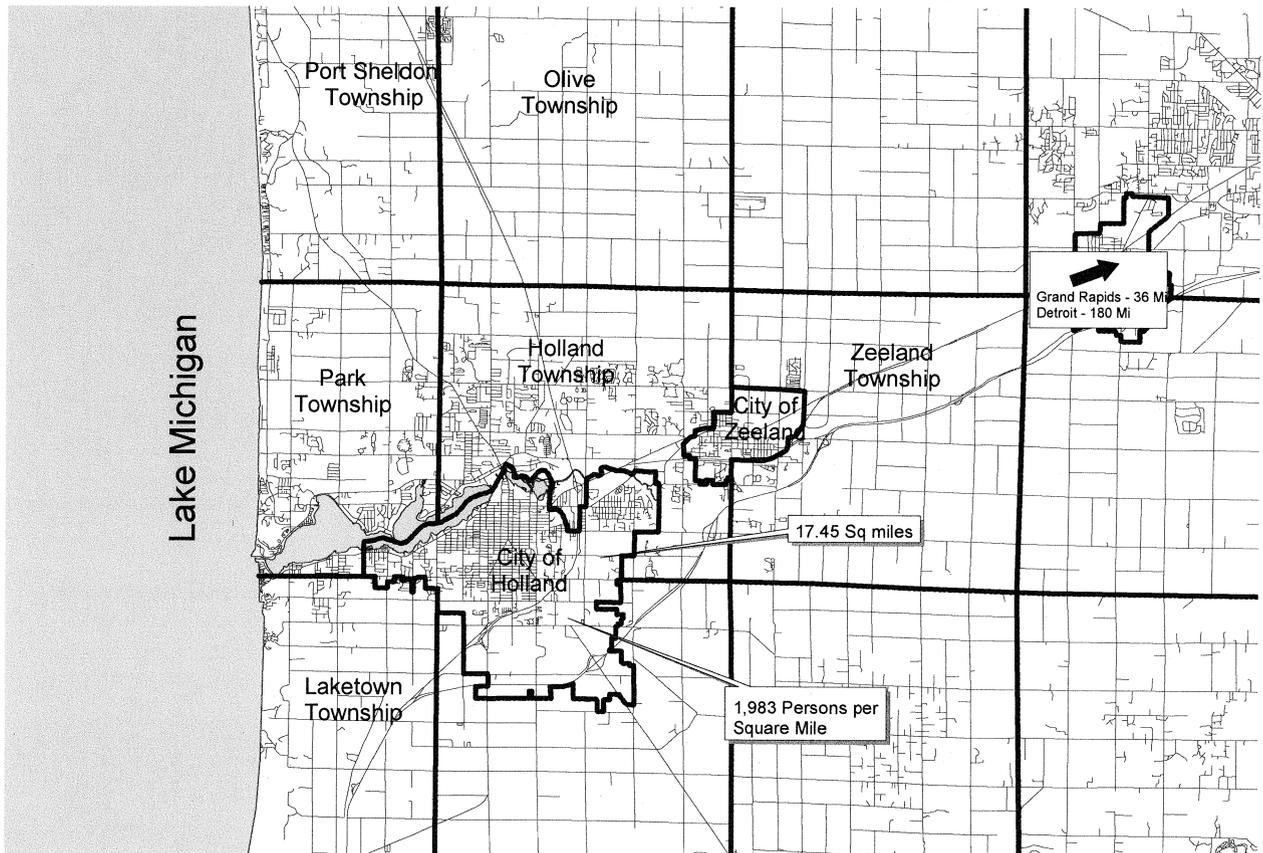


Soren Wolff, City Manager

/b

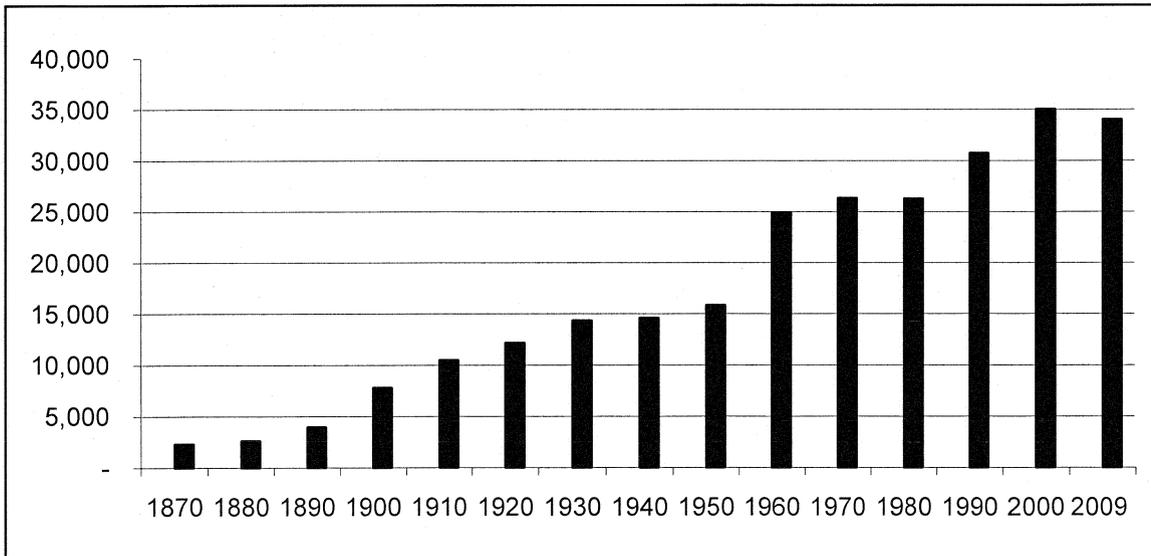


**Macatawa Area Coordinating Council Participants**



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

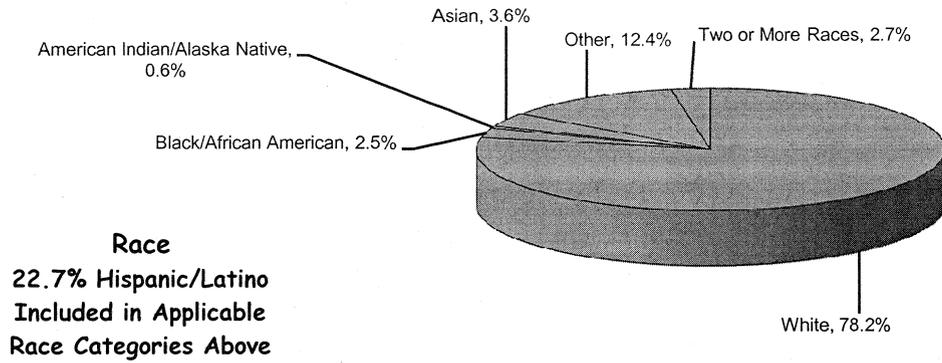
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE ( DECREASE )
1867	Incorporated as a City	-----
1870	2,324	-----
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70
1980	26,281	( 0.21 )
1990	30,745	16.99
2000	35,048	14.00
2009 (Estimated)	34,053	(2.84)



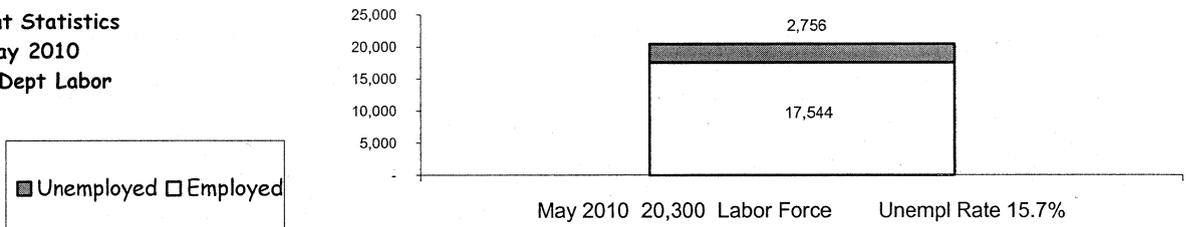
Source for Information:

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

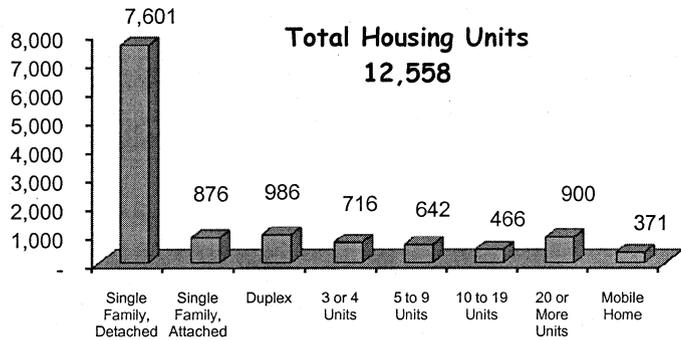
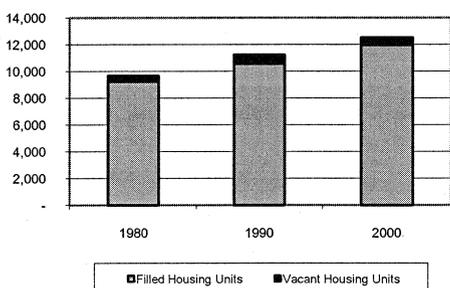
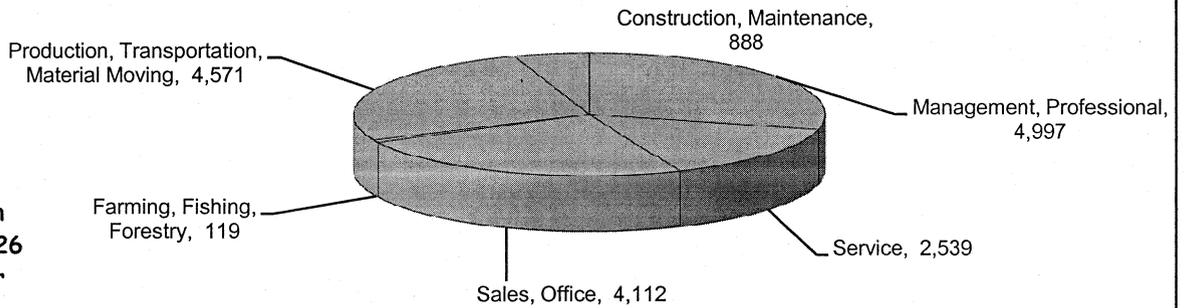
## DEMOGRAPHICS



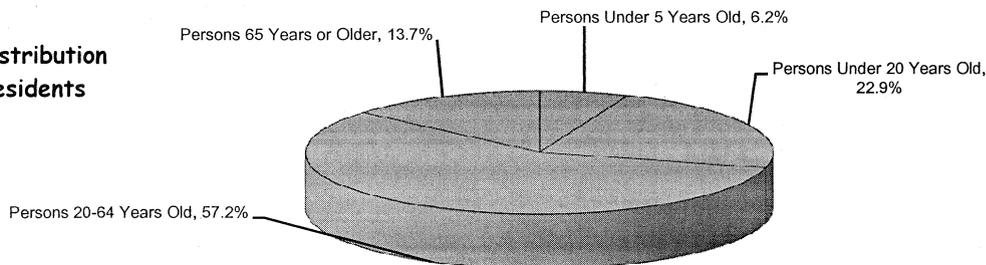
### Employment Statistics per May 2010 Michigan Dept Labor



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

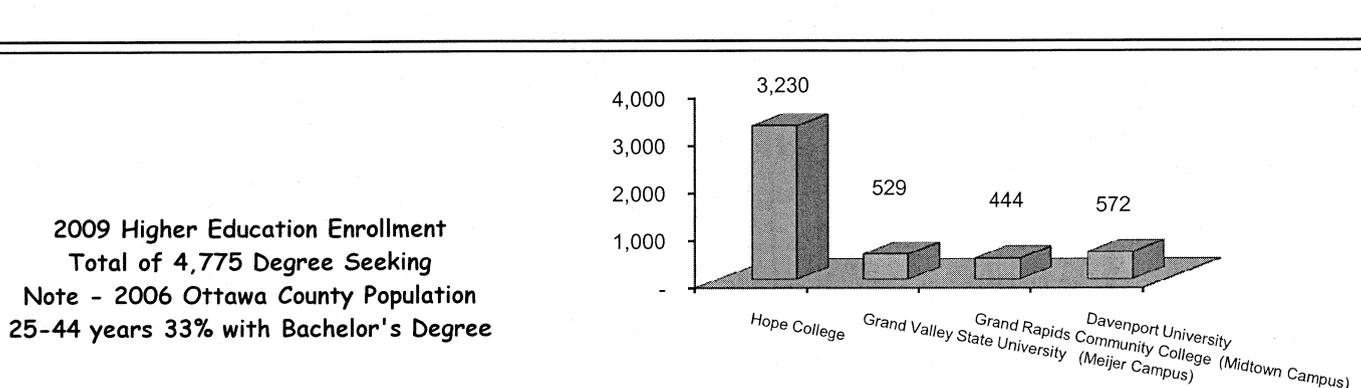
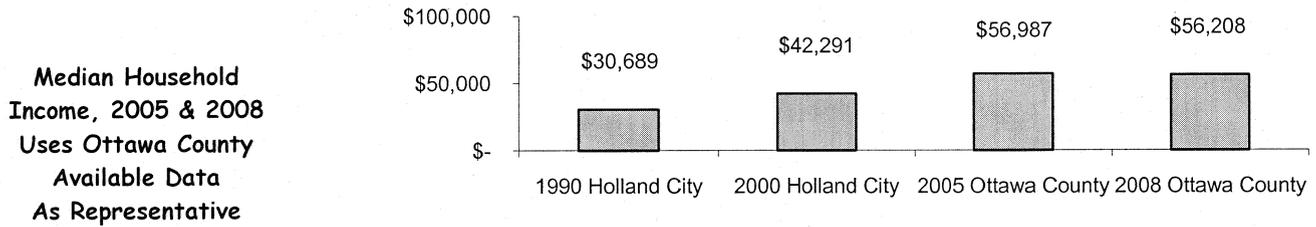
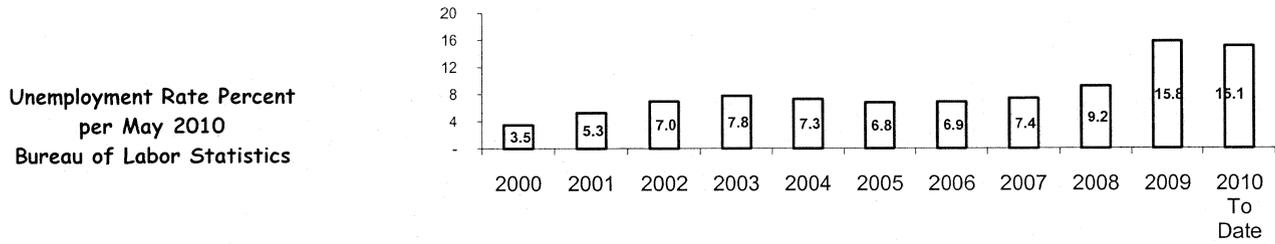
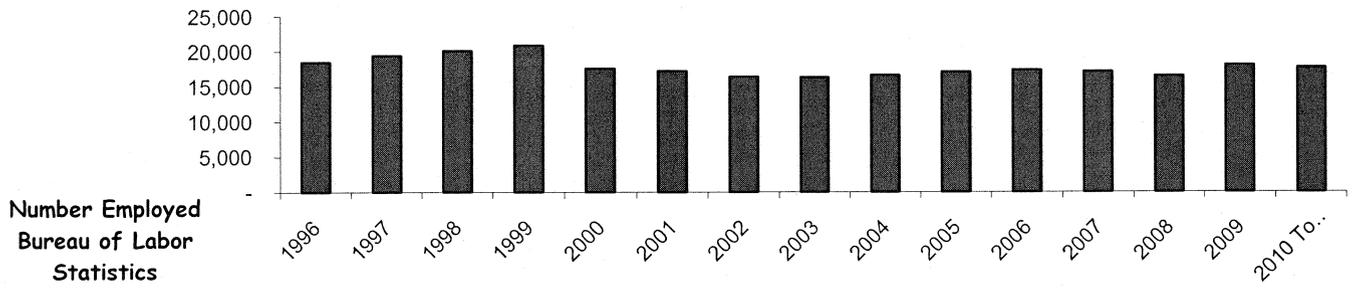


### Age Distribution of Residents



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

## DEMOGRAPHICS



### Miscellaneous Statistics

Fire Stations	3	2009 City Population Estimate	34,053
Police Patrol Units	19	Registered Voters FY10	21,909
Parks	24	Percentage Turnout Nov. FY10	8.00%
Cemeteries (City Owned)	2	Library Collection	292,511
Outdoor Stadiums	1	Higher Education Institutions	4
Sports Complexes	2	Streets (miles)	148.5
Community Centers	1	Sanitary Sewers (miles)	185.84
Nature Centers	1	Water Mains (miles)	236.72
Community Pools	2	Square Miles	17.35
Public Transit Vehicles	27	Downtown Occupancy Rate	94%

## 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 (continued)

- |      |   |      |   |
|------|---|------|---|
| 1983 | City purchases Van Raalte Farm.   | 2000 | Herrick District Library facility expansion completed.  |
| 1984 | Mainstreet designation for downtown Holland.  | 2002 | Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant.   |
| 1985 | Evergreen Commons (Senior Center).  | 2003 | City Transportation Facility constructed.   |
| 1988 | Westshore Mall (in Holland township). Snowmelt system installed downtown.   | 2004 | City Police Facility Expansion completed. Western Gateway & 8th Street Market area construction completed. Challenge Manufacturing moves into former Herman Miller plant. Baker Furniture vacates Holland City manufacturing plant.     |
| 1990 | Area population over 70,000 including surrounding townships. Holland declared Urban Center.   | 2005 | Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building.  |
| 1991 | Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office).  | 2006 | Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township.  |
| 1992 | Holland Museum (in renovated former U.S. Post Office).  | 2007 | Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant.   |
| 1993 | Weed & Seed program.  | 2008 | Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp & roadway entrance.  |
| 1995 | Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted.  | 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. |
| 1996 | Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased.  | 2009 | Downtown 7th Street Parking Deck constructed.   |
| 1997 | Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award. | 2009 | National recession impacts Holland severely. Holland unemployment rates soar as high as 16.4% as compared to State of Michigan rates of 14.1%.  |
| 1998 | City Hall renovation completed. Johnson Controls Interiors (JCI) assumes ownership of Prince Corporation.   |      |   |
| 1999 | Holland Area Community Swimming Pool Authority Aquatic Center expansion completed. 1,100 acres annexed from Fillmore Township.  |      |   |

## HISTORY OF THE CITY OF HOLLAND (concluded)

- 2009 Hundred year June 19 rainstorm event causes major flooding and damage to City infrastructure and private residents' homes. City expends over \$1.5 million over the next fiscal year for repairs.
- 2010 Johnson Controls (JCI) partners with French manufacturer SAFT to retool the existing JCI Meadowbrook facility in Holland to produce lithium-ion cells under a Renaissance Zone.
- 2010 Compact Power Inc., a subsidiary of Korea based LG Chem Ltd starts construction of a 650,000 square foot \$304 million plant in Holland to manufacture lithium-ion cells for automobile battery packs under a Renaissance Zone.

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.

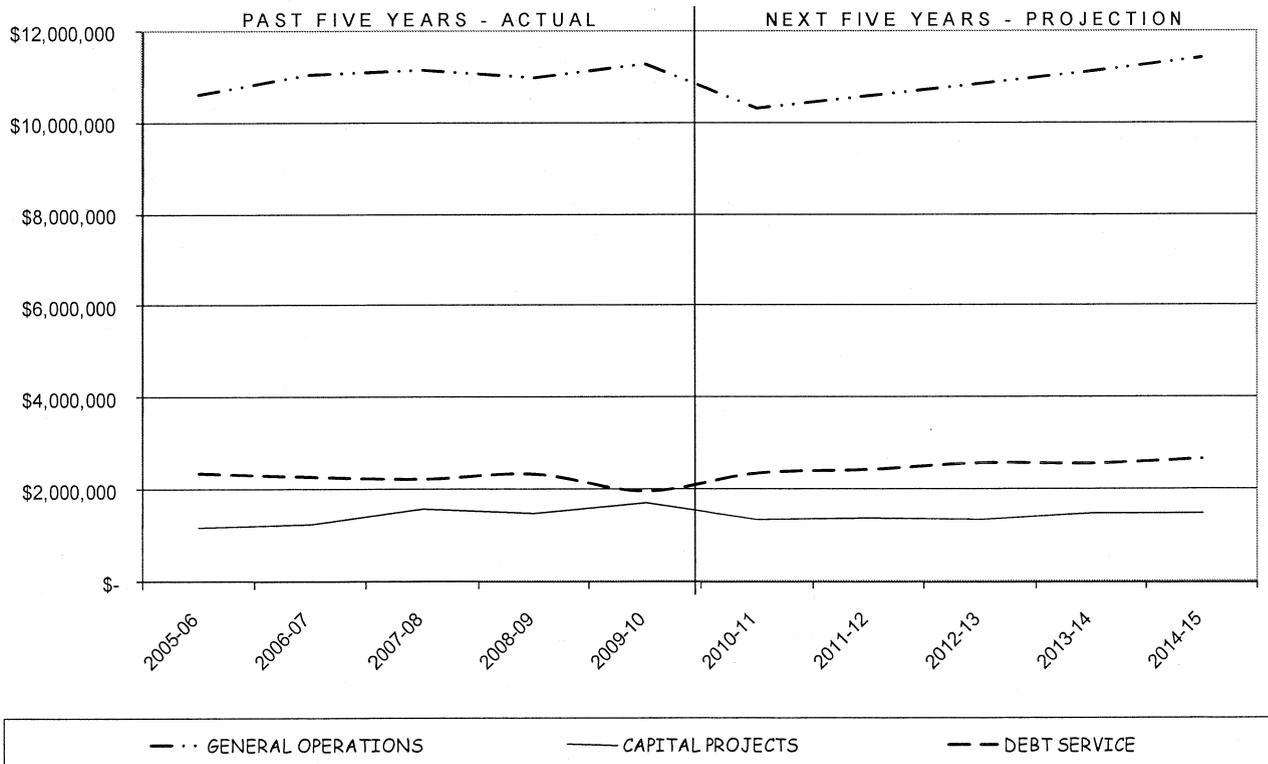
# TRENDS OF SIGNIFICANT REVENUES

## INTRODUCTORY OVERVIEW

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

## REVENUE GROUP: PROPERTY TAXES

- Property Taxes represent the primary revenue source for General Municipal Operations, General Obligation Debt Service Requirements, and Capital Projects for Municipal and Street Projects.
- Projection assumptions include a city-wide taxable valuation base that decreases approximately 2% for FY2011-12, has no change for FY2012-13 and increases 2.5% annually thereafter, and an overall annual tax rate not exceeding approximately 13.00 mills (rate per \$1,000 of taxable valuation). The annual property tax millage rate projections include:
  - General Operating :                    9.5 mills
  - Capital Projects :                      Variable from 1.25 to 1.26 then declining towards 1.24 mills
  - Debt Service :                          Variable from 2.14 to 2.21 then declining towards 2.18 mills



**REVENUE GROUP: INTERGOVERNMENTAL REVENUE-SHARING AND GRANTS**

▪ County Revenue Sharing

The Allegan County Road & Bridge Tax presently amounts to over \$400,000 annually. This is a voted county tax with a sunset provision requiring voter re-approval every three years. A 0% annual increase is anticipated for FY2011-12 and a 2% increase thereafter 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 FY2011 thru FY2015 include:

- sales tax revenues to reflect no annual percentage increases
- gas & weight tax revenues increasing 0.0% annually
- criminal justice training revenues rising only 0.0% 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

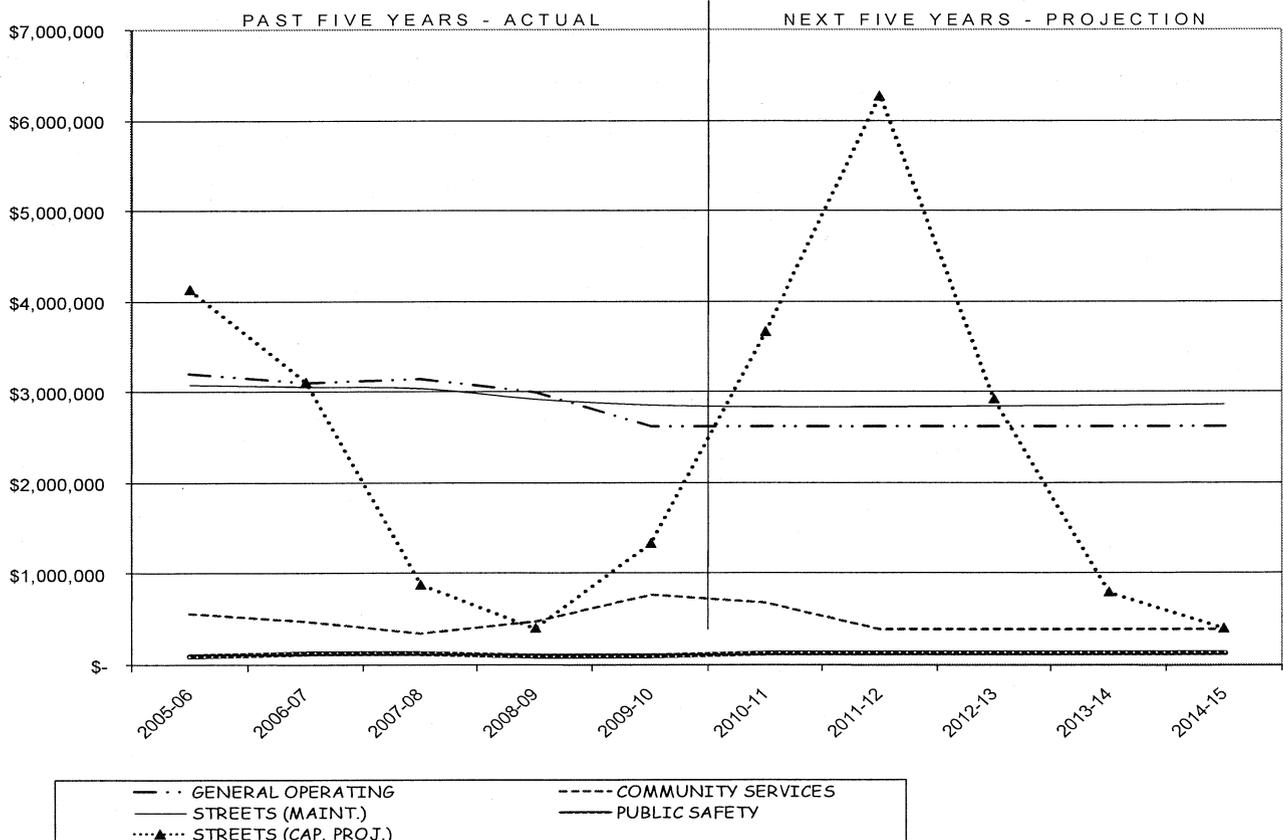
▪ Federal Grants

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

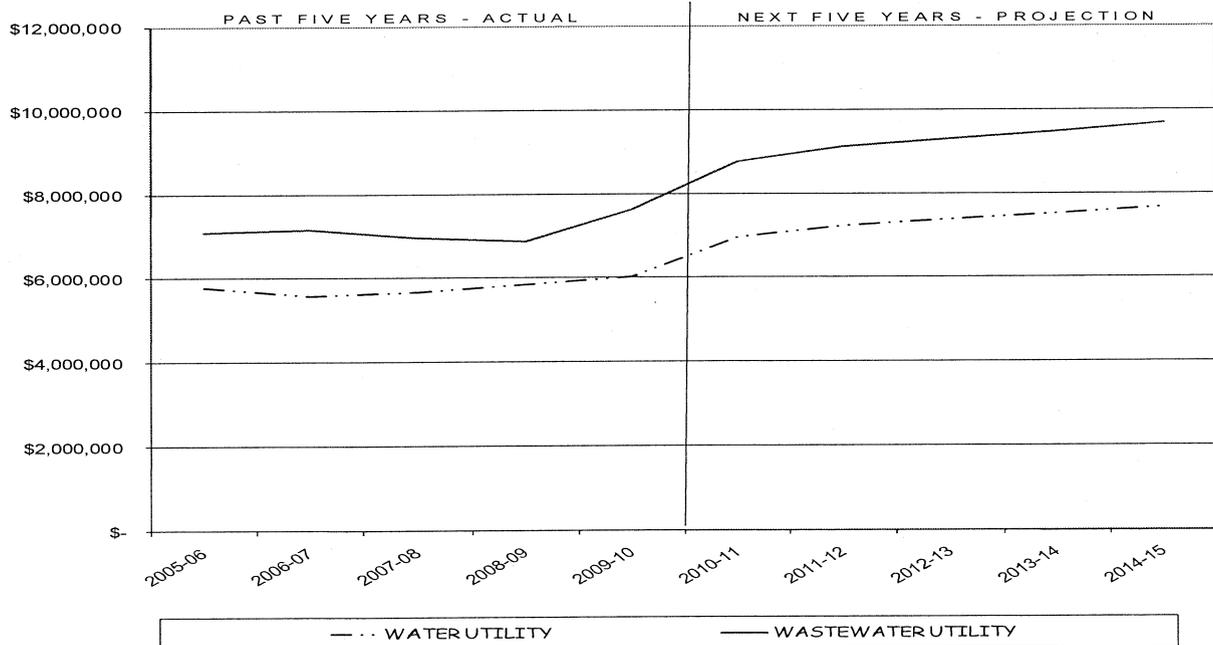
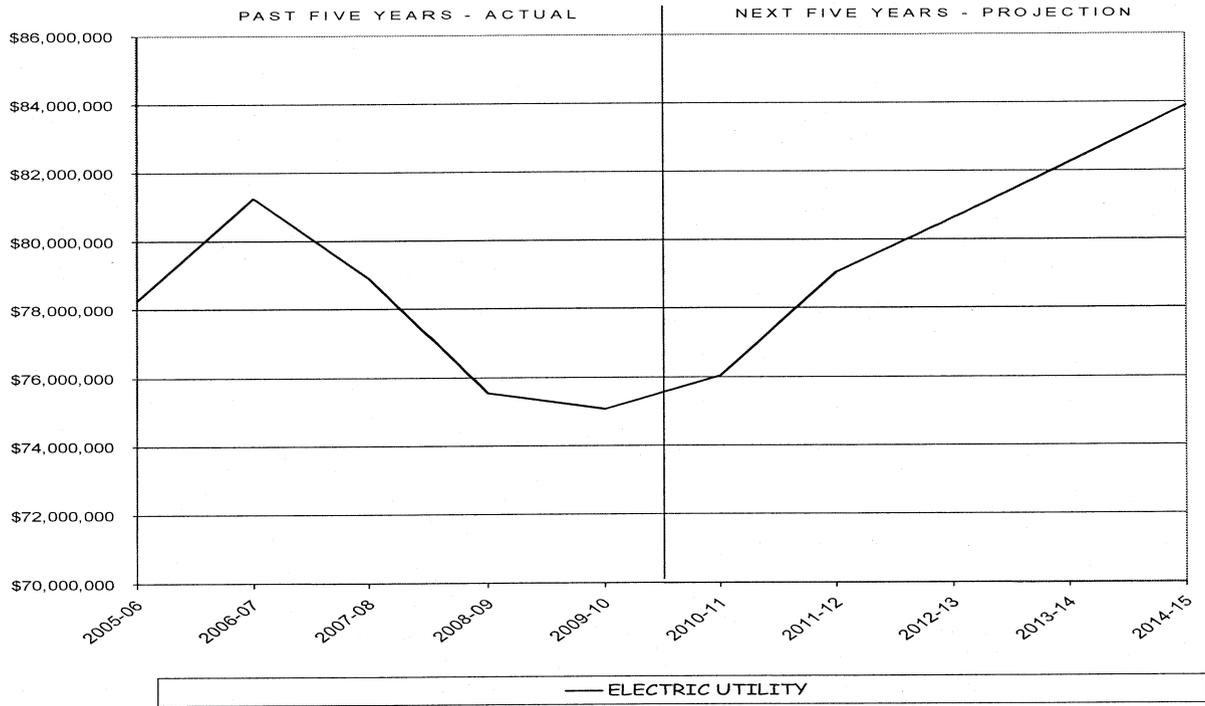
▪ State and Federal Grants for Capital Projects

Capital project grants for municipal projects are not reflected in this presentation because of the one-time non-recurring nature of each individual grant. Federal and state grants for infrastructure projects are included based upon the estimates budgeted in the five year street plan.



**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 2015 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 4% electric, 4% water, and 4% wastewater through 2012 and 2% each utility thereafter:

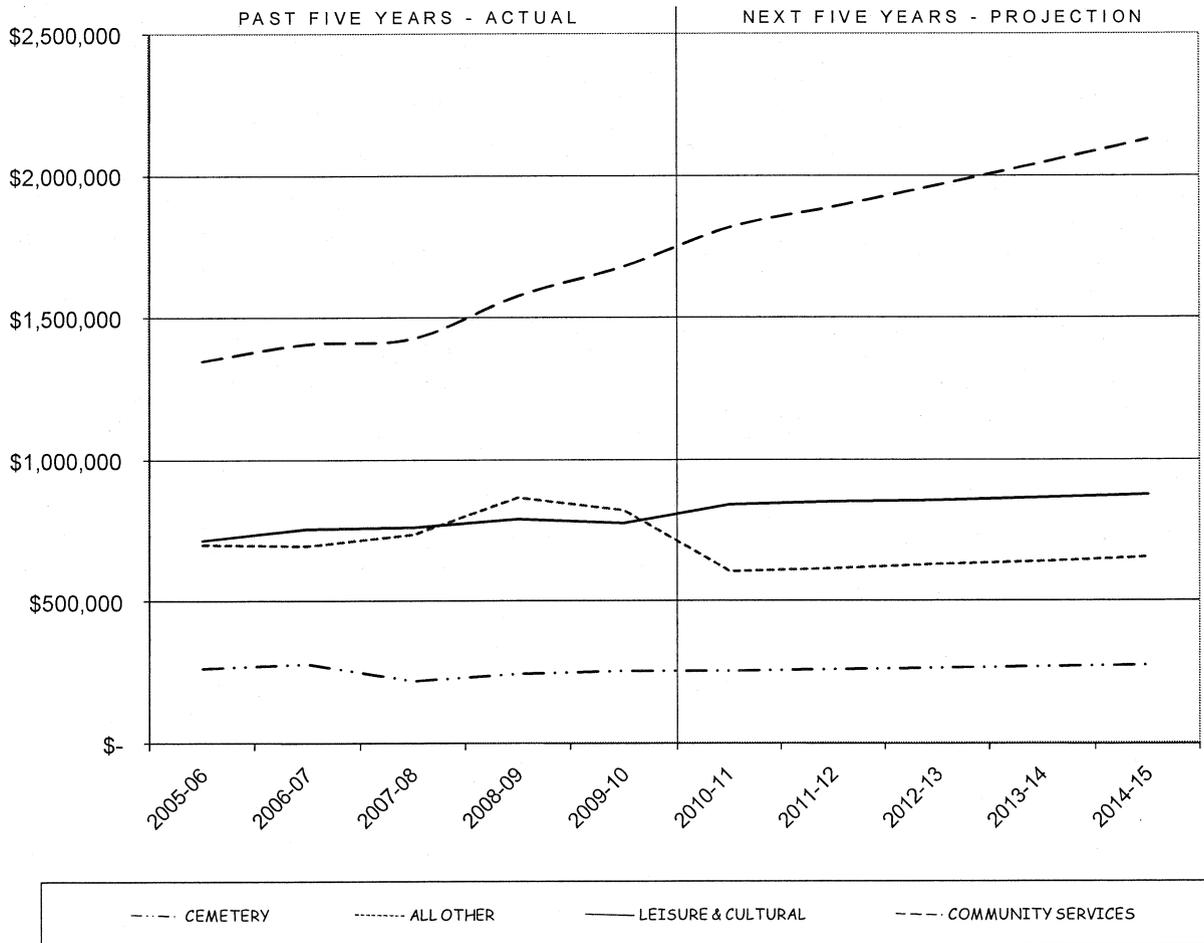


**REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES**

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 2015.

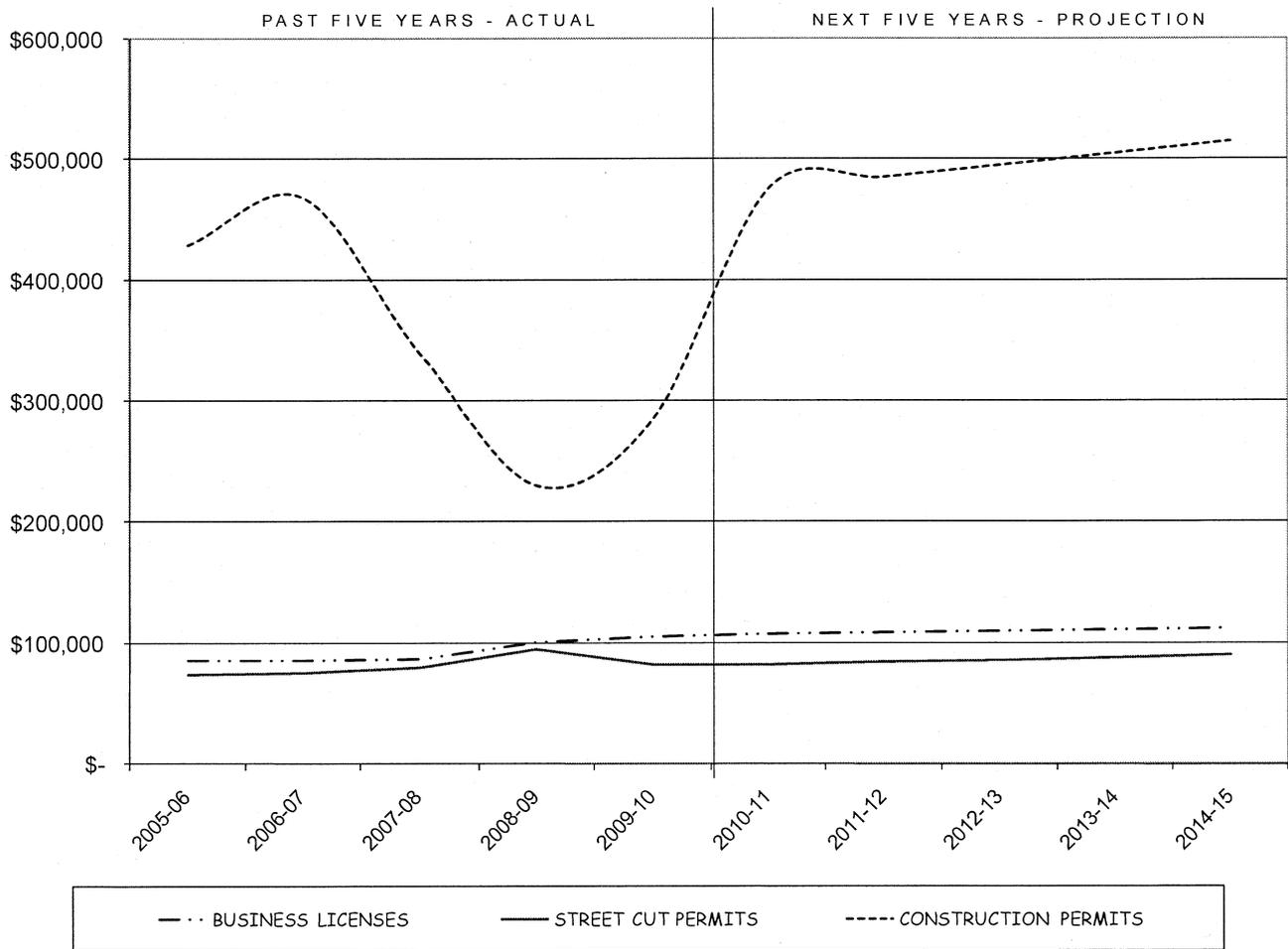
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

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



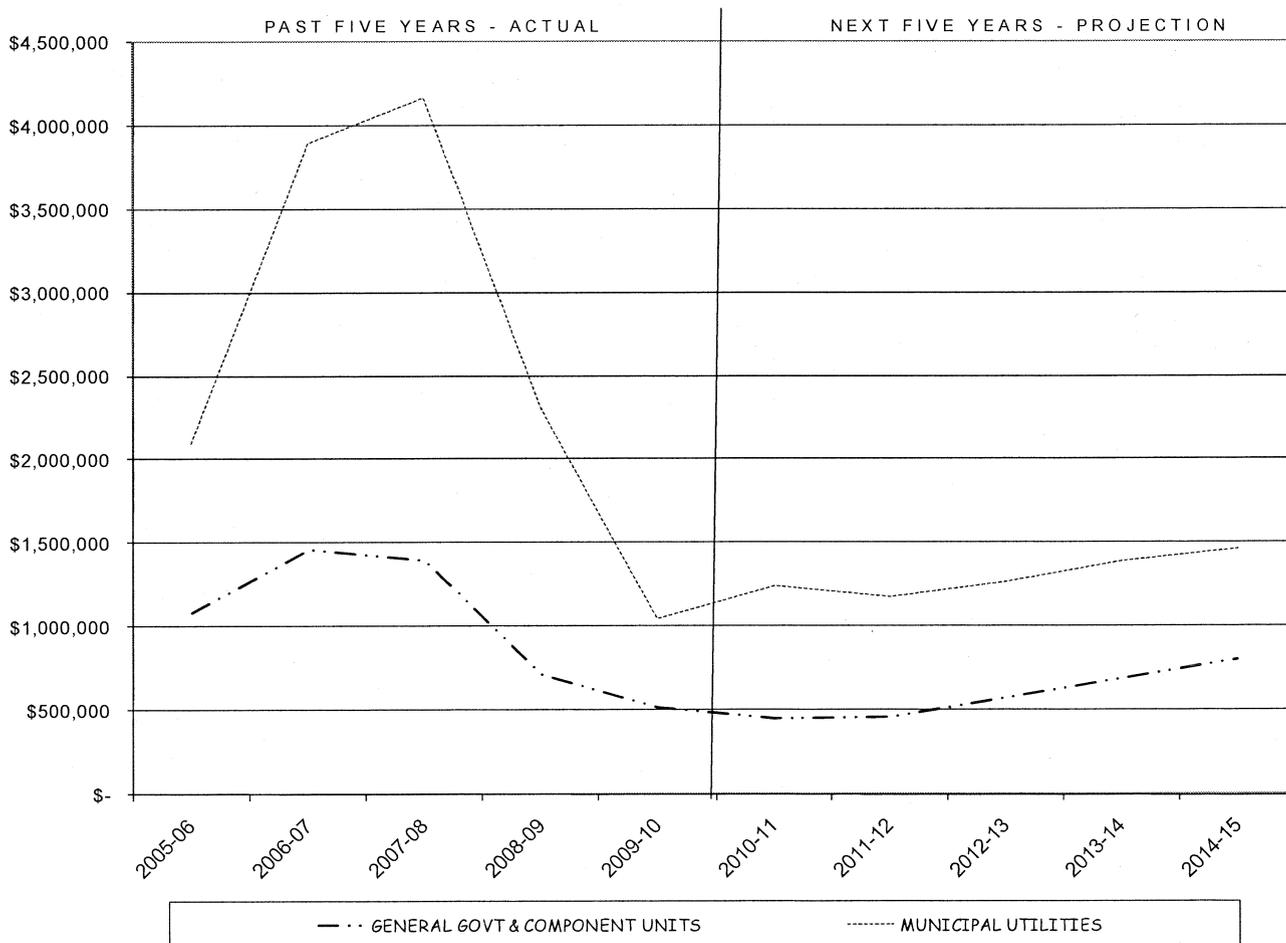
**REVENUE GROUP: LICENSES & PERMITS**

- 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 1.0% for Business Licenses and 2.0% for Permits:



**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.
- Across all three funds the Electric, Water and Wastewater Utility Funds project slight increases in investment income for the fiscal years 2013-2015 based on their 10 year budget forecast. There is no material impact from construction bond proceeds with only one \$3.0 million bond issue anticipated for the Water Utility Fund in fiscal year 2011.
- The projection model for fiscal years 2011 thru 2015 includes the following considerations:
  - overall portfolio for operations to remain relatively constant...the same as for fiscal year 2010
  - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
  - total investment income for fiscal year 2011 thru 2012 reflects a constant 2.0% rate of return
  - total investment income for fiscal year 2013 reflects a constant 2.5% rate of return
  - total investment income for fiscal year 2014 reflects a constant 3.0% rate of return
  - total investment income for fiscal year 2015 reflects a constant 3.5% 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.
- Annual expenditures are reflected in governmental funds for adjustments to compensated absences with the related liability accounted for in the related Internal Service Fund.

# 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 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

## BUDGETING - (continued)

- Budget amendments are made throughout the fiscal year based on specific council action. Individual budget amendments are approved at virtually every council meeting. Cost of living and fringe benefit related budget amendments are typically approved in a group in late December. In May budgets are approved to be amended to match the revised estimates derived during the spring budget development season. The last council meeting of June includes a lengthy list of final fiscal year end budget amendments which are based on the most recent estimates.

## 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.

# FINANCIAL POLICIES

## FUND EQUITIES AND RESERVES

- 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.

## 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.

# FINANCIAL POLICIES

## CAPITAL PROJECTS & DEBT FINANCING

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

## CAPITAL ASSETS

- The City maintains an automated system to account for all items designated as capital assets:
  - General Capital Assets:
    - guidelines include items with a cost of at least \$5,000 and a useful life of at least two years.
  - Infrastructure Capital 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 (EFT'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
  - electronic transfers (EFT'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
  - City Council adopts updated Schedule of Fees & Charges that compliments the various budgeted revenue line-items for 'Charges for Services' and 'Licenses & Permits'.
-

## 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 Mission and 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
    - detailed proposed budget document placed on the City website.
  - 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.
  - Potential additional public hearing and budget re-adoption if circumstances necessitate.
-

**CITY OF HOLLAND**  
**ANNUAL BUDGET RESOLUTION**  
**FOR THE FISCAL YEAR JULY 1, 2010 - JUNE 30, 2011**

---

May 12, 2010

**W**HEREAS, notification of a public hearing on the annual budget for fiscal year 2010-11 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

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

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 12, 2010 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, 2010 through June 30, 2011; 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 2009-10, to the extent that such adjustments do not exceed the *2009-10 Revised Estimates*, as outlined in the fiscal year 2010-11 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2010 will be liquidated and re-established as of July 1, 2010 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, 2010 - June 30, 2011 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	9.5089	\$ 10,341,601
<u>Capital Projects and Acquisitions:</u>		
- Property Acquisitions	0.0000	-0-
- Sidewalk Development & Improvement Projects	0.0500	54,379
- Street Development & Improvement Projects	1.0000	1,087,571
- Municipal Capital Projects	0.2000	217,514
<u>Debt Service Obligations:</u>		
- General Obligation Debt	2.1277	2,366,060
<u>Total Property Tax Millage Levy</u>	12.8866	\$ 14,067,125
<u>HERRICK DISTRICT LIBRARY</u>		
- Library Operating	1.1000	\$ 1,196,328
- Library Debt Service Obligation	0.1634	181,705
<u>Total Property Tax Millage Levy</u>	1.2634	\$ 1,378,033
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>		
	0.1000	\$ 108,757
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>		
	14.2500	\$ 15,553,915
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>		
	1.8333	\$ 187,301

## ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the total Herrick District Library and West Michigan Airport Authority (WMAA) millage rates are still subject to revision due to county equalization and Library or WMAA board action. If the total Herrick District Library or WMAA millage rates are revised pursuant to county equalization or Library or WMAA board action, then the Grand Total City of Holland (including Herrick District Library and WMAA) millage rate will remain at 14.2500 mills. If the total Herrick District Library or WMAA millage rates are revised upward by county equalization or Library or WMAA board action prior to July 1, 2010, then the City of Holland – Municipal Capital Projects millage rate will be revised downward by an equal amount. If the total Herrick District Library or WMAA millage rates are revised downward by county equalization or Library or WMAA board action prior to July 1, 2010, then the City of Holland – Municipal Capital Projects millage rate will be revised upward by an equal amount.

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

Fiscal Year 2009-10: \$25,000 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2009-10 for prior tax years (those years prior to Tax Year 2009). A transfer of \$150,000 to the General Fund is also appropriated to offset state revenue sharing shortfalls.

Fiscal Year 2010-11: \$30,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2010-11 for prior tax years (those years prior to Tax Year 2010).

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 May 12, 2010.



Anna Perales  
Acting Deputy City Clerk

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2009 AND 2010**  
**- - BY PROPERTY CLASSIFICATION - -**

	Tax Year		Increase ( Decrease )	
	2009	2010	\$	%
<b>REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION</b>				
<b><u>Residential</u></b>				
Real Property + NEZ (\$291,091)	\$ 601,450,664	\$ 540,616,527	\$ (60,834,137)	-10.11%
<b><u>Business</u></b>				
<b><u>Real Property:</u></b>				
- Industrial	\$ 142,644,987	\$ 120,551,542	\$ (22,093,445)	-15.49%
- Commercial	261,435,988	250,710,824	(10,725,164)	-4.10%
- Agricultural	1,827,046	1,573,858	(253,188)	-13.86%
- Developmental	615,676	585,843	(29,833)	-4.85%
- <u>Total Business Real Property</u>	<u>\$ 406,523,697</u>	<u>\$ 373,422,067</u>	<u>\$ (33,101,630)</u>	<u>-8.14%</u>
<b><u>Personal Property:</u></b>				
- Industrial	\$ 119,929,900	\$ 117,387,800	\$ (2,542,100)	-2.12%
- Commercial	38,987,400	38,056,600	(930,800)	-2.39%
- Utilities	4,985,700	5,659,500	673,800	13.51%
- <u>Total Business Personal Property</u>	<u>\$ 163,903,000</u>	<u>\$ 161,103,900</u>	<u>\$ (2,799,100)</u>	<u>-1.71%</u>
<b><u>Total Business Property</u></b>	<b><u>\$ 570,426,697</u></b>	<b><u>\$ 534,525,967</u></b>	<b><u>\$ (35,900,730)</u></b>	<b><u>-6.29%</u></b>
<b><u>Total Regular Assessment Roll</u></b>	<b><u>\$ 1,171,877,361</u></b>	<b><u>\$ 1,075,142,494</u></b>	<b><u>\$ (96,734,867)</u></b>	<b><u>-8.25%</u></b>

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

<b><u>@ Regular Valuations</u></b>				
<b><u>Real Property:</u></b>				
- New	\$ 36,333,800	\$ 29,866,072	\$ (6,467,728)	-17.80%
- Rehabilitated	244,900	244,900	-	0.00%
- <u>Total Real Property</u>	<u>\$ 36,578,700</u>	<u>\$ 30,110,972</u>	<u>\$ (6,467,728)</u>	<u>-17.68%</u>
<b><u>Personal Property:</u></b>				
- New	\$ 48,531,500	\$ 43,413,600	\$ (5,117,900)	-10.55%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	<u>\$ 48,531,500</u>	<u>\$ 43,413,600</u>	<u>\$ (5,117,900)</u>	<u>-10.55%</u>
<b><u>Total Real and Personal Property</u></b>	<b><u>\$ 85,110,200</u></b>	<b><u>\$ 73,524,572</u></b>	<b><u>\$ (11,585,628)</u></b>	<b><u>-13.61%</u></b>
<b><u>@ Taxable Valuation Equivalency</u></b>	<b><u>\$ 42,677,550</u></b>	<b><u>\$ 36,884,736</u></b>	<b><u>\$ (5,792,814)</u></b>	<b><u>-13.57%</u></b>

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

<b>Regular Assessment Roll + NEZ</b>	\$ 1,171,877,361	\$ 1,075,142,494	\$ (96,734,867)	-8.25%
<b>Tax Abatement Assessment Roll (IFT)</b>	42,677,550	36,884,736	\$ (5,792,814)	-13.57%
<b><u>Grand Total</u></b>	<b><u>\$ 1,214,554,911</u></b>	<b><u>\$ 1,112,027,230</u></b>	<b><u>\$ (102,527,681)</u></b>	<b><u>-8.44%</u></b>

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

For tax year 2010 (fiscal year 2011), the City of Holland administers eleven 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 2010 (fiscal year 2011) amount to \$21,599,643.

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2010 (fiscal year 2011), P.A. 376 Tool & Die abatements amount to \$1,105,605.  
 For tax year 2010 (fiscal year 2011), P.A. 376 Michigan Strategic Fund JCS abatements amount to \$1,751,334.

**SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2010**

**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 (\$291,091)	\$ 838,928,209	\$ 75,006,359	\$ 104,026	\$ 914,038,594
Personal Property	108,415,600	52,682,800	5,500	161,103,900
<b>Total</b>	<b>\$ 947,343,809</b>	<b>\$ 127,689,159</b>	<b>\$ 109,526</b>	<b>\$ 1,075,142,494</b>
<b><u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u></b>				
New Property	\$ 45,498,500	\$ 27,781,172	\$ - 0 -	\$ 73,279,672
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
<b>Total</b>	<b>\$ 45,743,400</b>	<b>\$ 27,781,172</b>	<b>\$ - 0 -</b>	<b>\$ 73,524,572</b>
<u>Valuation for Budgeting Purposes</u>	\$ 22,994,150	\$ 13,890,586	\$ - 0 -	\$ 36,884,736
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b>\$ 970,337,959</b>	<b>\$ 141,579,745</b>	<b>\$ 109,526</b>	<b>\$ 1,112,027,230</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 (\$291,091)	\$ 625,780,556	\$ 288,258,038	\$ 914,038,594
Personal Property	57,697,200	103,406,700	161,103,900
<b>Total</b>	<b>\$ 683,477,756</b>	<b>\$ 391,664,738</b>	<b>\$ 1,075,142,494</b>
<b><u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u></b>			
New Property	\$ 13,582,200	\$ 59,697,472	\$ 73,279,672
Rehabilitated Property	244,900	- 0 -	244,900
<b>Total</b>	<b>\$ 13,827,100</b>	<b>\$ 59,697,472</b>	<b>\$ 73,524,572</b>
<u>Valuation for Budgeting Purposes</u>	\$ 7,036,000	\$ 29,848,736	\$ 36,884,736
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b>\$ 690,513,756</b>	<b>\$ 421,513,474</b>	<b>\$ 1,112,027,230</b>

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

For tax year 2010 (fiscal year 2011), the City of Holland administers eleven 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 2010 (fiscal year 2011) amount to \$21,599,643.

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2010 (fiscal year 2011), P.A. 376 Tool & Die abatements amount to \$1,105,605.

For tax year 2010 (fiscal year 2011), P.A. 376 Michigan Strategic Fund JCS abatements amount to \$1,751,334

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2009 AND 2010**

- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2009		TAX YEAR 2010	
	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 (\$291,091)	\$ 601,450,664		\$ 540,616,527	
<b>Total - All Residential Property</b>	<b>\$ 601,450,664</b>	49.52%	<b>\$ 540,616,527</b>	48.62%
<b>Business Property</b>				
Regular Assessment Roll:				
- Real Property	\$ 406,523,697		\$ 373,422,067	
- Personal Property	163,903,000		161,103,900	
- Total	\$ 570,426,697		\$ 534,525,967	
IFT Abatement Assessment Roll:				
- Real Property	\$ 18,411,800		\$ 15,177,936	
- Personal Property	24,265,750		21,706,800	
- Total	\$ 42,677,550		\$ 36,884,736	
<b>Total - All Business Property</b>	<b>\$ 613,104,247</b>	50.48%	<b>\$ 571,410,703</b>	51.38%
<b>Grand Total - All Property</b>	<b>\$ 1,214,554,911</b>	100.00%	<b>\$ 1,112,027,230</b>	100.00%

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

<b>Total - All Real Property</b>	<b>\$ 1,026,386,161</b>	84.51%	<b>\$ 929,216,530</b>	83.56%
<b>Total - All Personal Property</b>	<b>188,168,750</b>	15.49%	<b>182,810,700</b>	16.44%
<b>Grand Total - All Property</b>	<b>\$ 1,214,554,911</b>	100.00%	<b>\$ 1,112,027,230</b>	100.00%

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

For tax year 2010 (fiscal year 2011), the City of Holland administers eleven 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 2010 (fiscal year 2011) amount to \$21,599,643.

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

For tax year 2010 (fiscal year 2011), P.A. 376 Tool & Die abatements amount to \$1,105,605.

For tax year 2010 (fiscal year 2011), P.A. 376 Michigan Strategic Fund JCS abatements amount to \$1,751,334.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2010

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
<b>VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>			
<b><u>Residential Property</u></b>			
Regular Assessment Roll + NEZ:	\$ 568,731,800	\$ 540,616,527	\$ 28,115,273
<b><u>Business Property</u></b>			
Regular Assessment Roll:	\$ 559,911,100	\$ 534,525,967	\$ 25,385,133
IFT Abatement Assessment Roll:			
- Real Property	\$ 15,178,750	\$ 15,177,936	\$ 814
- Personal Property	21,706,800	21,706,800	\$ -
- Total	<u>\$ 36,885,550</u>	<u>\$ 36,884,736</u>	<u>\$ 814</u>
<b>Total - All Business Property</b>	<u>\$ 596,796,650</u>	<u>\$ 571,410,703</u>	<u>\$ 25,385,947</u>
<b><u>Grand Total - All Property</u></b>	<u>\$ 1,165,528,450</u>	<u>\$ 1,112,027,230</u>	<u>\$ 53,501,220</u>
			Reduction Percentage 4.59%

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

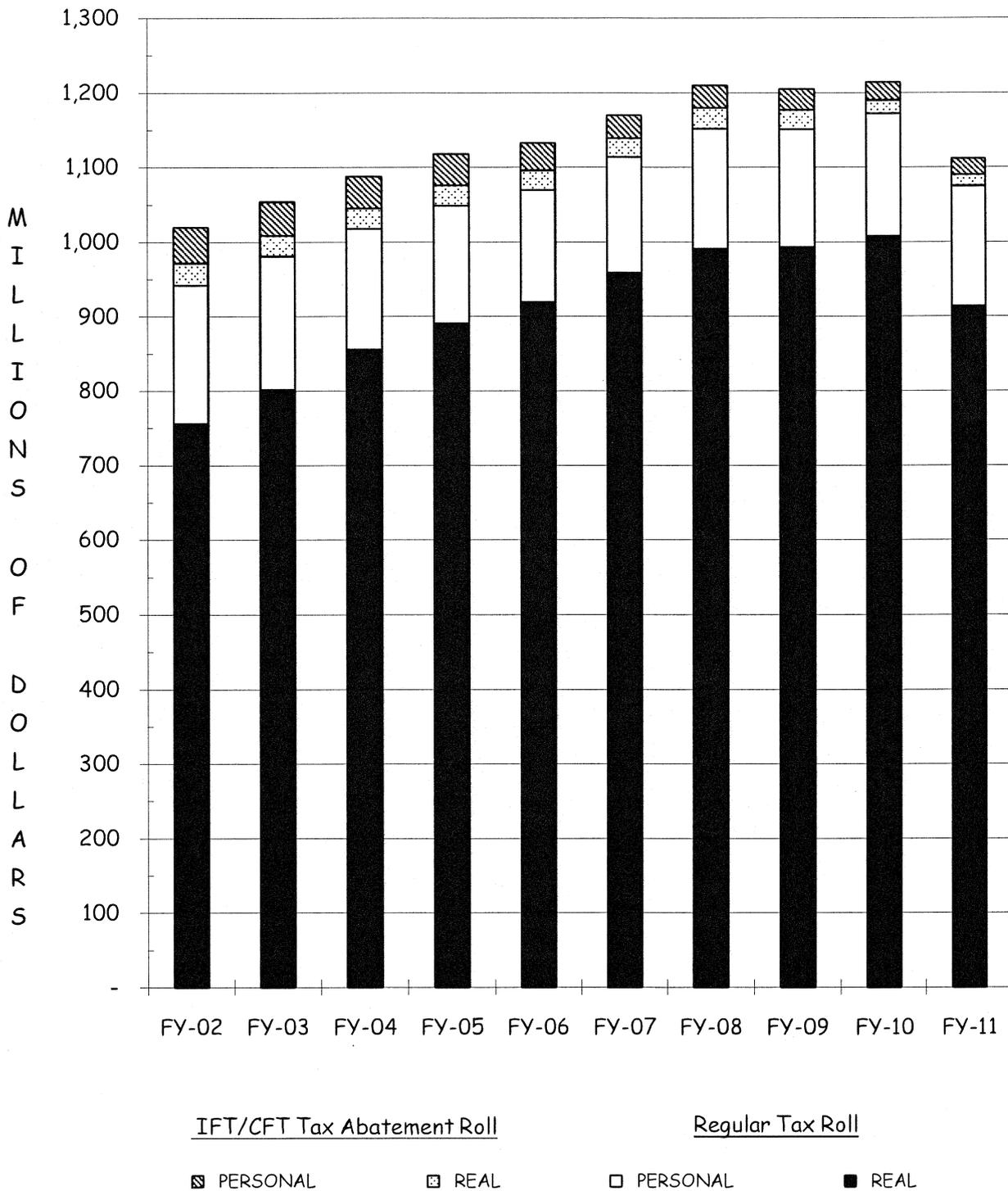
For tax year 2010 (fiscal year 2011), the City of Holland administers eleven individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax 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 2010 (fiscal year 2011) amount to \$21,599,643.

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

For tax year 2010 (fiscal year 2011), P.A. 376 Tool & Die abatements amount to \$1,105,605.

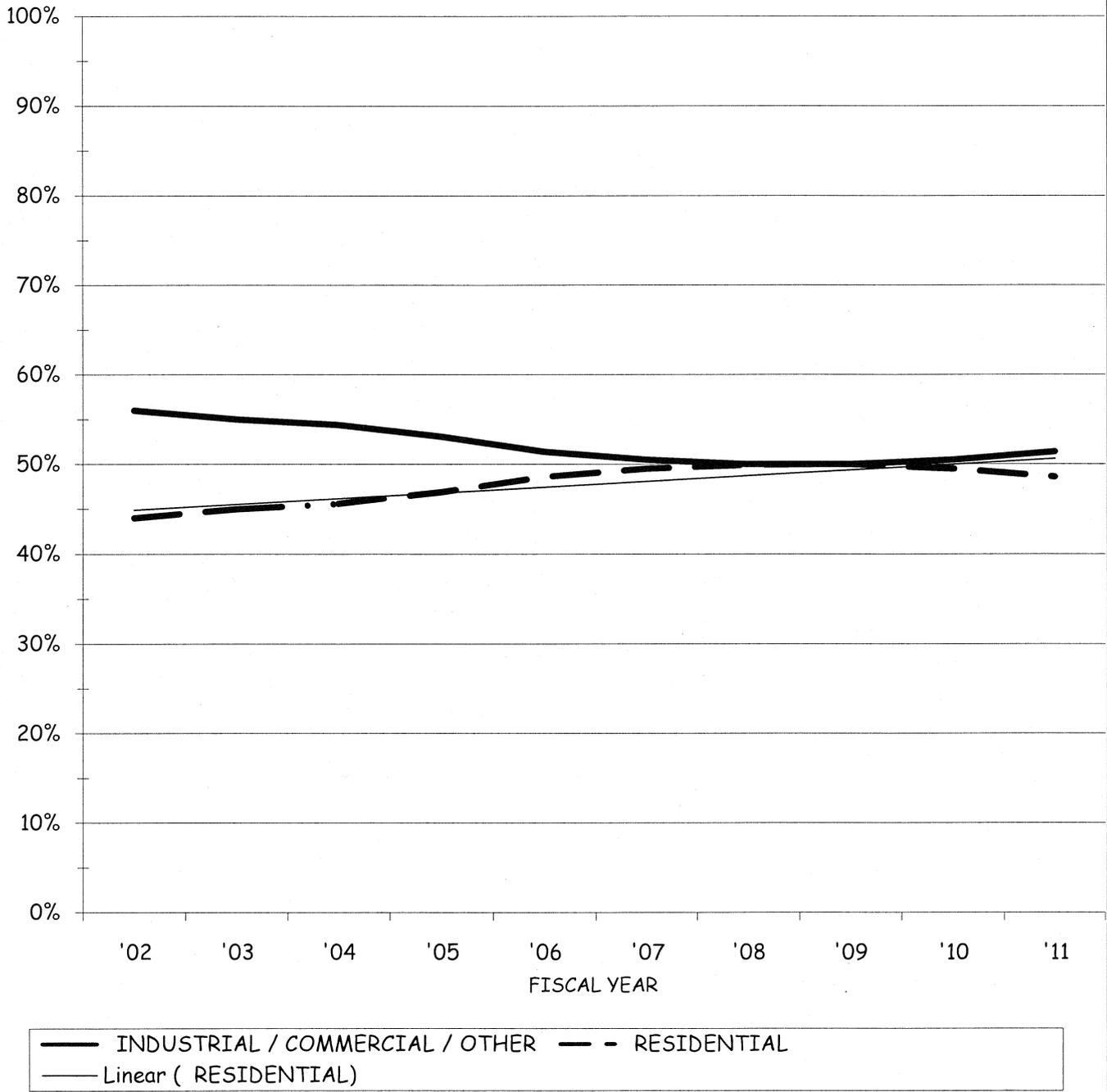
For tax year 2010 (fiscal year 2011), P.A. 376 Michigan Strategic Fund JCS abatements amount to \$1,751,334.

# CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



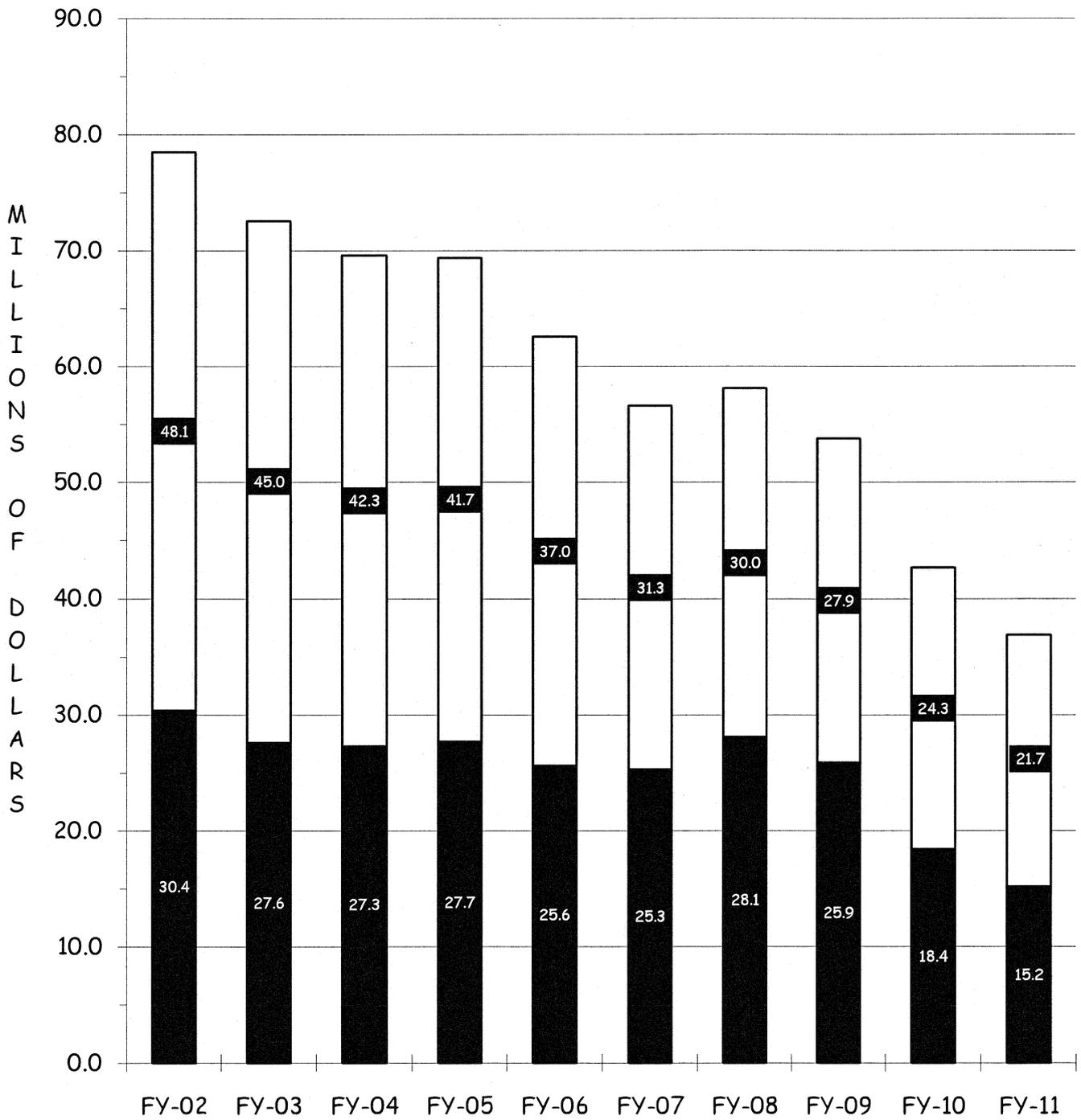
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

# CITY OF HOLLAND PROPERTY CLASSIFICATION



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

## CITY OF HOLLAND IFT ABATED PROPERTY ASSESSMENTS



□ TAX ABATEMENT PERSONAL PROPERTY

■ TAX ABATEMENT REAL PROPERTY

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2010 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY**

**BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY**

Taxing Jurisdiction	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	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
-Capital Levies:								
Property Acquisition	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
Street Improv.	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
Sidewalk Improv.	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
Municipal Cap.Improv.	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
-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	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	Y	2,117,950	Y	88,300
Road Improvements	---	-----	---	-----	Y	2,117,950	Y	88,300
Emergency 911	---	-----	---	-----	Y	2,117,950	Y	88,300
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,812,897	Y	4,868,525	---	-----	---	-----
Parks	Y	2,812,897	Y	4,868,525	---	-----	---	-----
Emergency 911	Y	2,812,897	Y	4,868,525	---	-----	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
Special Education	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
Vocational Education	Y	2,812,897	Y	4,868,525	Y	2,117,950	Y	88,300
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	868,368	N	- 0 -	N	- 0 -	Y	88,300
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,812,897	N	- 0 -	N	- 0 -	Y	88,300

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2010 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY**

**BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY**

Taxing Jurisdiction	573 Columbia Ave. (Baker-Lofts/Bosgraaf)		96 W 15th St. (Midtown Resource Ctr)		99 E 8th St. (Plaza East)		479 Columbia Ave. (Purple House Prod.)	
	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	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
-Capital Levies:								
Property Acquisition	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Street Improv.	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Sidewalk Improv.	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Municipal Cap.Improv.	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
-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	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	---	-----
Road Improvements	---	-----	---	-----	---	-----	---	-----
Emergency 911	---	-----	---	-----	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Parks	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Emergency 911	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Special Education	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
Vocational Education	Y	2,869,366	Y	593,900	Y	2,573,828	Y	30,000
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,537,922	N	- 0 -	N	2,573,828	N	30,000
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,869,366	N	- 0 -	Y	2,573,828	N	30,000

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**  
**TAX YEAR 2010 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH**  
**IFTS EXPRESSED AT EQUIVALENCY**

**BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY**

Taxing Jurisdiction	146 River Ave. (Scrap Yard Lofts)		7th Street (City Parking Deck)		Crescent Shores (561 Crescent Dr)		Grand Totals
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>							
-Debt Service Levies:							
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	0	- 0 -
-Operating Levies:							
General	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
-Capital Levies:							
Property Acquisition	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
Street Improv.	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
Sidewalk Improv.	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
Municipal Cap.Improv.	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
-All Other:							
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
<u>MACATAWA TRANS. AUTH.</u>							
Operating	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
<u>WEST MI AIRPOR AUTH.</u>							
Operating	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
<u>DISTRICT LIBRARY</u>							
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
<u>COMMUNITY POOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
<u>COUNTY OF ALLEGAN</u>							
Operating	---	-----	---	-----	---	- 0 -	2,206,250
Road Improvements	---	-----	---	-----	---	- 0 -	2,206,250
Emergency 911	---	-----	---	-----	---	- 0 -	2,206,250
<u>COUNTY OF OTTAWA</u>							
Operating	Y	776,769	Y	4,840,233	Y	27,875	19,393,393
Parks	Y	776,769	Y	4,840,233	Y	27,875	19,393,393
Emergency 911	Y	776,769	Y	4,840,233	Y	27,875	19,393,393
<u>INTERMEDIATE SCHOOL</u>							
General Education	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
Special Education	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
Vocational Education	Y	776,769	Y	4,840,233	Y	27,875	21,599,643
<u>HOLLAND SCHOOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	776,769	Y	4,840,233	Y	27,875	11,743,295
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>							
State Education Tax	Y	776,769	Y	4,840,233	Y	27,875	14,019,268

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

	<u>Tax Year 2009</u> FY 2009-10	<u>Tax Year 2010</u> FY 2010-11	<u>Change</u>	
Regular Roll (Includes Frozen NEZ)	\$ 1,171,877,361	\$ 1,075,142,494	\$ (96,734,867)	- 8.25%
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(261,400)	(264,500)	(3,100)	
- Less STM Manufacturing Tool & Die	(550,532)	(567,855)	(17,323)	
- Less Johnson Controls - Saft APS Ren. Zone	- 0 -	(1,751,334)	(1,751,334)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,814,000)	(2,812,897)	1,103	
- 665 East 48th Street (Lifesavers)	(184,900)	(88,300)	96,600	
- 570 East 16th Street (GE)	(5,762,925)	(4,868,525)	894,400	
- 573 Columbia Ave (Baker-Lofts)	(3,021,280)	(2,869,366)	151,914	
- 345 East 48th Street (Textron)	(486,600)	(535,500)	(48,900)	
- 96 West 15th Street (Midtown Resource Ctr)	(925,395)	(593,900)	331,495	
- 99 East 8th Street (Plaza East)	(2,748,074)	(2,573,828)	174,246	
- 479 Columbia Ave (Purple House Productions)	(22,000)	(30,000)	(8,000)	
- 146 River Ave (Scrap Yard Lofts)	(968,751)	(776,769)	191,982	
- 7th Street Project (Parking Deck)	(5,480,468)	(4,840,233)	640,235	
- 561 Crescent Drive (Crescent Shores)	- 0 -	(27,875)	(27,875)	
<b>Subtotal Regular Roll</b>	<b>1,148,651,036</b>	<b>1,052,541,612</b>	<b>\$ (96,109,424)</b>	<b>- 8.37%</b>
Tax Abatement Roll (Expressed at Equivalency)	42,677,550	36,884,736	(5,792,814)	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(104,775)	- 0 -	104,775	
- Less STM Manufacturing Tool & Die	(292,750)	(273,250)	19,500	
- Less Brownfields:				
- 345 East 48th Street (Textron)	(1,658,400)	(1,582,450)	75,950	
<b>Subtotal Abatement Roll</b>	<b>40,621,625</b>	<b>35,029,036</b>	<b>\$ (5,592,589)</b>	<b>- 13.77%</b>
<b><u>Total - All Rolls Adjusted</u></b>	<b><u>\$ 1,189,272,661</u></b>	<b><u>\$ 1,087,570,648</u></b>	<b><u>\$ (101,702,013)</u></b>	<b>- 8.55%</b>
Valuation to Add Back to Debt Levies	25,282,250	24,456,582	(825,668)	- 3.27%

FY10 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$25,282,250 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY10 Taxable Valuation used for Debt Service computation is \$1,214,554,911.

FY11 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$24,456,582 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY11 Taxable Valuation used for Debt Service computation is \$1,112,027,230.

**PROPERTY TAX LEVY**

**ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2009-10 AND 2010-11**

	Tax Year 2009	Tax Year 2010	Increase ( Decrease )	
	FY 2009-10	FY 2010-11	Amount	Percent
<b>PROPERTY TAX MILLAGE RATES</b>				
<u>City of Holland</u>				
- Operating Levies:				
General	9.5000	9.5089	0.0089	0.09%
Total Operating	<u>9.5000</u>	<u>9.5089</u>	<u>0.0089</u>	<u>0.09%</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	0.4079 (1)	0.2004 (1)	(0.2075)	- 50.87%
Total Capital	<u>1.4579</u>	<u>1.2504</u>	<u>(0.2075)</u>	<u>- 14.23%</u>
- Debt Service Levies:				
General Obligation Debt	1.6379	2.1277	0.4898	29.90%
- Total City of Holland	<u>12.5958</u>	<u>12.8870</u>	<u>0.2912</u>	<u>2.31%</u>
<u>Herrick District Library</u>				
- Operating	1.1000 (1)	1.1000	0.0000	0.00%
- Debt Service	0.1542	0.1630 (1)	0.0088	5.71%
- Total Herrick District Library	<u>1.2542</u>	<u>1.2630</u>	<u>0.0088</u>	<u>0.70%</u>
<u>Airport Authority</u>	<u>0.1000</u>	<u>0.1000</u>	<u>0.0000</u>	<u>0.00%</u>
<b>Total Millage Levy Rate</b>	<u><u>13.9500</u></u>	<u><u>14.2500</u></u>	<u><u>0.3000</u></u>	<u><u>2.15%</u></u>

<b>PROPERTY TAX MILLAGE AMOUNTS</b>				
<u>City of Holland</u>				
- Operating Levies:				
General	11,298,090	10,341,601	(956,489)	- 8.47%
Total Operating	<u>\$ 11,298,090</u>	<u>\$ 10,341,601</u>	<u>\$ (956,489)</u>	<u>- 8.47%</u>
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,189,273	1,087,571	(101,702)	- 8.55%
Sidewalk Improvement Projects	59,464	54,379	(5,085)	- 8.55%
Municipal Capital Projects	485,104	217,949	(267,155)	- 55.07%
Total Capital	<u>\$ 1,733,841</u>	<u>\$ 1,359,899</u>	<u>\$ (373,942)</u>	<u>- 21.57%</u>
- Debt Service Levies:				
General Obligation Debt *	1,989,319	2,366,060	376,741	18.94%
- Total City of Holland	<u>\$ 15,021,250</u>	<u>\$ 14,067,560</u>	<u>\$ (953,690)</u>	<u>- 6.35%</u>
<u>Herrick District Library</u>				
- Operating	1,308,200	1,196,328	(111,872)	- 8.55%
- Debt Service *	187,284	181,260	(6,024)	- 3.22%
- Total Herrick District Library	<u>\$ 1,495,484</u>	<u>\$ 1,377,588</u>	<u>\$ (117,896)</u>	<u>- 7.88%</u>
<u>Airport Authority</u>	<u>118,927</u>	<u>108,757</u>	<u>(10,170)</u>	<u>- 8.55%</u>
<b>Total Millage Levy Amount</b>	<u><u>\$ 16,635,661</u></u>	<u><u>\$ 15,553,905</u></u>	<u><u>\$ (1,081,756)</u></u>	<u><u>- 6.50%</u></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 2010-11**

Taxing Jurisdiction	2010 Taxable Value Within City of Holland	2010-11 Millage		Projected 1% Administration Fee
		Rates	Amounts	
City of Holland	\$ 1,112,027,230	12.8866	\$ 14,330,250	\$ 143,303
Special Assessments/Operating Assessments			600,000	6,000
Downtown Development Authority	102,165,974	1.8333	187,301	1,873
Herrick District Library	1,112,027,230	1.2634	1,404,935	14,049
West Michigan Airport Authority	1,112,027,230	0.1000	111,203	1,112
State of Michigan	930,426,630	6.0000	5,582,560	55,826
- Commercial Personal Property	38,239,050	6.0000	229,434	2,294
- Industrial Personal Property	138,912,150	- 0 -	- 0 -	0
Holland Public School District:				
- Principal Residence Exempt Properties(a)	448,237,284	3.5500	1,591,242	15,912
- Non-Principal Residence Properties	402,170,725	21.5500	8,666,779	86,668
- Commercial Personal Property	34,357,900	9.5500	328,118	3,281
- Industrial Personal Property	85,572,050	3.5500	303,781	3,038
Hamilton Community School District:				
- Principal Residence Exempt Properties(a)	11,996,675	7.0000	83,977	840
- Non-Principal Residence Properties	72,361,820	25.0000	1,809,046	18,090
- Commercial Personal Property	3,881,150	13.0000	50,455	505
- Industrial Personal Property	53,340,100	7.0000	373,381	3,734
Zeeland Public School District:				
- Principal Residence Exempt Properties(a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Principal Residence Properties	109,526	26.0300	2,851	29
Ottawa Intermediate School District	1,112,027,230	5.5234	6,142,171	61,422
Holland Area Community Pool Authority	970,337,959	1.4300	1,387,583	13,876
MAX Authority	1,112,027,230	0.3500	389,210	3,892
County of Allegan	421,513,474	5.8974	2,485,834	24,858
County of Ottawa	690,513,756	4.3565	3,008,223	30,082
<b>Total</b>			<u>\$ 49,068,333</u>	<u>\$ 490,683</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 2010. 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 2009-10 AND FISCAL YEAR 2010-11**

	Actual	Adopted	Increase ( Decrease )	
	Tax Year 2009 FY 2009-10	Tax Year 2010 FY 2010-11	Amount	Percent
<b><u>PROPERTY TAXABLE VALUATION ROLL</u></b>				
Regular Roll:				
- Real Property	\$ 95,880,400	\$ 91,390,799	\$ (4,489,601)	-4.68%
- Personal Property	10,463,200	9,762,900	(700,300)	-6.69%
- Total	<u>\$ 106,343,600</u>	<u>\$ 101,153,699</u>	<u>\$ (5,189,901)</u>	-4.88%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	\$ 270,275	\$ 27,975	\$ (242,300)	-89.65%
- Personal Property	1,145,200	984,300	(160,900)	-14.05%
- Total	<u>\$ 1,415,475</u>	<u>\$ 1,012,275</u>	<u>\$ (403,200)</u>	-28.49%
Total Assessment Rolls	<u>\$ 107,759,075</u>	<u>\$ 102,165,974</u>	<u>\$ (5,593,101)</u>	-5.19%
<b><u>PROPERTY TAX MILLAGE RATE LEVY</u></b>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.8333	1.8333	- 0 -	0.00%
<b><u>PROPERTY TAX MILLAGE AMOUNT LEVY</u></b>				
<u>Operating Levy</u>				
- For Operations & Maintenance	<u>\$ 197,555</u>	<u>\$ 187,301</u>	<u>\$ (10,254)</u>	-5.19%

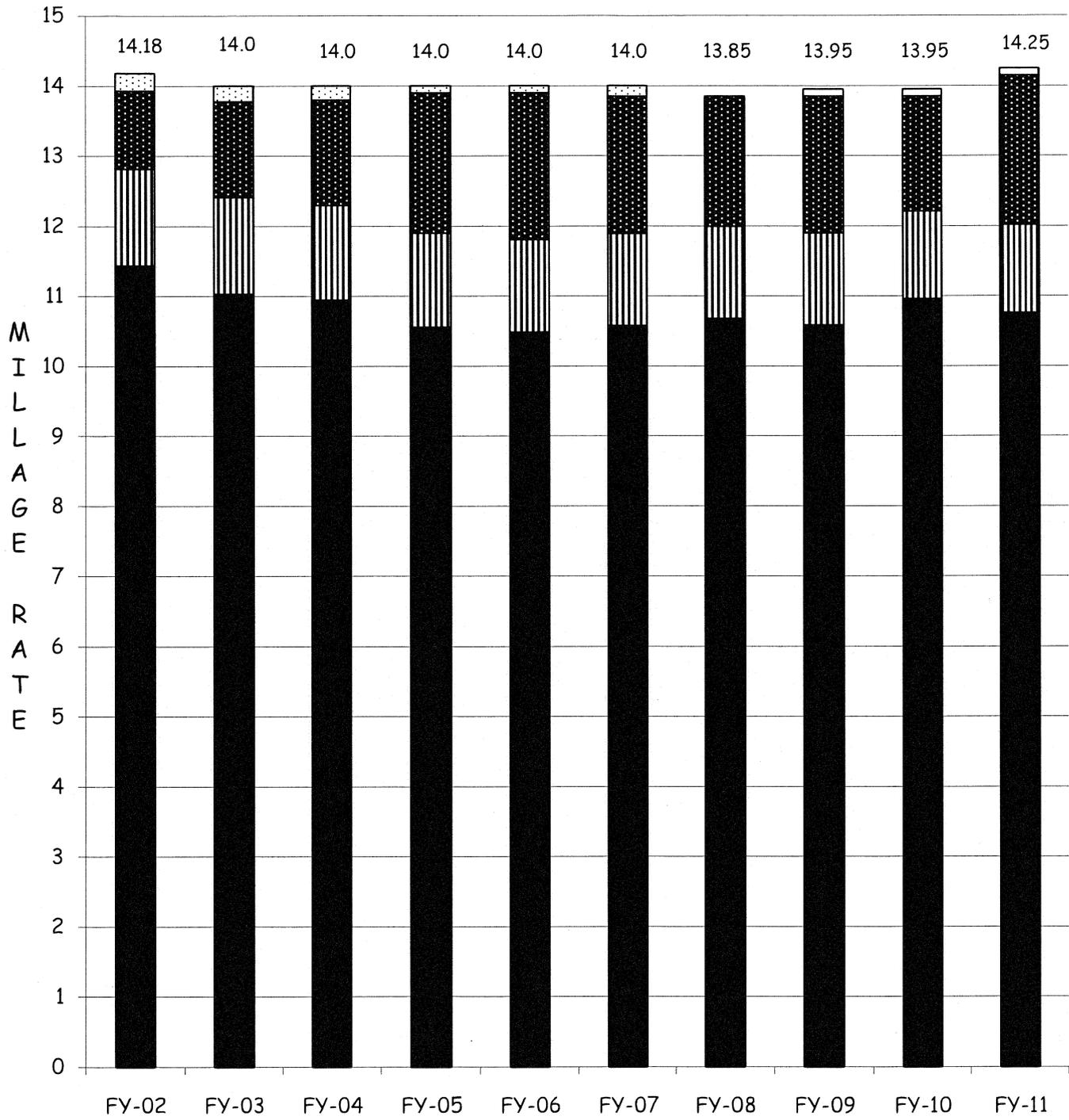
**MULTI-YEAR COMPARATIVE OVERVIEW  
CITY OF HOLLAND MILLAGE RATE LEVIES**

Fiscal Year	Millage Rate Levies										% Change
	LTGO		Capital Projects				MAX	West		Total	In Total Rate
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Michigan Airport Authority	Herrick District Library		
1992	1.1378	8.9703	0.2445	0.2445	0.0000	2.0372	0.2250	0.0000	1.1408	14.0000	-3.33%
1993	1.1216	9.6325	0.2494	0.2494	0.0000	1.4205	0.1000	0.0000	1.0855	13.8588	-4.42%
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%
2010	1.6379	9.5000	0.0000	1.0000	0.0500	0.4079	0.0000	0.1000	1.2542	13.9500	0.00%
2011	2.1277	9.5089	0.0000	1.0000	0.0500	0.2004	0.0000	0.1000	1.2630	14.2500	2.15%

**NOTES AND COMMENTS TO ABOVE MILLAGE RATES:**

\* Herrick Public Library (City of Holland owned library) became Herrick District Library (district-wide library) effective with calendar year 1997. The Municipal Airport became West Michigan Airport Authority (area-wide airport) effective with calendar year 2008. The City of Holland continues to levy the millages for both the library and airport, and submits payment of taxes to the library and airport as collected (per terms of agreements).

## CITY OF HOLLAND PROPERTY TAX MILLAGE RATES



OPERATING & CAPITAL
  HERRICK DISTRICT LIBRARY
  DEBT SERVICE
  MAX
  AIRPORT

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

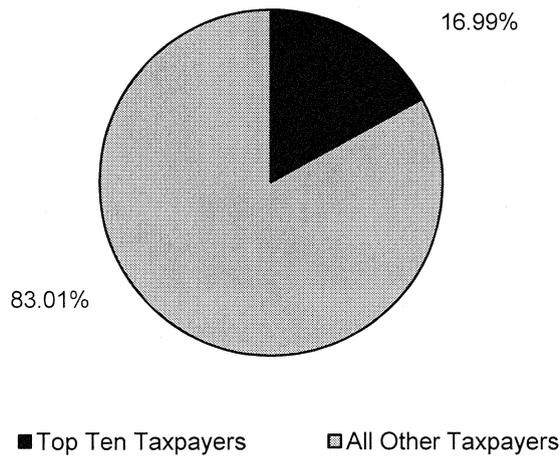
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS  
TAX YEAR 2010 (FY2011)

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. Johnson Controls Interiors	Automotive Parts Supplier	\$ 67,004,939	6.03 %
2. Haworth, Inc.	Office Furniture & Fixtures	33,882,095	3.05
3. ARC Holland Real Estate	Retirement Village	17,824,139	1.60
4. H. J. Heinz LP	Pickle & Cucumber Products	12,083,295	1.09
5. Lumir Corp	Real Estate Holdings	12,061,856	1.08
4. American Bottling Company	Production & Distribution of Beverages	10,718,300	0.96
7. Hydro Automotive	Aluminum Extrusion	10,150,700	0.91
8. L & W Engineering	Metal Stamping Manufacturer	9,472,050	0.85
9. Challenge Mfg Company	Automotive Parts Manufacturer	8,616,302	0.77
10. Meijer	Discount Store	7,156,377	0.64
Totals		<u>\$ 188,970,053</u>	<u>16.99 %</u>

2010 Total Taxable Value is \$1,112,027,230, 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

**FY2011 FUNDS BY TYPE  
WITH ADOPTED APPROPRIATIONS  
( Basis of Budgeting / Basis of Accounting Presented For Each Fund Type )**

<b>GENERAL OPERATING</b> ( Modified Accrual )		<b>ENTERPRISE</b> ( Full Accrual )	
General Fund	20,104,855	Solid Waste Recycling	1,419,919
		Windmill Island Gardens	625,940
		Railroad Depot Operations	0
		Municipal Airport Facilities & Mgmt	108,600
		Public Transit Facilities & Mgmt	9,500
		Electric Utility	84,037,217
		Water Utility	11,860,956
		Wastewater Utility	15,887,525
			<u>113,949,657</u>
<b>PERMANENT</b> ( Modified Accrual )		<b>INTERNAL SERVICE FUNDS</b> ( Full Accrual )	
Cemetery Perpetual Care	87,500	Technology Services	824,300
		Communications Services	103,100
		Postage Services	21,400
		Centralized Vehicle/Equip	2,181,054
		Fire Emergency Vehicle Pool	0
		Fuel Dispensing	686,354
		Compensated Absences	40,000
		Risk Management	5,758,900
			<u>9,615,108</u>
<b>SPECIAL REVENUE</b> ( Modified Accrual )		<b>COMPONENT UNITS</b> ( Modified Accrual )	
Street Funds	6,416,337	Downtown Development Auth.	216,200
Downtown Funds	667,487	Brownfield Redevel. Auth.	813,072
Contested Assessments	0	Holland Historical Trust	675,745
CATV-Public Access TV	281,800		<u>1,705,017</u>
Property Acquisition	0		
Environmental Cleanup	8,200		
Budget Stabilization	30,000		
Herrick District Library Taxation	1,377,588		
Public Safety Grants	331,988		
CDBG Entitlement Grant	590,619		
MSHDA Grant	337,928		
Revolving Cash Assistance	136,000		
Dangerous Structures	55,550		
Employees Benefit	10,500		
	<u>10,243,997</u>		
<b>DEBT SERVICE</b> ( Modified Accrual )			
General Obligation LTGO	2,454,834		
Building Authority	2,517,927		
Special Assessment	294,774		
	<u>5,267,535</u>		
<b>CAPITAL PROJECTS</b> ( Modified Accrual )			
Municipal Improvements	2,516,852		
Street, Bridge, Signalization	6,607,057		
Sidewalk Improvements	65,500		
	<u>9,189,409</u>		

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

Fund Type definitions can be found in the glossary.  
(Appropriations Above Include: Internal Transfers To Other Funds, Capital Outlay, and Debt Service Principal)

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

Fund	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL FUND</u>	20,616,772	20,748,762	20,332,140	19,965,351
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	3,131,864	2,694,474	2,112,629	2,099,700
MVH Local Street	1,194,161	1,363,247	1,234,715	1,319,360
Allegan County Road Tax	468,229	486,031	455,572	414,200
Street Improvement Reserve	1,602,625	2,177,452	6,669,791	1,092,971
Downtown Parking System	145,097	177,567	184,671	190,450
Downtown Snowmelt O&M	148,070	383,390	142,556	146,000
Principal Shopping District	213,535	288,459	302,742	311,000
Contested Assessments	24,078	43,681	34,500	0
CATV-Public Access TV	250,200	282,304	299,360	284,600
Property Acquisition	48,111	81,647	208,627	0
Environmental Cleanup	8,723	8,796	9,200	8,200
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,572,517	1,558,058	1,495,852	1,377,588
C/J Police Training	14,232	12,836	14,000	12,000
Bi-Centennial Celebration	419	291	170	0
Public Safety WEMET Grant	232,009	247,371	247,400	266,400
MCOLAS Grant	9,584	0	0	0
Law Enforcement Block Grant	15,965	18,501	114,688	0
MSHDA Grant	10,869	67,162	220,688	300,000
CDBG Entitlement Grant	499,400	605,602	830,393	566,186
Highway Safety Plan Grant	103,707	173,885	267,652	41,988
FEMA Firefighters Grant	19,456	127,296	189,421	11,600
Homeland Security Grant	0	0	5,000	0
Ottawa Co. Batmobile Grant	2,350	2,445	0	0
Project Safe Neighborhood Grant	6,035	13,063	10,901	0
Food Stamp Nutrition Educ Grant	1,700	2,151	0	0
Revolving Cash Assistance	97,328	75,018	149,265	136,000
Specified Donations	71,648	81,607	88,620	200
Municipal Airport Donations	917	0	0	0
Dangerous Structures	19,730	1,500	29,388	55,550
Police Employees Benefit	4,197	4,095	3,507	3,650
City Hall Employees Benefit	3,940	4,742	4,574	4,600
Transportation Employees Benefit	1,986	1,870	1,785	1,790
Park/Cemetery Employees Benefit	409	524	606	605
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,287,461	2,513,378	2,234,193	2,599,098
Michigan Act 175 Transportation	541,600	539,175	0	0
Building Authority	2,764,059	2,806,080	2,470,362	2,518,302
Special Assessments	271,627	241,527	251,453	185,260
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	111,578	84,573	61,625	63,862
<b>TOTAL</b>	<b>36,516,188</b>	<b>37,918,560</b>	<b>40,678,046</b>	<b>33,976,511</b>
Removal of Interfund Transfers	5,490,052	7,220,636	4,872,305	4,889,722
<b>NET REVENUES - GOVT FUNDS</b>	<b>31,026,136</b>	<b>30,697,924</b>	<b>35,805,741</b>	<b>29,086,789</b>

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

Fund	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL FUND</u>	20,867,013	20,519,196	20,256,910	20,104,855
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,774,559	2,720,884	2,033,236	2,296,120
MVH Local Street	1,183,349	1,374,059	1,234,715	1,319,360
Allegan County Road Tax	792,027	679,345	578,759	461,560
Street Improvement Reserve	2,080,880	2,478,666	4,485,056	2,339,297
Downtown Parking System	167,579	162,059	159,648	176,787
Downtown Snowmelt O&M	405,140	188,509	181,018	178,400
Principal Shopping District	170,399	247,997	284,920	312,300
Contested Assessments	23,498	44,261	34,500	0
CATV-Public Access TV	228,092	219,436	237,681	281,800
Property Acquisition	197,697	81,647	208,627	0
Environmental Cleanup	8,723	8,796	9,200	8,200
Budget Stabilization	11,541	306,669	175,000	30,000
Herrick Dist Libr Taxation	1,572,980	1,558,151	1,496,062	1,377,588
C/J Police Training	15,033	11,694	14,000	12,000
Bi-Centennial Celebration	0	0	8,433	0
Public Safety WEMET Grant	232,009	247,371	247,400	266,400
MCOLES Grant	9,584	0	0	0
Law Enforcement Block Grant	16,294	18,501	114,688	0
MSHDA Grant	10,869	67,162	182,760	337,928
CDBG Entitlement Grant	499,400	585,602	825,960	590,619
Highway Safety Plan Grant	103,707	173,885	267,652	41,988
FEMA Firefighters Grant	19,456	127,296	189,421	11,600
Homeland Security Grant	0	0	5,000	0
Ottawa Co. Batmobile Grant	2,350	2,445	0	0
Project Safe Neighborhood Grant	6,035	13,063	10,901	0
Food Stamp Nutrition Educ Grant	1,700	2,151	0	0
Revolving Cash Assistance	199,894	42,024	204,000	136,000
Specified Donations	38,272	80,581	136,420	0
Municipal Airport Donations	40,770	231	0	0
Dangerous Structures	19,894	42	29,388	55,550
Police Employees Benefit	5,058	3,654	4,342	4,500
City Hall Employees Benefit	3,480	3,951	3,200	3,500
Transportation Employees Benefit	1,450	1,968	2,030	2,100
Park/Cemetery Employees Benefit	581	489	400	400
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,337,160	2,520,179	2,132,896	2,454,834
Michigan Act 175 Transportation	541,600	539,175	0	0
Building Authority	2,762,701	2,805,088	2,470,002	2,517,927
Special Assessments	302,576	308,412	324,280	294,774
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	138,726	151,855	107,842	87,500
<b>TOTAL</b>	<b>37,792,076</b>	<b>38,296,494</b>	<b>38,656,347</b>	<b>35,703,887</b>
Less: Interfund Transfers	6,293,484	6,408,878	7,053,147	4,609,693
<b>NET EXPENDITURES - GOVT FUNDS</b>	<b>31,498,592</b>	<b>31,887,616</b>	<b>31,603,200</b>	<b>31,094,194</b>

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

Fund	Estimated Balance 7/1/2010	Revenue Estimate FY-11	Expenditure Estimate FY-11	Change in Fund Balance	Estimated Balance 6/30/2011
<u>GENERAL FUND (1)</u>	2,640,842	19,965,351	20,104,855	(139,504)	2,501,338
<u>SPECIAL REVENUE FUNDS</u>					
MVH Major Street /Trunkline (2)	1,199,742	2,099,700	2,296,120	(196,420)	1,003,322
MVH Local Street	2,000	1,319,360	1,319,360	0	2,000
Allegan County Road Tax (3)	55,524	414,200	461,560	(47,360)	8,164
Street Improvement Reserve (4)	2,316,295	1,092,971	2,339,297	(1,246,326)	1,069,969
Downtown Parking System	71,058	190,450	176,787	13,663	84,721
Downtown Snowmelt O & M	196,009	146,000	178,400	(32,400)	163,609
Principal Shopping District	143,349	311,000	312,300	(1,300)	142,049
CATV-Public Access TV	310,670	284,600	281,800	2,800	313,470
Environmental Cleanup	0	8,200	8,200	0	0
Budget Stabilization	1,001,446	0	30,000	(30,000)	971,446
Herrick District Library Taxation	82	1,377,588	1,377,588	0	82
C/J Police Training	1,735	12,000	12,000	0	1,735
Public Safety WEMET Grant	0	266,400	266,400	0	0
MSHDA Grant (5)	37,928	300,000	337,928	(37,928)	0
CDBG Entitlement Grant	24,433	566,186	590,619	(24,433)	0
Highway Safety Planning Grant	0	41,988	41,988	0	0
FEMA Firefighters Grant	0	11,600	11,600	0	0
Revolving Cash Assistance	0	136,000	136,000	0	0
Specified Donations	8,433	200	0	200	8,633
Dangerous Structures	2,229	55,550	55,550	0	2,229
Police Employees Benefit	970	3,650	4,500	(850)	120
City Hall Employees Benefit	4,959	4,600	3,500	1,100	6,059
Transportation Employees Benefit	3,315	1,790	2,100	(310)	3,005
Park/Cemetery Employees Benefit	416	605	400	205	621
<u>DEBT SERVICE FUNDS</u>					
General Obligation (6)	119,706	2,599,098	2,454,834	144,264	263,970
Building Authority	12,238	2,518,302	2,517,927	375	12,613
Special Assessments (7)	650,641	185,260	294,774	(109,514)	541,127
<u>PERMANENT FUNDS</u>					
Cemetery Perpetual Care	1,492,480	63,862	87,500	(23,638)	1,468,842
<b>TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS</b>	<b>10,296,500</b>	<b>33,976,511</b>	<b>35,703,887</b>	<b>(1,727,376)</b>	<b>8,569,124</b>

Significant Changes in Fund Balance are Described Below:

- (1) General Fund - reduction in the tax base necessitated larger use of fund balance this year.
- (2) MVH Major Street - reduction due to declining State Gas & Weight Tax revenues & escalating maintenance costs.
- (3) Allegan County Road Tax - planned use of fund balance in support of street capital projects.
- (4) Street Improvements Reserve - planned reduction in support of street capital projects and use of bond proceeds.
- (5) MSHDA Grant - use of Developer Fee revenues for transfer to General Fund to support administrative personnel.
- (6) General Obligation - planned build up in fund balance to prevent large debt millage rate increase in the following fiscal year.
- (7) Special Assessments - planned reduction to service current s/a bond issues and no new s/a bonds being issued.

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

<u>REVENUES</u>	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
Downtown Development Authority	197,113	208,329	203,558	193,061
Brownfield Redevel. Authority	441,299	783,400	890,788	796,525
Holland Historical Trust	1,345,062	567,419	619,943	577,377
	1,983,474	1,559,148	1,714,289	1,566,963
Removal Of Interfund Transfers	265,000	263,313	247,620	235,239
<b>NET REVENUES - COMPONENT UNITS</b>	<b>1,718,474</b>	<b>1,295,835</b>	<b>1,466,669</b>	<b>1,331,724</b>

<u>EXPENDITURES</u>	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
Downtown Development Authority	191,942	184,866	246,105	216,200
Brownfield Redevel. Authority	385,034	936,761	864,370	813,072
Holland Historical Trust	822,632	888,340	785,930	675,745
	1,399,608	2,009,967	1,896,405	1,705,017
Removal Of Interfund Transfers	0	375,204	245,790	227,212
<b>NET EXPEND. - COMPONENT UNITS</b>	<b>1,399,608</b>	<b>1,634,763</b>	<b>1,650,615</b>	<b>1,477,805</b>

<u>FUND EQUITY</u>	Estimated Balance 7/1/10	Revenue Estimate FY-11	Expenditure Estimate FY-11	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/11
Downtown Development Authority	143,914	193,061	216,200		120,775
Brownfield Redevel. Authority	38,158	796,525	813,072		21,611
Holland Historical Trust	3,081,314	577,377	675,745	(73,432)	2,909,514
<b>EST. EQUITY - COMPONENT UNITS</b>	<b>3,263,386</b>	<b>1,566,963</b>	<b>1,705,017</b>	<b>(73,432)</b>	<b>3,051,900</b>

<u>CHANGE IN FUND EQUITY</u>	Estimated Balance 7/1/10	Estimated Balance 6/30/11	Change in Fund Balance
Downtown Development Authority	143,914	120,775	(23,139)
Brownfield Redevel. Authority	38,158	21,611	(16,547)
Holland Historical Trust	3,081,314	2,909,514	(171,800)
<b>EST. EQUITY - COMPONENT UNITS</b>	<b>3,263,386</b>	<b>3,051,900</b>	<b>(211,486)</b>

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF REVENUES**

FUND	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,250,540	1,294,377	1,341,127	1,388,421
- Windmill Island Gardens	672,399	567,792	1,001,183	625,940
- Railroad Depot Operations	22,416	(1,978)	1	1
- Municipal Airport Facilities	1,322,547	1,597,340	167,535	108,960
- Public Transit Facilities & Mgmt	1,812,509	317,766	201,895	9,500
- MAX Tax Reserve	1,252	0	0	0
	5,081,663	3,775,297	2,711,741	2,132,822
<u>Internal Services Funds</u>				
- Technology Services	591,500	523,914	554,863	695,450
- Communications Services	106,780	108,748	99,215	103,050
- Photocopy Services	34,620	0	0	0
- Postage Services	21,050	20,609	19,721	21,400
- Centralized Vehicle/Equipment	2,614,459	2,366,803	2,632,520	2,239,071
- Fire Emergency Vehicles Pool	103,586	93,179	81,170	80,500
- Fuel Dispensing	918,503	722,533	671,592	690,979
- Compensated Absences	55,089	32,997	5,000	40,000
- Risk Management:				
Workers Comp Insurance	192,740	290,410	271,050	298,500
Employee Disability Ins.	110,685	115,721	119,312	118,700
Health/Dental Insurance	4,173,552	4,326,325	4,751,340	4,815,000
Vehicle Insurance	162,693	143,359	160,677	142,050
Property Insurance	51,321	49,269	37,875	39,200
Liability Insurance	254,810	140,715	289,670	128,500
	9,391,388	8,934,582	9,694,005	9,412,400
<u>Removal Of Interfund Transfers</u>	(550,502)	(567,567)	(1,259,237)	(432,140)
<u>General City Proprietary Revenues</u>	13,922,549	12,142,312	11,146,509	11,113,082
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	81,644,499	77,210,222	75,775,934	77,021,165
- Water	6,287,372	6,058,443	6,162,017	10,088,404
- Wastewater	8,158,383	7,442,081	7,996,341	9,064,294
Removal Of Interfund Transfers	0	0	0	0
<u>BPW Utility Revenues</u>	96,090,254	90,710,746	89,934,292	96,173,863
<u>NET REVENUES - PROPRIETARY FDS</u>	110,012,803	102,853,058	101,080,801	107,286,945

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF EXPENSES**

FUND	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,237,414	1,352,446	1,387,731	1,419,919
- Windmill Island Gardens	673,390	646,160	1,013,367	625,940
- Railroad Depot Operations	22,416	0	0	0
- Municipal Airport Facilities	2,372,413	1,627,918	167,200	108,600
- Public Transit Facilities & Mgmt	1,811,569	317,359	201,742	9,500
- MAX Tax Reserve	38,375	0	0	0
	6,155,577	3,943,883	2,770,040	2,163,959
<u>Internal Services Funds</u>				
- Technology Services	468,607	596,673	580,658	824,300
- Communications Services	105,126	108,832	99,275	103,100
- Photocopy Services	186,040	0	0	0
- Postage Services	21,664	20,175	21,200	21,400
- Centralized Vehicle/Equipment	2,735,181	2,935,420	2,382,246	2,181,054
- Fire Emergency Vehicles Pool	12,272	19,447	5,232	0
- Fuel Dispensing	912,288	717,041	666,966	686,354
- Compensated Absences	55,089	32,997	5,000	40,000
- Risk Management:				
Workers Comp Insurance	277,712	275,639	338,000	340,200
Employee Disability Ins.	95,843	64,429	75,600	83,500
Health/Dental Insurance	4,234,114	4,882,404	4,562,450	4,906,000
Vehicle Insurance	160,594	132,533	148,300	160,000
Property Insurance	131,046	50,480	109,377	64,200
Liability Insurance	120,587	179,946	251,000	205,000
	9,516,163	10,016,016	9,245,304	9,615,108
<u>Removal Of Interfund Transfers</u>	(477,115)	(636,524)	(128,752)	(72,853)
<b>Total General City Proprietary Expenses</b>	15,194,625	13,323,375	11,886,592	11,706,214
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	71,984,213	65,156,752	70,941,106	84,037,217
- Water	12,347,022	7,270,599	8,009,257	11,860,956
- Wastewater	8,265,495	8,130,151	10,389,519	15,887,525
Removal Of Interfund Transfers	(3,195,400)	(3,984,000)	(3,799,200)	(4,001,600)
<b>Total BPW Utility Expenses</b>	89,401,330	76,573,502	85,540,682	107,784,098
<b>NET EXPENSES-PROPRIETARY FDS</b>	104,595,955	89,896,877	97,427,274	119,490,312

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

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

FUND	Estimated Balance 7/1/2010	Revenue Estimate FY-11	Expense Estimate FY-11	Capital & Debt Principal FY-11	Non-Cash Items/Eq Xfr FY-11	Estimated Balance 6/30/2011
<u>GENERAL CITY</u>						
<u>Enterprise Funds</u>						
- Solid Waste & Recycling	587,424	1,388,421	1,419,919	47,700	(62,000)	541,626
- Windmill Island Gardens	1,138,944	625,940	625,940		(68,000)	1,070,944
- Railroad Depot Operations	963,505	1	0		(55,300)	908,206
- Municipal Airport Facilities	12,728,864	108,960	108,600		(694,000)	12,035,224
- Public Transit Facilities & Mgmt	302,976	9,500	9,500		(12,000)	290,976
	15,721,713	2,132,822	2,163,959	47,700	(891,300)	14,846,976
<u>Internal Services Funds</u>						
- Technology Services	421,171	695,450	824,300	240,900	(50,000)	483,221
- Communications Services	25,700	103,050	103,100		(4,400)	21,250
- Postage Services	5,722	21,400	21,400			5,722
- Centralized Vehicle/Equipment	5,154,295	2,239,071	2,181,054	472,400	(500,000)	5,184,712
- Fire Emergency Vehicles Pool	1,564,027	80,500	0		(92,000)	1,552,527
- Fuel Dispensing	79,889	690,979	686,354		(2,545)	81,969
- Compensated Absences	0	40,000	40,000			0
- Risk Management:						
Workers Comp Insurance	371,784	298,500	340,200	0	0	330,084
Employee Disability Insurance	217,151	118,700	83,500	0	0	252,351
Health/Dental Insurance	1,883,319	4,815,000	4,906,000	0	0	1,792,319
Vehicle Insurance	218,484	142,050	160,000	0	0	200,534
Property Insurance	409,544	39,200	64,200	0	0	384,544
Liability Insurance	371,061	128,500	205,000	0	0	294,561
	10,722,147	9,412,400	9,615,108	713,300	(648,945)	10,583,794
<b>Total General City Proprietary Equity</b>	26,443,860	11,545,222	11,779,067	761,000	(1,540,245)	25,430,770
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>						
- Electric	166,572,454	77,021,165	84,037,217	18,602,930	(7,993,194)	170,166,138
- Water	26,072,350	10,088,404	11,860,956	6,359,505	(4,427,023)	26,232,280
- Wastewater	48,545,921	9,064,294	15,887,525	8,584,355	(1,714,231)	48,592,814
<b>Total Holland BPW Utility Equity</b>	241,190,725	96,173,863	111,785,698	33,546,790	(14,134,448)	244,991,232
<b>TOTAL ESTIMATED EQUITY -</b>						
<b>PROPRIETARY FUNDS</b>	267,634,585	107,719,085	123,564,765	34,307,790	(15,674,693)	270,422,002

**NOTE:**

Estimated Equity Balances at 7/1/10 & 6/30/11 Include Working Capital, Reserves, and Capital Assets.

**PROPRIETARY - TYPE FUNDS  
SUMMARY OF CHANGES IN FUND EQUITY**

FUND	Estimated Balance 7/1/2010	Estimated Balance 6/30/2011	Change in Fund Equity
<u>GENERAL CITY</u>			
<u>Enterprise Funds</u>			
- Solid Waste & Recycling	587,424	541,626	(45,798)
- Windmill Island Gardens	1,138,944	1,070,944	(68,000)
- Railroad Depot Operations	963,505	908,206	(55,299)
- Municipal Airport Facilities	12,728,864	12,035,224	(693,640)
- Public Transit Facilities & Mgmt	302,976	290,976	(12,000)
	15,721,713	14,846,976	(874,737)
<u>Internal Services Funds</u>			
- Technology Services	421,171	483,221	62,050
- Communications Services	25,700	21,250	(4,450)
- Postage Services	5,722	5,722	0
- Centralized Vehicle/Equipment	5,154,295	5,184,712	30,417
- Fire Emergency Vehicles Pool	1,564,027	1,552,527	(11,500)
- Fuel Dispensing	79,889	81,969	2,080
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	371,784	330,084	(41,700)
Employee Disability Insurance	217,151	252,351	35,200
Health/Dental Insurance	1,883,319	1,792,319	(91,000)
Vehicle Insurance	218,484	200,534	(17,950)
Property Insurance	409,544	384,544	(25,000)
Liability Insurance	371,061	294,561	(76,500)
	10,722,147	10,583,794	(138,353)
Total General City Proprietary Equity	26,443,860	25,430,770	(1,013,090)
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>			
- Electric	166,572,454	170,166,138	3,593,684
- Water	26,072,350	26,232,280	159,930
- Wastewater	48,545,921	48,592,814	46,893
Total Holland BPW Utility Equity	241,190,725	244,991,232	3,800,507
<u>TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS</u>			
	267,634,585	270,422,002	2,787,417

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

FUND	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	325,000	0	0	0
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	0	0	0	0
- Public Transit Facilities & Mgmt	0	0	0	0
- MAX Tax Reserve	0	0	0	0
Total Enterprise	325,000	0	0	0
<u>Internal Services Funds</u>				
- Technology Services	361,115	300,000	275,000	145,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipment	1,938,000	1,625,000	1,870,000	1,930,000
- Fire Emergency Vehicles Pool	111,237	234,176	310,114	390,614
- Fuel Dispensing	61,496	66,988	71,614	76,239
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	10,000	10,000	10,000	10,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	0	0	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	2,501,848	2,256,164	2,938,228	2,953,353
Total General City Proprietary	2,826,848	2,256,164	2,938,228	2,953,353
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	4,487,482	5,087,657	4,756,404	4,803,968
- Water	5,837,954	3,352,267	4,368,074	2,791,011
- Wastewater	3,143,127	4,555,796	932,872	970,560
Total Holland BPW Utility	13,468,563	12,995,720	10,057,350	8,565,539
NET RESERVES-PROPRIETARY	16,295,411	15,251,884	12,995,578	11,518,892

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

FUND	Actual FY-08	Actual FY-09	Revised Estimate FY-10	Approved Budget FY-11
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	190,069	459,007	412,403	380,905
- Windmill Island Gardens	0	12,184	0	0
- Railroad Depot Operations	0	1	2	3
- Municipal Airport Facilities	360,646	0	335	695
- Public Transit Facilities & Mgmt	928	1,335	1,488	1,488
- MAX Tax Reserve	0	0	0	0
Total Enterprise	551,643	472,527	414,228	383,091
<u>Internal Services Funds</u>				
- Technology Services	9,768	7,997	7,202	8,352
- Communications Services	8,360	8,276	8,216	8,166
- Postage Services	6,769	7,201	5,722	0
- Centralized Vehicle/Equipment	8,878	3,432	8,706	5,722
- Fire Emergency Vehicles Pool	0	0	0	6,723
- Fuel Dispensing	0	0	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	413,963	428,734	361,784	320,084
Employee Disability Ins.	122,147	173,439	217,151	252,351
Health/Dental Insurance	2,250,508	1,694,429	1,501,819	1,410,819
Vehicle Insurance	195,281	206,107	218,484	200,534
Property Insurance	482,257	481,046	409,544	384,544
Liability Insurance	351,622	312,391	351,061	274,561
Total Internal Service	3,849,553	3,323,052	3,089,689	2,871,856
Total General City Proprietary	4,401,196	3,795,579	3,503,917	3,254,947
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	78,770,346	88,736,722	93,902,803	86,839,187
- Water	1,482,043	5,484,238	2,621,191	2,425,702
- Wastewater	17,472,183	15,541,213	16,770,959	9,910,040
Total Holland BPW Utility	97,724,572	109,762,173	113,294,953	99,174,929
<b>NET WORKING CAPITAL-PROPRIETARY</b>	<b>102,125,768</b>	<b>113,557,752</b>	<b>116,798,870</b>	<b>102,429,876</b>

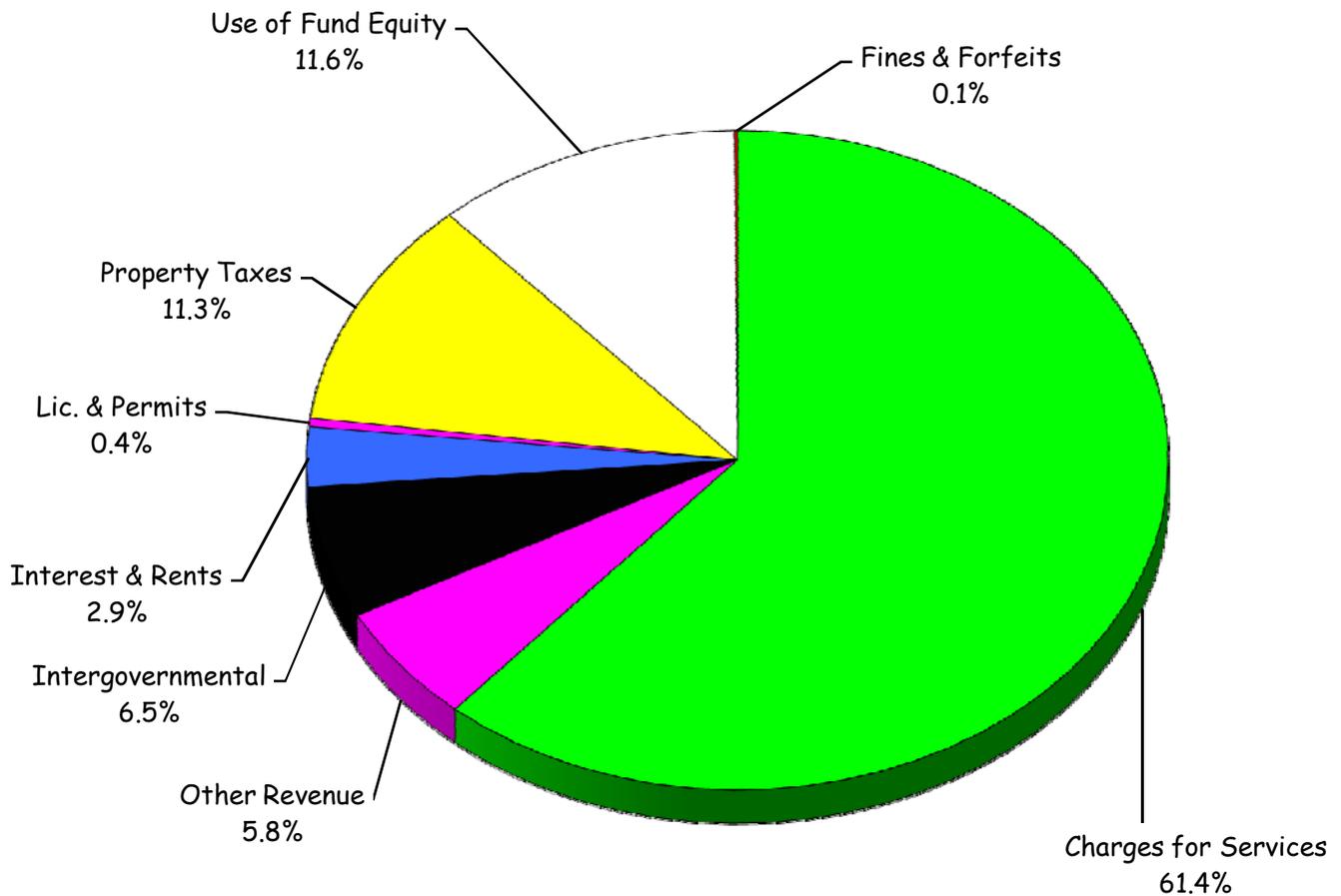
**CITY OF HOLLAND**  
**BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS**  
 - - ACROSS ALL FUND TYPES - -  
 For Fiscal Year July 1, 2010 thru June 30, 2011

<u>SOURCES</u>	<u>Approved Budget</u>	<u>Percent of Total Budget</u>
Property Taxes & Special Assessments	17,853,133	11.3%
Licenses & Permits	666,100	0.4%
Intergovernmental	10,287,267	6.5%
Charges for Services	97,015,172	61.4%
Fines & Forfeits	188,700	0.1%
Interest & Rents	4,605,045	2.9%
Other Revenues	9,184,701	5.8%
Use of Fund Equity	18,270,296	11.6%
<b>Total Sources</b>	<b><u><u>\$158,070,414</u></u></b>	<b><u><u>100.0%</u></u></b>
 <u>APPLICATIONS</u> 		
Management & Administrative Services	950,500	0.6%
Fiscal Services	1,453,969	0.9%
Public Safety Services	10,655,896	6.7%
Transportation System	6,572,393	4.2%
Community & Neighborhood Services	5,623,369	3.6%
Leisure & Cultural Services	6,337,325	4.0%
Utility Services	107,784,098	68.2%
Internal Service Funds	7,434,054	4.7%
Capital Projects (1)	7,949,633	5.0%
Debt Service	3,309,177	2.1%
<b>Total Applications</b>	<b><u><u>\$158,070,414</u></u></b>	<b><u><u>100.0%</u></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. Transfers between funds are excluded from this presentation.

(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.

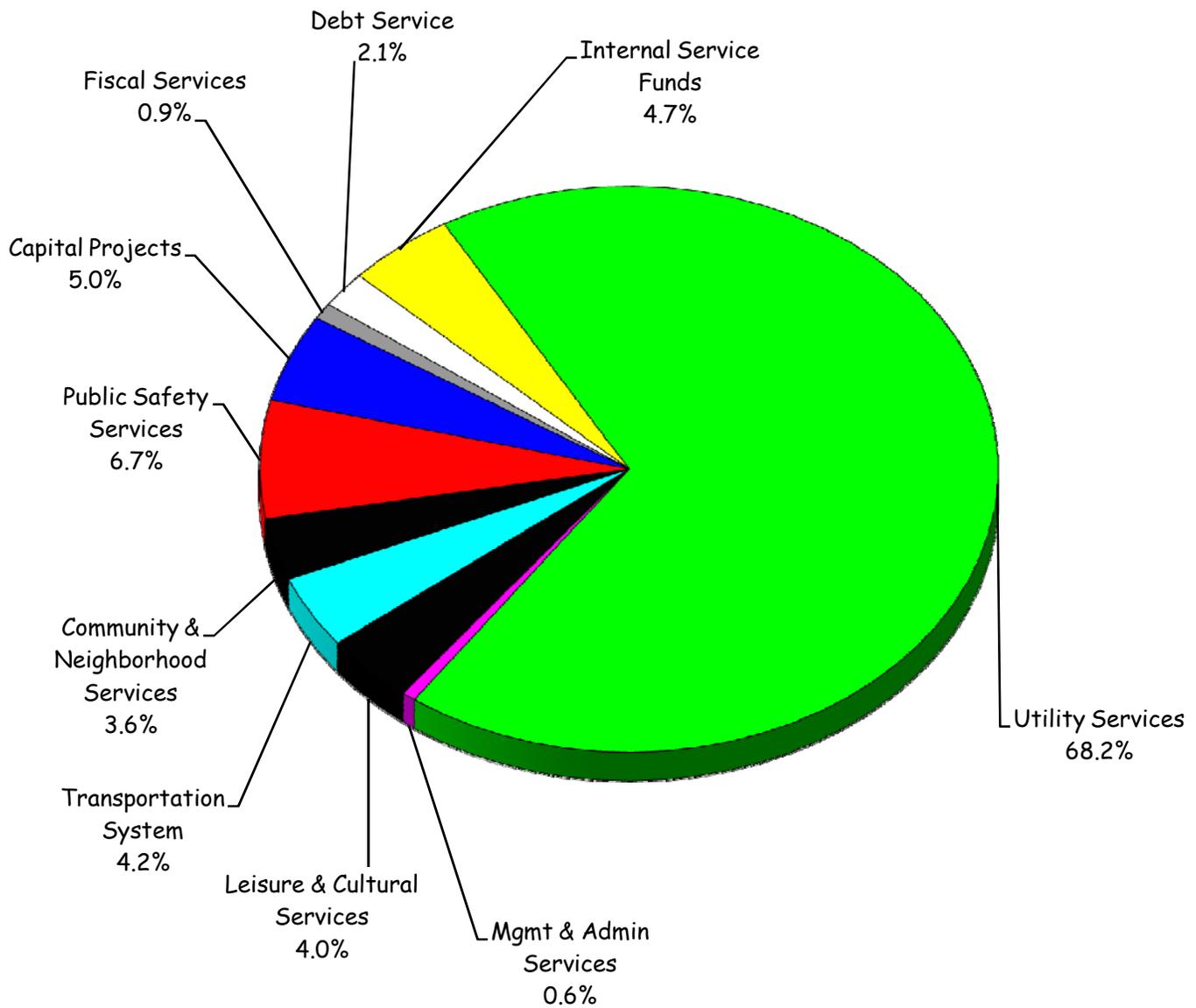
# FISCAL YEAR 2011 SOURCES ACROSS ALL FUND TYPES



TOTAL \$158,070,414

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

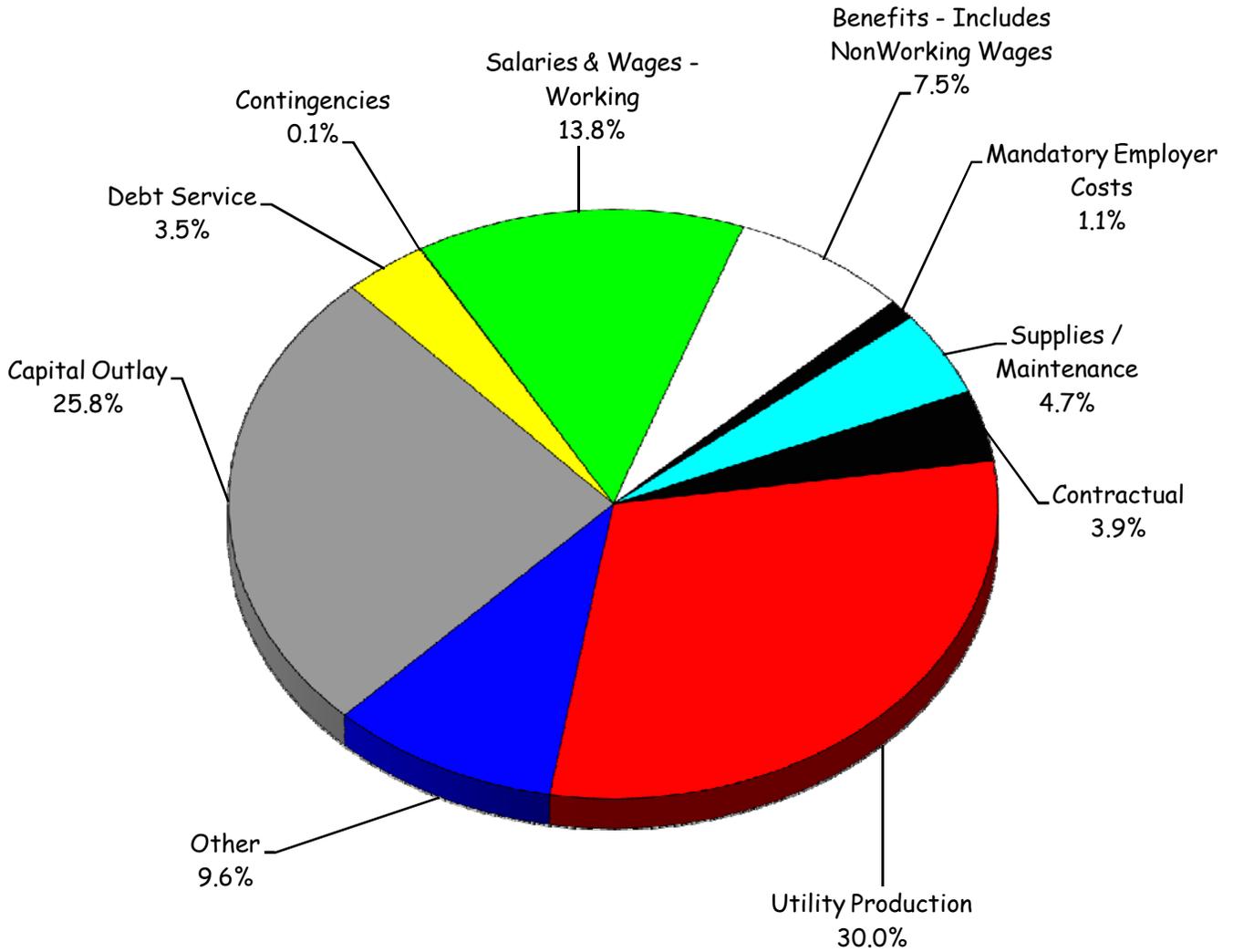
# FISCAL YEAR 2011 APPLICATIONS ACROSS ALL FUND TYPES



**TOTAL \$158,070,414**

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.

# FISCAL YEAR 2011 APPLICATIONS ACROSS ALL FUND TYPES



**TOTAL \$158,070,414**

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>FINANCING SOURCES</b>						
Taxes	\$ 11,005,501	\$ -	\$ 2,465,159	\$ 2,366,260	\$ 272,582	\$ 983,826
Special Assessments	-	-	521,188	131,217	-	-
Intergovernmental	2,709,200	-	3,854,567	-	3,717,500	6,000
Licenses and Permits	584,100	-	82,000	-	-	-
Charges for Services	1,335,115	29,600	450,400	-	-	62,000
Fines and Forfeits	188,700	-	-	-	-	-
Interest & Rents	516,001	32,400	40,477	637,774	11,108	20,541
Other	9,000	-	186,600	-	35,000	259,357
Transfers In - From Other Funds	3,617,734	1,862	1,044,247	225,879	4,594,033	235,239
<b>TOTAL FINANCING SOURCES</b>	<b>19,965,351</b>	<b>63,862</b>	<b>8,644,638</b>	<b>3,361,130</b>	<b>8,630,223</b>	<b>1,566,963</b>
<b>TOTAL FINANCING SOURCES NET OF TRANSFERS IN</b>	<b>16,347,617</b>	<b>62,000</b>	<b>7,600,391</b>	<b>3,135,251</b>	<b>4,036,190</b>	<b>1,331,724</b>
<b>FINANCING USES</b>						
Service Group:						
Management & Administrative	743,700	-	281,800	-	193,665	-
Fiscal	1,747,983	-	169,500	-	-	-
Public Safety	10,394,408	-	336,488	-	86,900	-
Transportation	1,338,972	-	6,605,037	-	6,787,557	-
Community & Neighborhood	1,987,201	-	1,473,184	-	85,237	1,029,272
Leisure & Cultural	3,892,591	87,500	1,377,988	-	796,274	675,745
General Debt Service	-	-	-	3,326,005	-	-
Internal Service	-	-	-	-	-	-
Capital Projects (Transfers)	-	-	-	-	1,239,776	-
Utilities	-	-	-	-	-	-
<b>TOTAL FINANCING USES</b>	<b>20,104,855</b>	<b>87,500</b>	<b>10,243,997</b>	<b>3,326,005</b>	<b>9,189,409</b>	<b>1,705,017</b>
Less Transfers Out - To Other Funds	637,753	87,200	3,867,912	16,828	1,239,776	227,212
<b>TOTAL FINANCING USES NET OF TRANSFERS OUT</b>	<b>19,467,102</b>	<b>300</b>	<b>6,376,085</b>	<b>3,309,177</b>	<b>7,949,633</b>	<b>1,477,805</b>
<b>FUND EQUITY</b>						
Projected Fiscal Year Begin 7/01/10	\$ 2,640,842	\$ 1,492,480	\$ 5,380,593	\$ 782,585	\$ 1,095,842	\$ 3,263,386
Projected Fiscal Year End 6/30/11	\$ 2,501,338	\$ 1,468,842	\$ 3,781,234	\$ 817,710	\$ 536,656	\$ 3,051,900

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

# ACROSS ALL FUNDS FY2011

PROPRIETARY-TYPE FUNDS		
ENTERPRISE	INTERNAL	
FUNDS	SERVICE	TOTAL
FUNDS	FUNDS	
\$ 107,400	\$ -	\$ 17,200,728
-	-	652,405
-	-	10,287,267
-	-	666,100
93,507,268	1,630,789	97,015,172
-	-	188,700
1,351,233	1,995,511	4,605,045
3,158,644	5,536,100	9,184,701
182,140	250,000	10,151,134
<u>98,306,685</u>	<u>9,412,400</u>	<u>149,951,252</u>
<u>98,124,545</u>	<u>9,162,400</u>	<u>139,800,118</u>
-	-	1,219,165
-	-	1,917,483
-	-	10,817,796
118,100	-	14,849,666
1,419,919	-	5,994,813
625,940	-	7,456,038
-	-	3,326,005
-	9,615,108	9,615,108
-	-	1,239,776
<u>111,785,698</u>	<u>-</u>	<u>111,785,698</u>
<u>113,949,657</u>	<u>9,615,108</u>	<u>168,221,548</u>
<u>4,001,600</u>	<u>72,853</u>	<u>10,151,134</u>
<u>109,948,057</u>	<u>9,542,255</u>	<u>158,070,414</u>
<u>\$ 256,912,438</u>	<u>\$ 10,722,147</u>	<u>\$ 282,290,313</u>
<u>\$ 259,838,208</u>	<u>\$ 10,583,794</u>	<u>\$ 282,579,682</u>

(Concluded)

**GOVERNMENTAL FUNDS**

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

	GENERAL FUND			PERMANENT FUNDS		
	FY-2009	FY-2010	FY-2011	FY-2009	FY-2010	FY-2011
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 11,698,776	\$ 12,026,477	\$ 11,005,501	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,101,981	2,709,025	2,709,200	- 0 -	- 0 -	- 0 -
Licenses and Permits	331,941	392,030	584,100	- 0 -	- 0 -	- 0 -
Charges for Services	1,137,880	1,143,093	1,335,115	26,000	29,600	29,600
Fines and Forfeits	197,625	179,700	188,700	- 0 -	- 0 -	- 0 -
Interest & Rents	617,748	492,201	516,001	56,711	30,163	32,400
Other	10,064	7,900	9,000	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	3,652,747	3,381,714	3,617,734	1,862	1,862	1,862
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 20,748,762</b>	<b>\$ 20,332,140</b>	<b>\$ 19,965,351</b>	<b>\$ 84,573</b>	<b>\$ 61,625</b>	<b>\$ 63,862</b>
<b>FINANCING USES</b>						
Service Group:						
Management & Administrative	\$ 1,223,331	\$ 1,229,085	\$ 743,700	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	1,776,654	1,756,820	1,747,983	- 0 -	- 0 -	- 0 -
Public Safety	10,126,386	9,978,416	10,394,408	- 0 -	- 0 -	- 0 -
Transportation	1,320,945	1,371,415	1,338,972	- 0 -	- 0 -	- 0 -
Community & Neighborhood	2,038,115	2,072,115	1,987,201	- 0 -	- 0 -	- 0 -
Leisure & Cultural	4,033,788	3,849,059	3,892,591	151,855	107,842	87,500
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 20,519,219</b>	<b>\$ 20,256,910</b>	<b>\$ 20,104,855</b>	<b>\$ 151,855</b>	<b>\$ 107,842</b>	<b>\$ 87,500</b>
<b>SOURCES OVER (UNDER) USES</b>						
<b>INCLUDING INTERFUND TRANSFERS</b>	<b>\$ 229,543</b>	<b>\$ 75,230</b>	<b>\$ (139,504)</b>	<b>\$ (67,282)</b>	<b>\$ (46,217)</b>	<b>\$ (23,638)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	3,652,747	3,381,714	3,617,734	1,862	1,862	1,862
Transfers Out	748,229	709,421	637,753	151,555	107,087	87,200
<b>SOURCES OVER (UNDER) USES</b>						
<b>EXCLUDING INTERFUND TRANSFERS</b>	<b>\$ (2,674,975)</b>	<b>\$ (2,597,063)</b>	<b>\$ (3,119,485)</b>	<b>\$ 82,411</b>	<b>\$ 59,008</b>	<b>\$ 61,700</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 2,565,612</b>	<b>\$ 2,640,842</b>	<b>\$ 2,501,338</b>	<b>\$ 1,538,697</b>	<b>\$ 1,492,480</b>	<b>\$ 1,468,842</b>

**GOVERNMENTAL FUNDS**

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

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2009	FY-2010	FY-2011	FY-2009	FY-2010	FY-2011	FY-2009	FY-2010	FY-2011
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 2,738,715	\$ 2,684,923	\$ 2,465,159	\$ 2,351,204	\$ 1,988,918	\$ 2,366,260	\$ 300,897	\$ 544,633	\$ 272,582
507,921	502,947	521,188	151,153	183,642	131,217	- 0 -	- 0 -	- 0 -
3,982,637	4,475,549	3,854,567	- 0 -	- 0 -	- 0 -	1,043,987	1,451,283	3,717,500
94,693	82,000	82,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
373,792	435,126	450,400	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
76,885	15,982	40,477	2,912,770	2,551,107	2,579,304	38,667	13,737	11,108
329,428	5,875,358	186,600	- 0 -	- 0 -	- 0 -	4,267,172	255,630	35,000
2,880,994	1,256,388	1,044,247	685,033	232,341	225,879	5,304,520	6,069,947	4,594,033
<u>\$ 10,985,065</u>	<u>\$ 15,328,273</u>	<u>\$ 8,644,638</u>	<u>\$ 6,100,160</u>	<u>\$ 4,956,008</u>	<u>\$ 5,302,660</u>	<u>\$ 10,955,243</u>	<u>\$ 8,335,230</u>	<u>\$ 8,630,223</u>
\$ 301,083	\$ 446,308	\$ 281,800	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 20,506	\$ 170,414	\$ 193,665
477,486	553,120	169,500	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
597,909	853,404	336,488	- 0 -	- 0 -	- 0 -	22,904	62,008	86,900
7,452,458	8,524,014	6,605,037	- 0 -	- 0 -	- 0 -	7,252,296	6,130,517	6,787,557
1,062,862	1,482,676	1,473,184	- 0 -	- 0 -	- 0 -	106,325	127,339	85,237
1,560,791	1,504,895	1,377,988	- 0 -	- 0 -	- 0 -	2,072,235	358,372	796,274
- 0 -	- 0 -	- 0 -	6,172,854	4,927,178	5,267,535	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	2,044,090	1,225,561	1,239,776
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>\$ 11,452,589</u>	<u>\$ 13,364,417</u>	<u>\$ 10,243,997</u>	<u>\$ 6,172,854</u>	<u>\$ 4,927,178</u>	<u>\$ 5,267,535</u>	<u>\$ 11,518,356</u>	<u>\$ 8,074,211</u>	<u>\$ 9,189,409</u>
\$ (467,524)	\$ 1,963,856	\$ (1,599,359)	\$ (72,694)	\$ 28,830	\$ 35,125	\$ (563,113)	\$ 261,019	\$ (559,186)
2,880,994	1,256,388	1,044,247	685,033	232,341	225,879	5,304,520	6,069,947	4,594,033
4,970,918	6,199,638	3,867,912	539,176	37,001	16,828	2,044,090	1,225,561	1,239,776
<u>\$ 1,622,400</u>	<u>\$ 6,907,106</u>	<u>\$ 1,224,306</u>	<u>\$ (218,551)</u>	<u>\$ (166,510)</u>	<u>\$ (173,926)</u>	<u>\$ (3,823,543)</u>	<u>\$ (4,583,367)</u>	<u>\$ (3,913,443)</u>
<u>\$ 3,416,737</u>	<u>\$ 5,380,593</u>	<u>\$ 3,781,234</u>	<u>\$ 753,755</u>	<u>\$ 782,585</u>	<u>\$ 817,710</u>	<u>\$ 834,823</u>	<u>\$ 1,095,842</u>	<u>\$ 536,656</u>

**GOVERNMENTAL FUNDS**

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

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2009	FY-2010	FY-2011	FY-2009	FY-2010	FY-2011
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 17,089,592	\$ 17,244,951	\$ 16,109,502	\$ 961,948	\$ 1,083,307	\$ 983,826
Special Assessments	659,074	686,589	652,405	- 0 -	- 0 -	- 0 -
Intergovernmental	8,128,605	8,635,857	10,281,267	6,000	6,000	6,000
Licenses and Permits	426,634	474,030	666,100	- 0 -	- 0 -	- 0 -
Charges for Services	1,537,672	1,607,819	1,815,115	53,437	47,000	62,000
Fines and Fees	197,625	179,700	188,700	- 0 -	- 0 -	- 0 -
Interest & Rents	3,702,781	3,103,190	3,179,290	(78,638)	26,820	20,541
Other	4,606,664	6,138,888	230,600	353,088	303,542	259,357
Transfers In - From Other Funds	12,525,156	10,942,252	9,483,755	263,313	247,620	235,239
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 48,873,803</b>	<b>\$ 49,013,276</b>	<b>\$ 42,606,734</b>	<b>\$ 1,559,148</b>	<b>\$ 1,714,289</b>	<b>\$ 1,566,963</b>
<b>FINANCING USES</b>						
Services Group:						
- Management & Administrative	\$ 1,544,920	\$ 1,845,807	\$ 1,219,165	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Fiscal	2,254,140	2,309,940	1,917,483	- 0 -	- 0 -	- 0 -
- Public Safety	10,747,199	10,893,828	10,817,796	- 0 -	- 0 -	- 0 -
- Transportation	16,025,699	16,025,946	14,731,566	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,207,302	3,682,130	3,545,622	1,121,627	1,110,475	1,029,272
- Leisure & Cultural	7,818,669	5,820,168	6,154,353	888,340	785,930	675,745
- General Debt Service	6,172,854	4,927,178	5,267,535	- 0 -	- 0 -	- 0 -
- Capital Projects	2,044,090	1,225,561	1,239,776	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 49,814,873</b>	<b>\$ 46,730,558</b>	<b>\$ 44,893,296</b>	<b>\$ 2,009,967</b>	<b>\$ 1,896,405</b>	<b>\$ 1,705,017</b>
<b>SOURCES OVER (UNDER) USES</b>						
<b>INCLUDING INTERFUND TRANSFER:</b>	<b>\$ (941,070)</b>	<b>\$ 2,282,718</b>	<b>\$ (2,286,562)</b>	<b>\$ (450,819)</b>	<b>\$ (182,116)</b>	<b>\$ (138,054)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	12,525,156	10,942,252	9,483,755	263,313	247,620	235,239
Transfers Out	8,453,968	8,278,708	5,849,469	375,204	245,690	227,212
<b>SOURCES OVER (UNDER) USES</b>						
<b>EXCLUDING INTERFUND TRANSFER:</b>	<b>\$ (5,012,258)</b>	<b>\$ (380,826)</b>	<b>\$ (5,920,848)</b>	<b>\$ (338,928)</b>	<b>\$ (184,046)</b>	<b>\$ (146,081)</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 9,109,624</b>	<b>\$ 11,392,342</b>	<b>\$ 9,105,780</b>	<b>\$ 3,436,934</b>	<b>\$ 3,263,386</b>	<b>\$ 3,051,900</b>

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES  
AND FUND EQUITY

	FY-2009 Final Actual	FY-2010 Final Revised Estimate	FY-2011 Adopted Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ 117,952	\$ 118,900	\$ 107,400
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	1,494,027	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	90,203,138	90,664,728	93,507,268
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,398,075	1,119,558	1,351,233
Other	77,284	179,161	3,158,644
Transfers In - From Other Funds	195,567	563,686	182,140
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 94,486,043</b>	<b>\$ 92,646,033</b>	<b>\$ 98,306,685</b>
<u>FINANCING USES</u>			
Service Group:			
Management & Administrative	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	- 0 -	- 0 -	- 0 -
Public Safety	- 0 -	- 0 -	- 0 -
Transportation	1,945,277	368,942	118,100
Community & Neighborhood	1,352,446	1,387,731	1,419,919
Leisure & Cultural	646,160	1,013,367	625,940
Utilities	80,557,502	89,339,882	111,785,698
<b>TOTAL FINANCING USES:</b>	<b>\$ 84,501,385</b>	<b>\$ 92,109,922</b>	<b>\$ 113,949,657</b>
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	<u>\$ 9,984,658</u>	<u>\$ 536,111</u>	<u>\$ (15,642,972)</u>
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	195,567	563,686	182,140
Transfers Out	3,984,000	3,799,200	4,001,600
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	<u>\$ 13,773,091</u>	<u>\$ 3,771,625</u>	<u>\$ (11,823,512)</u>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 252,368,075</b>	<b>\$ 256,912,438</b>	<b>\$ 259,838,208</b>

**INTERNAL SERVICE FUNDS**  
**SUMMARY OF FINANCIAL SOURCES & USES**  
**AND FUND EQUITY**

	FY-2009 Final Actual	FY-2010 Final Revised Estimate	FY-2011 Adopted 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	1,696,181	1,657,765	1,630,789
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,103,019	1,750,515	1,995,511
Other	4,763,382	5,590,174	5,536,100
Transfers In - From Other Funds	372,000	695,551	250,000
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 8,934,582</b>	<b>\$ 9,694,005</b>	<b>\$ 9,412,400</b>
<u>FINANCING USES</u>			
Type of Internal Service:			
Technology	\$ 596,673	\$ 580,658	\$ 824,300
Communications	108,832	99,275	103,100
Photocopies	- 0 -	- 0 -	- 0 -
Postage	20,175	21,200	21,400
Centralized Vehicle & Equipment	2,935,420	2,382,246	2,181,054
Fire Emergency Vehicle Replacement	19,447	5,232	- 0 -
Fuel Dispensing	717,041	666,966	686,354
Compensated Absences	32,997	5,000	40,000
Risk Management - All Coverages	5,585,431	5,484,727	5,758,900
<b>TOTAL FINANCING USES:</b>	<b>\$ 10,016,016</b>	<b>\$ 9,245,304</b>	<b>\$ 9,615,108</b>
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	<u>\$ (1,081,434)</u>	<u>\$ 448,701</u>	<u>\$ (202,708)</u>
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	372,000	695,551	250,000
Transfers Out	636,524	128,752	72,853
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	<u>\$ (72,910)</u>	<u>\$ 1,273,004</u>	<u>\$ 120,145</u>
<u>FUND EQUITY - Fiscal Year End</u>			
	<u>\$ 10,192,685</u>	<u>\$ 10,722,147</u>	<u>\$ 10,583,794</u>

# GENERAL FUND

## FINANCIAL SUMMARY

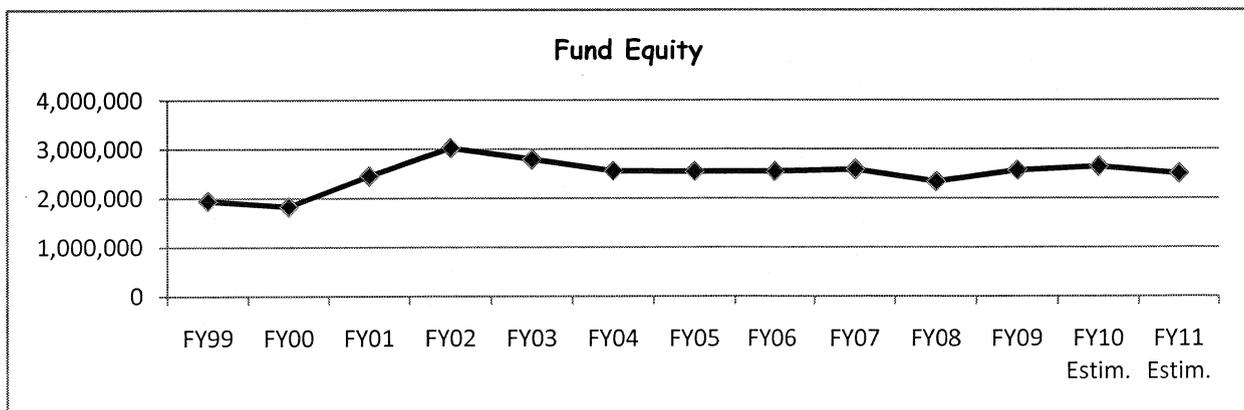
- > FUND SUMMARY
- > FUNDING SOURCES
- > FUNDING USES

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.

(Tax Rate 9.5089 mills)

## GENERAL FUND FUND SUMMARY

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est. Amended Budget	FY-2011 Approved Budget
TOTAL FUNDING SOURCES	\$20,616,772	\$20,748,762 0.6%	\$20,332,140 -2.0%	\$19,965,351 -1.8%
TOTAL FUNDING USES	20,867,013	20,519,196 -1.7%	20,256,910 -1.3%	20,104,855 -0.8%
Net Increase (Decrease)				
From Operations	(250,241)	229,566	75,230	(139,504)
<b>FUND EQUITY - June 30:</b>				
Reserved:				
- None	\$ 6,863	\$ 2,144	\$ - 0 -	\$ - 0 -
Unreserved:				
- Designated-Market Adjustment	12,002	38,787	17,800	8,300
- Undesignated	2,317,181	2,524,681	2,623,042	2,493,038
<b>Total Ending Fund Equity</b>	<b>\$ 2,336,046</b>	<b>\$ 2,565,612</b>	<b>\$ 2,640,842</b>	<b>\$ 2,501,338</b>
Change from Prior Fiscal Year		9.8%	2.9%	-5.3%
Fund Equity Expressed as A A Percentage of Expenditures	11.2%	12.5%	13.0%	12.4%

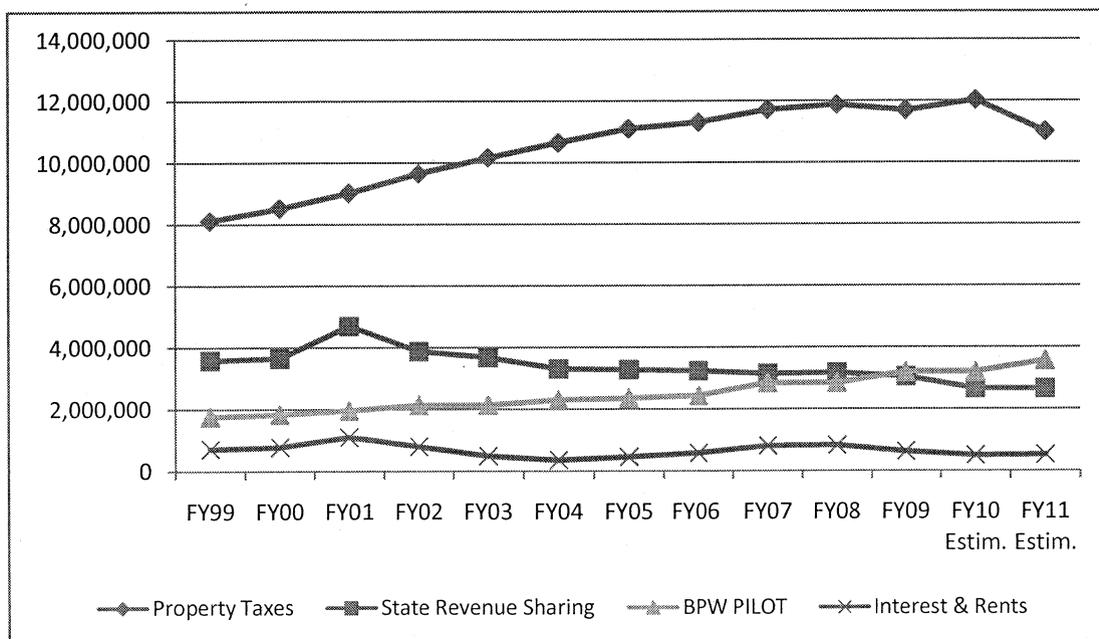


This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

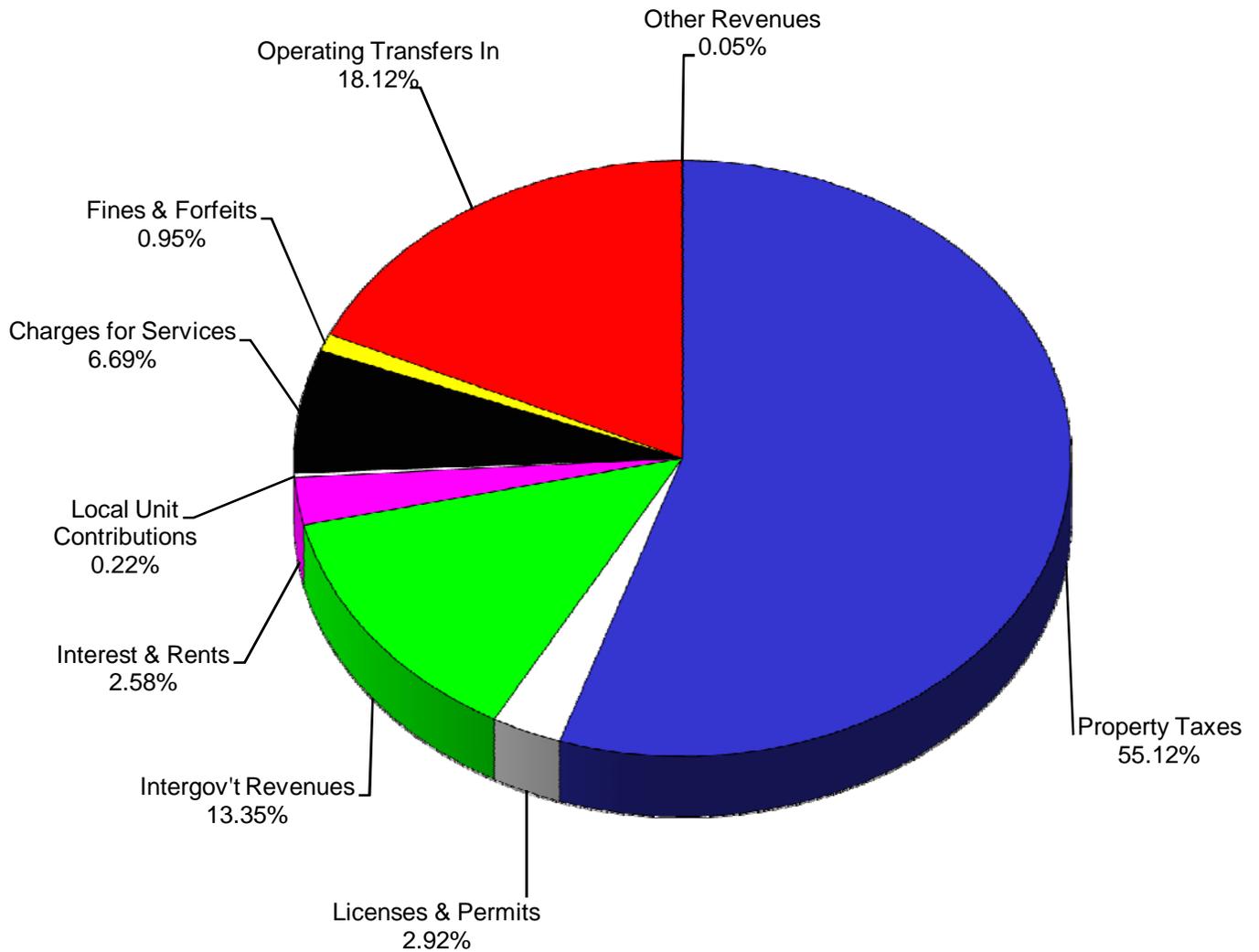
## GENERAL FUND FUNDING SOURCES

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Estimate	FY-2011 Approved Budget	FY2010 to FY2011
FUNDING SOURCES -					
Taxes	\$ 11,884,279	\$ 11,698,776	\$ 12,026,477	\$ 11,005,501	-8.5%
Licenses & Permits	428,259	331,941	392,030	584,100	49.0%
Federal Grants	32,072	17,894	18,414	18,000	-2.2%
State Revenue Sharing	3,168,204	3,041,686	2,647,271	2,647,200	0.0%
Local Unit Contributions	40,633	42,401	43,340	44,000	1.5%
Charges for Services	1,051,001	1,137,880	1,143,093	1,335,115	16.8%
Fines & Forfeits	216,323	197,625	179,700	188,700	5.0%
Interests & Rents	826,223	617,748	492,201	516,001	4.8%
Other Revenue	7,172	10,064	7,900	9,000	13.9%
Transfers from Other Funds	2,962,606	3,652,747	3,381,714	3,617,734	7.0%
<b>TOTAL SOURCES</b>	<b>\$ 20,616,772</b>	<b>\$ 20,748,762</b>	<b>\$ 20,332,140</b>	<b>\$ 19,965,351</b>	<b>-1.8%</b>

0.6%                      -2.0%                      -1.8%



# GENERAL FUND FY-2011 APPROVED REVENUES



**TOTAL \$19,965,351**  
9.5089 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 2000-01, 2005-06, and 2010-11

Revenue Classification	2000-01		2005-06		2010-11	
Taxes	\$9,023,392	50.08%	\$11,258,509	56.56%	\$11,005,501	54.74%
Licenses & Permits	48,918	0.27%	498,600	2.50%	584,100	2.91%
Intergovernmental	4,690,973	26.04%	3,282,653	16.49%	2,665,200	13.26%
Local Unit Contributions	31,109	0.17%	35,000	0.18%	44,000	0.21%
Charges for Services	867,643	4.82%	1,029,800	5.17%	1,335,115	6.64%
Fines & Forfeits	262,926	1.46%	260,000	1.31%	188,700	0.94%
Interest & Rents	1,097,728	6.09%	522,000	2.62%	516,001	2.57%
Other Revenue	8,884	0.05%	7,000	0.04%	9,000	0.04%
Operating Transfers In	1,985,180	11.02%	2,697,900	13.55%	3,617,734	17.99%
Use of Fund Balance	0	0.00%	315,147	1.58%	139,504	0.70%
<b>TOTAL REVENUES</b>	<b>\$18,016,753</b>	<b>100.00%</b>	<b>\$19,906,609</b>	<b>100.00%</b>	<b>\$20,104,855</b>	<b>100.00%</b>

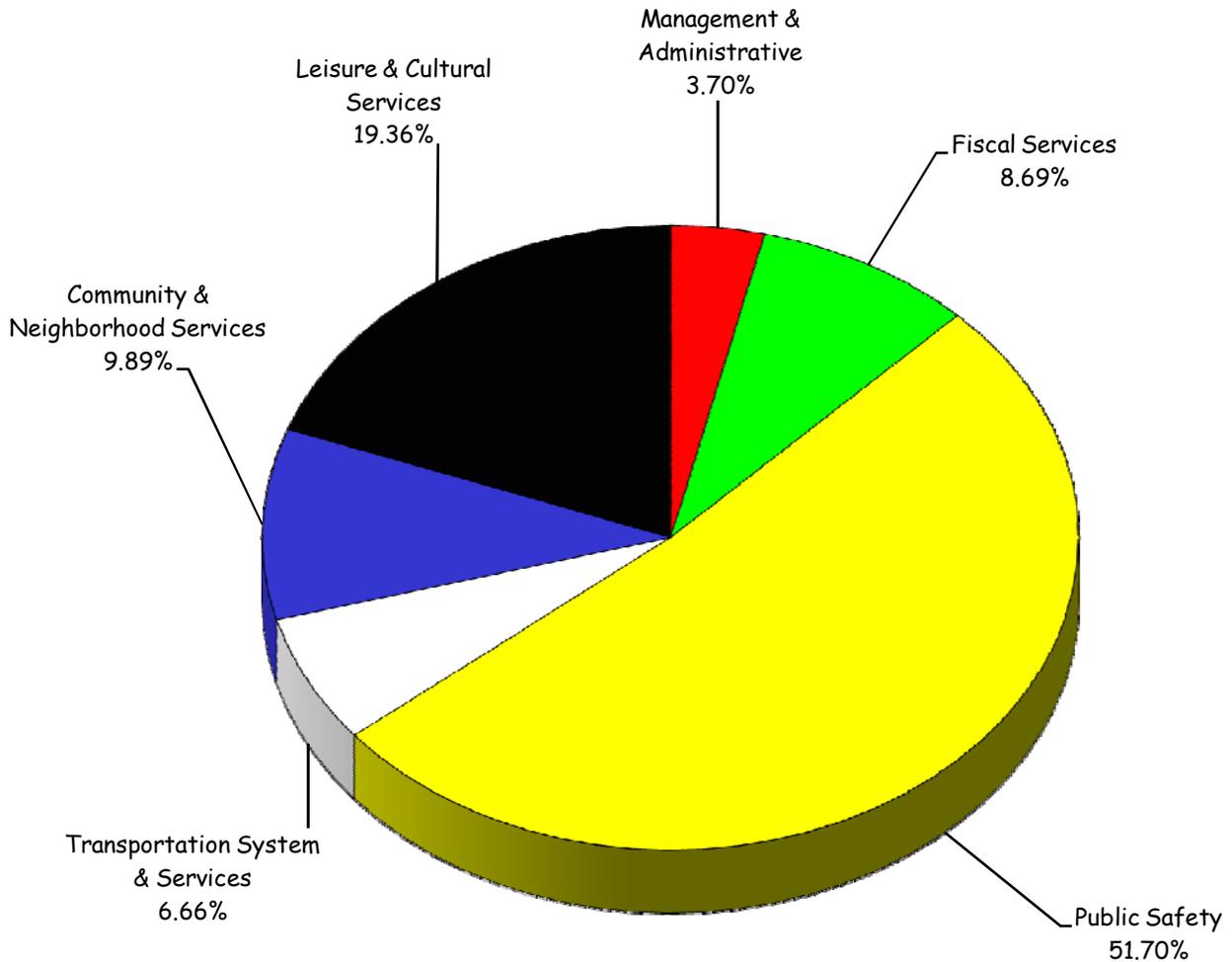
**GENERAL FUND  
FUNDING USES**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Estimate	FY-2011 Approved Budget	FY2010 to FY2011
<b><u>FUNDING USES BY FUNCTION</u></b>					
<b><u>Management &amp; Administrative Services Group</u></b>					
City Council	159,337	194,793	187,504	192,450	2.6%
City Manager's Office	325,642	296,390	317,895	309,900	-2.5%
Elections & Voter Registration	84,991	61,583	27,349	53,350	95.1%
City Attorney Services	242,869	197,219	184,300	182,300	-1.1%
City Clerk's Office	150,025	165,430	170,924	170,800	-0.1%
Human Resources	364,997	291,949	272,508	266,500	-2.2%
Volunteer Services	16,368	15,924	16,700	8,200	-50.9%
Contingencies Appropriation	0	0	51,905	(439,800)	-947.3%
<b>Total Management &amp; Admin Services</b>	<b>1,344,229</b>	<b>1,223,288</b>	<b>1,229,085</b>	<b>743,700</b>	<b>-39.5%</b>
<b><u>Fiscal Services Group</u></b>					
Finance Office	681,249	529,972	527,426	553,527	4.9%
Independent Audit	48,146	54,091	52,446	50,800	-3.1%
Property Assessing Office	477,711	464,486	470,637	517,015	9.9%
Procurement/Purchasing	37,797	37,248	27,902	0	-100.0%
Treasurer's Office	220,459	214,920	210,608	216,627	2.9%
Unallocated Insurance	81,240	85,705	81,000	82,500	1.9%
Transfers to Other Funds	414,463	390,229	386,801	327,514	-15.3%
<b>Total Fiscal Services</b>	<b>1,961,065</b>	<b>1,776,651</b>	<b>1,756,820</b>	<b>1,747,983</b>	<b>-0.5%</b>
<b><u>Public Safety Services Group</u></b>					
Police Department	7,103,854	7,029,919	6,933,711	7,249,744	4.6%
Fire Department	2,955,847	3,096,580	3,044,705	3,144,664	3.3%
<b>Total Public Safety</b>	<b>10,059,701</b>	<b>10,126,499</b>	<b>9,978,416</b>	<b>10,394,408</b>	<b>4.2%</b>
<b><u>Transportation System &amp; Services Group</u></b>					
Street Division	1,169,581	1,136,452	1,185,154	1,149,368	-3.0%
Transportation Mgmt/Engineering	169,719	184,491	186,261	189,604	1.8%
<b>Total Transportation System</b>	<b>1,339,300</b>	<b>1,320,943</b>	<b>1,371,415</b>	<b>1,338,972</b>	<b>-2.4%</b>

**GENERAL FUND  
FUNDING USES**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Estimate	FY-2011 Approved Budget	FY2010 to FY2011
<b><u>FUNDING USES BY FUNCTION</u></b>					
<b><u>Community &amp; Neighborhood Services Group</u></b>					
City Hall	204,983	209,991	221,783	203,850	-8.1%
Planning & Zoning	314,763	315,283	307,738	300,950	-2.2%
Environmental Health & Inspections	418,886	445,944	458,346	450,035	-1.8%
Construction Inspections	431,829	424,221	425,114	354,781	-16.5%
Community Social Svc Assist	131,199	140,842	137,419	130,500	-5.0%
Ourstreet Program	187,471	202,069	204,358	205,685	0.6%
Human Relations Commission	146,083	157,054	161,885	164,900	1.9%
Economic Devel. Assistance	138,205	142,673	155,472	176,500	13.5%
<b>Total Community &amp; Neighborhood</b>	<b>1,973,419</b>	<b>2,038,077</b>	<b>2,072,115</b>	<b>1,987,201</b>	<b>-4.1%</b>
<b><u>Leisure &amp; Cultural Services Group</u></b>					
Cemeteries	526,658	457,796	421,817	441,873	4.8%
Leisure/Cultural Svc Admin	62,396	57,548	60,814	58,600	-3.6%
Recreation Dept & Programs	965,555	917,049	928,729	937,533	0.9%
Parks	1,587,243	1,547,686	1,421,943	1,455,201	2.3%
Municipal Stadium	100,867	76,813	76,788	73,658	-4.1%
DeGraaf Nature Center	222,080	241,071	234,176	241,313	3.0%
8th Street Market	96,939	112,757	108,842	108,300	-0.5%
Cultural Activities Assistance	362,137	355,718	325,414	309,227	-5.0%
Civic Center	265,569	267,300	270,536	266,886	-1.3%
<b>Total Leisure &amp; Cultural</b>	<b>4,189,444</b>	<b>4,033,738</b>	<b>3,849,059</b>	<b>3,892,591</b>	<b>1.1%</b>
<b>TOTAL FUNDING USES</b>	<b>20,867,158</b>	<b>20,519,196</b>	<b>20,256,910</b>	<b>20,104,855</b>	<b>-0.8%</b>
		-1.7%	-1.3%	-0.8%	

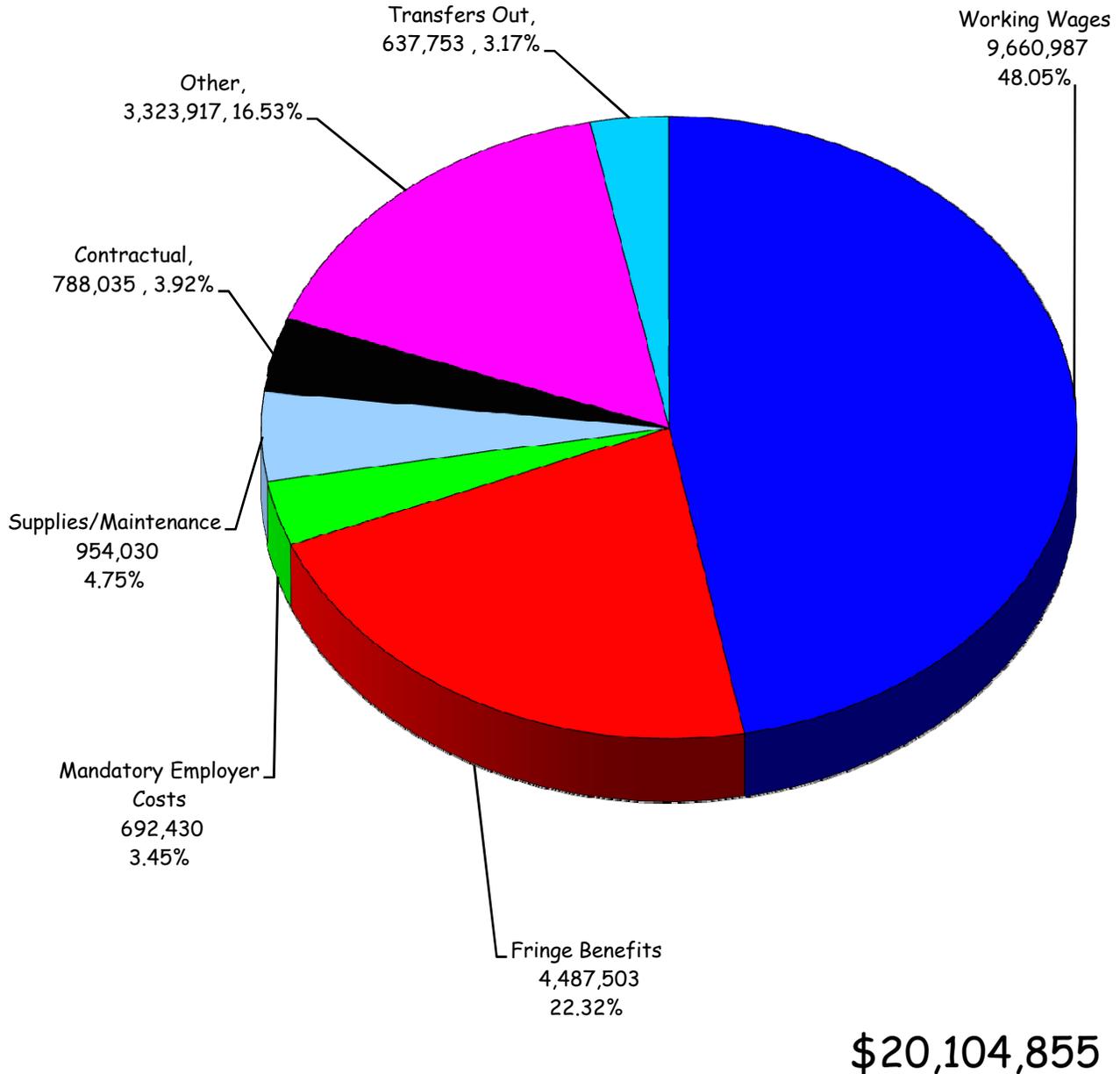
# GENERAL FUND FY-2011 PROPOSED EXPENDITURES BY FUNCTION



**TOTAL \$20,104,855**

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

## GENERAL FUND FY-2011 PROPOSED EXPENDITURES BY TYPE



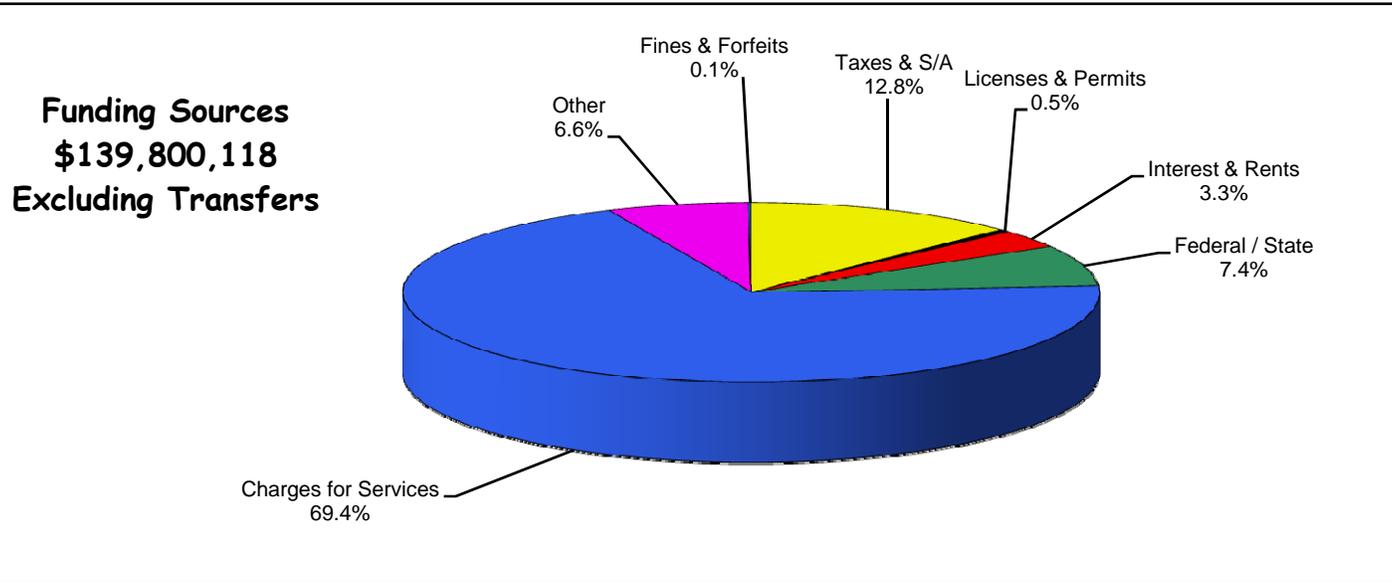
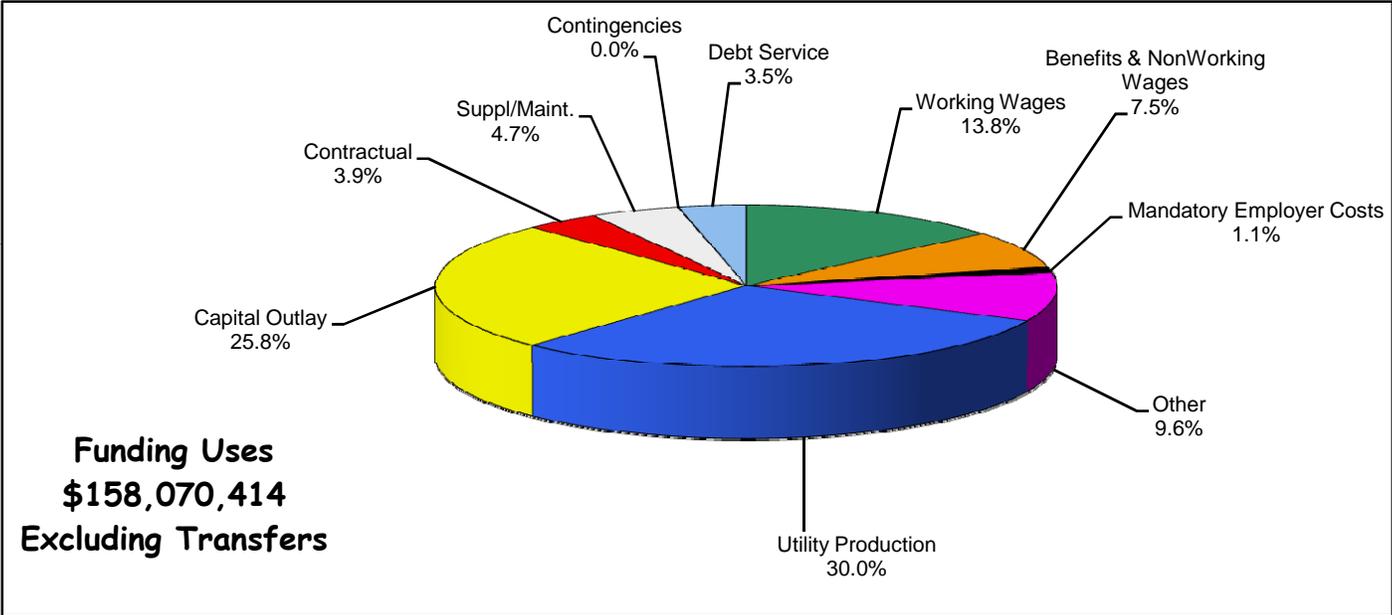
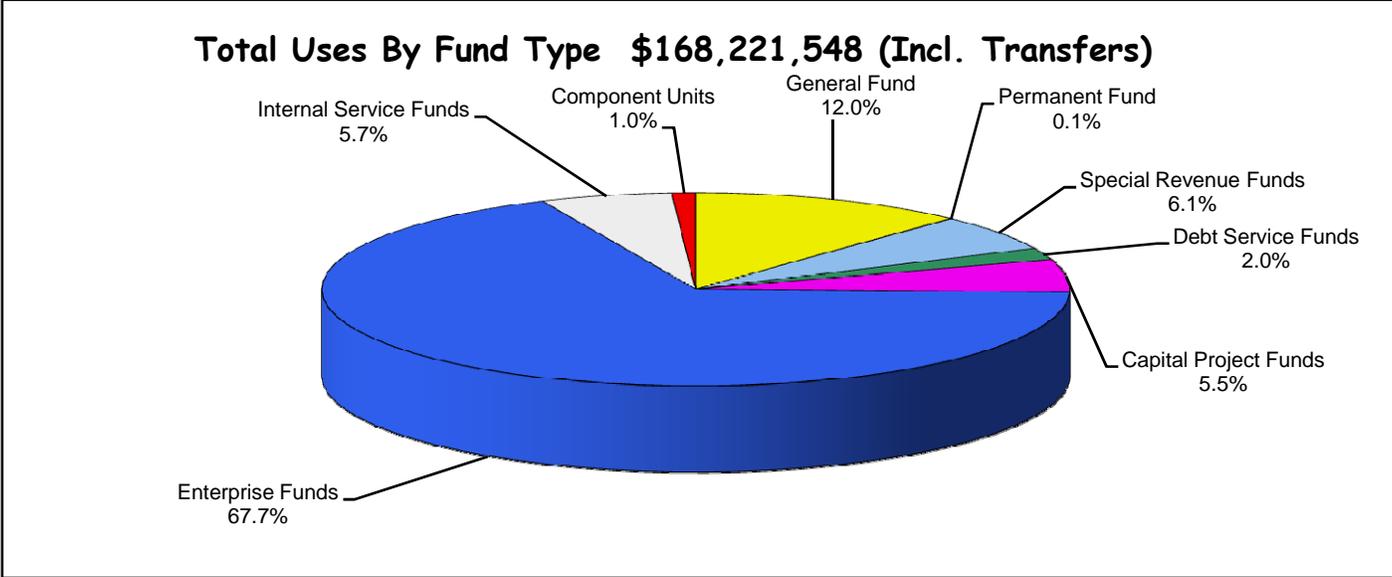
Negative Contingency of (\$439,800) is not included in the piechart. This is -2.19% of total expenses.

## GENERAL FUND

Comparison of Appropriations by Function  
For Fiscal Years 2000-01, 2005-06, and 2010-11

Service Group	2000-01		2005-06		2010-11	
Management & Administrative	\$1,353,973	7.83%	\$1,668,930	8.38%	\$743,700	3.70%
Fiscal Services	2,569,645	14.84%	1,959,620	9.84%	1,747,983	8.69%
Public Safety	7,355,087	42.51%	9,136,892	45.90%	10,394,408	51.70%
Transportation System	1,133,492	6.56%	1,264,150	6.35%	1,338,972	6.66%
Community & Neighborhood	1,361,642	7.87%	1,986,963	9.98%	1,987,201	9.89%
Leisure & Cultural	3,526,756	20.39%	3,890,054	19.54%	3,892,591	19.36%
<b>Total Appropriations</b>	<b>\$17,300,595</b>	<b>100.00%</b>	<b>\$19,906,609</b>	<b>100.00%</b>	<b>\$20,104,855</b>	<b>100.00%</b>

**ALL SERVICE GROUPS**



**ALL SERVICE GROUPS**

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

Description	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>	
FUND TYPES -	
General	\$ 20,104,855
Permanent	87,500
Special Revenue	10,243,997
Debt Service	3,326,005
Capital Projects	9,189,409
Enterprise	113,949,657
Internal Service	9,615,108
Component Unit	1,705,017
FUND TYPE - TOTALS	<u>\$ 168,221,548</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>	
FUNDING SOURCES -	
Taxes & Special Assessments	\$ 17,853,133
Licenses & Permits	666,100
Intergovernmental	10,287,267
Charges for Services	97,015,172
Fines & Forfeits	188,700
Interest & Rents	4,605,045
Other	9,184,701
Transfers In	10,151,134
TOTAL SOURCES	<u>\$ 149,951,252</u>
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 21,857,545
* Benefits - Includes NonWorking Wages	11,834,053
* Mandatory Employer Costs	1,762,734
Other Current Expenditures -	
* Supplies / Maintenance	7,372,739
* Contractual	6,168,138
* Utility Production	47,381,555
* Other	15,237,843
Capital Outlay	40,857,091
Debt Service Payments	
* Principal Maturities	3,440,080
* Interest & Fee Payments	2,092,664
Transfers Out	10,151,134
Contingencies	65,972
TOTAL USES	<u>\$ 168,221,548</u>
NON-CASH ITEMS - For Info Only	
Depreciation & Amortization Expense	<u>\$ 12,826,693</u>
<b>- - GROUP STAFFING TOTALS - -</b>	
Personnel Services Total Amount	\$ 35,454,332
* Full-Time Positions	380.70
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	52.36

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

FY-2011 Proposed Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
<b>FUND TYPES -</b>					
General			- 0 -	20,104,855	20,104,855
Permanent			- 0 -	87,500	87,500
Special Revenue			- 0 -	10,243,997	10,243,997
Debt Service		3,326,005	3,326,005	- 0 -	3,326,005
Capital Projects			- 0 -	9,189,409	9,189,409
Enterprise			- 0 -	113,949,657	113,949,657
Internal Service			- 0 -	9,615,108	9,615,108
Component Unit			- 0 -	1,705,017	1,705,017
<b>FUND TYPE - TOTALS</b>	<b>\$ - 0 -</b>	<b>\$ 3,326,005</b>	<b>\$ 3,326,005</b>	<b>\$ 164,895,543</b>	<b>\$ 168,221,548</b>
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments	11,005,501	2,497,477	13,502,978	4,350,155	17,853,133
Licenses & Permits	1,500		1,500	664,600	666,100
Intergovernmental	2,647,200		2,647,200	7,640,067	10,287,267
Charges for Services	91,970		91,970	96,923,202	97,015,172
Fines & Forfeits	- 0 -		- 0 -	188,700	188,700
Interest & Rents	249,601	637,774	887,375	3,717,670	4,605,045
Other	1,000		1,000	9,183,701	9,184,701
Transfers In	3,559,200	225,879	3,785,079	6,366,055	10,151,134
<b>TOTAL SOURCES</b>	<b>\$ 17,555,972</b>	<b>\$ 3,361,130</b>	<b>\$ 20,917,102</b>	<b>\$ 129,034,150</b>	<b>\$ 149,951,252</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working			- 0 -	21,857,545	21,857,545
* Benefits - Includes NonWorking Wages			- 0 -	11,834,053	11,834,053
* Mandatory Employer Costs			- 0 -	1,762,734	1,762,734
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance			- 0 -	7,372,739	7,372,739
* Contractual			- 0 -	6,168,138	6,168,138
* Utility Production			- 0 -	47,381,555	47,381,555
* Other		12,001	12,001	15,225,842	15,237,843
Capital Outlay			- 0 -	40,857,091	40,857,091
<b>Debt Service Payments</b>					
* Principal Maturities		1,996,580	1,996,580	1,443,500	3,440,080
* Interest & Fee Payments		1,300,596	1,300,596	792,068	2,092,664
Transfers Out		16,828	16,828	10,134,306	10,151,134
Contingencies			- 0 -	65,972	65,972
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ 3,326,005</b>	<b>\$ 3,326,005</b>	<b>\$ 164,895,543</b>	<b>\$ 168,221,548</b>

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

Depreciation & Amortization Expense 12,826,693

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,941,530 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**

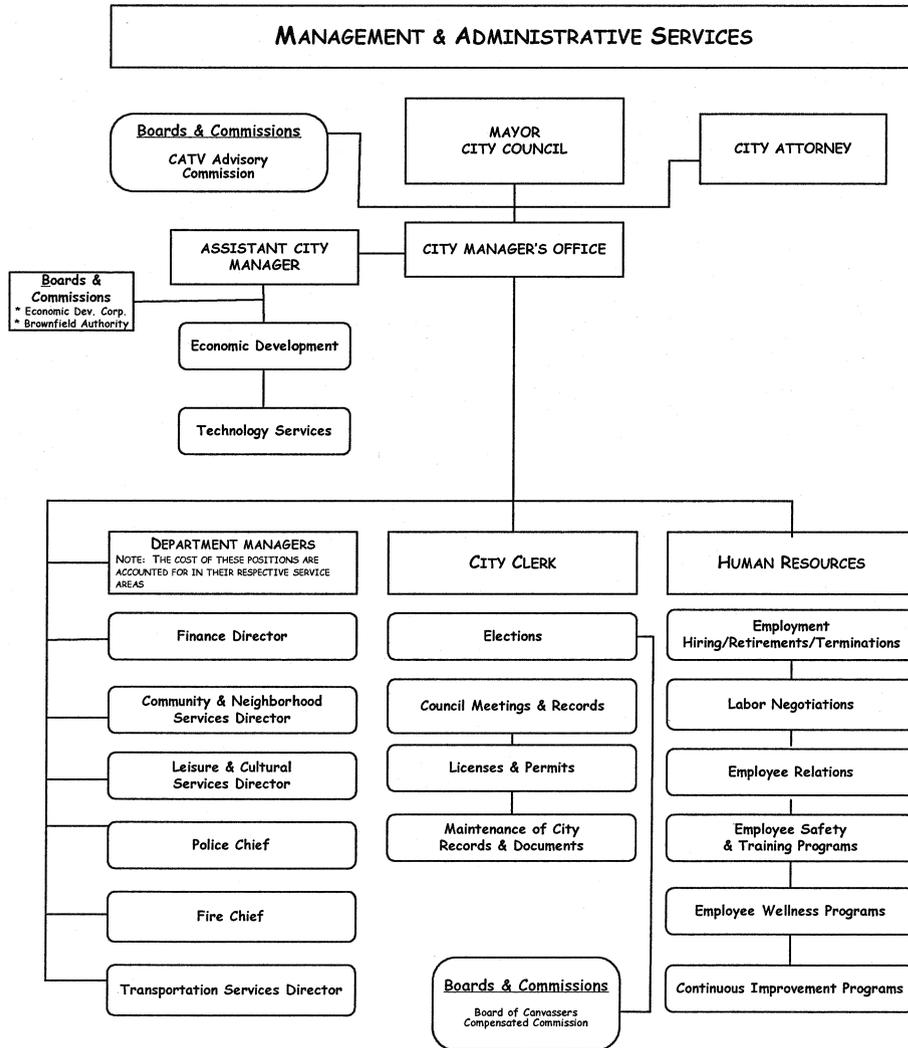
Description	General Fund	BPW Utility Funds	All Other Funds	FY-2011 Approved Budget
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 11,005,501		\$ 6,847,632	\$ 17,853,133
Licenses & Permits	584,100		82,000	666,100
Intergovernmental	2,709,200		7,578,067	10,287,267
Charges for Services	1,335,115	91,771,247	3,908,810	97,015,172
Fines & Forfeits	188,700		- 0 -	188,700
Interest & Rents	516,001	1,244,172	2,844,872	4,605,045
Other	9,000	3,158,444	6,017,257	9,184,701
Transfers In	3,617,734	- 0 -	6,533,400	10,151,134
<b>TOTAL SOURCES</b>	<b>19,965,351</b>	<b>96,173,863</b>	<b>33,812,038</b>	<b>\$ 149,951,252</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 9,660,987	\$ 9,676,276	\$ 2,520,282	\$ 21,857,545
* Benefits - Includes NonWorking Wages	4,487,503	6,432,576	913,974	11,834,053
* Mandatory Employer Costs	692,430	837,454	232,850	1,762,734
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	954,030	4,067,197	2,351,512	7,372,739
* Contractual	788,035	2,819,193	2,560,910	6,168,138
* Utility Production	- 0 -	47,381,555	- 0 -	47,381,555
* Other	3,323,917	2,231,189	9,682,737	15,237,843
Capital Outlay	- 0 -	32,103,290	8,753,801	40,857,091
<b>Debt Service Payments</b>				
* Principal Maturities	- 0 -	1,443,500	1,996,580	3,440,080
* Interest & Fee Payments	- 0 -	791,868	1,300,796	2,092,664
Transfers Out	637,753	4,001,600	5,511,781	10,151,134
Contingencies	(439,800)	- 0 -	505,772	65,972
<b>TOTAL USES</b>	<b>20,104,855</b>	<b>111,785,698</b>	<b>36,330,995</b>	<b>\$ 168,221,548</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation & Amortization Expense			\$	12,826,693
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 14,840,920	\$ 16,946,306	\$ 3,667,106	\$ 35,454,332
* Full-Time Positions				380.70
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				52.36

# MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

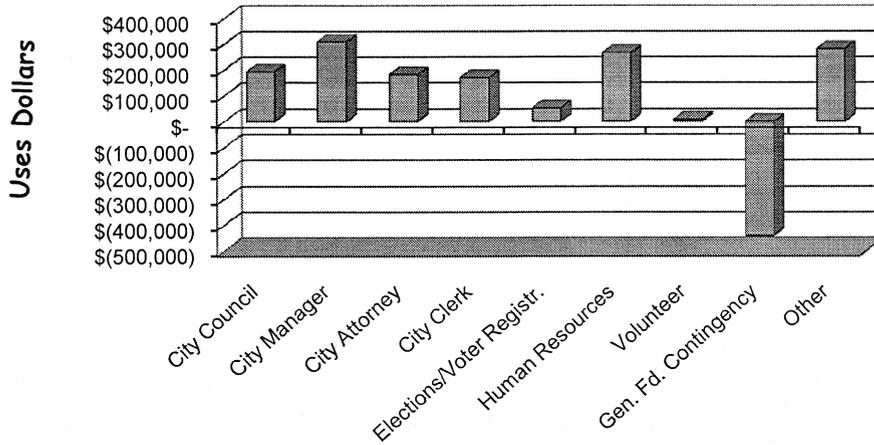
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and 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

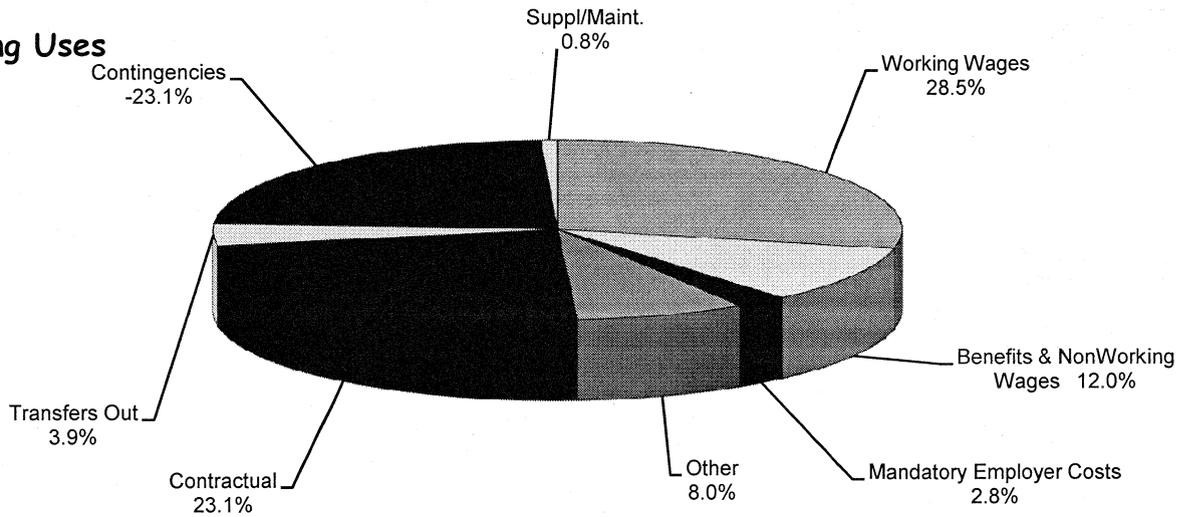


# MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

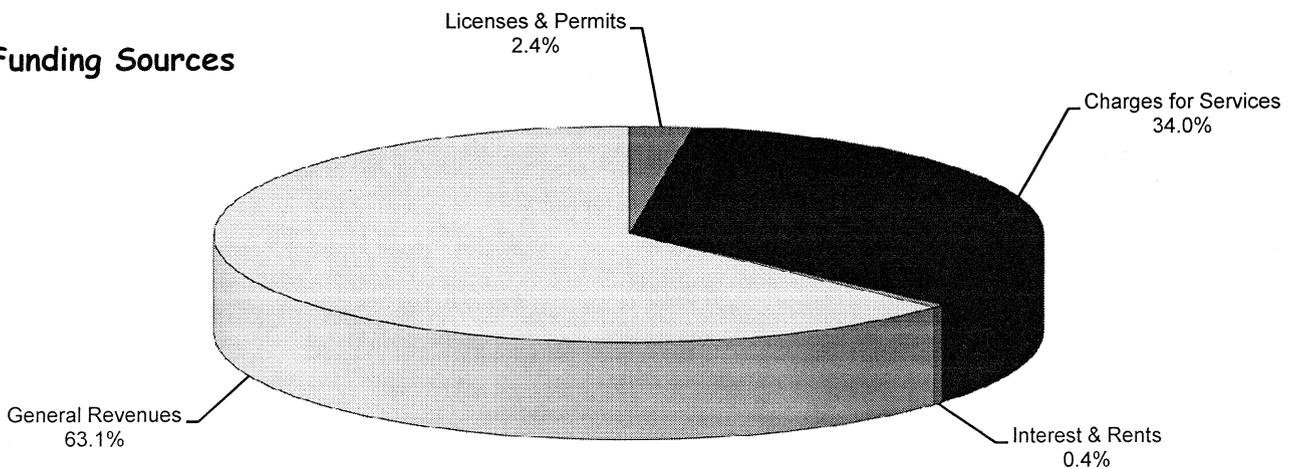
## Total Uses By Department \$1,025,500



## Funding Uses



## Funding Sources



**MANAGEMENT & ADMINISTRATIVE SERVICES GROUP**  
**SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 1,344,228	\$ 1,223,331	\$ 1,229,085	\$ 743,700
Special Revenue	425,789	301,083	446,308	281,800
TOTAL FUND TYPE	<u>\$ 1,770,017</u>	<u>\$ 1,524,414</u>	<u>\$ 1,675,393</u>	<u>\$ 1,025,500</u>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	23,075	26,693	25,000	25,000
Charges for Services	300,153	321,143	339,111	348,800
Interest & Rents	10,482	6,079	4,772	4,600
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	42,835	76,530	208,215	- 0 -
TOTAL SOURCES	<u>\$ 376,545</u>	<u>\$ 430,445</u>	<u>\$ 577,098</u>	<u>\$ 378,400</u>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 540,173	\$ 532,802	\$ 507,644	\$ 543,000
* Benefits - Includes NonWorking Wages	201,271	207,173	211,701	194,050
* Mandatory Employer Costs	43,804	43,855	45,425	47,050
Other Current Expenditures -				
* Supplies / Maintenance	16,334	14,958	14,950	14,800
* Contractual Expenditures	585,243	492,936	424,996	439,650
* Other	142,471	151,043	160,145	151,750
Capital Outlay	224,471	66,022	167,097	- 0 -
Transfers Out	16,250	15,625	91,530	75,000
Contingencies	- 0 -	- 0 -	51,905	(439,800)
TOTAL USES	<u>\$ 1,770,017</u>	<u>\$ 1,524,414</u>	<u>\$ 1,675,393</u>	<u>\$ 1,025,500</u>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 785,248	\$ 783,830	\$ 764,770	\$ 784,100
* Full-Time Positions	8.71	7.58	7.58	7.36
* Part-Time Positions @ F.T.E.	0.55	0.50	0.40	0.40
* 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 2011

- \* To work with Lakeshore Advantage and BPW in identifying what enhancements need to be made to this area's technological infrastructure to ensure that these business needs are being met. (August 2010)
- \* To participate as a member of the West Michigan Airport Authority so as to provide a

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

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### City Council

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- viable air travel facility for the economic needs of this community. (On-going)
- \* To implement the second phase of the strategy to market the City. This phase includes regular monitoring and updates to the new web site, specific neighborhood promotional pieces, and advertising. (Throughout 2010 / 2011)
  - \* 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. (Sept. 2010)
  - \* To continue working with property owners and tenants in neighborhood commercial areas towards implementing the district improvement plans developed for each of these areas. During this fiscal year, particular attention will be given to the 16<sup>th</sup> Street and River Avenue Area. (Oct. 2010)
  - \* To become better educated in the dynamics of community commercial areas and develop a strategy for the redevelopment of at least one of these areas. (Aug. 2010)
  - \* To work closely with the BPW in coordinating economic development activities. (On-going)
  - \* 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. (On-going)
  - \* 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. (On-going)
  - \* To work with Lakeshore Advantage to develop a comprehensive strategy for the Advanced Energy Storage Initiative as part of the new electric car economic base. (Sept. 2010)

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* To assure all City support services and infrastructure projects are completed on time for both JCS and LG / Compact Power projects to meet start up dates for late 2011.

### 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 2011

- \* To continue membership in the Macatawa Area Coordinating Council and pursue intergovernmental cooperation between the City and its neighboring governmental units. (On-going)
- \* To continue to participate in the implementation of the MACC area-wide Watershed Plan for Point and Non-Point sources. (On-going)
- \* To advocate and provide leadership for MACC to implement projects from the 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. Implement Urban Cooperation Agreement with Fillmore Township which extends water. (Sept. 2010)

### 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;

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

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

#### ACTION PLANS FOR FISCAL YEAR 2011

- \* To continue addressing the viability of neighborhood commercial areas including design and development tools with focus on the 16<sup>th</sup> Street/River Avenue district by Oct. 2010.
- \* To explore the creation of additional Neighborhood Enterprise Zones in neighborhoods with high redevelopment needs; in collaboration with policies develop by City Council in 2008.
- \* To further develop the "Centers of Centers" plan with the input of property owners and the development of an implementation plan for Elderly Housing and Centralized Center for non-profit organizations.
- \* To 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 by December 2010.
- \* To 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.
- \* To continue to develop housing re-investment programs for the Central neighborhood which includes home ownership opportunities and down payment assistance incentives and implement the report on issue of high rate of foreclosures with list of recommendations with improved programs including the HUD \$1 Housing Acquisitions and the Neighborhood Stabilization program and other potential Federal ARRA programs.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* To finalize the process for updating the 1995 City of Holland Housing Goals & Policies Plan with the implementation of the new Neighborhood Improvement Strategy (NIS) by September 2010.
- \* To work with the City Planning Commission to develop a model for re-invigorating commercial corridor areas such as:
  - The east side of US-31 between 1<sup>6th</sup> and 2<sup>4th</sup> Streets
  - The southwest corner of Washington Avenue and 40<sup>th</sup> St.
  - The east side of Lincoln Avenue, south of 32<sup>nd</sup> St.
  - The former Cedar Village shopping area at Waverly Road and Chicago Drive.
- \* To implement the action plans in the FY 2011 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 2011

- \* 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 implement with the Holland Youth Advisory Council (HYAC) at least three (3) specific recommendations from the June 2008 "Teen Summit: Community Issue Roundtable" report by June 2011.
- \* To encourage the adoption of policies which promote economic stability and new job creation within the community.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* 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 2011

- \* To complete the CSX railroad crossing improvements and closings for 11<sup>TH</sup> and 12<sup>TH</sup> Streets by September 2010.
- \* Annual Street Resurfacing and Reconstruction Program to cover 5% of the street system.
- \* To complete reconstruction of 40<sup>th</sup> from Washington to Lincoln Avenue by October 2010.
- \* To complete design of the roundabout at 8<sup>th</sup> and Fairbanks by June 2011 with construction to start in 2012 construction season.
- \* To complete design for Matt Urban Drive from Washington to West City limits by September 2010 for construction during 2011 construction season.
- \* To complete reconstructing 18<sup>th</sup> Street from Cleveland to River by October 2010.
- \* To develop design and funding plan for reconstructing Central Avenue from 8<sup>th</sup> Street to State Street by February 2011.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* To develop design and financing plan for reconstructing Lincoln Avenue from 16<sup>th</sup> to 24<sup>th</sup> Street by February 2011 for 2013 construction.
- \* To implement three year Economic Development Grant of \$9.5 for street investments in south industrial area as follows:
  - 2010 Construction:
    - M-40 from US31 to I-196 (MDOT)
    - West 48<sup>th</sup> Street from Regent Boulevard to Lincoln Avenue
    - Washington Avenue Bridge Replacement
    - Waverly Road from M-40 to 48<sup>th</sup> Street
  - 2011 Construction
    - East 48<sup>th</sup> Street from M-40 to City Limit
    - US31 Bridge / Washington Interchange (MDOT)
- \* 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 October 2010.
- \* To implement bicycle and sidewalk expansion plans by constructing sidewalks and providing bicycle lanes as part of the 2010 / 2011 street improvement projects.
- \* To continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and evaluate operating plan for the new 260 space parking deck at 7<sup>th</sup> Street between College and Columbia completed in May 2009.
- \* To 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.
- \* To purchase property for M-40 frontage road by June 2011.
- \* To 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 2010.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* To continue to provide the management services for the West Michigan Airport Authority as it addresses the various planning and capital projects at Tulip City Airport.

### STRATEGY STATEMENT

#### PUBLIC UTILITIES:

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

### ACTION PLANS FOR FISCAL YEAR 2011

- \* To 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.
- \* To 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 2011.
- \* To continue to aggressively pursue alternative green electric energy sources in accordance with the Act 295 plan developed in 2009.
- \* To 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 June 2011.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* To review the current Underground Electric Utilities Policy and develop a priority plan for implementation by June 2011.
- \* To continue to develop the City work plan to implement objectives of Macatawa Watershed Plan for Non-Point Source issues by December 2010.
- \* To continue to explore options for expanding the heat source for the Downtown Snowmelt System by June 2011.
- \* To implement the City and BPW Energy Conservation plans for all City / BPW programs and facilities to reduce energy consumption as outlined in the respective Action Plans.

### 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 2011

- \* To determine the future of the Civic Center by December 2010 and develop financing and design development plans by June 2011.
- \* To assure more new public trees are planted than removed each year, and implement the Urban Forestry Plan recommended by the Holland Community Sustainability Committee by May 2011.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

#### City Council

- \* To 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 June 2010.
- \* 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 construction and funding plan for a boardwalk connecting the Island with Window-on-the-Waterfront by February 2011;
  - complete reconstruction of erosion area east of historical buildings by October 2010;
  - continue to develop the long-range plan to make flowers a year round focal point at the Island;
  - reconstruct the observation deck of the Windmill by December 2011.
  - 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; the Park of Parks plan dated December 2007; and Park of Parks plan update dated October 2008.
- \* To develop a comprehensive plan for renovation, expansion, or elimination of two City Greenhouses by January 2011.
- \* To develop and implement a plan for improving outdoor ice-skating facilities, specifically a refrigerated surface at either or both Smalenburg Park and in the 6<sup>th</sup> Street/College Avenue area by December 2010.
- \* To encourage more fountains in public and private spaces in the Downtown / DDA.
- \* To continue to coordinate and assist with implementation of Macatawa Greenway Master plan completed from South Shore Village to Paw Paw Preserve dated October 2008.
- \* To 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 which was completed in September 2008.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- \* To evaluate the possibility of selling the Kollen Park Fire Station as part of Waterfront development with proceeds to built new facility by June 2011.

#### 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 2011

- \* To continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services. (On-going)
- \* To complete the re-design the City's web page to enable easier use and to seek opportunities for providing additional access to governmental services through use of the Internet by October 2010.
- \* To continue to build on dialogue process with the pre K-16 education sector of Holland to address various issues of mutual concern. (On-going)
- \* To consider re-implementing the Volunteer Recognition program.
- \* To increase Council awareness of the activities of City boards and commissions with joint meetings at study sessions and on special projects, programs and issues. (On-going)
- \* To continue to review current staff levels / interim positions as part of FY 11 budget process and develop plan to address high levels of retirement eligibility over next five years.

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

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City Council

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- \* To develop a process for a new 2025 Plan or incorporate into the MACC Future Search process by June 2011.
- \* To continue to develop and broaden citizen participation. (On-going)
- \* To develop a public forum and process for budget input in February of each year.
- \* To implement Phase 3 of the City's marketing strategy for promoting the City and its neighborhoods, including brochure design, creation of neighborhood guides and newcomer packets, advertising, and updating of the marketing website.

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Regular Scheduled Legislative Sessions	23	24	27	27
Number of Special Called Legislative Sessions	8	10	14	12
Number of Study Sessions	21	17	22	22
Number of Council Actions (calendar year)	758	648	650	660
Number of Ordinances Adopted	36	29	30	25
City Calendar	1	1	1	1

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	159,337	194,814	187,504	192,450
<b>TOTAL SOURCES</b>	<b>\$ 159,337</b>	<b>\$ 194,814</b>	<b>\$ 187,504</b>	<b>\$ 192,450</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 65,500	\$ 73,125	\$ 68,700	\$ 74,800
* Benefits - Includes NonWorking Wages	5,050	5,230	5,071	5,075
* Mandatory Employer Costs	5,543	5,713	5,675	6,175

Other Current Expenditures -

* Supplies / Maintenance	3,090	1,987	2,400	2,500
* Contractual	13,960	14,944	12,200	11,400
* Other	66,194	93,815	93,458	92,500

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 159,337</b>	<b>\$ 194,814</b>	<b>\$ 187,504</b>	<b>\$ 192,450</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 76,093	\$ 84,068	\$ 79,446	\$ 86,050
* Full-Time Positions	0.25	0.24	0.24	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 2011

- \* To assist the City Council with the review and implementation of the FY 11 City Council Action Plans.
- \* To coordinate annual strategic planning sessions for both City Council and City staff and continue status reporting system for the City Council by January 2011 and June 2011.
- \* To update the Five-Year Capital Improvement plan by March 2010 with updated projects and cost estimates.
- \* To monitor all capital projects scheduled for FY 2010-2011 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 on the WEMET Board.
  - 5) Serve on the Board of Public Works Board.
  - 6) Chamber of Commerce Board (Assistant City Manager)
  - 7) The DDA Board
  - 8) The Brownfield Board
  - 9) The West Michigan Alliance Subcommittees, as required.
- \* 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)

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

### City Manager

- \* 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 continue the development of a closer working relationship with local school systems to assure there is a coordinated effort with neighborhood enhancement and growth:
  - Establish four (4) charrettes for HPS - To coordinate neighborhood impact of four (4) new K - 7 Schools, and existing vacant schools.
- \* To continue to implement the comprehensive commercial and residential neighborhood enhancement, marketing and strategic planning process that includes entire City.
- \* To make sure existing City services can be maintained during limited revenue growth:
  - Evaluate further reorganization in the following departments:
    1. Community and Neighborhood Services
    2. Transportation Services
    3. Leisure and Cultural Services;
  - Evaluate improved joint administrative services with BPW;
  - Evaluate further revisions to Employee Fringe Benefit programs;
  - Stress Continuous Improvement program; and
  - Evaluate and recommendations in 2009 Public Safety Study.
  -
- \* To develop new possible area cooperative efforts.
- \* To continue to develop comprehensive Performance Measurement program for implementation as part of annual budget process.
- \* To develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept.
- \* To continue to work with the BPW to implement the comprehensive energy / conservation plan and a green energy plan for all City operations and facilities to reduce energy consumption. This plan includes specific action plans.

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	325,642	296,405	317,895	309,900
<b>TOTAL SOURCES</b>	<b>\$ 325,642</b>	<b>\$ 296,405</b>	<b>\$ 317,895</b>	<b>\$ 309,900</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 188,447	\$ 172,620	\$ 185,600	\$ 189,500
* Benefits - Includes NonWorking Wages	103,140	98,175	102,380	89,300
* Mandatory Employer Costs	16,000	15,729	17,100	17,900

Other Current Expenditures -

* Supplies / Maintenance	2,221	3,100	3,050	3,000
* Contractual	110	1,081	1,300	1,000
* Other	15,429	5,700	8,465	9,200

Capital Outlay

Capital Outlay	295	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 325,642</b>	<b>\$ 296,405</b>	<b>\$ 317,895</b>	<b>\$ 309,900</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 307,587	\$ 286,524	\$ 305,080	\$ 296,700
* Full-Time Positions	2.70	2.60	2.60	2.50
* 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 at the lowest possible cost and as effectively and accurately as possible; to process and maintain voter registrations in cooperation with the State of Michigan Qualified Voter File; to work with and in cooperation with the Ottawa and Allegan County Clerk's during conduction of elections; to ensure that City of Holland City Clerk staff and City of Holland Election Inspector's receive election training.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* To provide supplies, materials, voting machines and trained staff for polling places for the August 2010 Primary, November 2010 General, and May 2011 School elections, as well as process voters and tabulate results.
- \* To maintain and assure that the registration program is current and up-to-date with the state-wide voter registration file, as required by state law. (On-going)
- \* To apply for a grant from the Secretary of State Help America Vote Act (HAVA) program to comply with the American's with Disabilities Act for the Maranatha CRC polling location. (August 2010)
- \* To evaluate the merits of consolidating polling locations in the 1<sup>st</sup>, 5<sup>th</sup> and 6<sup>th</sup> Wards to eliminate three (3) current locations within a distance of less than a mile of each other. This would not affect the number of precincts, but would enhance the effectiveness of running the elections. (July 2010)
- \* To implement the E-Poll book for five (5) polling locations in the May 2010 election with the remainder locations to be up and running for the August 2010 election. (August 2010)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Registered Voters for November Election	21,954	20,507	21,690	21,700
August Election	20,596	20,951	20,731	21,700
May Election	20,776	21,955	21,750	21,700
Number of Elections (Total)	4	3	3	3
Regular	3	3	3	3
Special	1	0	0	0
Average Number of Election Workers per Precinct	7	4	4	4
Voting Station Election Officials:				
- Chairperson	23	16	16	10
- Election Worker	64	65	48	40
Board of Canvassers:				
- Board Members	4	4	4	4
Voter Turnout:				
August	3,551	3,143	N/A	3,000
November	5,344	14,634	1,652	11,000
February	4,948	N/A	N/A	N/A
May	4,713	1,552	4,500	1,200
Absentee Voters:				
August	1,259	1,327	N/A	1,500
November	2,280	3,067	1,048	3,100
February	1,228	N/A	N/A	N/A
May	1,367	978	2,200	900
% Turnout per Election:				
August	16.00%	15.00%	N/A	13.00%
November	26.00%	66.00%	7.63%	55.00%
February	23.00%	N/A	N/A	N/A
May	22.63%	7.23%	20.69%	7.50%

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 17,858	\$ 3,277	\$ 6,511	\$ 2,400
Funding Requirement - General Operating Revenues	67,132	58,299	20,838	50,950
<b>TOTAL SOURCES</b>	<b>\$ 84,990</b>	<b>\$ 61,576</b>	<b>\$ 27,349</b>	<b>\$ 53,350</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 55,480	\$ 45,495	\$ 10,700	\$ 35,700
* Mandatory Employer Costs	1,406	1,323	210	650

Other Current Expenditures -

* Supplies / Maintenance	6,265	5,102	4,900	4,900
* Contractual	15,487	4,724	7,950	7,300
* Other	6,352	4,932	3,589	4,800

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 84,990</b>	<b>\$ 61,576</b>	<b>\$ 27,349</b>	<b>\$ 53,350</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 56,886	\$ 46,818	\$ 10,910	\$ 36,350
* 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 2011

- \* 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 2011)

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	242,869	197,224	184,300	182,300
<b>TOTAL SOURCES</b>	<b>\$ 242,869</b>	<b>\$ 197,224</b>	<b>\$ 184,300</b>	<b>\$ 182,300</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 242,778	\$ 197,135	\$ 183,900	\$ 181,900
* Other	91	89	400	400
<b>TOTAL USES</b>	<b>\$ 242,869</b>	<b>\$ 197,224</b>	<b>\$ 184,300</b>	<b>\$ 182,300</b>

**- - STAFFING - -**

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

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES</b></p>
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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, commissions of the City; and to maintain and protect all public documents of the City.

ACTION PLAN FOR FISCAL YEAR 2011

- \* To evaluate the distribution of the 2011 City Calendar in terms of whether this should be offered only on-line, or offered on-line and by hard copy distribution. (August 2010)
- \* To continue updating the central electronic filing system for contracts, resolutions, minutes, easements, and agreements for previous years. (On-going)
- \* To complete the document retention and e-mail policy. (July 2010)
- \* To review what City notices can be placed on-line rather than publications in newspapers. (August 2010)
- \* To work with various departments to develop a uniform procedure for processing all contracts and agreements approved by City Council. (September 2010)
- \* To conduct a comprehensive review of the City Code to eliminate outdated language where possible. (June 2011)
- \* To attend Laserfische training to assist other departments with retrieval of any and all Council documentation, i.e.: contracts, resolutions, reports, etc. (July 2010)

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>Licenses &amp; Applications</u>				
Business Licenses and Permits Issued	420	456	450	450
Zoning Board of Appeals Applications Processed	22	21	20	20
<u>Ordinances</u>				
Ordinance Adopted	36	29	30	27
Council - Regular, Special, Closed Meetings	23 / 12	24 / 10	27 / 14	27 / 12
Zoning Board of Appeals Meetings	12	11	11	11
Board of Review Meetings	10	8	9	9
Board of Canvassers Meetings	0	0	1	0
Compensation Commission Meetings	1	0	1	0

**MANAGEMENT & ADMINISTRATIVE SERVICES**

**CITY CLERK**

**( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Licenses & Permits	\$ 23,075	\$ 26,693	\$ 25,000	\$ 25,000
Charges for Services	1,196	391	800	800
Funding Requirement - General Operating Revenues	125,754	138,350	145,124	145,000
<b>TOTAL SOURCES</b>	<b>\$ 150,025</b>	<b>\$ 165,434</b>	<b>\$ 170,924</b>	<b>\$ 170,800</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 86,232	\$ 97,556	\$ 95,244	\$ 98,500
* Benefits - Includes NonWorking Wages	30,530	39,113	42,900	40,000
* Mandatory Employer Costs	7,907	8,155	8,839	9,000

Other Current Expenditures -

* Supplies / Maintenance	2,590	2,598	2,800	2,500
* Contractual	3,733	3,927	5,441	5,500
* Other	18,233	14,085	15,700	15,300

Capital Outlay	800	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 150,025</b>	<b>\$ 165,434</b>	<b>\$ 170,924</b>	<b>\$ 170,800</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 124,669	\$ 144,824	\$ 146,983	\$ 147,500
* Full-Time Positions	3.25	2.25	2.25	2.25
* Part-Time Positions @ F.T.E.	0.55	0.50	0.40	0.40

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

### Human Resources

#### DEPARTMENT MISSION STATEMENT

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

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* Assure that the City has the most cost effective third party administrator for its self-insured health program by initiating a request for proposal (RFP) process early in 2010. Process to be complete by July 2010.
- \* 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. Specifically, review and revise the City's Sick Leave program by July 2010. Evaluate the Health Insurance program for further cost reductions by October 2010.
- \* Discuss cost reductions with Police and Fire Unions and resolve the Fire Union contract by July 2010.
- \* Develop a training plan for fiscal year 2011 by August 2010 to provide skill-based training to City employees to include relevant safety issues, leadership, change management, and others as appropriate.
- \* Continue to maintain and improve the Employee Wellness program with increased focus on employee accountability which contributes to reduced health insurance costs and other workplace benefits. Increase and maintain employee participation at 90%.
- \* Work with all Departments to continue emphasis on loss control and work-related injury prevention, to assist in reducing work-related injuries, associated lost work time, and worker's compensation insurance costs. The objective for calendar year 2010 will be to reduce recordable and lost time claims by 25% by January 2011.

## INTRODUCTION TO DEPARTMENT

### MANAGEMENT AND ADMINISTRATIVE SERVICES

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#### Human Resources

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- \* Develop and initiate a transitional leadership strategy that addresses the anticipated turnover in upper level management over the next 5-7 years due to anticipated retirements by January 2011.
- \* Continue to maintain, and improve whenever possible, the City's commitment to a diverse workforce that is representative of the community's available workforce. Despite a hiring freeze, continue to pursue the objective of a 20% minority work force by the end of fiscal year 2011, whenever possible. The current minority percentage for the General City is 16.2%. (On-going)
- \* To continue to provide a communication program to both City employees and the public with the use of the quarterly "What's Happening" employee newsletter, and the ongoing production of the bi-weekly City Connections cable television show on relevant, current issues and projects. (On-going)
- \* Seek opportunities 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)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Employees (Full-Time and Part-Time A)	242	237	233	223
Number of New Hires (Full-time and Part-Time A)	7	10	5	3
Number of Reclassifications (Full-Time and Part-Time A)	0	0	2	0
Number of Labor Contract Settlements	1	1	0	1
Number of Labor Contract Arbitrations (Starting Year)	0	0	0	0
Number of Grievances Filed	0	1	0	0
Number of Worker Compensation Claims (Calendar Year)	47	35	50	35
Number of Lost Time Accidents (Calendar Year)	2	1	3	1
Number of Lost Days (Calendar Year)	86	60	114	30
Participation in Wellness Program (% of average Participation)	91	95	88	88
Number of Training Participants - all classes - FT & PTA	148	175	165	250

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 36,105	\$ 36,133	\$ 36,800	\$ 65,600
Funding Requirement - General Operating Revenues	328,892	255,820	235,708	200,900
<b>TOTAL SOURCES</b>	<b>\$ 364,997</b>	<b>\$ 291,953</b>	<b>\$ 272,508</b>	<b>\$ 266,500</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 131,782	\$ 132,882	\$ 135,600	\$ 138,000
* Benefits - Includes NonWorking Wages	59,061	61,046	58,050	58,400
* Mandatory Employer Costs	11,824	11,925	12,500	12,700

Other Current Expenditures -

* Supplies / Maintenance	1,780	1,769	1,350	1,400
* Contractual	126,246	55,655	33,005	30,300
* Other	34,304	28,676	32,003	25,700

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 364,997</b>	<b>\$ 291,953</b>	<b>\$ 272,508</b>	<b>\$ 266,500</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 202,667	\$ 205,853	\$ 206,150	\$ 209,100
* Full-Time Positions	2.25	2.24	2.24	2.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES</b></p>
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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 2011

- \* To increase minority and female representation on City boards and commissions. The goal for FY2011 is 13% minority representation (30 of 235 people) and 35% female representation (82 of 235 people).
- \* To recognize volunteers in a meaningful way through personalized notes from staff liaison and/or volunteer services annually as well as at departure from a board or commission. (April 2011)
- \* To increase the awareness of volunteers being utilized by the City as well as the need for more volunteers through various communication media (Letters to the Editor, MAC TV slides and interviews, general newspaper blurbs, radio shout-outs, etc.) (June 2011)
- \* To train staff liaisons on tracking of and communication with City volunteers to insure expectations and needs are clearly conveyed. (June 2011)
- \* To continue to work with Youth Services staff to increase youth participation on City Boards & Commissions through the Youth-On-Boards Program. (June 2011)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<i>CVS Boards/Project/Program Volunteers</i>				
Boards and Comissions Volunteers	217	229	230	235
Females	69 (32%)	73 (32%)	78 (34%)	82 (35%)
Minorities	25 (12%)	25 (11%)	27 (12%)	30 (13%)
DeGraaf Nature Center Volunteers	90	90	100	125
Teen Court Coordinator, Jurors and Assistants	31	28	30	35
Victims Services Unit	16	13	13	13
Neighborhood Watch/Ourstreet Volunteers	134	133	140	145
Recreation Dept. Volunteers	699	813	853	878
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	70	153	155	160
<b>Total</b>	1,257	1,459	1,521	1,591
 <i>CVS/Boards/Project/Program Hours</i>				
Boards and Comissions	4,957	3,622	4,151	4,100
DeGraaf Nature Center Volunteers	432	492	553	570
Teen Court Coordinator, Jurors and Assistants	107	104	110	125
Victims Services Unit Volunteers	445	503	510	525
Neighborhood Watch/Ourstreet Volunteers	3,996	5,501	5,721	5,950
Recreation Dept. Volunteers	19,156	24,152	25,359	26,084
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	170	753	979	960
<b>Total</b>	29,263	35,127	37,383	38,314

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	16,368	15,925	16,700	8,200
<b>TOTAL SOURCES</b>	<b>\$ 16,368</b>	<b>\$ 15,925</b>	<b>\$ 16,700</b>	<b>\$ 8,200</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 9,422	\$ 8,820	\$ 9,300	\$ 4,000
* Benefits - Includes NonWorking Wages	3,490	3,609	3,300	1,275
* Mandatory Employer Costs	864	830	900	425

Other Current Expenditures -

* Supplies / Maintenance	388	402	450	500
* Contractual	336	155	200	250
* Other	1,868	2,109	2,550	1,750

<b>TOTAL USES</b>	<b>\$ 16,368</b>	<b>\$ 15,925</b>	<b>\$ 16,700</b>	<b>\$ 8,200</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 13,776	\$ 13,259	\$ 13,500	\$ 5,700
* Full-Time Positions	0.25	0.24	0.24	0.10
* 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 2011**

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 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 -	51,905	(439,800)
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 51,905</b>	<b>\$ (439,800)</b>

FUNDING USES -

Contingencies	\$ - 0 -	\$ - 0 -	\$ 51,905	\$ (439,800)
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 51,905</b>	<b>\$ (439,800)</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

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## CATV - Public Access Multi-Media Fund

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### FUND MISSION STATEMENT

To promote and facilitate quality local public access multi-media 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 2011

- \* To provide and promote local cable multi-media programming for and by various educational, governmental, ethnic, professional, religious, cultural and other special interest groups, hereinafter referred to as "MacTV," through a contract with the Macatawa Area Community Media Center (MacMedia) to provide the following:
  - Operate Community Access Multi-Media for the City of Holland;
  - Provide an annual plan with budget for MacTV;
  - Provide management and supervision of MacTV;
  - Provide sufficient staff and training to operate MacTV;
  - Provide maintenance of MacTV equipment and City-owned equipment used for public access multi-media programming;
  - Perform all duties to maintain MacTV channels; and
  - Promote the concept of public access multi-media programming to the community.
  
- \* To promote community access multi-media 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, forty-five (45) training classes per year to encourage the public to produce multi-media 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 broadcast on Public Access multi-media;
  - Promote the concept of Public Access multi-media to guests to show and encourage their use of Public Access multi-media for community communications; and
  - Provide a quality program, serving the community, showing the benefits of Public Access multi-media, and its value to our local communications.

# INTRODUCTION TO DEPARTMENT

## MANAGEMENT AND ADMINISTRATIVE SERVICES

### CATV - Public Access Multi-Media Fund

- \* To provide and promote community access multi-media programming by and for the schools and educational organizations.
  - MacTV will promote the concept of Educational Access multi-media 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.
  
- \* To provide community access multi-media 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).
    - . City Zoning Board of Appeals meetings (once (1) a month);
  - MacTV will co-produce Holland City Connections (two (2) per month); and
  - MacTV will produce, on request and approval of CATV designee, up to 150 hours of production time for City of Holland Special productions.
  
- \* To promote value of Community Access Multi-media through various community projects:
  - MacTV will support the Tulip Time Festival: transmission of live coverage of three (3) 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 continue to work to find ways in which production and transmission costs can be reduced through greater efficiencies in the use of equipment and staff, and to make public access programming available through as many sources and in as many formats as possible to enable viewing by many in the community.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Shows Per Week (avg/all channels/non-repetitive)	78	92	100	100
30 minutes in length	32	50	55	55
60 minutes in length	25	28	30	30
More than 60 minutes in length	21	14	15	15
Number of Shows Per Week (avg/all channels/ non-repetitive) (same number as above, broken down in a different manner)	78	92	100	100
Number of member-produced shows	44	45	55	55
Number of (MacMedia) Staff-produced shows	6	3	3	3
Number of "filler" shows	28	44	42	42
Number of Volunteers	25	26	35	45
Number of Members	53	58	65	70
Number of Classes Per Month	34	23	30	45
Number of Students Per Month	30	47	60	45
Number of Shows Per Week (avg/all channels/non-repetitive)	78	92	88	100
30 minutes in length	32	50	43	55
60 minutes in length	25	28	29	30
More than 60 minutes in length	21	14	16	15
Number of member-produced shows	44	45	41	55
Number of (MacMedia) Staff-produced shows	6	3	4	3
Number of "filler" shows	28	44	43	42

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 243,820	\$ 276,837	\$ 295,000	\$ 280,000
Interest & Rents	6,380	5,467	4,360	4,600
Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 250,200</b>	<b>\$ 282,304</b>	<b>\$ 299,360</b>	<b>\$ 284,600</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,310	\$ 2,304	\$ 2,500	\$ 2,500
* Mandatory Employer Costs	260	180	201	200

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	182,593	215,315	181,000	202,000
* Other	- 0 -	1,637	3,980	2,100

Capital Outlay	41,929	- 0 -	50,000	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	75,000

<b>TOTAL USES</b>	<b>\$ 228,092</b>	<b>\$ 219,436</b>	<b>\$ 237,681</b>	<b>\$ 281,800</b>
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 22,108	\$ 62,868	\$ 61,679	\$ 2,800
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ 8,391	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	186,123	240,600	310,670	313,470
<b>TOTAL FUND EQUITY</b>	<b>\$ 186,123</b>	<b>\$ 248,991</b>	<b>\$ 310,670</b>	<b>\$ 313,470</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 3,570	\$ 2,484	\$ 2,701	\$ 2,700
* Full-Time Positions	0.01	0.01	0.01	0.01
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**INTRODUCTION TO DEPARTMENT  
MANAGEMENT AND ADMINISTRATIVE SERVICES**

Property Acquisition Fund

FUND MISSION STATEMENT

To provide funds 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 2011

- \* There are no major property purchases planned for fiscal year 2011; however, as economic conditions improve efforts should be made to restore the .25 millage rate for future waterfront and public property purchases as needed.
- \* Due to the economic conditions over the past eight (8) 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 -
Fiscal Year 2010 Actual	.00	- 0 -
Fiscal Year 2011 Proposed	.00	- 0 -

**Note:**

This fund is being closed out in FY 11. Future property acquisitions will be incorporated into the Municipal Capital Improvement Fund.

**MANAGEMENT & ADMINISTRATIVE SERVICES**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	1,174	4,505	- 0 -	- 0 -
Interest & Rents	4,102	612	412	- 0 -
Transfers In	42,835	76,530	208,215	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 48,111</b>	<b>\$ 81,647</b>	<b>\$ 208,627</b>	<b>\$ - 0 -</b>

FUNDING USES -

Capital Outlay	\$ 181,447	\$ 66,022	\$ 117,097	\$ - 0 -
Transfers Out	16,250	15,625	91,530	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 197,697</b>	<b>\$ 81,647</b>	<b>\$ 208,627</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (149,586)	\$ - 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 - -**

Positions: Not Applicable

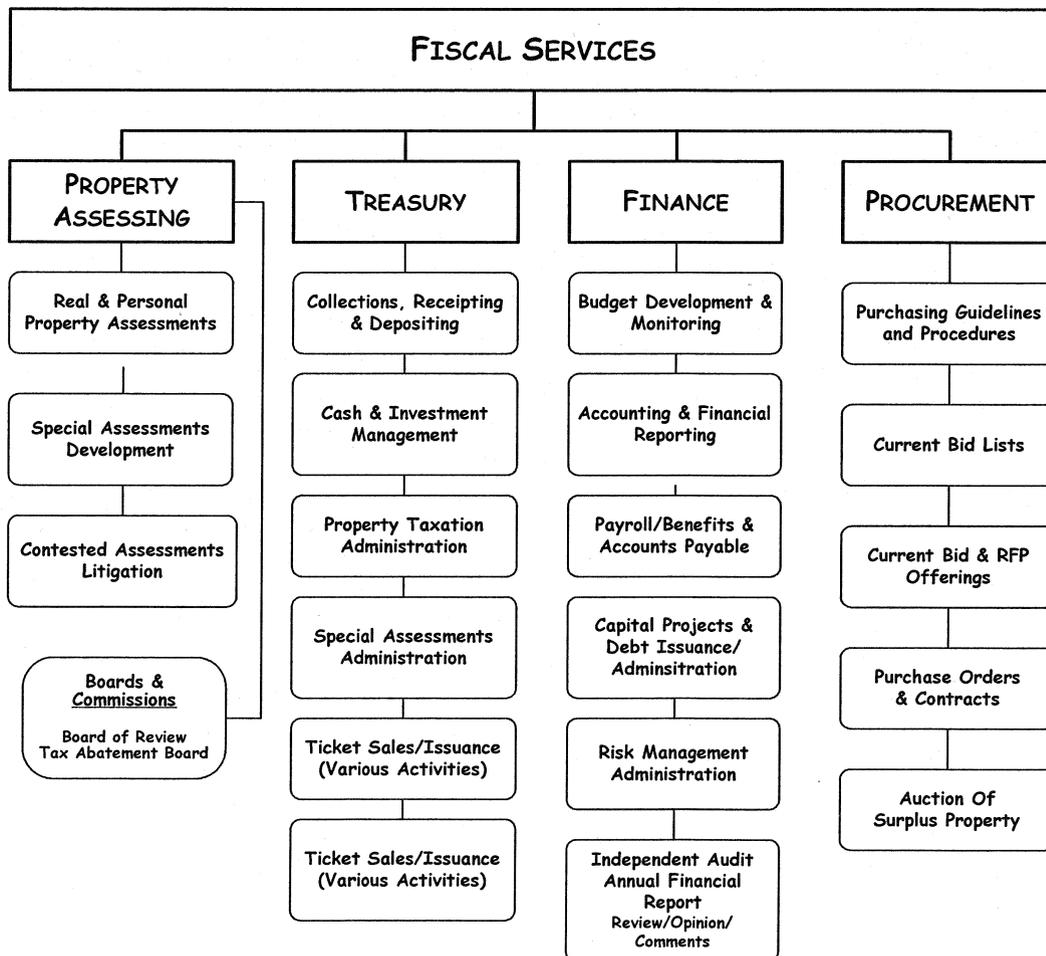
At the close of FY2010 this fund will be closed due to new accounting guidelines. Activities previously recorded in this fund will be accounted for within the Municipal Capital Improvements Fund.

# FISCAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

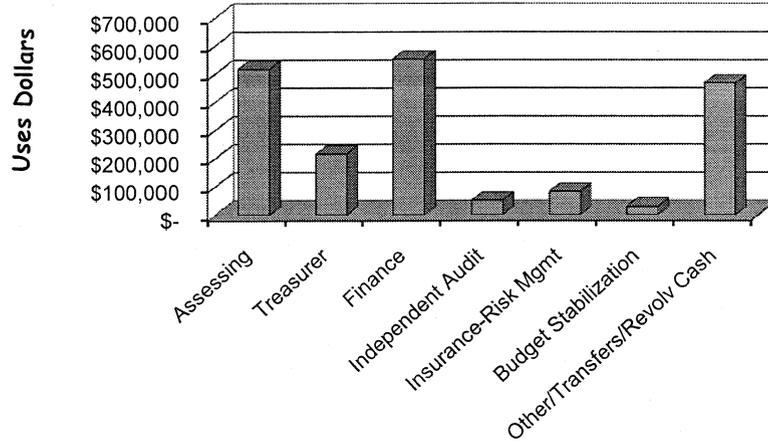
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

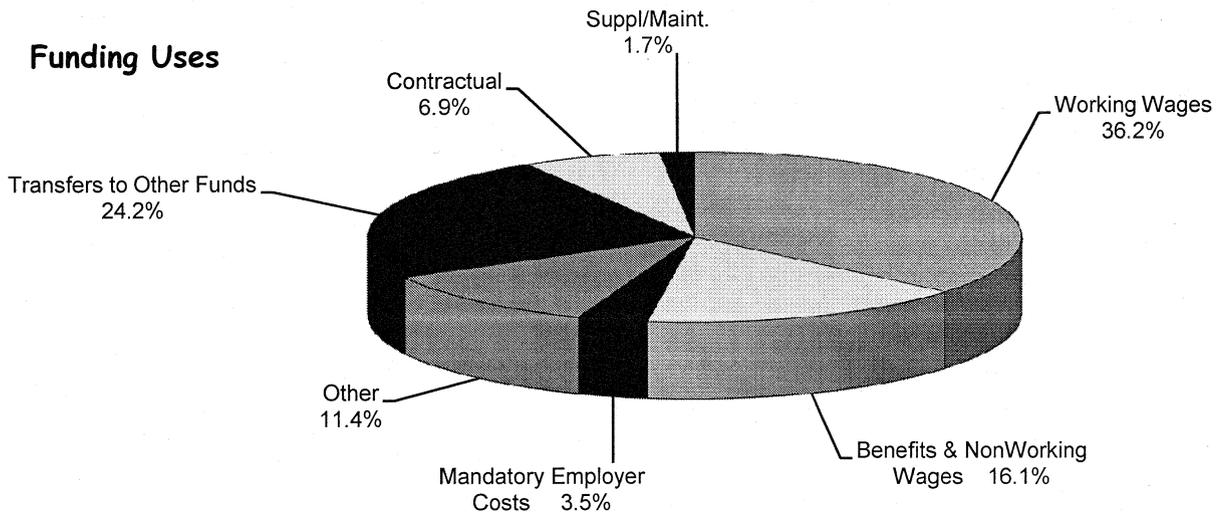


# FISCAL SERVICES GROUP

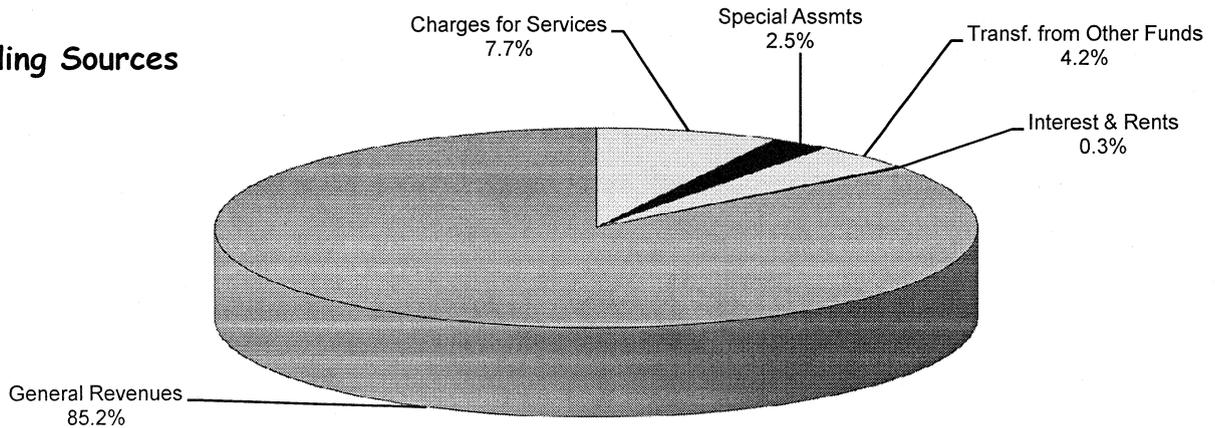
## Total Uses By Department \$1,917,483



## Funding Uses



## Funding Sources



**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General Fund	\$ 1,961,067	\$ 1,776,654	\$ 1,756,820	\$ 1,747,983
Special Revenue Funds	276,685	477,486	553,120	169,500
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 2,237,752</b>	<b>\$ 2,254,140</b>	<b>\$ 2,309,940</b>	<b>\$ 1,917,483</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 80,291	\$ 66,779	\$ 39,705	\$ 48,488
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	97,732	131,482	138,075	147,775
Interest & Rents	17,172	8,355	8,322	6,332
Other	72,126	107,745	79,154	- 0 -
Transfers In	23,600	17,543	145,286	81,480
<b>TOTAL SOURCES</b>	<b>\$ 290,921</b>	<b>\$ 331,904</b>	<b>\$ 410,542</b>	<b>\$ 284,075</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 665,272	\$ 687,789	\$ 679,538	\$ 694,207
* Benefits - Includes NonWorking Wages	330,971	334,033	316,245	308,603
* Mandatory Employer Costs	61,206	62,293	66,580	67,225
Other Current Expenditures -				
* Supplies / Maintenance	29,372	33,424	90,246	32,900
* Contractual Items	111,330	158,488	128,421	132,070
* Other	420,957	293,613	263,587	218,964
Capital Outlay	4,287	2,247	6,022	- 0 -
Transfers Out	614,357	682,253	759,301	463,514
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,237,752</b>	<b>\$ 2,254,140</b>	<b>\$ 2,309,940</b>	<b>\$ 1,917,483</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 1,057,449	\$ 1,084,115	\$ 1,062,363	\$ 1,070,035
* Full-Time Positions	14.35	14.30	13.35	13.15
* Part-Time Positions @ F.T.E.	0.65	1.10	1.50	1.50

# 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 2011

- \* 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. (February 2011)
- \* To review and recommend improvements to the City's Performance Measurement process and to participate in the Michigan Local Government Benchmarking Consortium (MLGBC). (January 2011)
- \* To address funding and any other issues regarding Other Post Employment Benefits (OPEB) liabilities per GASB 43 and 45. (December 2010)
- \* 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. (On-going)
- \* To improve use of technology:
  - Make decision regarding implementation of new financial software. (December 2010)
  - Implement if decision is made to proceed with new software. (June 2011)
- \* Staffing:
  - Cross train employees. (On-going)
  - Create succession plan for anticipated retirements. (On-going)
- \* 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 2010.
  - Certificate of Achievement for Excellence in Financial Reporting Award.
  - City of Holland - Annual Budget Document for fiscal year 2011.
  - Distinguished Budget Presentation Award.

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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Finance - 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 2011

- \* To revise standardized bid documents. (January 2011)
- \* To place all bids on the City's website. (October 2010)
- \* To utilize the internet to sell surplus items. (September 2010)
- \* To develop an environmentally friendly / "Green" products purchasing policy for all department purchases. (December 2010)

# PROGRAM MEASUREMENTS

## - - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b><u>RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES</u></b>				
> Individual Funds - excluding Capital Project & Grant Funds	75	77	75	72
> Grant Funds - excluding Grants Not in Separate Grant Funds	22	21	21	23
> Capital Projects with Financial Activity During Fiscal Year	52	50	53	48
<b><u>PAYROLL AND FRINGE BENEFITS</u></b>				
> Number of full-time and part-time "A" employees	242	237	233	223
> Number of part-time "B" employees	615	530	550	560
> Number of payroll cks issued annually (excludes direct dep.)	4,255	3,384	3,000	2,800
> Number of payroll direct dep. made annually (in lieu of payroll cks)	7,059	7,298	7,600	7,800
> Total payroll dollars disbursed annually	13,846,000	14,037,000	13,776,000	11,657,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	4,319,000	4,544,000	4,600,000	4,785,000
<b><u>ACCOUNTS PAYABLE</u></b>				
> Number of accounts payable checks issued annually - City	6,800	6,765	6,800	6,800
> Number of accounts payable direct deposit (in lieu of checks)	171	169	181	193
> Accounts payable dollars disbursed annually - including property tax distributions	64,318,602	62,607,086	65,000,000	64,000,000
<b><u>ACCOUNTS RECEIVABLE</u></b>				
> General accounts receivable invoices issued - City	2,035	2,199	2,225	2,240
> General accounts receivable invoices issued - Other Entities (Daily review & internal audit of several specific purpose invoices)	470	536	588	600
<b><u>PROPERTY TAXATION and SPECIAL ASSESSMENTS</u></b>				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	15,163,212	15,107,920	15,279,100	14,299,671
> Herrick District Library	1,585,218	1,576,002	1,521,110	1,400,816
> Holland Public Schools **Fy09 Removed personal prop from levy	12,268,066	10,838,774	11,702,374	14,361,323
> Hamilton Community Schools **Fy09 Removed pers prop from levy	3,215,243	2,161,728	2,241,127	2,111,987
> Zeeland Public Schools	4,454	4,175	4,334	2,851
> Ottawa Area Intermediate Schools **Fy08 Addt'l millage vote	6,678,547	6,652,538	6,699,175	6,126,332
> Community Pool	1,533,082	1,520,163	1,526,023	1,474,655
> State of Michigan **Fy09 Removed personal prop from levy	8,598,741	6,934,527	6,789,438	6,131,214
> County of Ottawa	3,207,913	3,255,958	3,291,936	2,485,843
> County of Allegan	2,788,881	2,695,962	2,696,313	1,949,960
> MAX Authority	423,160	421,507	424,465	388,172
> Airport Authority	0	120,413	121,264	110,904
> Downtown Development Authority	178,005	193,192	197,033	187,297
> Fees and Interest on delinquent property taxes	145,378	133,794	150,000	140,000
> Special Assessment installments	831,632	985,940	870,066	600,000
> 1% Property Tax Administration Fee	563,125	521,888	531,965	490,683
<b><u>PUBLIC DEBT (outstanding at fiscal year end)</u></b>				
> Building Authority bond issues	5	4	4	4
> Act 175 Street bond issues	1	0	0	0
> Act 34 Capital Improvement bond issues	0	1	2	2
> Long-term allocated assessments on Ottawa County bonds	1	1	1	1
> Revenue bond issues	2	2	2	2
> Special Assessment bond issues	6	6	6	5
> Installment Contracts	1	1	0	0
> Capital Lease Agreements	2	2	2	2
<b><u>PROCUREMENT / PURCHASING</u></b>				
> Purchase Orders Issued	961	975	980	873
> Bid Requests Issued	29	30	30	30

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 65,636	\$ 85,197	\$ 91,970	\$ 101,600
Funding Requirement - General Operating Revenues	615,613	444,787	435,456	451,927
<b>TOTAL SOURCES</b>	<b>\$ 681,249</b>	<b>\$ 529,984</b>	<b>\$ 527,426</b>	<b>\$ 553,527</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 284,079	\$ 291,419	\$ 288,374	\$ 302,056
* Benefits - Includes NonWorking Wages	160,661	158,806	155,300	159,064
* Mandatory Employer Costs	26,272	26,097	27,836	28,825

Other Current Expenditures -

* Supplies / Maintenance	7,682	7,702	8,350	9,350
* Contractual	14,966	12,278	13,870	14,170
* Other	187,189	33,682	33,696	40,062

Capital Outlay

Capital Outlay	400	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 681,249</b>	<b>\$ 529,984</b>	<b>\$ 527,426</b>	<b>\$ 553,527</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 471,012	\$ 476,322	\$ 471,510	\$ 489,945
* Full-Time Positions	6.00	5.90	5.90	6.15
* Part-Time Positions @ F.T.E.	0.05	0.10	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

Treasurer

### DEPARTMENT MISSION STATEMENT

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

### ACTION PLAN FOR FISCAL YEAR 2011

- \* To remain attentive and monitor legislative proposals and Treasury Department 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 cross train employees to assist Finance Department.
- \* With reference to economic development incentives approved by the City Council:
  - Keep 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; and
  - Apply tax billing, collecting, receipting, and disbursements in accordance with state statutes and legal directives.
- \* To continue to look for ways to improve use of technology:
  - Make a decision regarding new financial software.
  - Implement the new software, if decision is made to proceed.
  - Utilize website to communicate tax information to public.

## PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>ANNUAL VOLUME OF SELECTED TRANSACTIONS:</u>				
> Utility Billings	5,829	5,378	5,307	5,500
> Property Tax Billings	26,266	26,469	26,870	26,900
> Dog Licenses	303	303	290	290
> General Accounts Receivable Invoices	2,035	2,199	2,225	2,240
> General Accounts Receivable Invoices - other entities	470	536	588	600
> Special Assessment (Full Payment) Receipts	50	34	35	35
> Other Licenses, Permits, & Misc. Invoices	7,259	7,221	7,250	7,250
> Pursuit of Delinquent Personal Property Taxes	219	181	185	195
> Credit Card Receipting Transaction Amounts	\$174,089	\$149,093	\$135,000	\$135,000
> Credit Card Receipting - OPC (Taxes & Rental Housing)	\$128,000	\$99,500	\$103,000	\$105,000
<u>DAILY RECONCILIATION OF DEPOSITS AND REPORTS</u>				
<u>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				
> Civil Infraction Bureau				
<u>MONTHLY RECONCILIATION OF BANK ACCOUNTS:</u>				
> City Deposit Account				
> General City Payroll and Accounts Payable				
> City Flexible Spending				
> Herrick District Library Deposit, A/P, Payroll & Flexible Spending				
> Credit Card Statement				
> Macatawa Area Express Transp. Auth. Deposit, A/P & Credit Card				
> West Michigan Airport Authority Deposit and A/P				
<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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 26,813	\$ 39,804	\$ 39,933	\$ 39,975
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	193,646	175,103	170,675	176,652
<b>TOTAL SOURCES</b>	<b>\$ 220,459</b>	<b>\$ 214,907</b>	<b>\$ 210,608</b>	<b>\$ 216,627</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 95,669	\$ 98,878	\$ 93,096	\$ 96,951
* Benefits - Includes NonWorking Wages	52,478	47,659	41,326	40,439
* Mandatory Employer Costs	9,302	8,937	10,200	10,500

Other Current Expenditures -

* Supplies / Maintenance	10,489	10,951	10,950	11,050
* Contractual	22,298	21,143	24,350	27,400
* Other	30,223	27,339	30,686	30,287

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 220,459</b>	<b>\$ 214,907</b>	<b>\$ 210,608</b>	<b>\$ 216,627</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 157,449	\$ 155,474	\$ 144,622	\$ 147,890
* Full-Time Positions	2.85	2.85	1.90	1.90
* Part-Time Positions @ F.T.E.	0.10	0.50	1.00	1.00

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

### Independent Audit

#### ACTIVITY MISSION STATEMENT

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

#### ACTION PLANS FOR FISCAL YEAR 2011

- \* To complete and submit the final audited version of the *Comprehensive Annual Financial Report* and Single Audit 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. (December 2010)
- \* To present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements. (January 2011)
- \* 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, 2010 by the December 31, 2010 deadline.
- \* Under contractual arrangement, facilitate the audits of the Macatawa Area Express Transportation Authority and the West Michigan Airport Authority for their respective fiscal year end dates.
- \* To complete the Michigan Department of Treasury Qualifying Statement filing for the City, Building Authority, DDA Authority and the Brownfield Redevelopment Authority for the fiscal year ending June 30, 2010 by the December 31, 2010 deadline.
- \* Hold meetings every 3-4 months with the audit committee and consider transition into a more self-directed audit committee approach.
- \* To update the actuarial study to measure the liability for Other Post Employment Benefits (OPEB) per GASB 43 and GASB 45 reporting requirements. (June 2011)

# PROGRAM MEASUREMENTS

## - - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>FUNDS AUDITED:</u>				
General City	62	61	59	56
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	0
<u>COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:</u>				
Comprehensive Annual Financial Report	100	100	100	80
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	0	0	0
Holland Historical Trust Component Unit Report	30	30	30	30
Herrick District Library Report (Fiscal Agent)	30	30	35	30
Macatawa Area Express Transp. Authority Report (Fiscal Agent)	0	40	40	40
West Michigan Airport Authority Report (Fiscal Agent)	0	0	20	20
<u>ALLOCATION OF ANNUAL AUDIT FEE*:</u>				
General Fund	\$ 43,000	\$ 49,331	\$ 45,750	\$ 46,000
Municipal Airport Operating Fund	\$ 1,200	\$ 1,352	\$ -	\$ -
Dial-A-Ride Transportation Fund	\$ 3,800	\$ -	\$ -	\$ -
Board of Public Works Utility Funds	\$ 14,250	\$ 16,387	\$ 14,900	\$ 15,000
Holland Historical Trust	\$ 3,600	\$ 4,280	\$ 4,000	\$ 4,000
Total Fee Paid By City Funds	\$ 65,850	\$ 71,350	\$ 64,650	\$ 65,000
<u>ANNUAL AUDIT FEE (CITY IS FISCAL AGENT)*:</u>				
West Michigan Airport Authority (WMAA)	\$ -	\$ -	\$ 7,500	\$ 7,500
Macatawa Area Express Transportation Authority (MAX)	\$ -	\$ 6,250	\$ 6,500	\$ 7,000
Herrick District Library	\$ 5,000	\$ 5,250	\$ 5,500	\$ 5,500
Total Fee Paid By Other Entities, But City Staff Oversees Audit	\$ 5,000	\$ 11,500	\$ 19,500	\$ 20,000
<u>TOTAL ANNUAL AUDIT FEE OVERSEEN BY CITY FINANCE*:</u>				
	\$ 70,850	\$ 82,850	\$ 84,150	\$ 85,000
* Activity during fiscal year reflects the audit of the previous fiscal year. FY-09 includes \$8,000 one-time Audit Risk Suite.				

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	48,146	54,091	52,446	50,800
<b>TOTAL SOURCES</b>	<b>\$ 48,146</b>	<b>\$ 54,091</b>	<b>\$ 52,446</b>	<b>\$ 50,800</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 242	\$ 157	\$ 150	\$ 200
* Contractual	46,080	52,293	50,996	49,000
* Other	1,824	1,641	1,300	1,600
<b>TOTAL USES</b>	<b>\$ 48,146</b>	<b>\$ 54,091</b>	<b>\$ 52,446</b>	<b>\$ 50,800</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 2011

- \* To keep staff apprised and trained on various assessment / taxation economic incentive programs provided by state statutes and authorized by the City Council. (On-going)
- \* To cross train personnel in the process of completing all assignments within the office. (On-going)
- \* To establish and implement new and meaningful crosschecks of quality of work to insure integrity of the assessing function. (On-going)
- \* To 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 (STC) 14 Point Assessment Review:
  1. Implement a physical review of 15% to 20% of residential properties such that the entire parcel base is physically visited and reviewed over a five (5) to seven (7) year period. During this visit, take new pictures, discover physical changes, and estimate depreciation. In the office, update the appraisal record card, drawings and pictures. (June 2011)
  2. Standardize the nomenclature used in the Apex drawing software such that it synchronizes with Equalizer software and pricing is driven directly from Apex drawing. (As Time Permits)
  3. Defend Valuations before the Michigan Tax Tribunal. (On-going)

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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Property Assessing - Board of Review

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### 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 2011

- \* 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Agricultural Improved Properties	7	7	7	7
Agricultural Vacant Properties	9	9	9	9
Commercial Improved Properties	697	715	693	693
Commercial Vacant Properties	133	126	125	125
Industrial Improved Properties	167	168	149	149
Industrial Vacant Properties	73	72	74	74
Residential Improved Properties	9,467	9,515	9,501	9,501
Residential Vacant Properties	448	432	437	437
Developmental Properties	7	7	7	7
Exempt Properties	569	477	486	486
Personal Property - Commercial	1,505	1,435	1,424	1,424
Personal Property - Industrial	154	150	144	144
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	259	264	235	235
NEZ Special Acts Parcels	100	123	123	123
Dockominiums, Commercial Condominiums and Buildings on Leased Land	126	129	132	132
<b>Total Properties</b>	<b>13,730</b>	<b>13,638</b>	<b>13,555</b>	<b>13,555</b>
Special Assessment Projects	5	5	5	5
Board of Review Appeals				
Appointments *	198	235	43	50
Letters *	34	20	15	15
Recommendations *	27	25	85	40
Total Parcels Appealed	259	280	191	220
MTT Assessment Appeal Properties				
Full Tribunal	16	28	30	30
Small Claims Division	5	9	12	12

\* May reflect more than one parcel being appealed.

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,478	\$ 1,855	\$ 1,680	\$ 1,700
Funding Requirement - General Operating Revenues	476,233	462,641	468,957	515,315
<b>TOTAL SOURCES</b>	<b>\$ 477,711</b>	<b>\$ 464,496</b>	<b>\$ 470,637</b>	<b>\$ 517,015</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 264,299	\$ 276,030	\$ 284,568	\$ 295,200
* Benefits - To Include NonWorking Wages	107,213	117,289	109,909	109,100
* Mandatory Employer Costs	23,680	25,273	27,104	27,900

Other Current Expenditures -

* Supplies / Maintenance	8,125	9,407	9,800	9,800
* Contractual	3,239	3,257	3,500	41,500
* Other	71,155	33,240	35,756	33,515

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 477,711</b>	<b>\$ 464,496</b>	<b>\$ 470,637</b>	<b>\$ 517,015</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 395,192	\$ 418,592	\$ 421,581	\$ 432,200
* Full-Time Positions	5.05	5.10	5.10	5.10
* Part-Time Positions @ F.T.E.	0.50	0.50	0.50	0.50

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	37,797	37,242	27,902	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 37,797</b>	<b>\$ 37,242</b>	<b>\$ 27,902</b>	<b>\$ - 0 -</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 21,225	\$ 21,462	\$ 13,500	\$ - 0 -
* Benefits - To Include NonWorking Wages	10,619	10,279	9,710	- 0 -
* Mandatory Employer Costs	1,952	1,986	1,440	- 0 -

Other Current Expenditures -

* Supplies / Maintenance	851	758	702	- 0 -
* Contractual	249	256	300	- 0 -
* Other	2,901	2,501	2,250	

<b>TOTAL USES</b>	<b>\$ 37,797</b>	<b>\$ 37,242</b>	<b>\$ 27,902</b>	<b>\$ - 0 -</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 33,796	\$ 33,727	\$ 24,650	\$ - 0 -
* Full-Time Positions	0.45	0.45	0.45	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

Beginning FY2011 Procurement and Purchasing related activities will be combined into the General Fund Finance Dept.

# 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 2011

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

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE  
( A GENERAL FUND ACTIVITY )

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised. Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	81,242	85,705	81,000	82,500
TOTAL SOURCES	<u>\$ 81,242</u>	<u>\$ 85,705</u>	<u>\$ 81,000</u>	<u>\$ 82,500</u>

FUNDING USES -

Other Current Expenditures -				
* Other	\$ 81,242	\$ 85,705	\$ 81,000	\$ 82,500
TOTAL USES	<u>\$ 81,242</u>	<u>\$ 85,705</u>	<u>\$ 81,000</u>	<u>\$ 82,500</u>

**- - 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 2011

- \* Continue to monitor potential increases needed in transfers throughout the fiscal year which might be over and above the original budget for the Windmill Island Operating Fund and the WEMET Grant Fund.

FISCAL SERVICES GROUP

TRANSFERS TO OTHER FUNDS  
( A GENERAL FUND ACTIVITY )

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	414,463	390,229	386,801	327,514
<b>TOTAL SOURCES</b>	<b>\$ 414,463</b>	<b>\$ 390,229</b>	<b>\$ 386,801</b>	<b>\$ 327,514</b>

FUNDING USES -

Transfers Out	\$ 414,463	\$ 390,229	\$ 386,801	\$ 327,514
<b>TOTAL USES</b>	<b>\$ 414,463</b>	<b>\$ 390,229</b>	<b>\$ 386,801</b>	<b>\$ 327,514</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

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### Contested Assessments Fund

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#### 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 2011

- \* To comply with Governmental Accounting Standards Board (GASB) Statement Number 54, the Audit Committee has recommended that this Special Revenue Fund be eliminated and integrated into the Assessing and Treasurer budgets.

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 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	478	26,138	500	-0-
Transfers In	23,600	17,543	34,000	-0-
<b>TOTAL SOURCES</b>	<b>\$ 24,078</b>	<b>\$ 43,681</b>	<b>\$ 34,500</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 23,498	\$ 44,261	\$ 34,500	\$ -0-
* Other	-0-	-0-	-0-	-0-
Contingencies	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 23,498</b>	<b>\$ 44,261</b>	<b>\$ 34,500</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 580	\$ (580)	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	580	-0-	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ 580</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - STAFFING - -**

Positions: Not Applicable

At the close of FY2010 this fund will be closed due to new accounting guidelines. Activities previously recorded in this fund will be accounted for within the General Fund's Assessing and Treasurer departments.

# 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 2011

- \* 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 - FY10 (decreases are anticipated in FY11 as well), draw downs occurred in FY05-10 to cover the cost of tax appeals/settlements including county charge backs (also planned for FY11). Other uses included a transfer of \$250,000 to the General Fund in FY09 for operations and an additional \$150,000 in FY10; leaving an anticipated FY10 fund balance of \$1,001,446 or about 4.87% of the FY10 amended budgeted expenditures.
- \* To create a policy for specific use of funds as allowed by ordinance as recommended by GASB (Governmental Accounting Standards Board) No. 54.
- \* To provide the General Fund with the full receipt of investment income generated by the invested principal of this fund.

**FISCAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 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	\$ 11,541	\$ 56,669	\$ 25,000	\$ 30,000
Transfers Out	- 0 -	250,000	150,000	- 0 -
<b>TOTAL USES</b>	<b>\$ 11,541</b>	<b>\$ 306,669</b>	<b>\$ 175,000</b>	<b>\$ 30,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (11,541)	\$ (306,669)	\$ (175,000)	\$ (30,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,483,115	1,176,446	1,001,446	971,446
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,483,115</b>	<b>\$ 1,176,446</b>	<b>\$ 1,001,446</b>	<b>\$ 971,446</b>

**- - STAFFING - -**

Positions: Not Applicable

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

10% Target of General Fund Total Funding Uses	\$ 2,010,486
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	\$ (1,039,040)
Combined Ending FY2011 Fund Balance General Fund and Budget Stabilization Fund	\$ 3,472,784
Percentage of FY2011 General Fund Expenditures	17.27%

# 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 2011

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Special Assessments	\$ 80,291	\$ 66,779	\$ 39,705	\$ 48,488
Interest & Rents	17,037	8,239	8,240	6,032
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	101,320	81,480
<b>TOTAL SOURCES</b>	<b>\$ 97,328</b>	<b>\$ 75,018</b>	<b>\$ 149,265</b>	<b>\$ 136,000</b>

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	199,894	42,024	204,000	136,000
<b>TOTAL USES</b>	<b>\$ 199,894</b>	<b>\$ 42,024</b>	<b>\$ 204,000</b>	<b>\$ 136,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (102,566)	\$ 32,994	\$ (54,735)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	21,741	54,735	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 21,741</b>	<b>\$ 54,735</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**- - STAFFING - -**

Positions: Not Applicable

This fund will be the recipient of temporary inter-fund transfers (loans) from the Centralized Vehicle/Equipment Fund at the close of FY2010 (for \$64,320) and at the close of FY2011 (for \$64,653). These temporary transfers (loans) will be repaid in future years as special assessment revenues allow for it.

# INTRODUCTION TO DEPARTMENT

## FISCAL SERVICES GROUP

---

### 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 2011

- \* 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.
- \* To account for and accumulate interest earnings on the 2047 Bicentennial Celebration segregated fund balance.

**FISCAL SERVICES GROUP**

**SPECIFIED DONATIONS FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ 71,648	\$ 81,607	\$ 78,654	\$ - 0 -
Interest & Rents	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 200
Transfers In	- 0 -	- 0 -	9,966	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 71,648</b>	<b>\$ 81,607</b>	<b>\$ 88,620</b>	<b>\$ 200</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 180	\$ 2,152	\$ 57,994	\$ - 0 -
* Contractual	1,000	25,000	905	- 0 -
* Other	33,205	51,182	52,999	- 0 -
Capital Outlay	3,887	2,247	6,022	- 0 -
Transfers Out	- 0 -	- 0 -	18,500	- 0 -
<b>TOTAL USES</b>	<b>\$ 38,272</b>	<b>\$ 80,581</b>	<b>\$ 136,420</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 33,376	\$ 1,026	\$ (47,800)	\$ 200
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ 8,433	\$ 8,633
Undesignated / Unreserved	55,207	56,233	- 0 -	- 0 -
<b>TOTAL FUND EQUITY</b>	<b>\$ 55,207</b>	<b>\$ 56,233</b>	<b>\$ 8,433</b>	<b>\$ 8,633</b>

**- - STAFFING - -**

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2011. Rather, Appropriations Are Established Upon City Council Acceptance of Each Individual Donation. Virtually All Contributions Include A Specified Purpose By The Donor / Benefactor.

At the close of FY-2010 this fund received the \$8,433 balance of the Bicentennial Celebration Fund in conformance with GASB No. 54. This balance will be maintained separately until 2047 and earn interest annually.

# 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 2011

- \* To continue to monitor use of vending and coffee machines to adequately determine 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 3,805	\$ 4,626	\$ 4,492	\$ 4,500
Interest & Rents	135	116	82	100
<b>TOTAL SOURCES</b>	<b>\$ 3,940</b>	<b>\$ 4,742</b>	<b>\$ 4,574</b>	<b>\$ 4,600</b>

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 1,803	\$ 2,297	\$ 2,300	\$ 2,500
* Other	1,677	1,654	900	1,000
<b>TOTAL USES</b>	<b>\$ 3,480</b>	<b>\$ 3,951</b>	<b>\$ 3,200</b>	<b>\$ 3,500</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 460	\$ 791	\$ 1,374	\$ 1,100
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,794	3,585	4,959	6,059
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,794</b>	<b>\$ 3,585</b>	<b>\$ 4,959</b>	<b>\$ 6,059</b>

**- - STAFFING - -**

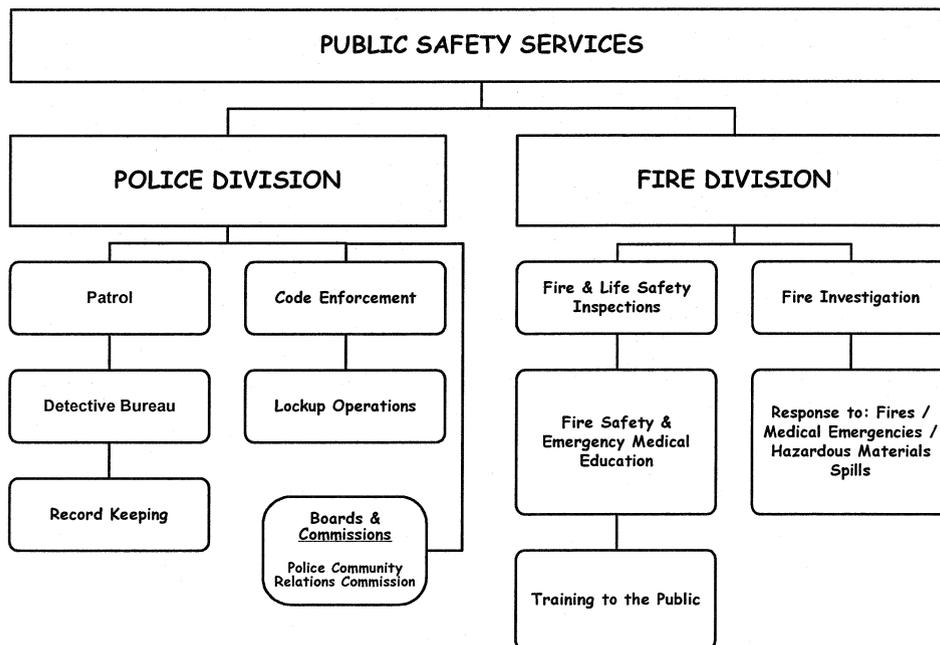
Positions: Not Applicable

# PUBLIC SAFETY SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

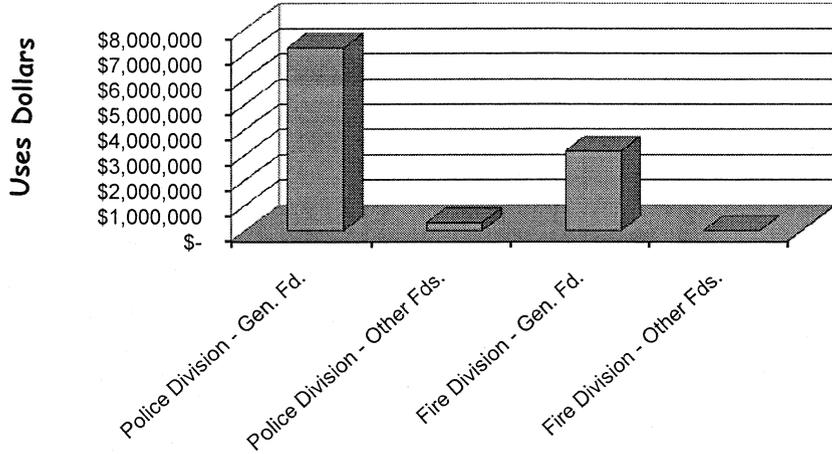
Public Safety Services is directed toward all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement responsibility, through the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

## GROUP ORGANIZATIONAL STRUCTURE

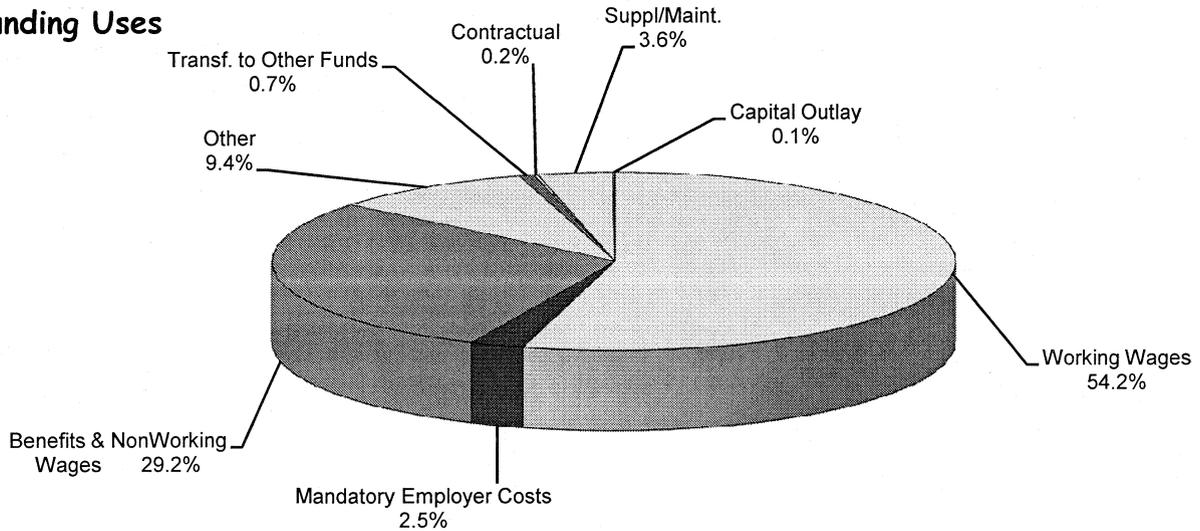


## PUBLIC SAFETY SERVICES GROUP

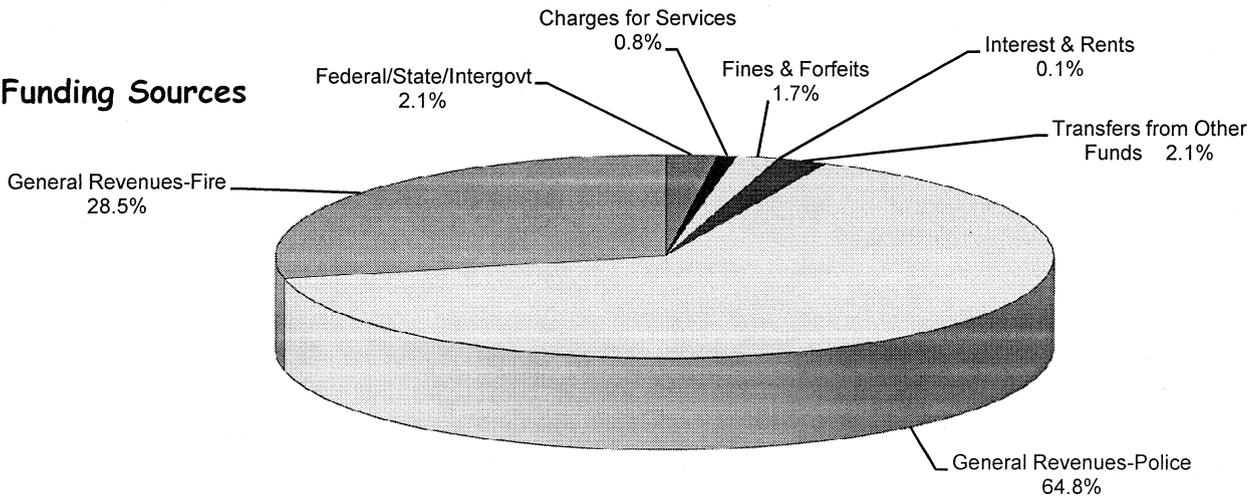
### Total Uses By Department \$10,730,896



### Funding Uses



### Funding Sources



**PUBLIC SAFETY SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 10,059,701	\$ 10,126,529	\$ 9,978,416	\$ 10,394,408
Special Revenue	409,526	597,909	853,404	336,488
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	12,272	19,447	5,232	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 10,481,499</b>	<b>\$ 10,743,885</b>	<b>\$ 10,837,052</b>	<b>\$ 10,730,896</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 325,613	\$ 460,280	\$ 706,799	\$ 230,614
Charges for Services	97,016	97,051	81,895	83,050
Fines & Forfeits	216,323	197,341	177,000	186,000
Interest & Rents	4,088	6,649	6,805	5,550
Other	2,809	(11,009)	442	500
Transfers In	216,340	277,974	260,003	220,374
<b>TOTAL SOURCES</b>	<b>\$ 862,189</b>	<b>\$ 1,028,286</b>	<b>\$ 1,232,944</b>	<b>\$ 726,088</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 5,858,479	\$ 5,845,770	\$ 5,796,865	\$ 5,832,079
* Benefits - Includes NonWorking Wages	2,851,716	2,926,952	2,887,577	3,129,234
* Mandatory Employer Costs	205,809	255,402	264,287	269,925
Other Current Expenditures -				
* Supplies / Maintenance	370,886	455,793	426,745	381,500
* Contractual Expenditures	41,962	79,049	27,963	19,900
* Other	968,114	960,756	963,819	1,011,658
Capital Outlay	84,533	112,988	389,564	11,600
Transfers Out	100,000	107,175	80,232	75,000
<b>TOTAL USES</b>	<b>\$ 10,481,499</b>	<b>\$ 10,743,885</b>	<b>\$ 10,837,052</b>	<b>\$ 10,730,896</b>

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 104,879	\$ 91,094	\$ 92,000	\$ 92,000

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 8,916,004	\$ 9,028,124	\$ 8,948,729	\$ 9,231,238
* Full-Time Positions	102.50	99.50	96.00	96.00
* Part-Time Positions @ F.T.E.	8.85	9.45	9.60	9.55
* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - DIVISION FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 7,103,854	\$ 7,029,931	\$ 6,933,711	\$ 7,249,744
Special Revenue	390,070	470,613	663,983	324,888
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	<u>\$ 7,493,924</u>	<u>\$ 7,500,544</u>	<u>\$ 7,597,694</u>	<u>\$ 7,574,632</u>

<b>- - DIVISION FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 308,103	\$ 345,713	\$ 536,318	\$ 221,334
Charges for Services	92,877	84,528	75,895	75,000
Fines & Forfeits	216,323	197,341	177,000	186,000
Interest & Rents	502	86	635	50
Other	2,809	2,375	442	500
Transfers In	114,394	165,245	166,063	143,054
TOTAL SOURCES	<u>\$ 735,008</u>	<u>\$ 795,288</u>	<u>\$ 956,353</u>	<u>\$ 625,938</u>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 4,294,185	\$ 4,223,411	\$ 4,226,465	\$ 4,215,279
* Benefits - Includes NonWorking Wages	2,023,982	2,057,941	2,006,027	2,176,334
* Mandatory Employer Costs	164,853	193,017	197,987	201,225
Other Current Expenditures -				
* Supplies / Maintenance	195,697	209,283	247,708	212,300
* Contractual	20,031	31,075	16,800	13,300
* Other	756,311	719,336	709,524	756,194
Capital Outlay	38,865	66,481	193,183	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 7,493,924</u>	<u>\$ 7,500,544</u>	<u>\$ 7,597,694</u>	<u>\$ 7,574,632</u>

<b>- - DIVISION STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 6,483,020	\$ 6,474,369	\$ 6,430,479	\$ 6,592,838
* Full-Time Positions	74.50	72.50	70.00	70.00
* Part-Time Positions @ F.T.E.	8.85	9.45	9.60	9.55

# 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 2011

#### 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%.
- \* Maintain four (4) Community Policing Officers who are not part of patrol staffing.
- \* To investigate and study 16<sup>th</sup> Street between Hope and US31. This study will involve a traffic safety study including design and will focus on reducing traffic and pedestrian related accidents. (June 2010)
- \* 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. (November 2010)

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

### Police Division - Law Enforcement

- \* Continue a close working partnership with community and neighborhood services to assist with and enforce housing violations and quality of life issues. (On-going)
- \* Maintain the four-person gang team and continue to focus on the prevention of gang-related criminal activity in the Holland area. (This team should log 200+ investigations, make at least 100 arrests, and conduct 50 search warrants.)
- \* Work closely with the Information Technology Department to expand law enforcement technology and to implement the grant funded WiMAX technology to be used by all City departments. (July 2010)
- \* Increase the department's surveillance technology as a crime prevention strategy. (Install at least four (4) additional high quality wireless surveillance cameras in high crime areas throughout the City.) (March 2011)
- \* Continue fundraising efforts to fund on-going K-9 expenses and dog replacement costs. (Balance of \$20,000 in fundraising account by January 2011, purchase new dog in 2011.)
- \* Conduct three (3) meetings with church groups and religious organizations to initiate partnerships to positively impact Holland neighborhoods by sharing resources. (December 2010)
- \* Establish short-term and long-term goals based on initial decisions resulting from the Public Safety Study. (January 2011)
- \* Continue to monitor and evaluate the voice recognition report writing software (Dragon) and potentially expand to department-wide use. (December 2010)

### 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. (On-going)
- \* To conduct Platoon Training to include four (4) reality based training scenarios in the Use of Force and Firearms. (On-going)
- \* To provide supervision training in Leadership, Intervention, Risk Management and Critical

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

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### Police Division - Law Enforcement

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#### Incident Management. (February 2011)

- \* 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. (On-going)

#### WEMET

- \* To maintain four (4) officer assignments in West Michigan Enforcement Team (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 continue with other City departments and host four (4) neighborhood park picnics in an effort to unify neighborhoods and introduce residents to each other. To continue to work with local community members, organizations and churches to promote positive community park gatherings. (September 2010)
- \* Expand membership on the Committee to include more diverse representation of the residents of Holland.
- \* To provide one (1) Adult Citizen Police Academy during the year.
- \* To provide one (1) Junior Citizen Police Academy during the year.
- \* Publish and distribute a quarterly E-newsletter from the Police Community Relations Commission.
- \* Generate one focus area to work on as a team each calendar year.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Police Calls:</b>				
Total Police Calls	23,803	22,097	23,000	23,000
Part I Criminal Offenses	3,401	3,291	3,400	3,400
Part II Criminal Offenses	4,042	3,511	3,700	3,700
Service Calls	15,040	14,009	14,800	14,800
<b>Accidents Reported:</b>				
Total Crashes Investigated	1,320	1,286	1,300	1,300
Injury	198	158	150	150
Property Damage	1,122	1,128	1,120	1,120
Persons Killed	0	0	0	0
<b>Case Solvability Factor</b>				
Part I Criminal Offenses	57.3%	55.3%	57%	57%
Part II Criminal Offenses	94.5%	95.0%	95%	95%
<b>Call Response Time % on total Police Calls</b>				
10 minutes & under	85.5%	87.0%	87%	87%
5 minutes & under	65.3%	68.8%	70%	70%
<b>Lockup Report:</b>				
Total Bookings	4,669	3,750	3,800	3,800
Adult Arrests	3,314	2,575	2,600	2,600
Juvenile Arrests	164	177	180	180
Court Commitments / Transfers	1,191	998	1,000	1,000
<b>Police Vehicle Report:</b>				
Total Miles Driven	508,969	516,201	510,000	510,000
Preventable Cruiser Accidents	7	5	5	5
Non-Preventable Accidents	N/A	8	8	8
<b>Training:</b>				
Total Hours-FTO, Reserve, & Regular Officers	10,791	9,587	9,000	9,000
<b>Animal Complaints Investigated</b>				
Domestic Animals	410	200	200	200
Wildlife Animals	7	5	5	5
<b>Citations Issued</b>				
Warnings	3,798	1,095	0	0
Court	3,273	4,122	4,500	4,500
Total Citations	7,071	5,217	4,500	4,500
<b>Parking Enforcement</b>				
Overnight Violations	4,707	3,471	3,500	3,500
Handicapped Violations	68	46	45	45
Ordinance Violations	589	794	800	800
Parking Fines Collected	\$63,302	\$50,020	\$52,000	\$52,000
<b>Park Patrol</b>				
Total Incidents	26	24	25	25
Alcohol Arrests	1	0	3	3
Disorderly Arrests	3	1	2	2
Abandoned Vehicles - Total Processed	73	29	40	40
Found/Recovered Bicycles - Total Processed	248	192	190	190

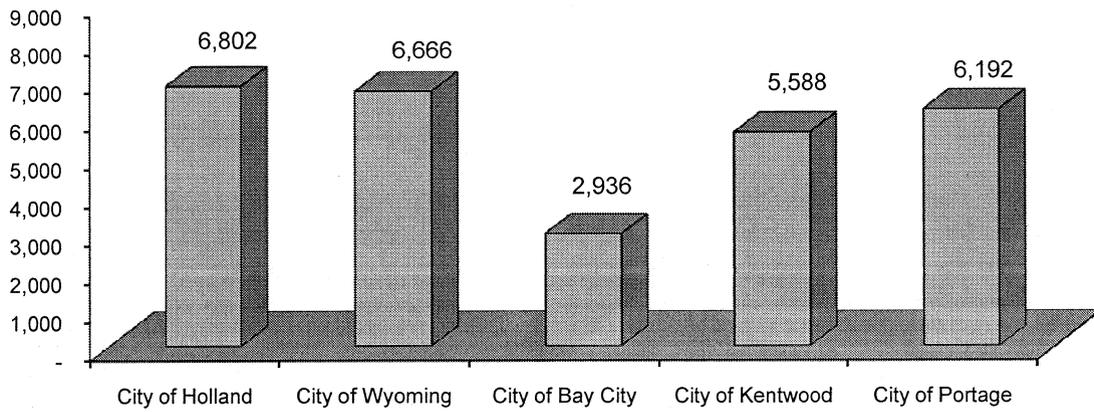
## PROGRAM MEASUREMENTS

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

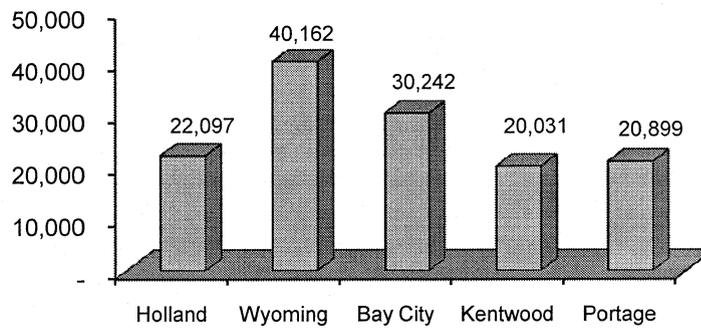
Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
School Programs				
College	0	3	6	6
High School	10	6	10	10
Middle & Elementary (K-7)	39	19	30	30
Community Programs				
Speaking Engagements	34	32	40	40
Canine	19	9	15	15
TRIAD/Senior Citizens	0	0	0	0
Citizen Police Academy	1	1	1	1
Junior Police Academy	1	1	1	1
National Night Out	1	1	1	1
Victim Service Unit				
Call-outs	24	21	20	20
Call-out Hours	103	99	95	95
Meeting/Training Hours	342	342	342	342
Beginning FY-08 these activities will be funded within the General Fund - Police Department.				

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

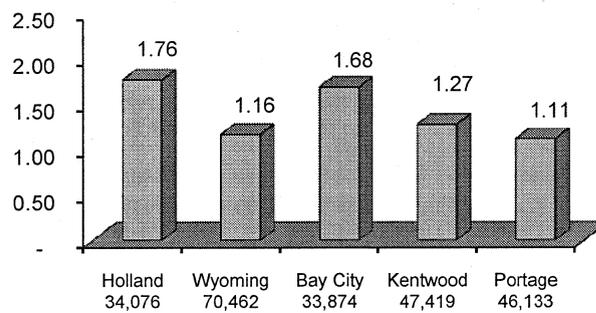
**Crime Calls**



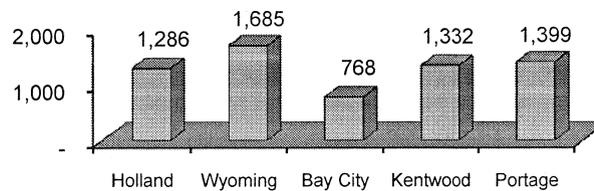
**Total Calls**



**Officers Per 1,000 Population**



**Accident Crashes**



Note: Comparable Michigan Cities, Based on Calendar Year 2009 Data.

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 40,633	\$ 42,893	\$ 43,340	\$ 44,000
Charges for Services	89,803	81,505	72,865	71,900
Fines & Forfeits	216,323	197,341	177,000	186,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	170	1,353	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	6,756,925	6,706,839	6,640,506	6,947,844
<b>TOTAL SOURCES</b>	<b>\$ 7,103,854</b>	<b>\$ 7,029,931</b>	<b>\$ 6,933,711</b>	<b>\$ 7,249,744</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 4,047,911	\$ 3,944,140	\$ 3,900,800	\$ 4,011,700
* Benefits - Includes NonWorking Wages	1,944,539	1,965,216	1,905,200	2,081,600
* Mandatory Employer Costs	156,469	181,044	183,350	192,650
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	183,740	188,795	227,438	208,000
* Contractual	14,095	31,075	16,800	13,300
* Other	740,025	707,567	693,982	742,494
Capital Outlay	17,075	12,094	6,141	- 0 -
<b>TOTAL USES</b>	<b>\$ 7,103,854</b>	<b>\$ 7,029,931</b>	<b>\$ 6,933,711</b>	<b>\$ 7,249,744</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 6,148,919	\$ 6,090,400	\$ 5,989,350	\$ 6,285,950
* Full-Time Positions (see note)	71.50	69.50	67.00	67.00
* Part-Time Positions @ F.T.E.	8.85	9.45	9.60	9.55

**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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 14,232	\$ 12,836	\$ 14,000	\$ 12,000
<b>TOTAL SOURCES</b>	<b>\$ 14,232</b>	<b>\$ 12,836</b>	<b>\$ 14,000</b>	<b>\$ 12,000</b>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 13,645	\$ 10,239	\$ 14,000	\$ 12,000
Capital Outlay	\$ 1,388	\$ 1,455	\$ - 0 -	\$ - 0 -
<b>TOTAL USES</b>	<b>\$ 15,033</b>	<b>\$ 11,694</b>	<b>\$ 14,000</b>	<b>\$ 12,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (801)	\$ 1,142	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	593	1,735	1,735	1,735
<b>TOTAL FUND EQUITY</b>	<b>\$ 593</b>	<b>\$ 1,735</b>	<b>\$ 1,735</b>	<b>\$ 1,735</b>

**- - STAFFING - -**

Positions: Not Applicable

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>Anti-Drug Abuse Act WEMET Grant Fund</u>				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	1	1	1	1
WEMET Activity Report:				
Total Complaints Investigated	803	752	800	800
Holland Area Complaints	214	119	150	150
Arrests	544	478	500	500
Total Value of Drugs Seized	\$315,666	\$298,746	\$300,000	\$300,000

**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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 118,175	\$ 82,126	\$ 95,133	\$ 123,346
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	113,834	165,245	152,267	143,054
<b>TOTAL SOURCES</b>	<b>\$ 232,009</b>	<b>\$ 247,371</b>	<b>\$ 247,400</b>	<b>\$ 266,400</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 159,686	\$ 164,357	\$ 163,700	\$ 169,600
* Benefits - To Include NonWorking Wages	67,677	77,047	77,200	89,900
* Mandatory Employer Costs	4,646	5,967	6,500	6,900

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 232,009</b>	<b>\$ 247,371</b>	<b>\$ 247,400</b>	<b>\$ 266,400</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	\$ 232,009	\$ 247,371	\$ 247,400	\$ 266,400
* 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**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 103,707	\$ 173,885	\$ 267,652	\$ 41,988
<b>TOTAL SOURCES</b>	<b>\$ 103,707</b>	<b>\$ 173,885</b>	<b>\$ 267,652</b>	<b>\$ 41,988</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 81,806	\$ 109,041	\$ 153,839	\$ 33,979
* Benefits - To Include NonWorking Wages	11,457	15,356	22,490	4,834
* Mandatory Employer Costs	3,345	5,398	7,693	1,675
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	5,892	18,364	17,470	1,500
Capital Outlay	1,207	25,726	66,160	- 0 -
<b>TOTAL USES</b>	<b>\$ 103,707</b>	<b>\$ 173,885</b>	<b>\$ 267,652</b>	<b>\$ 41,988</b>

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
<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>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 96,608	\$ 129,795	\$ 184,022	\$ 40,488
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-2011 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 14,725	\$ 18,465	\$ 100,292	\$ - 0 -
Interest & Rents	400	36	600	- 0 -
Other	280	- 0 -	- 0 -	- 0 -
Transfers In	560	- 0 -	13,796	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 15,965</b>	<b>\$ 18,501</b>	<b>\$ 114,688</b>	<b>\$ - 0 -</b>

FUNDING USES -

Capital Outlay	\$ 16,294	\$ 18,501	\$ 114,688	\$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 16,294</b>	<b>\$ 18,501</b>	<b>\$ 114,688</b>	<b>\$ - 0 -</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (329)	\$ - 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 - -**

Positions: Not Applicable

NOTE: This grant includes the bulletproof vest and JAG program and various technology upgrades for the Police Division.  
This page also includes the Palm Live Scan state grant in FY-2009.

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ -0-	\$ -0-	\$ 5,000	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 5,000</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

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

* Other	-0-	-0-	-0-	-0-
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Capital Outlay	-0-	-0-	5,000	-0-
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<b>TOTAL USES</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 5,000</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 has included a tactical transport robot, infrared system, and night binoculars for the Police Division and equipment for the City's Emergency Operations Center (EOC) in the past. The current grant includes headsets for the Police tactical team.

**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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 8,246	\$ -0-	\$ -0-	\$ -0-
Other	\$ 1,338	\$ -0-	\$ -0-	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 9,584</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	3,648	-0-	-0-	-0-
* Contractual	5,936	-0-	-0-	-0-
* Other	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 9,584</b>	<b>\$ -0-</b>	<b>\$ -0-</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 - -**

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

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 2,350	\$ 2,445	\$ -0-	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 2,350</b>	<b>\$ 2,445</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,051	\$ 2,115	\$ -0-	\$ -0-
* Mandatory Employer Costs	299	330	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 2,350</b>	<b>\$ 2,445</b>	<b>\$ -0-</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**

**PROJECT SAFE NEIGHBORHOODS (PSN) GRANT FUND  
- REFERENCE: OFFICE OF JUSTICE PROGRAMS  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 6,035	\$ 13,063	\$ 10,901	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 6,035</b>	<b>\$ 13,063</b>	<b>\$ 10,901</b>	<b>\$ -0-</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 2,731	\$ 3,758	\$ 8,126	\$ -0-
* Benefits - To Include NonWorking Wages	309	322	1,137	-0-
* Mandatory Employer Costs	94	278	444	-0-
Capital Outlay	2,901	8,705	1,194	-0-
<b>TOTAL USES</b>	<b>\$ 6,035</b>	<b>\$ 13,063</b>	<b>\$ 10,901</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 - -**

Personnel Services Total Amount	\$ 3,134	\$ 4,358	\$ 9,707	\$ -0-
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Positions: Not Applicable

NOTE: This grant includes overtime and equipment for the Police Division and includes Ottawa County as a subgrantee.

**PUBLIC SAFETY SERVICES GROUP  
POLICE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 3,074	\$ 3,023	\$ 3,030	\$ 3,100
Interest & Rents	102	50	35	50
Other	1,021	1,022	442	500
<b>TOTAL SOURCES</b>	<b>\$ 4,197</b>	<b>\$ 4,095</b>	<b>\$ 3,507</b>	<b>\$ 3,650</b>

**FUNDING USES -**

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,417	\$ 2,124	\$ 2,800	\$ 2,800
* Other	2,641	1,530	1,542	1,700
<b>TOTAL USES</b>	<b>\$ 5,058</b>	<b>\$ 3,654</b>	<b>\$ 4,342</b>	<b>\$ 4,500</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (861)</b>	<b>\$ 441</b>	<b>\$ (835)</b>	<b>\$ (850)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,364	1,805	970	120
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,364</b>	<b>\$ 1,805</b>	<b>\$ 970</b>	<b>\$ 120</b>

**- - STAFFING - -**

Positions: Not Applicable

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - DIVISION FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 2,955,847	\$ 3,096,598	\$ 3,044,705	\$ 3,144,664
Special Revenue	19,456	127,296	189,421	11,600
Internal Service	12,272	19,447	5,232	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 2,987,575</b>	<b>\$ 3,243,341</b>	<b>\$ 3,239,358</b>	<b>\$ 3,156,264</b>
<b>- - DIVISION FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 17,510	\$ 114,567	\$ 170,481	\$ 9,280
Charges for Services	4,139	12,523	6,000	8,050
Interest & Rents	3,586	6,563	6,170	5,500
Other	- 0 -	(13,384)	- 0 -	- 0 -
Transfers In	101,946	112,729	93,940	77,320
<b>TOTAL SOURCES</b>	<b>\$ 127,181</b>	<b>\$ 232,998</b>	<b>\$ 276,591</b>	<b>\$ 100,150</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,564,294	\$ 1,622,359	\$ 1,570,400	\$ 1,616,800
* Benefits - Includes NonWorking Wages	827,734	869,011	881,550	952,900
* Mandatory Employer Costs	40,956	62,385	66,300	68,700
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	175,189	246,510	179,037	169,200
* Contractual	21,931	47,974	11,163	6,600
* Other	211,803	241,420	254,295	255,464
Capital Outlay	45,668	46,507	196,381	11,600
Transfers Out	100,000	107,175	80,232	75,000
<b>TOTAL USES</b>	<b>\$ 2,987,575</b>	<b>\$ 3,243,341</b>	<b>\$ 3,239,358</b>	<b>\$ 3,156,264</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 104,879	\$ 91,094	\$ 92,000	\$ 92,000

**- - DIVISION STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 2,432,984	\$ 2,553,755	\$ 2,518,250	\$ 2,638,400
* Full-Time Positions	28.00	27.00	26.00	26.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

### Fire Division

#### 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, emergency medical, hazardous materials, fire investigation, and other services consistent with modern fire protection.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* To continue to implement improvements to the Fire Department training program that promote safe and effective response to fires, medical emergencies, and other incidents in the community. Improvements will also focus on further development of methods for effective documentation of training activities for review as needed by outside agencies such as MIOSHA and the Insurance Services Office. (December 2010)
- \* The department will find opportunities to train and certify all department personnel to the level of National Fire Protection Association, Inspector I so that operational goals and functions become more consistent with the department's mission. To facilitate this, department personnel will apply for funds under United States Department of Homeland Security, Fire Prevention Grant program. (June 2011)
- \* Active efforts will be made to educate minority groups about employment opportunities at the Holland Fire Department. The department will furthermore create and seek out opportunities to recruit qualified minorities for employment with the department for both full paid and part paid positions. (On-going)
- \* Complete the partial purchase of self contained breathing apparatus (SCBA) and integrated communication systems that could not be purchased through the United States Department of Homeland Security, Assistance to Fire Fighters Grant that was awarded in February 2010. (August 2011)
- \* The department will initiate the creation of a work group consisting of neighboring Fire Chiefs to explore and capitalize on opportunities to develop collaborative fire & life safety efforts. This will include exploring the feasibility and details involved with additional auto-aid agreements, enhanced mutual aid and multijurisdictional fire service consolidation. (January 2011)
- \* Evaluate the readiness of the department to embrace a strategic planning process and take steps to prepare personnel to begin the implementation of such a process. This effort will include beginning to identify facilitators to guide the department through the development of the process. (February 2011)

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

### Fire Division

- \* The capital improvement plan for the department will be evaluated to best determine station repairs, possible construction and relocations with considerations to potential staff reductions and operational changes that may result due to structural changes in public safety services provided to the community. (June 2011)
- \* Establish a fund for the replacement of self contained breathing apparatus (SCBA) and protective clothing so that purchases can be made at scheduled intervals in a manner that distributes costs over the expected life of the equipment. (July 2010)
- \* To continue to evaluate recommendations of the Public Safety Study and seek out opportunities with city management teams to implement items that provide efficiency, reduce cost and continue to maintain quality Public Safety Services.
- \* The department will work to implement improvements and recommendations provided as a result of the July 2009 evaluation by the Insurance Services Office (ISO), to continue to lower the city's protection classification. To do so will benefit the residents and owners of non-sprinklered commercial properties. (As needed)

### EMERGENCY MANAGEMENT

- \* Implement test verification programs for all Emergency Weather Radios located throughout City Facilities and provide reprogramming or maintenance as needed to insure that radios are functional at all times. (August 2010)
- \* Evaluate the maintenance and inspection agreement with the current service company to determine if the maintenance on warning sirens is adequate and being conducted in a manner that is financially responsible. (October 2010)
- \* To coordinate with Ottawa County Emergency Services to continue warning siren tests on the first Friday of every month from March through November, monitoring tests at warning sirens locations not equipped with 2-way controllers, and to report problems to service company for repairs. (November 2011)
- \* Create and implement a process for the ongoing evaluation and improvement of the City Emergency Plan that incorporate lessons learned during exercises and all emergencies involving the City of Holland. (December 2010)
- \* To continue to coordinate and facilitate the implementation of tabletop exercises, on a semi-annual basis, for City department directors to improve familiarity with the City Emergency plan and apply skills learned in the IS 300 & 400 curriculum. (May 2011)

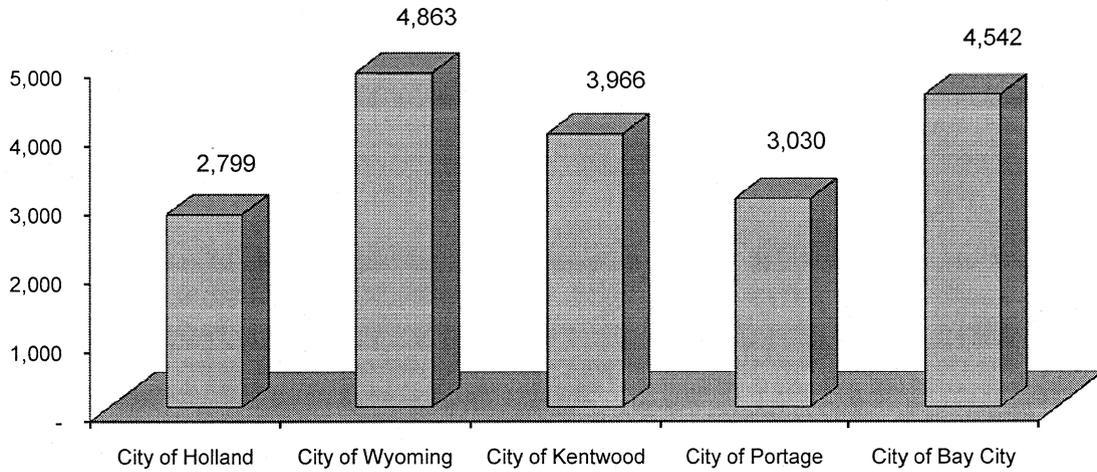
## PROGRAM MEASUREMENTS

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

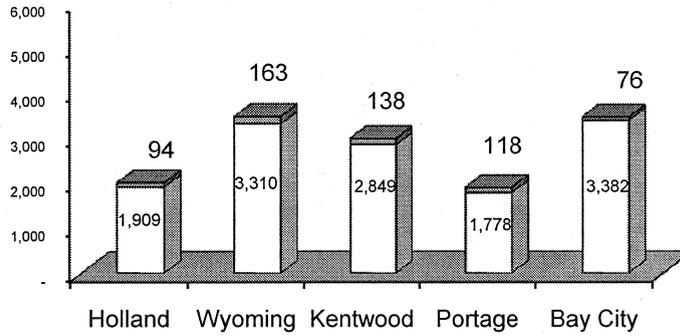
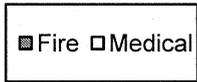
Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Fire Incidents	89	84	98	108
Structure Fires	44	41	48	45
Outside of Structure Fires	3	3	3	7
Vehicle Fires	11	17	19	15
Vegetation Fires	3	4	5	7
Refuse Fires	8	5	6	16
Explosion with no After-fire	10	9	10	10
Fire or Explosion not Otherwise Classified	10	5	7	8
Medical Emergencies	2,112	2,063	2,000	2,000
Flammable Liquid/Gas Emergencies	159	171	160	160
Service Calls	149	166	150	150
Good Intent Calls	91	108	100	100
False Alarms/Alarm Malfunctions	393	329	350	350
Other/Miscellaneous Calls	1	14	10	5
<b>TOTAL INCIDENTS</b>	<b>2,994</b>	<b>2,935</b>	<b>2,868</b>	<b>2,873</b>
Change from Previous Year	7.47%	-1.97%	-2.28%	0.17%
Value of Property Exposed to Fire	\$56,447,390	\$39,821,860	\$60,700,000	\$60,400,000
Combined Real and Personal Property Lost	\$409,370	\$1,428,430	\$750,000	\$600,000
Percent of Exposed Property Saved	99.27%	96.41%	98.76%	99.01%
<b><u>TRAINING AND SAFETY ACTIVITIES</u></b>				
Total Personnel-Hours Spent in Training	4,504	4,919	4,600	4,600
Civilian Fire-Related Injuries	5	6	0	0
Firefighter Duty-Related Injuries	1	2	0	0
<b><u>FIRE PREVENTION ACTIVITIES</u></b>				
Fire Code Inspections Performed	142	169	150	175
Fire Investigations Conducted	8	13	12	16
Outside Fire Prevention Programs Presented	32	52	120	150
Shift Based Pre-Plans & Fire Code Inspections	N/A	N/A	200	250
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
Department Head Semi-Annual Tabletop Exercises	N/A	N/A	1	2
Plan and Implement City Emergency Plan Test Exercise	0	0	0	1

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

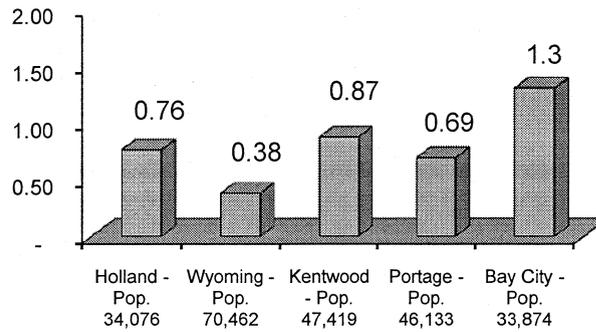
**Total Incidents**



**Fire and Medical Incidents**

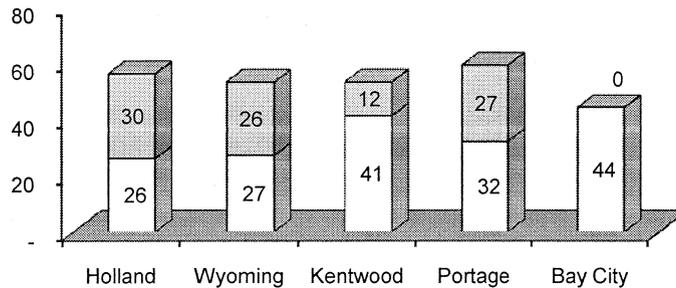
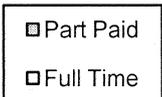


**Full Time Firefighters Per 1,000 Population**



City	Pop.
Holland	34,076
Wyoming	70,462
Kentwood	47,419
Portage	46,133
Bay City	33,874

**Full Time Part Paid (Top) Firefighters**



Note: Comparable Michigan Cities, Based on Calendar Year 2009 Data.

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 4,139	\$ 12,523	\$ 6,000	\$ 8,050
Funding Requirement - General Operating Revenues	2,951,708	3,084,075	3,038,705	3,136,614
<b>TOTAL SOURCES</b>	<b>\$ 2,955,847</b>	<b>\$ 3,096,598</b>	<b>\$ 3,044,705</b>	<b>\$ 3,144,664</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 1,564,294	\$ 1,622,359	\$ 1,570,400	\$ 1,616,800
* Benefits - To Include NonWorking Wages	827,734	869,011	881,550	952,900
* Mandatory Employer Costs	40,956	62,385	66,300	68,700

Other Current Expenditures -

* Supplies / Maintenance	175,189	174,759	179,037	169,200
* Contractual	4,870	21,034	11,163	6,600
* Other	211,803	241,420	254,295	255,464

Capital Outlay	31,001	5,630	6,960	- 0 -
Transfers Out	100,000	100,000	75,000	75,000

<b>TOTAL USES</b>	<b>\$ 2,955,847</b>	<b>\$ 3,096,598</b>	<b>\$ 3,044,705</b>	<b>\$ 3,144,664</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 2,432,984	\$ 2,553,755	\$ 2,518,250	\$ 2,638,400
* Full-Time Positions	28.00	27.00	26.00	26.00
* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 17,510	\$ 114,567	\$ 170,481	\$ 9,280
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	1,946	12,729	18,940	2,320
<b>TOTAL SOURCES</b>	<b>\$ 19,456</b>	<b>\$ 127,296</b>	<b>\$ 189,421</b>	<b>\$ 11,600</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 -

**Other Current Expenditures -**

* Supplies / Maintenance	- 0 -	71,751	- 0 -	- 0 -
* Contractual	17,061	26,940	- 0 -	- 0 -
Capital Outlay-Personal Protective Eqp.	- 0 -	- 0 -	189,421	- 0 -
Capital Outlay-Dual Band Radios	- 0 -	- 0 -	- 0 -	11,600
Capital Outlay-Educ Trailer/Computer	2,395	28,605	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 19,456</b>	<b>\$ 127,296</b>	<b>\$ 189,421</b>	<b>\$ 11,600</b>
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**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</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>			

**- - STAFFING - -**

Positions: Not Applicable

NOTE: This grant includes Fire Division activities such as a fire safety education trailer, residential smoke detector installations in the community, and personal protective equipment. Acceptance of a dual band radio grant is proposed for FY-2011.

# INTRODUCTION TO DEPARTMENT

## PUBLIC SAFETY SERVICES

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### Fire Vehicle and Equipment Replacement Fund

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#### DEPARTMENT 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 2011

- \* 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. (January 2011)
- \* To review the status of current and future apparatus needs, revising the fire apparatus replacement schedule as needed to accommodate. The impact of potential reductions in staffing or layoffs will be considered in this process. (January 2011)
- \* To prepare for the purchase of an Emergency Medical Services (EMS) response vehicle to replace the 1999 Chevrolet Tahoe responding from the Kollen Park station. Due to potential structural changes in the delivery of public safety services in the City, the purchase of this vehicle will be deferred until fiscal year 2012.

**PUBLIC SAFETY SERVICES GROUP  
FIRE DIVISION**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 3,586	\$ 6,563	\$ 6,170	\$ 5,500
Other	- 0 -	(13,384)	- 0 -	- 0 -
Transfers In	100,000	100,000	75,000	75,000
<b>TOTAL SOURCES</b>	<b>\$ 103,586</b>	<b>\$ 93,179</b>	<b>\$ 81,170</b>	<b>\$ 80,500</b>

**FUNDING USES -**

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	12,272	12,272	- 0 -	- 0 -
Transfers Out	- 0 -	7,175	5,232	- 0 -
<b>TOTAL USES</b>	<b>\$ 12,272</b>	<b>\$ 19,447</b>	<b>\$ 5,232</b>	<b>\$ - 0 -</b>

**NON-CASH CHARGES (CREDITS) - For Info Only**

Depreciation Expense	\$ 104,879	\$ 91,094	\$ 92,000	\$ 92,000
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**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (1,293)</b>	<b>\$ (5,090)</b>	<b>\$ (16,062)</b>	<b>\$ (11,500)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved - Vehicles	\$ 111,237	\$ 234,176	\$ 310,114	\$ 390,614
Designated / Reserved - Equipment	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,473,942	1,345,913	1,253,913	1,161,913
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,585,179</b>	<b>\$ 1,580,089</b>	<b>\$ 1,564,027</b>	<b>\$ 1,552,527</b>

**- - WORKING CAPITAL - -**

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

**- - STAFFING - -**

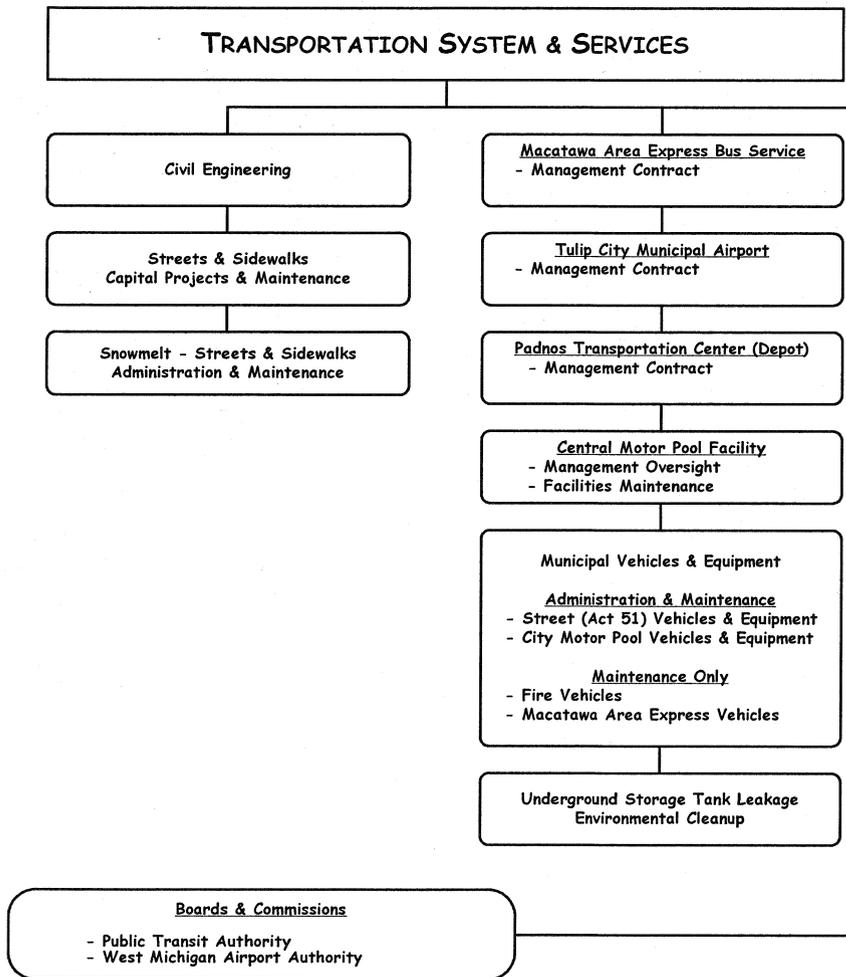
Positions: Not Applicable

# TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

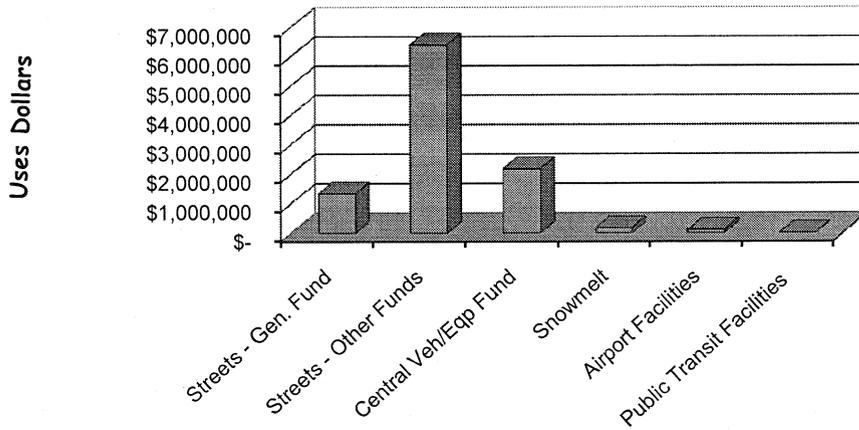
The Transportation System and Services Group have responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation 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

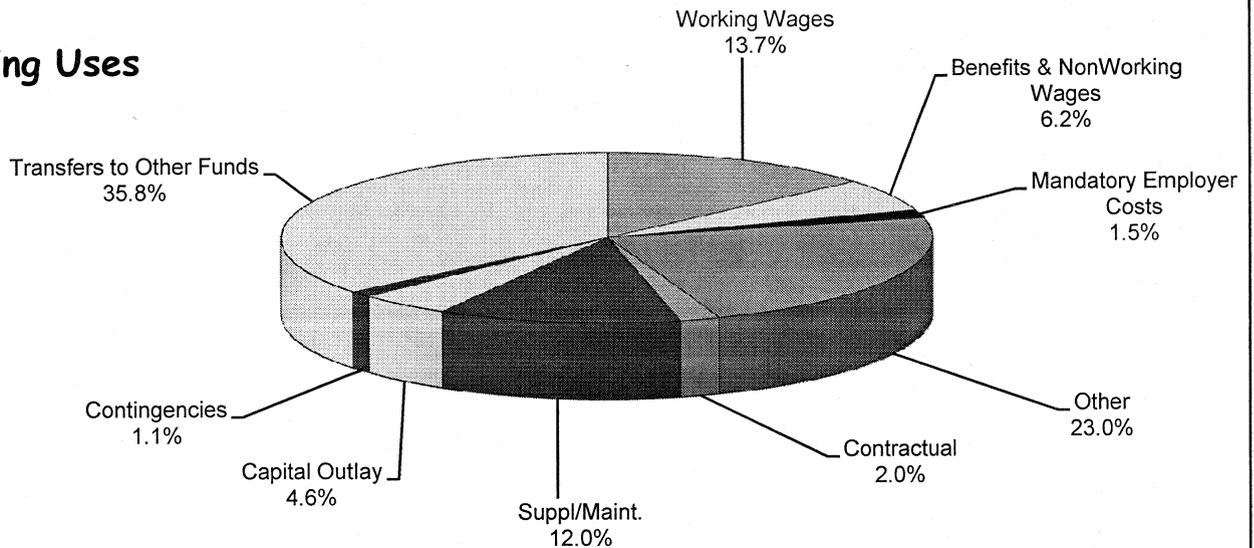


# TRANSPORTATION SYSTEM & SERVICES GROUP

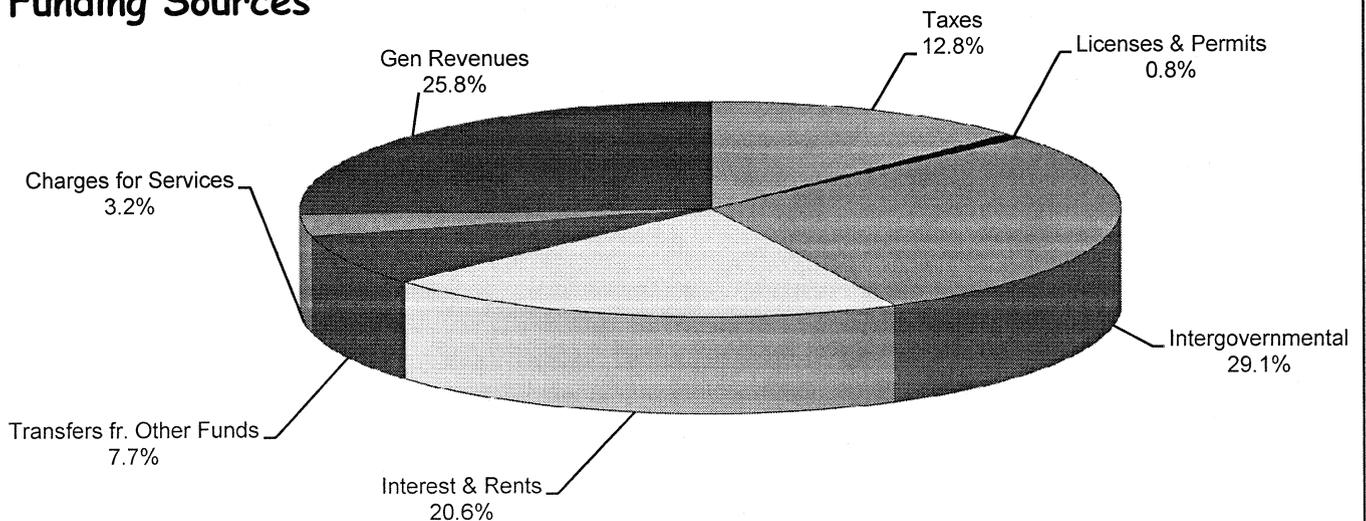
## Total Uses By Department \$10,243,163



## Funding Uses



## Funding Sources



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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 1,339,300	\$ 1,320,945	\$ 1,371,415	\$ 1,338,972
Special Revenue	7,286,898	7,452,458	8,524,014	6,605,037
Enterprise	4,244,773	1,945,277	368,942	118,100
Internal Service	2,735,181	2,935,420	2,382,246	2,181,054
TOTAL - ALL FUND TYPES	<u>\$ 15,606,152</u>	<u>\$ 13,654,100</u>	<u>\$ 12,646,617</u>	<u>\$ 10,243,163</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,300,524	\$ 1,402,275	\$ 1,420,787	\$ 1,311,771
Licenses & Permits	79,447	94,943	82,400	82,400
Intergovernmental	5,988,335	4,575,231	3,038,024	2,976,200
Charges for Services	584,213	652,378	581,427	326,700
Fines & Forfeits	- 0 -	50	500	500
Interest & Rents	2,657,869	2,167,439	1,839,681	2,114,722
Other	46,073	(209,661)	5,500,034	100
Transfers In	1,823,320	2,867,112	1,325,346	792,960
TOTAL SOURCES	<u>\$ 12,479,781</u>	<u>\$ 11,549,767</u>	<u>\$ 13,788,199</u>	<u>\$ 7,605,353</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,604,748	\$ 1,682,167	\$ 1,583,884	\$ 1,401,900
* Benefits - Includes NonWorking Wages	733,445	769,383	747,360	634,650
* Mandatory Employer Costs	161,753	175,657	178,291	157,480
Other Current Expenditures -				
* Supplies / Maintenance	1,172,745	1,168,193	1,125,111	1,228,675
* Contractual	207,688	175,556	304,254	206,500
* Other	3,785,677	2,360,739	2,227,759	2,357,788
Capital Outlay	3,075,506	2,033,851	684,094	472,400
Debt Service Payments -				
* Principal Maturities	14,000	15,000	16,000	- 0 -
* Interest & Fee Payments	2,588	2,383	1,520	- 0 -
Transfers Out	4,848,002	5,271,171	5,778,344	3,670,770
Contingencies	- 0 -	- 0 -	- 0 -	113,000
TOTAL USES	<u>\$ 15,606,152</u>	<u>\$ 13,654,100</u>	<u>\$ 12,646,617</u>	<u>\$ 10,243,163</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 1,095,871	\$ 1,240,804	\$ 1,261,300	\$ 1,261,300
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 2,499,946	\$ 2,627,207	\$ 2,509,535	\$ 2,194,030
* Full-Time Positions	34.39	34.83	36.08	28.54
* Part-Time Positons @ F.T.E.	3.25	4.40	4.10	2.70

# 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 2011

- \* To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2010 construction season:
  - 40<sup>th</sup> Street from Washington to Lincoln.
  - Matt Urban Drive/48<sup>th</sup> Street, from Washington Avenue to the west City limits.
  - 18<sup>th</sup> Street, Cleveland to River (joint project with BPW).
  - West 48<sup>th</sup> Street/Washington Ave, Regent Blvd. to M-40 (Lincoln Ave)
  - Washington Avenue Bridge between 48<sup>th</sup> and Regent Blvd.
  
- \* To develop a resurfacing program for the summer of 2010, consisting primarily of streets funded under an Michigan Department of Transportation (MDOT) Economic Development Grant (TEDF, Category F), and incorporating additional streets as funding permits utilizing street ratings developed through asset management techniques.
  
- \* To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2011 or 2012:
  - Central Avenue, 8<sup>th</sup> to States.
  - 19<sup>th</sup> Street, Cleveland to River Avenues (with the Board of Public Works).
  - 8<sup>th</sup> and Fairbanks Roundabout.
  - Lincoln Avenue, 16<sup>th</sup> to 24<sup>th</sup> Streets
  - 48<sup>th</sup> Street between M-40 and east City limits.
  
- \* To continue to seek sources of funding through the Macatawa Area Coordinating Council (MACC) for future road improvement projects in the City's Five-Year Street Capital Projects plan.

# INTRODUCTION TO DEPARTMENT

## TRANSPORTATION SYSTEM AND SERVICES

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### Management & Engineering

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- \* To continue working through MACC Watershed Project to implement the requirements of the Storm Water Discharge Permit, including the Watershed Management Plan, Storm Water Pollution Prevention Initiative (SWPPI), the Area-wide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed; to develop, adopt and implement a stormwater ordinance for the City of Holland; and to participate on the Watershed Planning Committee in the development of a new Watershed Management Plan (replacing the current Nonpoint Source Phosphorus Reduction Plan developed in 1999) for the Macatawa Watershed. (On-going; stormwater ordinance to be completed by November 2010 and draft Watershed Management Plan to be completed by June 2011).
- \* To receive an update of the City's Stormwater Management Master Plan, and to begin moving forward with development and implementation (year-long effort during FY 2011).
- \* To finalize and receive state approval for a formal Asset Management Plan for roadways. (December 2010).
- \* To digitize and develop an electronic library for all storm sewer video. (June 2011)
- \* 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 2010).

To continue to work with the BPW and the City's Energy Committee to evaluate alternatives for street lighting and, in particular, to evaluate lighting in the South Washington Avenue tunnel. (November 2010).

- \* To complete an assessment of storm sewer culverts within the City and expand the use of the RoadSoft software and associated Asset Management Plan to maintain this database. (March 2011).
- \* To continue to work with the Michigan Department of Transportation, Macatawa Area Coordinating Council, and other interested parties on long-term solutions to improve traffic and safety issues on M-40.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Construction Projects in Process	8	13	18	5
Total Miles of Local and Major Streets (Does Not Include State Trunkline Miles)	148.57	148.55	148.55	148.55
Total miles of Streets Reconstructed	5.19	1.85	2.49	2.48
Total miles of Streets Resurfaced	7.86	3.733	2.10	2.10
Community Sidewalk Network in Miles of Walk	156.10	155.90	155.90	157.40
Sidewalk Repair Activities in Square Feet	18,293	14,766	15,000	15,000

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,034	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	168,685	184,488	186,261	189,604
<b>TOTAL SOURCES</b>	<b>\$ 169,719</b>	<b>\$ 184,488</b>	<b>\$ 186,261</b>	<b>\$ 189,604</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 96,288	\$ 100,041	\$ 105,049	\$ 101,500
* Benefits - To Include NonWorking Wages	39,863	44,430	44,755	40,800
* Mandatory Employer Costs	10,271	11,051	11,364	10,500

Other Current Expenditures -

* Supplies / Maintenance	1,889	4,319	2,800	3,600
* Contractual	- 0 -	2,290	- 0 -	1,000
* Other	21,259	22,357	22,293	32,204

Capital Outlay

Capital Outlay	149	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 169,719</b>	<b>\$ 184,488</b>	<b>\$ 186,261</b>	<b>\$ 189,604</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 146,422	\$ 155,522	\$ 161,168	\$ 152,800
Full-Time Positions	2.90	3.00	3.00	2.90
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.15

# INTRODUCTION TO DEPARTMENT

## TRANSPORTATION SYSTEM AND SERVICES

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### Streets Division

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#### 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 2011

- \* To review, evaluate, and modify as may be required based on budgetary considerations, the annual cycles of spring and fall cleanup, and support for community festivals and special events. (September 2010).
- \* To work with the Engineering Division on various activities associated with the City's Stormwater Discharge Permit, including: storage sites and/or disposal methods for street sweepings and ditch cleaning materials; snow storage during the winter; "good housekeeping practices" for the Transportation Services facility and other City facilities; reducing runoff from City roads, parking lots, bridges, and vacant property. (June 2011)
- To continue to explore and evaluate existing and alternative products and methods of de-icing roadways, parking lots, parking ramps, and other City-owned properties, taking into account issues related to cost, effectiveness and efficiency, impact on the watershed, and other pertinent factors. (April 2011)
- To build upon the implementation of a computerized record-keeping and work order system for the storm sewer operations, and expand these efforts to other areas of the Streets Division work responsibilities. (May 2011)
- \* To work cooperatively with the Engineering Division staff in completing reconstruction projects planned for the 2010 construction season, and to provide support as requested in planning for 2011 and beyond construction projects. (On-going)
- \* To assist the Engineering Division in an assessment of storm sewer culverts and preparation of a database. (March 2011)
- \* To continue and expand videotaping of storm sewers for areas where problems are being addressed, for ongoing maintenance activities, and to build an electronic library of current conditions. (June 2011)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Total Mileage of Street System Maintanaced (Does Not Include State Trunkline Miles)	148.78	148.55	148.55	148.55
Trunkline Mileage	11.20	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	333	361	350	350
Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. to Feb.)	1,036	1,210	754	1,000
Community Sidewalk Network in Miles of Walk	156.10	155.90	155.90	157.40
Amount of salt used for winter road maintenance (in tons)	3,738.03	3,094.50	2,700.00	2,700.00
Number of street sweeper hours operated (reflects Feb. to Feb.)	2,259	2,154	2,230	2,400
Fall Leaf Pickup:				
Streets Division Costs (personnel and equipment)	\$123,540	\$120,014	\$123,652	\$125,000
Removal Costs	N/A	\$24,900	\$16,900	\$20,000
Number of hours worked by Streets Division personnel	2,299	2,111	2,250	2,250
Spring Cleanup:				
Streets Division Costs (personnel and equipment)	\$67,495	\$61,384	\$60,000	\$60,000
Removal Costs	\$44,000	\$9,985	\$20,000	\$20,000
Number of hours worked by Streets Division personnel	1,037	1,092	1,000	1,000

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 14,985	\$ 14,272	\$ 12,100	\$ 13,700
Licenses & Permits	- 0 -	250	400	400
Fines & Forfeits	- 0 -	50	500	500
Interest & Rents	134,004	140,004	147,000	151,000
Funding Requirement - General Operating Revenues	1,020,592	981,881	1,025,154	983,768
<b>TOTAL SOURCES</b>	<b>\$ 1,169,581</b>	<b>\$ 1,136,457</b>	<b>\$ 1,185,154</b>	<b>\$ 1,149,368</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 248,619	\$ 247,688	\$ 259,782	\$ 235,380
* Benefits - To Include NonWorking Wages	59,292	62,051	101,400	65,100
* Mandatory Employer Costs	44,811	46,596	46,982	41,630
Other Current Expenditures -				
* Supplies / Maintenance	39,456	37,978	40,201	38,100
* Contractual Expenditures	93,086	76,715	77,401	80,300
* Other	680,915	665,429	659,388	688,858
Capital Outlay	3,402	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,169,581</b>	<b>\$ 1,136,457</b>	<b>\$ 1,185,154</b>	<b>\$ 1,149,368</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 352,722	\$ 356,335	\$ 408,164	\$ 342,110
Full-Time Positions	19.81	19.90	19.90	17.90
Part-Time Positions @ F.T.E.	0.05	0.45	1.15	1.20

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 2011**

\* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
Intergovernmental	\$ 2,236,473	\$ 2,128,989	\$ 2,065,554	\$ 2,051,500
Licenses & Permits	34,226	29,675	32,000	32,000
Interest & Rents	32,765	29,686	15,075	16,200
Transfers In	828,400	506,124	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 3,131,864</b>	<b>\$ 2,694,474</b>	<b>\$ 2,112,629</b>	<b>\$ 2,099,700</b>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 330,688	\$ 330,673	\$ 300,896	\$ 307,410
* Benefits-To Include NonWorking Wages	199,944	186,053	174,109	169,300
* Mandatory Employer Costs	25,080	26,604	28,398	29,450
Other Current Expenditures -				
* Supplies / Maintenance	213,703	210,660	225,012	273,500
* Contractual	46,268	58,479	65,656	82,300
* Other	539,484	512,629	481,006	529,100
Transfers Out	1,419,392	1,395,786	758,159	797,060
Contingencies	- 0 -	- 0 -	- 0 -	108,000
<b>TOTAL USES</b>	<b>\$ 2,774,559</b>	<b>\$ 2,720,884</b>	<b>\$ 2,033,236</b>	<b>\$ 2,296,120</b>
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 357,305	\$ (26,410)	\$ 79,393	\$ (196,420)
ENDING BALANCE -				
Designated / Reserved	\$ 159,713	\$ 73,176	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	987,046	1,047,173	1,199,742	1,003,322
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,146,759</b>	<b>\$ 1,120,349</b>	<b>\$ 1,199,742</b>	<b>\$ 1,003,322</b>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 555,712	\$ 543,330	\$ 503,403	\$ 506,160

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

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES</b></p>
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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 2011

\* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 580,905	\$ 533,622	\$ 513,523	\$ 509,700
Licenses & Permits	45,221	65,018	50,000	50,000
Interest & Rents	4,467	2,771	997	1,200
Other	250	- 0 -	- 0 -	- 0 -
Transfers In	563,318	761,836	670,195	758,460
<b>TOTAL SOURCES</b>	<b>\$ 1,194,161</b>	<b>\$ 1,363,247</b>	<b>\$ 1,234,715</b>	<b>\$ 1,319,360</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 324,940	\$ 376,703	\$ 341,300	\$ 341,410
* Benefits - To Include NonWorking Wages	195,714	215,322	195,008	187,850
* Mandatory Employer Costs	24,553	30,052	33,061	33,400
Other Current Expenditures -				
* Supplies / Maintenance	158,467	169,329	191,835	227,200
* Contractual	1,528	23,597	22,785	30,300
* Other	444,947	471,031	450,726	499,200
Transfers Out	33,200	88,025	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 1,183,349</b>	<b>\$ 1,374,059</b>	<b>\$ 1,234,715</b>	<b>\$ 1,319,360</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 10,812	\$ (10,812)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	12,812	2,000	2,000	2,000
<b>TOTAL FUND EQUITY</b>	<b>\$ 12,812</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 545,207	\$ 622,077	\$ 569,369	\$ 562,660
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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.

<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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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 2011

\* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 437,743	\$ 418,593	\$ 458,947	\$ 415,000
Interest & Rents	29,505	7,438	(3,375)	(800)
Transfers In	981	60,000	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 468,229</b>	<b>\$ 486,031</b>	<b>\$ 455,572</b>	<b>\$ 414,200</b>

FUNDING USES -

Transfers Out	\$ 792,027	\$ 679,345	\$ 578,759	\$ 461,560
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 792,027</b>	<b>\$ 679,345</b>	<b>\$ 578,759</b>	<b>\$ 461,560</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (323,798)	\$ (193,314)	\$ (123,187)	\$ (47,360)
ENDING BALANCE -				
Designated / Reserved	\$ 26,359	\$ 136,622	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	345,666	42,089	55,524	8,164
<b>TOTAL FUND EQUITY</b>	<b>\$ 372,025</b>	<b>\$ 178,711</b>	<b>\$ 55,524</b>	<b>\$ 8,164</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 2011**

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,195,844	\$ 1,180,657	\$ 1,189,071	\$ 1,087,571
Interest & Rents	46,781	7,774	(19,280)	5,400
Other	- 0 -	- 0 -	5,500,000	- 0 -
Transfers In	360,000	989,021	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,602,625</b>	<b>\$ 2,177,452</b>	<b>\$ 6,669,791</b>	<b>\$ 1,092,971</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ 125,000	\$ - 0 -
Transfers Out	2,080,880	2,478,666	4,360,056	2,339,297
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,080,880</b>	<b>\$ 2,478,666</b>	<b>\$ 4,485,056</b>	<b>\$ 2,339,297</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (478,255)	\$ (301,214)	\$ 2,184,735	\$ (1,246,326)
ENDING BALANCE -				
Designated / Reserved	\$ 432,675	\$ 131,560	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	99	- 0 -	2,316,295	1,069,969
<b>TOTAL FUND EQUITY</b>	<b>\$ 432,774</b>	<b>\$ 131,560</b>	<b>\$ 2,316,295</b>	<b>\$ 1,069,969</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 2017

<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 (Actual)	1,146,759	12,812	372,025	432,774	1,964,370
FY2009 (Actual)	1,120,349	2,000	178,711	131,560	1,432,620
FY2010 (Estimated)	1,199,742	2,000	55,524	2,374,116	3,631,382
FY2011 (Estimated)	1,003,322	2,000	8,164	1,069,969	2,083,455
FY2012	787,513	2,000	6,464	(152,660)	643,317
FY2013	540,201	2,000	58,730	54,100	655,031
FY2014	259,919	2,000	109,131	(1,540,271)	(1,169,221)
FY2015	(54,856)	2,000	318,340	(1,957,076)	(1,691,592)
FY2016	(405,704)	2,000	706,533	(4,114,601)	(3,811,772)
FY2017	(794,260)	2,000	303,890	(4,252,114)	(4,740,484)

(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.

<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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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 2011

- \* 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. (June 2011)
- \* To continue to work with the BPW to evaluate alternatives for providing additional heat source as approximately 95% of the system will be utilized. (June 2011)
- \* To prepare a master loan agreement with BPW for intra fund loans between the BPW and the Snowmelt Fund for the three (3) transmission line extension loans including the following:
  1. The 2004 extension from Pine to 4<sup>th</sup> to Central Avenue to 8<sup>th</sup> Street (\$950,000);
  2. The 2007 extension on 8<sup>th</sup> Street from mid-block east of College to Columbia Avenue (\$157,736); and
  3. The 2008-9 extension from 8<sup>th</sup> Street north on Columbia to 7<sup>th</sup> and on 7<sup>th</sup> Street from Columbia to College (\$150,000). These Agreements to be completed by July 2010.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 104,661	\$ 103,666	\$ 112,816	\$ 116,800
Interest & Rents	19,409	10,389	4,340	2,900
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	24,000	269,335	25,400	26,300
<b>TOTAL SOURCES</b>	<b>\$ 148,070</b>	<b>\$ 383,390</b>	<b>\$ 142,556</b>	<b>\$ 146,000</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	160,555	148,120	173,168	178,400
Capital Outlay	- 0 -	40,389	- 0 -	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	244,585	- 0 -	7,850	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 405,140</b>	<b>\$ 188,509</b>	<b>\$ 181,018</b>	<b>\$ 178,400</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (257,070)	\$ 194,881	\$ (38,462)	\$ (32,400)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	39,590	234,471	196,009	163,609
<b>TOTAL FUND EQUITY</b>	<b>\$ 39,590</b>	<b>\$ 234,471</b>	<b>\$ 196,009</b>	<b>\$ 163,609</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 2011

- \* 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. It is intended that during this fiscal year, a site closure report will be able to be prepared. (June 2011)

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Other	3,298	-0-	-0-	-0-
Transfers In	5,425	8,796	9,200	8,200
<b>TOTAL SOURCES</b>	<b>\$ 8,723</b>	<b>\$ 8,796</b>	<b>\$ 9,200</b>	<b>\$ 8,200</b>

FUNDING USES -

Personnel Services				
* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Other Current Expenditures -				
* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	8,723	8,796	9,200	8,200
<b>TOTAL USES</b>	<b>\$ 8,723</b>	<b>\$ 8,796</b>	<b>\$ 9,200</b>	<b>\$ 8,200</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 - -**

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

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

**Municipal Airport Facilities & Management Fund**

**FUND MISSION STATEMENT**

To provide recordkeeping for the airport related property tax levy, capital assets, debt and City employees who are contracted to the West Michigan Airport Authority (WMAA).

**ACTION PLAN FOR FISCAL YEAR 2011**

- \* To account for property tax collections that the City levies on behalf of the West Michigan Airport Authority and pay those collections over to the Authority.
- \* To account for minor City administrative operating expenses such as telephone and copying which are billed back to the West Michigan Airport Authority.
- \* To account for City owned capital assets which are leased to the West Michigan Airport Authority.
- \* To account for the Series 1995 T-Hangar debt which has a final maturity of June 1, 2010.

**PROGRAM MEASUREMENTS**

**TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT FACILITIES FUND**

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Aircraft Operations	36,300	35,220	37,000	39,500
Non-Scheduled Commercial Passenger Flights	20,000	21,000	21,750	22,500
Non-Scheduled Commercial Freight Flights	500	450	550	600
Based Aircraft	58	54	55	58
Note: These figures are estimates (except for "based aircraft") provided by the Fixed Base Operator (FBO). The Airport Advisory Board is considering acquiring traffic counting equipment to provide actual counts.				

**TRANSPORTATION SYSTEM & SERVICES GROUP**

**MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>	<b>Pre-Authority</b>	<b>Post-Authority Startup</b>		
Taxes & Special Assessments	\$ - 0 -	\$ 117,952	\$ 118,900	\$ 107,400
Intergovernmental	1,107,240	1,406,288	- 0 -	- 0 -
Charges for Services	21,916	72,553	48,300	1,200
Interest & Rents	152,621	2,641	335	360
Other	- 0 -	(2,094)	- 0 -	- 0 -
Transfers In	40,770	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,322,547</b>	<b>\$ 1,597,340</b>	<b>\$ 167,535</b>	<b>\$ 108,960</b>
<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,661	\$ 16,400	\$ 19,500	\$ - 0 -
* Benefits - To Include NonWorking Wages	\$ - 0 -	\$ 7,897	\$ 8,719	\$ - 0 -
* Mandatory Employer Costs	142	1,127	1,425	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	9,112	2,060	300	400
* Contractual	57,264	4,890	293	300
* Other	29,234	135,814	119,443	107,900
Capital Outlay	2,256,921	1,442,347	- 0 -	- 0 -
Debt Service Payments -				
* Principal	14,000	15,000	16,000	- 0 -
* Interest	2,588	2,383	1,520	- 0 -
Transfers Out	1,491	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,372,413</b>	<b>\$ 1,627,918</b>	<b>\$ 167,200</b>	<b>\$ 108,600</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 549,173	\$ 694,586	\$ 694,000	\$ 694,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

**MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND  
( AN ENTERPRISE FUND )**

This Fund Continues From Previous Page

Description	FY-2008	FY-2009	FY-2010	FY-2011
	Final Actual	Final Actual	Final Revised Est.	Approved Budget
	Pre-Authority	Post-Authority Startup		
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 671,882	\$ 732,183	\$ (677,665)	\$ (693,640)
ENDING BALANCE -		(419,258)		
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	13,093,604	13,406,529	12,728,864	12,035,224
<b>TOTAL FUND EQUITY</b>	<b>\$ 13,093,604</b>	<b>\$ 13,406,529</b>	<b>\$ 12,728,864</b>	<b>\$ 12,035,224</b>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (360,646)	\$ 335	\$ 360
ENDING BALANCE	\$ 360,646	\$ - 0 -	\$ 335	\$ 695
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 1,803	\$ 25,424	\$ 29,644	\$ - 0 -
Full-Time Positions	- 0 -	0.24	0.24	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

Prior to FY2009 this fund was the Municipal Airport Operating Fund. Beginning with FY2009 this fund has transitioned into the Municipal Airport Facilities & Management Fund with the startup of the separate West Michigan Airport Authority (WMAA). The City retains ownership of capital assets acquired or under contract prior to the startup of the WMAA which are accounted for by this City fund. Administrative personnel are retained as City employees and reimbursed to the City contractually by the Authority. The City transferred \$341,944 in Working Capital to the WMAA to begin the Authority operations. Property taxes levied for the WMAA within the City boundaries are collected initially in this City fund and subsequently paid over to the WMAA.

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Interest & Rents	917	-0-	-0-	-0-
Other	-0-	-0-	-0-	-0-
Transfers In	-0-	-0-	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 917</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Other	\$ -0-	\$ 231	\$ -0-	\$ -0-
Transfers Out	40,770	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 40,770</b>	<b>\$ 231</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (39,853)	\$ (231)	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	231	-0-	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ 231</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - STAFFING - -**

Positions: Not Applicable

This fund is closed out at the end of FY2009 as all remaining funds on hand were turned over to the West Michigan Airport Authority.

**INTRODUCTION TO DEPARTMENT  
TRANSPORTATION SYSTEM AND SERVICES**

Depot Operations Fund

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 2011

\* This facility is leased to the Macatawa Area Express (MAX) Public Transportation Authority for \$1 and is responsible for operating and maintaining the facility to City standards. The facility serves MAX, Amtrak and Indian Trails Bus Service.

**PROGRAM MEASUREMENTS**

**- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -**

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
ANNUAL RIDERSHIP				
Amtrak Train	39,530	36,973	37,200	37,800
MAX (BUS TRANSIT) RIDERSHIP *				
Fixed Route	160,656	216,643	220,975	225,400
Demand Response	107,069	101,471	101,000	101,000
Trolley	2,794	5,530	5,000	5,000
Night Owl	N/A	75,561	76,000	76,000

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 21,989	\$ -0-	\$ -0-	\$ -0-
Interest & Rents	1	1	1	1
Other	-0-	(1,979)	-0-	-0-
Transfers In	426	-0-	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 22,416</b>	<b>\$ (1,978)</b>	<b>\$ 1</b>	<b>\$ 1</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	-0-	-0-	-0-	-0-
* Other	427	-0-	-0-	-0-
Capital Outlay	21,989	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 22,416</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 54,783	\$ 55,229	\$ 55,300	\$ 55,300
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ (32,794)</b>	<b>\$ (57,207)</b>	<b>\$ (55,299)</b>	<b>\$ (55,299)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	1,076,011	1,018,804	963,505	908,206
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,076,011</b>	<b>\$ 1,018,804</b>	<b>\$ 963,505</b>	<b>\$ 908,206</b>
<b>- - WORKING CAPITAL - -</b>				
<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 1</b>
<b>ENDING BALANCE</b>	<b>\$ -0-</b>	<b>\$ 1</b>	<b>\$ 2</b>	<b>\$ 3</b>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Full-Time Positions	-0-	-0-	-0-	-0-
Part-Time Positions @ F.T.E.	-0-	-0-	-0-	-0-

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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Public Transit Facilities and Management System Fund

---

FUND MISSION STATEMENT

To provide recordkeeping for the transit related capital assets owned by the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2011

- \* To account for property tax receivables for the Macatawa Area Express Transportation Authority.
- \* 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**

**PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 204,596	\$ 229,619	\$ 201,742	\$ 9,500
Intergovernmental	1,603,985	87,739	- 0 -	- 0 -
Interest & Rents	3,928	408	153	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,812,509</b>	<b>\$ 317,766</b>	<b>\$ 201,895</b>	<b>\$ 9,500</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 156,104	\$ 170,893	\$ 144,857	\$ 7,100
* Benefits - To Include NonWorking Wages	33,319	42,213	41,769	- 0 -
* Mandatory Employer Costs	13,399	14,914	13,461	700

**Other Current Expenditures -**

* Supplies / Maintenance	301	- 0 -	1,555	1,600
* Contractual	217	- 0 -	100	100
* Other	1,608,229	89,339	- 0 -	- 0 -
Subtotal Prior to Capital Outlay	1,811,569	317,359	201,742	9,500

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,811,569</b>	<b>\$ 317,359</b>	<b>\$ 201,742</b>	<b>\$ 9,500</b>

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

Depreciation Expense	\$ 11,762	\$ 11,762	\$ 12,000	\$ 12,000
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**TRANSPORTATION SYSTEM & SERVICES GROUP**  
**PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND**  
**( AN ENTERPRISE FUND )**

This Fund Continues From Previous Page

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (10,822)	\$ (11,355)	\$ (11,847)	\$ (12,000)
ENDING BALANCE - (see note below)	<i>(2,542,475) to MAX Authority</i>			
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	326,178	314,823	302,976	290,976
TOTAL FUND EQUITY	<u>\$ 326,178</u>	<u>\$ 314,823</u>	<u>\$ 302,976</u>	<u>\$ 290,976</u>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 407	\$ 153	\$ - 0 -
ENDING BALANCE	\$ 928	\$ 1,335	\$ 1,488	\$ 1,488

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 202,822	\$ 228,020	\$ 200,087	\$ 7,800
* Full-Time Positions	2.75	2.75	4.50	- 0 -
* Part-Time Positions @ F.T.E.	2.10	2.85	1.85	0.35

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 were retained as City employees and reimbursed to the City contractually by the Authority, along with property insurance costs until 04/01/2010 when they became MAX employees. FY2008 actual revenues less expenses of \$37,114 were 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 19	\$ -0-	\$ -0-	\$ -0-
Intergovernmental	-0-	-0-	-0-	-0-
Interest & Rents	1,233	-0-	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 1,252</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Other	133	-0-	-0-	-0-
Transfers Out	38,242	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 38,375</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (37,123)	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE -	<i>9 Tax Receivables Moved to Transit Facilities/Mgmt Fd</i>			
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>

**- - 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.

# INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM SERVICES

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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 2011

- \* To assist with the development and implementation of policies as a part of the City's Energy Conversation and Efficiency Plan, particularly with regard to anti-idling policies and procedures, identification of opportunities for the integration of specifications for hybrid and electric vehicles into the City's bid process, and continued review of various fuel alternatives. (June 2011)
- \* To continue to evaluate procedures, workload and allocation of personnel within the Centralized Vehicle Maintenance Division, and the opportunity for possible coordination with Streets Division employees. (March 2011)
- \* To investigate opportunities to maximize return on vehicles that have been replaced, by exploring trade-in values, recycling to other uses within the City, or selling directly through a variety of sources. (December 2010)
- \* To work with the two new lithium-ion battery companies locating in the City to develop a program for replacing certain City vehicles with batter powered vehicles. (June 2011)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>General Motor Pool:</b>				
Planned Replacement of Vehicles & Equipment	\$179,510	\$122,900	\$30,872	\$198,600
Additional and New Vehicles & Equipment	\$24,246	\$0	\$19,255	\$0
Vehicle & Equipment Lease Cost	\$654,846	\$517,520	\$456,786	\$544,852
Vehicles	66	66	51	51
Equipment	47	47	60	60
Two Way Radios	34	34	34	34
<b>Street:</b>				
Planned Replacement of Vehicles & Equipment	\$193,216	\$671,600	\$471,982	\$69,800
Additional and New Vehicles & Equipment	\$0	\$129,500	\$12,685	\$44,000
Vehicle & Equipment Lease Cost	\$1,122,353	\$1,080,228	\$903,700	\$1,000,000
Vehicles	31	31	30	30
Equipment	63	67	63	65
Two Way Radios	47	47	47	47
<b>Police:</b>				
Planned Replacement of Vehicles & Equipment	\$111,558	\$88,900	\$149,300	\$159,800
Additional and New Vehicles & Equipment	\$0	\$0	\$0	\$0
Vehicle & Equipment Lease Cost	\$333,151	\$272,412	\$270,382	\$328,594
Vehicles	30	30	32	32
<b>Macatawa Area Express:</b>				
Vehicles (Maintenance Only, Not Purchased In This Fund)	27	27	28	28
<b>Fire:</b>				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
<b>Total:</b>				
Planned Replacement of Vehicles & Equipment	\$484,284	\$650,700	\$652,154	\$428,400
Additional and New Vehicles & Equipment	\$24,246	\$129,500	\$31,940	\$44,000
Vehicle & Equipment Lease Cost	\$2,110,350	\$1,870,160	\$1,697,168	\$873,446
Vehicles (Not Including MAX or Fire)	127	127	113	113
Equipment	110	114	123	125
Two Way Radios	81	81	81	81

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 339,883	\$ 334,194	\$ 317,585	\$ 300,600
Interest & Rents	2,232,051	1,966,197	1,694,350	1,938,371
Other	42,525	(205,588)	34	100
Transfers In	- 0 -	272,000	620,551	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,614,459</b>	<b>\$ 2,366,803</b>	<b>\$ 2,632,520</b>	<b>\$ 2,239,071</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 446,448	\$ 439,769	\$ 412,500	\$ 409,100
* Benefits - Includes NonWorking Wages	205,313	211,417	181,600	171,600
* Mandatory Employer Costs	43,497	45,313	43,600	41,800
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	749,220	743,038	662,608	683,275
* Contractual	602	789	3,819	4,000
* Other	299,641	314,630	320,505	321,026
Capital Outlay	793,045	551,115	684,094	472,400
Transfers Out	197,415	629,349	73,520	72,853
Contingencies	- 0 -	- 0 -	- 0 -	5,000
<b>TOTAL USES</b>	<b>\$ 2,735,181</b>	<b>\$ 2,935,420</b>	<b>\$ 2,382,246</b>	<b>\$ 2,181,054</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 480,153	\$ 479,227	\$ 500,000	\$ 500,000

This Fund Continues On Next Page

**TRANSPORTATION SYSTEM & SERVICES GROUP**

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

This Fund Continues From Previous Page

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 192,170	\$ (496,729)	\$ 434,368	\$ 30,417
ENDING BALANCE -				
Designated / Reserved	\$ 1,938,000	\$ 1,625,000	\$ 1,870,000	\$ 1,930,000
Undesignated / Unreserved	3,278,656	3,094,927	3,284,295	3,254,712
<b>TOTAL FUND EQUITY</b>	<b>\$ 5,216,656</b>	<b>\$ 4,719,927</b>	<b>\$ 5,154,295</b>	<b>\$ 5,184,712</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ (5,446)	\$ 5,274	\$ (1,983)
ENDING BALANCE	\$ 8,878	\$ 3,432	\$ 8,706	\$ 6,723

**- - STAFFING - -**

Personnel Services Total Amount	\$ 695,258	\$ 696,499	\$ 637,700	\$ 622,500
Full-Time Positions	8.93	8.94	8.44	7.74
Part-Time Positions @ F.T.E.	1.00	1.00	1.00	1.00

Temporary Inter-fund transfers (loans) were made at the close of FY2009 which further reduced the Designated/Reserved Fund Equity. These were repaid in FY2010. In FY2010 and FY2011 additional temporary inter-fund transfers (loans) to the Revolving Cash Assistance Fund were made which will be repaid when special assessment revenues allow for it.

	FY2009	FY2011
Amount fund temporarily reduced by:	620,552	128,973
Designated/Reserved Fund Equity without temporary transfer:	2,245,552	2,058,973

**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 2011

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,799	\$ 1,740	\$ 1,700	\$ 1,700
Interest & Rents	187	130	85	90
Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,986</b>	<b>\$ 1,870</b>	<b>\$ 1,785</b>	<b>\$ 1,790</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 597	\$ 809	\$ 800	\$ 1,000
* Other	853	1,159	1,230	1,100
<b>TOTAL USES</b>	<b>\$ 1,450</b>	<b>\$ 1,968</b>	<b>\$ 2,030</b>	<b>\$ 2,100</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 536	\$ (98)	\$ (245)	\$ (310)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	3,658	3,560	3,315	3,005
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,658</b>	<b>\$ 3,560</b>	<b>\$ 3,315</b>	<b>\$ 3,005</b>

**- - STAFFING - -**

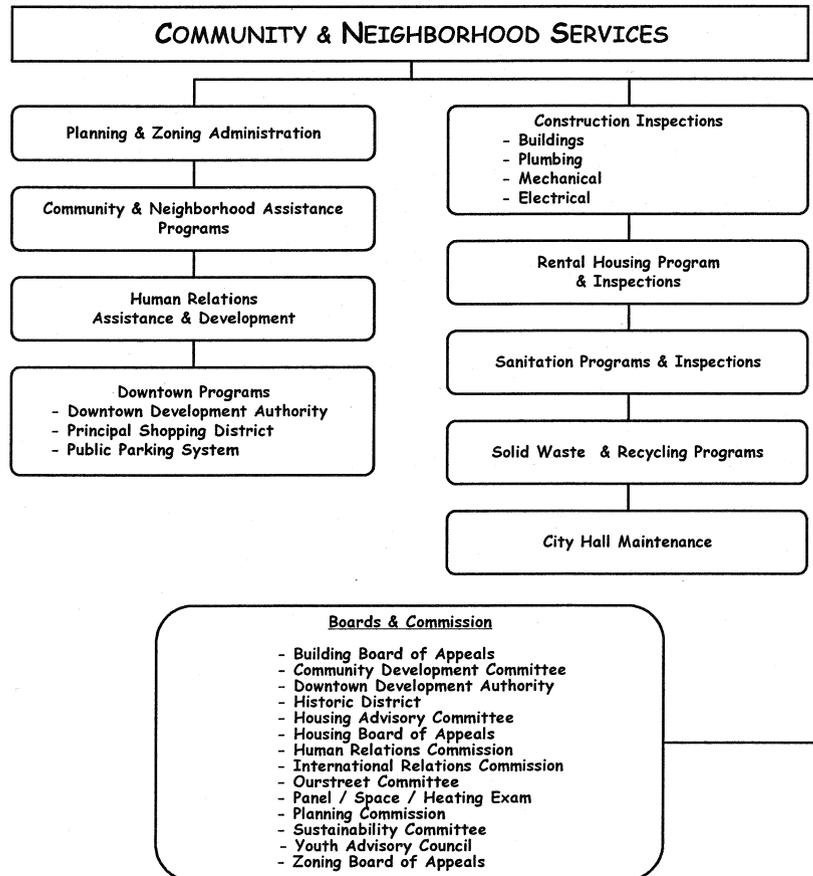
Positions: Not Applicable

# COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

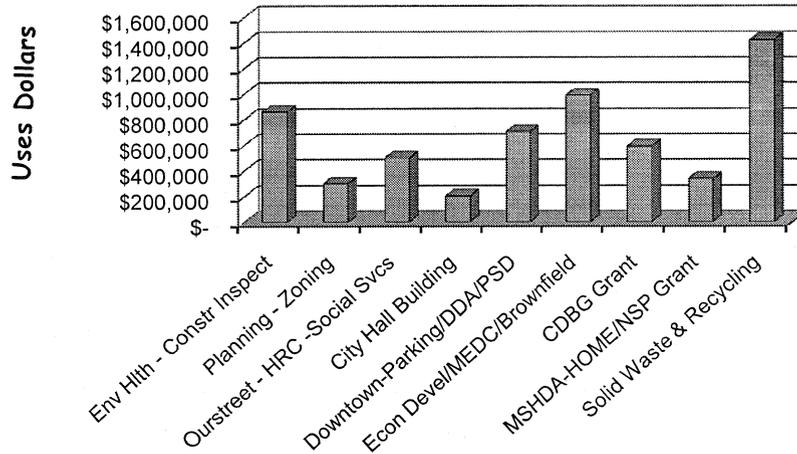
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

## GROUP ORGANIZATIONAL STRUCTURE

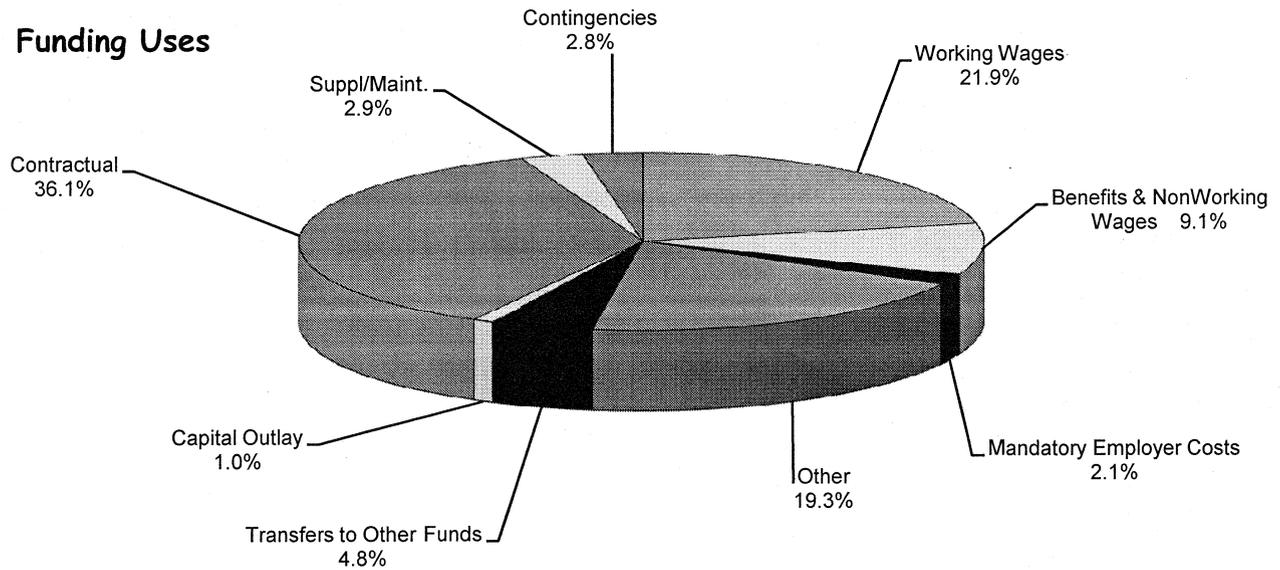


# COMMUNITY & NEIGHBORHOOD SERVICES GROUP

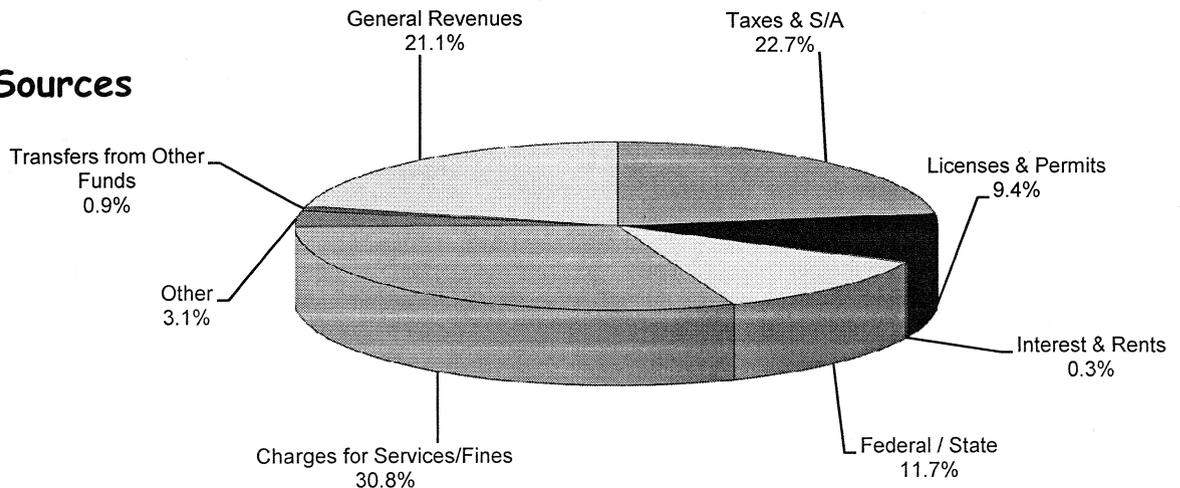
## Total Uses By Department \$5,909,576



## Funding Uses



## Funding Sources



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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 1,973,418	\$ 2,038,115	\$ 2,072,115	\$ 1,987,201
Special Revenue	868,141	1,062,862	1,482,676	1,473,184
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,237,414	1,352,446	1,387,731	1,419,919
Component Unit	576,976	1,121,627	1,110,475	1,029,272
TOTAL ACROSS FUND TYPES	<u>\$ 4,655,949</u>	<u>\$ 5,575,050</u>	<u>\$ 6,052,997</u>	<u>\$ 5,909,576</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 883,940	\$ 1,299,424	\$ 1,433,733	\$ 1,339,726
Licenses & Permits	403,308	303,442	365,200	557,200
Intergovernmental	352,109	481,895	774,066	691,753
Charges for Services	1,428,358	1,577,346	1,681,427	1,817,141
Fines & Forfeits	- 0 -	235	2,200	2,200
Interest & Rents	52,179	40,966	20,674	15,760
Other	209,101	219,951	295,762	186,100
Transfers In	14,135	46,070	19,377	50,767
TOTAL SOURCES	<u>\$ 3,343,130</u>	<u>\$ 3,969,329</u>	<u>\$ 4,592,439</u>	<u>\$ 4,660,647</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,214,362	\$ 1,272,534	\$ 1,263,470	\$ 1,292,972
* Benefits - Includes NonWorking Wages	557,117	566,015	571,008	539,624
* Mandatory Employer Costs	111,588	116,692	123,002	122,755
Other Current Expenditures -				
* Supplies / Maintenance	166,918	154,163	187,833	171,950
* Contractual	1,611,929	1,874,039	2,225,555	2,131,810
* Other	938,362	1,149,766	1,317,283	1,138,586
Capital Outlay	40,448	43,826	96,642	57,700
Debt Service Payments -				
* Interest & Fee Payments	529	364	163	200
Transfers Out	14,696	397,651	268,041	286,207
Contingencies	- 0 -	- 0 -	- 0 -	167,772
TOTAL USES	<u>\$ 4,655,949</u>	<u>\$ 5,575,050</u>	<u>\$ 6,052,997</u>	<u>\$ 5,909,576</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	<u>\$ 62,208</u>	<u>\$ 61,678</u>	<u>\$ 62,000</u>	<u>\$ 62,000</u>
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 1,883,067	\$ 1,955,241	\$ 1,957,480	\$ 1,955,351
Postions: Full-Time	22.25	22.24	22.19	21.65
Positions: Part-Time @ F.T.E.	3.25	4.55	4.40	4.15

**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, 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 2011

- \* To monitor building energy usage to assist in determining the effectiveness of green changes. (On-going)
- \* To maintain the building's condition by selecting maintenance projects that extend the life of the structure and its systems rather than those focusing on aesthetics as the main benefit. (On-going)
- \* Reinstate previously approved capital improvements (paint, landscaping) as funds are released. (June 2011)
- \* Re-bid the cleaning contract that will expire June 30, 2011.
- \* Bid elevator inspection/maintenance service. (December 2010)
- \* Work with other departments to consolidate and bid pest control services. (December 2010)
- \* Monitor the condition of the parking lot surface and catch basin areas. When an opportunity to amend a street contract offers savings, resurface the parking lot and correct any problems around catch basins. (Fall 2010 or Spring 2011)
- \* Evaluate alternatives and begin a multi-year replacement of door hardware. (Fall 2010)

**PROGRAM MEASUREMENTS**

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Total Electrical Usage (Kilowatts)	731,400	679,800	645,000	615,000
Total Water Usage (CCF)	1,130	1,236	1,200	1,200
Total Gas Usage (CCF)	23,381	25,319	23,000	22,000

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	204,983	210,008	221,783	203,850
<b>TOTAL SOURCES</b>	<b>\$ 204,983</b>	<b>\$ 210,008</b>	<b>\$ 221,783</b>	<b>\$ 203,850</b>

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 40,751	\$ 41,509	\$ 38,500	\$ 38,800
* Benefits - To Include NonWorking Wages	16,937	17,587	17,300	17,700
* Mandatory Employer Costs	4,205	4,681	4,600	4,600
Other Current Expenditures -				
* Supplies / Maintenance	11,332	17,696	36,789	16,900
* Contractual	42,508	41,883	42,650	42,600
* Other	89,250	86,652	81,944	83,250
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 204,983</b>	<b>\$ 210,008</b>	<b>\$ 221,783</b>	<b>\$ 203,850</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 61,893	\$ 63,777	\$ 60,400	\$ 61,100
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.10	0.05	0.05	0.05

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

### Planning and Zoning

#### ACTIVITY MISSION STATEMENT

**PLANNING:** Provide a coordinated, comprehensive approach to community planning and design focusing on the needs and aspirations of the community to provide the best conditions for living, working, learning, and recreation for the citizens of Holland. Assist in preparing and implementing policies, plans, and ordinances in pursuit of this mission, striving for "neighborhoods of choice," high quality development, and sustainability.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* Continue to amend the Master Plan for areas of the City where the Master Plan is in excess of five (5) years old. (projected adoption, Winter 2010)
- \* South Shore Village: Finalize design, develop an assessment program, and construct parking lot on former Heinz lots. (Design Summer 2010; Construct Spring 2011)
- \* Evaluate the Downtown organizational structure, prioritize recommendations of the Sharpening the Vision and Downtown Parking Strategic plans, and develop a one (1) year plan for implementation. (Spring / Summer 2010)
- \* Refine the vision for additional land uses and infrastructure improvements in the north end of Downtown (Park of Parks). (On-going)
- \* Work with owners / potential investors / developers of prioritized corridor commercial and fatigued strip centers to encourage revitalization. (On-going)
- \* To better understand the potential impact of new employees coming to the community and opportunities both in neighborhoods and in the struggling commercial areas such as portions of South Washington, the US-31 corridor between 16<sup>th</sup> and 24<sup>th</sup> Streets, Lincoln Avenue, and the Cedar Village shopping areas. (Summer / Fall 2010)
- \* Working with the Council-designated committee, implement components of the City's "Neighborhood Improvement Strategy." (Winter 2010 thru coming year)
- \* Continue to implement a comprehensive marketing strategy for promoting the City of Holland as a great place to live. Staff the maintenance of the website, distribute the DVD, and identify next steps. (On-going)
- \* Continue staffing the Sustainability Committee. Prepare a Citywide Energy / Climate Change Plan. (On-going)
- \* Implement City facility energy efficiency and conservation programs. (On-going)

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

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Planning and Zoning

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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 2011

- \* Coordinate review of alterations and educate property owners in the Historic District with respect to application procedures, permit / Certificate of Appropriateness requirements, and guidelines for exterior work on properties. (On-going)
- \* Assist property owners with applications for the Michigan historic homeowners' tax credits. (On-going)
- \* Educate Commission members by taking a field trip to a neighboring community during FY-11; attend training opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network (MHPN); and attend portion of National Association of Preservation Commission's conference in Grand Rapids, July 2010 as budget allows.

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	18	6	5	6
Extensions	3	2	2	2
Amendments	5	4	4	4
Approved Non-res Sq. Ft.	61,000	44,243	430,000	200,000
New construction	58,000	4,000	330,000	100,000
Additions	3,600	40,243	100,000	100,000
Approved residential units	3	0	4	8
Review of Study	1	0	1	1
Infill Review (Commission)	1	0	2	1
Infill Review (by Staff)	N/A	4	6	8
Recommendations to City Council:				
Rezoning	4	4	6	5
Text Amendments	10	8	6	5
Street Vacations	1	2	0	0
Master Plan Amendments	1	2	2	2
Other	0	8	2	2
Review of Zoning Board of Appeals Referrals	1	2	1	2
Study Session Items	42	29	27	30
Historic District Commission:				
Properties Surveyed	0	0	8	0
Community Education Sessions	2	1	1	1
Applications for Certif of Approvals    Approved-Reviewed	18-20	16-18	14-15	15-17
Tax Credit Applications received	3	5	2	3

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 5,890	\$ 9,044	\$ 6,540	\$ 5,540
Funding Requirement - General Operating Revenues	308,873	306,240	301,198	295,410
<b>TOTAL SOURCES</b>	<b>\$ 314,763</b>	<b>\$ 315,284</b>	<b>\$ 307,738</b>	<b>\$ 300,950</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 180,377	\$ 174,739	\$ 166,548	\$ 169,900
* Benefits - To Include NonWorking Wages	77,126	85,871	81,933	77,200
* Mandatory Employer Costs	18,006	17,283	17,003	16,200

Other Current Expenditures -

* Supplies / Maintenance	4,028	2,609	3,250	3,150
* Contractual	18,216	21,758	12,500	12,900
* Other	17,010	13,024	26,504	21,600

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 314,763</b>	<b>\$ 315,284</b>	<b>\$ 307,738</b>	<b>\$ 300,950</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 275,509	\$ 277,893	\$ 265,484	\$ 263,300
Full-Time Positions	3.10	3.20	3.20	2.67
Part-Time Positions @ F.T.E.	0.30	0.25	0.20	0.20

# 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 2011

#### 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)

#### NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- \* To minimize the impact of vacant and/or abandoned homes in the neighborhoods by implementing ordinance changes that address the problems. (April 2011)
- \* 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 - predicated on no decline in staffing including outside department assistance).
- \* Maintain the three (3) year cyclical rental inspection program. (January 2011 - predicated on no reduction in staffing)
- \* To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using new BS&A software program. (On-going)
- \* Review and revise the rental fee schedule to more accurately reflect costs and incentivize compliance. Institute a vacant structure inspection fee schedule. (August 2010)
- \* To continue to aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints. (On-going)

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

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Environmental Health & Inspections

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**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. (On-going)
  
- \* To continue to investigate all food service complaints within one (1) business day. (On-going).
  
- \* To continue to inspect all licensed food service establishments at a frequency mandated by the state. (On-going)
  
- \* To produce the "Food Service Thermometer" newsletter on a bi-monthly schedule, and make this publication available on the web site. (On-going, bi-monthly)
  
- \* To coordinate with both Allegan and Ottawa Counties in the preparation and training for all new food service establishments. (On-going)

## PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -

- - ENVIRONMENTAL HEALTH & INSPECTIONS - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Rental Housing - Inspections	650	1,352	1,400	1,400
Vacant and abandoned residential inspections (393 between Sept. 15 and Feb. 12)	N/A	N/A	1,000	1,100
Public Lodging Facility Inspections	25	24	25	25
Housing Board of Appeals, Public Hearings	7	4	8	8
Land Use Permits	235	211	250	250
Food Licenses - Total Approved and issued (All for License year)	279	274	281 *	285
Food Service complaint investigations	27	30	30	30
Food reinspections for compliance	212	227	225	225
Food Licenses - church, non-profits - reduced fees	46	56	66	70
STFU Inspections (charged)	42	41	40	40
Vending Machines Inspected (License Year 1/3 of Total)	46	55	50	50
Inoperable Vehicles - Violations corrected	399	233	350	350
Garbage and Rubbish - Investigations	760	559	600	600
Weeds - Investigations	350	988	900	900
Zoning Board of Appeals Public Hearing	22	20	25	25
Point of Sale Smoke Detectors	301	149	200	200
Home Business Inspections	2	8	5	5
Home Business Type I	28	8	5	5
Home Business Type II	1	0	1	1
* most licensed food service in history				

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Licenses & Permits	\$ 63,832	\$ 73,501	\$ 80,200	\$ 82,200
Charges for Services	150,449	187,952	176,700	191,100
Fines & Forfeits	- 0 -	235	2,000	2,000
Funding Requirement - General Operating Revenues	204,605	184,247	199,446	174,735
<b>TOTAL SOURCES</b>	<b>\$ 418,886</b>	<b>\$ 445,935</b>	<b>\$ 458,346</b>	<b>\$ 450,035</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 211,969	\$ 227,254	\$ 229,896	\$ 233,200
* Benefits - To Include NonWorking Wages	135,787	135,405	142,550	135,000
* Mandatory Employer Costs	24,667	25,830	27,414	26,100

Other Current Expenditures -

* Supplies / Maintenance	6,623	7,628	7,200	7,200
* Contractual	4,637	12,013	13,700	13,700
* Other	35,203	37,805	37,586	34,835
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 418,886</b>	<b>\$ 445,935</b>	<b>\$ 458,346</b>	<b>\$ 450,035</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 372,423	\$ 388,489	\$ 399,860	\$ 394,300
Full-Time Positions	5.48	5.38	5.38	5.48
Part-Time Positions @ F.T.E.	0.05	0.20	0.10	0.10

<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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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 2011

- \* To provide plan review services within 10 business days of plan receipt, and 15 days business days of receipt of plans for more complicated structures. (On-going)
- \* To continue staff training for five (5) inspectors to maintain State Certification by obtaining 20 to 30 hours each of required education during this code change year. (On-going)
- \* To complete and finalize a new document retention policy, working closely with the City Clerk and other departments. (On-going)
- \* To increase the amount of electronic file storage, and reduce paper file storage by an additional 40%. (On-going)
- \* To continue to evaluate opportunities for joint inspection efforts with area governments on construction code processes as opportunities arise through retirements or personnel changes. (July 2010)
- \* To monitor progress of activities and recommendations in the Neighborhood Improvement Strategy and evaluate changes in inspection responsibilities accordingly. (On-going)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Plumbing - Permits	306	239	350 (185)	375
Mechanical - Permits	473	401	600 (351)	630
Electrical - Permits	729	655	750 (373)	785
Building - Permits	681	551	750 (373)	850
Building - Constuction Valuation	\$51,055,048	\$21,133,353	\$40,000,000 (\$9,009,415)	\$75,000,000
Holland Township Mechanical inspections contract	N/A	358 *	516	500
Zeeland City Mechanical inspections contract	N/A	38 **	103	100
<p>* eight months Nov. - Jun.  ** seven months Dec. - Jun.  (first six months of FY10)</p>				

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Licenses & Permits	\$ 339,476	\$ 229,941	\$ 285,000	\$ 475,000
Charges for Services	138	15,698	25,006	28,000
Fines & Forfeits	- 0 -	- 0 -	200	200
Funding Requirement - General Operating Revenues	92,215	178,574	115,108	(148,219)
<b>TOTAL SOURCES</b>	<b>\$ 431,829</b>	<b>\$ 424,213</b>	<b>\$ 425,314</b>	<b>\$ 354,981</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 219,381	\$ 225,285	\$ 213,816	\$ 191,100
* Benefits - To Include NonWorking Wages	123,146	120,968	130,560	83,800
* Mandatory Employer Costs	20,961	21,334	22,115	18,100

Other Current Expenditures -

* Supplies / Maintenance	28,956	29,405	28,500	32,400
* Contractual	3,436	1,661	2,200	2,200
* Other	35,949	25,560	27,923	27,181
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 431,829</b>	<b>\$ 424,213</b>	<b>\$ 425,114</b>	<b>\$ 354,781</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 363,488	\$ 367,587	\$ 366,491	\$ 293,000
Full-Time Positions	4.62	4.62	4.57	3.17
Part-Time Positions @ F.T.E.	0.05	0.10	0.15	0.65

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

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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 2011**

- \* 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 2010 - January 2011).
- \* To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2011 - June 2011).
- \* To promote the coordination and development of regional health and human services programs through participation with the Ottawa County Human Services Council. (On-going)

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
(Note: FY2010 projections = contract goal of clients to be served) (Note: FY2011 funded agencies to be determined {TBD} )				
Pathways - Parent Education	not funded	126	90	TBD
Pathways - Total Trek Quest	not funded	53	60	TBD
Center for Women in Transition - Emergency Shelter	69	57	70	TBD
Center for Women in Transition - Transitional Housing	not funded	not funded	50	TBD
Center for Women in Transition - Children's Program	199	41	75	TBD
Life Services Systems - Community in Schools* (Parent Outreach Center, Before School / In-School Support Program)	473	375	367	TBD
Evergreen Commons - Case Coordination	173	167	250	TBD
Evergreen Commons - Home maker Services	86	85	400	TBD
Evergreen Commons - Adult Day Care	74	56	240	TBD
OAR Inc. - Outpatient Services	not funded	2,538	2,300	TBD
OAR Inc. - Womens Shelter (Harbor House)	not funded	72	70	TBD
Allegan/Ottawa County Dispute Resolution	1,148	1,214	1,750	TBD
American Red Cross - Community Health/Safety Education	not funded	5,420	not funded	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	not funded	364	1,329	TBD
Child Advocacy Center	337	302	300	TBD
Boys and Girls Club - YES Youth Employment Program	20	33	12	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	51	not funded	not funded	TBD
Community Action House - Super Tuesday Program	403	not funded	not funded	TBD
Community Action House - Homeownership Education Program	29	52	not funded	TBD
Community Action House - Food Pantry	3,008	3,863	3,186	TBD
West Michigan Fair Housing Center	2,381	1,938	2,400	TBD
Golgotha	68	70	not funded	TBD
Heights of Hope - Strengthening Holland Heights of Hope	not funded	60	60	TBD
Good Samaritan Ministries - Faith in Youth Program	609	582	200	TBD
Cornerstone	not funded	not funded	2,000	TBD
Pathways - CASA	not funded	not funded	35	TBD

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOCIAL SERVICES ASSISTANCE  
( A GENERAL FUND ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Funding Requirement - General Operating Revenues	\$ 131,199	\$ 140,845	\$ 137,419	\$ 130,500
<b>TOTAL SOURCES</b>	<b>\$ 131,199</b>	<b>\$ 140,845</b>	<b>\$ 137,419</b>	<b>\$ 130,500</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,349	\$ 386	\$ 1,600	\$ 3,000
* Benefits - To Include NonWorking Wages	1,113	132	755	1,085
* Mandatory Employer Costs	148	24	145	280

Other Current Expenditures -

* Supplies / Maintenance	89	27	25	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	127,500	140,276	134,894	- 0 -

Contingencies	- 0 -	- 0 -	- 0 -	126,135
<b>TOTAL USES</b>	<b>\$ 131,199</b>	<b>\$ 140,845</b>	<b>\$ 137,419</b>	<b>\$ 130,500</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 3,610	\$ 542	\$ 2,500	\$ 4,365
Full-Time Positions	0.05	0.05	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 2011

#### 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 with the City Council designated committee, implement the City's Neighborhood Improvement Strategy. Evaluate current and potential programs in relation to this strategy. (March 2011)
- \* Working with the private and non-profit sectors, access available federal, state, or local resources to address housing foreclosure issues in three (3) areas: prevention, custodial care of property, and re-occupation of foreclosed homes. (On-going)
- \* Work with the Community Neighborhood Services staff to realize the re-development of the old Walgreen's and other vacant commercial properties in the Ourstreet Target Area. (June 2011)
- \* Collaborate in efforts to create a comprehensive marketing strategy for promoting the City of Holland as a great place to live. (On-going)

#### ORGANIZATION

- \* Evaluate expansion of the program to Fairbanks Avenue. (February 2011)
- \* Work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet Target Area, to empower residents to undertake neighborhood projects.
  - Use 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 by June 2011.
  - Organize four (4) neighborhood meetings by June 2011 (i.e. Eco-education, First Aid, Homeland Security, Gangs 101).
  - Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet Target Area by June 2011.
- \* Develop a neighborhood mini-grants program to provide up to five (5) small grants of up to \$400 each to:
  - Support and stimulate resident initiatives that improve the quality of life of residents in

# INTRODUCTION TO DEPARTMENT

## COMMUNITY & NEIGHBORHOOD SERVICES

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### Ourstreet / Neighborhood Liaison

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- neighborhoods; and
- Build neighborhood capacity, opportunity, and leadership, and generate more collaboration among residents. (January 2011)

#### PROMOTION

- \* Advocate for the neighborhood and promote neighborhood programs and resources. Promote neighborhood assets to potential homebuyers and investors.
  - Media projects: Appearances on local radio and television, electronic newsletter: 12 Projects by June 2011.
  - Publish four (4) updated or new brochures by June 2011.
  - Six (6) neighborhood celebrations by June 2011, including National Night Out.
  - Use the Internet to promote the neighborhood to potential homebuyers and to communicate neighborhood events and activities to residents (i.e. R.S.S. feed, online photo albums, electronic message board).
- \* Coordinate the purchase and redevelopment of HUD Good Neighborhood Homes (\$1 Homes) for owner occupied use. Secure CDBG or alternative funding to continue this program. (On-going)

#### DESIGN

- \* Provide information and resources to improve neighborhood commercial areas. (On-going)
  - Facilitate meetings with commercial property owners in the Ourstreet Target Area in collaboration with the Neighborhood Commercial program - Three (3) meetings by June 2011.
- \* Promote Homeownership and Rehabilitation of properties by working collaboratively with local banks and non-profit organizations, and develop internal referral list to assist five (5) homebuyers with down payment assistance and / or rehabilitation of homes purchased in the Ourstreet Target Area. (February 2011)
- \* In collaboration with MSHDA and local banks, explore and evaluate a program to provide low interest loans to target area property owners. (January 2011)
- \* Advocate for the MSHDA and Federal housing programs to develop a policy to assist property owners up to 120% of Area Median Income. (June 2011)
- \* Provide resources and referrals to physically improve residential homes in the Ourstreet Target Areas:
  - Provide supplies, equipment, and assistance for graffiti removal. (On-going)
  - Provide materials rebate for 30 homes in the Ourstreet Target Area. (June 2011)
  - Three (3) design assistance projects. (June 2011)
  - Provide resources to help four (4) property owners in the Ourstreet Target Area to repaint or side their homes. (June 2011)
  - Help one (1) homeowner to convert their two (2) family home to a one-family home. (June 2011)

**INTRODUCTION TO DEPARTMENT**  
**COMMUNITY & NEIGHBORHOOD SERVICES**

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Ourstreet / Neighborhood Liaison

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- Help 20 property owners in the Ourstreet Target Area to find other resources to improve their homes (HOMECOR referrals, MSHDA, His Harvest Stand, Solid Rock Ministries and other community resources). June 2011

**NEIGHBORHOOD STRUCTURING**

- \* Recruit 35 target area residents to participate in self-empowerment classes: (June 2011)
  - Financial Literacy
  - Personal Safety and Crime Prevention
  - Parenting Support
- \* Recruit 15 target area residents to participate in the Neighborhood Leadership Academy 2011.
- \* Assist in the coordination of four (4) landlord meetings in different parts of the City. (June 2011)

**NEIGHBORHOOD IMPACT PROGRAM (NIP)**

Continue the partnership with Macatawa Bank by assisting up to ten (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. (June 2011)

- \* Ourstreet will screen applicants and assist them with project planning, and construction management.
- \* Owners will contribute 25% of the project with their own funds and / or other grants where necessary.

**NEIGHBORHOOD STABILIZATION PROGRAM**

Continue to work with established non-profit partners to complete renovations of three (3) to five (5) foreclosed / vacant properties in the Midtown Target Area, including completion of all required MSHDA and NSP grant administration requirements. Assist potential buyers with securing NSP or other financing to purchase these homes. Assist non-profit partners identifying and redeveloping up to three (3) additional properties with the proceeds from the sale of the first properties. (May 2011)

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b><u>ORGANIZATION</u></b>				
Neighborhood Blocks Organized (Cumulative)	85	90	96	101
New Blocks Organized (Cumulative)	15	1	5	5
Neighborhood Representatives (formerly Block Captains)	120	116	101	110
Neighborhood Meetings	4	3	6	4
Neighborhood Celebrations (including NNO)	6	2	6	4
Graffiti Complaints	95	146	150	170
Neighborhood Leadership Academy participants	15	15	15	15
Landlord Meetings	N/A	N/A	4	4
<b><u>PROMOTION</u></b>				
Media Projects	3	2	12	12
Brochures	4	1	5	4
<b><u>DESIGN</u></b>				
Design Assistance				
Ourstreet Target Area	1	3	1	3
Commercial Planning Projects				
Meeting with Neighborhood Businesses	4	3	1	2
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	6	4	6	10
Paint Siding Blitz				
Ourstreet Target Area	12	10	6	4
Materials Rebate				
Ourstreet Target Area	35	48	45	30
Conversion Program				
Ourstreet Target Area	1	0	1	2
<b><u>NEIGHBORHOOD STRUCTURING</u></b>				
Community Empowerment Participants (formerly Super Wednesday)	60	25	30	35
Building Permits				
Ourstreet Target Area	121	134	150	160
Private Investment				
Ourstreet Target Area	\$679,234	\$846,677	\$900,000	\$1,000,000

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**OUR STREET / NEIGHBORHOOD LIAISON PROGRAM  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	25,000
Funding Requirement - General Operating Revenues	187,471	202,079	204,358	180,685
<b>TOTAL SOURCES</b>	<b>\$ 187,471</b>	<b>\$ 202,079</b>	<b>\$ 204,358</b>	<b>\$ 205,685</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 96,935	\$ 105,424	\$ 109,900	\$ 114,000
* Benefits - To Include NonWorking Wages	51,554	55,065	51,600	54,300
* Mandatory Employer Costs	9,061	10,389	11,000	11,300

Other Current Expenditures -

* Supplies / Maintenance	2,864	3,333	4,374	3,700
* Contractual	1,659	1,557	2,300	2,600
* Other	25,398	26,311	25,184	19,785

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 187,471</b>	<b>\$ 202,079</b>	<b>\$ 204,358</b>	<b>\$ 205,685</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 157,550	\$ 170,878	\$ 172,500	\$ 179,600
Full-Time Positions	2.05	2.05	2.05	2.05
Part-Time Positions @ F.T.E.	0.05	0.60	0.60	0.60

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

#### ACTION PLAN FOR FISCAL YEAR 2011

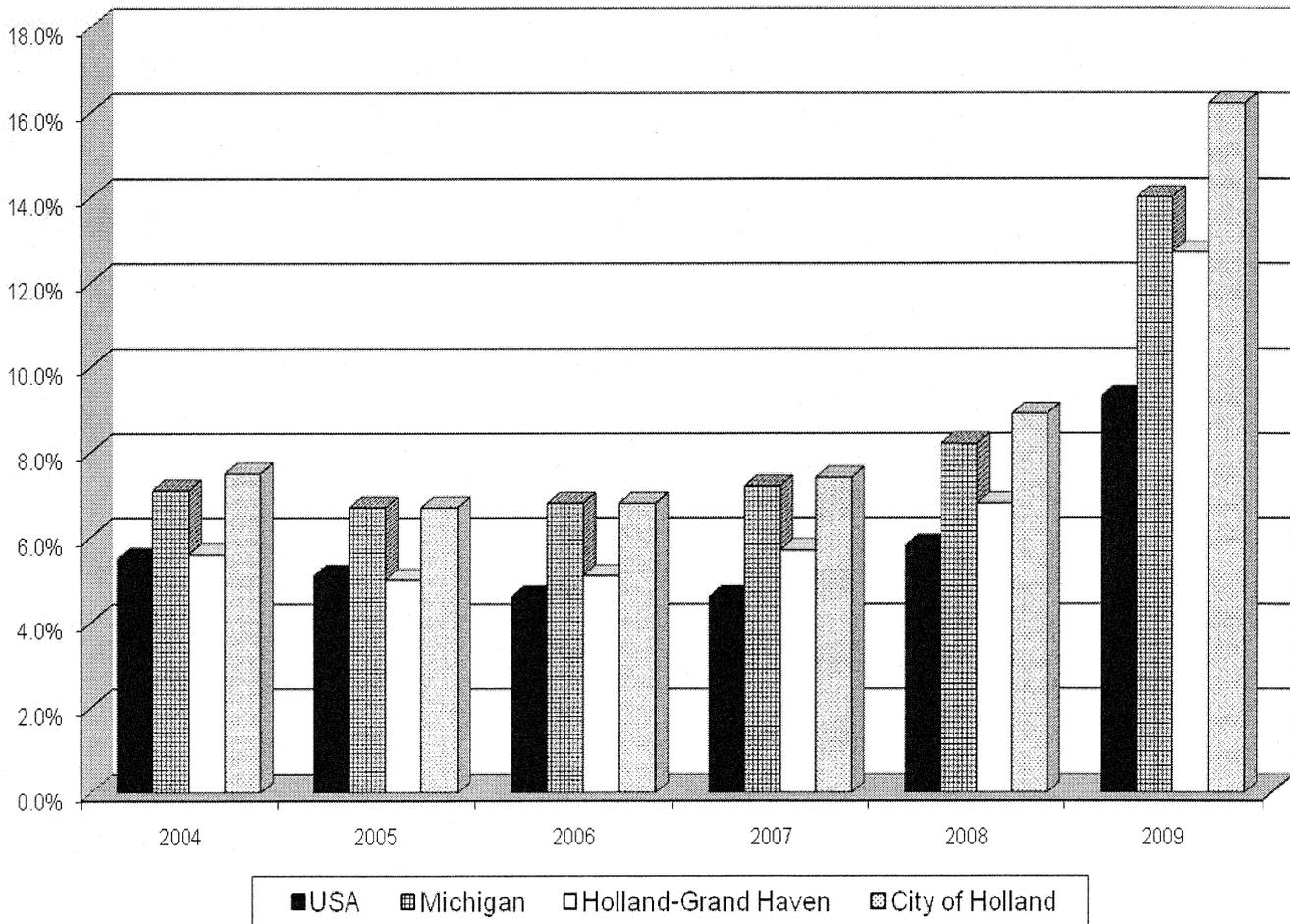
- \* To work with the two (2) lithium-ion battery projects to ensure that the projects proceed on schedule. (June 2010)
- \* To collaborate with Lakeshore Advantage and others to position the Holland / Zeeland area as the energy technology center of the region. (Ongoing)
- \* To partner with Lakeshore Advantage to ensure that the community fully benefits from having potentially two (2) large lithium-ion battery companies within two (2) miles of each other. (Ongoing)
- \* To develop a strategy for enabling Hybrid Electric Vehicles and Plug-In Hybrid Vehicles to become vehicles of choice and establishing Holland as a model for the use of such vehicles. (June 2011)
- \* To regularly evaluate City procedures / requirements that might impact economic development in order to improve the response to needs. (Ongoing)
- \* To work with property owners to develop plans and strategies for improving at least one of the three (3) or four (4) struggling commercial centers in the City. (September 2010)
- \* To work with property owners and tenants in the neighborhood commercial areas to make improvements according to plans in place for these areas. (Ongoing)
- \* To implement the next phase of the City marketing strategy as defined by the City Marketing Committee and City Council. (September 2010)
- \* To assist developers with the formation of Brownfield Redevelopment projects and the Brownfield Redevelopment Authority Board in the review of potential redevelopment projects. (Ongoing)

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Brownfield Projects Adopted / Amended	2	3	7	5
Brownfield Projects Actively Capturing Tax Dollars	12	12	11	11
Tax Abatement Projects	13	9	10	15
Neighborhood Enterprise Zones Created	1	1	1	1

### Unemployment Rates



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**ECONOMIC DEVELOPMENT ASSISTANCE  
( A GENERAL FUND ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,150	\$ - 0 -	\$ 7,000	\$ 48,980
Transfers In	3,301	25,922	6,288	1,334
Funding Requirement - General Operating Revenues	133,753	116,764	142,184	126,186
<b>TOTAL SOURCES</b>	<b>\$ 138,204</b>	<b>\$ 142,686</b>	<b>\$ 155,472</b>	<b>\$ 176,500</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 38,532	\$ 33,859	\$ 33,300	\$ 59,800
* Benefits - To Include NonWorking Wages	20,470	18,352	17,970	29,850
* Mandatory Employer Costs	3,430	3,296	3,250	5,650

Other Current Expenditures -

* Contractual	9,676	29,678	48,000	30,000
* Other	63,096	56,501	52,952	51,200

Transfers Out	3,000	1,000	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 138,204</b>	<b>\$ 142,686</b>	<b>\$ 155,472</b>	<b>\$ 176,500</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 62,432	\$ 55,507	\$ 54,520	\$ 95,300
Full-Time Positions	0.50	0.44	0.44	0.90
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

### DEPARTMENT MISSION STATEMENT

The Human Relations Department serves to protect the equal rights and equal opportunities of all citizens by preventing discrimination in housing, education, employment, and public services by conducting activities that promote social justice and cultural understanding and improve relationships among all the citizens of the City of Holland.

### ACTION PLAN FOR FISCAL YEAR 2011

#### HOUSING

- \* To issue the Human Relations Commission (HRC) Social Justice Award in housing. (Jan. 2011)
- \* To sponsor a Housing Workshop Series to promote home ownership, energy efficiency, foreclosure prevention, housing code compliance and fair housing. (March 2011)
- \* To continue to work with the Fair Housing Center of West Michigan to provide fair housing testing on a complaint basis. (June 2011)
- \* To review the Fair Housing Ordinance and make recommendations for improvement. (June 2011)

#### EMPLOYMENT

- \* To conduct a community-wide forum on employment issues and civil rights. (September 2010)
- \* To issue the HRC Social Justice Award in employment. (January 2011)
- \* To implement the City Career Pathways Program for youth. (June 2011)

#### EDUCATION

- \* To continue to work with the HRC Community Network for Education to address local education issues in the community. (December 2010)
- \* To issue the HRC Social Justice Award in education. (January 2011)
- \* To monitor the educational progress of students enrolled in the City Career Pathways Program and provide support for their educational success. (June 2011)
- \* To review the New Tech and Van Raalte Tech High Schools' recruitment policies and practices for equal opportunity access for all students. (September 2010)

<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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Human Relations Commission

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**GOVERNMENT / COMMUNITY RELATIONS**

- \* To train staff and HRC volunteers to use the MAC Media equipment and produce a video presentation about HRC services. (October 2010)
- \* To work with Latin Americans United for Progress to implement a program to recruit minorities for City Boards and Commissions and increase minority civic participation. (November 2010)
- \* To continue the HRC Multicultural Network to enhance communication and support for multicultural services and programs in the community. (December 2010)
- \* To issue the HRC Social Justice Award in government/community relations. (January 2011)
- \* To continue to co-sponsor the African-American Juneteenth Celebration, the Native American Pow Wow, the Multicultural Freedom Celebration and the Summit on Racism. (June 2011)

**YOUTH SERVICES**

- \* To conduct a HYAC camping trip for team building and new member orientation. (July 2010)
- \* To continue to raise funds and host family movie nights at a local City park. (August 2010)
- \* To nominate a youth for the HRC Social Justice Award. (January 2011)
- \* To hold a follow-up summit to the Teen Summit held in March 2008. (March 2011)
- \* To participate in the Michigan Municipal League's Legislative Youth Conference. (March 2011)
- \* To conduct Peer Refusal Training and presentations for middle school students. (April 2011)
- \* To create a communication exchange with youth in Queretaro via web-chat. (June 2011)
- \* To advocate for a support program for young entrepreneurs. (June 2011)
- \* To continue to support the construction of an ice skating rink. (June 2011)
- \* To work with the Homeless Youth Task Force and the Ottawa Area Housing Coalition to build a center for homeless youth in the Holland area. (June 2011)
- \* To promote a diversity and racism training program for youth. (June 2011)

## PROGRAM MEASUREMENTS

### - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Total Complaints and Request for Information	1,112	1,514	1,536	1,563
Total Requests for Information and Assistance	1,083	1,466	1,485	1,507
By Service Area:				
Education	40	55	55	60
Employment	103	132	135	137
Housing	504	682	690	695
Government/Community:				
Consumer	150	179	180	185
Public Services	286	412	418	423
Welfare Eligibility	0	6	7	7
HRC Complaints	29	48	51	56
By Service Area:				
Education	2	0	1	2
Employment	11	9	9	10
Housing	9	23	24	25
Government/Community:				
Consumer	2	2	2	3
Public Services	4	14	15	16
Teen Court	9	9	14	15

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**HUMAN RELATIONS COMMISSION  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,311	\$ 640	\$ 150	\$ 100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	144,772	156,425	161,735	164,800
<b>TOTAL SOURCES</b>	<b>\$ 146,083</b>	<b>\$ 157,065</b>	<b>\$ 161,885</b>	<b>\$ 164,900</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 85,050	\$ 90,510	\$ 95,100	\$ 98,600
* Benefits - To Include NonWorking Wages	39,351	42,244	40,700	41,700
* Mandatory Employer Costs	7,595	7,569	8,500	9,100
Other Current Expenditures -				
* Supplies / Maintenance	1,982	1,892	2,085	2,100
* Contractual	126	474	500	500
* Other	11,979	14,376	15,000	12,900
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 146,083</b>	<b>\$ 157,065</b>	<b>\$ 161,885</b>	<b>\$ 164,900</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 131,996	\$ 140,323	\$ 144,300	\$ 149,400
Full-Time Positions	1.75	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.

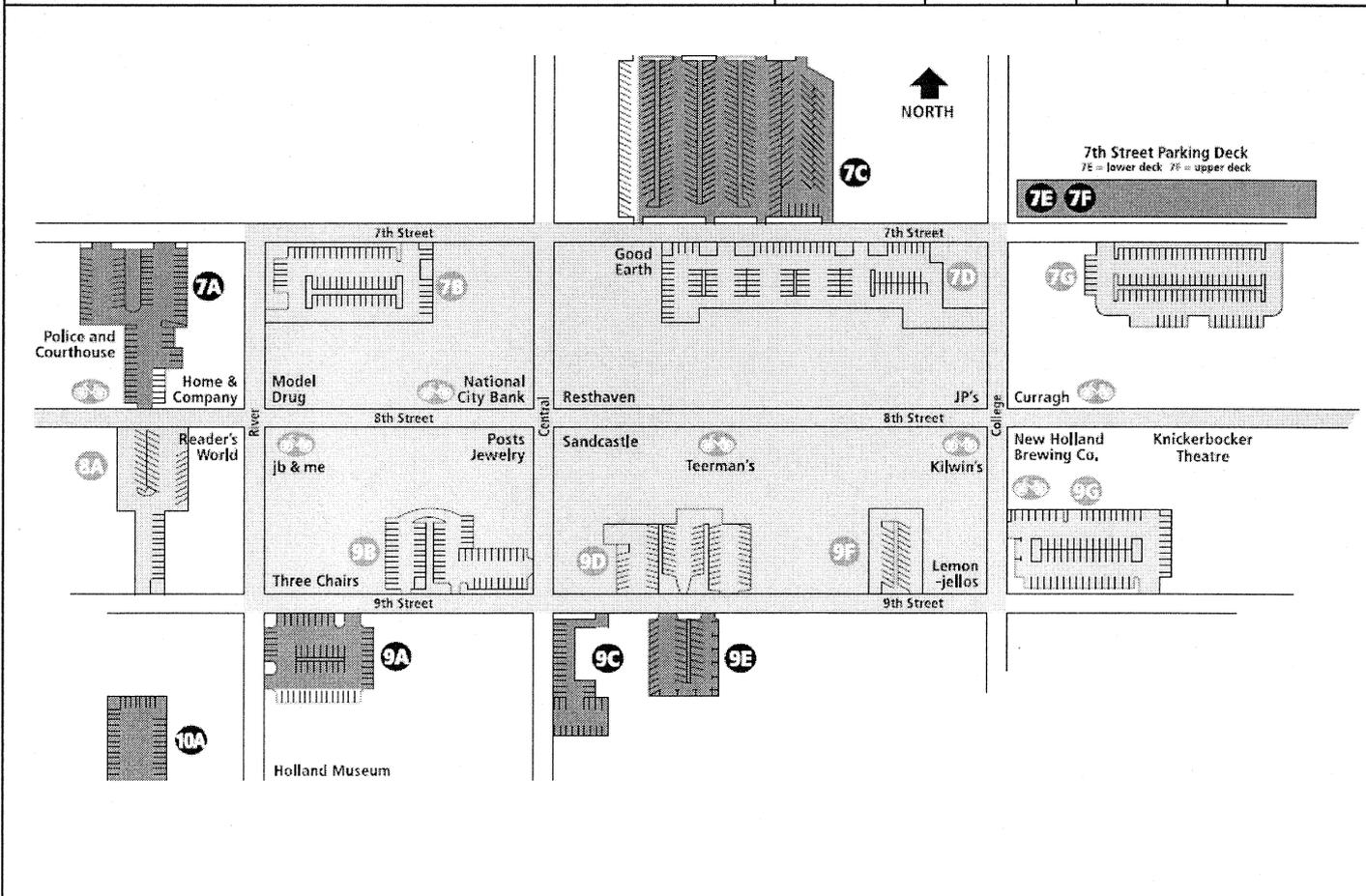
#### ACTION PLAN FOR FISCAL YEAR 2011

- \* Continue to focus on Downtown Parking Strategic Plan (DPSP) education programs:
  - Ensure that business owners and employees park in appropriate locations and are familiar with parking policies. Work with the Downtown Parking Board and Principal Shopping District (PSD) on developing a campaign through publications and meetings to inform, educate, and influence behavior. (On-going with fall 2010 emphasis)
  - Through the overnight parking brochure and application process, ensure residential parkers understand overnight lot designations and permit requirements. (summer 2010)
  - Continue "Park Yourself in Downtown" ad campaign. (Fall / Winter 2010)
  
- \* With the Downtown Parking Board, address management recommendations per the DPSP:
  - Continue to analyze overnight parking fees. (Summer 2010)
  - Promote downtown bike rack use, appropriate downtown bicycling, and MAX bus stops through the revamped parking brochure. (Summer 2010)
  
- \* Continue to work with the part-time Downtown Parking Officer to monitor and address issues with overnight parking (ticketing and warnings), lot conditions (vandalism issues and repair work), and general aspects of downtown's parking and traffic systems (i.e. illegal biking, skateboarding). (On-going)
  
- \* Work with the City administering and evaluating maintenance and operations, funding, and use of the 7<sup>th</sup> Street Parking Deck. (Spring / Summer 2010, and on-going)
  
- \* Develop revenue generating opportunities through use of the Deck in order to support the maintenance of this structure. (Summer / Fall 2010)
  
- \* Analyze trash survey results, determine appropriate trash enhancements, and implement these enhancements. (Spring to Summer 2010)
  
- \* Evaluate the potential for reducing expenses by contracting snow removal in Downtown parking lots.

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Parking Permits Issued				
Number	203	200	180	180
Revenue	\$5,849	\$2,800	\$9,000	\$9,500
Public Off- Street Parking Supply Downtown				
Lots	14	14	15	15
Spaces	993	993	1,227	1,227
* FY10 - Addition of 7th Street Parking Deck and public spaces for day and/or nighttime use.				
* FY10 - Overnight Permit fees raised				
* FY10 Lot 7G added.				



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN PUBLIC PARKING FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 133,900	\$ 160,476	\$ 165,561	\$ 171,000
Charges for Services	9,699	16,253	17,100	17,350
Interest & Rents	1,498	838	2,010	2,100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 145,097</b>	<b>\$ 177,567</b>	<b>\$ 184,671</b>	<b>\$ 190,450</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 61,820	\$ 58,619	\$ 46,226	\$ 54,200
* Benefits - To Include NonWorking Wages	5,997	6,402	5,102	4,650
* Mandatory Employer Costs	5,171	5,103	4,725	5,550
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	50,512	45,615	38,300	46,150
* Contractual	3,808	4,514	5,400	5,500
* Other	30,880	32,330	46,670	49,475
Capital Outlay	- 0 -	- 0 -	3,800	- 0 -
<b>Debt Service Payments -</b>				
* Interest & Fee Payments	529	364	163	200
Transfers Out	8,862	9,112	9,262	9,562
Contingencies	- 0 -	- 0 -	- 0 -	1,500
<b>TOTAL USES</b>	<b>\$ 167,579</b>	<b>\$ 162,059</b>	<b>\$ 159,648</b>	<b>\$ 176,787</b>

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (22,482)	\$ 15,508	\$ 25,023	\$ 13,663
<b>ENDING BALANCE -</b>				
Designated / Reserved (Deck O&M)	\$ - 0 -	\$ - 0 -	\$ 5,000	\$ 10,000
Undesignated / Unreserved	30,527	46,035	66,058	74,721
<b>TOTAL FUND EQUITY</b>	<b>\$ 30,527</b>	<b>\$ 46,035</b>	<b>\$ 71,058</b>	<b>\$ 84,721</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 72,988	\$ 70,124	\$ 56,053	\$ 64,400
Full-Time Positions	0.30	0.30	0.20	0.20
Part-Time Positions @ F.T.E.	0.55	0.65	0.50	0.50

NOTE: The time of some positions listed under Gen. Fund - Street O&M Dept 'Staffing' is charged, in part, to this fund for 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 2011

- \* 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. The Board will reexamine the 2008 Retreat initiatives, staff, and organizational priorities in the context of current budget conditions and reanalyzed roles and needs for the Board and staff. (Fall 2010)
- \* To continue to examine and refine, if necessary, the organization and roles of DDA, including collaboration and coordination with the Principal Shopping District (PSD). (Summer 2010)
- \* To continue to follow-up with the eight (8) participating entities on the Tourism Initiative. Work with the group on analyzing the purpose of the group and participate in determining its future, particularly in light of tourism's role in current economic conditions. (Fall 2010).
- \* To continue to monitor, revise and market Downtown's no-cost design assistance and low-interest loan programs: four (4) design assistance projects and one (1) loan project are expected for fiscal year 2011.
- \* To pursue Design Review Board issues:
  - a) With the Kiosk Task Force, analyze expanding the pedestrian signage system and adding any new downtown directories. (Spring 2011)
  - b) Continue work with the Streetscape Initiative Group on design element alterations such as sidewalk café additions and related hardscape revisions. (On-going)
  - c) Add DRB representation to other committees/task forces as needed for design-related input. (On-going)
- \* To continue working with the Streetscape Initiative Group to address hardscape and amenity issues, including the 8<sup>th</sup> & College Avenue corners; also update the Standards Manual to include policy standards. (Fall 2010)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Building Improvement Expenditures	\$4.1 M	\$2 M	\$3 M	\$3 M
New New Downtown Businesses Recruited	0	3	5	4
Number of Designs Prepared (Design Assistance)	4	3	4	4
Number of Loan Program Projects	0	1	1	1
Street Performer Permits	86	108	100	110
Number of businesses Downtown	N/A	N/A	N/A	195
Square Footage Total *	N/A	N/A	N/A	1,284,918
Square Footage Use:				
Office	N/A	N/A	N/A	581,289
Retail	N/A	N/A	N/A	429,534
Hotel	N/A	N/A	N/A	112,522
Residential	N/A	N/A	N/A	86,007
Vacant / Storage / Other	N/A	N/A	N/A	75,566
Amenities:				
Benches	N/A	N/A	24	24
Trash Cans	N/A	N/A	51	51
Trees total in tree management district	N/A	N/A	205	208
Trees replaced	N/A	N/A	8	TBD
Trees not replaced	N/A	N/A	2	TBD
* FY11 square footage totals reflect parking assessment district. Future fiscal year totals will reflect a revised district based on the C-3 boundary.				

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN DEVELOPMENT AUTHORITY FUND  
( A COMPONENT UNIT FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 178,229	\$ 193,192	\$ 197,278	\$ 187,301
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	1,120	1,160	1,000	1,000
Interest & Rents	12,764	8,977	5,280	4,760
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	5,000	5,000	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 197,113</b>	<b>\$ 208,329</b>	<b>\$ 203,558</b>	<b>\$ 193,061</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 63,080	\$ 66,961	\$ 77,900	\$ 78,700
* Benefits - Includes NonWorking Wages	22,298	20,513	23,230	22,100
* Mandatory Employer Costs	6,076	6,330	7,600	8,000
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	42,575	25,651	38,494	38,200
* Contractual	25,096	26,937	22,700	18,200
* Other	32,317	30,785	46,775	41,000
Capital Outlay	500	7,689	29,406	10,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 191,942</b>	<b>\$ 184,866</b>	<b>\$ 246,105</b>	<b>\$ 216,200</b>
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ 5,171</b>	<b>\$ 23,463</b>	<b>\$ (42,547)</b>	<b>\$ (23,139)</b>
<b>ENDING FUND EQUITY -</b>				
Designated / Reserved	\$ 10,000	\$ 10,000	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	152,998	176,461	143,914	120,775
<b>TOTAL FUND EQUITY</b>	<b>\$ 162,998</b>	<b>\$ 186,461</b>	<b>\$ 143,914</b>	<b>\$ 120,775</b>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 91,454	\$ 93,804	\$ 108,730	\$ 108,800
Full-Time Positions	1.00	1.00	1.10	1.10
Part-Time Positions @ F.T.E.	0.15	0.25	0.40	0.40

# 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 FISCAL YEAR 2011

- \* To continue with an effective marketing plan that encompasses creative, cost effective and new advertising means to reach target markets.
  - Continue to improve and expand media relations; (On-going)
  - Create two (2) additional websites that function as needed for GrooveWalk (September 2010) and Ice Sculpting Competition. (November 2010)
  
- \* To create marketing collateral pieces that 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 2010 and May 2011)
  - Produce Downtown tear-off maps with map on front and store listings on reverse; (On-going)
  - Produce monthly Downtown Live publication; (On-going)
  - Produce annual coupon booklet in coordination with the Holland Sentinel and Holland Area Convention and Visitors Bureau (CVB) targeted towards group visitors; (December 2010)
  - Produce various brochures, publications, social media and newsletters that support individual events; (On-going)
  - Produce holiday insert in Holland Sentinel and Grand Rapids Press promoting all Downtown events in November and December. (November 2010)
  
- \* To 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 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 through co-operative advertising; (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)

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

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**Principal Shopping District Fund**

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- \* To foster vibrancy and excitement in Downtown Holland thorough continuation of PSD organized special events and promotions.
- \* To work with the PSD and DDA Boards and the private sector to continue to expand upon business recruitment and retention. (On-going)
- \* To continue to work with the Holland Area Chamber of Commerce in a partnership specifically designed for Downtown Holland businesses including seminars, workshops, programming. (On-going)
- \* To continue to educate staff on the best and most effective ways to serve the membership, community and entire southwest Michigan area through various workshops, seminars, conferences and programs. (On-going)
- \* To continue to raise additional funding and resources to enhance all programming through corporate sponsorships, grants and event income. (On-going)
- \* To continue to measure all aspects of the action plan and diligently record and report these impacts and results to the board and membership. (On-going)

# PROGRAM MEASUREMENTS

## COMMUNITY & NEIGHBORHOOD SERVICES GROUP-PRINCIPAL SHOPPING DISTRICT FUND

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Associate Membership	2	2	2	1
Corporate Sponsorship	16	16	8	8
<u>Marketing &amp; Promotion Initiatives</u>				
Weekly Radio Show	1	0	0	0
Review and Revamp KIOSK Usage	0	0	1	0
Produce Media Kit	1	0	1	1
Produce Sponsorship Kit	1	0	1	1
Produce Associate Member Kit	1	0	1	1
Employee/ Resident Appreciation Program	1	0	0	0
Downtown Merchant Maps	3	5	4	4
Calendar of Events	2	2	2	3
Restaurant Guide	1	1	0	0
Downtown Rack Card/Brochure	0	1	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	1	1	1	2
8th Street Market Place Marketing Partnerships	1	1	1	1
Downtown Live Publication	12	12	9	2
<u>Number of Events held &amp; assisted</u>				
	18	18	18	16
Sidewalk Sales				
Summer Concert Series				
"Be A Tourist"				
Hope Freshman Orientation				
Merchant Holiday Open House				
Parade of Lights				
Wedding Walk				
Gallery Walk Series				
VJ Day Celebration				
Live Mannequins				
St. Patrick's Day Celebration				
Groove Walk				
Wednesday Performance Series				
<u>Advocacy and Unity</u>				
PSD/Chamber Partnership Program	1	1	1	1
Collaborate with other entities	1	1	1	1
D-Coffee / Mixes	11	6	6	6
E - Newsletters	25	ongoing	ongoing	ongoing
Full Membership Meetings	2	2	2	2

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Taxes & Special Assessments	\$ 146,176	\$ 177,000	\$ 184,865	\$ 184,900
Charges for Services	9,863	66,292	83,816	87,600
Interest & Rents	2,794	3,040	2,225	2,400
Other	54,702	42,127	31,836	36,100
<b>TOTAL SOURCES</b>	<b>\$ 213,535</b>	<b>\$ 288,459</b>	<b>\$ 302,742</b>	<b>\$ 311,000</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 66,281	\$ 88,773	\$ 87,100	\$ 95,300
* Benefits - To Include NonWorking Wages	14,023	13,346	14,100	26,200
* Mandatory Employer Costs	5,734	7,392	7,800	8,700

**Other Current Expenditures -**

* Supplies / Maintenance	9,339	13,505	13,300	10,800
* Contractual	21,218	14,970	13,465	12,900
* Other	50,956	110,011	141,559	151,100
Capital Outlay	2,848	- 0 -	7,596	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	7,300
<b>TOTAL USES</b>	<b>\$ 170,399</b>	<b>\$ 247,997</b>	<b>\$ 284,920</b>	<b>\$ 312,300</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 43,136</b>	<b>\$ 40,462</b>	<b>\$ 17,822</b>	<b>\$ (1,300)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	85,065	125,527	143,349	142,049
<b>TOTAL FUND EQUITY</b>	<b>\$ 85,065</b>	<b>\$ 125,527</b>	<b>\$ 143,349</b>	<b>\$ 142,049</b>

**- - STAFFING - -**

<b>Personnel Services Total Amount</b>	<b>\$ 86,038</b>	<b>\$ 109,511</b>	<b>\$ 109,000</b>	<b>\$ 130,200</b>
Full-Time Positions	0.85	0.90	0.90	1.90
Part-Time Positions @ F.T.E.	0.70	1.15	1.20	0.45

**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 2011**

- \* To identify and process structures as dangerous structures (nine structures anticipated) as necessary due to non-compliance with building codes. (On-going)
- \* To encourage resolution without City intervention of all nine of these dangerous structures. (On-going)
- \* To proceed with repair or demolition for those structures that could not be resolved with intervention. (On-going)

**PROGRAM MEASUREMENTS**

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Dangerous Structures Public Hearings	1	0	3	5
Number of Housing Board of Appeals Public Hearings	1	0	3	5
Number Repaired by the Owner	0	0	0	1
Number Repaired by the City	1	0	2	4
City Cost of Repairs/Demolition	\$5,322	\$0	\$25,000	\$50,000
Number of Vacant Properties	0	0	3	5
Number of Occupied Properties	1	0	0	0
Non-Rental Properties	1	0	0	0
Rental Properties	0	0	0	0
Legal Action for Eviction of Occupants	0	0	0	0
Residential	1	0	3	5
Commercial	0	0	0	0

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**DANGEROUS STRUCTURES FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 19,730	\$ - 0 -	\$ 29,388	\$ 55,550
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	1,500	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 19,730</b>	<b>\$ 1,500</b>	<b>\$ 29,388</b>	<b>\$ 55,550</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 143	\$ 42	\$ 288	\$ 450
* Contractual	790	- 0 -	4,100	5,100
* Other	18,961	- 0 -	25,000	50,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 19,894</b>	<b>\$ 42</b>	<b>\$ 29,388</b>	<b>\$ 55,550</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (164)	\$ 1,458	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	771	2,229	2,229	2,229
<b>TOTAL FUND EQUITY</b>	<b>\$ 771</b>	<b>\$ 2,229</b>	<b>\$ 2,229</b>	<b>\$ 2,229</b>

**- - STAFFING - -**

Positions: Not Applicable

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

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**Brownfield Redevelopment Authority Fund**

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**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.

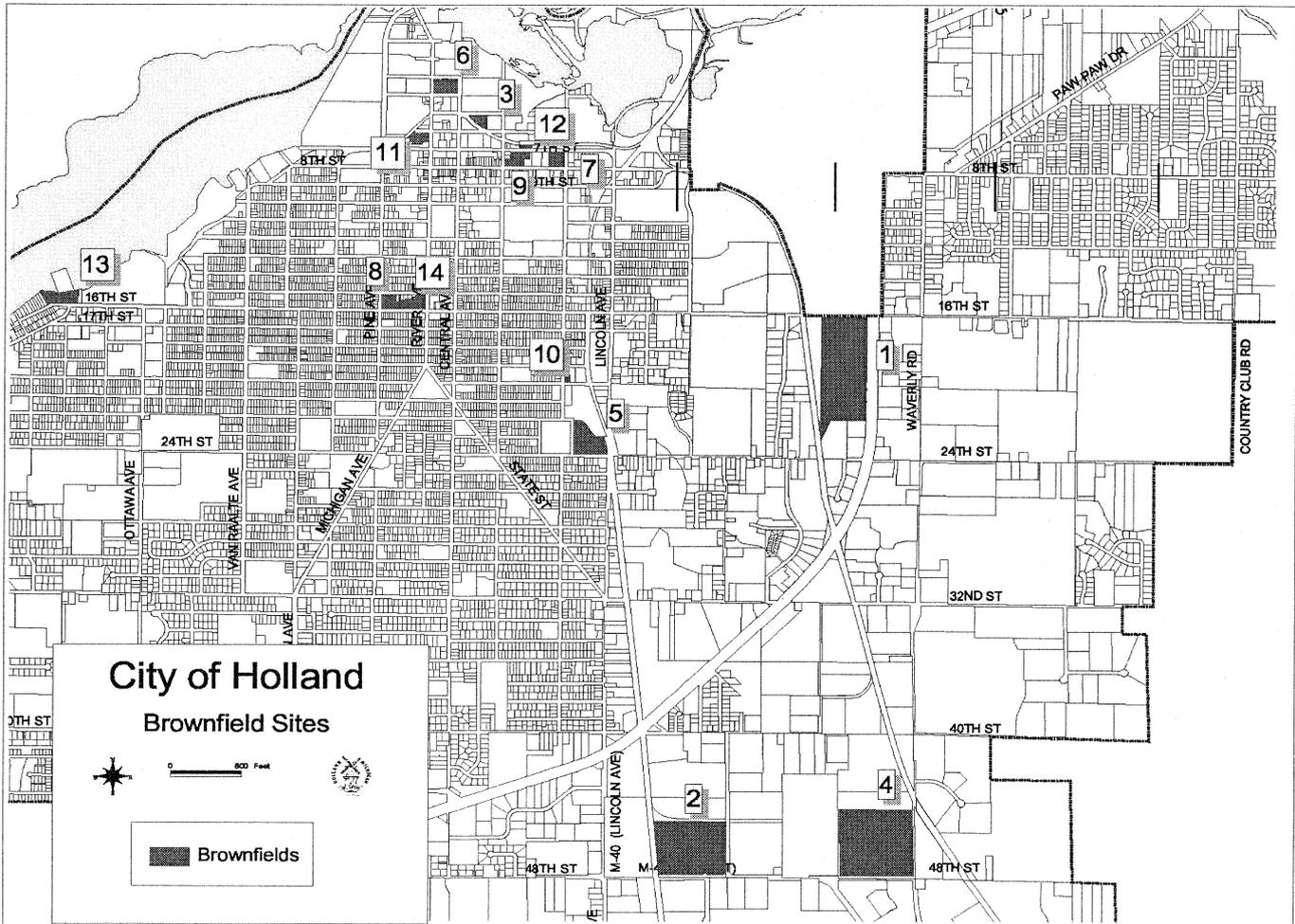
**ACTION PLAN FOR FISCAL YEAR 2011**

- \* To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.
- \* To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.

# PROGRAM MEASUREMENTS

## - - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - BROWNFIELDS - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Number of Active Projects (Capturing Taxes)	9	11	11	11
Number of Active Projects (Not Capturing Taxes)	3	2	0	0
Total number of Active Projects	12	13	11	11
Taxable Valuation Capture (IFT at Equivalency)	\$13,268,574	\$24,270,924	\$24,072,793	\$21,599,643



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
( A COMPONENT UNIT FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 425,635	\$ 768,756	\$ 886,029	\$ 796,525
Interest & Rents	12,664	13,331	4,759	- 0 -
Transfers In	3,000	1,313	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 441,299</u>	<u>\$ 783,400</u>	<u>\$ 890,788</u>	<u>\$ 796,525</u>
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	1,000	- 0 -	- 0 -
* Other	385,034	560,557	618,680	585,860
Transfers Out	- 0 -	375,204	245,690	227,212
TOTAL USES	<u>\$ 385,034</u>	<u>\$ 936,761</u>	<u>\$ 864,370</u>	<u>\$ 813,072</u>
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 56,265	\$ (153,361)	\$ 26,418	\$ (16,547)
ENDING FUND EQUITY -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	165,101	11,740	38,158	21,611
TOTAL FUND EQUITY	<u>\$ 165,101</u>	<u>\$ 11,740</u>	<u>\$ 38,158</u>	<u>\$ 21,611</u>

**- - STAFFING - -**

Positions: Not Applicable

**INTRODUCTION TO DEPARTMENT  
COMMUNITY & NEIGHBORHOOD SERVICES**

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**MSHDA-HOME/NSP (AND NIP) GRANT FUND**

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**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 2011**

**NEIGHBORHOOD IMPACT PROGRAM (NIP)** - Continue the partnership with Macatawa Bank by assisting up to ten (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. (June 2011)

- \* Ourstreet will screen applicants and assist them with project planning, and construction management.
- \* Owners will contribute 25% of the project with their own funds and / or other grants where necessary

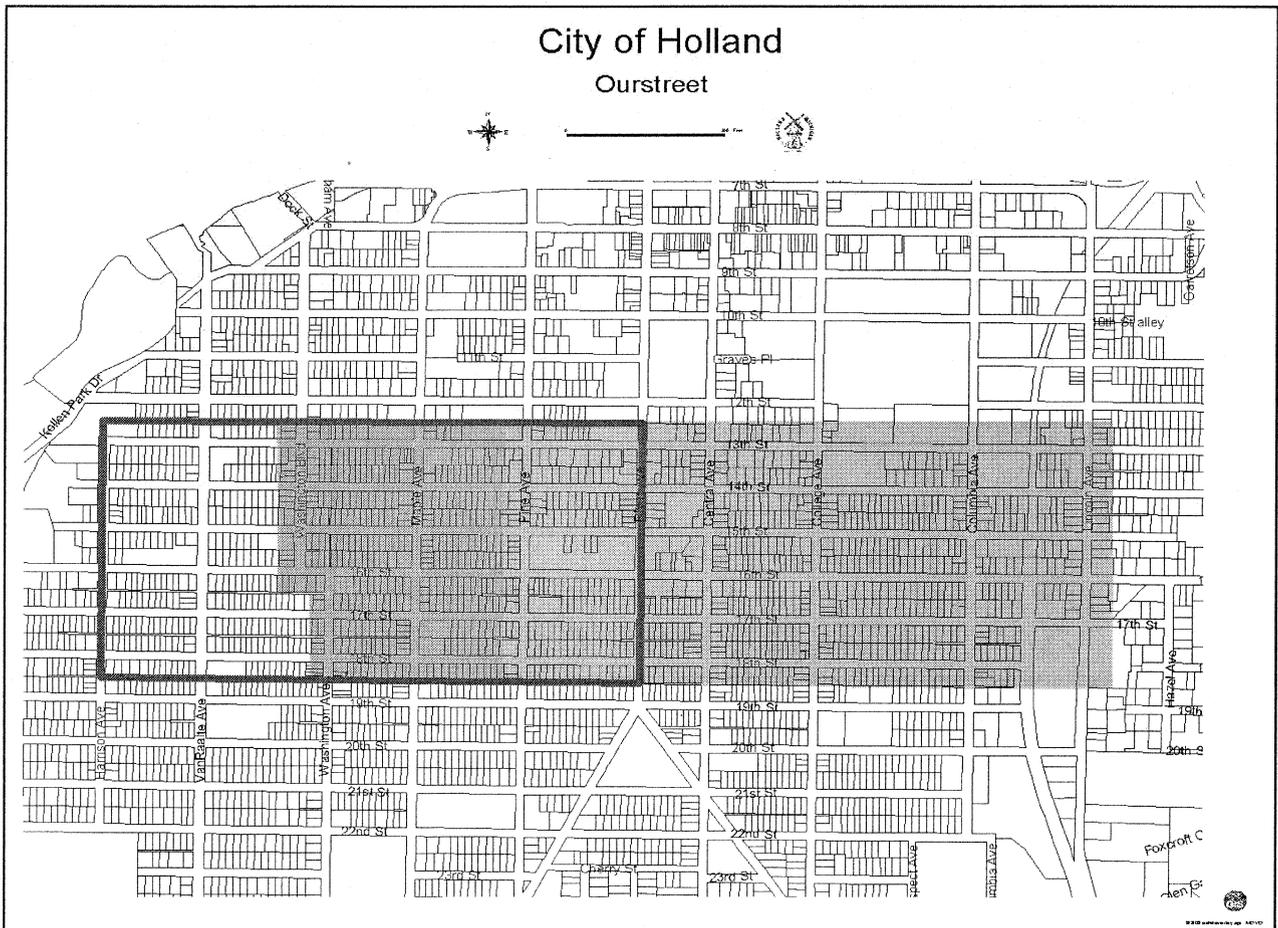
**MSHDA NEIGHBORHOOD STABILIZATION PROGRAM** - Work with established non-profit partners to complete renovations, and resale or demolition of three (3) to five (5) foreclosed / vacant properties in the Midtown Target Area, including completion of all required MSHDA and NSP grant administration requirements. Assist potential buyers with securing NSP or other financing to purchase these homes. Assist non-profit partners identifying and redeveloping up to three (3) additional properties with the proceeds from the sale of the first properties.

# PROGRAM MEASUREMENTS

## - - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - GRANT FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
MSHDA Grant Home Purchase Projects	2	1	4	0
Neighborhood Impact Program (NIP Grant) Projects	5	4	12	10

The Ourstreet District is bordered by 13th Street on the North, 19th Street on the South, Harrison Avenue on the West, and Lincoln Avenue on the East.



**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**MSHDA - HOME/NSP (AND NIP) GRANT FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 5,622	\$ 65,618	\$ 205,670	\$ 300,000
Other	5,247	1,544	15,018	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 10,869</b>	<b>\$ 67,162</b>	<b>\$ 220,688</b>	<b>\$ 300,000</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 5,137	\$ 1,015	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	(70)	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	(54)	79	- 0 -	- 0 -

**Other Current Expenditures -**

* Contractual	5,856	66,068	182,760	312,928
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	25,000
<b>TOTAL USES</b>	<b>\$ 10,869</b>	<b>\$ 67,162</b>	<b>\$ 182,760</b>	<b>\$ 337,928</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ 37,928	\$ (37,928)
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ 37,928	\$ - 0 -

**- - STAFFING - -**

Personnel Services Total Amount	\$ 5,013	\$ 1,094	\$ - 0 -	\$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**ADDITIONAL INFORMATION:**

The figures presented above are provided as estimates of the grant fund summary during the City's FY-2010 and FY-2011.

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 12/31/09 in the multi-year amount of \$150,000. Developer Fees of \$22,910 are also expected.

The current MSHDA - NSP (Mich State Housing Development Authority - Neighborhood Stabilization Program) funding Grant funding period is 07/01/09 to 06/30/10 in the multi-year amount of \$404,000 (extension is anticipated).

A FHLBI-NIP Grant (through Macatawa Bank) in the amount of \$60,000 which began in October 2004 is also included above.

# INTRODUCTION TO DEPARTMENT

## COMMUNITY AND NEIGHBORHOOD SERVICES

---

Community Development Block Grant (CDBG) Program - 27<sup>th</sup> Entitlement Year

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### FUND MISSION STATEMENT

To provide safe, affordable housing; address unmet social service and community needs in order 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 2011

- \* To prepare and administer sub-recipient agreements with agencies and organizations for programs, services and activities selected for FY 2011 Community Development Block Grant (CDBG) funding. Complete agreements by August 2010 with on-going administration.
- \* To 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 2011)
- \* To work with City Council to prioritize the Consolidated Plan Strategy for FY 2012. (February 2011)
- \* To 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 2011. (May 2011)
- \* To assist City Council by providing information about the accomplishments of the CDBG program to inform congressional representatives during federal budget debates expected throughout 2011.

#### 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 - 27<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 - 27th Entitlement Year - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b><u>Housing Mission</u></b>				
<b>Homeownership</b>				
Lakeshore Habitat for Humanity	2	1	1	TBD
\$1 HUD Home Acquisition	not funded	1	5	TBD
<b>Housing Conditions</b>				
City of Holland - Com. Dev. Owner Home Repair Program	80	88	107	TBD
Resthaven Maplewood Facility	not funded	1	1	TBD
Holland ALANO	not funded	1	not funded	TBD
<b>Housing Accessibility</b>				
Disability Network - Project Ramp	1	1	10	TBD
<b>Housing Sustainability - No direct activities under this mission.</b>				
	0	0	0	TBD
<b>Housing the Homeless</b>				
Community Action House - Guaranteed Security Deposit Program	46	16 (HH)	18 (HH)	TBD
Good Samaritan Ministries - Transitional Housing Program	100	38 (HH)	47 (HH)	TBD
<b><u>People, Neighborhoods, and Economy</u></b>				
<b>Sustainable Youth</b>				
Boys and Girls Club - Youth Programs	1,872	2,326	2,500	TBD
Hope College - Children's After School Programs (CASA)	131	122	100	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	55	not funded	not funded	TBD
Heights of Hope - Strengthening Youth	not funded	40	40	TBD
<b>Sustainable Neighborhoods</b>				
Community Action House - Foreclosure Program	not funded	60	208 (HH)	TBD
South Shore Island Project	not funded	not funded	1	TBD
<b>Sustainable Economies</b>				
City of Holland - Neighborhood Commerical Revitalization Prog.	14	7	4	TBD
Heights of Hope - Employment Program	not funded	60	45	TBD
LAUP - Steps to Success	not funded	205	234	TBD
Note: (HH) = Households				

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 346,487	\$ 416,277	\$ 568,396	\$ 391,753
Other	150,079	176,990	248,908	150,000
Transfers In	2,834	12,335	13,089	24,433
<b>TOTAL SOURCES</b>	<b>\$ 499,400</b>	<b>\$ 605,602</b>	<b>\$ 830,393</b>	<b>\$ 566,186</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 61,174	\$ 70,809	\$ 78,641	\$ 67,672
* Benefits - To Include NonWorking Wages	26,720	26,599	20,947	19,539
* Mandatory Employer Costs	4,205	4,749	6,131	5,800
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	1,457	2,003	10,728	6,400
* Contractual	401,154	461,721	670,868	430,338
* Other	1,856	7,386	25,556	3,600
Transfers Out	2,834	12,335	13,089	24,433
Contingencies	- 0 -	- 0 -	- 0 -	32,837
<b>TOTAL USES</b>	<b>\$ 499,400</b>	<b>\$ 585,602</b>	<b>\$ 825,960</b>	<b>\$ 590,619</b>

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ - 0 -	\$ 20,000	\$ 4,433	\$ (24,433)
ENDING BALANCE	\$ - 0 -	\$ 20,000	\$ 24,433	\$ - 0 -

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 92,099	\$ 102,157	\$ 105,719	\$ 93,011
Full-Time Positions	1.45	1.35	1.35	1.18
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: FY2007 = \$338,565, FY2008 = \$344,580, FY2009 = \$338,593 FY2010 = \$423,241, FY2011 = \$385,012. The FY2010 original federal grant amount indicated above incl. \$84,648 additional amount reallocated from Grand Haven. FY2010 includes an additional ARRA Recovery federal grant for a weatherization program of \$91,835.

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

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**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 2011**

**Residential Services**

- \* Prepare contract for bidding, package ready by September 2010; distribution by October, 2011; bid opening by January 1, 2011; and implementation by July 1, 2011.
- \* Evaluate the merits of extending the contract term to five (5) years, with a renewal option for an additional five (5) years. (September 2010)
- \* Expand contract content to include optional yard waste opportunities for residents - billing through Northstar, with resulting compost material available to residents a little or no cost. (September 2010)
- \* To continue to partner with the private sector and non-governmental organizations for positive electronics recycling.
- \* Expand the yellow bag program to include electronics e-cycling in the contract. (September 2010)
- \* 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 promote residential recycling by a direct mailing in September 1, 2010; distributing approximately 300 information packages to new BPW Customers; and by expanding the City webpage and Chef webpage for connectivity.
- \* To distribute approximately 600 Project Pride coupons to City residents. (On-going)
- \* To publish and distribute refuse and recycling information for the City calendar. (September 2010)
- \* To continue to monitor / audit at the Westshore Recycle Center with two (2) un-announced visits between July and December 2010.

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

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**Solid Waste Recycling Fund**

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- \* To continue to distribute 400 reusable shopping bags with distribution from City Hall and other venues as identified. (July 2010)
- \* To collaborate with Chef Container and MacTV to provide a revised instructional DVD and distribute to all residential customers. (January 2011)
- \* To produce at least three (3) public service announcements with MacTV and run weekly. (November 2010)

**Non-residential**

- \* Prepare commercial contract for bidding, package ready by September 2010; distribution by October 2010; bid opening by January 1, 2011; and implementation by July 1, 2011. Provide for an alternate bid package that includes fall and spring clean up.
- \* To make composting available to City departments at little or no cost. (March 2011)
- \* To make permanent and extend the pilot program for recycling downtown by adding an additional recycling location. (August 2010)
- \* To increase recycling at Tulip Time with the one pass system, sorting material at the transfer station. (May 2011)

## PROGRAM MEASUREMENTS

### - - CNS GROUP - SOLID WASTE RECYCLING FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>PROJECT PRIDE</u>				
Pounds of trash collects at Project Pride site	283,520	298,000	0	0
Estimated Pounds of trash collected/coupons redeemed	420,000	460,000	500,000	500,000
Coupons redeemed	373	650	700	700
Pounds of scrap metal collected by Padnos Co.	13.26 tons	23.88 tons	20 tons	21 tons
Freon appliances collected	14	19	25	25
<u>CURB SIDE RECYCLING</u>				
Type of Waste Recycles - In Pounds				
Total Fiber	2,159,280	1,671,472	1,704,901	2,000,000
Newsprint	1,326,240	1,335,163	1,400,000	1,420,000
Corrugated	833,040	336,309	800,000	800,000
Total Commingle	476,620	442,575	450,000	452,000
Dairy plastic	21,780	25,402	25,000	25,100
Colored #2	27,340	39,071	40,000	41,000
Clear #1	38,640	56,240	56,000	56,400
Aluminum	7,000	39,567	20,000	20,000
Tin	49,220	40,018	45,000	46,000
Glass	332,640	242,277	300,000	300,000
Total Pounds Collected Curbside	2,635,900	2,114,047	2,154,901	2,452,000
<u>REFUSE</u>				
1 Bag/month	280	248	241	241
2 Bag/month	159	144	139	139
32 Gallon weekly	2,766	2,698	2,708	2,708
65 Gallon weekly	3,370	3,310	3,285	3,285
90 Gallon weekly	2,260	2,249	2,215	2,215
Subtotal Recycle	8,835	8,649	8,588	8,588
Multi Family - 4 Units	1	1	2	2
Multi Family - 8 Units	3	3	3	3
Multi Family - 16 Units	1	1	1	1
Subtotal Multi-Family	5	5	6	6

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOLID WASTE & RECYCLE PICKUP FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

3% Rate Incr.

Charges for Services	\$ 1,229,008	\$ 1,280,307	\$ 1,334,727	\$ 1,381,921
Interest & Rents	22,459	14,780	6,400	6,500
Other	(927)	(710)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,250,540</b>	<b>\$ 1,294,377</b>	<b>\$ 1,341,127</b>	<b>\$ 1,388,421</b>

**FUNDING USES -**

3% Rate Incr.

Personnel Service Expenses				
* Salaries & Wages - Working	\$ 81,526	\$ 87,391	\$ 84,943	\$ 88,700
* Benefits - Includes NonWorking Wages	22,665	23,531	24,261	26,500
* Mandatory Employer Costs	2,383	2,633	2,719	3,375
Other Current Expenses				
* Supplies / Maintenance	7,018	4,757	4,500	4,500
* Contractual	1,073,749	1,189,805	1,204,412	1,242,344
* Other	12,973	8,192	11,056	6,800
Capital Outlay	37,100	36,137	55,840	47,700
<b>TOTAL USES</b>	<b>\$ 1,237,414</b>	<b>\$ 1,352,446</b>	<b>\$ 1,387,731</b>	<b>\$ 1,419,919</b>

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

Depreciation Expense	\$ 62,208	\$ 61,678	\$ 62,000	\$ 62,000
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( This Fund Continues On Next Page )

**COMMUNITY & NEIGHBORHOOD SERVICES GROUP**

**SOLID WASTE & RECYCLE PICKUP FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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( This Fund Continues From Previous Page )

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (11,982)	\$ (83,610)	\$ (52,764)	\$ (45,798)
ENDING BALANCE -				
Designated / Reserved:	\$ 325,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	398,798	640,188	587,424	541,626
<b>TOTAL FUND EQUITY</b>	<b>\$ 723,798</b>	<b>\$ 640,188</b>	<b>\$ 587,424</b>	<b>\$ 541,626</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	\$ 64,793	\$ 268,938	\$ (46,604)	\$ (31,498)
ENDING BALANCE	\$ 190,069	\$ 459,007	\$ 412,403	\$ 380,905

**- - STAFFING - -**

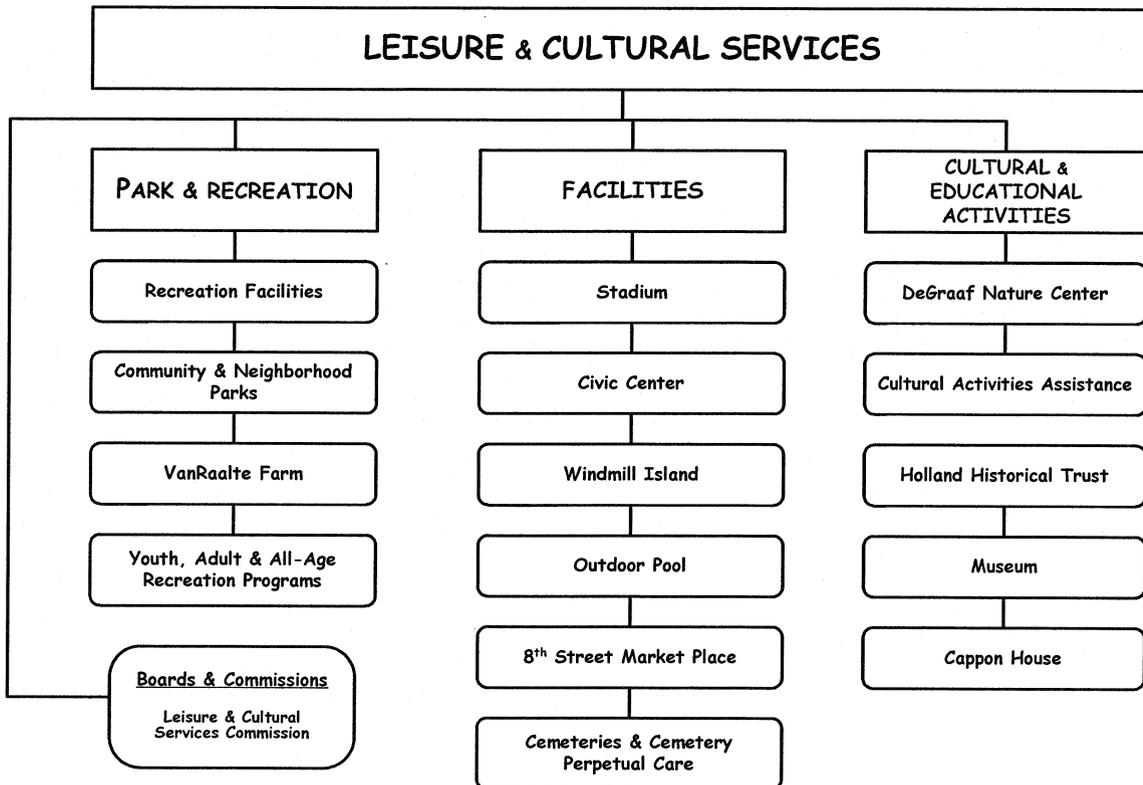
Personnel Services Total Amount	\$ 106,574	\$ 113,555	\$ 111,923	\$ 118,575
Full-Time Positions	0.10	0.20	0.20	0.20
Part-Time Positions @ F.T.E.	0.80	0.80	0.70	0.70

# LEISURE & CULTURAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

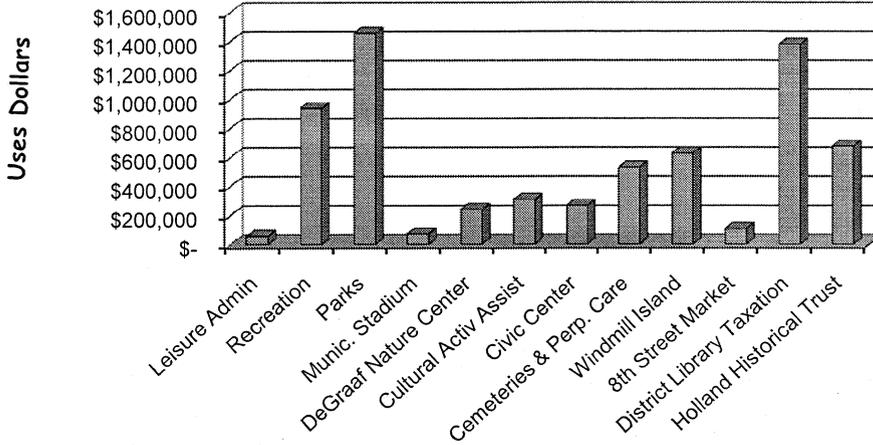
The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit of leisure time activities, and to continue the development of such facilities for the presentation of the natural beauty of the City and the enjoyment of all age groups.

## GROUP ORGANIZATIONAL STRUCTURE

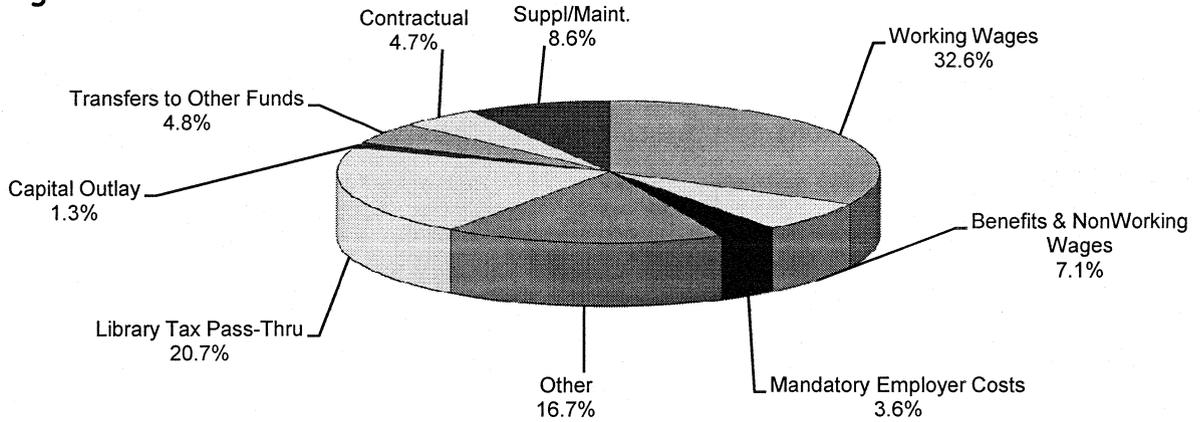


## LEISURE & CULTURAL SERVICES GROUP

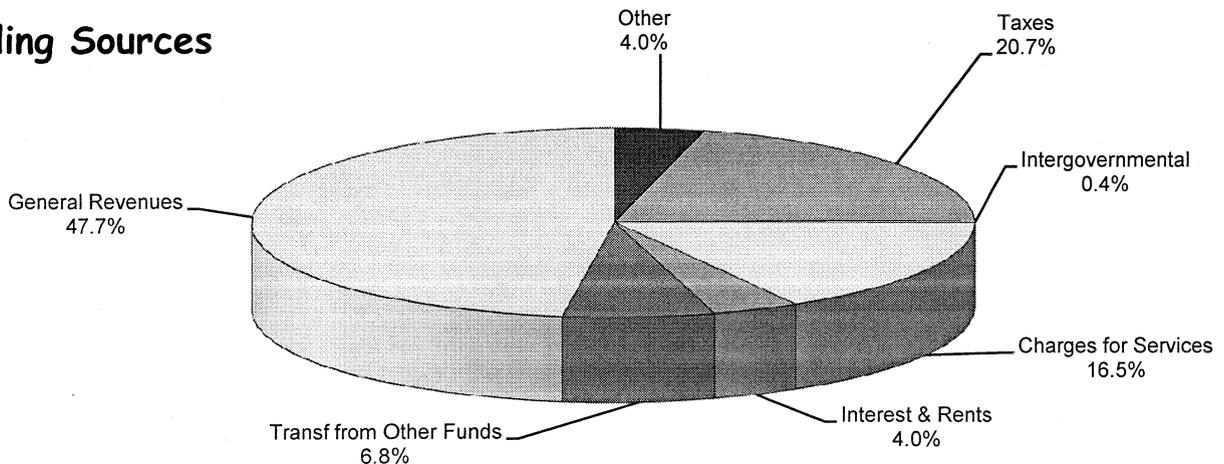
### Total Uses By Department \$6,659,764



### Funding Uses



### Funding Sources



**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 4,189,444	\$ 4,033,788	\$ 3,849,059	\$ 3,892,591
Permanent	138,726	151,855	107,842	87,500
Special Revenue	1,575,261	1,560,791	1,504,895	1,377,988
Enterprise	673,390	646,160	1,013,367	625,940
Component Unit	822,632	888,340	785,930	675,745
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 7,399,453</b>	<b>\$ 7,280,934</b>	<b>\$ 7,261,093</b>	<b>\$ 6,659,764</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,572,517	\$ 1,558,058	\$ 1,495,852	\$ 1,377,588
Intergovernmental	25,272	26,045	24,414	24,000
Charges for Services	988,572	1,040,125	1,036,646	1,098,300
Interest & Rents	256,158	157,290	248,092	263,786
Other	1,064,352	280,074	310,067	267,557
Transfers In	599,899	510,775	843,168	451,441
<b>TOTAL SOURCES</b>	<b>\$ 4,506,770</b>	<b>\$ 3,572,367</b>	<b>\$ 3,958,239</b>	<b>\$ 3,482,672</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,244,570	\$ 2,219,933	\$ 2,207,160	\$ 2,169,110
* Benefits - Includes NonWorking Wages	544,825	502,681	489,401	470,277
* Mandatory Employer Costs	209,623	220,551	228,493	237,445
Other Current Expenditures -				
* Supplies / Maintenance	605,424	625,045	611,648	571,180
* Contractual	288,847	374,821	299,963	313,415
* Other	2,794,247	2,643,236	2,505,849	2,492,330
Capital Outlay	316,191	286,112	555,439	83,568
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	395,726	408,555	363,140	322,439
<b>TOTAL USES</b>	<b>\$ 7,399,453</b>	<b>\$ 7,280,934</b>	<b>\$ 7,261,093</b>	<b>\$ 6,659,764</b>

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 215,440	\$ 216,467	\$ 220,000	\$ 220,000

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 2,999,018	\$ 2,943,165	\$ 2,925,054	\$ 2,876,832
* Full-Time Positions	31.05	30.00	29.00	28.00
* Part-Time Positions @ F.T.E.	32.58	33.63	34.08	34.06

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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Leisure and 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 2011

- \* To work on the completion of the Smalenburg Park Skate Park project. (July 2010)
- \* To continue to explore site and field improvements including new synthetic turf at the Municipal Stadium. (September 2010)
- \* To work with private consultants on the repair of the damaged boardwalk at Van Raalte Farm. (July 2010)
- \* To work with private consultants and the Department of Natural Resources on developing construction drawings for a boardwalk pedestrian link from Window-on-the-Waterfront to Windmill Island Gardens and the north side. (September 2010)
- \* To continue to meet with the local school systems, surrounding municipal agencies and local non-profit organizations to review common open spaces, leisure issues, and coordinate programs, activities and facilities to maximize opportunities to our constituents. (On-going)
- \* 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, and to develop a Phase I Construction and Finance plan. (September 2010)

**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	62,396	57,560	60,814	58,600
<b>TOTAL SOURCES</b>	<b>\$ 62,396</b>	<b>\$ 57,560</b>	<b>\$ 60,814</b>	<b>\$ 58,600</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 34,997	\$ 34,624	\$ 35,400	\$ 35,100
* Benefits - To Include NonWorking Wages	16,525	13,573	15,810	14,000
* Mandatory Employer Costs	3,229	3,381	3,500	3,600

Other Current Expenditures -

* Supplies / Maintenance	3,432	2,708	2,700	2,200
* Other	4,213	3,274	3,404	3,700

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 62,396</b>	<b>\$ 57,560</b>	<b>\$ 60,814</b>	<b>\$ 58,600</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 54,751	\$ 51,578	\$ 54,710	\$ 52,700
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 2011

- \* To engage and collaborate with various City departments in order to provide additional low or no-cost solutions to leisure and recreational needs (i.e. Park Party, Holland Police Department Summer Parties, Summer Yoga, Solstice Party and Great Holland Camp Out). (On-going)
- \* To plan and execute a National Park (ing) Day with the DDA / PSD and Planning Department to raise sustainability awareness of the status of disappearing green space in local cities in the national. (Fall 2010)
- \* To pursue alternative funding opportunities for the "Summer Playground program" and the operation of Bouws Pool. (July 2010)
- \* To develop and implement an online survey process to assist in evaluating the City's Recreation Division's programs and services. (September 2010)
- \* To develop a regular e-news publication highlighting the Recreation Division's programs and services.
- \* To secure sponsor(s) for Kollen Park Friday Night Concert Series for next 2 - 3 years. (January 2010)
- \* To collaborate with area schools and colleges on facility and field usage. (On-going)
- \* To initiate an area-wide meeting including City of Holland and the Townships of Holland, Park, Laketown and Fillmore to evaluate the delivery of youth and adult recreation programs. (December 2010)

# PROGRAM MEASUREMENTS

## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>YOUTH ATHLETIC PROGRAMS</b>				
Boys Basketball	194	152	175	200
Boys Soccer	326	357	370	390
Girls Basketball (Moved to Winter '08)	66	58	75	100
Girls Soccer	380	350	370	390
Girls Softball 7th - 8th Grade	140	0	0	0
Girls Volleyball Camp	45	49	60	75
Gymnastics	196	204	225	250
Hershey Track	101	129	140	140
Little Peoples Olympics	163	140	175	200
MRPA Hoop Shoot	33	0	0	0
Punt, Pass & Kick	31	52	60	60
Smart Start Football	24	20	35	50
Start Smart	54	42	50	60
Swimming Lessons	918	883	925	950
Tennis Lessons/Clinic	779	789	800	825
Tiny Tikes Football	42	35	65	65
Track Camp	22	26	40	40
Tulip City Triathlon	N/A	83	100	125
Wrestling Clinic	33	28	0	0
Youth Golf Lessons	65	45	70	70
Youth T-Ball	185	174	250	250
<b>ADULT ATHLETIC PROGRAMS</b>				
Adult Soccer League '08	112	70	100	150
Adult Tennis Lessons	117	83	100	150
Adult Tennis Tourney	79	59	75	100
Basketball (summer)	189	166	200	225
Basketball (winter) '08 - '09	378	198	250	300
Flag Football '08	238	202	250	300
Golf Lessons	34	35	50	50
HRD / HYP Drop In Sports	585	750	625	625
Fall Softball '08	504	360	425	500
Summer Co-Ed Softball	230	177	225	275
Summer Mens Softball	779	707	800	840
Summer Womens Fastpitch Softball	167	136	175	200
Summer Womens Softball	76	57	75	100
Sand Volleyball	42	38	60	75
Table Tennis	131	113	150	175
Winter Volleyball '08 - '09	80	58	75	100
Yoga at Kollen Park	N/A	160	170	180

# PROGRAM MEASUREMENTS

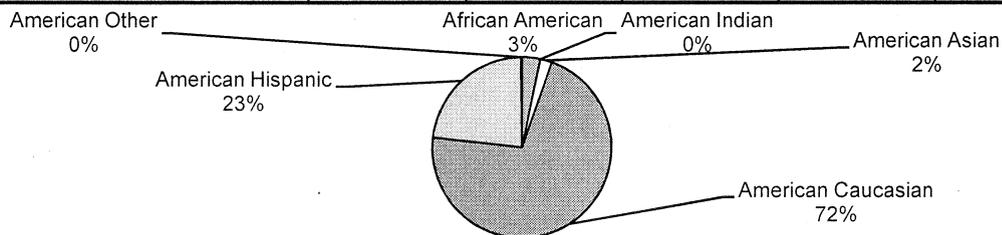
## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>NON-ATHLETIC EVENTS</b>				
<u>FAMILY SPECIAL EVENTS</u>				
Bouw Pool Summer Solstice Party	108	0	150	150
Community Garden Project	377	0	0	0
Concerts at Centennial Park	7,000	7,500	8,200	8,200
Dad/Daughter Dance	292	376	400	400
Kollen Park Friday Night Concert Series	850	8,100	8,200	8,200
Labor Day Boardwalk	N/A	1,000	1,100	1,100
Mom/Son Event	106	64	175	175
Party in the Park	8,500	8,750	9,000	9,000
Santa's Work Shop	141	142	200	200
Table Tennis	131	181	190	190
TV Turn Off	821	0	0	0
Tulip City Youth Triathlon	41	83	100	125
<u>YOUTH PROGRAMS</u>				
Junior Adventure Club	160	161	160	160
Summer Playground	1,939	2,108	2,200	2,200
<u>BOUWS POOL ATTENDANCE</u>				
Children	7,406	5,730	8,100	8,100
Adults	1,846	1,520	1,900	1,900
Families (Est. 5/family)	1,232	1,148	1,300	1,300
Other (New Category FY07)	514	649	550	550
Totals	10,998	9,047	11,850	11,850

# PROGRAM MEASUREMENTS

## - - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2009 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Adventure Club	4	0	1	127	27	2
Boys Basketball	4	0	3	126	19	0
Boys Soccer	31	0	14	228	84	0
Bouws Pool Summer Solstice Party	0	0	0	0	0	0
Concerts at Kollen Park	200	0	50	7,000	250	0
Dad & Daughter Dance	14	0	8	305	49	0
Girls Basketball (Moved to Winter '08)	1	0	2	52	3	0
Girls Soccer (Fall '07- NEW Time)	9	0	3	253	85	0
Girls Volleyball Clinic	2	0	0	25	22	0
Gymnastics	8	2	10	132	52	0
Hershey Track	8	0	2	109	10	0
Kollen Park Fri. Night Concert Series	300	0	400	6,075	1,325	0
Labor Day Boardwalk	0	0	0	760	200	40
Little Peoples Olympics	4	0	2	102	32	0
Mom & Son Event	0	0	0	49	15	0
Party In Park	200	0	0	4,375	4,175	0
Playground Program	212	0	131	964	779	22
Punt, Pass, Kick	1	0	0	41	10	0
Santa's Workshop	3	0	7	117	15	0
Start Smart	1	0	2	32	7	0
Smart Start Football	0	0	0	14	6	0
Swimming Lessons	5	0	13	800	64	7
Table Tennis	5	0	13	131	2	0
Tennis Lessons/Clinic	6	1	12	750	20	0
Tiny Tikes Football	4	0	0	17	14	0
Track Camp	4	0	1	13	8	0
Tulip City Youth Triathlon	5	0	3	64	8	3
Wrestling	0	0	0	21	7	0
Youth Golf Lessons	0	0	0	43	2	0
Youth T-Ball	5	0	2	110	57	0
<b>Total Participants</b>	<b>1,036</b>	<b>3</b>	<b>679</b>	<b>22,835</b>	<b>7,347</b>	<b>74</b>



**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 264,261	\$ 242,332	\$ 238,796	\$ 259,700
Interest & Rents	5,461	9,308	12,000	12,000
Funding Requirement - General Operating Revenues	695,833	665,409	677,933	665,833
<b>TOTAL SOURCES</b>	<b>\$ 965,555</b>	<b>\$ 917,049</b>	<b>\$ 928,729</b>	<b>\$ 937,533</b>

**FUNDING USES -**

Personnel Services

* Salaries & Wages - Working	\$ 474,347	\$ 455,875	\$ 455,360	\$ 460,400
* Benefits - To Include NonWorking Wages	94,028	79,293	78,025	78,265
* Mandatory Employer Costs	45,340	47,103	48,973	53,395

Other Current Expenditures

* Supplies / Maintenance	132,610	128,797	129,781	121,840
* Contractual	67,252	64,322	76,315	71,315
* Other	151,614	141,659	140,275	152,318

Capital Outlay	364	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 965,555</b>	<b>\$ 917,049</b>	<b>\$ 928,729</b>	<b>\$ 937,533</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 613,715	\$ 582,271	\$ 582,358	\$ 592,060
Full-Time Positions	4.00	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	0.95	0.95	0.95	0.95

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

Parks Division

### DEPARTMENT MISSION STATEMENT

The Park and Cemetery Division will continue to pursue excellence in all areas entrusted to its care. The Division seeks to enhance the community by providing outstanding services and safe, functional, beautiful facilities as efficiently as possible, and the continuing development of parks for the preservation of the natural beauty of the City and the enjoyment of all age groups.

### ACTION PLAN FOR FISCAL YEAR 2011

- \* To continue to cross train employees throughout the park and cemetery departments. (Ongoing)
- \* To develop a safety training program for seasonal employees. (Spring 2011)
- \* To develop competency tests for all employees when new equipment arrives from the motor pool. (September 2010)
- \* To implement a tree planting program in Kollen, Centennial, and Window-on-the-Waterfront parks. (June 2011)
- \* To implement a four (4) year program to upgrade / repair the planks on the boardwalk on the east end of Kollen Park (Phase I). (September 2010)
- \* To install new bike racks on the east and west sides of Kollen Park as well as other key facilities that do not currently have bike racks. (August 2010)

## PROGRAM MEASUREMENTS

### - - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>Forestry Activities</u>				
Trees Planted	140	88	80	80
Trees Planted by Contract	220	150	50	50
Trees Trimmed	1,464	1,502	1,500	1,500
Trees Removed	444	322	300	300
Stump Removal	189	242	200	200
<u>Tulip Beds &amp; Lanes</u>				
Annual Tulip Plantings	272,000	313,000	300,000	300,000
<u>Greenhouse Plantings (Greenhouse is currently at capacity.)</u>				
Start-Up Summer Flowers and Winter Flowers	75,000	95,000	95,000	95,000
<u>Area Maintained by Park Personnel:</u>				
<b>Parks:</b> Kollen, Centennial, Smallenburg, Van Bragt, Window on the Waterfront, Prospect Woods, 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	320 acres	320 acres	320 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 Hse, Settlers Hse, Holland Msm	.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>403.75 acres</b>	<b>403.75 acres</b>	<b>403.75 acres</b>
<u>Number of Events in Park Facilities:</u>				
Kollen Park	19	27	27	30
Centennial Park	30	25	25	25
Smallenburg	3	3	3	3
Window on the Waterfront	1	1	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	0	1	0	0
Rosa Parks Green	1	1	1	1
<u>Other Services:</u>				
Election Day Services, Winter Sidewalk Plowing, Maintenance on Park Buildings, Project Pride, Repair Playground Equipment, Repair Equipment, Remove Vandalism Problems				

**LEISURE & CULTURAL SERVICES GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 4,502	\$ 10,975	\$ 15,600	\$ 20,600
Interest & Rents	2,682	5,667	5,100	5,100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,580,059	1,531,054	1,401,243	1,429,501
<b>TOTAL SOURCES</b>	<b>\$ 1,587,243</b>	<b>\$ 1,547,696</b>	<b>\$ 1,421,943</b>	<b>\$ 1,455,201</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 592,098	\$ 616,650	\$ 575,500	\$ 563,300
* Benefits - To Include NonWorking Wages	220,526	208,101	192,801	187,600
* Mandatory Employer Costs	56,758	63,155	61,200	62,000

**Other Current Expenditures**

* Supplies / Maintenance	192,679	212,284	187,593	176,200
* Contractual	53,315	61,621	68,000	68,000
* Other	454,223	380,820	336,849	398,101

**Capital Outlay**

Capital Outlay	17,644	5,065	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,587,243</b>	<b>\$ 1,547,696</b>	<b>\$ 1,421,943</b>	<b>\$ 1,455,201</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 869,382	\$ 887,906	\$ 829,501	\$ 812,900
Full-Time Positions	10.40	10.40	9.40	9.15
Part-Time Positions @ F.T.E.	10.35	10.75	10.95	11.00

**ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:**

A small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Services Group'.

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

### Municipal Stadium Division

#### DEPARTMENT MISSION STATEMENT

To provide a municipal stadium that is a safe, attractive facility for sports, games, and special events. The City will strive to provide excellent customer service; clear prompt communication; accurate, on-time set-up for all games and events; and the best quality of turf and facilities possible within our resources.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* Move the flag poles to the south-west of the current location to increase visibility. The scoreboard blocks the view of the American flag. (Fall 2010)
- \* Repaint / repair exteriors of buildings, walls, and the paint pit. (Fall 2010)
- \* To continue monitoring land swap situation with Hope College. (On-going)
- \* To work with Hope College to develop a financing strategy for a new synthetic turf surface at the stadium. (On-going)

#### **PROGRAM MEASUREMENTS**

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Football Games:	16	17	17	17
Hope College	7	8	8	8
Holland High School - Varsity	4	4	4	4
Holland High School - Junior Varsity	5	5	5	5
Church Services and/or Religious Events	0	0	TBD	TBD
Commencement - Hope College	1	1	1	1
Other	6	6	6	6
<b>TOTAL</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>24</b>

**LEISURE & CULTURAL SERVICES GROUP**

**MUNICIPAL STADIUM  
( A GENERAL FUND ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 846	\$ 1,265	\$ 1,500	\$ 1,500
Interest & Rents	6,795	8,465	13,500	20,800
Funding Requirement - General Operating Revenues	93,226	67,098	61,788	51,358
<b>TOTAL SOURCES</b>	<b>\$ 100,867</b>	<b>\$ 76,828</b>	<b>\$ 76,788</b>	<b>\$ 73,658</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 29,129	\$ 22,000	\$ 23,100	\$ 23,800
* Benefits - To Include NonWorking Wages	6,630	5,991	5,905	5,850
* Mandatory Employer Costs	2,787	2,176	2,395	2,650

**Other Current Expenditures**

* Supplies / Maintenance	27,853	23,601	23,200	19,200
* Contractual	696	830	2,900	2,900
* Other	22,774	22,230	19,288	19,258

**Capital Outlay**

Capital Outlay	10,998	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 100,867</b>	<b>\$ 76,828</b>	<b>\$ 76,788</b>	<b>\$ 73,658</b>

**- - STAFFING - -**

<b>Personnel Services Total Amount</b>	<b>\$ 38,546</b>	<b>\$ 30,167</b>	<b>\$ 31,400</b>	<b>\$ 32,300</b>
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.35	0.50	0.50	0.50

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

DeGraaf Nature Center

### ACTIVITY 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 2011

- \* Repair roof of the 1982 portion of the visitor center and replace the center skylight. This application of the roof has rot and is leaking in some places. (July 2010)
- \* Continue to seek donations for the "Kayaking for Everyone" program. Approximately 40% of funds have been received and some equipment will be purchased in the spring 2010. The remainder will be purchased over the next fiscal year.
- \* Reduce lighting costs for the exhibit and classroom areas by installing skylights. (September 2010)
- \* Begin a new intern-naturalist program with a possible Institute of Museum and Library Services grant. This will begin from November 1, 2010 and run until October 31, 2013.
- \* Revise curriculum for area schools to meet new guidelines and state education standards. (August 2010)
- \* Repair Passive Solar Panels (trombe wall) in exhibit room. When restored, this will supplement heating costs on sunny days. (September 2010)
- \* To explore joint venture opportunities with the Outdoor Discovery Center and Ottawa County. (December 2010).

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Summer Recreation Department Classes	852	705	800	800
School Classroom Programs	11,339	10,166	11,000	11,500
After school Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	69	84	150	150
Public Program Attendance (special events, classes, etc)	3,743	2,761	3,800	3,800
Outside Groups Utilizing the Nature Center:	300	300	300	300
Holland Garden Club				
Holland Horticulture Club				
West Energy Group				
<p>Note: Public program attendance declined due to very unusual weather occurring at both of the October events. Very heavy rainfalls forced us to cancel our Halloween event and attendance was very low due to rain during the day for the Heritage Harvest Day.</p>				

**LEISURE & CULTURAL SERVICES GROUP**

**DE GRAAF NATURE CENTER  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 75,262	\$ 79,173	\$ 75,250	\$ 91,500
Other	5,397	2,562	3,800	5,000
Funding Requirement - General Operating Revenues	141,421	159,338	155,126	144,813
<b>TOTAL SOURCES</b>	<b>\$ 222,080</b>	<b>\$ 241,073</b>	<b>\$ 234,176</b>	<b>\$ 241,313</b>

**FUNDING USES -**

Personnel Services

* Salaries & Wages - Working	\$ 129,673	\$ 131,736	\$ 137,000	\$ 137,300
* Benefits - To Include NonWorking Wages	31,573	34,631	34,300	33,900
* Mandatory Employer Costs	11,830	12,712	14,100	14,900

Other Current Expenditures

* Supplies / Maintenance	17,643	20,421	20,250	18,500
* Contractual	18,487	19,650	10,700	20,700
* Other	9,653	16,733	17,826	16,013

Capital Outlay	3,221	5,190	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 222,080</b>	<b>\$ 241,073</b>	<b>\$ 234,176</b>	<b>\$ 241,313</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 173,076	\$ 179,079	\$ 185,400	\$ 186,100
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	2.30	2.30	2.25	2.20

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

Eighth Street Market Place - Farmer's Market

### 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 2011

- \* To continue in the coordination and organization of the Saturday market demonstrations which include the popular Chef Series, Master Gardener Series and the Wednesday Children's Activities Day; enhancing the Wednesday Children's Activities Day with projects that are both educational and fun. (On-going)
- \* To maintain the new 8<sup>th</sup> Street Market Place Farmers Market website with current information pertaining to products, events, vendors, street performers, recipes and pictures, etc. (On-going)
- \* 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. A new market "layout" experiment for 2010 / 2011 will be attempted to accommodate the growth of daily vendors during the peak season. (Summer 2010)
- \* To continue to promote the Eighth Street Market Place as a venue for special events in tandem with the Farmers Market. (On-going)
- \* To conduct an evaluation of the current three (3) special events, to determine if it is financially feasible to continue with one or all of these events:
  - Vegetable Carving Contest
  - Salsa competition with Jalapeno eating contest
  - Fall Family Fun Day with games for children and a Pumpkin Pie eating contest.
- \* Continue to develop partnerships with local and regional media. (On-going)
- \* To research a new program using "bridge cards" (food stamps) for customers who frequent the market. Other markets in the area (Grand Rapids, Muskegon, etc) are offering this as a means of increasing the customer base at the market. (July 2010)

## PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Farmers Market</b>				
Wednesday Market (Markets held each season)	29	29	29	29
Saturday Market (Markets held each season)	30	31	31	31
Total daily stalls rented (calendar year)	1,098	1,276	1,280	1,280
Total number of seasonal stalls rented	86	80	83	83
Project Fresh coupon program	8,986	9,200	9,200	9,200
External events held in tandem with Market	2	1	1	1
Saturday Market Demos	19	18	18	18
Wednesday Children's Activities	14	13	13	13
Seasonal Special Event Days	3	3	3	3
<b>Other Activities (Estimates)</b>				
Taste of Holland	5,000	0	0	5,000
West Michigan Works Truck Parade	1,500	1,500	1,500	1,500
Car Show	750	750	750	750
St. Patrick's Day Parade	1,000	1,000	1,000	1,000
Veteran Tribute	1,000	1,000	1,000	1,000
Dutch Winter Fest:				
Parade of Lights	3,000	3,000	3,000	3,000
Sinterklaas Eve	1,500	1,500	1,500	1,500
Kertmarkt	4,500	4,500	4,500	4,500
<b>Other Activities (without Estimates)</b>				
Tulip Time and LAUP Festival				

**LEISURE & CULTURAL SERVICES GROUP**

**8TH STREET MARKET  
( A GENERAL FUND ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Intergovernmental	\$ 17,572	\$ 17,894	\$ 18,414	\$ 18,000
Interest & Rents	13,994	12,610	12,000	12,500
Charges for Services	61,066	59,571	63,500	64,500
Other	- 0 -	5,030	2,500	3,000
Funding Requirement - General Operating Revenues	4,307	17,653	12,428	10,300
<b>TOTAL SOURCES</b>	<b>\$ 96,939</b>	<b>\$ 112,758</b>	<b>\$ 108,842</b>	<b>\$ 108,300</b>

**FUNDING USES -**

**Personnel Services**

* Salaries & Wages - Working	\$ 32,297	\$ 38,447	\$ 34,500	\$ 35,200
* Benefits - To Include NonWorking Wages	2,846	473	1,735	1,700
* Mandatory Employer Costs	2,848	3,759	3,450	4,000

**Other Current Expenditures**

* Supplies / Maintenance	4,258	5,799	5,300	5,300
* Contractual	9,518	10,379	7,172	7,100
* Other	44,772	53,901	56,685	55,000

**Capital Outlay**

Capital Outlay	400	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 96,939</b>	<b>\$ 112,758</b>	<b>\$ 108,842</b>	<b>\$ 108,300</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 37,991	\$ 42,679	\$ 39,685	\$ 40,900
Full-Time Positions	0.15	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.85	0.80	0.80	0.85

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL 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 needs 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 2011

- \* 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 2011)
- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	362,137	355,724	325,414	309,227
<b>TOTAL SOURCES</b>	<b>\$ 362,137</b>	<b>\$ 355,724</b>	<b>\$ 325,414</b>	<b>\$ 309,227</b>

FUNDING USES -

Other Current Expenditures				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	105,137	98,724	77,794	73,988
Transfers Out	257,000	257,000	247,620	235,239
<b>TOTAL USES</b>	<b>\$ 362,137</b>	<b>\$ 355,724</b>	<b>\$ 325,414</b>	<b>\$ 309,227</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 2011

- \* To continue 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. (Dec. 2010)
- \* To continue to maintain the Civic Center to the level that is needed to provide a venue that is both functional and desirable for 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>Civic Center Building Use</u>				
Entire Facility	141	323	325	325
Gymnasium Only	560	384	385	385
Exhibition Room Only	84	39	45	45

**LEISURE & CULTURAL SERVICES GROUP**

**CIVIC CENTER  
( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 1,715	\$ 269	\$ 500	\$ 500
Interest & Rents	55,445	60,906	61,000	65,000
Funding Requirement - General Operating Revenues	208,409	206,124	209,036	201,386
<b>TOTAL SOURCES</b>	<b>\$ 265,569</b>	<b>\$ 267,299</b>	<b>\$ 270,536</b>	<b>\$ 266,886</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 117,433	\$ 114,911	\$ 116,500	\$ 120,400
* Benefits - To Include NonWorking Wages	31,319	30,520	32,175	32,100
* Mandatory Employer Costs	10,821	11,745	12,725	13,300

Other Current Expenditures -

* Supplies / Maintenance	42,077	42,746	52,898	41,600
* Contractual	290	1,012	1,516	1,600
* Other	58,024	58,922	54,722	57,886

Capital Outlay	5,605	7,443	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 265,569</b>	<b>\$ 267,299</b>	<b>\$ 270,536</b>	<b>\$ 266,886</b>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 159,573	\$ 157,176	\$ 161,400	\$ 165,800
Full-Time Positions	1.50	1.50	1.50	1.50
Part-Time Positions @ F.T.E.	2.00	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 2011

- \* To increase marketing of the niches in the columbarium by improving the City's web site and working with the funeral homes. (On-going)
- \* To install a well at Pilgrim Home Cemetery for the irrigation system. (Fall 2010)
- \* To install a paved path in section 2 at Pilgrim Home. (Fall 2010)
- \* Develop a mapping / wayfinding signage system for the cemeteries. (May 2011)

## PROGRAM MEASUREMENTS

### - - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Lot Sales: Pilgrim Home &amp; Graafschap Cemeteries</b>				
Pilgrim Home Cemetery	66	70	60	60
Graafschap Cemetery	29	47	25	25
Accumulated	35,781	38,679	38,679	38,764
<b>Burials:</b>				
Pilgrim Home Cemetery - Annual	159	181	160	170
Graveside Services	71	108	70	85
Percent of Burials	49%	60%	44%	50%
Graafschap Cemetery - Annual	54	51	60	70
Graveside Services	21	33	35	40
Percent of Burials	39%	65%	58%	57%
<b>Marker Foundation Installations:</b>				
Pilgrim Home Cemetery	140	141	145	145
Graafschap Cemetery	49	50	55	55
<b>Certificates of Transfer</b>				
	39	20	25	30
<b>Cemetery Acreage Maintained:</b>				
Pilgrim Home Cemetery	52.3	55.3	55.3	55.3
Graafschap Cemetery	16.3	16.3	16.3	16.3
<b>Grave Inventory:</b>				
Pilgrim Home Cemetery				
- Plotted and Available for Sale	4,221	4,221	6,127	6,067
- Plotted, Sold, and Available for Burials	N/A	8,144	8,178	8,034
- Unplotted (future expansion)	N/A	3,846	3,846	3,846
Total Unoccupied Inventory	N/A	16,211	18,151	17,947
Graafschap Cemetery				
- Plotted and Available for Sale	841	649	649	624
- Plotted, Sold, and Available for Burials	N/A	2,975	2,975	2,915
- Unplotted (future expansion)	N/A	0	0	0
Total Unoccupied Inventory	N/A	3,624	3,624	3,539
<b>Niche Sales</b>				
Pilgrim Home Cemetery	0	0	1	5
<b>Niche Inventory (496 Opening 06/01/06)</b>				
Pilgrim Home Cemetery	491	491	490	485

**LEISURE & CULTURAL SERVICES GROUP**  
**CEMETERIES**  
**( A GENERAL FUND DEPARTMENT ACTIVITY )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 200,274	\$ 219,186	\$ 225,400	\$ 225,400
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	87,414	56,346	30,000	32,200
Funding Requirement - General Operating Revenues	238,970	182,269	166,417	184,273
<b>TOTAL SOURCES</b>	<b>\$ 526,658</b>	<b>\$ 457,801</b>	<b>\$ 421,817</b>	<b>\$ 441,873</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 203,653	\$ 182,536	\$ 167,900	\$ 177,000
* Benefits - To Include NonWorking Wages	90,223	70,995	53,450	50,200
* Mandatory Employer Costs	20,681	19,714	18,550	19,900

**Other Current Expenditures -**

* Supplies / Maintenance	46,339	39,073	44,521	39,640
* Contractual	39,667	45,226	41,000	41,000
* Other	121,327	100,257	96,396	114,133
Capital Outlay	4,768	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 526,658</b>	<b>\$ 457,801</b>	<b>\$ 421,817</b>	<b>\$ 441,873</b>
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**- - STAFFING - -**

Personnel Services Total Amount	\$ 314,557	\$ 273,245	\$ 239,900	\$ 247,100
Full-Time Positions	4.15	3.15	3.15	2.40
Part-Time Positions @ F.T.E.	1.60	1.95	2.25	2.80

# 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 cemeteries. Currently all interest earned in the fund is transferred to the General Fund to support the operation and maintenance of the cemeteries.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 21,774	\$ 26,000	\$ 29,600	\$ 29,600
Interest & Rents	87,942	56,711	30,163	32,400
Transfers In	1,862	1,862	1,862	1,862
<b>TOTAL SOURCES</b>	<b>\$ 111,578</b>	<b>\$ 84,573</b>	<b>\$ 61,625</b>	<b>\$ 63,862</b>

FUNDING USES -

Other Current Expenditures				
* Other	\$ - 0 -	\$ 300	\$ 755	\$ 300
Transfers Out	\$ 138,726	\$ 151,555	\$ 107,087	\$ 87,200
<b>TOTAL USES</b>	<b>\$ 138,726</b>	<b>\$ 151,855</b>	<b>\$ 107,842</b>	<b>\$ 87,500</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (27,148)	\$ (67,282)	\$ (46,217)	\$ (23,638)
ENDING BALANCE -				
Designated / Reserves	\$ 1,385,867	\$ 1,411,567	\$ 1,438,812	\$ 1,466,512
Undesignated / Unreserved	220,112	127,130	53,668	2,330
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,605,979</b>	<b>\$ 1,538,697</b>	<b>\$ 1,492,480</b>	<b>\$ 1,468,842</b>

**- - STAFFING - -**

Positions: Not Applicable

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

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### Windmill Island Gardens Fund

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#### ACTIVITY MISSION STATEMENT

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

#### ACTION PLAN FOR FISCAL YEAR 2011

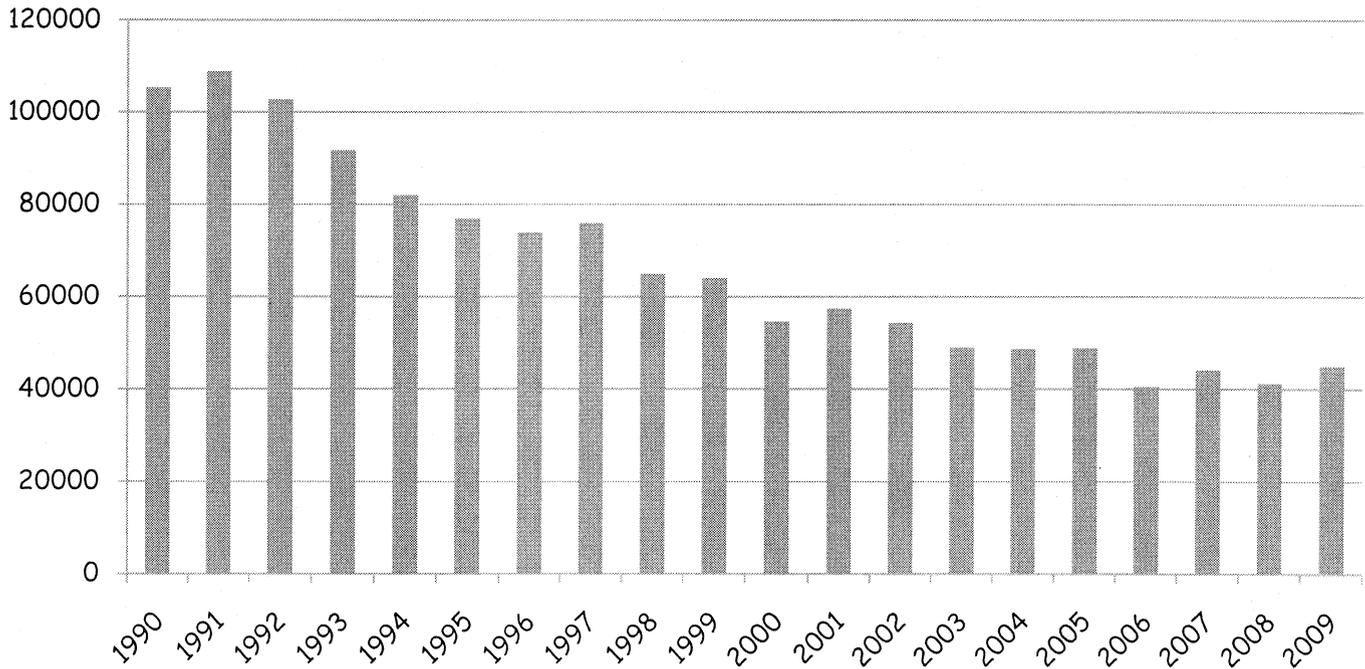
- \* To work closely with the Holland area tourism organizations, including the Tulip Time Festival and the Holland Area Convention and Visitors Bureau to promote attendance at Windmill Island Gardens. (On-going)
- \* To apply greater effort to increase group advertising by placing ads in magazines and newspapers throughout the state of Michigan and Chicago area as well as hotel guest directories, campgrounds, and State Park publications. (December 2010)
- \* To increase attendance by 10% in fiscal year 2011 above prior year attendance. (June 2011)
- \* To renegotiate the concession agreements. (February 2011)
- \* To continue implementing the Windmill Island Gardens Improvement plan for buildings and grounds. This includes the installation of the seawall behind the concession buildings and dredging project between the two (2) bridges, plus new landscaping west of the seawall. (Early fall / winter 2010 - 2011)
- \* To begin implementing the plan for integrating the Greenway plan into the Windmill Island Gardens property and connecting it to Paw-Paw Park and Window-on-the-Waterfront Park. (June 2011)
- \* To continue to organize and improve The Historic Dutch Trade Fair. (May 2011)
- \* To continue to rent out The Celebration Pavilion for weddings, corporate picnics and special events. (On-going)
- \* To evaluate the Windmill Island Gardens fee structure and length of the season for 2011. (December 2010)
- \* To explore the potential for a Christmas event on the Island in cooperation with the Downtown Development Authority (DDA) and Principal Shopping District (PSD). (September 2010)
- \* To continue to evaluate the future of Windmill Island Gardens within the context of the Parks of Parks concept.

# PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>REGULAR PAID VISITORS</b>				
Total number of paid visitors (excluding spec. events)	41,253	45,016	47,000	47,000
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	208	181	190	195
Visitors during Tulip Time dates only (including above)	18,346	21,027	22,500	23,000
<b>UNPAID VISITORS</b>				
Total local visitors, free admission during opening hours	4,421	7,553	5,000	7,000
Visitors Community Day	188	2,000	200	2,000
<b>WEDDING &amp; FACILITY RENTAL</b>				
Number of weddings	29	37	35	35
Number of events	6	3	3	3
Number of gess visited Windmill Island through rentals	7,633	5,927	6,000	7,000

## Windmill Island Yearly Attendance



**LEISURE & CULTURAL SERVICES GROUP**

**WINDMILL ISLAND GARDENS FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 322,512	\$ 348,561	\$ 339,900	\$ 343,400
Interest & Rents	87,283	104,270	97,372	100,200
Other	8,981	(80,606)	225	200
Transfers In - Capital Project Funds	32,201	- 0 -	376,687	- 0 -
Transfers In - General Fund	221,422	195,567	186,999	182,140
<b>TOTAL SOURCES</b>	<b>\$ 672,399</b>	<b>\$ 567,792</b>	<b>\$ 1,001,183</b>	<b>\$ 625,940</b>

**FUNDING USES -**

**Personnel Services:**

* Salaries & Wages - Working	\$ 322,379	\$ 339,449	\$ 337,900	\$ 340,300
* Benefits - Includes NonWorking Wages	36,680	40,112	41,700	38,800
* Mandatory Employer Costs	29,136	32,746	36,100	38,700

**Other Current Expenses:**

* Supplies / Maintenance	87,186	84,458	72,705	78,800
* Contractual	67,225	45,800	55,160	56,100
* Other	68,238	84,231	72,931	73,240

Capital Outlay	62,546	19,364	396,871	- 0 -
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**Debt Service Payments**

* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -

Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 673,390</b>	<b>\$ 646,160</b>	<b>\$ 1,013,367</b>	<b>\$ 625,940</b>
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**NON-CASH ITEMS - For Info Only**

Depreciation Expense	\$ 66,736	\$ 67,841	\$ 68,000	\$ 68,000
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( This Fund Continues On Next Page )

**LEISURE & CULTURAL SERVICES GROUP**

**WINDMILL ISLAND GARDENS FUND  
( AN ENTERPRISE FUND )**

( This Fund Continues From Previous Page )

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (5,181)	\$ (126,845)	\$ 316,687	\$ (68,000)
ENDING BALANCE -				
Designated / Reserved:	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	949,102	822,257	1,138,944	1,070,944
<b>FUND EQUITY - END OF YEAR</b>	<b>\$ 949,102</b>	<b>\$ 822,257</b>	<b>\$ 1,138,944</b>	<b>\$ 1,070,944</b>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 12,184	\$ (12,184)	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ 12,184	\$ - 0 -	\$ - 0 -

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 388,195	\$ 412,307	\$ 415,700	\$ 417,800
Full-Time Positions	2.00	2.00	2.00	2.00
Part-Time Positions @ F.T.E.	11.95	12.15	12.15	12.15

# 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 2011

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ 1,572,517	\$ 1,558,058	\$ 1,495,852	\$ 1,377,588
<b>TOTAL SOURCES</b>	<b>\$ 1,572,517</b>	<b>\$ 1,558,058</b>	<b>\$ 1,495,852</b>	<b>\$ 1,377,588</b>

FUNDING USES -

Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,572,980	\$ 1,558,151	\$ 1,496,062	\$ 1,377,588
<b>TOTAL USES</b>	<b>\$ 1,572,980</b>	<b>\$ 1,558,151</b>	<b>\$ 1,496,062</b>	<b>\$ 1,377,588</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (463)	\$ (93)	\$ (210)	\$ -0-
ENDING BALANCE -				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	385	292	82	82
<b>TOTAL FUND EQUITY</b>	<b>\$ 385</b>	<b>\$ 292</b>	<b>\$ 82</b>	<b>\$ 82</b>

**- - STAFFING - -**

Positions: Not Applicable

<p style="text-align: center;"><b>INTRODUCTION TO DEPARTMENT</b></p> <p style="text-align: center;"><b>LEISURE AND CULTURAL SERVICES</b></p>
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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 2011

- \* 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 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 397	\$ 516	\$ 600	\$ 600
Interest & Rents	12	8	6	5
<b>TOTAL SOURCES</b>	<b>\$ 409</b>	<b>\$ 524</b>	<b>\$ 606</b>	<b>\$ 605</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 581	\$ 489	\$ 400	\$ 400
* Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 581</b>	<b>\$ 489</b>	<b>\$ 400</b>	<b>\$ 400</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (172)	\$ 35	\$ 206	\$ 205
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	175	210	416	621
<b>TOTAL FUND EQUITY</b>	<b>\$ 175</b>	<b>\$ 210</b>	<b>\$ 416</b>	<b>\$ 621</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 and accumulate a fund balance for the Year 2047 Community Celebration.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* Previously this fund earned compounded interest monthly on the initial seed monies received from the Celebration 2000 Committee.
- \* At the close of FY2010 this fund will be closed and the balance of the fund will be transferred to the Specified Donations Fund. This action is a result of implementation of GASB No. 54. This balance will be maintained separately within the Specified Donations Fund and continue to earn interest until the Year 2047 Community Celebration.

**LEISURE & CULTURAL SERVICES GROUP**

**BI-CENTENNIAL CELEBRATION FUND  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 419	\$ 291	\$ 170	\$ -0-
Transfers In	-0-	-0-	-0-	-0-
<b>TOTAL SOURCES</b>	<b>\$ 419</b>	<b>\$ 291</b>	<b>\$ 170</b>	<b>\$ -0-</b>

FUNDING USES -

Transfers Out	\$ -0-	\$ -0-	\$ 8,433	\$ -0-
<b>TOTAL USES</b>	<b>-0-</b>	<b>-0-</b>	<b>8,433</b>	<b>-0-</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 419</b>	<b>\$ 291</b>	<b>\$ (8,263)</b>	<b>\$ -0-</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	7,972	8,263	-0-	-0-
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,972</b>	<b>\$ 8,263</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

**- - STAFFING - -**

Positions: Not Applicable

NOTE: At the close of FY-2010 this fund will be closed into the Specified Donations Fund where it will continue to be accounted for separately and earn interest annually.

**LEISURE & CULTURAL SERVICES GROUP**

**FOOD STAMP NUTRITION EDUCATION GRANT FUND  
- REFERENCE: U.S. DEPT OF AGRICULTURE  
( A SPECIAL REVENUE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Intergovernmental	\$ 1,700	\$ 2,151	\$ -0-	\$ -0-
<b>TOTAL SOURCES</b>	<b>\$ 1,700</b>	<b>\$ 2,151</b>	<b>\$ -0-</b>	<b>\$ -0-</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,700	\$ 2,151	\$ -0-	\$ -0-
Transfers Out	-0-	-0-	-0-	-0-

<b>TOTAL USES</b>	<b>\$ 1,700</b>	<b>\$ 2,151</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 / Reserves	\$ -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>
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**- - STAFFING - -**

Positions: Not Applicable

ADDITIONAL INFORMATION:

This federal grant funded a community garden project in the summer of 2008 and is completed.

# INTRODUCTION TO DEPARTMENT

## LEISURE AND CULTURAL SERVICES

Holland Historical Trust Fund (Component Unit)

### FUND MISSION STATEMENT

To help shape the future of the greater Holland area by celebrating and building on those qualities that made it thrive in the past.

### ACTION PLAN FOR FISCAL YEAR 2011

- \* Serve the community with numerous exhibitions and events that inspire and educate us.
- \* Build multiple revenue streams to ensure organization stability.
- \* Build outreach to ensure diversity and broaden appeal.
- \* Maintain historic facilities for all to enjoy.

### PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Total attendance at museums	22,730	24,660	25,526	27,500
Education tours participation	4,480	4,615	4,950	5,100
Memberships	752	775	800	850

**LEISURE & CULTURAL SERVICES GROUP**

**HOLLAND HISTORICAL TRUST FUND  
( A COMPONENT UNIT FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Charges for Services	35,963	52,277	46,000	61,000
Rental Income:				
* Armory	- 0 -	- 0 -	2,000	2,000
* Other Than Armory	24,900	17,700	21,200	20,200
Investment Income (Net of Market)	(28,775)	(118,646)	(6,419)	(6,419)
Other:				
* Capital Campaign Contributions	306,410	23,144	- 0 -	- 0 -
* Other Private Contributions	142,452	329,944	303,542	259,357
* Armory Renovation Contributions	601,112	- 0 -	- 0 -	- 0 -
* Purchase of Collections	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	257,000	257,000	247,620	235,239
<b>TOTAL SOURCES</b>	<b>\$ 1,345,062</b>	<b>\$ 567,419</b>	<b>\$ 619,943</b>	<b>\$ 577,377</b>
<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 306,864	\$ 281,554	\$ 324,000	\$ 276,310
* Benefits - To Include NonWorking Wages	14,475	18,992	33,500	27,862
* Mandatory Employer Costs	26,193	24,060	27,500	25,000
Other Current Expenditures -				
* Supplies / Maintenance	50,766	64,669	72,300	67,500
* Contractual	32,397	125,981	37,200	44,700
* Other	181,292	124,034	132,862	150,805
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Armory Renovations	179,720	178,285	130,742	75,000
Capital Assets - Cappon House	30,925	52,410	27,826	3,568
Capital Outlay	- 0 -	18,355	- 0 -	5,000
<b>TOTAL USES</b>	<b>\$ 822,632</b>	<b>\$ 888,340</b>	<b>\$ 785,930</b>	<b>\$ 675,745</b>

**ALTERNATIVE PRESENTATION OF FUNDING USES**

<b>CURRENT OPERATIONS:</b>				
* Holland Historical Trust	\$ 516,532	\$ 570,002	\$ 596,062	\$ 563,377
* Armory	204,245	207,948	162,042	108,800
<b>OTHER APPLIED PURPOSES:</b>				
* Conservation/Acquisition	- 0 -	- 0 -	- 0 -	- 0 -
* Capital / Collections / Donated Facil.	101,855	110,390	27,826	3,568
<b>TOTAL USES</b>	<b>\$ 822,632</b>	<b>\$ 888,340</b>	<b>\$ 785,930</b>	<b>\$ 675,745</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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 148,704	\$ 148,626	\$ 150,000	\$ 152,000

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 584,371	\$ (238,852)	\$ (157,419)	\$ (171,800)
ENDING BALANCE -				
Non-Expendable	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Investment in Fixed Assets	\$ 2,184,440	\$ 2,266,509	\$ 2,275,077	\$ 2,201,645
Expendable:				
* Designated Restrictions -				
Permanent	- 0 -	- 0 -	40,000	40,000
Temporary	892,252	635,931	412,863	320,679
Board of Directors	387,274	350,295	326,835	326,835
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	(36,381)	(64,002)	(23,461)	(29,645)
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,477,585</b>	<b>\$ 3,238,733</b>	<b>\$ 3,081,314</b>	<b>\$ 2,909,514</b>

**- - STAFFING - -**

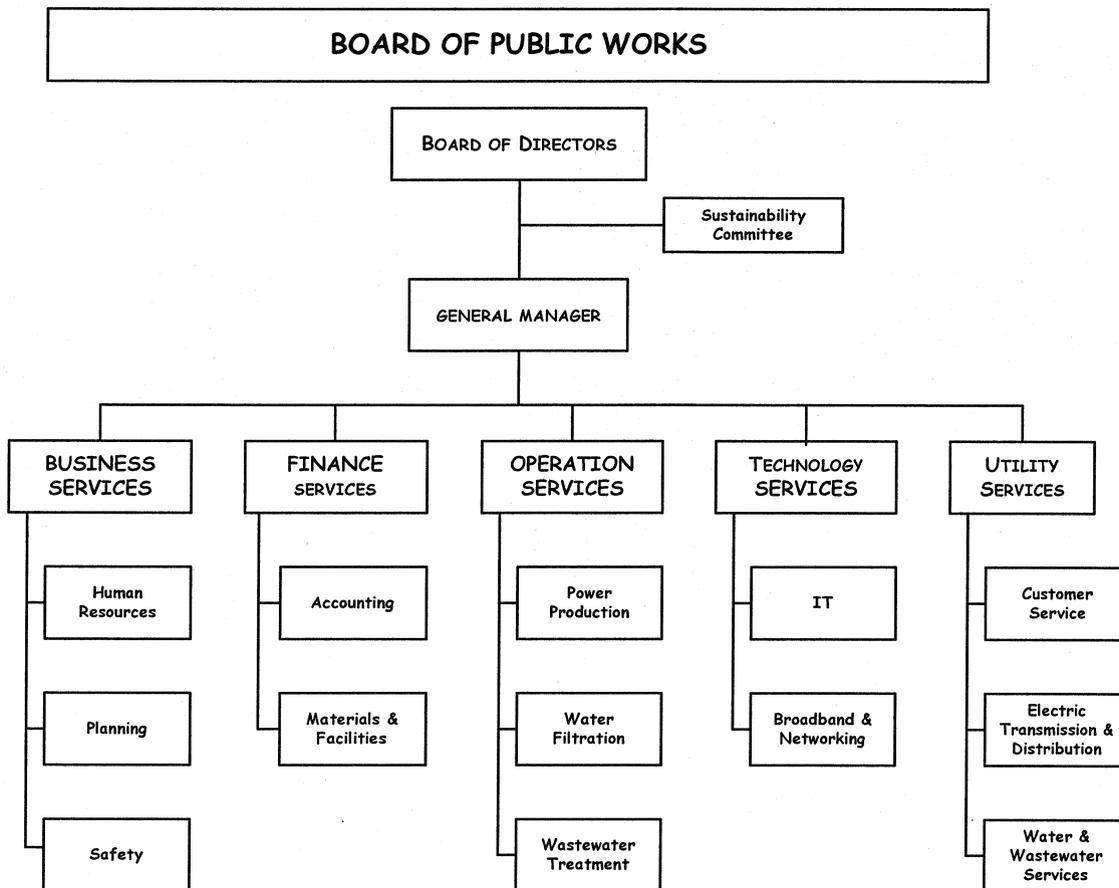
Personnel Services Total Amount	\$ 347,532	\$ 324,606	\$ 385,000	\$ 329,172
Full-Time Positions	6.00	6.00	6.00	6.00
Part-Time Positions @ F.T.E.	2.23	2.23	2.23	1.61

# UTILITY SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

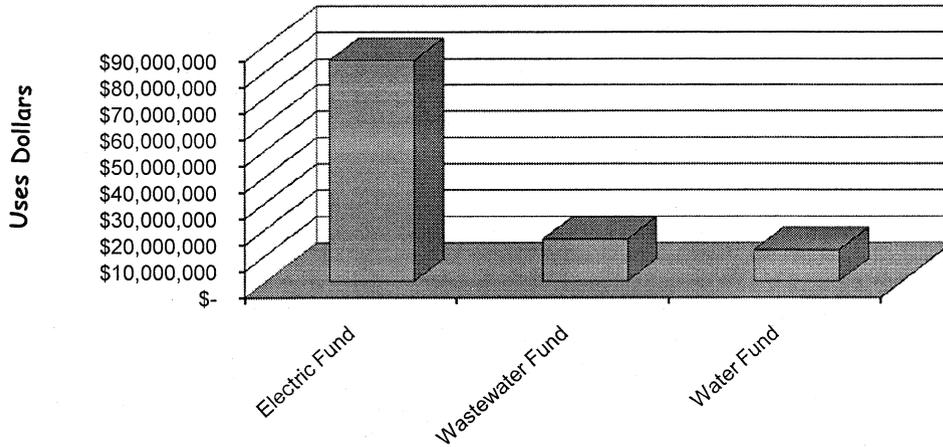
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

## GROUP ORGANIZATIONAL STRUCTURE

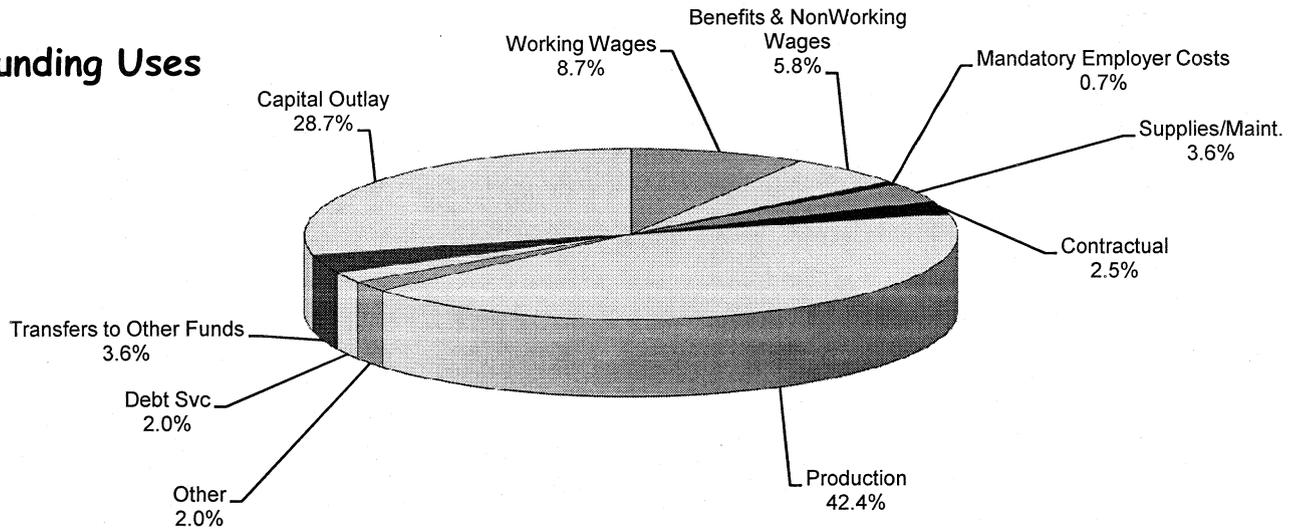


BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

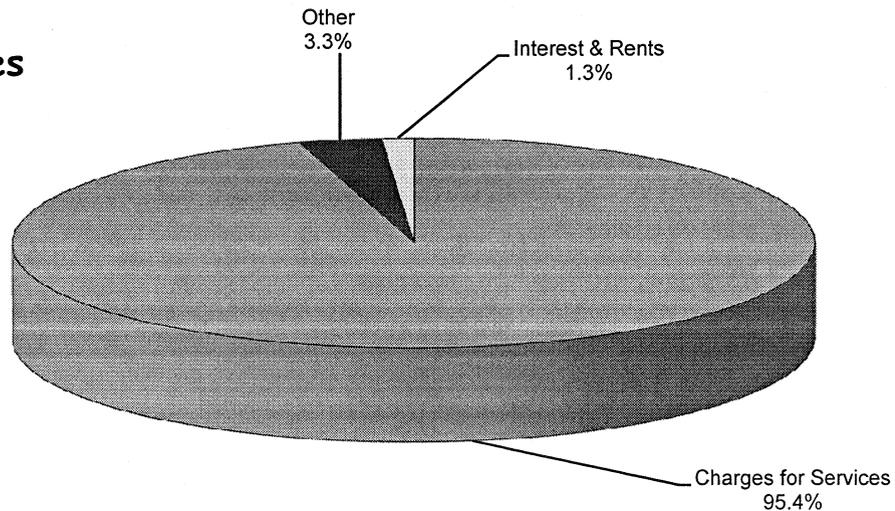
Total Uses By Department \$111,785,698



Funding Uses



Funding Sources



**UTILITIES SERVICES GROUP  
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -</b>				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	\$ 92,596,730	\$ 80,557,502	\$ 89,339,882	\$ 111,785,698
FUND TYPE - TOTALS	<u>\$ 92,596,730</u>	<u>\$ 80,557,502</u>	<u>\$ 89,339,882</u>	<u>\$ 111,785,698</u>
<b>- - - - - GROUP FUNDING SOURCES &amp; USES TOTALS - - - - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 91,543,148	\$ 88,272,098	\$ 88,740,059	\$ 91,771,247
Interest & Rents	4,164,153	2,275,975	1,015,297	1,244,172
Other	382,953	162,673	178,936	3,158,444
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 96,090,254</u>	<u>\$ 90,710,746</u>	<u>\$ 89,934,292</u>	<u>\$ 96,173,863</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 8,264,089	\$ 8,977,242	\$ 9,031,361	\$ 9,676,276
* Benefits - Incl NonWorking Wages	3,941,161	4,292,793	4,288,342	6,432,576
* Mandatory Employer Costs	764,135	849,502	845,633	837,454
Other Current Expenses -				
* Supplies / Maintenance	2,815,228	3,329,830	3,221,927	4,067,197
* Contractual	2,055,051	2,773,487	3,313,152	2,819,193
* Utility Production	53,556,866	48,850,770	45,727,438	47,381,555
* Other	626,311	702,172	2,326,458	2,231,189
Capital Outlays	12,836,728	4,571,002	14,523,345	32,103,290
Debt Service Payments -				
* Principal Maturities	3,756,193	1,336,000	1,394,000	1,443,500
* Interest & Fee Payments	785,568	890,704	869,026	791,868
Transfers Out	3,195,400	3,984,000	3,799,200	4,001,600
TOTAL USES	<u>\$ 92,596,730</u>	<u>\$ 80,557,502</u>	<u>\$ 89,339,882</u>	<u>\$ 111,785,698</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 11,602,381	\$ 11,390,580	\$ 11,414,580	\$ 11,066,194
Amortization Expense	\$ 71,224	\$ 76,081	\$ 71,924	\$ 68,254
<b>- - - - - GROUP STAFFING TOTALS - - - - -</b>				
Personnel Services Total Amount	\$ 12,969,385	\$ 14,119,537	\$ 14,165,336	\$ 16,946,306
* Full-Time Positions	185.00	186.00	183.00	182.00

## PROGRAM MEASUREMENTS

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
Peak kW	213,420	204,920	216,369	197,540
Total Number of Customers	27,464	27,514	27,525	27,553
kWh Sales Total	1,012,105,823	916,726,321	886,712,810	867,291,131
Revenue per unit	0.0767	0.0807	0.0847	0.0877
Cost per unit	0.0733	0.0741	0.0758	0.0800
Res. Avg.usage - kWh per month	647.9	604.9	596.2	591.0
 <u>KWH Sales</u>				
Residential	174,401,813	165,507,164	161,957,279	160,288,569
Commercial	362,125,526	345,688,198	330,869,524	321,549,405
Industrial	472,011,849	401,925,864	390,283,724	381,852,476
Street Lighting	3,566,635	3,605,095	3,602,283	3,600,682
<b>Total</b>	<b>1,012,105,823</b>	<b>916,726,321</b>	<b>886,712,810</b>	<b>867,291,132</b>

Operational Activity	FY-10 Projected			FY-11 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY	282,216	\$ 11,581,264	\$ 41.04	239,070	\$10,668,248	\$ 44.62	-15.29%	-7.88%	8.74%
Purchases	308,103	17,062,822	55.38	295,163	18,529,645	62.78	-4.20%	8.60%	13.36%
CT #6, 7,8,9	4,440	387,184	87.20	2,686	217,839	81.10	-39.50%	-43.74%	-7.00%
Belle River	275,244	4,907,054	17.83	280,250	5,464,875	19.50	1.82%	11.37%	9.38%
Campbell	89,347	1,832,263	20.51	81,415	1,750,433	21.50	-8.88%	-4.47%	4.84%
<b>Subtotal</b>	<b>959,350</b>	<b>\$ 35,770,587</b>	<b>\$ 37.29</b>	<b>898,584</b>	<b>\$36,631,040</b>	<b>\$ 40.77</b>	<b>-6.33%</b>	<b>2.41%</b>	<b>9.33%</b>
 <u>CAPACITY</u>									
Belle River		\$ 4,557,567			\$ 5,337,648			17.12%	
Campbell		1,869,275			1,832,027			-1.99%	
<b>TOTAL</b>	<b>959,350</b>	<b>\$ 42,197,429</b>	<b>\$ 43.99</b>	<b>898,584</b>	<b>\$43,800,715</b>	<b>\$ 48.74</b>	<b>-6.33%</b>	<b>3.80%</b>	<b>10.82%</b>

**UTILITIES SERVICES GROUP**  
**(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

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**ELECTRIC UTILITY FUND**  
**( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 78,911,228	\$ 75,542,980	\$ 75,066,220	\$ 76,027,537
Interest & Rents	2,733,284	1,664,031	706,503	993,628
Other	(13)	3,211	3,211	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 81,644,499</b>	<b>\$ 77,210,222</b>	<b>\$ 75,775,934</b>	<b>\$ 77,021,165</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 4,992,836	\$ 5,559,954	\$ 5,657,401	\$ 6,042,143
* Benefits - Incl NonWorking Wages	2,342,260	2,541,393	2,566,053	3,852,888
* Mandatory Employer Costs	458,551	513,633	517,865	515,716

**Other Current Expenses -**

* Supplies / Maintenance	1,761,240	2,133,898	2,077,424	2,596,805
* Contractual	1,539,229	2,155,478	2,671,917	2,092,879
* Electric Utility Production	50,845,639	46,246,907	43,161,149	44,539,111
* Other	327,598	370,609	2,109,976	1,793,145

Capital Outlays	4,020,500	1,650,880	8,380,121	18,602,930
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**Debt Service Payments -**

* Principal Maturity Payments	2,500,693	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	267	- 0 -	- 0 -	- 0 -

Transfers Out	3,195,400	3,984,000	3,799,200	4,001,600
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<b>TOTAL USES</b>	<b>\$ 71,984,213</b>	<b>\$ 65,156,752</b>	<b>\$ 70,941,106</b>	<b>\$ 84,037,217</b>
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**NON-CASH ITEMS - For Info Only**

Depreciation Expense	\$ 8,674,587	\$ 8,381,476	\$ 8,438,476	\$ 7,993,194
Amortization Expense	\$ - 0 -	\$ - 0 -	\$ - 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 7,506,892	\$ 5,322,874	\$ 4,776,473	\$ 3,593,684
ENDING BALANCE -				
Designated / Reserved	\$ 4,487,482	\$ 5,087,657	\$ 4,756,404	\$ 4,803,968
Undesignated / Unreserved	151,985,625	156,708,324	161,816,050	165,362,170
TOTAL FUND EQUITY	<u>\$ 156,473,107</u>	<u>\$ 161,795,981</u>	<u>\$ 166,572,454</u>	<u>\$ 170,166,138</u>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 9,966,376	\$ 5,166,081	\$ (7,063,616)
ENDING BALANCE	<u>\$ 78,770,346</u>	<u>\$ 88,736,722</u>	<u>\$ 93,902,803</u>	<u>\$ 86,839,187</u>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 7,793,647	\$ 8,614,980	\$ 8,741,319	\$ 10,410,747
* Full-Time Positions	105.00	104.00	103.00	100.00

## PROGRAM MEASUREMENTS

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Total gallons treated (mg)	3,365	3,823	3,650	3,500
Total number of customers	12,169	12,142	12,183	12,187
CCU Sales (Retail only)	1,631,311	1,518,583	1,476,143	1,469,107
Revenue per unit (Retail)	2.031	2.220	2.453	3.131
Cost per unit (All units)	2.201	2.214	2.034	2.355
Res. Avg. usage - CCU per month	5.7	5.5	5.5	5.5
CCU Sales (Wholesale)	2,001,472	2,159,884	2,211,731	2,234,907
Revenue per unit (Wholesale)	0.870	0.884	0.983	1.118
 <u>CCU Sales</u>				
Residential	709,639	681,172	679,911	686,710
Commercial	663,873	650,537	633,044	636,209
Industrial	257,799	186,874	163,188	146,188
Wholesale	2,001,472	2,159,884	2,211,731	2,234,907
 Total	 3,632,783	 3,678,467	 3,687,874	 3,704,014

**UTILITIES SERVICES GROUP  
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

**WASTEWATER UTILITY FUND  
( AN ENTERPRISE FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 6,961,843	\$ 6,879,378	\$ 7,634,920	\$ 8,776,216
Interest & Rents	979,672	508,652	257,987	188,804
Other	216,868	54,051	103,434	99,274
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 8,158,383</b>	<b>\$ 7,442,081</b>	<b>\$ 7,996,341</b>	<b>\$ 9,064,294</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 1,769,290	\$ 1,869,857	\$ 1,835,445	\$ 2,012,996
* Benefits - Incl NonWorking Wages	897,776	968,219	932,205	1,402,359
* Mandatory Employer Costs	168,619	186,056	179,926	178,711

**Other Current Expenses -**

* Supplies / Maintenance	585,506	672,220	672,282	828,319
* Contractual	287,197	319,238	339,089	392,934
* Wastewater Utility Production	2,150,383	2,020,304	1,962,985	2,117,805
* Other	196,738	209,086	128,137	253,453

Capital Outlays 1,522,900      1,174,118      3,612,000      7,985,855

**Debt Service Payments -**

* Principal Maturity Payments	500,500	546,000	574,000	598,500
* Interest & Fee Payments	186,586	165,053	153,450	116,593

Transfers Out - 0 -      - 0 -      - 0 -      - 0 -

**TOTAL USES    \$ 8,265,495    \$ 8,130,151    \$ 10,389,519    \$ 15,887,525**

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

Depreciation Expense	\$ 1,723,682	\$ 1,701,017	\$ 1,636,019	\$ 1,683,000
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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 161,375	\$ (700,200)	\$ 125,572	\$ 46,893
ENDING BALANCE -				
Designated / Reserved	\$ 3,143,127	\$ 4,555,796	\$ 932,872	\$ 970,560
Undesignated / Unreserved	45,977,422	43,864,553	47,613,049	47,622,254
FUND EQUITY - END OF YEAR	<u>\$ 49,120,549</u>	<u>\$ 48,420,349</u>	<u>\$ 48,545,921</u>	<u>\$ 48,592,814</u>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (1,930,970)	\$ 1,229,746	\$ (6,860,919)
ENDING BALANCE	<u>\$ 17,472,183</u>	<u>\$ 15,541,213</u>	<u>\$ 16,770,959</u>	<u>\$ 9,910,040</u>
<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 2,835,685	\$ 3,024,132	\$ 2,947,576	\$ 3,594,066
* Full-Time Positions	46.00	49.00	46.00	48.00

# PROGRAM MEASUREMENTS

## - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Peak (MG)	30,671	26,086	30,700	31,300
Gallons Treated (MG)	4,532	3,992	4,622	4,166
Total number of customers	13,155	13,134	13,178	13,191
CCU Sales (Retail only)	3,429,917	2,847,450	2,512,408	2,537,479
Revenue per unit (Retail only)	1.094	1.258	1.539	1.815
Cost per unit	0.912	1.167	0.963	1.157
RES. Avg. usage - CCU per month	11.19	8.54	8.99	8.09
CCU Sales (Wholesale)	2,649,595	2,368,534	2,185,768	2,218,555
Revenue per unit (Wholesale)	0.054	0.076	0.832	0.906
<u>CCU Sales</u>				
Residential	1,396,248	1,061,879	973,830	1,013,249
Commercial/Industrial	1,248,087	1,164,965	1,051,367	1,077,518
Industrial	785,582	620,606	487,211	446,711
Resales	2,649,595	2,368,534	2,185,768	2,218,555
Total	6,079,512	5,215,984	4,698,176	4,756,033

UTILITIES SERVICES GROUP  
( CITY OF HOLLAND - BOARD OF PUBLIC WORKS )

-----  
WATER UTILITY FUND  
( AN ENTERPRISE FUND )

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 5,670,077	\$ 5,849,740	\$ 6,038,919	\$ 6,967,494
Interest & Rents	451,197	103,292	50,807	61,740
Other	166,098	105,411	72,291	59,170
Other - Bond Proceeds	- 0 -	- 0 -	- 0 -	3,000,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 6,287,372</b>	<b>\$ 6,058,443</b>	<b>\$ 6,162,017</b>	<b>\$ 10,088,404</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,501,963	\$ 1,547,431	\$ 1,538,515	\$ 1,621,137
* Benefits - Incl NonWorking Wages	701,125	783,181	790,084	1,177,329
* Mandatory Employer Costs	136,965	149,813	147,842	143,027

Other Current Expenses -

* Supplies / Maintenance	468,482	523,712	472,221	642,073
* Contractual	228,625	298,771	302,146	333,380
* Water Utility Production	560,844	583,559	603,304	724,639
* Other	101,975	122,477	88,345	184,591

Capital Outlays

7,293,328	1,746,004	2,531,224	5,514,505
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Debt Service Payments -

* Principal Maturity Payments	755,000	790,000	820,000	845,000
* Interest & Fee Payments	598,715	725,651	715,576	675,275

Transfers Out

- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 12,347,022</b>	<b>\$ 7,270,599</b>	<b>\$ 8,009,257</b>	<b>\$ 11,860,956</b>
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NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 1,204,112	\$ 1,308,087	\$ 1,340,085	\$ 1,390,000
Amortization Expense	\$ 39,993	\$ 44,850	\$ 40,693	\$ 37,023

( 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 744,573	\$ (29,089)	\$ 123,206	\$ 159,930
ENDING BALANCE -				
Designated / Reserved	\$ 5,837,954	\$ 3,352,267	\$ 4,368,074	\$ 2,791,011
Undesignated / Unreserved	20,140,279	22,596,877	21,704,276	23,441,269
TOTAL FUND EQUITY	<u>\$ 25,978,233</u>	<u>\$ 25,949,144</u>	<u>\$ 26,072,350</u>	<u>\$ 26,232,280</u>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 4,002,195	\$ (2,863,047)	\$ (195,489)
ENDING BALANCE	<u>\$ 1,482,043</u>	<u>\$ 5,484,238</u>	<u>\$ 2,621,191</u>	<u>\$ 2,425,702</u>

**- - STAFFING - -**

Personnel Services Total Amount	\$ 2,340,053	\$ 2,480,425	\$ 2,476,441	\$ 2,941,493
* Full-Time Positions	34.00	33.00	34.00	34.00

**BOARD OF PUBLIC WORKS UTILITIES**  
**SERVICES GROUP**  
**SUMMARY OF ALL ORGANIZATIONAL UNITS**

	FY-2009 Final <u>Actual</u>	FY-2010 Approved <u>Budget</u>	FY-2010 Final Revised <u>Estimate</u>	FY-2011 Approved <u>Budget</u>
Fuel & Purchased Power	45,493,680	44,693,588	42,197,429	43,800,715
Wages & Benefits	14,119,535	15,397,556	14,149,849	16,938,205
Allocated Labor	(586,529)	(423,986)	(429,186)	(342,181)
Interest on Bonds	966,788	929,709	940,953	860,122
Contribution to City	3,984,000	3,799,200	3,799,200	3,637,800
Depreciation	11,390,580	11,915,000	11,414,580	11,066,194
Remaining Expenses	10,749,110	12,864,925	12,836,215	13,048,702
<b>Total BPW</b>	<b>86,117,164</b>	<b>89,175,992</b>	<b>84,909,040</b>	<b>89,009,557</b>

Detail of Remaining Expenses

Maintenance Supplies / Services	2,194,428	2,324,392	1,968,694	2,469,332
Property / Liability Insurance	956,675	993,799	950,967	1,021,948
Chemicals - WWTP/ PP/ WTP	1,083,722	1,240,521	1,032,222	1,163,086
Production Electricity - WWTP/ WTP	827,211	954,947	821,557	909,974
Bio-Solids Disposal - WWTP	610,078	816,000	620,211	730,000
Electric Subs O & M	218,782	231,000	210,591	211,250
Computer Software / Service Fees	296,301	482,504	314,124	454,294
Other Employee Cost	416,883	699,948	541,445	593,976
Flyash Disposal - PP	232,908	328,245	166,892	266,673
Electric System Supplies / Maintenance	315,812	332,900	305,779	333,000
Legal / Professional / Consulting	770,510	631,400	1,247,287	587,000
Tree Trimming	396,438	450,000	426,463	450,000
Facilities Electricity	212,749	218,795	220,139	202,825
Other Outside Services	279,447	220,176	308,694	226,322
Vehicles	298,737	355,768	304,682	336,019
Facilities Gas Heating	146,166	157,887	124,841	170,606
Computer Hardware / Maintenance	70,009	206,829	56,403	161,000
Pollution Control - PP	152,471	213,190	124,020	103,690
Production Water - WWTP/ PP	111,531	145,500	96,293	112,500
Postage	172,871	195,315	182,770	177,665
Uncollectables	77,533	100,000	80,095	100,000
Other Electric Production - PP	147,002	142,440	446,802	137,880
Conservation Programs - Electric	30,103	488,278	975,179	1,190,867
Other Expenses	730,743	935,091	1,310,065	938,795
<b>Total Remaining Expenses</b>	<b>10,749,110</b>	<b>12,864,925</b>	<b>12,836,215</b>	<b>13,048,702</b>

# INTRODUCTION TO DEPARTMENT

## BOARD OF PUBLIC WORKS UTILITIES SERVICES

Electric Transmission & Distribution & Fiber Optics

### MISSION STATEMENT

#### POWER SUPPLY

To provide electrical energy to meet the requirements of electric system customers; and to provide that energy at the lowest cost possible at 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 2011

#### 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.
- \* To continue to evaluate the Fiber to the Home (FTTH) service for the Holland community.
- \* To continue the conversion of fiber system records to a GIS/SQL based system compatible with current GIS standards.

#### ELECTRIC TRANSMISSION & DISTRIBUTION

- \* To generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers.
- \* To continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.
- \* To utilize state-of-the-art computer and control systems to effectively and efficiently serve the needs of our customers.
- \* To provide responsible management of capital investment and operational expenses to ensure that our customers and community are served by the least cost provider of utility services while investing in a reliable system, supported by an efficient and productive workforce.
- \* Upgrade various transmission circuits to provide reliable transmissions to new commercial enterprises.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - ELECTRIC - -

	FY-2009 Final <u>Actual</u>	FY-2010 Approved <u>Budget</u>	FY-2010 Final Revised <u>Estimate</u>	FY-2011 Approved <u>Budget</u>
Payroll	4,277,624	4,448,393	4,355,791	4,420,187
Benefits	1,382,134	1,455,176	1,436,943	1,737,574
Subtotal	5,659,758	5,903,569	5,792,734	6,157,761
Purchased Power	37,616,841	30,146,005	30,372,285	32,914,628
Production and Supplies	8,701,845	15,599,099	12,864,916	11,698,527
Other Operating Expense	1,836,160	1,659,366	4,084,185	2,873,737
Maintenance Supplies	2,044,958	2,082,630	1,829,182	2,145,170
Vehicle Expense	203,476	237,756	211,764	217,537
Other Employee Costs	149,634	184,095	200,189	183,204
Facilities Expense	58,054	82,765	39,285	68,925
Subtotal	50,610,968	49,991,716	49,601,806	50,101,728
Allocated Labor	(547,719)	(356,475)	(402,471)	(321,898)
Subtotal w/ Allocated Labor	55,723,007	55,538,810	54,992,069	55,937,591
Depreciation	8,381,476	8,819,000	8,438,476	7,993,194
Interest Expense	3	360	3	0
Contribution to the City	3,984,000	3,799,200	3,799,200	3,637,800
Total	68,088,486	68,157,370	67,229,748	67,568,585

## 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 2011

##### 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 Water Transfer Pump.
- \* Replace Zebra Mussel Control System.

##### WATER DISTRIBUTION

- \* To replace water mains in coordination with City street improvements.
  - 18<sup>th</sup>, Cleveland to River
  - Sunrise and Sunset
  - Ottawa, 31<sup>st</sup> to 32<sup>nd</sup>
  - 40<sup>th</sup> Street, College Ave. to Washington Ave.
  - 11<sup>th</sup>, Columbia to Lincoln
- \* 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.
- \* To improve security and update the emergence response plan.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - WATER - -

	FY-2009 Final <u>Actual</u>	FY-2010 Approved <u>Budget</u>	FY-2010 Final Revised <u>Estimate</u>	FY-2011 Approved <u>Budget</u>
Payroll	934,789	902,964	929,449	917,531
Benefits	341,577	336,561	348,003	417,727
Subtotal	1,276,366	1,239,525	1,277,452	1,335,258
Production and Supplies	581,735	675,675	601,699	722,389
Maintenance Supplies	250,908	270,642	223,914	310,802
Other Operating Expense	184,845	196,093	179,287	201,034
Facilities Expense	125,140	136,811	105,088	145,782
Vehicle Expense	30,208	29,903	24,007	29,188
Other Employee Costs	24,371	26,425	23,016	23,761
Subtotal	1,197,207	1,335,549	1,157,011	1,432,956
Allocated Labor	(12,418)	(19,166)	(17,236)	(17,384)
Subtotal w/ Allocated Labor	2,461,155	2,555,908	2,417,227	2,750,830
Depreciation	1,308,087	1,446,000	1,340,085	1,390,000
Interest Expense	770,501	754,337	756,269	712,298
Total	4,539,743	4,756,245	4,513,581	4,853,128

# INTRODUCTION TO DEPARTMENT

## BOARD OF PUBLIC WORKS UTILITIES SERVICES

### Wastewater

#### MISSION STATEMENT

##### WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

##### WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

#### ACTION PLAN FOR FISCAL YEAR 2011

##### 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 bio-solids dewatering and disposal options and design improvements.
- \* To construct a new head-works to receive and screen wastewater from both the northern and southern service areas.

##### WASTEWATER COLLECTION

- \* To replace sanitary sewer mains in coordination with City street improvements.
  - 18<sup>th</sup>, Cleveland to River
  - 40<sup>th</sup>, Lincoln to Washington
- \* To plan and construct necessary sanitary sewer improvements to meet customer needs.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - WASTEWATER - -

	FY-2009 Final <u>Actual</u>	FY-2010 Approved <u>Budget</u>	FY-2010 Final Revised <u>Estimate</u>	FY-2011 Approved <u>Budget</u>
Payroll	1,239,783	1,319,529	1,184,690	1,268,448
Benefits	447,404	480,955	443,907	536,840
Subtotal	1,687,187	1,800,484	1,628,597	1,805,288
Production and Supplies	2,018,279	2,332,400	1,961,219	2,115,300
Maintenance Supplies	332,849	427,530	319,970	439,030
Other Operating Expense	271,067	293,445	235,588	294,690
Facilities Expense	182,315	171,300	173,823	161,140
Vehicle Expense	33,847	44,804	36,868	43,069
Other Employee Costs	14,857	35,727	18,828	18,900
Subtotal	2,853,214	3,305,206	2,746,296	3,072,129
Allocated Labor	(14,030)	(43,430)	(3,562)	(2,041)
Subtotal w/ Allocated Labor	4,526,371	5,062,260	4,371,331	4,875,376
Depreciation	1,701,017	1,650,000	1,636,019	1,683,000
Interest Expense	196,284	175,012	184,681	147,824
Total	6,423,672	6,887,272	6,192,031	6,706,200

**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 2011**

- \* To achieve regulatory compliance to protect and improve our natural environment.
- \* To ensure a safe work environment for all employees.
- \* To improve the reliability of all services including electric, water, wastewater and fiber optics.
- \* To increase involvement in economic development in the Holland community.
- \* To evaluate and plan for the future capacity needs.
- \* Continue to promote energy conservation as outlined in PA 295.
- \* To ensure information is provided to all classes of customers on using services efficiently.
- \* To provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
- \* To enhance the finance and billing systems to improve service to external and internal customers.
- \* To complete the Automated Meter Reading system (AMR) installation for commercial and industrial customers.
- \* To continue to install energy efficient and green friendly components to grounds and facilities.
- \* To 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.
- \* To improve the opportunities for the growth and development of BPW employees.

## SUMMARY BY ORGANIZATIONAL UNIT

### - - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2009 Final <u>Actual</u>	FY-2010 Approved <u>Budget</u>	FY-2010 Final Revised <u>Estimate</u>	FY-2011 Approved <u>Budget</u>
Payroll	4,059,584	4,674,470	3,982,560	4,416,000
Benefits	1,436,641	1,779,508	1,468,506	3,223,898
Subtotal	5,496,225	6,453,978	5,451,066	7,639,898
Other Operating Expense	725,076	1,551,083	580,345	1,076,711
Office Supplies	225,368	277,703	251,146	270,103
Other Employee Costs	228,021	516,401	299,412	368,111
Facilities Expense	201,414	213,232	197,183	201,874
Maintenance Supplies	170,316	324,319	168,402	279,580
Vehicle Expense	31,206	43,305	32,044	46,225
Subtotal	1,581,401	2,926,043	1,528,532	2,242,604
Allocated Labor	(12,361)	(4,915)	(5,918)	(858)
Total	7,065,265	9,375,106	6,973,680	9,881,644

Allocations

Electric Fund	53.18%	53.18%
Wastewater Fund	22.68%	22.68%
Water Fund	24.14%	24.14%

Contingencies (10% by Fund)

Electric Fund	7,306,368
Wastewater Fund	901,740
Water Fund	692,847

**MUNICIPAL UTILITIES CAPITAL PROJECTS**  
**- ELECTRIC - WATER - WASTEWATER -**  
**FIVE-YEAR PROJECTION SUMMARY**

	FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 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	3,593,684	6,011,820	6,661,847	7,641,325	6,612,134
Financed from Cash Reserves	15,009,246	3,988,180	3,338,153	2,358,675	3,387,866
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>18,602,930</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>
<u>Financing Applications:</u>					
Power Resources	8,920,500	6,500,000	6,500,000	6,500,000	6,500,000
Electric Transmission and Distribution & Allocated Admin Projects	9,682,430	3,500,000	3,500,000	3,500,000	3,500,000
	<u>18,602,930</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</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	159,929	534,874	599,734	895,011	1,235,882
Financed from Cash Reserves	2,354,576	1,965,126	1,900,266	1,604,989	1,264,118
Bond Issue Proceeds	3,000,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>5,514,505</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
<u>Financing Applications:</u>					
Water Plant	450,400	575,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	5,064,105	1,925,000	1,925,000	1,925,000	1,925,000
	<u>5,514,505</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</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	46,892	77,514	246,587	625,276	661,312
Financed from Cash Reserves	7,938,963	5,372,486	1,753,413	1,874,724	2,088,688
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>7,985,855</u>	<u>5,450,000</u>	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,750,000</u>
<u>Financing Applications:</u>					
Wastewater Plant	6,091,000	3,542,500	1,300,000	1,625,000	1,787,500
Wastewater Collection & Allocated Admin	1,894,855	1,907,500	700,000	875,000	962,500
	<u>7,985,855</u>	<u>5,450,000</u>	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,750,000</u>

**ADDITIONAL COMMENT:**

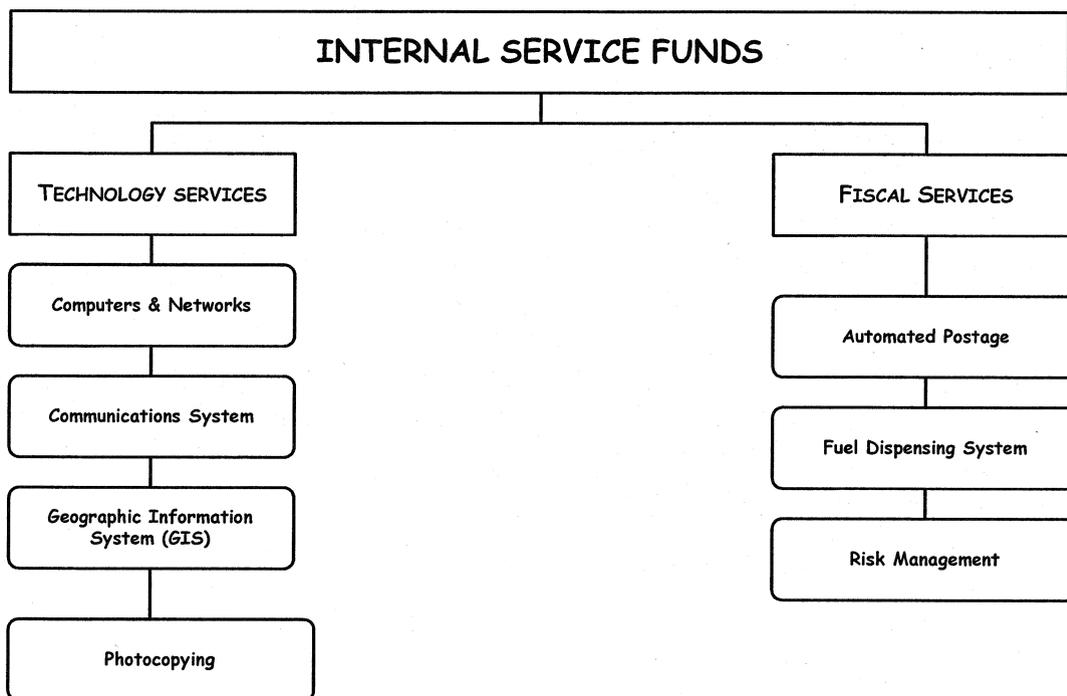
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

# INTERNAL SERVICES GROUP INTRODUCTION

## GROUP MISSION STATEMENT

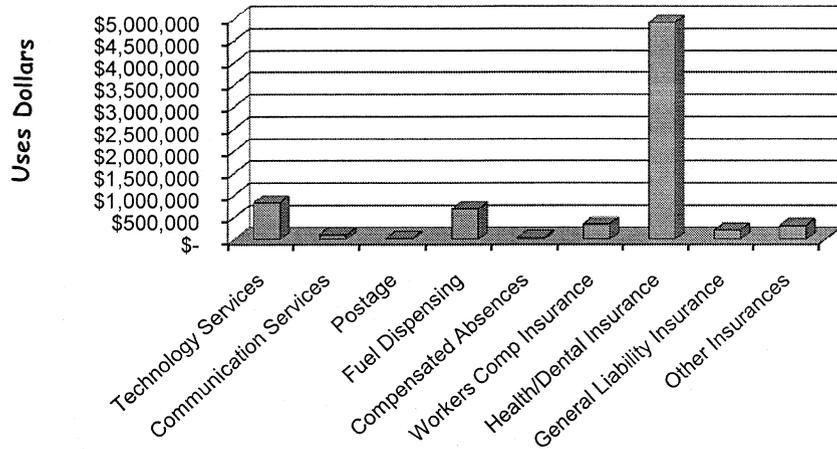
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account 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

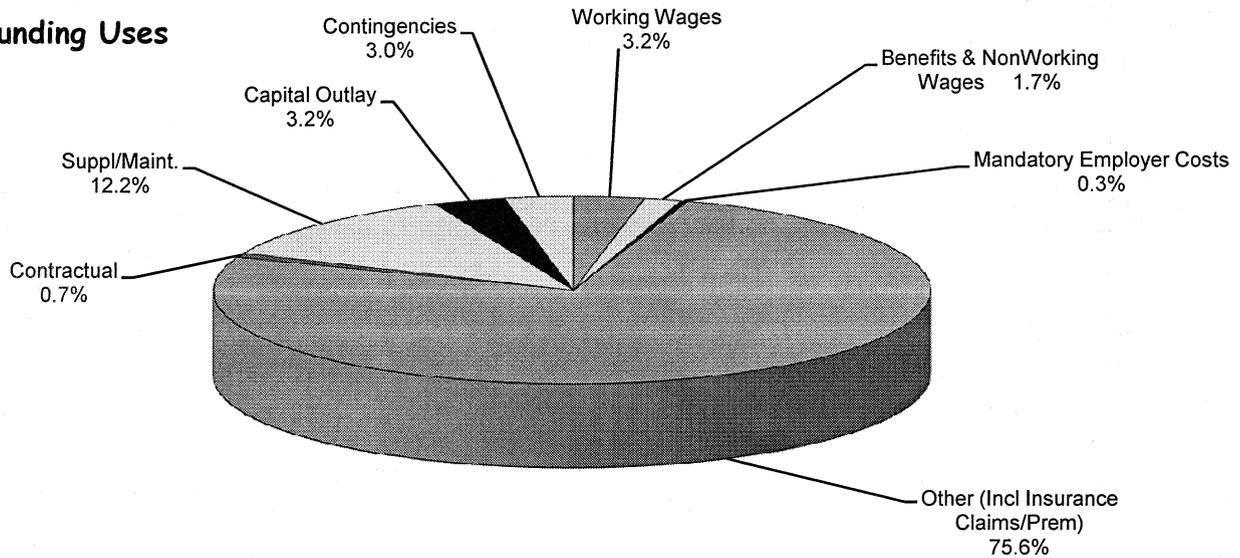


## INTERNAL SERVICE FUNDS GROUP

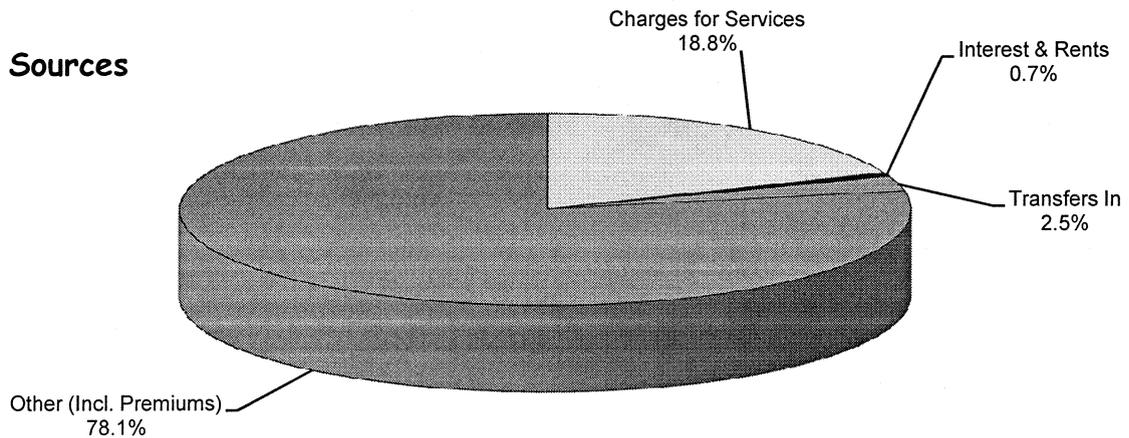
### Total Uses By Department \$7,434,054



### Funding Uses



### Funding Sources



**INTERNAL SERVICE FUNDS GROUP**

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

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
Internal Service	\$ 6,768,710	\$ 7,061,149	\$ 6,857,826	\$ 7,434,054
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 1,598,338	\$ 1,361,987	\$ 1,340,180	\$ 1,330,189
Interest & Rents	209,171	130,259	49,995	51,640
Other	4,710,151	4,982,354	5,590,140	5,536,000
Transfers In	155,683	- 0 -	- 0 -	175,000
<b>TOTAL SOURCES</b>	<b>\$ 6,673,343</b>	<b>\$ 6,474,600</b>	<b>\$ 6,980,315</b>	<b>\$ 7,092,829</b>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 173,961	\$ 221,937	\$ 217,823	\$ 236,001
* Benefits - Includes NonWorking Wages	124,513	123,282	101,820	125,039
* Mandatory Employer Costs	19,941	20,953	22,400	23,400
Other Current Expenditures -				
* Supplies / Maintenance	1,092,743	929,813	897,828	904,537
* Contractual Expenditures	39,817	66,029	140,020	55,600
* Other	4,964,380	5,634,829	5,392,323	5,623,577
Capital Outlay	113,388	64,306	35,612	240,900
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	239,967	- 0 -	50,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	225,000
<b>TOTAL USES</b>	<b>\$ 6,768,710</b>	<b>\$ 7,061,149</b>	<b>\$ 6,857,826</b>	<b>\$ 7,434,054</b>
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 93,887	\$ 49,759	\$ 46,945	\$ 56,945
Loss on Disposal of Capital Asset	5,731	176,521	- 0 -	- 0 -
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 318,415	\$ 366,172	\$ 342,043	\$ 384,440
* Full-Time Positions	4.00	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 2011

- \* Implement new cost effective Antivirus software. (August 2010)
- \* Implement centralized server storage for all photographs / images. (November 2010)
- \* Evaluate / implement improved on-line communications tools such as Cityofholland.app. (June 2011)
- \* Coordinate Pictometry flight for spring 2011 for City and other local municipalities. (November 2010)
- \* Focus on technology training efforts to increase effectiveness of City staff 10 - 12 training sessions. (January 2010)
- \* Build more redundancy into City technology infrastructure. (June 2011)
- \* Continue "green" effort. Expand usage of virtualization in order to save energy and hardware costs. (June 2011)
- \* Continue improving the residents ability to interact with the City by expanding on existing social networking efforts; build on fiscal year 2010 website redesign; enhance mobile offerings; RSS feeds and explore augmented reality.

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Servers:</b>				
Database (BS&A) - Win 2000 - disk 45GB (citysvr02)	1	1	1	1
E-Mail - NT (old) - disk 13GB	1	0	0	0
E-Mail - Win 2003 72GB (citydc01)	1	1	1	1
E-Mail - Win 2003 150 GB (cityexchsvr)	1	1	1	1
Intranet - NT - disk 13GB (Spider)	1	1	1	1
Internet/DNS - NT - disk 2GB (LadyBug)	1	1	0	0
Finance Database - NT - disk 45GB	1	0	0	0
Finance Database - Linux - disk 288GB (CityFinSvr02)	1	1	1	1
G.I.S. (new) - Win 2000 - disk 219GB (Citygissvr03)	1	1	1	1
HPDPHOTO win2003 - disk 20GB (hpdphoto)	1	1	1	1
Imaging - Win 2000 - disk 288GB (citydocimgsvr)	1	1	1	1
Print/File/Database - Win 2003 150 GB (cityweb01)	0	1	1	1
Logon/File/Database - Win 2000 - disk 288GB (citysvr03)	1	1	1	1
Storage Server - 2TB (cityfilesvr)	0	1	1	1
Windows Update/Anti Virus (citysvr04)	0	1	1	1
Recreation/Parks - Win2003 disk 250 gig (citysvr06)	1	1	1	1
Login Server win2003 250gig (citydc00)	1	1	1	1
Unitrends Backup (DPU01)	1	1	1	1
Max Server - Win2003 (Maxsvr00)	1	1	1	1
HPDDVR dvr0 winxp 6tb (hpddvr0)	0	1	1	1
HPDDVR dvr0 winxp 6tb (hpddvr1)	0	1	1	1
SQL SERVER (citysql00)	0	0	1	1
SQL SERVER (citysql01)	0	0	1	1
HPD Server (Video Evidence)	0	0	1	1
MAX Server (Maxsvr01)	0	0	1	1
MAX Server (Maxsvr02)	0	0	1	1
Transsvr00 (Transportation Server)	0	0	1	1
City Photo Server (New)	0	0	0	1
CityFileSVR (New)	0	0	0	1
<b>Total Servers</b>	<b>16</b>	<b>19</b>	<b>24</b>	<b>26</b>
<b>Desktop &amp; Mobile Computers:</b>				
Assessor	9	9	8	8
City Clerk	8	8	7	7
City Council	9	9	9	9
City Manager	3	3	3	3
Civic Center	6	6	7	7
Council Chambers/Control Room	4	4	3	3
DeGraaf Nature Center	5	5	4	4
Downtown Development Authority	3	3	2	2

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Desktop &amp; Mobile Computers cont:</b>				
Finance	8	8	7	7
Fire Department	18	18	20	20
Human Relations	4	4	4	4
Human Resources	3	3	3	3
MAX Office	15	15	15	15
Neighborhood Community Services	25	25	21	21
OurStreet	4	4	3	3
Park & Cemetery Office	10	10	6	6
Planning	6	6	10	10
Police Department	66	71	75	75
Technology Services	5	5	5	5
Training Room	1	1	1	1
Transportation Services	14	14	14	14
Treasurer	3	3	3	3
Windmill Island	4	4	4	4
Unassigned/Surplus	0	0	6	6
<b>Total Desktop &amp; Mobile Computers</b>	<b>233</b>	<b>238</b>	<b>240</b>	<b>240</b>
<b>Number of Printers in Use:</b>				
Assessor	3	2	2	2
City Clerk	2	2	2	2
City Manager	2	2	2	2
Civic Center	4	4	3	3
DeGraff Nature Center	2	2	2	2
Neighborhood Community Services	9	9	7	7
Downtown Development Authority	3	3	3	3
Finance	3	4	3	3
Fire Dept	6	6	6	6
Human Relations	1	1	1	1
Human Resources	1	1	1	1
MAX Office	4	4	4	4
Ourstreet	3	3	1	1
Park & Cemetery Offices	5	5	5	5
Police Dept	19	20	19	19
Technology Services	1	1	1	1
Transportation Services	6	6	6	6
Treasurer	1	1	1	1
Windmill Island	2	2	4	4
Unassigned/Surplus	0	0	4	4
<b>Total Printers</b>	<b>77</b>	<b>78</b>	<b>77</b>	<b>77</b>

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<b>Digital Cameras/Camcorders:</b>				
Assessor	3	3	3	3
Civic Center	1	2	1	1
DeGraff Nature Center	1	1	1	1
Downtown Development Authority	1	1	1	1
Neighborhood Community Services	8	8	7	7
Fire Dept	2	2	2	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Ourstreet	2	2	2	2
Park & Cemetery Offices	1	1	1	1
Police Dept	N/A	5	5	5
Technology Services	1	1	1	1
Transportation Services	1	1	2	2
<b>Total Digital Cameras/Camcorders</b>	<b>23</b>	<b>29</b>	<b>28</b>	<b>28</b>
<b>Scanning Devices:</b>				
Assessor	2	0	0	0
City Clerk	2	2	2	2
Civic Center	1	1	2	2
DeGraff Nature Center	1	1	1	1
Neighborhood Community Services	4	4	4	4
Finance	1	1	1	1
Fire Dept	2	2	2	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Police Dept	4	4	4	4
Transportation Services	1	1	1	1
Unassigned/Surplus	4	0	0	0
<b>Total Scanning Devices</b>	<b>24</b>	<b>18</b>	<b>19</b>	<b>19</b>
<b>Surveillance Cameras:</b>				
HPD	N/A	1	1	1
HPD Jail	N/A	28	28	28
MAX	N/A	6	62	62
Transportation	N/A	2	2	2
Bridge Cameras	N/A	2	2	2
City Hall (Treasurer's Office)	N/A	1	1	1
<b>Total Scanning Devices</b>	<b>N/A</b>	<b>40</b>	<b>96</b>	<b>96</b>

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

PHOTOCOPIER UNITS - ANNUAL COUNTS	FY-08	FY-09	FY-10	FY-11
SOME UNITS NOW ALSO SERVE AS PRINTERS	Actual	Actual	Projected	Projected
City Hall: Assessing and Board of Review - Large Size Floor Model	24,797	61,599	60,700	60,700
City Hall: City Clerk and Elections - Desktop / Stand model	26,367	21,961	22,000	22,000
City Hall: Community Services & Development / Engineers - Blueprint Copier (No per copy fee for the unit) - Large Floor Model	136,539	121,546	122,000	146,000
City Hall: Department of Environmental Health - Small Size Floor Model	7,955	20,157	20,000	20,000
City Hall: Finance & Treasurer - Small Size Floor Model	58,958	61,263	61,000	61,000
City Hall: Mayor, City Manager, Human Resources - Large Floor Model	65,711	96,533	97,000	97,000
DDA / Mainstreet - Small Floor Model (includes color capabilities)	46,533	50,835	51,000	51,000
Degraaf Nature Center - Desktop / Stand Model (copier removed June 2009)	6,623	7,276	0	0
Fire Dept: Kollen Park Station - Small Size Floor Model	33,220	40,632	40,700	40,700
Fire Dept: Waverly Station - Desktop / Stand Model	2,359	1,888	2,000	2,000
Ourstreet - Small Size Floor Model	24,777	28,074	24,000	0
Parks & Cemetery - Desktop / Stand Model	6,214	7,990	8,000	8,000
Police Dept: Administration and Police Community Services - Mid Size Floor Model (Patrol)	144,186	125,495	126,000	126,000
- Mid Size Floor Model (Front)	159,203	125,020	125,000	125,000
- Small Floor Model (Workroom)	136,013	111,319	111,500	111,500
Recreation Dept / Civic Center - Small Floor Model (includes color capabilities)	132,924	115,416	116,000	116,000
Transportation Services Center - Small Floor Model	24,451	27,134	27,200	27,200
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	1,754	1,186	1,200	1,200
<b>Total Copies</b>	<b>1,038,584</b>	<b>1,025,324</b>	<b>1,015,300</b>	<b>1,015,300</b>
Assessment Fee per Copy for All Sites Above	\$0.023	\$0.023	\$0.023	\$0.023

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 518,300	\$ 511,675	\$ 548,813	\$ 513,950
Interest & Rents	16,017	12,239	6,050	6,500
Other	1,500	- 0 -	- 0 -	- 0 -
Transfers In	55,683	- 0 -	- 0 -	175,000
<b>TOTAL SOURCES</b>	<b>\$ 591,500</b>	<b>\$ 523,914</b>	<b>\$ 554,863</b>	<b>\$ 695,450</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 172,509	\$ 220,425	\$ 213,600	\$ 230,700
* Benefits - Includes NonWorking Wages	68,648	89,399	94,300	82,000
* Mandatory Employer Costs	15,761	19,263	20,400	20,400

Other Current Expenditures -

* Supplies / Maintenance	80,231	162,913	172,847	173,800
* Contractual	6,289	10,218	12,470	28,000
* Other	35,618	30,149	31,429	33,500
Capital Outlay	89,551	64,306	35,612	240,900
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	15,000

<b>TOTAL USES</b>	<b>\$ 468,607</b>	<b>\$ 596,673</b>	<b>\$ 580,658</b>	<b>\$ 824,300</b>
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NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 70,757	\$ 42,816	\$ 40,000	\$ 50,000
Loss on Disposal of Capital Asset	5,731	163,491	- 0 -	- 0 -

This Fund Continues On Next Page

**INTERNAL SERVICE FUNDS GROUP**

**TECHNOLOGY SERVICES FUND**

This Fund Continues From Previous Page

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 135,956	\$ (214,760)	\$ (30,183)	\$ 62,050
ENDING BALANCE - (see note below)	<i>63,854 (Fund Equity Coming from Photocopy Fund FY08)</i>			
Designated / Reserves	\$ 315,000	\$ 270,000	\$ 245,000	\$ 115,000
Designated/Reserves-Copiers/Printers	\$ 46,115	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	304,999	151,354	146,171	338,221
TOTAL FUND EQUITY	\$ 666,114	\$ 451,354	\$ 421,171	\$ 483,221

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (1,771)	\$ (795)	\$ 1,150
ENDING BALANCE	\$ 9,768	\$ 7,997	\$ 7,202	\$ 8,352

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 256,918	\$ 329,087	\$ 328,300	\$ 333,100
* Full-Time Positions	4.00	4.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

The Photocopy Services Fund was closed out at the end of FY2008 into the Technology Services Fund to begin a combined operation for FY2009. The capital assets were 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 2011

- \* Evaluate the best means for upgrading the City Hall IP phone system. (January 2011)
- \* Evaluate cost savings potential of partnering and Holland Board of Public Work's new phone upgrade. (February 2011)

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Actual	FY-11 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	6
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	4
-Finance Office	7	7	7	6
-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	24
-Technology Services	7	7	7	5
-Treasurer's Office	4	4	4	4
-Total City Hall	78	78	78	70
-Bouws Pool	1	1	1	1
-Civic Center	7	7	7	7
-DeGraaf Nature Center	1	1	1	3
-Downtown Development Authority	3	3	3	5
-Fire Stations #1	6	6	6	6
-Fire Stations #2	14	14	14	14
-Fire Stations #3	0	1	1	1
-Maplewood	1	1	1	1
-Matt Urban Sports Complex	1	12	12	17
-MAX	12	1	1	1
-Moran Park (tennis courts)	1	4	4	4
-Ourstreet/Weed & Seed	4	19	19	9
-Parks & Cemetery Office	19	92	92	90
-Police Dept	90	1	1	1
-Stadium	1	21	21	21
-Transportation Services Facility	21	4	4	8
-Windmill Island	4			
-Total Other Locations	186	188	188	189
-Grand Total	264	266	266	259
<u>Number of Pay Phones</u>				
-Various Locations	1	1	1	1
<u>Number of Nextel Phones in Use by Department:</u>				
-City Manager	1	1	1	1
-Civic Center	5	4	4	1
-Fire Department	4	3	0	0
-Max Offices	1	0	0	0
-Mayor	1	1	1	0
-Neighborhood Community Services	6	6	6	5
-Parks & Cemetery Offices	7	7	8	4
-Police Department	9	9	9	9
-Technology Services	1	1	1	0
-Transportation Services Facility	5	4	4	3
-Windmill Island	3	2	1	1
-Subtotal	43	38	35	24

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

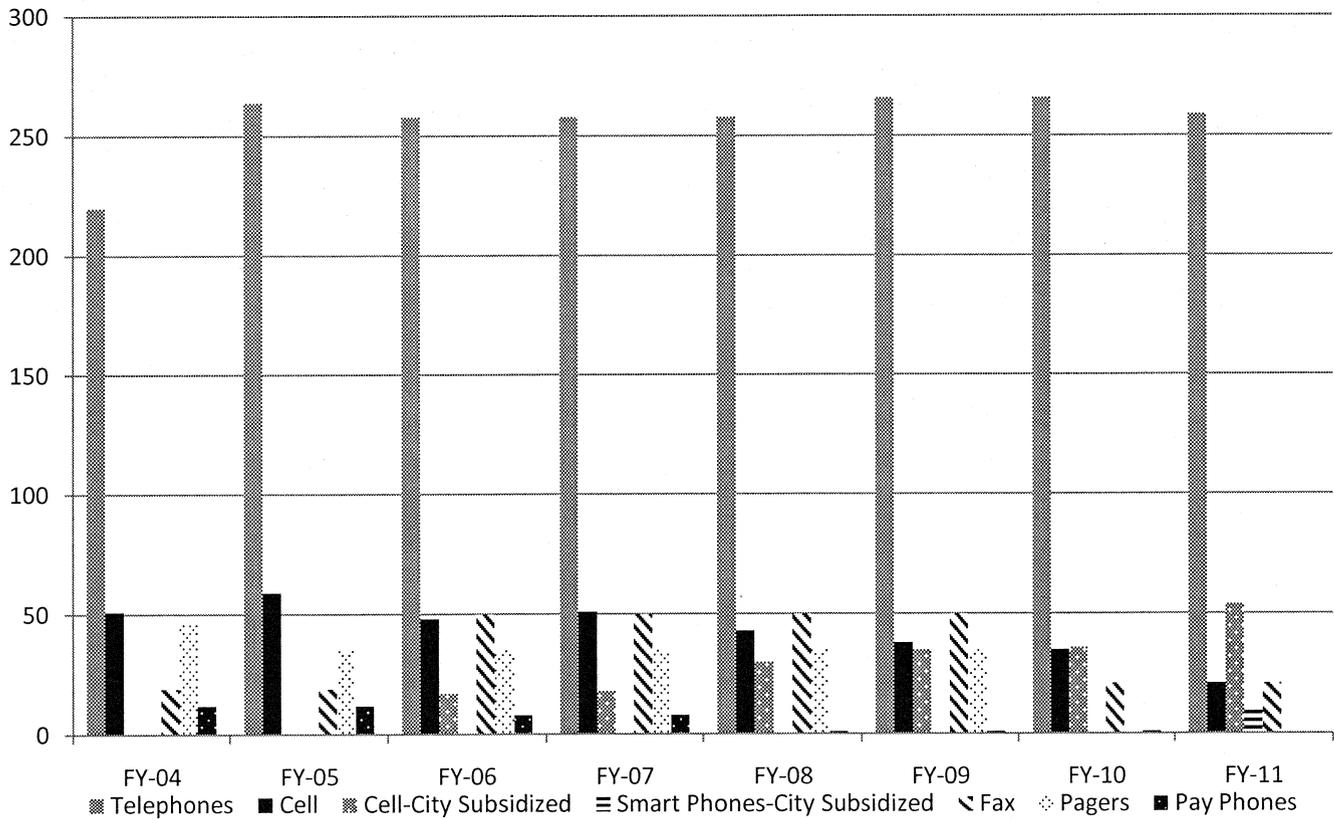
Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Actual	FY-11 Projected
<u>Number of City-Subsidized Nextel Phones in Use by Department:</u>				
-Civic Center	0	1	2	3
-DeGraaf Nature Center	0	0	2	1
-Max Offices	0	1	0	0
-Neighborhood Community Services	4	4	3	3
-Ourstreet	2	2	2	2
-Fire Departments	4	5	4	4
-Parks	0	0	8	8
-Police Department	0	0	1	1
-Technology Services	13	13	12	10
-Transportation Services	7	8	11	11
-Windmill Island	0	1	2	2
-Subtotal	30	35	47	45
-Grand Total	73	73	82	69
<u>Number of DSL Lines in Use by Department:</u>				
-Degraaf Nature Center	1	1	1	1
-Windmill Island	1	0	0	0
-Grand Total	2	1	1	1
<u>Number of FAX Machines</u>				
City Hall				
-Assessor's Office	1	1	1	1
-City Manager's Office	1	1	1	1
-Finance Office	1	1	1	1
-Neighborhood Community Services	2	2	2	2
-Total City Hall	5	5	5	5
<u>Number of FAX Machines</u>				
-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	1
-Ourstreet	1	1	1	0
-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
-Total Other Locations	16	16	16	14
-Grand Total	21	21	21	19

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Actual	FY-11 Projected
<u>Number of Pagers by Departments</u>				
-Fire Department	6	6	6	0
-Police Department	29	29	29	26
-Grand Total	35	35	35	26
<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	1	1
-Parks & Cemetery Offices	1	1	1	1
-Treasurer's Office	1	1	1	1
-Windmill Island	1	2	2	2
-Grand Total	7	8	8	8

### Telephones/Nextels/Fax Machines/Pagers/ Pay Phones/Technology Service



**INTERNAL SERVICE FUNDS GROUP**

**COMMUNICATION SERVICES FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 106,948	\$ 107,730	\$ 99,275	\$ 103,100
Interest & Rents	(168)	18	(60)	(50)
Other	- 0 -	1,000	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 106,780</b>	<b>\$ 108,748</b>	<b>\$ 99,215</b>	<b>\$ 103,050</b>
<b>FUNDING USES -</b>				
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	\$ 18,237	\$ 18,240	\$ 16,000	\$ 18,100
* Other	86,889	90,592	83,275	85,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 105,126</b>	<b>\$ 108,832</b>	<b>\$ 99,275</b>	<b>\$ 103,100</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 5,754	\$ 4,398	\$ 4,400	\$ 4,400
Loss on Disposal of Capital Asset	- 0 -	7,546	- 0 -	- 0 -
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ (4,100)</b>	<b>\$ (12,028)</b>	<b>\$ (4,460)</b>	<b>\$ (4,450)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	42,188	30,160	25,700	21,250
<b>TOTAL FUND EQUITY</b>	<b>\$ 42,188</b>	<b>\$ 30,160</b>	<b>\$ 25,700</b>	<b>\$ 21,250</b>
<b>- - WORKING CAPITAL - -</b>				
<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (84)</b>	<b>\$ (60)</b>	<b>\$ (50)</b>
<b>ENDING BALANCE</b>	<b>\$ 8,360</b>	<b>\$ 8,276</b>	<b>\$ 8,216</b>	<b>\$ 8,166</b>
<b>- - STAFFING - -</b>				

Positions: Not Applicable

**INTERNAL SERVICE FUNDS GROUP**

**PHOTOCOPY SERVICES FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Charges for Services	\$ 33,505	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Rents	4,572	- 0 -	- 0 -	- 0 -
Other	(3,457)	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 34,620</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**FUNDING USES -**

Other Current Expenditures -

* Supplies / Maintenance	\$ 22,188	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	48	- 0 -	- 0 -	- 0 -
Capital Outlay	23,837	- 0 -	- 0 -	- 0 -
Transfers Out	139,967	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 186,040</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

**NON-CASH CHARGES (CREDITS) - For Info Only**

Depreciation Expense	\$ 13,587	\$ - 0 -	\$ - 0 -	\$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (141,170)</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>ENDING BALANCE - (see note below)</b>				
Designated / Reserves	\$ - 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>

**- - WORKING CAPITAL - -**

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

**- - STAFFING - -**

Positions: Not Applicable

This fund was closed out at the end of FY2008 into the Technology Services Fund to begin a combined operation for FY2009. The capital assets were 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 2011

- \* 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).
- \* The current mailing system most likely will be dropped by Pitney Bowes maintenance program within one (1) year. Purchase another mailing system or study possibility of using a postal service.

# PROGRAM MEASUREMENTS

## - - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
Postage and Service Charge Cost				
City Council	\$ 321	\$ 218	\$ 470	\$ 470
City Manager	218	375	230	230
Elections	2,380	2,932	2,500	2,500
Finance Office	5,526	5,462	5,400	5,400
Independent Audit	0	128	105	105
Property Assessing Office	1,173	1,161	1,100	1,100
City Clerk	1,127	1,324	1,100	1,100
Personnel Office	83	136	100	100
Treasurer's Office	851	1,039	900	900
Volunteer Services	42	135	50	50
Planning Office	450	309	400	400
Environmental Health/Inspections	2,117	1,523	1,250	1,250
Environmental Health/Rental Housing	1,885	2,452	2,500	2,500
Environmental Health/Construction Inspections	658	603	680	680
Community Services	622	339	200	200
Human Relations Office	687	277	500	500
Ourstreet/Neighborhood Liaison Program	62	147	50	50
Historic District Commission	753	233	230	230
Mainstreet/DDA	148	166	100	100
Principal Shopping District	340	90	100	100
Dangerous Structures	106	0	300	300
Solid Waste Recycling	90	73	80	80
Municipal Airport	96	36	100	100
Technology Services	4	5	5	5
CDBG-Administration	266	256	250	250
CDBG-Rehab	35	102	200	200
Windmill Island	293	309	100	100
Transportation Facility	651	744	700	700
<b>Total</b>	<b>\$ 20,981</b>	<b>\$ 20,574</b>	<b>\$ 19,700</b>	<b>\$ 19,700</b>
Mail Piece Count				
City Hall	38,251	37,247	33,300	33,300
Transportation Center	1,307	2,801	1,700	1,700
<b>Total</b>	<b>39,558</b>	<b>40,048</b>	<b>35,000</b>	<b>35,000</b>

**INTERNAL SERVICE FUNDS GROUP**

**POSTAGE SERVICES FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Charges for Services	\$ 20,981	\$ 20,574	\$ 19,700	\$ 21,400
Interest & Rents	69	35	21	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 21,050</b>	<b>\$ 20,609</b>	<b>\$ 19,721</b>	<b>\$ 21,400</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 20,763	\$ 19,141	\$ 17,000	\$ 17,200
* Other	901	1,034	4,200	4,200
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 21,664</b>	<b>\$ 20,175</b>	<b>\$ 21,200</b>	<b>\$ 21,400</b>

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 1,244	\$ - 0 -	\$ - 0 -	\$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	5,484	- 0 -	- 0 -

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (1,858)	\$ (5,050)	\$ (1,479)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	12,251	7,201	5,722	5,722
<b>TOTAL FUND EQUITY</b>	<b>\$ 12,251</b>	<b>\$ 7,201</b>	<b>\$ 5,722</b>	<b>\$ 5,722</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 432	\$ (1,479)	\$ - 0 -
ENDING BALANCE	\$ 6,769	\$ 7,201	\$ 5,722	\$ 5,722

**- - STAFFING - -**

Positions: Not Applicable

Note - A portion of the working capital is Postage Inventory. At the close of FY2009 this amount was \$4,480.

# 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 2011

- \* 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.
- \* To continue use of an above ground storage tank for biodiesel blend fuel throughout a one year trial period, which ends in the fall of 2010, and allocate up to three vehicles for each participating entity to participate in a demonstration and study program. The study currently includes two MAX buses, two Street asphalt/plow trucks, Fire Engine #1122 and a BPW electric bucket truck using a 20% blend in the warm season months and a 5-10% blend in the cold season months.
- \* To continue to explore potential grant funding through the Macatawa Area Express Transit Authority to update and replace the fuel dispensing equipment and software. A study group representing all participating entities will continue to review a capital acquisition plan that will meet all participants' needs in order to replace the current equipment which is obsolete.
- \* Per gallon overhead charge established at \$0.073414 throughout FY 2011 which will be adjusted to final actual overhead costs at fiscal year end.

\* Historical actual per gallon overhead charge:

FY10	\$0.064131 (estimated)	FY04	\$0.047137	FY98	\$0.049071
FY09	\$0.050585	FY03	\$0.034228	FY97	\$0.044903
FY08	\$0.068258	FY02	\$0.035749	FY96	\$0.025643
FY07	\$0.035692	FY01	\$0.047916	FY95	\$0.025898
FY06	\$0.033134	FY00	\$0.056438	FY94	\$0.033042
FY05	\$0.032683	FY99	\$0.046777		

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected		FY-11 Projected	
<b>Gallons of Gasoline Dispensed:</b>						
City of Holland:						
Fire Department	2,254.7	2,134.0	2,073.2		2,073.2	
Board of Public Works	27,961.0	30,784.8	28,975.8		28,975.8	
Street Vehicle & Equipment	3,516.7	4,567.8	6,087.2		6,087.2	
Centralized Vehicle & Equipment	71,260.7	71,890.1	70,920.4		70,920.4	
Windmill Island	396.1	420.8	375.0		375.0	
Subtotal City of Holland	105,389.2	109,797.5	108,431.6	71.18%	108,431.6	71.18%
MAX Transportation Authority	13,743.4	14,976.5	32,751.9	21.50%	32,751.9	21.50%
Holland Public Schools	13,706.1	12,231.7	11,151.5	7.32%	11,151.5	7.32%
<b>Total Combined Gallons of Gasoline Dispensed</b>	<b>132,838.7</b>	<b>137,005.7</b>	<b>152,335.0</b>	<b>100.00%</b>	<b>152,335.0</b>	<b>100.00%</b>
<b>Gallons of Diesel Fuel Dispensed:</b>						
City of Holland:						
Fire Department	5,783.2	5,364.3	4,560.8		4,288.8	
Board of Public Works	13,043.1	13,301.7	13,092.1		12,852.1	
Street Vehicle & Equipment	41,538.5	41,791.2	30,022.3		29,902.3	
Centralized Vehicle & Equipment	6,165.4	5,410.9	5,795.7		5,795.7	
Windmill Island	557.3	503.5	350.6		350.6	
Subtotal City of Holland	67,087.5	66,371.6	53,821.5	34.59%	53,189.5	34.80%
MAX Transportation Authority	95,341.2	98,582.7	69,907.4	44.93%	67,799.4	44.36%
Holland Public Schools	34,701.5	33,753.1	31,853.7	20.47%	31,853.7	20.84%
<b>Total Combined Gallons of Diesel Dispensed</b>	<b>197,130.2</b>	<b>198,707.4</b>	<b>155,582.6</b>	<b>100.00%</b>	<b>152,842.6</b>	<b>100.00%</b>
<b>Gallons of Biodiesel Blend Dispensed:</b>						
City of Holland:						
Fire Department	0.0	0.0	1,312.0		1,584.0	
Board of Public Works	0.0	0.0	1,155.5		1,395.5	
Street Vehicle & Equipment	0.0	0.0	1,600.2		1,720.2	
Subtotal City of Holland	0.0	0.0	4,067.7	27.85%	4,699.7	27.09%
MAX Transportation Authority	0.0	0.0	10,540.0	72.15%	12,648.0	72.91%
Holland Public Schools	0.0	0.0	0.0	0.00%	0.0	0.00%
<b>Total Combined Gallons of Biodiesel Dispensed</b>	<b>0.0</b>	<b>0.0</b>	<b>14,607.7</b>	<b>100.00%</b>	<b>17,347.7</b>	<b>100.00%</b>
<b>Total City of Holland Gallons</b>	<b>172,476.7</b>	<b>176,169.1</b>	<b>166,320.8</b>	<b>51.57%</b>	<b>166,320.8</b>	<b>51.57%</b>
<b>Total MAX Transportation Authority Gallons</b>	<b>109,084.6</b>	<b>113,559.2</b>	<b>113,199.3</b>	<b>35.10%</b>	<b>113,199.3</b>	<b>35.10%</b>
<b>Total Holland Public Schools Gallons</b>	<b>48,407.6</b>	<b>45,984.8</b>	<b>43,005.2</b>	<b>13.33%</b>	<b>43,005.2</b>	<b>13.33%</b>
<b>Combined Total Gallons</b>	<b>329,968.9</b>	<b>335,713.1</b>	<b>322,525.3</b>	<b>100.00%</b>	<b>322,525.3</b>	<b>100.00%</b>

## PROGRAM MEASUREMENTS

### - INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

	FY-08 Actual	FY-09 Actual	FY-10 Projected		FY-11 Projected	
Administrative and Operational Activities						
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	2,254.7	2,134.0	2,073.2	1.91%	2,073.2	1.91%
Board of Public Works	27,961.0	30,784.8	28,975.8	26.72%	28,975.8	26.72%
Street Vehicle & Equipment	3,516.7	4,567.8	6,087.2	5.61%	6,087.2	5.61%
Centralized Vehicle & Equipment	71,260.7	71,890.1	70,920.4	65.41%	70,920.4	65.41%
Windmill Island	396.1	420.8	375.0	0.35%	375.0	0.35%
Subtotal City of Holland	105,389.2	109,797.5	108,431.6	100.00%	108,431.6	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	5,783.2	5,364.3	4,560.8	8.47%	4,288.8	8.06%
Board of Public Works	13,043.1	13,301.7	13,092.1	24.33%	12,852.1	24.16%
Street Vehicle & Equipment	41,538.5	41,791.2	30,022.3	55.78%	29,902.3	56.22%
Centralized Vehicle & Equipment	6,165.4	5,410.9	5,795.7	10.77%	5,795.7	10.90%
Windmill Island	557.3	503.5	350.6	0.65%	350.6	0.66%
Subtotal City of Holland	67,087.5	66,371.6	53,821.5	100.00%	53,189.5	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	0.0	0.0	1,312.0	27.92%	1,584.0	33.70%
Board of Public Works	0.0	0.0	1,155.5	24.59%	1,395.5	29.69%
Street Vehicle & Equipment	0.0	0.0	1,600.2	34.05%	1,720.2	36.60%
Subtotal City of Holland	0.0	0.0	4,067.7	100.00%	4,699.7	100.00%
Total City of Holland Gallons	172,476.7	176,169.1	166,320.8	100.00%	166,320.8	100.00%
Gallons of Fuel (All Types) Dispensed:						
Fire Department	8,037.9	7,498.3	7,946.0	4.78%	7,946.0	4.78%
Board of Public Works	41,004.1	44,086.5	43,223.4	25.99%	43,223.4	25.99%
Street Vehicle & Equipment	45,055.2	46,359.0	37,709.7	22.67%	37,709.7	22.67%
Centralized Vehicle & Equipment	77,426.1	77,301.0	76,716.1	46.13%	76,716.1	46.13%
Windmill Island	953.4	924.3	725.6	0.44%	725.6	0.44%
Total City of Holland Gallons	172,476.7	176,169.1	166,320.8	100.00%	166,320.8	100.00%

**INTERNAL SERVICE FUNDS GROUP**

**FUEL DISPENSING FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 918,604	\$ 722,008	\$ 672,392	\$ 691,739
Interest & Rents	(101)	525	(800)	(760)
<b>TOTAL SOURCES</b>	<b>\$ 918,503</b>	<b>\$ 722,533</b>	<b>\$ 671,592</b>	<b>\$ 690,979</b>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,452	\$ 1,512	\$ 1,523	\$ 2,301
* Benefits - Includes NonWorking Wages	776	805	820	1,239
Other Current Expenditures -				
* Supplies / Maintenance	904,006	709,510	656,981	675,437
* Contractual	1,000	888	2,000	1,500
* Other	5,054	4,326	5,642	5,877
<b>TOTAL USES</b>	<b>\$ 912,288</b>	<b>\$ 717,041</b>	<b>\$ 666,966</b>	<b>\$ 686,354</b>
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 2,545	\$ 2,545	\$ 2,545	\$ 2,545
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 3,670	\$ 2,947	\$ 2,081	\$ 2,080
ENDING BALANCE -				
Designated / Reserves	\$ 61,496	\$ 66,988	\$ 71,614	\$ 76,239
Undesignated / Unreserved	13,365	10,820	8,275	5,730
<b>TOTAL FUND EQUITY</b>	<b>\$ 74,861</b>	<b>\$ 77,808</b>	<b>\$ 79,889</b>	<b>\$ 81,969</b>
<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	- 0 -	- 0 -	- 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
<b>- - STAFFING - -</b>				
Positions: Not Applicable				
ADDITIONAL NOTE:				
The time of certain positions listed under "Staffing" for <u>General Fund - Finance</u> and <u>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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 188,782	\$ 117,442	\$ 44,784	\$ 45,950
Other	4,657,019	4,948,357	5,585,140	5,496,000
Transfers In	100,000	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 4,945,801</b>	<b>\$ 5,065,799</b>	<b>\$ 5,629,924</b>	<b>\$ 5,541,950</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 2,700	\$ 3,000
* Benefits - Includes NonWorking Wages	- 0 -	81	1,700	1,800
* Mandatory Employer Costs	4,180	1,690	2,000	3,000

Other Current Expenditures -

* Supplies / Maintenance	47,318	20,009	35,000	20,000
* Contractual	32,528	54,923	125,550	26,100
* Other	4,835,870	5,508,728	5,267,777	5,495,000
Transfers Out	100,000	- 0 -	50,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	210,000

<b>TOTAL USES</b>	<b>\$ 5,019,896</b>	<b>\$ 5,585,431</b>	<b>\$ 5,484,727</b>	<b>\$ 5,758,900</b>
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**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (74,095)	\$ (519,632)	\$ 145,197	\$ (216,950)
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ENDING BALANCE -

Designated / Reserves	\$ 30,000	\$ 30,000	\$ 411,500	\$ 411,500
Undesignated / Unreserved	3,815,778	3,296,146	3,059,843	2,842,893

<b>TOTAL FUND EQUITY</b>	<b>\$ 3,845,778</b>	<b>\$ 3,326,146</b>	<b>\$ 3,471,343</b>	<b>\$ 3,254,393</b>
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**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ (519,632)	\$ (236,303)	\$ (216,950)
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ENDING BALANCE	\$ 3,815,778	\$ 3,296,146	\$ 3,059,843	\$ 2,842,893
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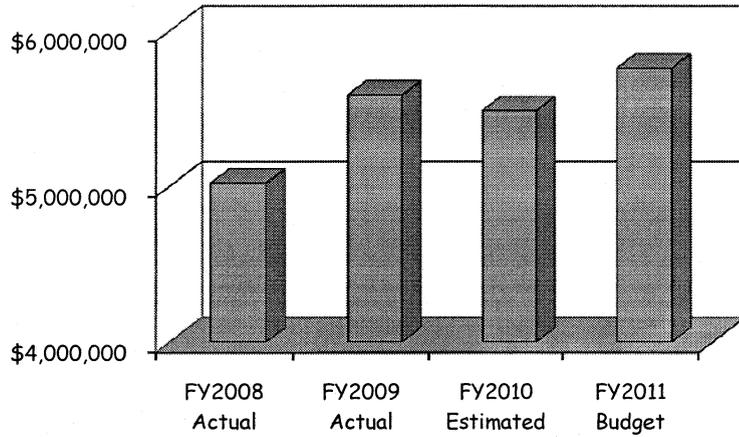
**- - STAFFING - -**

Positions: Not Applicable

**INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY**

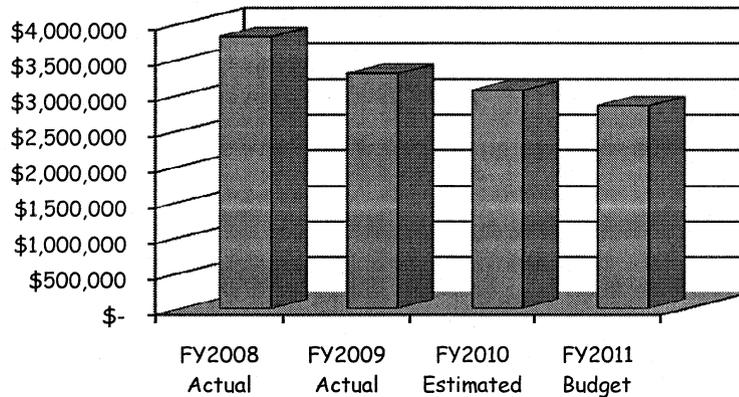
**Total Uses**

**FY2010 Budget - \$5,758,900**



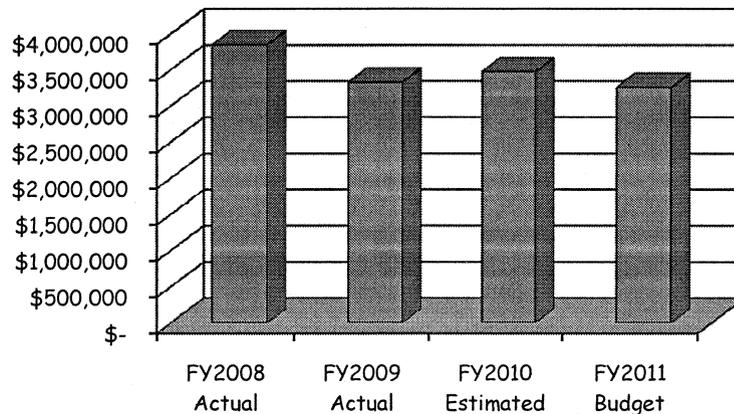
**Ending Working Capital**

**FY2010 Budget \$2,842,893**



**Ending Fund Equity/Reserves**

**FY2010 Budget \$3,254,393**



# 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 2011

- \* The Self-Funded Workers Compensation Fund will assess individual departmental budgets using rates, provided by Accident Fund.
- \* To assure a self-funded reserve balance that provides sufficient financial coverage (with stop-loss coverage) to meet the cost of commercial insurance premiums and medical and indemnity claims resulting from employee on-the-job injuries or illness while the City was self-insured.
- \* To continue the contractual arrangement with the current local insurance agency and with third party administrator to provide claims services for claims that occurred while self-insured.
- \* 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>WORKER COMP CLAIMS</u>				
- Number of Claims Filed	43	46	50	50
- Number of Claims Filed Resulting In Lost Work Days	1	1	4	1
- Number of Scheduled Work Days Paid	96	23	140	30
<u>COMMERCIAL INSURANCE PREMIUM EXPERIENCE:</u>				
Insurance Premiums Paid	\$ 251,672	\$ 239,969	\$ 307,800	\$ 300,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	- 0 -	- 0 -	- 0 -	- 0 -
Net Commercial Policy Premiums Payment Experience	\$ 251,672	\$ 239,969	\$ 307,800	\$ 300,000
<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	\$ 25,837	\$ 35,669	\$ 30,000	\$ 30,000
- for Indemnity				
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(13,023)	(27,858)	(15,400)	(30,000)
Net Self-Funded Claims Payment Experience	\$ 12,814	\$ 7,811	\$ 14,600	\$ - 0 -
<b>TOTAL PREMIUMS &amp; SELF-FUNDED CLAIMS EXPERIENCE</b>	\$ 264,486	\$ 247,780	\$ 322,400	\$ 300,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

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EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 24,475	\$ 14,881	\$ 6,950	\$ 6,500
Other	168,265	275,529	264,100	292,000
<b>TOTAL SOURCES</b>	<b>\$ 192,740</b>	<b>\$ 290,410</b>	<b>\$ 271,050</b>	<b>\$ 298,500</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 189	\$ - 0 -	\$ 200	\$ 200
* Other	277,523	275,639	337,800	330,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
<b>TOTAL USES</b>	<b>\$ 277,712</b>	<b>\$ 275,639</b>	<b>\$ 338,000</b>	<b>\$ 340,200</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (84,972)	\$ 14,771	\$ (66,950)	\$ (41,700)
ENDING BALANCE -				
Designated / Reserves	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Undesignated / Unreserved	413,963	428,734	361,784	320,084
<b>TOTAL FUND EQUITY</b>	<b>\$ 423,963</b>	<b>\$ 438,734</b>	<b>\$ 371,784</b>	<b>\$ 330,084</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 14,771	\$ (66,950)	\$ (41,700)
ENDING BALANCE	\$ 413,963	\$ 428,734	\$ 361,784	\$ 320,084

**- - 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 2011

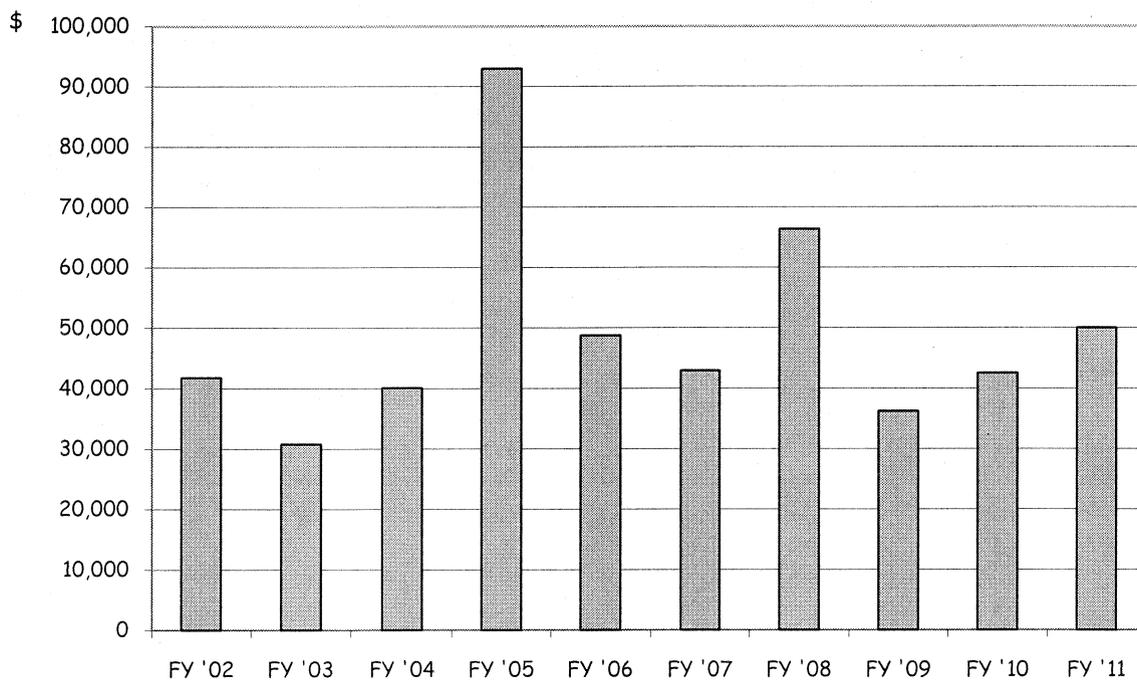
- \* To assure a self-insured reserve balance considered sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury, with the following limitations:
  - Deferred period of working days, as established by City Council or the applicable union 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 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS</u>				
* Short-term Disability - Self-Funded	10	4	7	5
* Long-term Disability - Commercial Policy	1	0	0	0
<u>DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID</u>				
* Short-term Disability - Self-Funded Plan	574	344	350	450
* Long-term Disability - Commercial Policy	83	0	0	0
<u>DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE</u>				
* Short-term Disability - Self-Funded Claims Payments	\$ 66,344	\$ 36,231	\$ 42,500	\$ 50,000
* Long-term Disability Premiums - Commercial Policy	25,319	26,508	31,100	30,500
	<b>\$ 91,663</b>	<b>\$ 62,739</b>	<b>\$ 73,600</b>	<b>\$ 80,500</b>

**Short Term Disability Payments**



**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**EMPLOYEE DISABILITY INSURANCE FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 6,155	\$ 4,995	\$ 3,212	\$ 3,700
Other	104,530	110,726	116,100	115,000
<b>TOTAL SOURCES</b>	<b>\$ 110,685</b>	<b>\$ 115,721</b>	<b>\$ 119,312</b>	<b>\$ 118,700</b>

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs	\$ 4,180	\$ 1,690	\$ 2,000	\$ 3,000
Other Current Expenditures -				
* Other	91,663	62,739	73,600	80,500
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 95,843</b>	<b>\$ 64,429</b>	<b>\$ 75,600</b>	<b>\$ 83,500</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 14,842	\$ 51,292	\$ 43,712	\$ 35,200
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	122,147	173,439	217,151	252,351
<b>TOTAL FUND EQUITY</b>	<b>\$ 122,147</b>	<b>\$ 173,439</b>	<b>\$ 217,151</b>	<b>\$ 252,351</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 51,292	\$ 43,712	\$ 35,200
ENDING BALANCE	\$ 122,147	\$ 173,439	\$ 217,151	\$ 252,351

**- - 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 2011

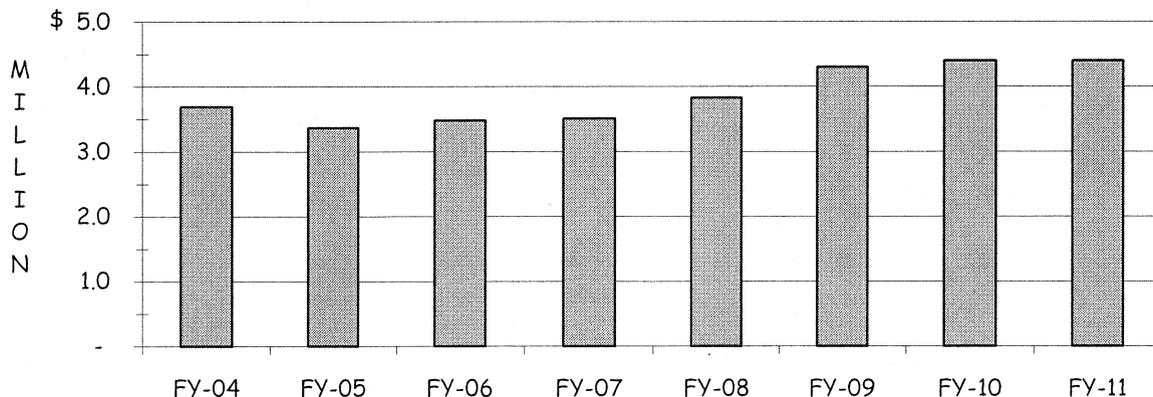
- \* To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by employees, retirees, and family members.
- \* To provide for specific and aggregate stop-loss commercial insurance coverage when claims exceed the designated risk retention thresholds.
- \* 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.
- \* To provide a comprehensive wellness program for employees that will help improve their overall health.

## PROGRAM MEASUREMENTS

### - - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - HEALTH/DENTAL INSURANCE - -

Administrative and Operational Activities	FY-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
NUMBER OF INDIVIDUAL CONTRACTS	462	451	449	440
<b>SELF-FUNDED RETENTION LIMITS:</b>				
- for Specific (each individual contract)	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000
- for Aggregate (combined total for all contracts)	3,309,137	4,817,692	4,526,328	4,800,000
<b>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</b>				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	\$ 249,765	\$ 284,607	\$ 328,200	\$ 388,000
- for Claims Administration Fees	134,468	139,570	145,200	152,000
- Total Payments for Premiums and Fees	\$ 384,233	\$ 424,177	\$ 473,400	\$ 540,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	\$ 3,827,938	\$ 4,411,462	\$ 4,056,600	\$ 4,212,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(48,809)	(42,909)	(100,800)	(20,000)
- Total Payments for Self-Funded Claims	\$ 3,779,129	\$ 4,368,553	\$ 3,955,800	\$ 4,192,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	\$ 21,943	\$ 46,767	\$ 25,250	\$ 46,300
<b>Total Net Payment Experience</b>	<b>\$ 4,185,305</b>	<b>\$ 4,839,497</b>	<b>\$ 4,454,450</b>	<b>\$ 4,778,300</b>

Self Funded Claims



**INTERNAL SERVICE FUNDS GROUP**

**- RISK MANAGEMENT -**

**EMPLOYEE HEALTH & DENTAL INSURANCE FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 109,126	\$ 64,680	\$ 21,000	\$ 20,000
Other	4,064,426	4,261,645	4,730,340	4,795,000
<b>TOTAL SOURCES</b>	<b>\$ 4,173,552</b>	<b>\$ 4,326,325</b>	<b>\$ 4,751,340</b>	<b>\$ 4,815,000</b>

**FUNDING USES -**

Other Current Expenditures -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 2,700	\$ 3,000
* Benefits - Includes NonWorking Wages	- 0 -	81	1,700	1,800
* Contractual	6,676	5,305	7,700	7,700
* Other	4,227,438	4,877,018	4,550,350	4,793,500
Contingencies	- 0 -	- 0 -	- 0 -	100,000
<b>TOTAL USES</b>	<b>\$ 4,234,114</b>	<b>\$ 4,882,404</b>	<b>\$ 4,562,450</b>	<b>\$ 4,906,000</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (60,562)</b>	<b>\$ (556,079)</b>	<b>\$ 188,890</b>	<b>\$ (91,000)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ 381,500	\$ 381,500
Undesignated / Unreserved	2,250,508	1,694,429	1,501,819	1,410,819
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,250,508</b>	<b>\$ 1,694,429</b>	<b>\$ 1,883,319</b>	<b>\$ 1,792,319</b>

**- - WORKING CAPITAL - -**

<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (556,079)</b>	<b>\$ (192,610)</b>	<b>\$ (91,000)</b>
<b>ENDING BALANCE</b>	<b>\$ 2,250,508</b>	<b>\$ 1,694,429</b>	<b>\$ 1,501,819</b>	<b>\$ 1,410,819</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 2011

- \* 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 continue to 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 2010 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES</u>				
Number of Vehicles Insured for Liability	186	194	196	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	\$ 113,276	\$ 112,524	\$ 113,300	\$ 115,000
Board of Public Works	27,899	26,680	22,832	23,100
Total Commercial Insurance Premiums	141,175	139,204	136,132	138,100
Self Funded Claims Paid	47,318	20,008	35,000	20,000
Total	\$ 188,493	\$ 159,212	\$ 171,132	\$ 158,100
Number of Vehicles Repaired	15	9	11	10
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 -**

**VEHICLE INSURANCE FUND**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 7,673	\$ 5,371	\$ 2,277	\$ 2,550
Other	155,020	137,988	158,400	139,500
<b>TOTAL SOURCES</b>	<b>\$ 162,693</b>	<b>\$ 143,359</b>	<b>\$ 160,677</b>	<b>\$ 142,050</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 47,318	\$ 20,009	\$ 35,000	\$ 20,000
* Other	113,276	112,524	113,300	115,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
<b>TOTAL USES</b>	<b>\$ 160,594</b>	<b>\$ 132,533</b>	<b>\$ 148,300</b>	<b>\$ 160,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ 2,099	\$ 10,826	\$ 12,377	\$ (17,950)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	195,281	206,107	218,484	200,534
<b>TOTAL FUND EQUITY</b>	<b>\$ 195,281</b>	<b>\$ 206,107</b>	<b>\$ 218,484</b>	<b>\$ 200,534</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ 10,826	\$ 12,377	\$ (17,950)
ENDING BALANCE	\$ 195,281	\$ 206,107	\$ 218,484	\$ 200,534

**- - 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 2011

- \* 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 2010 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 Projected
<u>SELF-FUNDED INSURANCE - RETENTION LIMITS</u>				
Each Occurrence	\$ 100,000	\$ 100,000		
Aggregate	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)	\$ 455,537,433	\$ 498,151,189		
Insurable Limits - Specifically Identified Property (per Underwriter)				
- Valuable Papers	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000
- Extra Expense	750,000	500,000	500,000	500,000
- 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	1,151,612	1,000,000	1,000,000	1,000,000
- Floods & Earthquakes	5,000,000	6,000,000	6,000,000	6,000,000
- 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	\$ 4,140	\$ 25,517	\$ 19,827	\$ 5,000
Commercial Insurance Premiums				
General City	23,760	20,818	29,900	31,000
Board of Public Works	577,168	573,812	606,787	615,000
Total Commercial Insurance Premiums	600,928	594,630	636,687	646,000
Property Appraisals for Insurance Valuation Purposes	3,150	3,150	3,150	3,200
Total	\$ 608,218	\$ 623,297	\$ 659,664	\$ 654,200
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	2	6	7	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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ 27,379	\$ 17,080	\$ 7,975	\$ 8,200
Other	23,942	32,189	29,900	31,000
<b>TOTAL SOURCES</b>	<b>\$ 51,321</b>	<b>\$ 49,269</b>	<b>\$ 37,875</b>	<b>\$ 39,200</b>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 3,150	\$ 4,145	\$ 9,650	\$ 3,200
* Other	27,896	46,335	49,727	36,000
Transfers Out	100,000	- 0 -	50,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
<b>TOTAL USES</b>	<b>\$ 131,046</b>	<b>\$ 50,480</b>	<b>\$ 109,377</b>	<b>\$ 64,200</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (79,725)	\$ (1,211)	\$ (71,502)	\$ (25,000)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	482,257	481,046	409,544	384,544
<b>TOTAL FUND EQUITY</b>	<b>\$ 482,257</b>	<b>\$ 481,046</b>	<b>\$ 409,544</b>	<b>\$ 384,544</b>

**- - WORKING CAPITAL - -**

INCREASE (DECREASE)	-----	\$ (1,211)	\$ (71,502)	\$ (25,000)
ENDING BALANCE	\$ 482,257	\$ 481,046	\$ 409,544	\$ 384,544

**- - 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 2011

- \* 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 2010 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-08 Actual	FY-09 Actual	FY-10 Projected	FY-11 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)	372,500	372,500	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	50,000	50,000	50,000	50,000
<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 / 100,000	250 / 100,000	250 / 100,000
<u>PAYMENT EXPERIENCE SUMMARY:</u>				
Self-Funded Claims Paid to Claimant	\$ 7,852	\$ 791	\$ 10,000	\$ 10,000
Legal Fees - City Attorney	918	14,650	3,000	15,000
Legal Fees - Labor Attorney	21,597	28,326	105,000	- 0 -
Commercial Insurance Premiums				
General City	128,220	133,685	133,000	130,000
Board of Public Works *	402,624	372,733	429,300	281,000
Total for Commercial Premiums	530,844	506,418	562,300	411,000
Total	\$ 561,211	\$ 550,185	\$ 680,300	\$ 436,000
* Pollution Policy purchased in FY10 insures BPW for 3 years.				
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	7	3	5	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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

**FUNDING SOURCES -**

Interest & Rents	\$ 13,974	\$ 10,435	\$ 3,370	\$ 5,000
Other	140,836	130,280	286,300	123,500
Transfers In	100,000	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 254,810</b>	<b>\$ 140,715</b>	<b>\$ 289,670</b>	<b>\$ 128,500</b>

**FUNDING USES -**

**Other Current Expenditures -**

* Contractual	\$ 22,513	\$ 45,473	\$ 108,000	\$ 15,000
* Other	98,074	134,473	143,000	140,000
Contingencies	- 0 -	- 0 -	- 0 -	50,000
<b>TOTAL USES</b>	<b>\$ 120,587</b>	<b>\$ 179,946</b>	<b>\$ 251,000</b>	<b>\$ 205,000</b>

**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ 134,223</b>	<b>\$ (39,231)</b>	<b>\$ 38,670</b>	<b>\$ (76,500)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Undesignated / Unreserved	351,622	312,391	351,061	274,561
<b>TOTAL FUND EQUITY</b>	<b>\$ 371,622</b>	<b>\$ 332,391</b>	<b>\$ 371,061</b>	<b>\$ 294,561</b>

**- - WORKING CAPITAL - -**

<b>INCREASE (DECREASE)</b>	<b>-----</b>	<b>\$ (39,231)</b>	<b>\$ 38,670</b>	<b>\$ (76,500)</b>
<b>ENDING BALANCE</b>	<b>\$ 351,622</b>	<b>\$ 312,391</b>	<b>\$ 351,061</b>	<b>\$ 274,561</b>

**- - 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 expenditures related to annual adjustment of compensated absences for full-time employees that are reported in governmental funds. Compensated absences include:

- Comp time
- Longevity (fire union)
- Payments in lieu of holiday (fire union)
- Unused sick leave payoff (police and fire union)
- Vacation

Mandatory employer costs and pension contribution costs that apply are also financed.

#### ACTION PLAN FOR FISCAL YEAR 2011

- \* 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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Other	\$ 55,089	\$ 32,997	\$ 5,000	\$ 40,000
<b>TOTAL SOURCES</b>	<b>\$ 55,089</b>	<b>\$ 32,997</b>	<b>\$ 5,000</b>	<b>\$ 40,000</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Benefits - Includes NonWorking Wages	55,089	32,997	5,000	40,000
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
<b>TOTAL USES</b>	<b>\$ 55,089</b>	<b>\$ 32,997</b>	<b>\$ 5,000</b>	<b>\$ 40,000</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ -0-	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserves	\$ -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>

**- - WORKING CAPITAL - -**

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

**- - CASH AND OFFSET LIABILITY - -**

ENDING BALANCE	\$ 1,582,311	\$ 1,615,308	\$ 1,620,308	\$ 1,660,308
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**- - STAFFING - -**

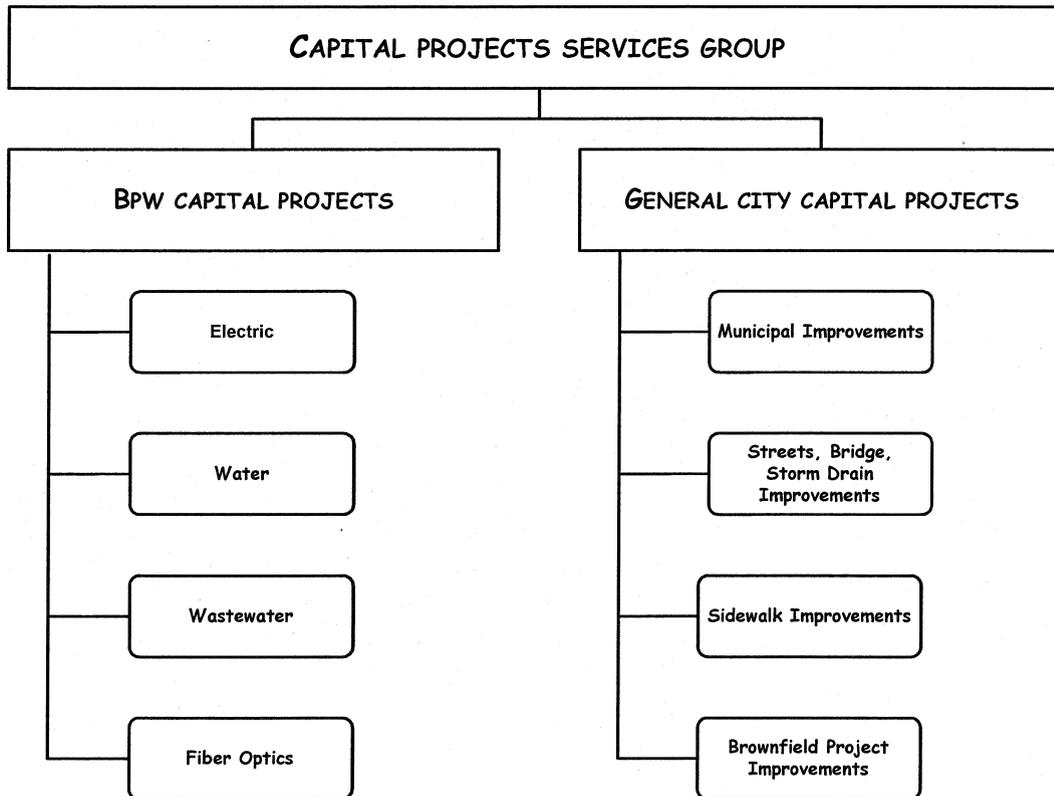
Positions: Not Applicable

**CAPITAL PROJECTS SERVICES GROUP  
INTRODUCTION**

**GROUP MISSION STATEMENT**

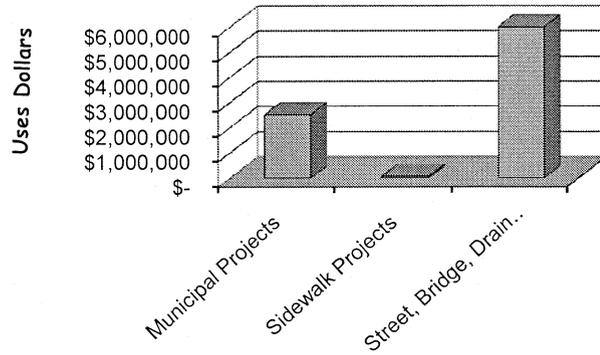
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

**GROUP ORGANIZATIONAL STRUCTURE**

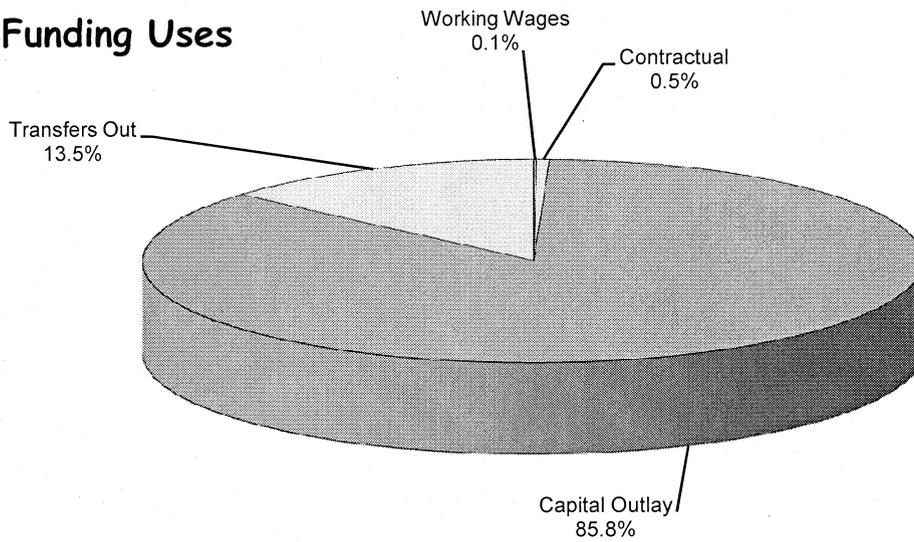


# CAPITAL PROJECTS SERVICES GROUP

**Total Uses By Department \$9,189,409**

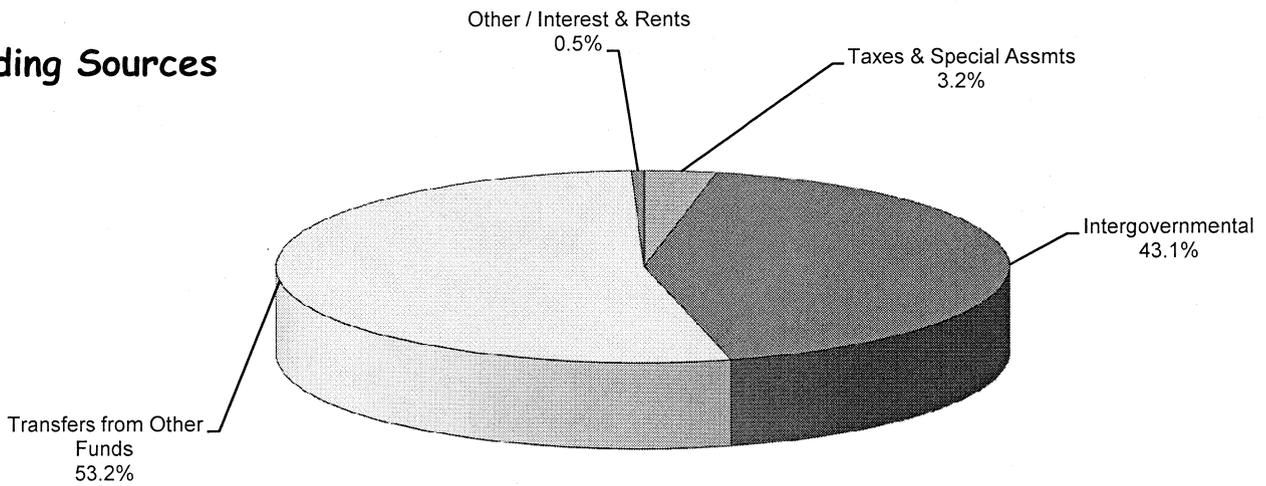


## Funding Uses



This presentation excludes activity in the Enterprise and Internal Service Funds. Only activity in the governmental Capital Projects Funds are included.

## Funding Sources



# OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

## Capital Projects to be Implemented or Continued During Fiscal Year 2011

### GOVERNMENTAL-TYPE FUNDS

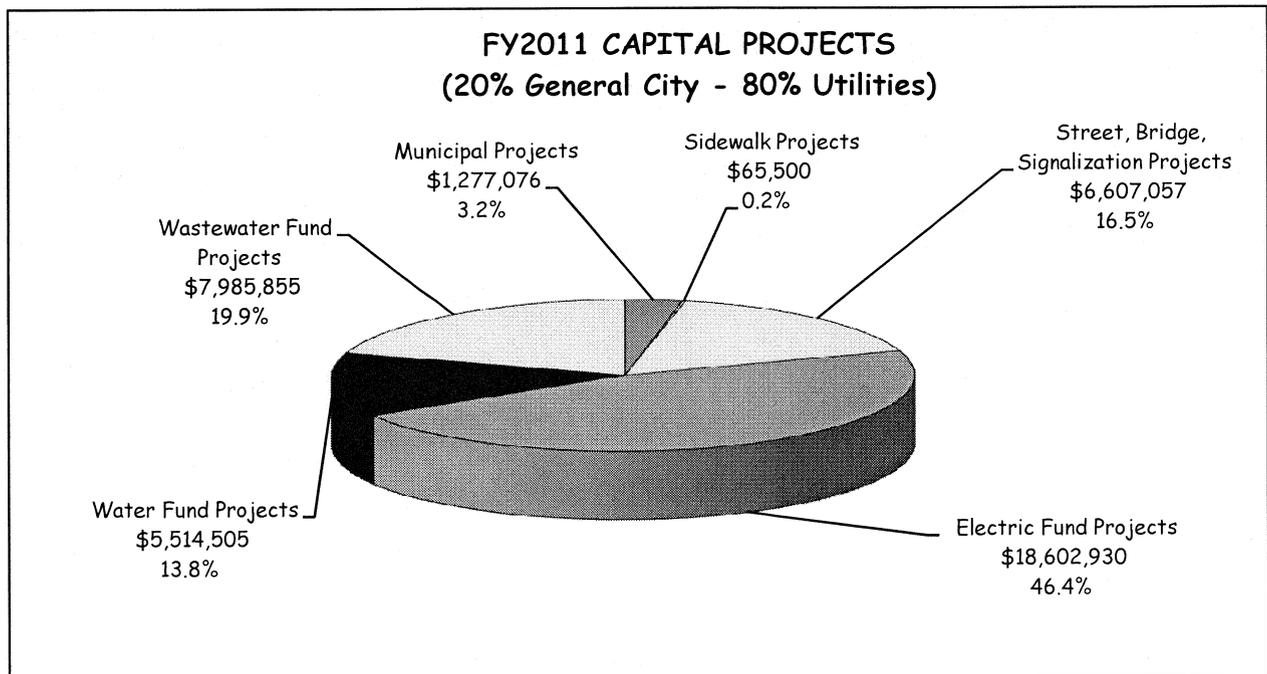
Municipal Improvements Projects:	
See Capital Projects Section	\$1,277,076
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	2,936,857
See Capital Projects Section - MDOT, Grants, and Private Share	3,670,200
Sidewalk Improvements Projects	65,500

### PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Electric Utility Fund	18,602,930
See Water Utility Fund	5,514,505
See Wastewater Utility Fund	7,985,855

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$40,052,923
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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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - GROUP FUNDING USES ACROSS FUNDS - -**

FUND TYPES -

Capital Projects	\$ 7,422,628	\$ 11,518,356	\$ 8,074,211	\$ 9,189,409
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 7,422,628</b>	<b>\$ 11,518,356</b>	<b>\$ 8,074,211</b>	<b>\$ 9,189,409</b>

**- - GROUP FUNDING SOURCES & USES TOTALS - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 418,933	\$ 300,897	\$ 544,633	\$ 272,582
Intergovernmental	1,842,649	1,043,987	1,451,283	3,717,500
Interest & Rents	91,536	38,667	13,737	11,108
Other	92,047	4,267,172	255,630	35,000
Transfers In	4,631,837	5,304,520	6,069,947	4,594,033
<b>TOTAL SOURCES</b>	<b>\$ 7,077,002</b>	<b>\$ 10,955,243</b>	<b>\$ 8,335,230</b>	<b>\$ 8,630,223</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 12,245	\$ 10,709	\$ 12,250	\$ 12,000
Other Current Expenditures -				
* Contractual Items	58,368	51,068	49,500	50,000
Capital Outlay	6,320,073	9,412,489	6,786,900	7,887,633
Transfers Out	1,031,942	2,044,090	1,225,561	1,239,776
<b>TOTAL USES</b>	<b>\$ 7,422,628</b>	<b>\$ 11,518,356</b>	<b>\$ 8,074,211</b>	<b>\$ 9,189,409</b>

**- - GROUP STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 12,245	\$ 10,709	\$ 12,250	\$ 12,000
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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 2011

- \* To levy a .2 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 section of the Municipal Capital Projects Fund by June 2011.
- \* To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2011.
- \* 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 2011.
- \* To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2011.

**CAPITAL PROJECTS GROUP**

**MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ 355,950	\$ 241,804	\$ 484,967	\$ 217,949
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	959,221	639,208	113,000	47,300
Interest & Rents	79,034	12,874	10,200	10,612
Other	92,047	232,682	250,812	35,000
Transfers In	2,193,574	2,187,681	1,402,008	1,637,176

<b>TOTAL SOURCES</b>	<b>\$ 3,679,826</b>	<b>\$ 3,314,249</b>	<b>\$ 2,260,987</b>	<b>\$ 1,948,037</b>
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FUNDING USES -

Capital Outlay	\$ 2,970,477	\$ 2,254,892	\$ 743,916	\$ 1,277,076
Transfers Out	1,010,760	1,501,805	1,215,818	1,239,776

<b>TOTAL USES</b>	<b>\$ 3,981,237</b>	<b>\$ 3,756,697</b>	<b>\$ 1,959,734</b>	<b>\$ 2,516,852</b>
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**- - FUND EQUITY - -**

<b>INCREASE (DECREASE)</b>	<b>\$ (301,411)</b>	<b>\$ (442,448)</b>	<b>\$ 301,253</b>	<b>\$ (568,815)</b>
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ENDING BALANCE -

Designated / Reserved	\$ 993,288	\$ 644,996	\$ 500,876	\$ - 0 -
Undesignated / Unreserved	44,112	(50,044)	395,329	327,390

<b>TOTAL FUND EQUITY</b>	<b>\$ 1,037,400</b>	<b>\$ 594,952</b>	<b>\$ 896,205</b>	<b>\$ 327,390</b>
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**- - STAFFING - -**

Positions: Not Applicable

## MUNICIPAL CAPITAL PROJECTS SUMMARY

Detailed Analysis of Anticipated Available Funding for New Projects During Fiscal Year 2011  
Based Upon Actual Balances at July 1, 2009 and Anticipated Balances at June 30, 2010

<u>FY-2009 Ending Cash Control Balances - Actual</u>		
Reserved:		
- Projects In-Progress	632,496	
- Matt Urban Scoreboard Fund (Unexpended Donations)	12,500	
Unreserved:		
- Designated for Investment Market Adjustment	1,538	
- Undesignated	(51,582)	594,952
<hr/>		
<u>FY-2010 Anticipated Revenues</u>		
Property Taxation @ 0.4079 mills	484,967	
Energy Grants:		
Federal Downtown Pedestrian Retrofit	113,000	
Potential Ottawa County Energy Efficiency Grant (Applied For)	-	
Transfers from Other Funds:		
From BPW Electric Fund - Unallocated	603,800	
From Cemetery Perpetual Care Fund-Automated Irrigation System	77,087	
From MVH Major Street Fund - Western Gateway Irrigation/Trees	19,837	
From Street Improvements Reserve Fund (College Ave, 8th-9th Project)	2,775	
From Sidewalk Improvements Fund (College Ave, 8th-9th Project)	9,743	
From Snowmelt Operating Fund (College Ave, 8th-9th Project)	7,850	
From Property Self Insurance Fund (V.R. Farm Boardwalk June Storm Repair)	50,000	
Transfers to Other Funds:		
To General Fund (Zeroed Out)	-	
To Property Acquisition Fund (includes \$102,000 Garone-297 W 11th purchase)	(208,215)	
To Windmill Island Fund - Bank Erosion Project (estimated)	(350,000)	
To Windmill Island Fund - Greenhouse Projects (actual)	(26,687)	
Private Donations and Other:		
Window-On-The-Waterfront/Van Bragt Project	812	
Hope College Property Exchange	250,000	
Investment Income - Additional Market Value Write Up Anticipated	(800)	
Investment Income	11,000	1,045,169
		<hr/>
<u>FY-2010 Projected Outlays for Previously Approved Projects In-Progress</u>		
		(743,916)
<hr/>		
<u>FY-2010 Anticipated Cash Control Balances - Estimated</u>		
Reserved:		
- Projects In-Progress	500,876	
Unreserved:		
- Designated for Investment Market Adjustment	700	
- Undesignated	394,629	
Sub-total - Anticipated Outlays of Previously Approved Projects	<hr/>	<hr/>
	896,205	896,205
<hr/>		
<u>Anticipated Revenues FY2011:</u>		
Property Taxation @ 0.2004 mills	217,949	
Transfers from Other Funds:		
From BPW Electric Fund (Based on \$4,001,600 Total, \$3,559,200 to GF)	442,400	
From Cemetery Perpetual Care Fund-Wells at Pilgrim Home Cemetery	50,000	
From Cemetery Perpetual Care Fund-Pilgrim Home Cemetery Road	5,000	
Coastal Management Grant - W-O-W Boardwalk Improvements	47,300	
Special Assessments South Shore Village Lot	35,000	
Investment Income	10,000	
Rent-Agricultural Land Lease	600	
Rent-280 East 8th St (Radio Club)	12	
Transfer to Technology Services Fund	(100,000)	
Anticipated Outlays of Previously Approved Projects	<hr/>	<hr/>
	(500,876)	207,385
		<hr/>
<u>FY-2011 Total Anticipated Financing Available for New Projects</u>		
		<hr/> <hr/>
		1,103,590

## MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress  
 Appropriations for New Projects  
 For Fiscal Year July 1, 2010 - June 30, 2011

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2010	New Appropriations FY-2011	Combined Carryover and New Appropriations FY-2011
<u>Parks &amp; Recreation</u>			
Bouws Pool Renovation	25,000		25,000
W-O-W Boardwalk Improvements	49,670	47,300	96,970
Tennis Court Resurfacing		30,000	30,000
Lakeview Playground Equipment		7,000	7,000
Skate Park @ Smallenburg	224,527	55,000	279,527
Park/School Project		50,000	50,000
Various Park Renovations/Upgrades		50,000	50,000
Repair Planks East End Kollen Park (phased in 4 years)		14,100	14,100
Parks Aluminum Picnic Table		6,800	6,800
Demolition Bathrooms Centennial Park & Landscaping		6,000	6,000
<u>Leisure Facilities</u>			
Civic Center Facility Design	38,777		38,777
Stadium - Two Sideline Turf Blankets		5,000	5,000
Nature Center (Skylights, Reseal Parking Lot)		6,200	6,200
Nature Center Roofing		7,500	7,500
Nature Center (Repair Trombe Wall, Solar Heating Walls)		6,400	6,400
Message Center for Stadium Scoreboard		14,000	14,000
<u>Cultural Activities</u>			
Museum - Restoration & Improvements		28,000	28,000
Cappon & Settlers Homes Improvements		31,000	31,000
<u>Cemeteries (Funded by Perpetual Care Fund Transfer)</u>			
Pilgrim Home Cemetery Wells		50,000	50,000
Pilgrim Home Cemetery Blacktop Roadway		5,000	5,000
<u>Streets, Parking, and Pedestrian Walkways</u>			
South Shore Village Parking Lot (1)		90,000	90,000
City-Wide Tree Planting Program		15,000	15,000
Bicycle/Pedestrian Improvements		10,000	10,000
<u>Public Safety</u>			
Kollen Park Station - Shower & Bathroom Tile	10,000		10,000
Police Dual Antenna Radar Units		7,700	7,700
Fire Self Contained Breathing Apparatus (SCBA)		40,200	40,200
Fire Group Talk Communication Units (SCBA)		27,000	27,000
Fire Physio/Lifepack AED for Virginia Park Station		2,000	2,000
<u>Energy &amp; Sustainability</u>			
Energy Upgrades to City Facilities		50,000	50,000
Sustainability Projects	43,378	50,000	93,378
<u>Central Neighborhood Improvements</u>			
Ourstreet	16,949	65,000	81,949
<u>Neighborhood Commercial</u>			
Neighborhood Commercial Restoration	32,288		32,288
<u>Other</u>			
City Hall Landscaping	18,000		18,000
City Hall Painting (Interior & Exterior)	15,000		15,000
City Hall Humidifier & Contingency	17,287		17,287
Leaf Disposal Site Improv - Ottawa Avenue	10,000		10,000
<b>Total Municipal Capital Projects Recommendation</b>	<b>500,876</b>	<b>776,200</b>	<b>1,277,076</b>

- (1) South Shore Village Parking Lot project appropriation includes \$35,000 in special assessment funding.  
 (2) W-O-W Boardwalk Improvements project appropriation includes \$47,300 in Coastal Management Grant funding.  
 (3) In addition to the above projects it is also proposed to transfer \$100,000 to the Technology Services Fund.

**MUNICIPAL CAPITAL PROJECTS  
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS**

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2011	FY2012	FY2013	FY2014	FY2015
<u>Parks &amp; Recreation</u>					
Bouws Pool Renovation					
Utilities and Maintenance	(500)	(500)	(500)	(500)	(500)
Tennis Court Resurfacing					
Maintenance - Resealing & Patching	(1,500)	(1,500)	(1,000)	(1,000)	(500)
Lakeview Playground Equipment					
Maintenance	(500)	(500)	(500)	(400)	(400)
Skate Park @ Smallenburg					
Utilities	3,000	3,000	3,300	3,300	3,600
Maintenance	1,000	1,000	1,500	1,500	2,000
Park/School Project					
Maintenance	400	500	600	700	800
Various Park Renovations/Upgrades					
Maintenance	(500)	(500)	(500)	(500)	(500)
Repair Planks East End Kollen Park					
Maintenance	(800)	(800)	(800)	(800)	(800)
Demolition of Closed Bathrooms Centennial Park and New Landscaping					
Utilities for Watering New Landscaping	100	100	100	100	100
<u>Leisure Facilities</u>					
Nature Center - Skylights					
Utilities - Reduced Lighting Costs	(300)	(300)	(300)	(350)	(350)
Nature Center - Roofing					
Maintenance	(500)	(500)	(500)	(500)	(500)
Nature Center - Trombe Solar Heating Wall					
Utilities - Reduced Heating Costs	(400)	(400)	(400)	(400)	(400)
<u>Cemeteries (Funded by Perpetual Care Fund Transfer)</u>					
Pilgrim Home New Cemetery Wells					
Savings on Water Utilities	(3,000)	(10,000)	(10,000)	(10,000)	(10,000)
Maintenance on Pumps	- 0 -	500	550	600	650
<u>Streets, Parking, and Pedestrian Walkways</u>					
South Shore Village Parking Lot					
Utilities - Lighting	500	500	550	550	600
Snowplowing	600	600	600	650	650
City-Wide Tree Planting Program -					
Temporary Help Part-time (Watering 1st Yr)	400	400	- 0 -	- 0 -	- 0 -
Utilities	200	200	- 0 -	- 0 -	- 0 -
Bicycle/Pedestrian Improvements					
Utilities	500	500	500	550	550
<u>Public Safety</u>					
Police Dual Antenna Radar Units					
Less Maintenance on Replacement Units	(700)	(700)	(700)	(700)	(700)
Fire - Self Contained Breathing Apparatus (SCBA)					
Less Maintenance on Replacement Units	(500)	(500)	(500)	(500)	(500)
Fire - Group Talk Communications Units (for SCBA)					
Maintenance on New Add-on to SCBA's	500	500	500	500	500
Fire - Physio/Lifepack AED for Virginia Park Station					
New Battery Every 3 Years	- 0 -	- 0 -	100	- 0 -	- 0 -
<u>Energy &amp; Sustainability</u>					
Energy Upgrades to City Facilities					
Utilities	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Sustainability Projects					
Utilities - Lighting Retrofit	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
<u>Other</u>					
City Hall Landscaping, Painting, Humidifier					
Utilities and Maintenance	500	650	700	700	800
<b>Total</b>	<b>(9,500)</b>	<b>(15,750)</b>	<b>(14,700)</b>	<b>(14,500)</b>	<b>(12,900)</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-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Interest & Rents	\$ - 0 -	\$ 18,004	\$ - 0 -	\$ - 0 -
Other	- 0 -	4,034,490	- 0 -	- 0 -
Transfers In - Temporary	244,585	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	354,493	61,227	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 244,585</b>	<b>\$ 4,406,987</b>	<b>\$ 61,227</b>	<b>\$ - 0 -</b>

FUNDING USES -

Capital Outlay	\$ 244,585	\$ 4,162,402	\$ 61,227	\$ - 0 -
Transfers Out - Temporary Repay	- 0 -	244,585	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 244,585</b>	<b>\$ 4,406,987</b>	<b>\$ 61,227</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>			

**- - 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 2011 FOR ENGINEERING OFFICE

- \* To plan, design and construct the following street, and storm drainage improvement projects:
  - 40<sup>th</sup> - Washington to Lincoln
  - Washington Avenue Bridge
  - South End Industrial Area - MDOT Economic Development Project Phase I
  - M-40 - From US-31 to I-196 (MDOT)
  - 48<sup>th</sup> St. Regent Boulevard to Lincoln
  
- \* Conduct the Annual Street Resurfacing program for streets identified by staff and City Council. (November 2010)
  
- \* To issue a \$5.5 Million bond issue to fund a portion of the various street capital improvement projects. (Spring 2010)

**CAPITAL PROJECTS GROUP**

**STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	883,428	404,779	1,338,283	3,670,200
Interest & Rents	9,485	6,584	2,966	- 0 -
Other	- 0 -	- 0 -	4,818	- 0 -
Transfers In	2,193,678	2,762,346	4,606,712	2,936,857
<b>TOTAL SOURCES</b>	<b>\$ 3,086,591</b>	<b>\$ 3,173,709</b>	<b>\$ 5,952,779</b>	<b>\$ 6,607,057</b>

FUNDING USES -

Capital Outlay	\$ 3,105,011	\$ 2,994,717	\$ 5,978,257	\$ 6,607,057
Transfers Out	21,182	272,000	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 3,126,193</b>	<b>\$ 3,266,717</b>	<b>\$ 5,978,257</b>	<b>\$ 6,607,057</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (39,602)	\$ (93,008)	\$ (25,478)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ 316,807	\$ 316,807	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	(93,008)	198,321	198,321
<b>TOTAL FUND EQUITY</b>	<b>\$ 316,807</b>	<b>\$ 223,799</b>	<b>\$ 198,321</b>	<b>\$ 198,321</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).

# STREET CAPITAL PROJECTS SUMMARY

## Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/26/2010

	<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>Road and Street Construction:</b>					
Summer 2009 Resurfacing Program, 4RAE	0		82,310	417,690	500,000
In-House Costs Budgeted Carryover FY09			237		237
<b>7th Street, Lincoln to River, 4RAA</b>	<b>0</b>			<b>352,803 B</b>	<b>352,803</b>
(\$24,623 spent in FY09)					
Federal	474,280				
BPW	232,059				
City Share	377,426				
Total Project Cost	1,083,765				
Columbia Reconstruction/Streetscape from 16th to 24th, 4RAC				0	0
Engineering				1,000	1,000
Federal - ARRA	300,000	(On Hold)			
Special Assessments (not in FY10)	100,000	(On Hold)			
City Share (Coming from CIF)	100,000	(On Hold)			
Total Project Cost	500,000				
<b>40th Street, Washington to Lincoln, 4RAB</b>			<b>138,761</b>	<b>80,461 B</b>	<b>219,222</b>
(\$37,670 spent in FY09 In-House Labor/Engineering)					
Federal - ARRA	797,585				
Special Assessments	204,000				
BPW	875,122				
City Share	256,893				
Total Project Cost (Excl Engin.)	2,133,600				
<b>Central Ave (40th-32nd) &amp; Colonial Court (40th South), 4RAF</b>			<b>106,788</b>	<b>549,800 B</b>	<b>656,588</b>
(\$76,787 spent in FY09)					
BPW	607,512				
City	733,375				
Total Project Cost	1,340,887				
Western Gateway 4MAG					
Irrigation/Trees Maple-Washington	19,836				19,836
7th Street Parking Deck, 4MX1 (\$110,835 spent in FY09)				39,165	39,165
Fairbanks Ave, 8th to 16th (MDOT Open), 4R69	1,072				1,072
32nd St, Old Orchard to Lincoln, 4R78					
Awaiting final MDOT closure)	19,577				19,577
(\$657,816 spent prior years)					
Pine Ave, 7th to Bridge (MDOT Final), 4R83	59				59
Railroad Crossing Closings, 4R86				0	0
\$168,209 spent FY04-FY09 to date, \$8,321 Fund Balance 01/26/10					
\$204,974 total 6 year budget incl. \$150,000 State Grant					
CSX Partial Refund Anticipated \$48,751 or less?)					
8th St, Pine to River (communications system), 4R88	9,645				9,645
Country Club Rd, 8th-16th (Bosch's Landscaping), 4R89				1,360	1,360

# STREET CAPITAL PROJECTS SUMMARY

## Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/26/2010

	<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>					
Matt Urban Dr, Washington to City Limits-48th St, 4R90 (Engineering Adopted Budget)			99,440 B		99,440
East 8th St, Ferris to Country Club, 4R91 (MDOT Final Pending, hoping only \$5,000 will be needed)				15,000	15,000
Washington Ave, Matt Urban to 32nd, 4R93 \$190,000 MDOT Turnback funds available including interest earned, Allegan County portion				0	0
M40, I196 South to City Limit (MDOT Open), 4R95			17,615	25,203	42,818
12th St, Pine to Fairbanks, 4RA5 (actuals)				4,448	4,448
Central Ave, 8th to State, 4RA6				200	200
Resthaven-Central, 7th-8th Snowmelt, 4RA9 (actuals)	943				943
18th St, Cleveland to River, 4RAM (Engineering Budget Adopted)				65,307	65,307
Economic Development Grant (Various Projects), 4RAP (Actual Payroll to Date, May be Grant Reimbursed Later)				25,000	25,000
Summer 2010 Resurfacing, 4RAR (Actual Payroll to Date)				6,462	6,462
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				25,168	25,168
<b>Maple Avenue, 8th to 24th, 4D20</b>				<b>1,013,221 B</b>	<b>1,013,221</b>
Includes 20th St, Washington to Maple (\$370,898=City, \$227,679=BPW, Total \$598,577 spent in FY09)					
BPW	1,351,707				
Private (Hospital & Comm. Fndt)	4,818				
City Share	1,384,119				
Total Project Cost	2,740,644				
North of 8th Street, along West Side US-31, 4D24 (64.4% of OCRC Project - Drain No. 24) (the rest will be bonded by Drain Commission & repaid Debt Svc Fd)	10,000			0	10,000
40th St Ditch Enclosure, Industrial Ave to Waverly, 4D32 Engineering (Construction see FY2012)				50,000	50,000
City-wide Drainage Study/Master Plan Update, 4D38				150,000	150,000
Pine Ave Sinkhole, 8th to 9th, Temporary Repairs 4RAT				19,580	19,580
Pine Ave Sinkhole, 8th to 9th, Permanent Repairs 4RAT				89,444	89,444
Pine Ave Storm Sewer Repair, 16th-19th, 4D36				52,500	52,500

# STREET CAPITAL PROJECTS SUMMARY

## Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/26/2010

	<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>Traffic Signals:</b>					
8th/Pine (Street Light Work Remaining Yet), 4T18 (\$164,528 spent in prior years)	8,832				8,832
7th & 9th at Columbia, 4T22 (\$236,060 spent FY08 & FY09)				35,103	35,103
City MVH Major Fund	38,307				
City Street Improv Rsv Fund	99,275				
Subtotal City Share	137,582				
Federal (may incr to 220,000)	200,000				
Total Project Cost	337,582				
Relocate Traffic Signal Post College Ave, 8th-9th, 4MB5 (Related to Kilwin's Fireplace Project)				2,775	2,775
<b>Bridges:</b>					
Washington Avenue Bridge, 4BE5 (There will be some Engineering and In-house costs during FY2010, but these have been included in the overall FY2011 project listing.)					0
<b><u>Subtotal Without June Storm Projects</u></b>	69,964	0	445,151	3,021,690	3,536,805

(continued on next page with June Storm projects)

# STREET CAPITAL PROJECTS SUMMARY

## Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/26/2010

	MVH Major <u>Street Fund</u>	MVH Local <u>Street Fund</u>	Allegran County <u>Road Tax Fund</u>	Street Improvements <u>Reserve Fund</u>	<u>Combined</u>
<b>June Storms:</b>					
<b>Road and Street Construction:</b>					
Lincoln Ave, 17th-20th, Storm Damage, 4RAG (Actuals Expended to Date Shown)				3,895	3,895
32nd/Graafschap Stabilization, Storm Damage, 4RAH (Actuals Expended to Date Shown)				12,964	12,964
Graafschap N. of 32nd Retaining Wall, Storm Damage, 4RAJ (Actuals Expended to Date Shown)				32,086	32,086
East 24th St Storm Reconstruction, 4RAK (Adopted Budget is \$336,592, but revised estimates are reflected here)				344,413	344,413
<b>Drains:</b>					
BPW Creekbed Repairs (City Share of 2 Projects - 2008 Storm) 4D31				23,955	23,955
Miscellaneous Culvert Repairs (Pursuant to 12/27/08 flooding)				25,000	25,000
Azalea Storm Outlet, 4D19 (\$18,796 spent FY08 & FY09)				16,104	16,104
Tunnel Retaining Wall Repairs (Dec 2008 flood), 4D23 (\$1,751 spent in FY09)			119,308		119,308
Small Drain Projects (32nd St E of Beechcreek), 4D16				4,040	4,040
East End Dr Culvert, 4D25 (\$11,960 Engineering Budget, Rest Per Bid)				87,635	87,635
Lugers Rd N of 32nd, 4D26 (\$15,715 Engineering Budget, Rest Estimated)				47,715	47,715
Rolling Meadows Drain, 4D27 (\$11,800 Engineering Budget, Rest Estimated)			14,300		14,300
Sandy Lane Storm Sewer, 4D28				23,289	23,289
Timberwood Repl Culvert (temporary fix-more in FY13), 4D29				7,409	7,409
Ottagon Drain (32nd St Washout), 25.5154% of \$260,000 4D33				66,340	66,340
12th & Glendale Ponds, 4D34				9,500	9,500
34th St, Central to Pine, 4D35				30,000	30,000
32nd St Branch, Maplewood Intercounty Drain				35,000	35,000
Tulip Intercounty Drain Study (\$50,000 x 49.43%), 4D39				25,000	25,000
<b>June Storms Total</b>	<u>0</u>	<u>0</u>	<u>133,608</u>	<u>794,345</u>	<u>927,953</u>
<b>Grand Total</b>	<u>69,964</u>	<u>0</u>	<u>578,759</u>	<u>3,816,035</u>	<u>4,464,758</u>

*Bond Issue to be Sold*

(5,500,000) B

# STREET CAPITAL PROJECTS SUMMARY

## Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/26/2010

	<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>Potential or Actual FHWA Reimbursement:</b>					
40th St Repair (Culvert) 4RA7 100% federal			43,947		(Actual received already, reimb. Allegan Co Rd Tax Fd)
West 32nd St Retaining Wall 4D22 (80% federal anticipated)			56,000		(If received the Street Improv Rsv Fd will be reimb.)
			99,947		

### Proposed Street Bond Issue Projects FY2010 - FY2013

7th Street, Lincoln to River	\$ 350,000
40th Street, Washington to Lincoln	75,000
Central Ave (40th-32nd) & Colonial Ct	500,000
Maple Ave, 8th to 24th	1,300,000
Matt Urban Drive, Washington Ave to West City Lim	250,000
18th Street, Cleveland to River	1,100,000
Washington Avenue Bridge (EDC)	225,000
Central Avenue, 8th to State	1,000,000
US 31 Bridges (EDC)	200,000
East 48th St, M-40 to City Limit (EDC)	500,000
Total	\$ 5,500,000

Note: Bond Proceeds will be received in FY2010, but related expenditures will continue into FY2013.

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/26/2010

	<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>Road and Street Construction:</b>					
Summer 2010 Resurfacing Program 4RAR	0		0	225,000	225,000
MDOT Economic Devel Funds		375,000			
City Share		225,000			
Total Project Cost		600,000			
<i>(32nd, US31 to East / Waverly, Bridge to 8th / Brooks, 32nd to 40th)</i>					
<b>Matt Urban Drive, Washington Ave to West City Limit (48th) 4R90</b>			461,560	260,000 B	721,560
<i>(Less \$99,440 Engineering FY10)</i>					
Special Assessments		136,000			
Federal*		708,000			
BPW		75,000			
City Share (major street)		821,000			
Total Project Cost		1,740,000			
* Note: Matt Urban is approved for federal funding in the FY2010 TIP (10/1/09-9/30/10).					
<b>18th Street, Cleveland to River, 4RAM</b>				1,072,497 B	1,072,497
<i>(City share less \$65,307 Engineering budget FY10)</i>					
City Share		1,137,804			
BPW		1,162,196			
Total Project Cost		2,300,000			
Lincoln Ave, 16th to 24th				200,000	200,000
<i>(Engineering Only, Construction FY13)</i>					
<b>M-40 from US31 to I-196, 4RE1</b>				<b>64,800</b>	64,800
<i>\$720,000 Total EDC Project</i>					
<b>W. 48th St, Regent Blvd to Lincoln Ave, 4RE4</b>				<b>255,000</b>	255,000
<i>\$1,275,000 Total EDC Project</i>					
<b>Drains:</b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				34,000	34,000
<b>Bridges:</b>					
<b>Washington Avenue Bridge, 4BE5</b>				<b>228,000</b> B	228,000
<i>\$1,140,000 Total EDC Project</i>					
Total	0	0	461,560	2,339,297	2,800,857
<b>Total Economic Development Grant (EDC) Local Share</b>					
	547,800		<b>Bond Issue Project</b>	B	

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 03/26/2010

	<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>Road and Street Construction:</b>					
Summer 2011 Resurfacing Program			70,000	445,000	515,000
<b>Central Avenue, 8th to State, 4RA6</b>				1,045,000	B 1,045,000
BPW	950,000				
City Share	1,045,000				
Total Project Cost	1,995,000				
<b>11th St, Columbia to Lincoln, Finish RR Crossing, 4R86</b>				30,000	30,000
BPW	125,000				
City Share	36,000				
Total Project Cost	161,000				
(less leftover funds on hand 4R86)					
<b>East 48th St, M-40 to City Limit, 4RE3, 4RE8</b>				506,500	B 506,500
Including Non-Participating Sidewalks					
\$2,375,000 Total EDC Project					
Total Local Share of \$706,500 includes					
\$200,000 Special Assessments					
<b>Drains:</b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				35,000	35,000
<b>40th St Ditch Enclosure, Industrial Ave to Waverly, 4D32</b>			205,000		205,000
(Less \$50K Engineering in FY2010)					
Federal - Safety Funds	400,000				
City Share	255,000				
Total Project Cost	655,000				
<b>Bridges:</b>					
<b>US31 Bridges &amp; Some Part at Washington Interchange, 4BE2</b>				398,700	B 398,700
\$4,430,000 Total EDC Project					
<b>Total</b>	0	0	275,000	2,460,200	2,735,200

**Total Economic Development**  
 Grant, (EDC) Local Share                      905,200  
 (excludes \$200,000 special assessed share)

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2012 - June 30, 2013

Prepared 03/26/2010

	<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			70,000	445,000	515,000
<b>Resurfacing - MDOT Economic Development Grant:</b>					
<i>Lincoln Ave, 64th to M-40, 4REA \$300,000 Total EDC Project</i>			<i>75,000</i>		75,000
<i>Waverly Rd, M-40 to 48th, 4RE9 \$385,000 Total EDC Project</i>			<i>77,000</i>		77,000
<i>64th St, 150' W. of Airport Ct to M-40, 4REB/4REC \$630,000 Total EDC Project</i>			<i>157,500</i>		157,500
Lincoln, 16th to 24th (Less \$200K Engineering FY11)				300,000	300,000
Special Assessments	100,000				
City Share	500,000				
BPW	650,000				
Federal STP FY12	1,200,000				
Federal STP FY13 Advance Constr	300,000				
Total Project Cost	2,750,000				
<i>Geurink Blvd, Washington Ave to 1650' East, 4RE6 \$525,000 Total EDC Project</i>				<i>105,000</i>	105,000
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				36,000	36,000
Timberwood Drain, 4D29 (related to June 209 Storm)				22,000	22,000
<b>Total</b>	0	0	379,500	908,000	1,287,500

<i>Total Economic Development Grant (EDC) Local Share</i>	<i>414,500</i>
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# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2013 - June 30, 2014

Prepared 03/26/2010

	<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			70,000	445,000	515,000
19th Street, Cleveland to River				1,000,000	1,000,000
BPW	1,095,000				
City Share	1,000,000				
Total Project Cost	2,095,000				
South Washington, 32nd to Matt Urban, 4R93 (Less \$190,000 MDOT Turnback funds on hand)			120,000		120,000
Federal STP FY13	800,000				
City Share	310,000				
	1,110,000				
M-40 Frontage Road (only Land Acquisition FY2012)			200,000		200,000
Land Acquisition-City	200,000				
Construction-Federal	400,000				
Construction-City	100,000				
Engineering-City	70,000				
	770,000				
8th / Fairbanks Roundabout				1,000,000	1,000,000
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				37,000	37,000
Ottawa Avenue Drain Impr., 24th to 32nd				255,000	255,000
Construction	250,000				
In House Engineering	5,000				
	255,000				
<b>Total</b>	0	0	390,000	2,737,000	3,127,000

**BPW Projects:**

Water:

11th, Kollen Park to Van Raalte

Sanitary Sewer:

Pioneer, 32nd to 33rd

33rd St, Pioneer to Millbridge

South Shore, Old Orchard to Myrtle

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2014 - June 30, 2015

Prepared 03/26/2010

	<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 2014 Resurfacing Program			70,000	445,000	515,000
M-40 Frontage Road (\$200K Land Acquisition was in FY2012)			170,000		170,000
Land Acquisition-City	200,000				
Construction-Federal	400,000				
Construction-City	100,000				
Engineering-City	70,000				
	770,000				
Columbia Ave, 16th to 24th				1,105,000	1,105,000
Also Traffic Signal 16th/Columbia					
BPW	675,000				
City Share	1,105,000				
Total Project Cost	1,780,000				
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				38,000	38,000
<b>Total</b>	0	0	240,000	1,588,000	1,828,000

# STREET CAPITAL PROJECTS SUMMARY

## Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2015 - June 30, 2016

Prepared 03/26/2010

	<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 2015 Resurfacing Program			70,000	445,000	515,000
9th Street, Kollen Park Drive to 8th St				1,000,000	1,000,000
Hope Ave, 8th to 16th				580,000	580,000
BPW	650,000				
Special Assessments	115,000				
City Share	580,000				
Total Project Cost	1,345,000				
13th St, Pine to Fairbanks				1,295,000	1,295,000
BPW	1,265,000				
City Share	1,295,000				
Total Project Cost	2,560,000				
<b><u>Drains:</u></b>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				38,000	38,000
<b>Total</b>	0	0	70,000	3,358,000	3,428,000



# 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 2011

- \* To continue the annual Sidewalk Repair program in a selected area of the City. (October 2010)
- \* To develop plans for sidewalk construction to support 2010 and 2011 street construction projects. (On-going)
- \* To develop a plan for the repair and / or replacement of existing asphalt walkways. (June 2011).
- \* To review the City's sidewalk network and determine whether there are gaps that need attention over the next several years. (February 2011)

**CAPITAL PROJECTS GROUP**

**SIDEWALK IMPROVEMENTS FUND  
( A CAPITAL PROJECTS FUND )**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes & Special Assessments	\$ 62,983	\$ 59,093	\$ 59,666	\$ 54,633
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	3,017	1,205	571	496
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	20,000
<b>TOTAL SOURCES</b>	<b>\$ 66,000</b>	<b>\$ 60,298</b>	<b>\$ 60,237</b>	<b>\$ 75,129</b>

FUNDING USES -

SIDEWALKS - REPAIRS

Personnel Services -

\* Salaries & Wages - Working \$ 12,245 \$ 10,709 \$ 12,250 \$ 12,000

Other Current Expenditures -

\* Contractual 58,368 51,068 49,500 50,000

SIDEWALKS - ASPHALT WALKS

Capital Outlay - 0 - 478 - 0 - - 0 -

SIDEWALKS - STREETSCAPE

Capital Outlay - 0 - - 0 - - 0 - - 0 -

SIDEWALKS - INDUSTRIAL/COMMERCIAL

Capital Outlay - 0 - - 0 - - 0 - - 0 -

SIDEWALKS - BRICK MAINT./REPAIRS

Capital Outlay - 0 - - 0 - 3,500 3,500

SIDEWALKS - NEIGHBORHOODS

Capital Outlay - 0 - - 0 - - 0 - - 0 -

Transfers Out

- 0 - 25,700 9,743 - 0 -

**TOTAL USES \$ 70,613 \$ 87,955 \$ 74,993 \$ 65,500**

**- - FUND EQUITY - -**

INCREASE (DECREASE) \$ (4,613) \$ (27,657) \$ (14,756) \$ 9,629

ENDING BALANCE -

Designated / Reserved \$ - 0 - \$ - 0 - \$ - 0 - \$ - 0 -

Undesignated / Unreserved 43,729 16,072 1,316 10,945

**TOTAL FUND EQUITY \$ 43,729 \$ 16,072 \$ 1,316 \$ 10,945**

**- - STAFFING - -**

Positions: Not Applicable

## SIDEWALK CAPITAL PROJECTS LISTING

FY-2008 Actual / FY-2009 Actual / FY-2010 Estimated / FY-2011 Budget

Project and Financing Mechanisms	Actual FY-2008	Actual FY-2009	Final Revised Estimate FY-2010	Approved Budget FY-2011
<u>Sidewalk Repair Program</u>	70,613	61,777	61,750	62,000
- Property Taxation, Investment Income, MVH Transfer				
<u>Asphalt Walk Repair</u>	0	478	0	0
- Property Taxation and Investment Income				
<u>Streetscape Sidewalk Improvements</u>	0	0	0	0
- Property Taxation and Investment Income				
- Transfer from General Fd				
<u>Brick Maintenance / Repairs</u>	0	0	3,500	3,500
- Property Taxation and Investment Income				
<u>Fill-in-the-Gaps</u>	0	0	0	0
- Special Assessments and Investment Income				
<u>Transfer Out to College Ave, 8th-9th (Fireplace)</u>	0	0	9,743	0
- Property Taxation and Investment Income				
<u>Transfer Out to Central Ave, 7th-8th (Resthaven)</u>	0	25,700	0	0
- Property Taxation and Investment Income				
<u>Project Areas To Be Identified</u>	0	0	0	0
- Property Taxation and Investment Income				
<u>Totals</u>	70,613	87,955	74,993	65,500

BUILDING AUTHORITY CAPITAL PROJECTS  
FIVE-YEAR PROJECTION SUMMARY

FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 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**

	FY2011	FY2012	FY2013	FY2014	FY2015
	Budgeted	Projected	Projected	Projected	Projected
<b>CEMETERY PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfers-In from Cemetery Perpetual Care Fund	55,000	55,000	55,000	55,000	55,000
<u>Financing Applications -</u>					
Irrigation System & Well Improvements & Asphaltting	55,000	55,000	55,000	55,000	55,000
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	81,949	- 0 -	- 0 -	- 0 -	- 0 -
	81,949	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Ourstreet - Residential Assistance	81,949	- 0 -	- 0 -	- 0 -	- 0 -
	81,949	- 0 -	- 0 -	- 0 -	- 0 -
<b>LEISURE &amp; CULTURAL SERVICES PROJECTS:</b>					
<u>Financing Sources -</u>					
Private Donations & Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Coastal Management Grant - Window-on-the-Waterfront	47,300	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	375,447	532,100	531,100	714,100	100,000
	422,747	532,100	531,100	714,100	100,000
<u>Financing Applications -</u>					
Bouws Pool Improvements	25,000	268,000	267,000	- 0 -	- 0 -
Civic Center Study of Re-Development and/or Renovation	38,777	- 0 -	- 0 -	- 0 -	- 0 -
Various Park Renovations/Upgrades	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Repair Planks East End Kollen Park (phased in 4 years)	14,100	14,100	14,100	14,100	- 0 -
Parks Aluminum Picnic Table	6,800	- 0 -	- 0 -	- 0 -	- 0 -
Demolition Bathrooms Centennial Park & Landscaping	6,000	- 0 -	- 0 -	- 0 -	- 0 -
Various Stadium Improvements (Turf Blankets, Message Center)	19,000	- 0 -	- 0 -	- 0 -	- 0 -
Various Nature Center Improvements (Skylights, Roofing, Solar)	20,100	- 0 -	- 0 -	- 0 -	- 0 -
Tennis Court Resurfacing	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Lakeview Playground Equipment	7,000	- 0 -	- 0 -	- 0 -	- 0 -
Park/School Project	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Municipal Stadium Improvements	- 0 -	- 0 -	- 0 -	600,000	- 0 -
Museum Restoration & Improvements	28,000	- 0 -	- 0 -	- 0 -	- 0 -
Cappon & Settlers Homes Improvements	31,000	- 0 -	- 0 -	- 0 -	- 0 -
Greenway Improvements	- 0 -	- 0 -	- 0 -	100,000	- 0 -
Stratford Way / Abbey Court Park	- 0 -	- 0 -	250,000	- 0 -	- 0 -
City-Wide Public Art Program	- 0 -	- 0 -	- 0 -	- 0 -	100,000
Transfer to Windmill Island Fund - Various Projects	- 0 -	250,000	- 0 -	- 0 -	- 0 -
Window-On-Waterfront Improvements	96,970	- 0 -	- 0 -	- 0 -	- 0 -
	422,747	532,100	531,100	714,100	100,000

**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**

	FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
<b>PUBLIC SAFETY PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	86,900	550,000	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Kollen Park Fire Station - Shower & Bathroom Tile	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Police Dual Antenna Radar Units	7,700	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Self Contained Breathing Apparatus Equipment	67,200	- 0 -	- 0 -	- 0 -	- 0 -
Virginia Park Fire Station Physio/Lifepack AED	2,000	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Renovations - Waverly Station	- 0 -	550,000	- 0 -	- 0 -	- 0 -
	<u>86,900</u>	<u>550,000</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
<b>TRANSPORTATION SERVICES PROJECTS:</b>					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	25,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Bicycle/Pedestrian Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
City Wide Tree Planting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>25,000</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
<b>OTHER PROJECTS:</b>					
<u>Financing Sources -</u>					
Private Donations & Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Special Assessments	35,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	390,953	-	-	-	-
	<u>425,953</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>	<u>- 0 -</u>
<u>Financing Applications -</u>					
Neighborhood Commercial Restoration / Improvements	32,288	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Landscaping	18,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Painting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Humidifier	17,287	- 0 -	- 0 -	- 0 -	- 0 -
Energy Upgrades to City Facilities	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Sustainability Projects	93,378	- 0 -	- 0 -	- 0 -	- 0 -
South Shore Village Parking Lot Acquisition	90,000	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer to Technology Svcs. Fund (Cost Sharing Finance Software)	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>425,953</u>	<u>- 0 -</u>	<u>- 0 -</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>1,097,549</u>	<u>1,137,100</u>	<u>586,100</u>	<u>769,100</u>	<u>155,000</u>
<u>All Financing Applications</u>	<u>1,097,549</u>	<u>1,137,100</u>	<u>586,100</u>	<u>769,100</u>	<u>155,000</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**

	FY2011	FY2012	FY2013	FY2014	FY2015
	<u>Budgeted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>

**PROJECTS EXCEEDING \$1,000,000**

FINANCING SOURCES:

Grants -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Other -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Private Sector Contributions -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	500,000
Transfers from Other City of Holland Funds -					
- From Municipal Capital Improvements Cash Control Fund	279,527	1,800,000	1,800,000	1,513,000	3,262,000
<u>Total Sources Projects Over \$1,000,000</u>	<u>279,527</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,513,000</u>	<u>3,762,000</u>

FINANCING APPLICATIONS:

Ice Skating / Skate Park at Smallenburg Park	279,527	1,000,000	1,000,000	- 0 -	- 0 -
Municipal Stadium Synthetic Turf	- 0 -	- 0 -	- 0 -	- 0 -	1,000,000
Downtown Plaza / Ice	- 0 -	- 0 -	- 0 -	- 0 -	1,250,000
Window-On-Waterfront to Windmill Island Boardwalk Connection	- 0 -	800,000	800,000	- 0 -	- 0 -
Fire Department Renovations - Kollen Park Station	- 0 -	- 0 -	- 0 -	1,513,000	1,512,000
<u>Total Applications Projects Over \$1,000,000</u>	<u>279,527</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>1,513,000</u>	<u>3,762,000</u>

**PROJECTS BELOW & ABOVE \$1,000,000 COMBINED**

**SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN AND EXCEEDING \$1,000,000 ESTIMATED TOTAL COST**

<u>All Financing Sources</u>	<u>1,377,076</u>	<u>2,937,100</u>	<u>2,386,100</u>	<u>2,282,100</u>	<u>3,917,000</u>
<u>All Financing Applications</u>	<u>1,377,076</u>	<u>2,937,100</u>	<u>2,386,100</u>	<u>2,282,100</u>	<u>3,917,000</u>

**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**

	FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
<b><u>FINANCING SOURCES</u></b>					
City of Holland Street Funds					
- M.V.H. Major Street Fund	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Allegan Road Tax Shared Revenue Fund	461,560	275,000	379,500	390,000	240,000
- Street Improvements Fund	2,339,297	2,460,200	908,000	2,737,000	1,588,000
City of Holland Utility Funds	1,237,196	1,075,000	650,000	1,095,000	675,000
Special Assessments to Benefitting Properties	136,000	200,000	100,000	- 0 -	- 0 -
Capital Grants					
- State MDOT and Federal Agencies ( Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC )	3,670,200	6,099,800	2,925,500	800,000	400,000
Other Sources	- 0 -	6,000	- 0 -	190,000	- 0 -
<b><u>Total Sources</u></b>	<b><u>7,844,253</u></b>	<b><u>10,116,000</u></b>	<b><u>4,963,000</u></b>	<b><u>5,212,000</u></b>	<b><u>2,903,000</u></b>

**FINANCING APPLICATIONS**

Road & Street Projects					
- Resurfacings	600,000	515,000	1,830,000	515,000	515,000
- New Construction and/or Re-Construction	6,070,253	4,531,000	3,075,000	4,405,000	2,350,000
Traffic Signal Projects	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Bridge Projects	1,140,000	640,000	- 0 -	- 0 -	- 0 -
Drainage System Projects	34,000	4,430,000	58,000	292,000	38,000
<b><u>Total Applications</u></b>	<b><u>7,844,253</u></b>	<b><u>10,116,000</u></b>	<b><u>4,963,000</u></b>	<b><u>5,212,000</u></b>	<b><u>2,903,000</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**

	FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 Projected
<b>FINANCING SOURCES</b>					
Property Taxes	54,379	53,200	53,200	54,500	55,800
Special Assessments	254	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	496	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In MVH Major Street Fund	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	(9,629)	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Sources</u>	<u>65,500</u>	<u>53,200</u>	<u>53,200</u>	<u>54,500</u>	<u>55,800</u>

**FINANCING APPLICATIONS**

Sidewalk Repairs Program	62,000	53,200	53,200	54,500	55,800
Brick Maintenance/Repairs	3,500	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Asphalt Walk Repair	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Applications</u>	<u>65,500</u>	<u>53,200</u>	<u>53,200</u>	<u>54,500</u>	<u>55,800</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 UTILITIES CAPITAL PROJECTS  
- ELECTRIC - WATER - WASTEWATER -  
FIVE-YEAR PROJECTION SUMMARY**

	FY2011 Budgeted	FY2012 Projected	FY2013 Projected	FY2014 Projected	FY2015 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	3,593,684	6,011,820	6,661,847	7,641,325	6,612,134
Financed from Cash Reserves	15,009,246	3,988,180	3,338,153	2,358,675	3,387,866
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>18,602,930</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>
<u>Financing Applications:</u>					
Power Resources	8,920,500	6,500,000	6,500,000	6,500,000	6,500,000
Electric Transmission and Distribution & Allocated Adminin Projects	9,682,430	3,500,000	3,500,000	3,500,000	3,500,000
	<u>18,602,930</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>	<u>10,000,000</u>

**WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)**

<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	159,929	534,874	599,734	895,011	1,235,882
Financed from Cash Reserves	2,354,576	1,965,126	1,900,266	1,604,989	1,264,118
Bond Issue Proceeds	3,000,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>5,514,505</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
<u>Financing Applications:</u>					
Water Plant	450,400	575,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	5,064,105	1,925,000	1,925,000	1,925,000	1,925,000
	<u>5,514,505</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>

**WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)**

<u>Financing Sources:</u>					
Wastewater Fund - Net Revenues & Earnings	46,892	77,514	246,587	625,276	661,312
Financed from Cash Reserves	7,938,963	5,372,486	1,753,413	1,874,724	2,088,688
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>7,985,855</u>	<u>5,450,000</u>	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,750,000</u>
<u>Financing Applications:</u>					
Wastewater Plant	6,091,000	3,542,500	1,300,000	1,625,000	1,787,500
Wastewater Collection & Allocated Admin	1,894,855	1,907,500	700,000	875,000	962,500
	<u>7,985,855</u>	<u>5,450,000</u>	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,750,000</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

- > NARRATIVE
- > FULLTIME EMPLOYEE TRENDS
- > PART TIME EMPLOYEE TRENDS
- > FTE SUMMARY BY SERVICE GROUP AND FUND
- > PART TIME SUMMARY BY SERVICE GROUP AND FUND
- > FTE SUMMARY BY DEPARTMENT
- > PART TIME SUMMARY BY DEPARTMENT
- > FTE DETAIL BY POSITION WITHIN DEPARTMENT

## PERSONNEL SUMMARY

The City of Holland continues to experience budget concerns due to a continued decrease in State Revenue Sharing and reduction in the tax base and interest earnings while costs associated with employee benefit costs continue to increase. Although adjustments to the fringe benefit programs have been made positions were eliminated to help balance the budget.

The number of full-time employees will decrease by 10.5 FTE in FY-11, net of a 1.0 FTE increase. Below is a summary of the departments/funds that will have a reduction in staff.

<u>General Fund Departments</u>	<u>Positions</u>
Purchasing (Procurement)	.20
Cemeteries	.75
Planning & Zoning	.20
Environmental Health & Inspections	.40
Code Inspections	1.40
Streets Division	2.00
Parks	.25
<u>Other Funds</u>	
Public Transp Facilities & Mgmt	4.50
Centralized Vehicle/Equipment	.80
Board of Public Works	1.00

Positions in the Public Transportation Facilities Management fund were actually transferred to the local independent transit, Macatawa Area Express (MAX) Transportation Authority.

The budget process resulted in adding 1.0 FTE for an Event Coordinator working in the Principal Shopping District. This position will be involved in creating revenue and will reduce the cost of overtime worked by other employees.

Various employees have time allocated to more than one (1) department/fund and the distribution may be adjusted each year, depending on departmental needs, without changing the overall total.

**CITY OF HOLLAND**

**Full-Time Employee Trends As Budgeted  
(Includes Part-Time A)  
General Fund**

	<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>	<u>FY-10</u>	<u>FY-11</u>
City Council	0.30	0.30	0.25	0.25	0.25	0.25	0.25	0.24	0.24	0.25
City Manager	2.95	2.85	2.75	2.75	2.70	2.70	2.70	2.60	2.60	2.50
Finance	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.90	5.90	6.15
Property Assessing	6.05	6.05	6.05	6.05	5.05	5.05	5.05	5.10	5.10	5.10
City Clerk	3.88	3.88	3.88	3.00	3.00	3.25	3.25	2.25	2.25	2.25
Human Resources	2.35	2.35	2.25	2.25	2.25	2.25	2.25	2.24	2.24	2.25
Procurement (Purchasing)	0.30	0.30	0.30	0.40	0.40	0.45	0.45	0.45	0.45	0.00
Treasurer	2.95	2.85	2.85	2.85	2.85	2.85	2.85	2.85	1.90	1.90
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	4.15	4.15	4.15	4.15	4.15	3.15	3.15	2.40
Volunteer Services	1.05	1.20	0.25	0.25	0.25	0.25	0.25	0.24	0.24	0.10
Planning & Zoning	3.05	2.90	2.40	3.50	3.50	3.30	3.10	3.20	3.20	2.67
Police	72.00	73.00	72.00	71.50	71.50	71.50	71.50	69.50	67.00	67.00
Fire	29.00	29.00	28.00	28.00	28.00	28.00	28.00	27.00	26.00	26.00
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	6.78	6.78	6.78	6.48	6.16	6.08	5.48	5.38	5.38	5.48
Construction Inspections	5.02	5.12	5.12	5.02	5.02	5.02	4.62	4.62	4.57	3.17
Streets Division	22.15	19.39	20.03	19.73	19.73	19.73	19.81	19.90	19.90	17.90
Transp. Mgmt & Engineering	0.00	2.90	2.90	2.90	2.90	2.90	2.90	3.00	3.00	2.90
Community Social Services	0.05	0.05	0.07	0.07	0.07	0.12	0.05	0.05	0.05	0.05
Ourstreet/Neighborhood Liaison	3.00	3.00	3.00	2.05	2.05	2.05	2.05	2.05	2.05	2.05
Housing Advisory Commission	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	1.80	1.80	2.00	2.00	2.00	1.75	1.75	1.75	1.75	1.75
Leisure & Cultural Services	1.30	1.30	1.30	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Recreation Programs	4.30	4.30	4.30	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Parks	12.50	12.50	11.50	11.40	10.40	10.40	10.40	10.40	9.40	9.15
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	1.80	1.95	1.95	1.95	1.95	1.95	1.95	1.95	1.95	1.95
8th Street Market	0.00	0.00	0.00	0.25	0.25	0.25	0.15	0.10	0.10	0.10
Civic Center	2.50	2.50	2.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Economic Development	0.00	0.35	0.40	0.75	0.75	0.75	0.50	0.44	0.44	0.90
<b>General Fund Total</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>211.76</b>	<b>206.26</b>	<b>201.37</b>

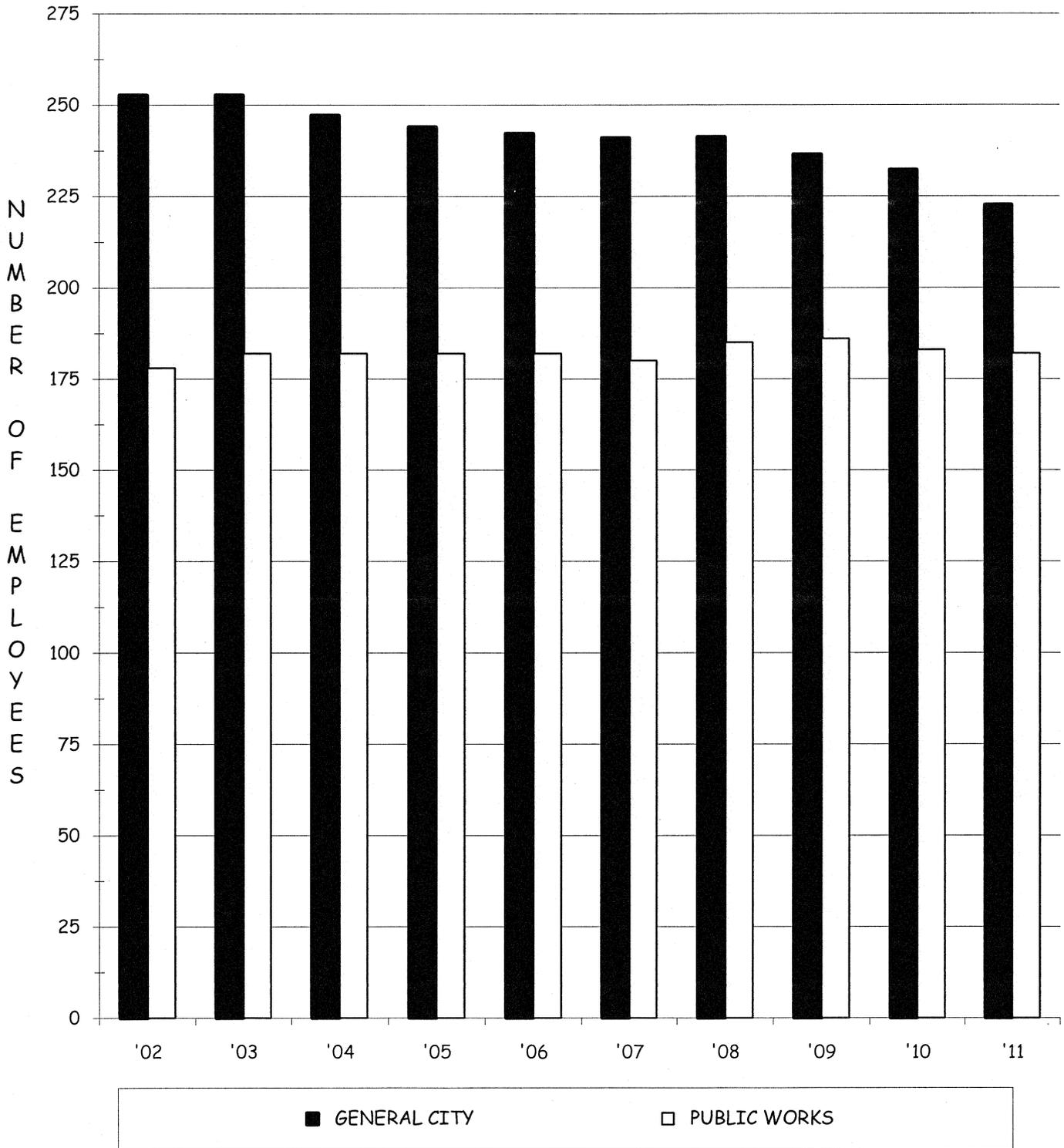
**CITY OF HOLLAND**

**Full-Time Employee Trends As Budgeted  
(Includes Part-Time A)  
(Continued)**

**Special Revenue, Enterprise, Internal Services Funds and Component Units**

	<u>FY-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>	<u>FY-10</u>	<u>FY-11</u>
Downtown Public Parking	0.25	0.25	0.25	0.50	0.50	0.50	0.30	0.30	0.20	0.20
Downtown Develop. Authority	1.70	1.70	1.70	0.80	0.80	0.80	1.00	1.00	1.10	1.10
Principal Shopping District	0.20	0.20	0.20	0.75	0.75	0.75	0.85	0.90	0.90	1.90
CATV Public Access Television	0.20	0.01	0.01	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	0.32	0.10	0.10	0.20	0.20	0.20
Windmill Island Gardens	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.24	0.24	0.00
Public Transp Facilities & Mgmt	2.60	2.25	2.43	0.98	0.83	1.58	2.75	2.75	4.50	0.00
Technology Services	6.00	6.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00	4.00
Strt Equip Operating & Reserve	5.20	5.20	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	2.45	2.45	3.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	8.78	8.93	8.93	8.93	8.94	8.44	7.74
CDBG Entitlement Grant	1.30	1.45	1.38	1.28	1.48	1.93	1.45	1.35	1.35	1.18
MSHDA Rental Housing Grant	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Public Safety Grants	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Other Funds Total</b>	<b>25.90</b>	<b>24.51</b>	<b>22.87</b>	<b>23.10</b>	<b>23.62</b>	<b>22.60</b>	<b>24.39</b>	<b>24.69</b>	<b>25.94</b>	<b>21.33</b>
<b>General City Total</b>	<b>252.68</b>	<b>252.68</b>	<b>247.15</b>	<b>244.05</b>	<b>242.20</b>	<b>241.00</b>	<b>241.25</b>	<b>236.45</b>	<b>232.20</b>	<b>222.70</b>
Board of Public Works	178.00	182.00	182.00	182.00	182.00	180.00	185.00	186.00	183.00	182.00
Holland Historical Trust	4.00	4.00	4.00	4.00	5.00	6.00	6.00	6.00	6.00	6.00
<b>Grand Total</b>	<b>434.68</b>	<b>438.68</b>	<b>433.15</b>	<b>430.05</b>	<b>429.20</b>	<b>427.00</b>	<b>432.25</b>	<b>428.45</b>	<b>421.20</b>	<b>410.70</b>

# 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-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>	<u>FY-10</u>	<u>FY-11</u>
City Manager	0.55	0.55	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.05	0.05	0.00	0.00	0.10	0.05	0.10	0.00	0.00
Property Assessing	0.00	0.05	1.20	0.50	0.50	0.60	0.50	0.50	0.50	0.50
City Clerk	0.10	0.00	0.00	0.30	0.25	0.63	0.55	0.50	0.40	0.40
Procurement (Purchasing)	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	0.00	0.25	0.00	0.00	0.05	0.20	0.10	0.50	1.00	1.00
City Hall & Grounds	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.05	0.05
Cemeteries	1.15	1.10	0.90	1.30	1.60	1.50	1.60	1.95	2.25	2.80
Planning & Zoning	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.20	0.20
Police	7.40	6.65	7.05	7.60	8.00	8.55	8.85	9.45	9.60	9.55
Environmental Health & Insp.	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.20	0.10	0.10
Construction Inspections	0.20	0.00	0.05	0.05	0.05	0.05	0.05	0.10	0.15	0.65
Streets Division	0.20	0.00	0.00	0.60	0.15	0.15	0.05	0.45	1.15	1.20
Transp. Mgmt & Engineering	0.00	0.25	0.60	0.55	0.55	0.15	0.10	0.10	0.10	0.15
Ourstreet/Neighborhood Liaison	0.15	0.15	0.15	0.45	0.70	0.70	0.05	0.60	0.60	0.60
Housing Advisory Commission	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	0.00	0.00	0.00	0.20	0.50	0.50	0.50	0.50	0.50	0.50
Leisure & Cultural Services	0.00	0.00	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Programs	0.70	0.70	0.70	1.05	1.10	1.05	0.95	0.95	0.95	0.95
Parks	7.55	8.60	9.35	9.40	9.60	10.35	10.35	10.75	10.95	11.00
Municipal Stadium	0.65	0.70	0.70	0.70	0.35	0.35	0.35	0.50	0.50	0.50
DeGraaf Nature Center	1.70	1.70	1.70	1.70	1.70	2.30	2.30	2.30	2.25	2.20
Kollen Park Boat Launch	0.30	0.35	0.35	0.25	0.50	0.35	0.00	0.00	0.00	0.00
8th Street Market	0.40	0.40	0.40	0.65	0.85	0.85	0.85	0.80	0.80	0.85
Civic Center	1.85	1.55	1.55	1.75	2.30	2.00	2.00	2.00	2.00	2.00
<b>General Fund Total</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>29.65</b>	<b>32.55</b>	<b>34.05</b>	<b>35.20</b>

**CITY OF HOLLAND**

**Part-Time Employee Trends As Budgeted  
(Continued)**

**Special Revenue, Enterprise, Internal Services Funds and Component Units**

	<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>	<u>FY-10</u>	<u>FY-11</u>
Downtown Public Parking	0.15	0.15	0.40	0.55	0.55	0.55	0.55	0.65	0.50	0.50
Downtown Develop. Authority	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.25	0.40	0.40
Principal Shopping District	0.00	0.00	0.00	0.30	0.60	0.70	0.70	1.15	1.20	0.45
Solid Waste Recycling	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.70	0.70
Windmill Island Gardens	11.45	11.55	12.15	12.85	13.10	11.45	11.95	12.15	12.15	12.15
Railroad Depot	0.25	0.20	0.20	0.20	0.20	0.20	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.00	0.65	1.15	0.55	1.00	0.50	2.10	2.85	1.85	0.35
Strt Equip Operating & Reserve	0.40	0.55	0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	0.20	0.20	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
IMLS Grant	0.00	0.00	0.75	0.90	0.90	1.30	0.00	0.00	0.00	0.00
<b>Enterprise/Services Total</b>	<b>13.15</b>	<b>14.00</b>	<b>16.25</b>	<b>17.30</b>	<b>18.30</b>	<b>16.65</b>	<b>17.25</b>	<b>18.85</b>	<b>17.80</b>	<b>15.55</b>
<b>General City Total</b>	<b>36.85</b>	<b>37.70</b>	<b>42.10</b>	<b>44.90</b>	<b>47.55</b>	<b>47.53</b>	<b>46.90</b>	<b>51.40</b>	<b>51.85</b>	<b>50.75</b>
<b>Holland Historical Trust</b>	<b>6.45</b>	<b>5.85</b>	<b>6.35</b>	<b>7.01</b>	<b>7.01</b>	<b>4.39</b>	<b>2.23</b>	<b>2.23</b>	<b>2.23</b>	<b>1.61</b>
<b>Grand Total</b>	<b>43.30</b>	<b>43.55</b>	<b>48.45</b>	<b>51.91</b>	<b>54.56</b>	<b>51.92</b>	<b>49.13</b>	<b>53.63</b>	<b>54.08</b>	<b>52.36</b>

**FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)**

**MULTI-YEAR SUMMARY - BY SERVICE GROUP**

SERVICE GROUP	POSITIONS			FY 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
Management & Administrative	8.71	7.58	7.58	7.36	1.79%
Fiscal Services	14.35	14.30	13.35	13.15	3.20%
Public Safety	132.50	129.50	126.00	126.00	30.68%
Transportation System & Services	34.39	34.83	36.08	28.54	6.95%
Community & Neighborhood Services	22.25	22.24	22.19	21.65	5.27%
Leisure & Cultural Services	31.05	30.00	29.00	28.00	6.82%
Board of Public Works Utilities	185.00	186.00	183.00	182.00	44.32%
Internal Services Funds	4.00	4.00	4.00	4.00	0.97%
<b>TOTAL</b>	<b>432.25</b>	<b>428.45</b>	<b>421.20</b>	<b>410.70</b>	<b>100.00%</b>

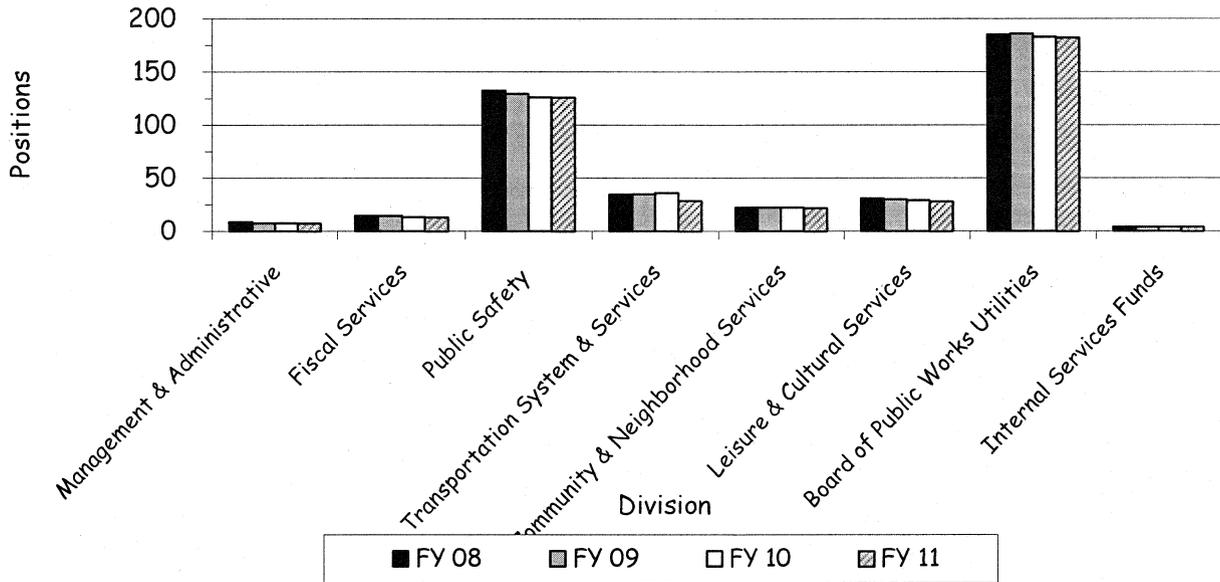
**MULTI-YEAR SUMMARY - BY FUND**

FUND	POSITIONS			FY 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
General Operating	216.86	211.76	206.26	201.37	49.03%
Downtown Public Parking	0.30	0.30	0.20	0.20	0.05%
Mainstreet/DDA	1.00	1.00	1.10	1.10	0.27%
Principal Shopping District	0.85	0.90	0.90	1.90	0.46%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.10	0.20	0.20	0.20	0.05%
Windmill Island Gardens	2.00	2.00	2.00	2.00	0.50%
Municipal Airport Facilities & Mgmt	0.00	0.24	0.24	0.00	0.00%
Public Transportation Facilities & Mgmt	2.75	2.75	4.50	0.00	0.00%
Board of Public Works Utilities	185.00	186.00	183.00	182.00	44.31%
Technology Services	4.00	4.00	4.00	4.00	0.97%
Centralized Vehicle / Equipment	8.93	8.94	8.44	7.74	1.88%
CDBG Entitlement Grant	1.45	1.35	1.35	1.18	0.29%
Public Safety Grants	3.00	3.00	3.00	3.00	0.73%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.46%
<b>TOTAL</b>	<b>432.25</b>	<b>428.45</b>	<b>421.20</b>	<b>410.70</b>	<b>100.00%</b>

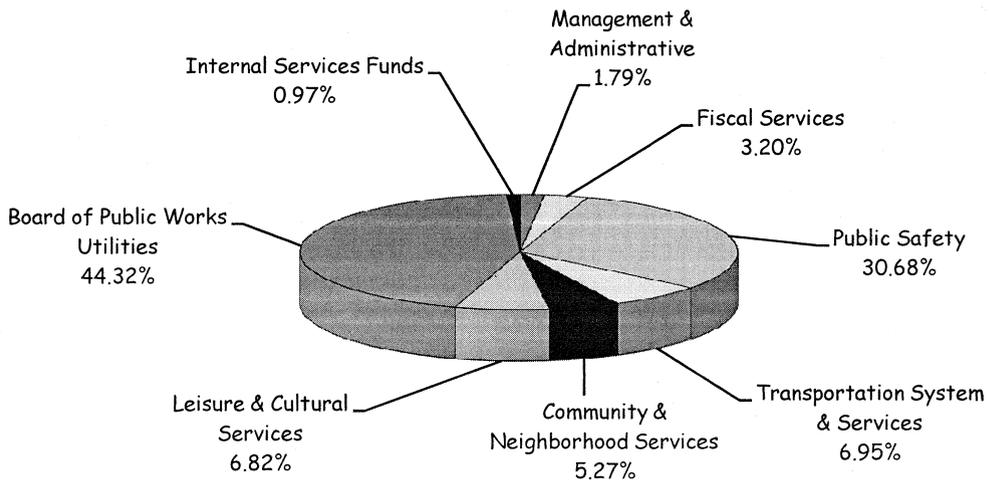
FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION  
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE

FY-08 thru FY-11 Full-Time Positions Summary  
Across All Service Groups



FY-11 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 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
Management & Administrative	0.55	0.50	0.40	0.40	0.76%
Fiscal Services	0.65	1.10	1.50	1.50	2.86%
Public Safety	8.85	9.45	9.60	9.55	18.24%
Transportation System & Services	3.25	4.40	4.10	2.70	5.16%
Community & Neighborhood Services	3.25	4.55	4.40	4.15	7.93%
Leisure & Cultural Services	32.58	33.63	34.08	34.06	65.05%
<b>TOTAL</b>	<b>49.13</b>	<b>53.63</b>	<b>54.08</b>	<b>52.36</b>	<b>100.00%</b>

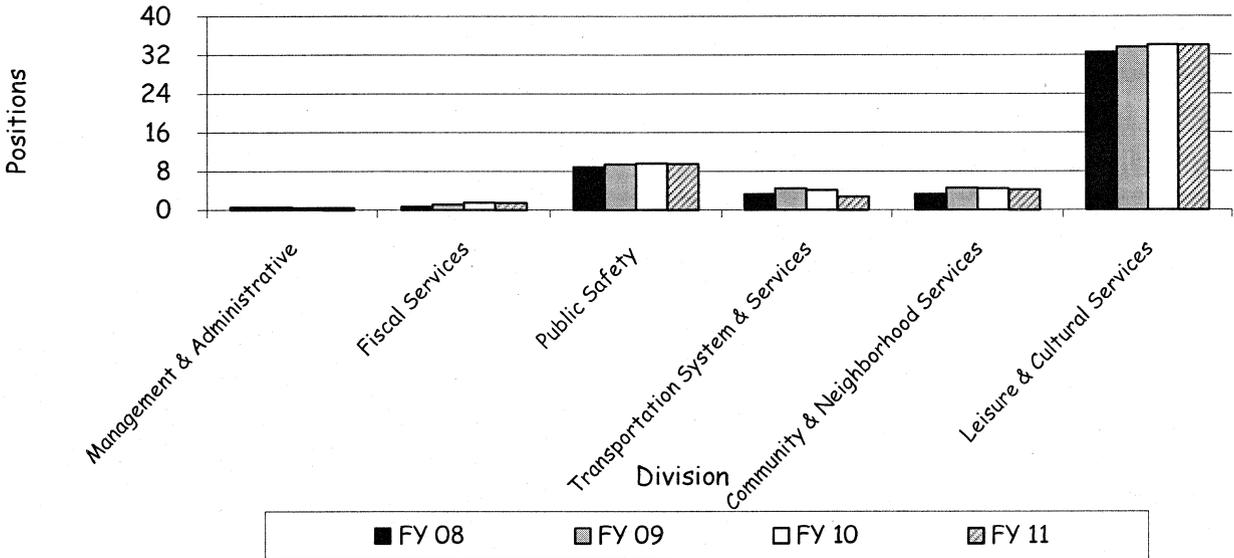
**MULTI-YEAR SUMMARY - BY FUND**

FUND	POSITIONS			FY 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
General Operating	29.65	32.55	34.05	35.20	67.23%
Downtown Public Parking	0.55	0.65	0.50	0.50	0.95%
Downtown Development Authority	0.15	0.25	0.40	0.40	0.76%
Downtown Principal Shopping District	0.70	1.15	1.20	0.45	0.86%
Solid Waste Recycling	0.80	0.80	0.70	0.70	1.34%
Windmill Island Gardens	11.95	12.15	12.15	12.15	23.20%
Public Transportation Facilities & Mgmt	2.10	2.85	1.85	0.35	0.67%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.92%
Holland Historic Trust	2.23	2.23	2.23	1.61	3.07%
<b>TOTAL</b>	<b>49.13</b>	<b>53.63</b>	<b>54.08</b>	<b>52.36</b>	<b>100.00%</b>

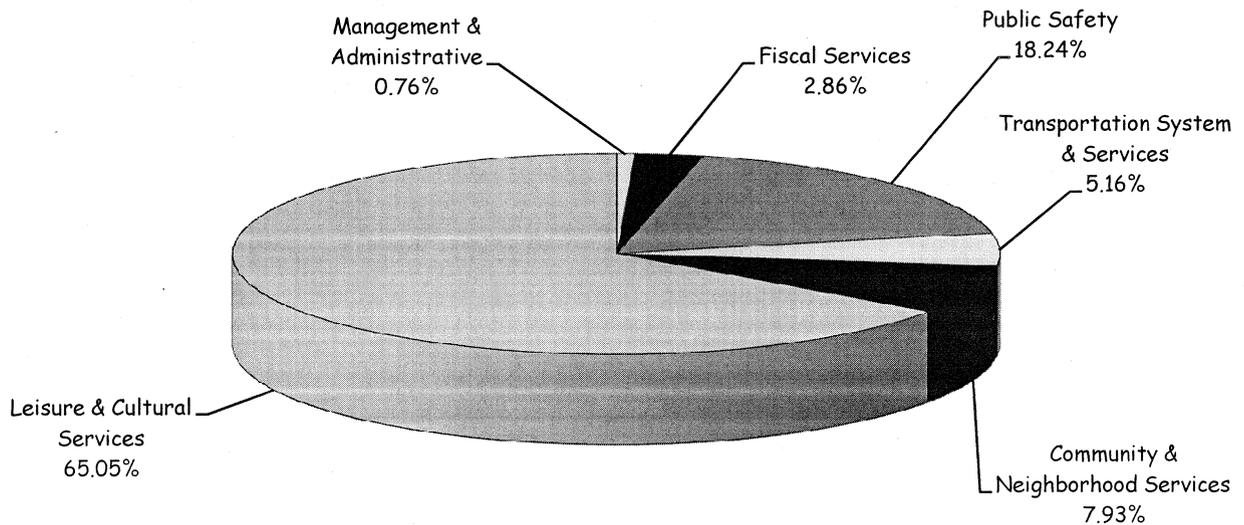
PART-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION  
TOTAL PART-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE

FY-08 thru FY-11 Part-Time Positions Summary  
Across All Service Groups



FY-11 Part-Time Positions Percentage Summary  
Across All Service Groups



**FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)**

**MULTI-YEAR SUMMARY - BY DEPARTMENT**

DEPARTMENT	POSITIONS			FY 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
City Council	0.25	0.24	0.24	0.25	0.06%
City Manager	2.70	2.60	2.60	2.50	0.61%
Finance	6.00	5.90	5.90	6.15	1.50%
Property Assessing	5.05	5.10	5.10	5.10	1.24%
City Clerk	3.25	2.25	2.25	2.25	0.55%
Human Resources	2.25	2.24	2.24	2.25	0.55%
Procurement (Purchasing)	0.45	0.45	0.45	0.00	0.00%
Treasurer	2.85	2.85	1.90	1.90	0.46%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.24%
Cemeteries	4.15	3.15	3.15	2.40	0.59%
Volunteer Services	0.25	0.24	0.24	0.10	0.02%
Planning & Zoning	3.10	3.20	3.20	2.67	0.65%
Police	71.50	69.50	67.00	67.00	16.31%
Fire	58.00	57.00	56.00	56.00	13.64%
Environmental Health & Inspections	5.48	5.38	5.38	5.48	1.34%
Construction Inspections	4.62	4.62	4.57	3.17	0.77%
Streets Division	19.81	19.90	19.90	17.90	4.36%
Transportation Management & Engineering	2.90	3.00	3.00	2.90	0.71%
Community Social Services	0.05	0.05	0.05	0.05	0.01%
Ourstreet / Neighborhood Liaison	2.05	2.05	2.05	2.05	0.50%
Human Relations	1.75	1.75	1.75	1.75	0.43%
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.15%
Recreation Programs	4.00	4.00	4.00	4.00	0.97%
Parks	10.40	10.40	9.40	9.15	2.23%
Municipal Stadium	0.30	0.30	0.30	0.30	0.07%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.48%
8th Street Market	0.15	0.10	0.10	0.10	0.02%
Civic Center	1.50	1.50	1.50	1.50	0.37%
Economic Development	0.50	0.44	0.44	0.90	0.22%
Downtown Public Parking	0.30	0.30	0.20	0.20	0.05%
Downtown Development Authority	1.00	1.00	1.10	1.10	0.27%
Downtown Principal Shopping District	0.85	0.90	0.90	1.90	0.46%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.10	0.20	0.20	0.20	0.05%
Windmill Island Gardens	2.00	2.00	2.00	2.00	0.49%
Municipal Airport Facilities & Mgmt	0.00	0.24	0.24	0.00	0.00%
Public Transportation Facilities & Mgmt	2.75	2.75	4.50	0.00	0.00%
Board of Public Works:					
- Power Supply	47.00	44.00	45.00	44.00	10.71%
- Electric Services & Technology	30.00	29.00	27.00	27.00	6.58%
- Wastewater Treatment	20.00	24.00	21.00	21.00	5.11%
- Water Treatment	11.00	10.00	10.00	10.00	2.44%
- Water Distribution / Wastewater Collection	20.00	17.00	20.00	20.00	4.87%
- Administration & Human Resources	6.00	9.00	7.00	7.00	1.70%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.65%
- Information Technology	11.00	12.00	12.00	12.00	2.92%
- Marketing & Customer Service	10.00	11.00	11.00	10.00	2.43%
- Purchasing, Facilities, Warehousing & Meter:	10.00	10.00	10.00	10.00	2.43%
- Planning	5.00	5.00	5.00	6.00	1.46%
Technology Services	4.00	4.00	4.00	4.00	0.97%
Centralized Vehicle / Equipment	8.93	8.94	8.44	7.74	1.88%
CDBG Entitlement Grant	1.45	1.35	1.35	1.18	0.29%
Public Safety Grants	3.00	3.00	3.00	3.00	0.73%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.46%
<b>TOTAL</b>	<b>432.25</b>	<b>428.45</b>	<b>421.20</b>	<b>410.70</b>	<b>100.00%</b>

**PART-TIME POSITIONS - @ Full-time Equivalency (FTE)**

**MULTI-YEAR SUMMARY - BY DEPARTMENT**

DEPARTMENT	POSITIONS			FY 11	
	FY 08	FY 09	FY 10	POSITIONS	PERCENT
Finance	0.05	0.10	0.00	0.00	0.00%
Property Assessing	0.50	0.50	0.50	0.50	0.96%
Clerk	0.55	0.50	0.40	0.40	0.76%
Treasurer	0.10	0.50	1.00	1.00	1.91%
City Hall & Grounds	0.10	0.05	0.05	0.05	0.10%
Cemeteries	1.60	1.95	2.25	2.80	5.35%
Planning & Zoning	0.30	0.25	0.20	0.20	0.38%
Police	8.85	9.45	9.60	9.55	18.24%
Environmental Health & Inspections	0.05	0.20	0.10	0.10	0.19%
Construction Inspections	0.05	0.10	0.15	0.65	1.24%
Streets Division	0.05	0.45	1.15	1.20	2.29%
Transportation Management & Engineering	0.10	0.10	0.10	0.15	0.29%
Ourstreet / Neighborhood Liaison	0.05	0.60	0.60	0.60	1.15%
Human Relations	0.50	0.50	0.50	0.50	0.96%
Recreation Programs	0.95	0.95	0.95	0.95	1.81%
Parks	10.35	10.75	10.95	11.00	21.01%
Municipal Stadium	0.35	0.50	0.50	0.50	0.96%
DeGraaf Nature Center	2.30	2.30	2.25	2.20	4.20%
8th Street Market	0.85	0.80	0.80	0.85	1.62%
Civic Center	2.00	2.00	2.00	2.00	3.82%
Downtown Public Parking	0.55	0.65	0.50	0.50	0.95%
Downtown Development Authority	0.15	0.25	0.40	0.40	0.76%
Downtown Principal Shopping District	0.70	1.15	1.20	0.45	0.86%
Solid Waste Recycling	0.80	0.80	0.70	0.70	1.34%
Windmill Island Gardens	11.95	12.15	12.15	12.15	23.20%
Public Transportation Facilities & Mgmt	2.10	2.85	1.85	0.35	0.67%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.91%
Holland Historic Trust	2.23	2.23	2.23	1.61	3.07%
<b>TOTAL</b>	<b>49.13</b>	<b>53.63</b>	<b>54.08</b>	<b>52.36</b>	<b>100.00%</b>

## MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.25	0.24	0.24	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	9.24	9.24	9.25
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.45	0.36	0.36	0.35
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.24	0.24	0.15
Total Full Time	2.70	2.60	2.60	2.50
<u>CITY CLERK</u>				
*** FULL TIME ***				
City Clerk	1.00	0.00	0.00	0.00
Acting Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	0.25	0.25	0.25	0.25
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	3.25	2.25	2.25	2.25
*** PART TIME ***				
Clerical Assistant	0.55	0.50	0.40	0.40
Total Full & Part Time FTE	3.80	2.75	2.65	2.65

## MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<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	0.24	0.24	0.25
	2.25	2.24	2.24	2.25
 <u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Executive Assistant I	0.25	0.24	0.24	0.10
 <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	8.71	7.58	7.58	7.36
Part Time	0.55	0.50	0.40	0.40
Elected Officials	9.00	9.00	9.00	9.00
	18.26	17.08	16.98	16.76
Total Full & Part Time FTE	18.26	17.08	16.98	16.76

## FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>FINANCE</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.85	0.75	0.75	0.80
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
Department Assistant I	0.00	0.00	0.00	0.20
Total Full Time	<u>6.00</u>	<u>5.90</u>	<u>5.90</u>	<u>6.15</u>
*** PART TIME ***				
Clerical Assistant	<u>0.05</u>	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>
Total Full & Part Time FTE	<u><u>6.05</u></u>	<u><u>6.00</u></u>	<u><u>5.90</u></u>	<u><u>6.15</u></u>
<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	0.70	0.70
Total Full Time	<u>2.85</u>	<u>2.85</u>	<u>1.90</u>	<u>1.90</u>
*** PART TIME ***				
Clerical Assistant	<u>0.10</u>	<u>0.50</u>	<u>1.00</u>	<u>1.00</u>
Total Full & Part Time FTE	<u><u>2.95</u></u>	<u><u>3.35</u></u>	<u><u>2.90</u></u>	<u><u>2.90</u></u>

# FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>PROPERTY ASSESSING</u>				
*** FULL TIME ***				
Finance Officer/Assessor	0.05	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	0.00	0.00	2.00	2.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser I	2.00	2.00	0.00	0.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	<u>5.05</u>	<u>5.10</u>	<u>5.10</u>	<u>5.10</u>
*** PART TIME ***				
Clerical Assistant	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>5.55</u></u>	<u><u>5.60</u></u>	<u><u>5.60</u></u>	<u><u>5.60</u></u>
<u>PROCUREMENT (PURCHASING)</u>				
*** FULL TIME ***				
Assistant City Manager	0.05	0.00	0.00	0.00
Finance Officer/Assessor	0.00	0.05	0.05	0.00
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.20	0.00
Department Assistant I	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>	<u>0.00</u>
Total Full Time	<u>0.45</u>	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>
<u>FISCAL SERVICES TOTAL</u>				
Full Time	14.35	14.30	13.35	13.15
Part Time	<u>0.65</u>	<u>1.10</u>	<u>1.50</u>	<u>1.50</u>
Total Full & Part Time FTE	<u><u>15.00</u></u>	<u><u>15.40</u></u>	<u><u>14.85</u></u>	<u><u>14.65</u></u>

# PUBLIC SAFETY SERVICES

## POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>POLICE</u>				
*** FULL TIME ***				
Police Chief	1.00	1.00	0.00	0.00
Interim Police Chief	0.00	0.00	1.00	1.00
Police Captain	3.00	3.00	2.00	2.00
Acting Police Captain	0.00	0.00	1.00	1.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	6.00	6.00	5.00	5.00
Police Officer	41.00	40.00	40.00	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	6.00	6.00
Civilian Jailer	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	0.00	0.00	0.00
Maintenance Supervisor	0.50	0.50	0.00	0.00
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	<u>71.50</u>	<u>69.50</u>	<u>67.00</u>	<u>67.00</u>
*** PART TIME ***				
Police Desk Assistant	0.00	0.00	0.50	0.50
Police Cadet	4.75	4.65	4.75	4.70
Police Reserve Officer	1.45	2.25	2.25	2.25
School Crossing Guards	1.75	1.65	1.20	1.20
General Maintenance Worker	0.90	0.90	0.90	0.90
Total Part Time	<u>8.85</u>	<u>9.45</u>	<u>9.60</u>	<u>9.55</u>
Total Full & Part Time FTE	<u><u>80.35</u></u>	<u><u>78.95</u></u>	<u><u>76.60</u></u>	<u><u>76.55</u></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	72.50	70.00	70.00
Part Time	<u>8.85</u>	<u>9.45</u>	<u>9.60</u>	<u>9.55</u>
Total Full & Part Time FTE	<u><u>83.35</u></u>	<u><u>81.95</u></u>	<u><u>79.60</u></u>	<u><u>79.55</u></u>

# PUBLIC SAFETY SERVICES

## FIRE DIVISION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>
<u>FIRE</u>				
*** FULL TIME ***				
Fire Chief	1.00	1.00	0.00	0.00
Interim Fire Chief	0.00	0.00	1.00	1.00
Training Officer	1.00	0.00	0.00	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	5.00	5.00
Acting Fire Lieutenant	0.00	0.00	1.00	1.00
Firefighter	13.00	13.00	12.00	12.00
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>57.00</u></b>	<b><u>56.00</u></b>	<b><u>56.00</u></b>
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	132.50	129.50	126.00	126.00
Part Time	8.85	9.45	9.60	9.55
<b>Total Full &amp; Part Time FTE</b>	<b><u>141.35</u></b>	<b><u>138.95</u></b>	<b><u>135.60</u></b>	<b><u>135.55</u></b>

# TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.31	0.40	0.40	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	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	4.00	4.00	4.00	3.00
<b>Total Full Time</b>	<b>19.81</b>	<b>19.90</b>	<b>19.90</b>	<b>17.90</b>
*** PART TIME ***				
Maintenance	0.05	0.45	1.15	1.20
<b>Total Full &amp; Part Time FTE</b>	<b>19.86</b>	<b>20.35</b>	<b>21.05</b>	<b>19.10</b>
<u>TRANSPORTATION MANAGEMENT &amp; ENGINEERING</u>				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.50	0.50	0.40
Civil Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.50	0.50	0.50	0.50
<b>Total Full Time</b>	<b>2.90</b>	<b>3.00</b>	<b>3.00</b>	<b>2.90</b>
*** PART TIME ***				
Technical Assistant	0.10	0.10	0.10	0.15
<b>Total Full &amp; Part Time FTE</b>	<b>3.00</b>	<b>3.10</b>	<b>3.10</b>	<b>3.05</b>
<u>MUNICIPAL AIRPORT FACILITIES &amp; MANAGEMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.00	0.20	0.20	0.00
Executive Assistant I	0.00	0.04	0.04	0.00
<b>Total Full Time</b>	<b>0.00</b>	<b>0.24</b>	<b>0.24</b>	<b>0.00</b>

# TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>PUBLIC TRANSPORTATION FACILITIES &amp; MGMT</u>				
*** FULL TIME ***				
MAX Coordinator	1.00	1.00	1.00	0.00
Marketing Consultant	0.00	0.00	1.00	0.00
Customer Service Rep	1.00	1.00	1.75	0.00
Department Assistant I	0.75	0.75	0.75	0.00
Total Full Time	2.75	2.75	4.50	0.00
*** PART TIME ***				
Security	0.35	0.35	0.35	0.35
Customer Service Rep	1.25	2.00	1.50	0.00
Marketing Consultant	0.50	0.50	0.00	0.00
Total Part Time	2.10	2.85	1.85	0.35
Total Full & Part Time FTE	4.85	5.60	6.35	0.35
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.09	0.09	0.19
Mtr Pool Supervisor/Purchasing Agt	0.80	0.80	0.80	0.00
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	0.00	1.00	1.00	1.00
Equipment Mechanic II	5.50	4.50	4.00	4.00
Department Assistant	0.55	0.55	0.55	0.55
Total Full Time	8.93	8.94	8.44	7.74
*** PART TIME ***				
Mechanic Assistant	1.00	1.00	1.00	1.00
Total Full & Part Time FTE	9.93	9.94	9.44	8.74
<u>TRANSPORTATION SYSTEM &amp; SERVICES TOTAL</u>				
Full Time	34.39	34.83	36.08	28.54
Part Time	3.25	4.40	4.10	2.70
Total Full & Part Time FTE	37.64	39.23	40.18	31.24

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>CITY HALL &amp; GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.10	0.05	0.05	0.05
Total Full & Part Time FTE	1.10	1.05	1.05	1.05
 <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	0.40	0.50	0.50	0.50
Neighborhood Commercial Specialist	0.60	0.60	0.60	0.27
Clerical Specialist	0.20	0.20	0.20	0.00
Departmental Assistant II	0.20	0.20	0.20	0.20
Total Full Time	3.10	3.20	3.20	2.67
*** PART TIME ***				
Preservation Planner	0.30	0.25	0.20	0.20
Total Full & Part Time FTE	3.40	3.45	3.40	2.87
 <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
Housing Enforcement Inspector I	0.98	0.98	0.98	0.98
Neighborhood Commercial Specialist	0.00	0.00	0.00	0.50
Departmental Assistant I	0.40	0.40	0.40	0.40
Clerical Specialist	0.40	0.40	0.40	0.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Community Development Planner I	0.40	0.30	0.30	0.30
Total Full Time	5.48	5.38	5.38	5.48
*** PART TIME ***				
Clerical Assistant	0.05	0.10	0.10	0.10
Intern - Inspections	0.00	0.10	0.00	0.00
Total Part-Time	0.05	0.20	0.10	0.10
Total Full & Part Time FTE	5.53	5.58	5.48	5.58

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<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	0.00
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	0.00	0.00	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	0.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Account Clerk / Cashier	0.10	0.10	0.05	0.05
<b>Total Full Time</b>	<b>4.62</b>	<b>4.62</b>	<b>4.57</b>	<b>3.17</b>
*** PART TIME ***				
Electrical Inspector	0.00	0.00	0.00	0.50
Clerical Assistant	0.05	0.10	0.10	0.10
Account Clerk / Cashier	0.00	0.00	0.05	0.05
<b>Total Part-Time</b>	<b>0.05</b>	<b>0.10</b>	<b>0.15</b>	<b>0.65</b>
<b>Total Full &amp; Part Time FTE</b>	<b>4.67</b>	<b>4.72</b>	<b>4.72</b>	<b>3.82</b>
<u>COMMUNITY SOCIAL SERVICES ASSISTANCE</u>				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.05	0.05	0.05	0.05
<b>Total Full Time</b>	<b>0.05</b>	<b>0.05</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	0.00	0.50	0.50	0.50
Graffiti Removal	0.05	0.10	0.10	0.10
<b>Total Part-Time</b>	<b>0.05</b>	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>
<b>Total Full &amp; Part Time FTE</b>	<b>2.10</b>	<b>2.65</b>	<b>2.65</b>	<b>2.65</b>

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.50	0.44	0.44	0.65
Executive Assistant I	0.00	0.00	0.00	0.25
Total Full Time	0.50	0.44	0.44	0.90
 <u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	1.00
Administrative Aide I	0.75	0.75	0.75	0.75
Total Full Time	1.75	1.75	1.75	1.75
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.50	0.50
Total Full & Part Time FTE	2.25	2.25	2.25	2.25
 <u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Downtown Development Coordinator	0.25	0.25	0.15	0.15
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.30	0.30	0.20	0.20
*** PART TIME ***				
Clerical Assistant	0.15	0.20	0.15	0.15
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.15	0.20	0.10	0.10
Total Part-Time	0.55	0.65	0.50	0.50
Total Full & Part Time FTE	0.85	0.95	0.70	0.70

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.25	0.25	0.25	0.25
Downtown Development Coordinator	0.75	0.75	0.85	0.85
Total Full Time	1.00	1.00	1.10	1.10
*** PART TIME ***				
Clerical Assistant	0.15	0.25	0.30	0.30
Maintenance	0.00	0.00	0.10	0.10
Total Part-Time	0.15	0.25	0.40	0.40
Total Full & Part Time FTE	1.15	1.25	1.50	1.50
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.85	0.90	0.90	0.90
Event Coordinator	0.00	0.00	0.00	1.00
Total Full Time	0.85	0.90	0.90	1.90
*** PART TIME ***				
Clerical Assistant	0.20	0.15	0.15	0.15
Event Coordinator	0.20	0.70	0.75	0.00
Intern	0.30	0.30	0.30	0.30
Total Part-Time	0.70	1.15	1.20	0.45
Total Full & Part Time FTE	1.55	2.05	2.10	2.35
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Community Development Planner I	0.10	0.20	0.20	0.20
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.80	0.80	0.70	0.70
Total Full & Part Time FTE	0.90	1.00	0.90	0.90

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>CDBG ENTITLEMENT GRANT</u>				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.55	0.45	0.45	0.45
Neighborhood Commercial Specialist	0.40	0.40	0.40	0.23
Community Development Planner I	0.50	0.50	0.50	0.50
 Total Full Time	1.45	1.35	1.35	1.18
 <u>COMMUNITY &amp; NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	22.25	22.24	22.19	21.65
Part Time	3.25	4.55	4.40	4.15
 Total Full & Part Time FTE	25.50	26.79	26.59	25.80

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<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
Total Full Time	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</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
Total Full Time	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
 *** PART TIME ***				
Maintenance/Grounds	0.35	0.35	0.35	0.35
Clerical Assistant	0.60	0.60	0.60	0.60
Total Part Time	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>
Total Full & Part Time FTE	<u><u>4.95</u></u>	<u><u>4.95</u></u>	<u><u>4.95</u></u>	<u><u>4.95</u></u>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	FY 08	ACTUAL FY 09	FY 10	APPROVED FY 11
<u>PARKS</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.75	0.75	0.75	0.75
Departmental Assistant I	0.25	0.25	0.25	0.00
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	0.00	0.00
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>9.40</b>	<b>9.15</b>
*** PART TIME ***				
Grounds Maintenance	9.20	9.60	9.80	9.85
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>10.35</b>	<b>10.75</b>	<b>10.95</b>	<b>11.00</b>
<b>Total Full &amp; Part Time FTE</b>	<b>20.75</b>	<b>21.15</b>	<b>20.35</b>	<b>20.15</b>
<u>MUNICIPAL STADIUM</u>				
*** FULL TIME ***				
Skilled Maintenance Technician	0.25	0.25	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
<b>Total Full Time</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>
*** PART TIME ***				
Maintenance/Grounds	0.35	0.50	0.50	0.50
<b>Total Full &amp; Part Time FTE</b>	<b>0.65</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.40	0.40
Educational Intern	0.60	0.60	0.55	0.55
Educational Assistant	0.65	0.65	0.65	0.60
Outdoor Assistant	0.65	0.65	0.65	0.65
Total Part Time	<u>2.30</u>	<u>2.30</u>	<u>2.25</u>	<u>2.20</u>
Total Full & Part Time FTE	<u><u>4.25</u></u>	<u><u>4.25</u></u>	<u><u>4.20</u></u>	<u><u>4.15</u></u>
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.15	0.10	0.10	0.10
*** PART TIME ***				
Market Master	0.75	0.70	0.70	0.70
Maintenance	0.10	0.10	0.10	0.15
Total Part Time	<u>0.85</u>	<u>0.80</u>	<u>0.80</u>	<u>0.85</u>
Total Full & Part Time FTE	<u><u>1.00</u></u>	<u><u>0.90</u></u>	<u><u>0.90</u></u>	<u><u>0.95</u></u>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<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	1.65	1.65	1.65	1.65
<b>Total Part Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Full &amp; Part Time FTE</b>	<b>3.50</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	0.00
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	1.00	1.00	1.00
<b>Total Full Time</b>	<b>4.15</b>	<b>3.15</b>	<b>3.15</b>	<b>2.40</b>
*** PART TIME ***				
Clerical Assistant	0.70	0.70	1.00	1.30
Grounds Maintenance	0.90	1.25	1.25	1.50
<b>Total Part Time</b>	<b>1.60</b>	<b>1.95</b>	<b>2.25</b>	<b>2.80</b>
<b>Total Full &amp; Part Time FTE</b>	<b>5.75</b>	<b>5.10</b>	<b>5.40</b>	<b>5.20</b>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
Events Coordinator/Miller	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
*** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.60	0.60
Klompen Dancer/Tour Guide	2.55	2.40	2.40	2.40
Ticket Taker	0.75	0.75	0.70	0.70
Tour Guide	1.15	1.05	1.05	1.05
Miller/Event Organizer	0.20	0.70	0.20	0.20
Grounds Maintenance	5.50	5.45	6.00	6.00
Clerical Assistant	1.20	1.20	1.20	1.20
<b>Total Part Time</b>	<b>11.95</b>	<b>12.15</b>	<b>12.15</b>	<b>12.15</b>
<b>Total Full &amp; Part Time FTE</b>	<b>13.95</b>	<b>14.15</b>	<b>14.15</b>	<b>14.15</b>

## LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>HOLLAND HISTORIC TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Collections Manager	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	0.00
Facilities Manager	1.00	1.00	1.00	1.00
Museum and Gallery Manager	0.00	0.00	0.00	1.00
Archivist	0.00	0.00	0.00	1.00
Visitor Services/Volunteer Manager	1.00	1.00	1.00	0.00
<b>Total Full Time</b>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
*** PART TIME ***				
Media Relations	0.62	0.62	0.62	0.75
Museum Attendant	0.86	0.86	0.86	0.86
Archivists	0.75	0.75	0.75	0.00
<b>Total Part Time</b>	<u>2.23</u>	<u>2.23</u>	<u>2.23</u>	<u>1.61</u>
<b>Total Full &amp; Part Time FTE</b>	<u><u>8.23</u></u>	<u><u>8.23</u></u>	<u><u>8.23</u></u>	<u><u>7.61</u></u>
 <u>LEISURE &amp; CULTURAL SERVICES TOTAL</u>				
Full Time	31.05	30.00	29.00	28.00
Part Time	<u>32.58</u>	<u>33.63</u>	<u>34.08</u>	<u>34.06</u>
<b>Total Full &amp; Part Time FTE</b>	<u><u>63.63</u></u>	<u><u>63.63</u></u>	<u><u>63.08</u></u>	<u><u>62.06</u></u>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>POWER SUPPLY</u>				
*** FULL TIME ***				
Power Resources Director	1.00	0.00	0.00	0.00
Electric Production Superintendent	1.00	1.00	1.00	1.00
Power Resources Engineer	1.00	1.00	0.00	0.00
Operations Planner	1.00	1.00	1.00	1.00
Fuel & Resource Specialist	1.00	0.00	0.00	0.00
Production Engineering Supervisor	1.00	0.00	0.00	0.00
Maintenance Planner	1.00	1.00	1.00	1.00
Operations Supervisor - PP	1.00	1.00	1.00	1.00
Maintenance Supervisor - PP	1.00	1.00	1.00	1.00
Lead Plant Operator - PP	4.00	4.00	4.00	4.00
Mechanical Maintenance A	2.00	0.00	0.00	1.00
Plant Operator - PP	8.00	8.00	8.00	8.00
Mechanical Maintenance B	2.00	3.00	3.00	3.00
Mechanical Maintenance C	2.00	3.00	2.00	1.00
Instrumentation & Controls Technician	2.00	3.00	1.00	1.00
Auxiliary Operator	4.00	4.00	4.00	4.00
Lead Coal & Ash Handler	1.00	1.00	1.00	1.00
Utility Operator	3.00	2.00	2.00	2.00
Coal & Ash Handler	1.00	2.00	2.00	2.00
Utility II - PP	2.00	2.00	3.00	2.00
Utility I - PP	2.00	2.00	2.00	2.00
Clerk Typist II - PP	1.00	1.00	1.00	1.00
Coal & Ash Truck Driver	1.00	0.00	0.00	0.00
Electric Production Engineer	0.00	1.00	2.00	2.00
Temporary Electric Production	0.00	0.00	1.00	0.00
Instrumentation & Controls Lead				
Electric Instrumentation & Controls Lead	0.00	0.00	0.00	1.00
Electric Production Mechanical Lead	0.00	0.00	0.00	1.00
Temporary Electric Production Mechanical Lead	0.00	0.00	1.00	0.00
Instrumentation & Controls Tech - Operator	1.00	0.00	1.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
 Total Full Time	 47.00	 44.00	 45.00	 44.00

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>ELECTRIC SERVICES &amp; TECHNOLOGY</u>				
*** FULL TIME ***				
Electric Transmission & Distrib Superintendent	1.00	1.00	1.00	1.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Lineworker A	7.00	5.00	4.00	3.00
Lineworker B	0.00	2.00	3.00	4.00
Lineworker B - Non-certified	0.00	0.00	0.00	2.00
Equipment Operator II	2.00	2.00	2.00	0.00
Systems Operation Technician	4.00	4.00	4.00	4.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
Electric Distribution Technician II	2.00	2.00	2.00	2.00
Electric Distribution Technician I	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Utility Engineering Aide	2.00	1.00	1.00	1.00
Electric Distribution GIS Specialist	0.00	0.00	0.00	1.00
Draftsman	1.00	1.00	1.00	0.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Communications Technician	1.00	1.00	0.00	0.00
Engineering Technician I	1.00	0.00	0.00	0.00
Engineering Technician II	1.00	2.00	1.00	0.00
Electric Distribution Engineering Specialist	0.00	0.00	0.00	1.00
<b>Total Full Time</b>	<u>30.00</u>	<u>29.00</u>	<u>27.00</u>	<u>27.00</u>
<b>ELECTRIC UTILITY TOTAL</b>	<u><u>77.00</u></u>	<u><u>73.00</u></u>	<u><u>72.00</u></u>	<u><u>71.00</u></u>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Wastewater Plant Superintendent	1.00	0.00	1.00	1.00
Wastewater Plant Supervisor	0.00	1.00	0.00	0.00
Mechanical Maintenance Supervisor	1.00	1.00	0.00	0.00
Operations Supervisor - WWTP	1.00	1.00	1.00	1.00
Plant Operator - WWTP	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
Environmental Compliance Supervisor	0.00	0.00	1.00	1.00
Lead Waste Treatment Maintenance	1.00	3.00	0.00	0.00
Service & Maintenance I	0.00	1.00	0.00	0.00
Industrial Electrician	1.00	1.00	2.00	2.00
Maintenance II - WWTP	2.00	3.00	2.00	2.00
Utility II - Custodian - WWTP	1.00	1.00	1.00	1.00
Utility II - Operator Assistant - WWTP	1.00	1.00	1.00	1.00
Clerk Typist II - WWTP / WTP	1.00	1.00	1.00	1.00
Lead Maintenance - WWTP	0.00	0.00	1.00	1.00
Maintenance Supervisor - WWTP / WTP	0.00	0.00	1.00	1.00
Pollution Control Supervisor	1.00	1.00	0.00	0.00
<b>Total Full Time</b>	<b>20.00</b>	<b>24.00</b>	<b>21.00</b>	<b>21.00</b>
<u>WATER TREATMENT</u>				
*** FULL TIME ***				
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor - WTP	1.00	1.00	1.00	1.00
Plant Operator	5.00	5.00	5.00	5.00
Lead Maintenance - WTP	2.00	1.00	1.00	1.00
Utility I - WTP	1.00	1.00	1.00	1.00
Maintenance I - WTP	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## WATER & WASTEWATER UTILITY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
Water/Wastewater Administrator	0.00	1.00	0.00	0.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	5.00	3.00	4.00	4.00
Service and Maintenance I	2.00	1.00	3.00	3.00
Scheduler	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	0.00	0.00
Engineering Field Technician	4.00	4.00	4.00	4.00
W / WW Engineering Specialist	0.00	0.00	0.00	1.00
Engineering Field Services Coordinator	1.00	1.00	1.00	0.00
Water & Wastewater Services Superintendent	1.00	1.00	1.00	1.00
Water & Wastewater Engineering Supervisor	0.00	0.00	1.00	1.00
GIS / CAD Specialist	0.00	0.00	1.00	1.00
GIS Operator	1.00	0.00	0.00	0.00
Total Full Time	<u>20.00</u>	<u>17.00</u>	<u>20.00</u>	<u>20.00</u>
WATER & WASTEWATER UTILITY TOTAL	<u><u>51.00</u></u>	<u><u>51.00</u></u>	<u><u>51.00</u></u>	<u><u>51.00</u></u>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>ADMINISTRATION &amp; HUMAN RESOURCES</u>				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Administrative Specialist	0.00	0.00	0.00	1.00
Operations Director	0.00	1.00	1.00	1.00
Executive Manager	0.00	2.00	0.00	0.00
Utility Services Director	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	0.00
Human Resources Assistant	1.00	1.00	0.00	0.00
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Specialist	0.00	0.00	1.00	1.00
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Total Full Time	6.00	9.00	7.00	7.00
<u>ACCOUNTING &amp; COLLECTIONS</u>				
*** FULL TIME ***				
Finance Director	1.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Billing Coordinator	2.00	2.00	2.00	2.00
Billing System Specialist	1.00	1.00	1.00	1.00
General Accountant II	1.00	1.00	1.00	1.00
General Accountant I	1.00	1.00	1.00	1.00
Payroll Processor	1.00	1.00	0.00	0.00
Payroll Specialist	0.00	0.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Customer Service Rep - Cashier	2.00	2.00	2.00	2.00
Accounting Clerk Typist II	1.00	1.00	0.00	0.00
Accounting System Specialist	1.00	1.00	1.00	1.00
Utility Rates Accountant	0.00	0.00	1.00	1.00
Records Management Coordinator	0.00	0.00	1.00	1.00
Central Records Clerk	1.00	1.00	0.00	0.00
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Total Full Time	15.00	15.00	15.00	15.00

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Applications Manager	0.00	1.00	1.00	1.00
Technology Director	1.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00
Programmer / Analyst	1.00	1.00	2.00	2.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Information Technology Security Specialist	1.00	1.00	1.00	1.00
Electric Programmer / Analyst	1.00	1.00	0.00	0.00
GIS Programmer / Analyst	1.00	1.00	0.00	0.00
GIS Specialist	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	2.00	2.00	2.00	2.00
Database Administrator	0.00	0.00	1.00	1.00
<b>Total Full Time</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b>ADMIN &amp; GENERAL TOTAL</b>	<b>32.00</b>	<b>36.00</b>	<b>34.00</b>	<b>34.00</b>

# UTILITY SERVICES - BOARD OF PUBLIC WORKS

## ADMINISTRATION & MARKETING

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 08	FY 09	FY 10	FY 11
<u>MARKETING &amp; CUSTOMER SERVICE</u>				
*** FULL TIME ***				
Communications Specialist	1.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Conservation Programs Manager	0.00	0.00	1.00	1.00
Cost and Rates Specialist	1.00	1.00	0.00	0.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	5.00	5.00	5.00	5.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Clerk Typist II	0.00	1.00	1.00	0.00
<b>Total Full Time</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u>				
*** FULL TIME ***				
Lead Meter Reader	1.00	1.00	1.00	1.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Maintenance I - Warehouse/Facilities & Grounds	1.00	1.00	1.00	1.00
Grounds & Utility I	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Utility I (Custodian)	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
Junior Buyer	1.00	1.00	1.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
Senior Buyer	1.00	1.00	0.00	0.00
Procurement Specialist	0.00	0.00	1.00	1.00
<b>Total Full Time</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<u>PLANNING</u>				
Business Service Director	1.00	1.00	1.00	1.00
Planning Engineer Manager	1.00	1.00	1.00	1.00
Regulatory Specialist	0.00	0.00	0.00	1.00
Planning Engineer I	2.00	2.00	2.00	2.00
Planning Specialist	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
<b>ADMIN &amp; MARKETING TOTAL</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>BOARD OF PUBLIC WORKS</b>				
<b>UTILITY SERVICES TOTAL</b>	<b>185.00</b>	<b>186.00</b>	<b>183.00</b>	<b>182.00</b>

## INTERNAL SERVICE FUNDS

<u>DEPARTMENT / POSITION</u>	<u>FY 08</u>	<u>ACTUAL FY 09</u>	<u>FY 10</u>	<u>APPROVED FY 11</u>
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Interim Technology Services Coordinator	1.00	1.00	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
Technical Support-Computers/GIS	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## APPENDIX B

### CAPITAL OUTLAY

- > MANAGEMENT & ADMINISTRATIVE SERVICES GROUP (none)
- > 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
- > BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

# CAPITAL OUTLAY

## - - PUBLIC SAFETY SERVICES GROUP - -

	<u>New or Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>FIRE DIVISION</u>				
<u>FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) GRANT FUND</u>				
<u>Machinery &amp; Equipment</u>				
Dual Band Radios	Replace	2	5,800	11,600
Total - Machinery & Equipment				11,600
TOTAL FEDERAL EMERGENCY MGMT. AGENCY (FEMA) GRANT FUND				11,600
TOTAL FIRE DIVISION				11,600
TOTAL - PUBLIC SAFETY SERVICES GROUP				11,600

# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or <u>Replacement</u>	<u>Units</u>	Unit <u>Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND</u>				
<u>Machinery &amp; Equipment</u>				
Large "Z" Mower #480	Replace	1	9,900	9,900
less estimated trade-in				(500)
Turf Truckster #528	Repalce	1	29,800	29,800
less estimated trade-in				(1,000)
Wide Area Mower (WAM) 10' Cut #378	Replace	1	45,200	45,200
less estimated trade-in				(1,500)
Gator 4 X 6 #338	Replace	1	10,800	10,800
less estimated trade-in				(800)
ProGator 2020A #422	Replace	1	18,500	18,500
less estimated trade-in				(800)
Refurbish Sidewalk Plow #190, Plow Truck #112	Replace	1	8,000	8,000
Pre-Wet Kits #107, 120, 106, 113	New	4	3,500	14,000
Crash Barrier Trailer	New	1	18,000	18,000
Hot Patch Unit	New	1	12,000	12,000
Shark Hose Replacement #111	Replace	1	8,000	8,000
				169,600
<u>Vehicles</u>				
Marked Police Sedans #16, 29, 10, 12	Replace	3	20,500	61,500
less estimated trade-in				(4,500)
Marked Police Tahoes #21, 22	Replace	2	27,500	55,000
less estimated trade-in				(3,000)
Police Vehicle Change Over	Replace	6	2,300	13,800
Small Sport Utility Wagon #102	Replace	1	20,000	20,000
less estimated trade-in				(1,500)
Four Door Sedan - #246/#204	Replace	1	19,500	19,500
less estimated trade-in				(1,000)

# CAPITAL OUTLAY

## - - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)</u>				
<u>Vehicles (continued)</u>				
Four Door Sedan - #244/#205	Replace	1	19,500	19,500
less estimated trade-in				(1,000)
Pickup Truck 4 X 4 W/Plow #319	Replace	1	30,000	30,000
less estimated trade-in				(2,500)
Pickup Truck 4 X 4 W/Plow #501	Replace	1	28,000	28,000
less estimated trade-in				(2,500)
Pickup Truck #316	Replace	1	18,700	18,700
less estimated trade-in				(1,000)
Dump Truck #108	Replace	1	54,800	54,800
less estimated trade-in		1		(1,000)
Total - Vehicles				302,800
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				472,400
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				472,400

## - - COMMUNITY AND NEIGHBORHOOD SERVICES - -

### DOWNTOWN DEVELOPMENT AUTHORITY FUND

#### Land Improvements

Additional Pedestrian Wayfinding Street Markers	New	2	5,000	10,000
Total - Land Improvements				10,000
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY FUND				10,000

### ENVIRONMENTAL QUALITY/SOLID WASTE FUND

#### Machinery & Equipment

Various Refuse/Recycle Containers As Required		1	47,700	47,700
Total - Machinery & Equipment				47,700
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				47,700
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				57,700

# CAPITAL OUTLAY

## - - LEISURE & CULTURAL SERVICES - -

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>HOLLAND HISTORICAL TRUST FUND</u>				
<u>Machinery &amp; Equipment</u>				
Miscellaneous Computer Software	New	1	2,000	2,000
Miscellaneous Computer Hardware	New	1	3,000	3,000
Total - Machinery & Equipment				5,000
TOTAL HOLLAND HISTORICAL TRUST FUND				5,000
TOTAL LEISURE & CULTURAL SERVICES				5,000

## - - INTERNAL SERVICES FUNDS - -

### TECHNOLOGY SERVICES FUND

#### Machinery & Equipment

BS & A Upgrade (year 2 Payment)	Replace	1	12,600	12,600
Finance System/HR Software (1)	Replace	1	210,000	210,000
Unitrends backup Expansion	New	1	8,000	8,000
BSA Software . Net Building & Business	Replace	1	10,300	10,300
Total - Machinery & Equipment				240,900
TOTAL TECHNOLOGY SERVICES FUND				240,900
TOTAL - INTERNAL SERVICES FUNDS				240,900

(1) There will be an offset Transfer In to the Technology Services Fund from the Municipal Capital Improvements Fund of \$100,000 towards this capital item.



## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Multi-Year Budget</u>	<u>Projected FY2011 Outlay</u>
<u>Power Plant</u>		
Property Acquisition	\$ 2,000,000	\$ 2,000,000
Unit 4 2400V Switchgear Changeout	1,600,000	1,600,000
Combustion Turbines Generator	1,100,000	1,100,000
New Generation Development	240,000,000	1,000,000
Windmill Island Wind Project	7,000,000	500,000
JDY Powder River Basin Conversion 60%	500,000	500,000
Unit 3 Turbine Major Outage	400,000	400,000
Total Other Projects	1,866,675	1,820,500
Total Power Plant	<u>\$ 254,466,675</u>	<u>\$ 8,920,500</u>
 <u>Electric Transmission and Distribution</u>		
New Substation Transformers and Equip. Ottawa and S. Holland	2,500,000	2,500,000
Distribution System Upgrades	1,700,000	1,700,000
Provide New Circuits to Southeast Industrial Area	1,100,000	1,100,000
Smart Grid Distribution/Automation	500,000	500,000
New Circuits from Ottawa Substation	400,000	400,000
C & I Meters using AMR	370,000	370,000
Total Other Projects	1,925,930	1,925,930
Total Electric Transmission and Distribution	<u>\$ 8,495,930</u>	<u>\$ 8,495,930</u>
 <u>Broadband</u>		
Upgrade Backbone to 10g (Phase I)	200,000	200,000
Fiber Optics Overhead	125,000	125,000
Fiber Optics Underground	125,000	125,000
Total Broadband	<u>\$ 450,000</u>	<u>\$ 450,000</u>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	Multi-Year Budget	Projected FY2011 Outlay
<u>Water Plant</u>		
Transfer Pump	\$ 400,000	\$ 360,000
Replace Zebra Mussel Control System	45,000	45,000
Total Other Projects	45,400	45,400
Total Water Plant	<u>\$ 490,400</u>	<u>\$ 450,400</u>
<u>Wastewater Plant</u>		
Headworks Modifications for Membranes	5,500,000	5,300,000
Vactor Truck Unloading Station	167,000	167,000
Structure 38 Valve Relocation	152,000	152,000
Total Other Projects	472,000	472,000
Total Wastewater Plant	<u>\$ 6,291,000</u>	<u>\$ 6,091,000</u>
<u>Water Distribution</u>		
Wyoming Interconnect	3,000,000	2,660,000
Water Main Replacement 18th, Cleveland to River	890,000	840,000
Water Main Replacement 40th, Washington to Lincoln	600,000	500,000
Water Main Replacement Sunrise & Sunset	350,000	300,000
Transmission Main Valve Replacements (Zeeland)	175,000	175,000
Total Other Projects	2,279,105	589,105
Total Water Distribution	<u>\$ 7,294,105</u>	<u>\$ 5,064,105</u>
<u>Wastewater Collection</u>		
Sewer Main Replacement 18th, Cleveland to River	540,000	490,000
Sewer Main Lining Program	1,800,000	300,000
Sewer Main Replacement 40th, Lincoln to Washington	550,000	200,000
Sewer Main Lining Cleveland, 22nd to 17th	190,000	190,000
Sewer Manhole Improvement Projects	150,000	150,000
Total Other Projects	1,624,855	564,855
Total Wastewater Collection	<u>\$ 4,854,855</u>	<u>\$ 1,894,855</u>

## CAPITAL OUTLAY

### - - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Multi-Year</u> <u>Budget</u>	<u>Projected</u> <u>FY2011 Outlay</u>
<u>Other Departments</u>		
Unified Data Storage System	\$ 125,000	\$ 125,000
Enterprise Asset Management	100,000	100,000
IVR Interactive Voice Response System	100,000	100,000
MS Dynamics Accounting Software	20,000	20,000
Pictometry Oblique Orthophotography	20,000	20,000
Total Accounting, Collection, IT & Admin.	\$ 365,000	\$ 365,000
Interrogation Software -MV90 Replacement	250,000	250,000
Replace Pavement East and North Garage	50,000	50,000
Rework Stormwater Retention System	28,000	28,000
Total Other Projects	43,500	43,500
Total Facilities, Warehouse & Metering	\$ 371,500	\$ 371,500
Total New Capital Projects	\$ 283,079,465	\$ 32,103,290

## 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 (History)
  - 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, 2010**

**DEBT LIMITATION AT JULY 1, 2010**

Total Taxable Value Across All Property Classifications	\$ 1,112,027,230
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	\$ 111,202,723

**DEBT APPLICABLE TO LIMITATION AT JULY 1, 2010**

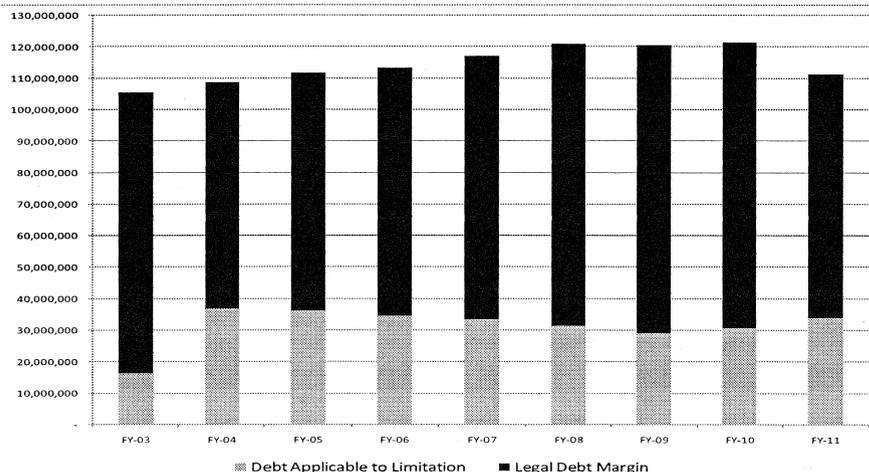
Total Bonded Debt at July 1, 2010 (excludes Capital Leases)	\$ 52,227,148
Less the Following :	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	( 1,292,648 )
Michigan Transportation Fund Debt	-
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	( 16,975,000 )
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2010 :	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	( 131,944 )
Debt Amount Applicable to Debt Limitation	\$ 33,827,556

**ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2010**

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	\$ 77,375,167
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**ADDITIONAL NOTE:**

The City of Holland is legally indebted for the \$3,160,000 Building Authority Bonds issued in 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 \$3,160,000, or \$1,962,360, should be added to the Legal Debt Margin shown above.



# PROGRAM MEASUREMENTS

## - - DEBT SERVICE - -

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/10	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>Act 34 Capital Improvements Bond Issues</u>								
2008 Parking Deck	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	3,955,000	2,638,097
2010 Street Improvements	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	5,500,000	826,255
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	9,455,000	3,464,352
<u>Act 175 Bond Issues</u>								
None					0	0	0	0
Total Act 175 Issues					0	0	0	0
<u>Building Authority Bond Issues</u>								
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	9,065,000	1,752,532
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,145,000	2,819,824
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	2,555,000	385,820
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	3,160,000	521,907
Total Building Authority Bond Issues					36,325,000	17,868,062	21,925,000	5,480,083
<u>Capital Leases</u>								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	37,500	3,750
2004 Land Contract (Hope College)	Property Taxation	04-22-04	04-22-12	0.00000%	352,000	0	352,000	0
Total Capital Lease Issues					527,000	34,375	389,500	3,750
<u>Special Assessment Issues</u>								
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	25,000	1,375
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	50,000	3,776
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	657,648	148,065
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	100,000	14,587
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	350,000	53,355
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	110,000	32,637
Total Special Assessment Issues					3,420,603	1,478,400	1,292,648	253,795
Total Governmental Funds					49,772,603	23,146,562	33,062,148	9,201,980
<u>Airport Issue</u>								
Series 1995 Issue	Airport Fund	12-14-95	06-01-10	5.75000%	150,000	76,490	0	0
<u>Board of Public Works Issues</u>								
Series 2001	Wastewater Fund	08-02-01	06-01-14	5.17077%	9,395,000	3,199,244	2,579,500	307,426
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	6,335,000	1,012,059
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	10,640,000	5,087,118
Total Board of Public Works Issues					28,230,000	12,706,370	19,554,500	6,406,603
Total Enterprise Funds					28,380,000	12,782,860	19,554,500	6,406,603
Grand Total					78,152,603	35,929,422	52,616,648	15,608,583

**DEBT SERVICE FUNDS**

**LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT**

**SUMMARY ACROSS ALL LTGO BOND ISSUES**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
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**- - FUNDING SOURCES & USES - -**

FUNDING SOURCES -

Taxes	\$ 2,245,194	\$ 2,351,204	\$ 1,988,918	\$ 2,366,260
Special Assessments	156,085	151,153	183,642	131,217
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,774,756	1,825,241	1,890,555	1,941,530
from Herrick District Library	987,944	979,845	579,446	576,396
* Special Assessment Interest	70,853	62,407	53,801	43,938
* Investment Income	72,064	45,277	27,305	17,440
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	557,851	685,033	232,341	225,879
<b>TOTAL SOURCES</b>	<b>\$ 5,864,747</b>	<b>\$ 6,100,160</b>	<b>\$ 4,956,008</b>	<b>\$ 5,302,660</b>

FUNDING USES -

Other Current Expenditures -				
* Other Miscellaneous	\$ 4,555	\$ 9,905	\$ 10,001	\$ 12,001
* Building Authority Rental Payments	1,774,756	1,825,241	1,890,555	1,941,530
Debt Service Payments -				
* Principal	2,427,963	2,567,963	1,807,963	1,996,580
* Interest	1,193,365	1,227,499	1,179,945	1,297,770
* Agent Fees	1,799	3,070	1,713	2,826
Transfers Out	541,601	539,176	37,001	16,828
<b>TOTAL USES</b>	<b>\$ 5,944,039</b>	<b>\$ 6,172,854</b>	<b>\$ 4,927,178</b>	<b>\$ 5,267,535</b>

**- - FUND EQUITY - -**

INCREASE (DECREASE)	\$ (79,292)	\$ (72,694)	\$ 28,830	\$ 35,125
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 36,096	\$ 30,287	\$ 131,944	\$ 276,583
- for Special Assessment Long-term Debt	790,353	723,468	650,641	541,127
<b>TOTAL FUND EQUITY</b>	<b>\$ 826,449</b>	<b>\$ 753,755</b>	<b>\$ 782,585</b>	<b>\$ 817,710</b>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

-----  
TAXATION & CASH CONTROL

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>FUNDING SOURCES -</b>				
Taxes	\$ 2,245,194	\$ 2,351,204	\$ 1,988,918	\$ 2,366,260
Investment Income	26,017	16,317	12,935	6,960
Transfers In	16,250	145,857	232,340	225,878
<b>TOTAL SOURCES</b>	<b>\$ 2,287,461</b>	<b>\$ 2,513,378</b>	<b>\$ 2,234,193</b>	<b>\$ 2,599,098</b>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ 4,555	\$ 9,904	\$ 10,000	\$ 12,000
- Principal - Land Contract	12,500	12,500	12,500	12,500
- Interest - Land Contract	3,750	3,125	2,500	1,875
- Principal - Act 34 Capital Improvement	- 0 -	- 0 -	45,000	55,000
- Interest - Act 34 Capital Improvement	- 0 -	129,433	171,940	170,478
- Fees - Act 34 Capital Improvement	- 0 -	800	400	400
- Principal - Act 34 Streets	- 0 -	- 0 -	- 0 -	- 0 -
- Interest - Act 34 Streets	- 0 -	- 0 -	- 0 -	165,000
- Fees - Act 34 Streets	- 0 -	- 0 -	- 0 -	400
- Principal - Ottawa County Drain	- 0 -	- 0 -	- 0 -	78,618
- Interest - Ottawa County Drain	- 0 -	- 0 -	- 0 -	17,032
- Building Auth. Lease Payments	1,774,754	1,825,241	1,890,555	1,941,530
Transfers Out	541,601	539,176	1	1
<b>TOTAL USES</b>	<b>\$ 2,337,160</b>	<b>\$ 2,520,179</b>	<b>\$ 2,132,896</b>	<b>\$ 2,454,834</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ (49,699)</b>	<b>\$ (6,801)</b>	<b>\$ 101,297</b>	<b>\$ 144,264</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 25,210</b>	<b>\$ 18,409</b>	<b>\$ 119,706</b>	<b>\$ 263,970</b>

2.1277 mills  
Taxable Value  
of \$1,112,027,230

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

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MICHIGAN ACT 175 TRANSPORTATION BONDS  
(SUMMARY OF ONE OUTSTANDING ISSUE)

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>FUNDING SOURCES -</b>				
Transfers In	\$ 541,600	\$ 539,175	\$ -0-	\$ -0-
TOTAL SOURCES	<u>\$ 541,600</u>	<u>\$ 539,175</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
<b>FUNDING USES -</b>				
Debt Service Payments -				
* Principal	\$ 500,000	\$ 525,000	\$ -0-	\$ -0-
* Interest	41,600	14,175	-0-	-0-
* Agent Fees	-0-	-0-	-0-	-0-
TOTAL USES	<u>\$ 541,600</u>	<u>\$ 539,175</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
SOURCES OVER (UNDER) USES	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
ENDING FUND EQUITY	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

**DEBT SERVICE FUNDS**

**LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT**

**BUILDING AUTHORITY CONSTRUCTION BONDS  
(SUMMARY OF FOUR OUTSTANDING ISSUES)**

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
<b>FUNDING SOURCES -</b>				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	\$ 1,774,756	\$ 1,825,241	\$ 1,890,555	\$ 1,941,530
- from Herrick District Library	987,944	979,845	579,446	576,396
* Investment Earnings	1,358	993	360	375
* Other	- 0 -	- 0 -	- 0 -	- 0 -
* Transfers In	1	1	1	1
<b>TOTAL SOURCES</b>	<b>\$ 2,764,059</b>	<b>\$ 2,806,080</b>	<b>\$ 2,470,362</b>	<b>\$ 2,518,302</b>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other	\$ - 0 -	\$ 1	\$ 1	\$ 1
Debt Service Payments -				
* Principal	1,705,000	1,805,000	1,535,000	1,635,000
* Interest	1,056,727	999,112	934,325	882,250
* Agent Fees	974	975	676	676
<b>TOTAL USES</b>	<b>\$ 2,762,701</b>	<b>\$ 2,805,088</b>	<b>\$ 2,470,002</b>	<b>\$ 2,517,927</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 1,358</b>	<b>\$ 992</b>	<b>\$ 360</b>	<b>\$ 375</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 10,886</b>	<b>\$ 11,878</b>	<b>\$ 12,238</b>	<b>\$ 12,613</b>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)  
LONG-TERM DEBT

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SPECIAL ASSESSMENT BONDS  
( SUMMARY OF SIX OUTSTANDING ISSUES )

Description	FY-2008 Final Actual	FY-2009 Final Actual	FY-2010 Final Revised Est.	FY-2011 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 156,085	\$ 151,153	\$ 183,642	\$ 131,217
Interest & Rents:				
* Special Assessment Interest	70,853	62,407	53,801	43,938
* Investment Income	44,689	27,967	14,010	10,105
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 271,627</u>	<u>\$ 241,527</u>	<u>\$ 251,453</u>	<u>\$ 185,260</u>
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 210,463	\$ 225,463	\$ 215,463	\$ 215,462
* Interest	91,288	81,654	71,180	61,135
* Agent Fees	825	1,295	637	1,350
Transfers Out	- 0 -	- 0 -	37,000	16,827
TOTAL USES	<u>\$ 302,576</u>	<u>\$ 308,412</u>	<u>\$ 324,280</u>	<u>\$ 294,774</u>
SOURCES OVER (UNDER) USES	<u>\$ (30,949)</u>	<u>\$ (66,885)</u>	<u>\$ (72,827)</u>	<u>\$ (109,514)</u>
ENDING FUND EQUITY	<u>\$ 790,353</u>	<u>\$ 723,468</u>	<u>\$ 650,641</u>	<u>\$ 541,127</u>

## DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES  
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

### ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)  
\$5,500,000 Non-Voted Bond Issue dated May 26, 2010

Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019  
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2010-11	0	92,072	92,072
2011-12	520,000	132,040	652,040
2012-13	540,000	124,605	664,605
2013-14	560,000	114,960	674,960
2014-15	585,000	102,919	687,919
2015-16	605,000	88,624	693,624
2016-17	630,000	72,247	702,247
2017-18	660,000	53,850	713,850
2018-19	685,000	33,498	718,498
2019-20	715,000	11,440	726,440
Total	<u>5,500,000</u>	<u>826,255</u>	<u>6,326,255</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

Fiscal Year	Principal	Interest	Total
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>37,500</u>	<u>3,750</u>	<u>41,250</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )

**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>
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>9,065,000</u>	<u>1,752,532</u>	<u>10,817,532</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>
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>2,555,000</u>	<u>385,820</u>	<u>2,940,820</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>
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>3,160,000</u>	<u>521,907</u>	<u>3,681,907</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>
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>7,145,000</u>	<u>2,819,824</u>	<u>9,964,824</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>
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>3,955,000</u>	<u>2,638,097</u>	<u>6,593,097</u>

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

2010-11	25,000	1,375	26,375
Total	<u>25,000</u>	<u>1,375</u>	<u>26,375</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>
2010-11	25,000	2,513	27,513
2011-12	25,000	1,263	26,263
Total	<u>50,000</u>	<u>3,776</u>	<u>53,776</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>
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>657,648</u>	<u>148,065</u>	<u>805,713</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>
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>100,000</u>	<u>14,587</u>	<u>114,587</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>
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>350,000</u>	<u>53,355</u>	<u>403,355</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>
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>110,000</u>	<u>32,637</u>	<u>142,637</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>
2010-11	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>

Fiscal Year 2009-10 was the final year for this bond issue.

**WASTEWATER FUND  
 DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS  
 FOR REMAINING MATURITIES**

**SEWAGE DISPOSAL REFUNDING BOND ISSUE, Series 2001**

The Wastewater Fund is responsible for 70% (indicated below) of this County of Ottawa Bond Issue  
 \$9,395,000 Bond Issue dated August 2, 2001 with 13 Annual Serial Maturities  
 from December 1, 2001 to June 1, 2014  
 Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Amortization</u>	<u>Total Requirements</u>
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>2,579,500</u>	<u>307,426</u>	<u>93,693</u>	<u>2,980,619</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>
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>
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>6,335,000</u>	<u>1,012,059</u>	<u>169,479</u>	<u>7,516,538</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>
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>10,640,000</u>	<u>5,087,118</u>	<u>103,672</u>	<u>15,830,790</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 \$5,000; and the estimated useful economic life cycle of the asset must be at least two years. Also referred to as 'capital assets'.

Fixed Assets - Net

The current valuation attached to fixed assets, calculated as the initial book values of the fixed assets minus accumulated depreciation (see 'Depreciation') of those same assets.

" F " - ( Continued )

Fund

A segregated accounting entity with self-balancing accounts to record assets, liabilities, and equity balances; together with changes resulting from revenues and expenditures/expenses. The intent and purpose for establishment of a separate fund is normally to carry on with specific activities or to attain specific objectives. Accounting and reporting by funds is utilized primarily by governments and not-for-profit entities.

Fund Balance (Deficit)

Fund balance represents the excess of a fund's assets over its liabilities. As a general rule, fund deficits are not allowed but, in certain cases, sometimes might exist for short and temporary periods of time pending some additional occurrence that eliminates the shortage.

Fund Classifications

For governmental purposes, funds generally fall into one of three classifications:

- GOVERNMENTAL FUNDS
- PROPRIETARY FUNDS
- FIDUCIARY FUNDS

Fund Types

Within classifications, funds are further categorized into the fund types; to include:

- GOVERNMENTAL FUNDS
  - > General Fund
  - > Special Revenue Funds
  - > Debt Service Funds
  - > Capital Projects Funds
  - > Permanent Funds
- PROPRIETARY FUNDS
  - > Enterprise Funds
  - > Internal Service Funds
- FIDUCIARY FUNDS
  - > Pension (or other entrusted employee benefits) Trust Funds
  - > Investment Trust Funds
  - > Private-Purpose Trust Funds
  - > Agency Funds

Funding Excess

Most frequently used in reference to pension funds, this term describes the actuarially-determined value of assets that are in excess of actuarially-determined accrued liabilities. In such cases, the net positive value is expressed as a 'Funding Excess'. (Also, see Unfunded Actuarial Accrued Liabilities).

General Fund

One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA - represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB)

The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds

An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting near-term inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

Government-Mandated Nonexchange Transactions

Transactions that occur when a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purposes (as an example, federal programs that state or local governments are mandated perform).

Government-Wide Financial Statements

A government unit's financial statements that incorporate all governmental activities and business-like activities, as well as non-fiduciary component units. There are two basic government-wide statements:

- Statement of Net Assets
- Statement of Activities

HBPW (also referred to as 'BPW')

An acronym or shortened name referencing the Holland Board of Public Works. The HBPW is a separately managed and operated multi-utility organization, but ultimately responsible to the Holland City Council. The HBPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Incurred But Not Reported (IBNR)

A term used in financial reporting of Risk Management Funds (most frequently, for Health & Medical Funds), reflecting medical claims that have been incurred for health services, but not yet submitted to the insurance carrier. Very frequently, a time-lag of months may occur between the time of services and the receipt of the billing from the medical provider.

Impact Fees

Fees assessed to developers of significant projects, to cover - in whole or in part - the anticipated cost of municipal improvements that will be necessary as a result of the development.

Imposed Non-Exchange Revenues

Revenues resulting from assessments that are imposed on non-governmental entities, including individuals, other than assessments on exchange transactions (as examples, property tax levies, fines, etc.).

Indirect Cost/Expense

Expenses that cannot be specifically associated with a given service, program, or department; and cannot be clearly identified with a particular function or category.

Industrial Facilities Tax (IFT) Abatement

Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

New Facility or Equipment -

The new property is assessed in the regular manner based upon true cash value. However, tax rates applied against the assessment are roughly 50% of the regular tax rates, for a specified period of years.

Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure

Public domain capital assets that 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.

### Negligence

The omission of doing something which a reasonable person, guided by those ordinary considerations which regulate human affairs, would do; or the doing of something which a reasonable and prudent person would not do. The doctrine of negligence rests on duty of every person to exercise reasonable conduct and reasonable due care toward others from which injury may result. It is characterized chiefly by inadvertence, inattention, and the like; as opposed to a wanton recklessness or a willful act to do harm.

### Neighborhood Enterprise Zone (NEZ)

The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

### Net Cost

Terminology used in the context of government-wide Statement of Activities, representing the difference between program revenues and expenses.

### Noncapital Financing Activities

As relates to cash flows reporting, noncapital financing activities refer to money borrowed for purposes other than to acquire, construct or improve capital assets; and the repayment of amounts borrowed (with interest). Generally, it also includes certain inter-fund receipts and payments.

### NonExchange Transaction

A transaction in which a governmental unit either gives value (benefit) to another party without directly receiving equal value in exchange; or receives value (benefit) from another party without directly giving equal value in exchange. The exchange is essentially not of equal value to both parties.

### NonFinancial Assets

A term used in connection with the current financial resources measurement focus and the modified accrual basis of accounting; and refers to assets used to provide goods & services rather than to be converted into cash. Examples include 'Inventory of Supplies' and 'Prepaid Items'.

### NonOperating Revenues and Expenses

Frequently reflected on the 'Statement of Revenues, Expenses, and Changes in Net Assets', this term reflects those revenue and expense items that are incidental to operations...not having a direct impact upon the statement's 'operating income'. However, nonoperating revenues and expenses do directly impact the statement's 'net income'.

### NonReciprocal Interfund Activity

Similar to nonexchange transactions, except that nonreciprocal interfund activities are a reference to interfund transfers and interfund reimbursements.

" O "

Objectives

A statement that quantifies the desired outcome of an activity or policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

OPEB

An acronym that references Other Post Employment Benefits which are most typically retiree medical benefits. The obligation for any post-employment medical costs must be disclosed under GASB Statement No. 45.

Operating Activities

As relates to cash flows reporting, operating activities refers to the results of providing services; and generally includes all transactions and other events not defined as capital and related financing, noncapital financing, or investing activities.

Other Financing Sources

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. However, the use of Other Financing Sources is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

Other Financing Uses

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. However, the use of Other Financing Uses is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

" P "

Pay-As-You-Go

An annual appropriation of funds from the general revenues of the governmental unit for a specific capital project, as an alternative to borrowing of funds.

Performance Indicators / Performance Measurements

Quantitative and/or qualitative objective measurement of result by a department or division, as a means of determining the effectiveness in meeting goals and objectives. The 'output', 'quality' and 'efficiency' measurements that are used to assess how well an objective has been achieved.

Permanent Funds

A fiduciary fund type used to report legally restricted resources which are legally restricted to the extent that only earnings, and not principal, may be used to support the government's programs.

Personal Services

Expenditures representing compensation for direct labor of persons in the employ of the government unit (to include those hired via independent employment services). Typical expenditures include salaries, wages, fringe benefits, and mandatory employer costs (e.g. Social Security, Medicare, Unemployment Compensation, and Workers Compensation).

Primary Government Unit

A term that defines the financial reporting entity, such as the general purpose local government. It is the main focus of the financial statements. (As a corollary, see Component Unit).

" P " - ( Continued )

Proprietary Funds

A category of funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. In many ways, the budgeting, accounting and financial reporting simulates that found in a 'for-profit' private-sector organization. There are basically two different types of proprietary funds: 'Enterprise Funds' and 'Internal Service Funds'.

" Q "

None

" R "

Reciprocal Interfund Activity

The counterpart to exchange and exchange-like transactions; which includes both interfund loans and interfund services provided and used.

Refunding

The issuance of new debt whose proceeds are used to repay previously issued debt that is currently outstanding. The proceeds may be used immediately for this purpose (current refunding), or the proceeds may be placed into escrow and invested until used to pay principal and interest on the old debt at a designated future date (advance refunding).

Reportable Condition

A term that is used in connection with a financial statement audit wherein a significant deficiency in internal controls is discovered that must be communicated by the auditor to the entity's audit committee and/or governing body.

Reserved Fund Balance

An equity account indicating that a certain portion of a fund's equity is legally restricted. As a result, net assets equivalent to the reserved amount are not available for appropriation because the designated amount is set aside for a unique future purpose.

Restricted Assets

Assets whose use is subject to constraints as the result of:

- imposition by outside creditors, grantors, or laws of other government agencies
- imposition through charter/constitutional provisions or enabling legislation.

" S "

Segment

An identifiable activity (or group of activities) required to be accounted for separately which is reported as (or within) an enterprise fund. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt, and has related expenses, gains and losses, assets and liabilities that can be identified.

Segment disclosure is not required for segments that also are major individual enterprise funds, since in such case the required information is already provided in the basic financial statements.

" S " - ( Continued )

Special Assessment

For Capital Improvements -

A compulsory government levy made against specifically designated properties to defray all or a part of the cost of a specific capital improvement, such as street paving, curb & gutter replacement, sanitary sewer, watermain, etc. Such properties are considered to receive primary benefit and enhancement to property value as the result of the improvement.

(Also, see 'System Development Fees' for description of other related charges).

For Operating & Maintenance -

A compulsory government levy made against specifically designated properties to defray all or a part of the ongoing operations & maintenance costs of a specific program. Such properties are considered to receive primary benefit as a result of the program.

Special Revenue Funds

One of five governmental fund types. Special Revenue Funds account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. The nature of the revenue source, together with the nature of the restricted spending of the revenue source, determines whether a unique special revenue fund should be established.

System Development Fees

Fees and charges to join or to extend an existing utility system (commonly used terminology for such charges include: 'lateral fees', 'stub fees', 'connection fees', 'trunkage fees', etc.).

" T "

Tax Increment Financing

Financing of capital improvements to a designated redevelopment area or district, achieved by "capturing" incremental increases in taxable values (and accordingly, tax revenues). The captured taxes must be dedicated towards 'pay-as-you-go' capital improvements and/or towards debt service on capital improvements debt obligations of the tax increment financing district. Normally, a specific term (number of years) is specified upon establishment of a tax increment financing district.

Ten Percent Criterion

The first of two tests used to determine whether a given governmental fund or enterprise fund must be reported as a major fund in the basic financial statements. For governmental funds, the test is applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenditures. And for enterprise funds, the test is likewise applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenses.

The test need be met for only one of these four criteria.

Tool & Dies Renaissance (Recovery) Zone

Program initially established by Michigan Public Act 376 of 1996, and amended by MI P. A. 276 of 2005 and MI P.A. 93 of 2006. A local unit of government may designate specific property parcels as recovery zones, thereby entitling a tool & die manufacturer (which has entered into a 'collaborative agreement' with other tool & die manufacturers) to exemption from property taxes for a specified period of years.

" T " - ( Continued )

Transfers In / Out

A legally authorized conveyance of money between funds, in which the donor fund provides either a subsidy or other form of donation to the recipient fund. Stipulations and conditions are frequently attached regarding applied use of the transferred money by the recipient fund

" U "

Unallocated Depreciation

A designation used in relationship to government-wide statement of activities. Representing depreciation of capital assets that is not properly reported as a direct expense of a functional category.

Uncommitted Balance of Appropriations

The portion of an appropriation remaining after the deduction of expenditures and encumbrances.

Undesignated Unreserved Fund Balance

Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

Unfunded Actuarial Accrued Liabilities

Most frequently used in reference to pension funds, this term describes the deficiency of actuarially-determined value of assets in comparison to actuarially-determined value of accrued liabilities. In such cases, the negative net value is expressed as an 'Unfunded Actuarial Accrued Liability'. (Also, see Funding Excess).

" V "

Voluntary NonExchange Transactions

Transactions resulting from legislative or contractual agreements, other than exchanges, and entered into willingly by the parties to the agreement. Examples include certain types of grants and private donations.

" W "

WEMET

An acronym referencing the West Michigan Enforcement Team, a multi-jurisdictional drug enforcement task force. WEMET consists of three teams and an administrative unit responsible for investigation in a three-county area, including Muskegon, Ottawa and Allegan Counties. Geographically, the City of Holland is located within a portion of both Ottawa and Allegan Counties. The Holland Police Department plays active role in support of WEMET operations, both directly and indirectly..

Working Capital

The excess of current assets over current liabilities. As a general rule, the working capital of any individual fund should never be negative (negative = deficiency of current assets to current liabilities).

" X " - " Y " - " Z "

None