

ANNUAL BUDGET | FISCAL YEAR 2012



Historic District House

Live

LG Battery Plant

Historic District House

Work



Play



Farmers Market

Downtown Stores & Fireplace

JCS Battery Plant

CITY OF HOLLAND, MICHIGAN



Downtown Street Performer

Gov. Snyder at Energetx

A Tribute to Retiring City Manager Soren Wolff

This budget is the last City Manager Soren Wolff presented to City Council as he has announced his retirement effective September 6, 2011 after a 27-year career with the City of Holland – four as the Assistant City Manager and twenty-three as the City Manager. In a profession where the usual tenure ranges from five to seven years, in those decades Soren has left a significant impact on the City with his impressive leadership, commitment to excellence, and strong financial management abilities.

Soren has been very instrumental in working with the private sector in Holland's downtown transformation. Downtown Holland is the jewel of this city and is a prime destination for Holland residents and visitors alike. Moreover, it is a model that many other communities have studied and attempted to replicate, as cities across this country seek to provide an authentic and unique "sense of place" that is immediately observable in the City of Holland. Soren's leadership in these efforts has been one of the driving forces for Downtown Holland's success.



Dedication of Transportation Services Facility



*l-r: Ross Nykamp,
Bill Johnson, Soren Wolff
Downtown Planning
Session*

Soren, too, has been a clear and consistent voice for Holland-area collaboration. With his participation, over the past decades the Holland-area has witnessed the creation of the Herrick District Library, the MAX Authority, the West Michigan Airport Authority, the Macatawa Area Coordinating Council, the Holland Aquatic Center, the 911 Central Dispatch, and the West Michigan Enforcement Team (WEMET), among others. Additionally, Holland enjoys strong partnerships with Hope College and our local primary K-12 education systems. Those partnerships have resulted in numerous improvements that have benefited all concerned.

Holland has seen a building boom during Soren's tenure. Major public projects have included the construction of a new library, an addition to and major renovations of City Hall, a new Police and Courts building, the 8th Street Market, a downtown parking structure, the snowmelt system, the Transportation Services Building, the Kollen Park revitalization, the River Avenue bridge and Van Bragt Park improvement, and dozens more – all with great attention to detail and providing impeccable quality and enduring design. However, Soren's interest in core public infrastructure cannot be overlooked. Soren's insistence that the maintenance and reconstruction of our city streets – and the unseen pipes, wires, and lines that lie beneath those streets – remain a priority of this city government has been a hallmark of his tenure in Holland.

Soren was instrumental in the creation of self-funded insurance programs providing significant financial savings for Holland over the years, as well as streamlining the administration of city operations. The most recent change has been the creation of a Public Safety Department which has already saved the city hundreds of thousands of dollars while maintaining outstanding police, fire, and emergency medical services.

But the overriding legacy Soren will leave is the budget – a document that reflects his passion. This document contains hundreds of pages of financial data, performance measurements, goals and supplemental narrative that reflects the overall operations of the City of Holland and is the most significant policy document produced by the City. Soren has insisted that this document, and the budget it represents, be detailed, comprehensive, and transparent so that the taxpayers of Holland can know how their money is being spent. Budgetary stewardship has only become harder in the past ten years as the waves of Michigan's economic storms have crashed into Holland. That this city remains in a strong fiscal position, notwithstanding these years of unprecedented financial upheavals, is the most telling indicator of Soren's strength as a leader.

Soren has earned the respect of his co-workers, the City Council and the entire community. He will be sorely missed. His legacy looms large and justifiably so. All of us wish him the very best in his retirement.

Please visit our website at www.cityofholland.com or contact us with any questions at:
City of Holland, City Hall, 270 S. River Avenue, Holland, MI 49423
Phone (616) 355-1300 City General Information or (616) 355-1370 Finance and Budget

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

**For The Fiscal Year
July 1, 2011 - June 30, 2012**

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

Vacancy

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

**CITY OF HOLLAND
ANNUAL BUDGET FY-2012**

TABLE OF CONTENTS

INTRODUCTION & FINANCIAL OVERVIEW

Introductory Table	1
Organization Vision and Mission / Work and Action Plan Process.....	2 - 5
Organizational Chart	6
City Manager's Budget Message	7 - 23
City Manager's Community Historical Highlights	24 - 33
Location Map	34
Population Trends and Demographics	35 - 37
History of the City	38 - 41
Trends of Significant Revenues	42 - 47
Financial Policies and Guidelines	48 - 53
Budget Events by Calendar Month	54 - 56
Annual Budget Resolution	57 - 59

PROPERTY TAXES

Taxable Valuations - by Property Classifications	60
Taxable Valuations - by School Districts and Counties	61
Taxable Valuations - by Property Types	62 - 66
Taxable Valuations - Brownfield Redevelopment Tax Increment Financing	67 - 69
Taxable Valuations - After Abatements, Exemptions, and T.I.F.'s.....	70
Property Tax Levy - Millage Rates and Millage Amounts	71
1% Property Tax Administration Fee	72
Downtown Development Authority - Taxable Valuations and Tax Levy	73
Supplemental Information - History and Trends of Millage Rate Levies.....	74 - 75
Supplemental Information - Ten Largest Taxpayers	76

FUND SUMMARIES

Introductory Table	77
Funds by Type with Approved Appropriations	78
Governmental Funds - Summaries of Revenues, Expenditures, and Fund Equities	79 - 81
Component Units - Summary of Revenues, Expenditures, and Fund Equities	82
Proprietary Funds - Summaries of Revenues, Expenses, Fund Equities, Reserves, Etc	83 - 88
All Funds - Highest Level Summary Budget of Financing Sources and Applications	89 - 92
Fund Types - Summary of Budgeted Financing Sources, Uses, and Fund Equities	93 - 94
Governmental Fund Types - Budget Summary of Financing Sources, Uses, and Fund Equities	95 - 97
Enterprise Fund Types - Budget Summary of Financing Sources, Uses, and Fund Equities	98
Internal Service Funds - Budget Summary of Financing Sources, Uses, and Fund Equities	99

**CITY OF HOLLAND
ANNUAL BUDGET FY - 2012**

TABLE OF CONTENTS

GENERAL FUND SUMMARY

Introductory Table	100
Fund Summary	101
Funding Sources	102 - 104
Funding Uses	105 - 109

SERVICE GROUPS OVERVIEW

Financial Summary of All Service Groups	110 - 113
---	-----------

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

Introduction	114 - 115
Financial Summary of Management & Administrative Services Group	116
General Fund Departments or Activities:	
- City Council	117 - 129
- City Manager	130 - 132
- Elections/Voter Registration	133 - 135
- City Attorney	136 - 137
- City Clerk	138 - 140
- Human Resources	141 - 144
- Volunteer Services	145 - 147
- Contingencies	148 - 149
CATV - Public Access TV Fund (Special Revenue Fund)	150 - 152
Property Acquisition Fund (Special Revenue Fund) (History Only).....	153 - 154

FISCAL SERVICES GROUP

Introduction	155 - 156
Financial Summary of Fiscal Services Group	157
General Fund Departments or Activities:	
- Finance	158 - 161
- Treasurer	162 - 164
- Independent Audit	165 - 167
- Property Assessing	168 - 171
- Procurement / Purchasing (History Only).....	172
- Insurance - Unallocated	173 - 174
- Transfers to Other Funds	175 - 176

**CITY OF HOLLAND
ANNUAL BUDGET FY-2012**

TABLE OF CONTENTS

FISCAL SERVICES GROUP - continued

Contested Assessments Fund (Special Revenue Fund) (History Only).....	177 - 178
Budget Stabilization Fund (Special Revenue Fund)	179 - 180
Revolving Cash Assistance Fund (Special Revenue Fund)	181 - 182
Specified Donations Fund (Special Revenue Fund)	183 - 184
City Hall Employees Benefit Fund (Enterprise Fund)	185 - 186

PUBLIC SAFETY SERVICES GROUP

Introduction	187 - 188
Financial Summary of Public Safety Group	189
General Fund Activities:	
- Public Safety Management	190 - 191
- Police Services - Law Enforcement	192 - 194
- Fire Services	195 - 197
- Public Safety Facilities	198
- Program Measurements	199 - 201
- Comparables	202 - 203
- General Fund Financial Summaries	204 - 205
Police Criminal Justice Training Fund (Special Revenue Fund)	206
Public Safety Grant Funds - Combined Measurements	207
Anti-Drug Abuse Act W.E.M.E.T. Grant Fund (Special Revenue Fund)	208
Office of Highway Safety Planning (OHSP) Grant Fund (Special Revenue Fund)	209
Local Law Enforcement Block Grant Fund (Special Revenue Fund)	210
Homeland Security Grant Fund (History Only) (Special Revenue Fund)	211
Ottawa County Batmobile Grant Fund (History Only) (Special Revenue Fund)	212
Project Safe Neighborhoods (PSN) Grant Fund (Special Revenue Fund) (History Only).....	213
Police Employees Benefit Fund (Enterprise Fund)	214 - 215
FEMA Firefighters Grant Fund (Special Revenue Fund)	216
Fire Vehicle and Equipment Pool Fund (Internal Services Fund)	217 - 218

TRANSPORTATION SYSTEM AND SERVICES GROUP

Introduction	219 - 220
Financial Summary of Management & Administrative Services Group	221

CITY OF HOLLAND
ANNUAL BUDGET FY - 2012

TABLE OF CONTENTS

TRANSPORTATION SYSTEM AND SERVICES GROUP - continued

General Fund Departments or Activities:

- Transportation Management & Engineering	222	- 225
- Street Operations & Maintenance	226	- 228

Street Funds:

- MVH Major Streets & Trunkline Maintenance Fund (Special Revenue Fund)	229	- 230
- MVH Local Streets Fund (Special Revenue Fund)	231	- 232
- Allegan County Road Tax Fund (Special Revenue Fund)	233	- 234
- Street Improvements Reserve Fund (Special Revenue Fund)	235	- 236
- All Street Funds: Multi-Year Projection of Year-End Fund Equity Balances		237

Downtown Snowmelt Operating Fund (Special Revenue Fund)	238	- 239
---	-----	-------

Environmental Cleanup Fund (History Only) (Special Revenue Fund)		240
--	--	-----

Transport Operations & Facilities Funds:

- Airport Facilities & Management Fund (Enterprise Fund)	241	- 243
- Municipal Airport Donations Fund (History Only) (Special Revenue Fund)		244
- Railroad Depot Operations Fund (Enterprise Fund)	245	- 246
- Public Transit Facilities & Management System Fund (Enterprise Fund)	247	- 249

Vehicle & Equipment Maintenance Operations & Facilities Funds:

- Centralized Vehicle/Equipment Fund (Internal Services Fund)	250	- 253
---	-----	-------

Transportation Employees Benefit Fund (Enterprise Fund)	254	- 255
---	-----	-------

COMMUNITY AND NEIGHBORHOOD SERVICES GROUP

Introduction	256	- 257
--------------------	-----	-------

Financial Summary of Community and Neighborhood Services Group		258
--	--	-----

General Fund Departments or Activities:

- City Hall & Grounds	259	- 261
-----------------------------	-----	-------

CITY OF HOLLAND
ANNUAL BUDGET FY - 2012

TABLE OF CONTENTS

COMMUNITY AND NEIGHBORHOOD SERVICES GROUP - continued

General Fund Departments or Activities - continued:

- Planning & Zoning Office	262 - 265
- Environmental Health & Inspections	266 - 269
- Construction Inspections	270 - 272
- Community Social Services Program Assistance	273 - 275
- Ourstreet Program / Neighborhood Liaison Program	276 - 280
- Economic Development Assistance	281 - 284
- Human Relations Commission	285 - 288
Downtown Parking System Fund (Special Revenue Fund)	289 - 291
Downtown Development Authority-Mainstreet Fund (Component Unit Fund)	292 - 294
Downtown Principal Shopping District Fund (Special Revenue Fund)	295 - 298
Dangerous Structures Fund (Special Revenue Fund)	299 - 301
Brownfield Redevelopment Tax Capture Fund (Component Unit Fund)	302 - 304
Grant Funds for Community and Economic Development:	
- MSHDA - NPP/HOME Grant Fund (Special Revenue Fund)	305 - 307
- CDBG Entitlement Grant Fund (Special Revenue Fund)	308 - 311
Solid Waste Recycling Fund (Enterprise Fund)	312 - 316

LEISURE & CULTURAL SERVICES GROUP

Introduction	317 - 318
Financial Summary of Leisure & Cultural Services Group	319
General Fund Departments or Activities:	
- Leisure/Cultural Administration	320 - 322
- Recreation Division	323 - 327
- Parks Division	328 - 330
- Municipal Stadium	331 - 332
- DeGraaf Nature Center	333 - 335
- 8th Street Market Place - Farmer's Market	336 - 338

CITY OF HOLLAND
ANNUAL BUDGET FY - 2012

TABLE OF CONTENTS

LEISURE & CULTURAL SERVICES (continued)

General Fund Departments or Activities - continued:

- Cultural Activities Assistance	339 - 340
- Civic Center	341 - 342
- Cemeteries	343 - 345
Cemetery Perpetual Care Fund (Permanent Fund)	346 - 347
Windmill Island Gardens Fund (Enterprise Fund)	348 - 351
Herrick District Library Taxation Fund (Special Revenue Fund)	352 - 353
Parks & Cemeteries Employees Benefit Fund (Enterprise Fund)	354 - 355
Bi-Centennial Celebration Fund (Special Revenue Fund) (History Only).....	356
Grant Funds for Leisure & Cultural Services :	
- Food Stamp Nutrition Grant Fund (History Only) (Special Revenue Fund)	357
Holland Historical Trust Fund (Component Unit Fund)	358 - 360

UTILITY SERVICES GROUP

Introduction	361 - 362
Financial Summary of Utility Services Group	363
Utility Funds :	
- Electric Fund (Enterprise Fund)	364 - 366
- Wastewater Fund (Enterprise Fund)	367 - 369
- Water Fund (Enterprise Fund)	370 - 372
Utility Organizational Units :	
- Financial Summary Across All Organizational Units Within the Three Utility Funds	373
- Electric Transmission & Distribution & Fiber Optics.....	374 - 375
- Water	376 - 377
- Wastewater	378 - 379
- Administrative and General	380 - 381
Utility Capital Projects: Five-Year Projections Summary	382

INTERNAL SERVICES FUNDS

Introduction	383 - 384
Financial Summary of Internal Services Funds Group	385

**CITY OF HOLLAND
ANNUAL BUDGET FY-2012**

TABLE OF CONTENTS

INTERNAL SERVICES FUNDS - continued

Internal Services Funds :

- Technology Services Fund	386 - 389
- Communications Services Fund	390 - 392
- Postage Services Fund	393 - 395
- Fuel Dispensing Fund	396 - 399
- Risk Management Funds:	
* Summary of Risk Management Funds	400 - 401
* Employee Workers Compensation Insurance Fund	402 - 404
* Employee Disability Insurance Fund	405 - 407
* Employee Health and Dental Insurance Fund	408 - 410
* Vehicle Insurance Fund	411 - 413
* Property Insurance Fund	414 - 416
* General Liability Insurance Fund	417 - 419
- Compensated Absences Fund	420 - 421

CAPITAL PROJECTS

Introduction	422 - 423
Overview of Multi-Year Capital Project Budgets (including Enterprise Funds)	424
Financial Summary of Capital Projects Group	425
Municipal Improvements Capital Projects :	
- All-Inclusive Municipal Capital Projects Control Fund	426 - 427
- Listing of Municipal Capital Projects Revenue Sources	428
- Listing of Designated Municipal Capital Projects (Budget Year FY2012)	429
- Anticipated Impact Upon Future Operating Budgets	430
- 7th Street Parking Deck Capital Project Fund (History Only).....	431
Street Improvements Capital Projects :	
- All-Inclusive Street Capital Projects Control Fund	432 - 433
- Listing of Designated Street Capital Projects (Budget Years FY2011 thru FY2018)	434 - 445
Sidewalk Improvements Capital Projects :	
- All-Inclusive Sidewalk Capital Projects Control Fund	446 - 447
- Listing of Designated Sidewalk Capital Projects (Budget Years FY2009 thru FY2012)	448

CITY OF HOLLAND
ANNUAL BUDGET FY-2012

TABLE OF CONTENTS

CAPITAL PROJECTS - continued

Five-Year Projection Summaries Across All Capital Projects :

- Building Authority Capital Projects	449
- Municipal Improvements Capital Projects (Improvements Under \$1,000,000)	450 - 451
- Municipal Improvements Capital Projects (Improvements Exceeding \$1,000,000)	452
- Streets, Bridges, and Drainage System Capital Projects	453
- Sidewalk Capital Projects	454
- Municipal Utilities (Electric, Water, Wastewater) Capital Projects	455

APPENDICES

Appendix A - Personnel

Introductory Table	456
Summary Explanatory Narrative	457
Summary Totals of Approved Employment Positions	
- by Fund / Department Ten-Year Trends (Prior = FY2003 - FY2011 New = FY2012) :	
* Full-Time and Part-Time "A" Positions	458 - 460
* Part-Time "B" Positions @ Full-time Equivalency	461 - 462
- by Service Groups and Funds (Prior = FY2009 - FY2011 New = FY2012) :	
* Full-Time and Part-Time "A" Positions	463 - 464
* Part-Time "B" Positions @ Full-time Equivalency	465 - 466
- by Department (Prior = FY2009 - FY2011 New = FY2012) :	
* Full-Time and Part-Time "A" Positions	467
* Part-Time "B" Positions @ Full-time Equivalency	468
Detail of Individual Approved Employment Positions	
- by Departments / Service Groups (Prior = FY2009 - FY2011 New = FY2012) :	
* Listing of Full-Time, Part-Time "A", Part-Time "B" Approved Positions	469 - 496

Appendix B - Capital Outlay

Introductory Table	497
Detail of Approved Capital Outlay Items - by Service Group and Department	
- reflecting All Service Groups & Departments, Except Utilities Service Group :	
* Individual Capital Outlay Items , Other Than Capital Projects	498 - 501
* Anticipated Impact Upon Future Operating Budgets	502
- reflecting Utilities Service Group Only :	
* Individual Capital Outlay Items , Including Capital Projects	503 - 505

CITY OF HOLLAND
ANNUAL BUDGET FY - 2012

TABLE OF CONTENTS

APPENDICES - continued

Appendix C - Debt Service

Introductory Table	506
Schedule of Debt Limitation and Legal Debt Margin	507
Program Measurements (Summary of All Bond Issues)	508
Fund Statement - Summary Across All Bond Issues (Other Than Revenue Bonds)	509
Fund Statements - Detail by Specific Types of Bond Issues :	
- for General LTGO Issues (Taxation & Cash Control)	510
- for Michigan Act 175 Transportation Bond Issues (History Only)	511
- for Building Authority Construction Bond Issues	512
- for Special Assessment Bond Issues	513
Schedules of Remaining Debt Requirements - by Individual Debt Issue :	
- for All Debt Issues and Contracts (Including Revenue Bond Issues)	514 - 525

Appendix D - Glossary

Glossary of Financial Terms (Primarily Related to Government Finance)	526 - 541
---	-----------

CITY OF HOLLAND
ANNUAL BUDGET FY-2012

ALTERNATE TABLE OF CONTENTS
- FUND SUMMARIES PAGE LOCATION -

GENERAL FUND

General 101

PERMANENT FUNDS

Cemetery Perpetual Care 347

SPECIAL REVENUE FUNDS

CAPITAL OUTLAY:

Property Acquisition 154

Revolving Cash Assistance 182

DONATIONS:

Municipal Airport Donations 244

Specified Donations 184

DOWNTOWN:

Downtown Parking System O&M 291

Downtown Snowmelt O&M 239

Principal Shopping District 298

ENFORCEMENT:

Dangerous Structures 301

ENVIRONMENT:

Environmental Cleanup 240

GRANTS:

ADAA-WEMET 208

CDBG Entitlement 311

FEMA Firefighters 216

Food Stamp Nutrition Education 357

Highway Safety (OHSP) 209

Homeland Security 211

Local Law Enforcement Block 210

MSHDA - HOME/NSP/NIP 307

Ottawa County Batmobile 212

Project Safe Neighborhoods (PSN) 213

PUBLIC SAFETY / POLICE:

Criminal Justice Training 206

SPECIAL REVENUE FUNDS - continued

STREETS:

All Street Funds (Consolidated) 237

Allegan County Road Tax 234

M.V.H. Major Streets & Trunklines 230

M.V.H. Local Streets 232

Street Improvements Reserve 236

TAXES & ASSESSMENTS:

Herrick District Library Taxation 353

Contested Assessments Defense 178

OTHER:

Bi-Centennial Celebration 356

Budget Stabilization 180

Public Access CATV 152

DEBT SERVICE FUNDS

All LTGO Debt Issues (Consolidated) 509

Building Authority Issues (Multiple) 512

Cash & Taxation Control-LTGO(Multiple) 510

Special Assessments Issues (Multiple) 513

Transportation - Michigan Act 175 Issue 511

CAPITAL PROJECT FUNDS

All Capital Projects Group Summary 425

Municipal Capital Improvements 427

Sidewalk Improvements 447

Street, Bridge, Drainage Improvements 433

CITY OF HOLLAND
ANNUAL BUDGET FY-2012

ALTERNATE TABLE OF CONTENTS
- FUND SUMMARIES PAGE LOCATION -

ENTERPRISE FUNDS

CULTURAL & RECREATION:	
Windmill Island Gardens	350
EMPLOYEE BENEFITS / COFFEE SHOPS:	
City Hall Employee Benefits	186
Parks/Cemetery Employee Benefits	355
Police Employee Benefits	215
Transportation Employee Benefits	255
TRANSPORTATION:	
Public Transit Facilities & Management	248
Depot Operations	246
Airport Facilities & Management	242
UTILITIES:	
Electric	365
Wastewater	368
Water	371
Solid Waste / Recycle	315

INTERNAL SERVICES FUNDS

GENERAL ADMINISTRATIVE:	
Compensated Absences	421
PUBLIC SAFETY:	
Fire Vehicle & Equipment Pool	218
RISK MANAGEMENT:	
All Risk Management Funds Summary	400
Employee Disability	407
Employee Health & Dental	410
Employee Workers Compensation	404
General Liability	419
Property	416
Vehicle	413
TECHNOLOGY:	
Communication Services	392
Postage Services	395
Technology [Computer] Services	388
TRANSPORTATION:	
Centralized Vehicle & Equipment Pool	252
Fuel Dispensing	399

COMPONENT UNIT FUNDS

Brownfield Redevelopment Authority	304
Downtown Development Authority	294
Holland Historic Trust	359

BUDGET OVERVIEW

INTRODUCTORY

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

CITY OF HOLLAND

ORGANIZATIONAL VISION & MISSION STATEMENTS

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

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

COMMUNITY AND FAMILY:

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

TRANSPORTATION:

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

PUBLIC SPACES:

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

IMPLEMENTATION:

- To adopt and embrace the Vision, Mission and Belief Statements of the City of Holland as the overriding principles guiding the operation of the City.
- To develop and sustain an organization whose members are citizen-driven, and proactive in addressing issues for the residents of the community, and to encourage collaboration among members at all levels.

- To establish a desirable work environment which allows for the efficient and effective operation of City programs and activities that are easy to access and understood by the community.
- To support the development of a team environment that is diverse, knowledgeable, and friendly in the provision of City services, and well-trained in specific areas of responsibility.

ANNUAL ACTION PLAN PROCESS

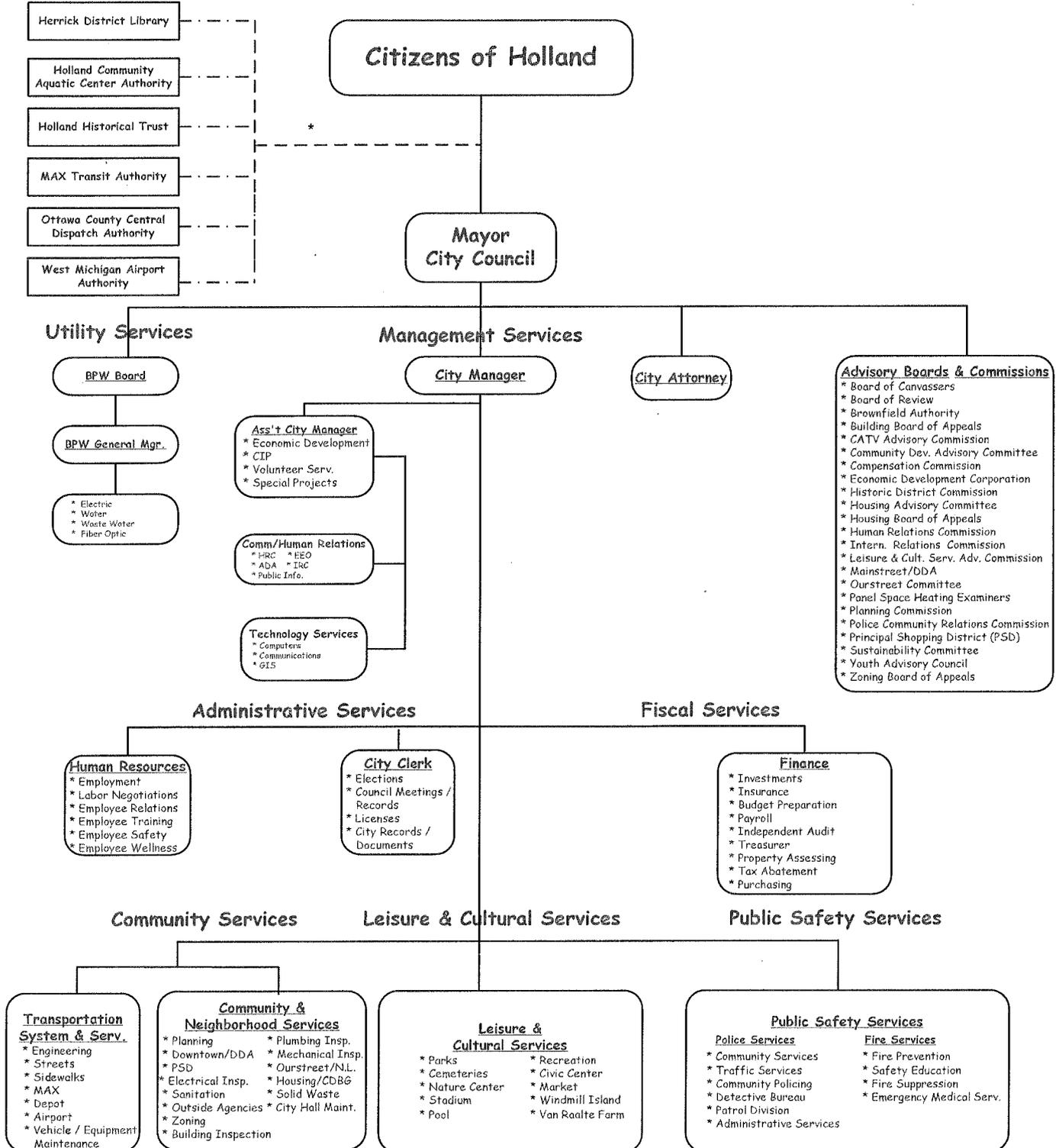
Annually the City Council holds a "*Coffee With City Council*" open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff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

The City Council with the City Manager then holds a day long retreat. The City Council reviews the eight (8) goal statements and the status of the Action Plan for each goal which was developed for the prior year. During the process, the City Council develops a new action plan for each of the goals.

The updated City Council Goals and Action plan (the complete plan is listed under the City Council in the Management and Administrative Service section of the budget) is then distributed to each department director. This plan then serves as a guide for developing the individual action plans outlined in the various departments, divisions and activities in the budget. These action plans serve as the guide in developing the annual budget.

City of Holland

Organizational Chart



* The City Council makes appointments to these Districts and Authorities

CITY MANAGER BUDGET MESSAGE

July 1, 2011

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

As City Manager, it is my pleasure to submit the budget as approved for fiscal year (FY) 12, July 1, 2011 to June 30, 2012, for the City of Holland. This will be the last budget that I will present as City Manager. It has been 23 years ago since I presented the first budget. As I will retire in September 2011, it has been an honor and privilege to serve the City of Holland as City Manager. Developing the annual budget, I consider one of the most important responsibilities of my office as it serves as the foundation for the services we provide to our citizens on a daily basis and supports the development of the vision we have established for the City. I sincerely appreciate the trust and confidence that current and past Mayors and City Councilmembers have had in me to coordinate this important process.

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 12. The second section, which is presented as part of the final budget document, highlights some of the key community and area characteristics, 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 \$159,530,373. This is a balanced budget, however, \$3,749,594 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 \$43,858,897 in sources excluding use of fund balances, and \$50,845,275 in uses. The City's BPW utilities account for \$111,921,882 in sources excluding use of fund balances, and \$108,685,098 in uses.

TAX BASE: For FY 12, the tax base decreased from \$1,112,027,230 to \$1,076,127,875, or a decrease of \$35,899,356, or (3.23%). The impact on tax revenues will be reduced as several Brownfield Tax Increment Financing, Tool and Die Tax Abatement projects and Renaissance Zones reduced the taxable value by \$38,931,874, resulting in a loss of \$554,779 in City taxes. The taxable value in FY 12 is 4.63% lower than the adjusted tax rolls for FY 11.

The annual inflationary rate established by the state of Michigan through Proposal A for all property was 1.7%. In other words, if the tax rate remains the same, most residential property owners would see a 1.7% increase in their City taxes, if they made no improvements to their property. However, this year as in the past several years, many property owners will see a decrease in their property taxes as their taxable values have decreased based on the real estate market. The average residential property decreased 2.24%, commercial decreased 6.56% and industrial properties decreased 7.09%.

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%. The loss of 8.44% in the FY 11 tax base was substantial, and it was hoped the real estate market had hit bottom. But, as noted, the taxable base decreased again for FY 12 by 4.63%, or a total of about 13% the past two years.

The future is optimistic with the two new lithium-ion battery plants to be constructed and in full operation 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 15 years. These projects along with several other major economic development projects could generate over 3,000 - 5,000 new jobs and should help to stabilize and grow the economy in the next several years.

TAX RATE: The total tax rate for FY 12 is recommended to remain at 14.2500 Mills. The distribution of the tax rate is also slightly different than in FY 11 as indicated below:

PROPERTY TAX LEVY MILLAGE RATES		
<u>CITY OF HOLLAND</u>	<u>FY11</u>	<u>FY 12</u>
Operating Levies:		
General	<u>9.5089</u>	<u>9.5000</u>
Total Operating	9.5089	9.5000
Capital Levies:		
Property Acquisition	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000
Sidewalk Improve. Projects	0.0500	0.0500
Municipal Capital Projects	<u>0.2004</u>	<u>0.1371</u>
Total Capital	1.2504	1.1871
Debt Service Levies:		
General Obligation Debt	<u>2.1277</u>	<u>2.1946</u>
Total City of Holland	12.8870	12.8817
HERRICK DISTRICT LIBRARY (HDL)		
Operation Levy *	1.1000	1.1000
Debt Service Levy *	<u>0.1630</u>	<u>0.1683</u>
Total HDL	1.2634	1.2683
Airport Authority *	0.1000	0.1000
TOTAL MILLAGE RATES	<u>14.2500</u>	<u>14.2500</u>

* May be adjusted before final approval of budget.

Due to the taxable base decrease of 4.63% and in FY 12 the first full payment is being made on the \$5.5 million Street Improvement Bonds, debt service will increase from 2.1277 to 2.1946 Mills. However, in FY 13 the debt service millage rate will have to increase again by about .4445 Mills as part of the \$5.5 million bond issued in 2010 for street improvement projects. It was anticipated the FY 11 debt service rate could have been maintained, but it now appears, the two battery plants will not be paying debt service as initially anticipated in FY 11. The \$5.5 million street bond issue was necessary to leverage over \$9 million for an MDOT Economic Development street improvement 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 .1630 to .1683 Mills due to a decrease in the taxable value of the Library District.

In order to keep the tax rate at 14.25 Mills with the increase in debt service tax rate, it is necessary to reduce the General Fund rate from 9.5089 to 9.5000 and the Municipal Capital projects from .2004 to .1371.

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:

GENERAL FUND: The total General Fund Revenues are recommended at \$19,562,456, which is a 2.0% decrease from the budget in FY 11. Expenditures are budgeted at \$19,861,414, or 1.2% decrease from the FY 11 budget. This will require \$298,958 use of the Fund Balance for an estimated Fund Balance on June 30, 2012 of \$2,664,302. This fund balance represents 13.4% of FY 12 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of \$854,820 compared to \$1,131,321 in FY 04. For the ninth year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund \$1,081,321 short of a policy goal of maintaining 10% of the General Fund Expenditures (\$19,861,414).

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. In 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 a \$50,000 transfer to the General Fund in FY 12. There are numerous tax appeals which may necessitate additional expense to this fund to cover legal and expect fees above what has been allocated in the General Fund.

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 \$3,519,122, or 17.72% of FY 12 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 12. 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 substantial growth in the contribution of the BPW electric payment, while at the same time experiencing continued increases in employee

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

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 reduced by \$345,580 in FY 12. In FY 11, the amount of \$2,647,200 was budgeted, and \$2,697,780 is the revised estimate. The amount of \$2,352,200 has been budgeted for FY 12, based on the estimates provided by the state. This is about a 2.4% increase in the constitutional portion, and no statutory amount, which the legislature can adjust. The Governor has proposed to reduce statutory by 1/3 and the other 2/3 would become a competitive program which would be funded based on cities complying with certain standards and best practices in the following categories:

- Accountability and Transparency
- Consolidation of Services
- Employee Compensation

Many of the details of this program are not known at this time and will require legislative changes to implement. The proposed budget does not include any statutory revenue sharing in FY 12 which is a loss of about \$399,500 from the FY 11 budget. The Governor's proposal could make it possible for the City to be eligible for an estimated \$263,700 in the new program, if all criteria were met. But, that is purely an estimate by my office and is subject to many ifs.

As noted, one of the major financial impacts on the General Fund over the past 10 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 12, this amount is estimated at \$2,352,200, or about 12.02% 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% was 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, the 5% of gross sales was increased to 5-1/2% and this rate was recommended to be maintained until FY 14, or the next three years. It is anticipated the two lithium-ion battery plants, both large consumers of electricity, 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% yielded \$4,001,600 or \$363,800 more than the 5% of \$3,637,800. The amount of \$3,559,200 was allocated to the General Fund, or \$363,800 above the \$3,195,400 FY 10 amount. The remaining \$442,400 was transferred to the Municipal Capital Improvement Fund (MCIF), \$161,400 less than in FY 10.

For FY 12, the 5-1/2% will yield \$4,307,040. It is recommended \$3,950,000 be allocated to the General Fund which is \$390,800 more than in FY 11. This is due to the reduction in property taxes and State Revenue Sharing. The amount of \$357,040 to the Municipal Capital Improvement Fund, \$85,360 less than FY 11.

EMPLOYMENT SUMMARY: From FY 03 through FY 11, 37 positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 12. If these 37 positions were filled today, it would add about \$2,600,000 in expenditures.

The positions eliminated are as follows:

Management Services - (Update)

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
Firefighter
Police Department:
Police Officers (3)

Code Enforcement Officer
Maintenance Supervisor 1/2
Police Desk Assistance
Police Chief
Department Assistant

Transportation Services

Centralized Vehicle Department:

Welder
Vehicle Maintenance Supervisor
Maintenance Supervisor Police 1/2
Motor Pool Supervisor 4/5

Street Department:

Storekeeper Dispatcher
Equipment Operator
Street Supervisor

Leisure & Cultural Services

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

Community & Neighborhood Services

Community Development Supervisor
Building Housing Inspector
Human Relations - Volunteer Coordinator
Clerical Specialist
Electrical Inspector
Neighborhood Liaison

For FY 12, one additional full time position is recommended to be eliminated by July 2011. This reduction is one position in the Public Safety Department to meet the reorganization previously approved by City Council. All vacancies in FY 12 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 188 full-time employees (excluding the BPW). A total of 50 or 27% are eligible to retire over the next five years. A total of 30 or 16% are eligible to retire by June 30, 2012, the end of FY 12. 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 12 budget, with these reductions in personnel, the City has not eliminated services or programs. We have continued to improve our operations with quality equipment and new technology and increased our cooperation with adjacent communities where possible.

Several major adjustments have been made to employee fringe benefit programs including:

- Elimination of sick-leave (maximum) pay off;
- Elimination of the Longevity program;
- Required contribution by the employees in the Defined Benefit Pension program;
- Requirement of all new hires since 2003 for non-union employees to be in the Defined Contribution Pension program;
- An increase by the employees to contribute 40% to health insurance with up to a 20% credit for meeting Wellness guidelines; and
- All non-union employees have a Paid-Time Off (PTO) program which has combined vacation, personal leave and sick leave into one policy which is utilized by the employee.

At the time the budget is being presented, negotiations are under way with the Police Union. The amount of \$144,700 has been included in fringe benefit adjustments to this union which is comparable to the adjustments to non-union employees. If these adjustments are not realized, then additional cuts of \$144,700 will have to be made in the Public Safety Services Department.

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 and implement various operations and cost savings. The following changes have been

implemented and approved by City Council into the budget:

- Implemented a consolidated Public Safety Management structure.
- Implemented the 12-hour shift in the Police Division.
- These changes have reduced 13 positions over the past three years without substantially affecting our delivery of services.
- With the new management structure in place, one of the key evaluations is the review of delivery of EMS services. This evaluation is currently being 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 June 2011. Any proposed changes would be developed with proper training programs with implementation by January 2012.

The cost savings from these potential changes would be part of the FY 12 General Fund budget, but have not been estimated at this time. 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 32% of all full-time employees). The Defined Contribution program 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 9.72% to 22.32% of payroll. The Defined Benefit program is the most difficult to control from a cost standpoint. In FY 12, it is estimated the cost will increase by 3.7%. 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 and has been one of the biggest financial expense challenges in this three year period in the General Fund.

For FY 12, the General City (excluding the BPW) pension costs are projected at \$1,811,425, or \$36,644 above the FY 11 amount of \$1,774,781, a 2.06% increase. In FY 06, this cost was \$1,045,716, which is an increase of \$765,709, or 73.2%, in six years, while at the same time the City has reduced its workforce. The total pension costs in FY 12 including the General City operations and BPW are \$3,294,593, compared to \$3,225,157 in FY 11, an increase of \$69,436, or 2.15%. (Note: the FY 12 amounts are based on current employment levels)

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 \$100,000 / employee and also has a group aggregate umbrella which is established each year by the program administrator, Blue Cross / Blue Shield of Michigan.

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 80% of the premium. If the employee does not meet requirements, the City pays 60% 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 \$5,418,087 by FY 10 and estimated at \$4,926,450 in FY 11. These costs cover all General City, BPW, Herrick District Library employees and retire costs. The fund balance in the Health Insurance fund for June 2010 was \$1,147,494, estimated at \$1,659,850 by June 2011 and \$1,815,650 by June 2012. The lowest fund balance was in 2000 at \$783,013.

There is a 10% proposed premium rate increases for January 1, 2012. It should be noted that the fund balance estimates for FY 11 and FY 12 are conservative estimates, and are anticipated to end up at a higher amount. Total health insurance costs are estimated at 4,966,800 for FY 12, 8.33% below FY 10 actual costs and .1% above FY 11 estimated expenses.

In 2010, the City requested bids for the administration of the Health Insurance program and also requested bids for the umbrella insurance coverage. After over 60 years with Blue Cross / Blue Shields of Michigan, the City entered into a new contract with Priority Health which saved \$330,000 in administrative and umbrella insurance costs. The health care costs FY 11 and FY 12 will be monitored closely as a result of the new administrator.

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 12, a total of 43 non - profit agencies / programs requested funding assistance in the amount of \$653,009. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities. The FY 11 budget included \$546,127 to fund these agencies and \$513,589 in FY 12, or about a 5.9% 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 for all of these outside agencies.

FY12 Request	Agencies	Funding Category	FY 10 Budgeted	FY 11 Budgeted	FY 12 Proposed
160,750	17	Social Services	\$140,000	\$130,500	100,000
124,080	15	Leisure & Cultural Services	103,890	73,388	73,600
235,239	1	Holland Historical Trust	257,000	* 235,239	* 235,239
47,000	1	Economic Development Lakeshore Advantage	47,000	47,000	47,000
85,940	9	CDBG - Outside Agencies	<u>67,100</u>	<u>60,000</u>	<u>57,750</u>
\$653,009	43	Total	\$614,990	\$546,127	\$513,589

* This Agency has also requested substantial funding for Capital Improvements, which are being addressed in the Municipal Capital Improvement Fund.

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 12 franchise fees are estimated at \$300,000 and the equipment fee at \$31,400.

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 12 the contract is recommended to be maintained at \$200,000. This amount is also for the ongoing cost for providing the AT&T public channels and uploading to the Internet. The FY 12 budget again includes funds to provide cable casting

over the internet with video for some public programs.

For FY 12, the amount of \$100,000 has been recommended to be transferred to the Technology Service Fund, an increase from \$75,000 in FY 11. This amount will help reduce the changes for Technology Services and Technology Capital Replacement to 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.

For FY 12, this budget also includes \$50,000 to upgrade various technology in City Hall which was installed initially as part of the 1997 renovation of City Hall.

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 about \$275,000 in FY 12. For the seventh 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.

This fund was recommended to be closed in FY 11 and future land acquisitions are now funded in the Municipal Capital Improvement Fund.

FISCAL SERVICES

CONTESTED ASSESSMENTS AND BUDGET STABILIZATION FUND: One of the major outstanding issues in preparing the FY 12 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 12 to pay for the legal and expert appraisal costs which are anticipated, if tried before the Tax Tribunal. This special fund was 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). It is also possible that legal and expert fees budgeted may not be sufficient in the General Fund. If additional fees are needed, it is recommended they be transferred from the Budget Stabilization Fund.

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 increase in slightly in FY 12 to \$2,631,400, compared to \$2,817,378 in FY 08, a decrease of \$185,978, or 6.6% in four years, but a \$14,580 increase from FY 11 estimates.

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 12 will provide \$1,037,196 in new revenues. In FY 12, the Allegan County Road Tax will generate about \$413,000. 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 seven years and now with a decline in the City's tax base, it is projected that for the FY 12, the City will not be able to complete all 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, 09, 10 and 11 snow removal budgets also reduced funds for new reconstruction. Therefore, a \$5.5 million bond was issued in the spring of 2010 in order for the planned street improvement projects to be completed in the FY 11 - FY 13 budgets. This bond required a debt millage 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 requires 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 7th and 12th 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 8th 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 7th St. This cost was \$300,000 with \$150,000 funded by the BPW at an annual \$13,500 payback for 15 years.

The fund balance by June 2012 is estimated at \$118,327 and anticipates a 3% increase in the 2012 operating and special assessment rates. This increase is primarily to cover the increase in electric rates. The FY 12 annual operating budget is \$182,900, with revenues of \$149,350, using \$33,550 of Fund balance.

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 12 will generate \$103,720, 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 \$87,220 for FY 12. 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 12. The City previously had a .6 Mills voted limit for public transportation. The current FY 11 MAX Authority levy is 0.3500 Mills.

CENTRALIZED VEHICLE/EQUIPMENT FUND: This is the eighth (8) 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 was 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 was 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 \$2.0 million. The FY 12 budget includes \$635,900 for equipment and vehicle replacement. The equipment reserve balance by June 2012 is estimated at \$1,990,000. 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 12, the rental rates have again been reduced by 25%. Fuel costs will have to be monitored closely in FY 11 and FY 12, which may necessitate a rate adjustment during midyear FY 12.

This fund does not own the Fire Department suppression or emergency response vehicles. A separate Fire Vehicle Replacement Fund is maintained. In FY 12, a General Fund transfer of \$75,000 is again proposed. The fire equipment reserve balance by June 2012 is estimated at \$471,900. The next fire apparatus is scheduled for FY 13 at a cost of \$500,000.

**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 8th Street Market. In FY 11, the PSD Board recommended the part-

time employee be increased to full time which increased the staff to two full time employees. The increased cost is funded by the PSD, not with general property taxes. Revenues in FY 12 are budgeted at \$350,620, expenses at \$355,900 and a fund balance of \$169,813.

The DDA tax levy will be maintained at 2 Mills, required to be rolled back in FY 12 to 1.8333 Mills, the same as in FY 11. The tax base in the DDA decreased in FY 12 reducing the taxes from \$187,132 in FY 11 to \$178,630 in FY 12, or a reduction of \$8,502 or 4.54%. Revenues in FY 12 are \$182,965 with expenses of \$216,300 with a projected fund balance of \$111,290.

The parking special assessments are projected to be increased by 3% in FY 12. Revenues for FY 12 are projected at \$196,785 with expenses of \$194,551 and a fund balance of \$100,069. Further, for FY 12 the new Downtown Parking Deck will be in the third 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.

Each of these three funds continue to experience fluctuations in their fund balances and must be carefully evaluated during the year.

CDBG PROGRAM: The regular FY 12 allocation for the federal CDBG program is estimated at \$385,000, which is the same received in FY 11. The CDBG funds have been in a decline since 1995 when the City received a high of \$452,000. 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 12 totaled \$419,340. The CDBG Advisory Committee will be making their final funding recommendation to City Council by July 2011.

At the time the budget is being prepared, there are discussions in Washington D.C. that CDBG funds will be cut between 10 - 65%. As a result,

this program will have to be monitored very carefully and adjustments may have to be made during FY 12.

In early 2009, the American Recovery and Reinvestment (ARRA), a federal stimulus program, was approved. The City received in FY10 an additional \$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 FY 12 budget, as none are anticipated.

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:

TYPE OF SERVICE	2008 RATES	2009 RATES	2010 & 2011 RATES
1 bag / month	\$5.27	\$5.53	5.70
2 bags / months	6.84	7.18	7.40
32 gallons	10.00	10.50	10.82
65 gallons	12.62	13.25	13.65
90 gallons	14.72	15.46	15.92
Additional bags	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 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:

Year	Contract Increase
July 2008	8.8%
July 2009	3.0%
July 2010	3.0%

A new contract was bid in 2010 to be effective July 1, 2011. Chef Container's was again the low bidder. The Contract was awarded for seven (7) years, as recommended by the City's Sustainability Committee, to enhance the Recycling program. There is no proposed rate increase for FY 12, and the rates should remain stable for the next several years based on the new Contract. The new contract had a 6.5% decrease in FY12, a 2.6% increase in FY13, and a 2.7% increase in each year FY14 - FY18.

Note: The new agreement also includes a fuel adjustment clause, which will be monitored closely to determine if a rate increase is necessary during FY 12.

The annual cost of this operation is estimated at \$1,397,584 in FY 12, and revenues of \$1,405,166. The working capital in June 2012 is estimated at \$375,154.

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 12 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; in FY 10, \$37,876; in FY 11 \$16,897; and \$21,600 in FY 12 due to lower 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 2012 is estimated at \$1,549,046. The amount of \$52,503 is available for Cemetery improvements with the remaining \$1,496,542 to be retained in the fund.

WINDMILL ISLAND: This fund is again unable to support the full operation from fees based on anticipated admissions in FY 12. The estimated General Fund subsidy in FY 11 is \$175,864, and the amount estimated for FY 12 is \$161,688. The FY 12 budget again includes the full operation of the pavilion. A new pavilion rate structure for 2012 will be recommended to City Council. It is proposed the current admission fee at the tourist attraction be maintained on January 1, 2012 as the rates were adjusted as follows in previous years:

	2006	2009	2012
Adults	\$7.00	\$7.50	\$7.50
Children	4.00	4.50	4.50

In FY 11, a major Capital Improvement project was completed to stabilize the river bank and install steel sheet pilings. This project was completed at a cost of \$610,000 and funded 100% from the Municipal Capital Improvement Fund (MCIF).

In FY 12, the amount of \$190,000 has been recommended to replace the observation deck on the Windmill due to safety concerns. This amount is proposed to be funded 100% from the MCIF.

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 11 Actual	FY 12 * Estimate	City Amounts
Mills			
Operating	1.1000	1.1000	\$1,140,916
Debt	0.1630	0.1703	179,968

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 was funded in FY 11 and this amount has been recommended for FY 12. The FY 12 Museum operation is \$678,439, and the City's contribution would make up 35% of the budget.

In FY 11, \$59,000 from the MCIF was set aside for improvements to the facilities operated by the Museum, but owned by the City. For FY 12, the amount of \$51,500 from the MCIF has been recommended to fund various improvements to the facilities.

UTILITY SERVICES

BPW UTILITIES: The BPW budget is submitted as recommended by the Board and following is the proposed FY12 budget:

	FY 12 PROPOSED	
	EXPENSES	REVENUES
Electric Utility	88,714,587	92,248,410
Water	11,482,495	10,711,861
Wastewater	12,795,056	8,961,611
Total	112,992,138	111,921,882

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

	FY 11	FY 12
Electric	4.5%	0%
Water	0%	10%
Sewer	0%	10%

* Note: 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 10 5%	BPW FY11 5-½%	BPW FY12 5-1/2%
	GEN. FUND	\$3,059,390	\$3,195,400
MCIF	\$578,410	\$603,800	357,040
TOTAL	\$3,637,800	\$3,799,200	\$4,307,040

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 12 are estimated at \$750,750, including \$166,800 in Capital Outlay. Of this amount, \$67,600 is for a new Finance System. (Final Payment)

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 12.

The fund includes all new and replacement equipment for FY 12 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 \$115,000 by June 2012. 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. The FY 12 budget also includes \$42,300 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 eliminated the capital changes to the General Fund. This will also allow this operation to assure there is improved transfer of information to the general public. Basically, this allowed the elimination of the \$50,000 Capital Outlay Replacement charge to the General Fund departments. The transfer from CATV has been increased to \$100,000 for FY 12.

The FY 12 CATV budget also includes \$50,000 to upgrade technology in City Hall which was installed in 1997 when it was renovated. This primarily will upgrade the City Council Chambers and all conference rooms.

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 \$0.188506 per gallon (This includes \$0.11 per gallon for asset reserve/replacement). The estimated reserve funds on June 30, 2012 are \$143,957. Due to the continued change in fuel costs, the amount budgeted for FY 12 may not be adequate at \$998,700 (based on current prices). Total costs were \$658,299 in FY 07; \$914,827 in FY 08; \$701,670 in FY 09; \$658,834 in FY 10; and estimated at \$849,900 for FY 11.

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 fund balance for all six insurance funds at the end of FY 10 was \$2,862,165, estimated at \$3,329,709 by June 30, 2011 and \$3,322,809 by the end of June 2012; however, this assumes 100% of the \$235,000 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 12, 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 12 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 about \$1.4 million in FY 12.) The rate for FY 10 was .4029 Mills and for FY 11 is .2004 as .2025 Mills had to be shifted to debt service. For FY 12, the millage has been reduced to 0.1371 as

additional millage again had to be shifted to debt.

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 was \$442,400; and \$357,040 has been recommended for FY 12. (\$3,950,000 to the General Fund plus \$357,040 to the Municipal Capital Improvement Fund for a total of \$4,307,040 at 5-1/2%)

The FY 12 Municipal Capital Improvements Funding is \$965,823 and these funds include several carryovers, new sources and grants which have been allocated to various proposed capital improvement projects in FY 12, amounting to \$952,571. The fund balance on June 30, 2012 is estimated at \$13,252.

The Street and Sidewalk Capital Project funds include expenditures of \$6,808,544 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 \$20,457,790.

DEBT SERVICE

DEBT SERVICE: The millage rate in FY 11 for debt service was increased from 1.6379 to 2.1277 Mills, an increase of .4898 Mills to cover the cost of the \$5.5 Million Street Bonds. This debt also 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.

In FY 11, the increase was due to the City having to issue \$5.5 Million in Street Bonds. The debt service millage for FY 11 did include paying an interest payment on the new \$5.5 Million bond and setting funds aside for FY 12 principal payments. It was proposed in FY 11 to increase the debt rate to 2.1277 Mills until FY 17 when the City Hall bond issue will be paid off. It was noted, this rate may have to be adjusted slightly depending on the actual taxable value for debt service.

For FY 12, the City's tax base has again declined, which was anticipated in FY 11. For FY 12, the debt service rate is recommended to increase to 2.1946 from 2.1277 or .0669 Mills. For FY 12, the millage rate was set by using \$375,834 of fund balance from FY 11 as planned. However, as anticipated a year ago, it does not appear the two Battery Renaissance Zones will have to pay debt service, as initially interpreted under the state law. If this issue cannot be resolved, the debt service rate will have to be raised by about .44 Mills in FY 13.

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 2013. 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 12 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 12; however, in FY 13 and 14, 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 again 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 11, 37 employee positions were eliminated.

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 and FY 12 that is still the case; however, another major factor developed where taxable property values dropped 8.44% and 4.63%. This reduction is unprecedented in this City's recent history. We expect the property tax base may decrease again in the next couple of years. 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 a 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 to 5,000 new jobs over the next several years. If all of these projects develop as announced, we should begin to see our economy grow and our tax base expand. However, as a community we still have two to three years of difficult financial challenges.

The budget is presented with the same tax rate, but with another tax base reduction and further loss of State Revenue Sharing, it is a difficult task 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 having reduced various employee benefits.

As noted, over the past 10 years, primarily due to a decrease in State Revenue Sharing, and now our tax base, we have had to shift part of our tax rate from Capital to Operating and Debt 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 to FY 11, increasing the BPW electric contribution from 4% to 5-1/2% with some of the additional funds allocated to the Municipal Capital Improvement Fund has certainly helped finance some small to medium capital projects. However, 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, except for a tax increase, with the realization that there will be more financial challenges in the next several years. However, it is believed, the combined steps taken the past several years will help us through the next couple of years.

One area that we must now begin to explore further is cooperative efforts with our neighboring communities. The Holland area has a rich and successful history of such efforts. However, we must continue to do even better. This community is just now part of a Future Search project that involves leaders from the private, public, educational, and business community to develop opportunities for future cooperative efforts and, perhaps, even consolidating some governments to improve the efficiency and effectiveness of our public services and the vision for our future.

None of the above choices are easy, and they are especially difficult this year. Some of the recommendations to City Council are not 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.

The major concern over the next 3-5 years will be our ability or inability to properly fund the up-keep and maintain our infrastructure and City facilities at a time when limited funds are available, while trying to fund our basic service delivery system. To find that balance and to assure the long term vitality of this community will stretch all of our resources both public and private.

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.

For the past 23 years, it has been my honor and privilege to be part of this budget process. I hope this budget will assist the Mayor and City Council in the next couple of years to lay the foundation to meet the tough challenges ahead for the next 2-3 years.

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.

BUDGET - COMMUNITY HISTORICAL HIGHLIGHTS

THE ECONOMY: This is the 12th budget of the new century prepared for the City of Holland, which will continue to lay the foundation for the 21st Century. During the last decade of the 20th Century, the City of Holland truly experienced an exciting ten years. This year we will again focus on the challenges and opportunities facing the City for the next 3 - 5 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 nine 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. 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.

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 nine years.

"As a result of the strong industrial, commercial and tourist economic base in the Holland / Zeeland area, it is anticipated the economic prosperity will continue for the next decade. This prosperity will continue to bring physical growth to the area and the seven governmental units in the MACC must carefully evaluate its land use, housing, and growth plans to assure that we protect the environment and

implement "Smart Growth" policies to maximize the use of land resources while minimizing the impact on existing natural land areas. This effort must be done cooperatively in order to maintain the natural beauty of the Holland / Zeeland area, with which we have been blessed. We must also address the cultural and racial diversity of the area to assure this is a strength and not a weakness of the area."

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 to four 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 three subsequent additions. Today, they employ over 1,000 people. Haworth has brought new investments and expansion to their facilities as they closed several facilities in other states and Canada 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 six annual retreats, has established economic development / retention and job creation 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 12 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 is becoming 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 was again having a downturn due to the slow national and global economy. The announcement of both the Chrysler and GMC bankruptcies impacted all of our local auto suppliers and generated 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 500 employees. Today both of these facilities are just months away from being in full operation.

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 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. All, three of these projects are in the implementation stage today.

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, most importantly new jobs.

AREA GROWTH: The Holland / Zeeland Metropolitan Planning Organization (MPO), represented by the *Macatawa Area Coordinating Council (MACC)* comprised of the cities of Holland and Zeeland and the seven surrounding townships exceed a population of over 119,125 based on the 2010 Census, compared to 112,467 in 2000:

NAME	2000 Census	2010 Census
Holland City	35,048	33,051
Zeeland City	5,805	5,504
Holland Township	28,911	35,636
Park Township	17,579	17,802
Zeeland Charter Township	7,613	9,971
Port Sheldon Township	4,503	4,240
Olive Township	4,691	4,735
Laketown Township	5,561	5,505
Fillmore Township	2,756	2,681
Totals	112,467	119,125

As the data above shows both the Cities of Holland and Zeeland lost population. Four of the seven townships gained population. During the past decade that was a common trend across the state of Michigan. In the MACC area, we must carefully address this trend because without strong viable and growing cities, it is doubtful we can remain a strong economic area.

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 13 City Budget.

If the City's economic growth and prosperity is to be maintained and expanded, then its boundaries must continue to expand. In December 1999, a request by property owners to annex almost 1,100 acres into the City was approved by the State Boundary Commission, and should allow the City to develop and grow for the next decade. Over the past decade, there have been several additional areas annexed to the City through Urban Cooperation agreements.

To assure this area will be developed in a comprehensive manner in accordance with the City's Master and Land Use Plans, the annexed areas have 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 2010, a \$9.5 Million MDOT Economic Development grant was received to upgrade the south end industrial street system. This three year program will be completed by 2013.

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 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.

In early 2011, a Future Search process was initiated with both public and private participants. The focal point of the process was to evaluate our areas governmental structure in the MACC and how we can become more effective and efficient in providing governmental services and policies that will promote economic

growth and prosperity. The results of the process have been turned over to the MACC Policy Board. The first phase will be an evaluation of how service delivery systems can be improved. Some of the results of this work should be available in 2012.

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 also provides 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 360,300 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 consolidated all police and fire services into one department. The FY 11 budget included 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. This reorganization will continue in FY 2012 with a major review of the EMT delivery system.

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 16th 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 continue 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. In the spring of 2011, the extensive renovation work was initiated and is scheduled for completion over the next three years.

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 8th Street Market as part of the Western Gateway was completed. This facility has brought increased vitality to the downtown. In late 2005, the Hope College new Field House was completed and added increased activities to the Eastern Gateway of the Downtown.

The City's Historic District became one of the strongest neighborhoods in the community. Several of the City's neighborhood programs were recognized nationally and in 1996 the City achieved the distinguished "All America City" award. In 2002, the expansion of the Historic District was confirmed by a community vote and

the FY 05 and FY 06 budgets 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.

In early 2011, a lengthy process of property exchanges between Hope College and the City will result in new investments, both public and private, which will further the eastern sports and recreational facilities. Hope College will also have the opportunity to expand their campus with new facilities that will benefit the entire community.

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 has continued. 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 12 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 totally 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 were 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 2011, the major property exchange with Hope College was completed. This will add additional property to Smallenburg Park. A \$250,000 cash payment was made by Hope College to construct a new \$300,000 skateboard facility in Smallenburg Park. This will replace the Lincoln Park skateboard facility. This exchange will also involve the construction by Hope College 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 7th Street extension and Civic Center parking lot were initiated to implement the visions which were developed as part of the Western Gateway and Waterfront Development Plans, which included the 8th Street Market Place, and new Police / Court Complex.

In late 2002 and early 2003, the plans for the Eastern Gateway 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 2012.

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 6th Street. This vision will continue to be worked on during FY 12. 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 12 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 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 11 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, 2011. In FY 12, 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 was a major challenge. In order for the City to continue its high level of police and fire services, this continued reorganization in FY 12 will be essential during these tight economic conditions.

The same budget format has basically been maintained for 17 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 July of 2011 to ensure the future sound financial management of the City.

However, the 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 12, 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.

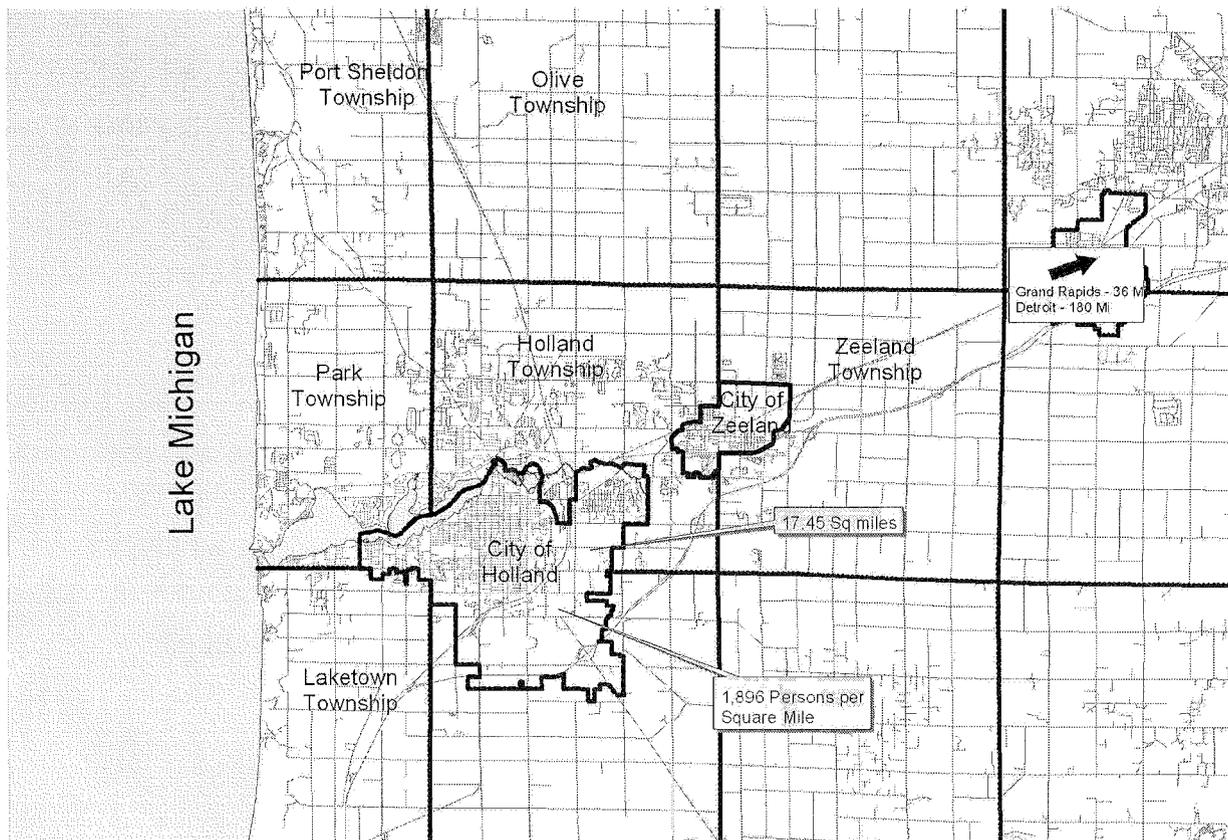
Respectfully Submitted.



City Manager

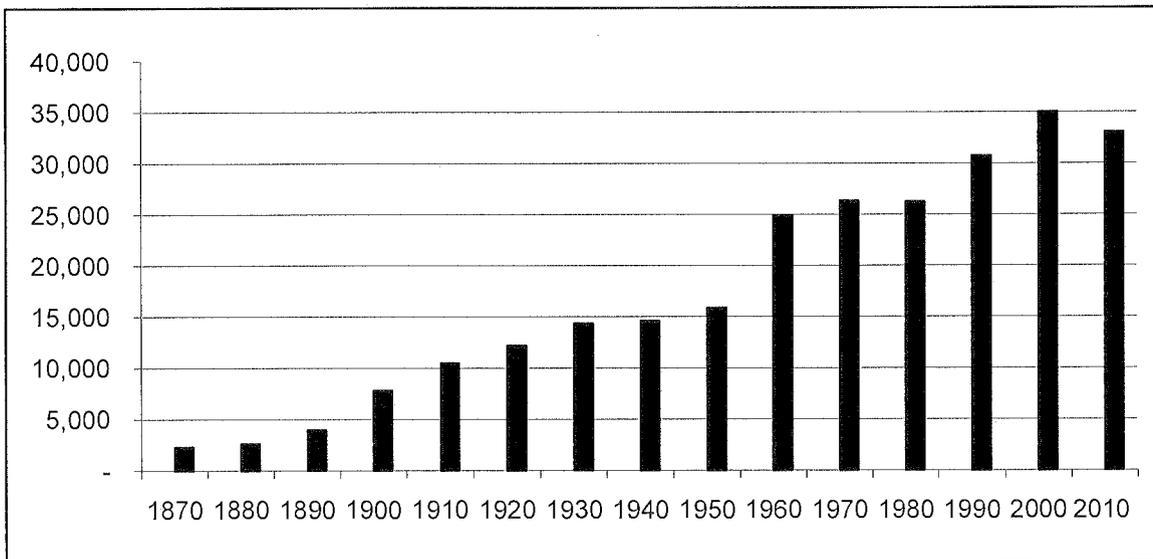


Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

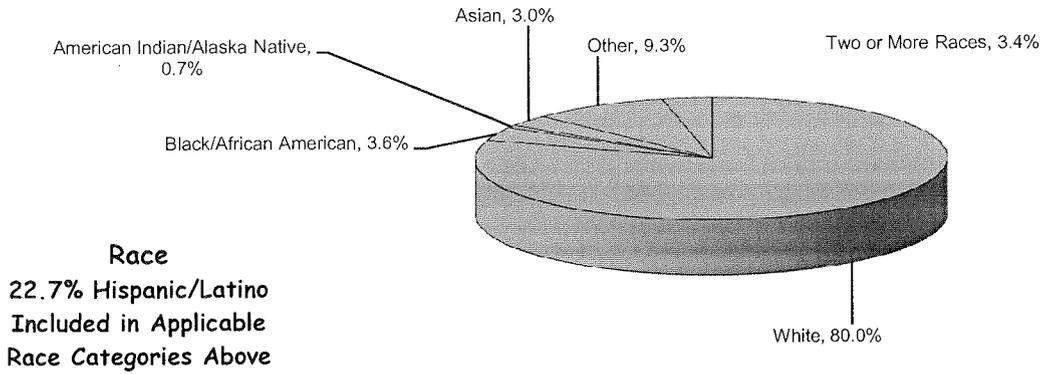
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867	Incorporated as a City	-----
1870	2,324	-----
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70
1980	26,281	(0.21)
1990	30,745	16.99
2000	35,048	14.00
2010	33,051	(5.70)



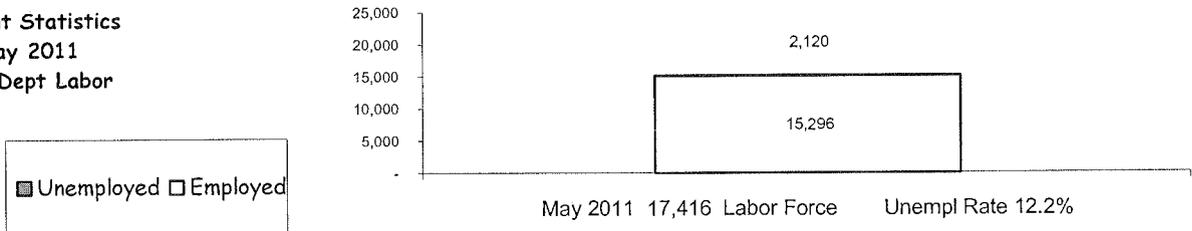
Source for Information:

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

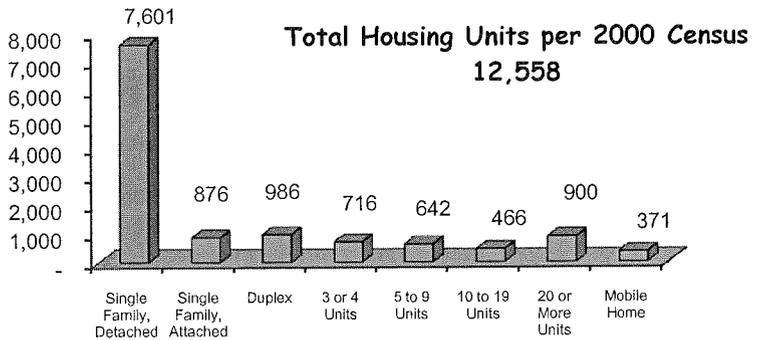
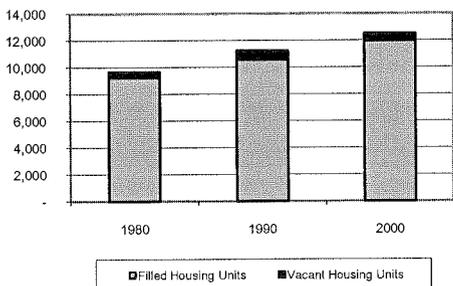
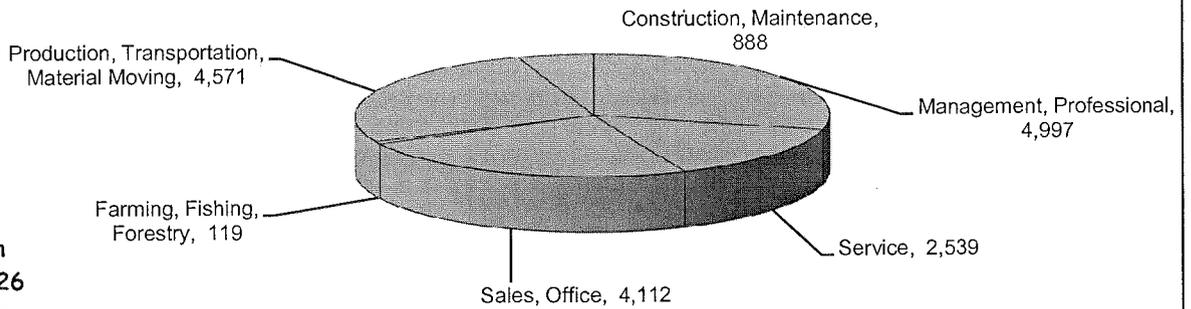
DEMOGRAPHICS



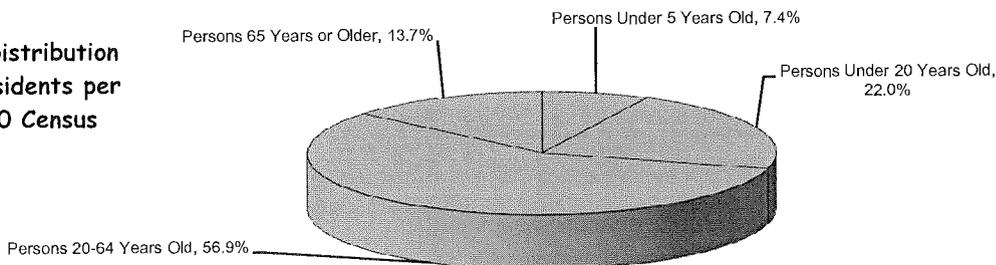
Employment Statistics per May 2011 Michigan Dept Labor



2000 Census Employed Civilian Population - 17,226 16 Years and Over

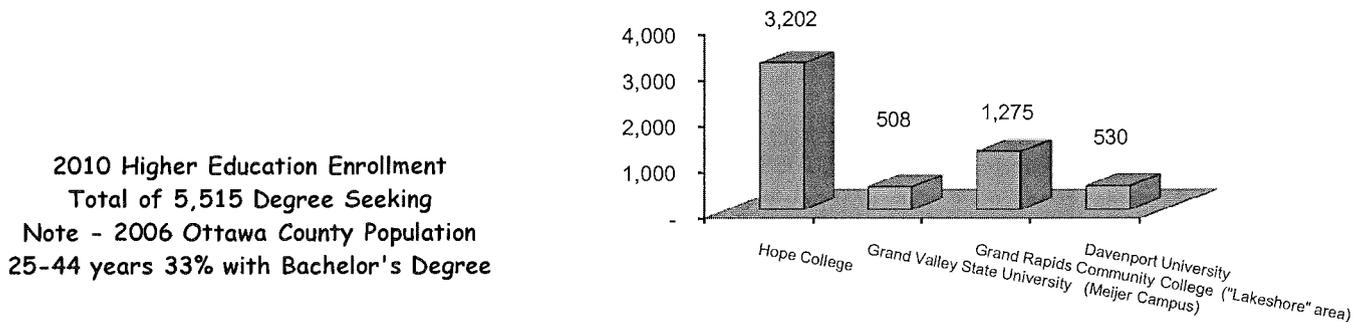
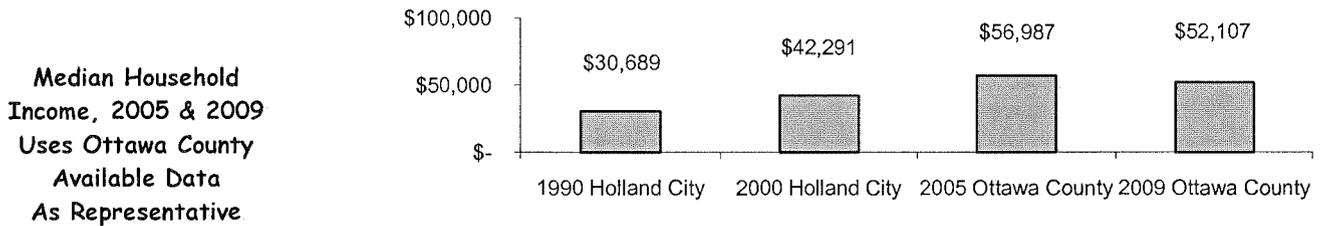
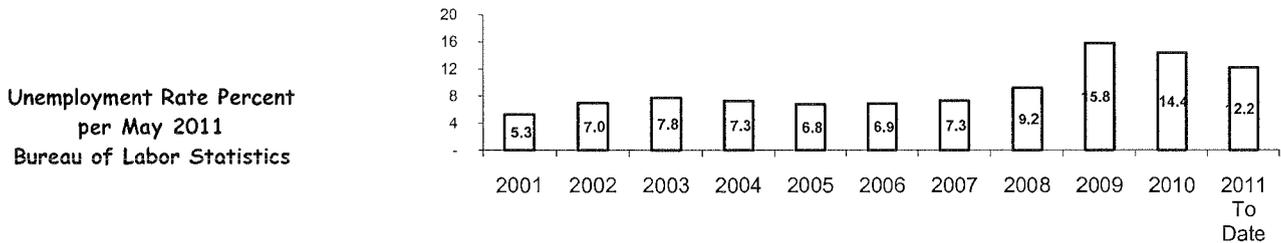
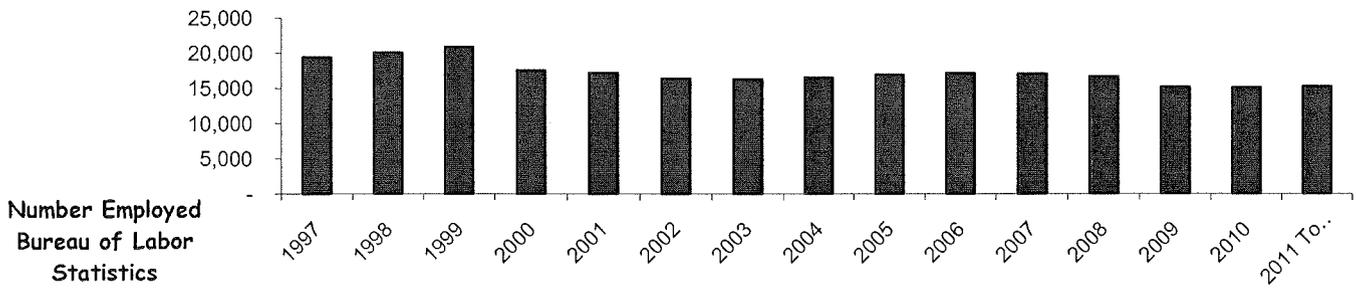


Age Distribution of Residents per 2000 Census



Source: Information is based on 2010 U.S. Census data, unless otherwise noted.

DEMOGRAPHICS



Miscellaneous Statistics

Fire Stations	3	2010 City Population Estimate	33,051
Police Patrol Units	19	Registered Voters FY11	22,379
Parks	24	Percentage Turnout Nov. FY11	42.13%
Cemeteries (City Owned)	2	Library Collection - Physical Units	326,062
Outdoor Stadiums	1	Higher Education Institutions	4
Sports Complexes	2	Streets (miles)	148.5
Community Centers	1	Sanitary Sewers (miles)	183.21
Nature Centers	1	Water Mains (miles)	236.96
Community Pools	2	Square Miles	17.45
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	1876	Centennial Park developed from market square. Van Raalte dies in Holland.
1836	Separatists persecuted by Dutch government and society.	1879	Anton Seif Brewery.
1837	Michigan gains statehood and Ottawa County organized.	1880	Van Putten Butter Tub Factory.
1841	Catholic Mission Church established at the Landing.	1881	Holland Manufacturing Company (windmills).
1846	Rev. Van Raalte requests assistance from American Reformed Dutch Church for separatists.	1883	Telephone service. Holland City Hall / Fire Station (8th Street).
1847	Rev. Albertus Van Raalte and first group of Dutch settlers arrive in the Black Lake region and first log church built, Holland platted.	1885	City Water Service. Western Theological Seminary.
1850	Area population 1,828. Channel to Lake Michigan begun.	1889	Holland State Bank, Lake Side Furniture Company, West Michigan Furniture Company.
1852	Holland boasts seven stores, two hotels, bakery, brass, copper & iron smithies, tailor shop, clock shop & wagon makers.	1890	First private electric power plant.
1856	Van Raalte's First Reformed Church completed.	1891	Building boom. Ottawa Furniture Company.
1857	Van Vleck Hall built at Holland Academy (now Hope College). Cappon & Bertsch tannery.	1892	Electric street lights.
1858	Holland channel improved for large lake vessels. Steamboat line begins between Chicago and Holland.	1893	City of Holland steamer.
1859	Holland City Foundry.	1894	Municipal Electric Power Plant. Holland Furniture Company. Van Tongeren Cigar Factory.
1860	Area population 3,457	1895	"Bonus Plan" encourages companies to locate in Holland.
1861	Civil War begins.	1896	Holland Daily Sentinel newspaper.
1864	Last presidential election with Democratic win in Holland.	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.
- 2011 The City and Hope College transact a property exchange which took 5 years to fully complete. Hope College received Lincoln Park and Columbia Park from the City. The City received property abutting Smalenburg Park.
- 2011 Several electric charging stations for electric vehicles installed around the City.
- 2011 July 11 major storm and wind event fells hundreds of trees throughout the City. Many major power utility poles snapped in half bringing the City to a temporary standstill and requiring emergency procedures to be implemented.

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.

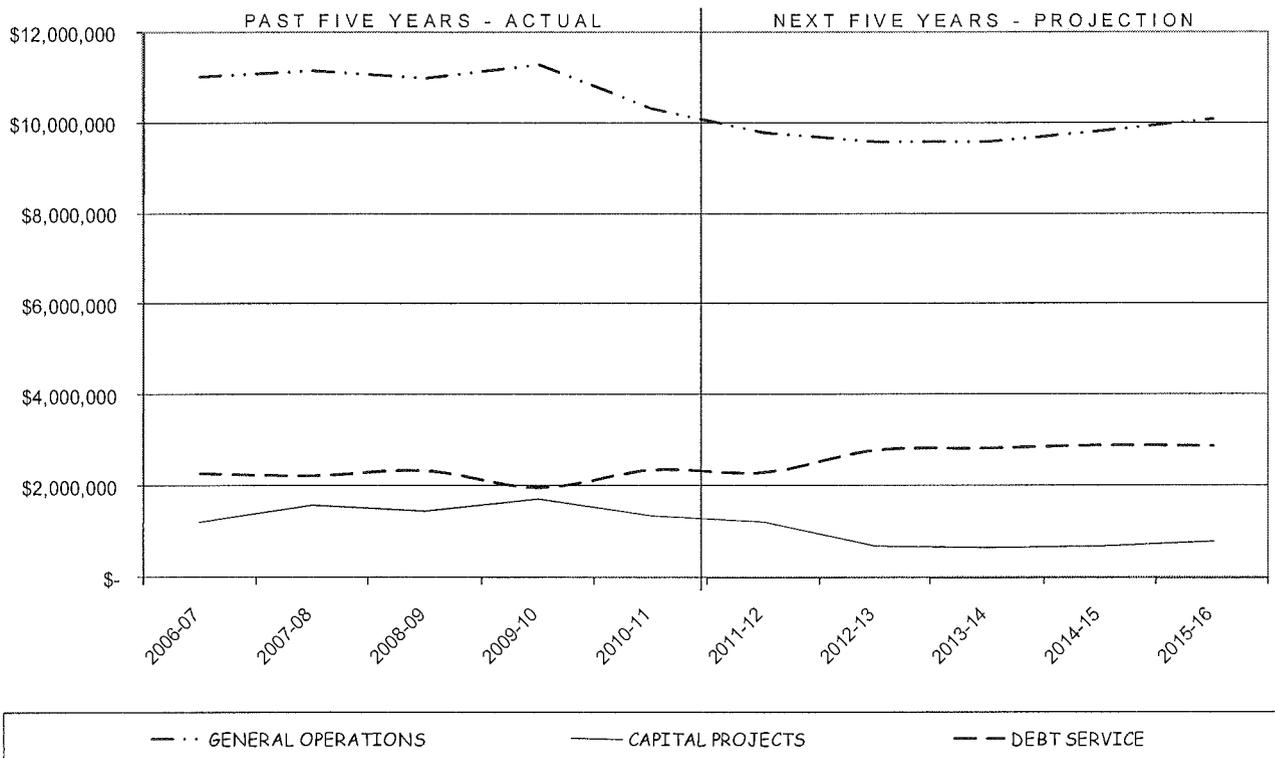
TRENDS OF SIGNIFICANT REVENUES

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. Please reference the additional overall pie chart graphic under the Fund Summaries tab group.

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 FY2012-13, has no change for FY2013-14 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 0.69 to 0.66 then increasing towards 0.76 mills
 - Debt Service : Variable from 2.69 to 2.74 then declining towards 2.65 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 0.05% annual decrease is anticipated for FY2011-12, 2.0% decrease for FY2012-13, 0% increase for FY2013-14 and a 2.5% 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 FY2013 thru FY2016 include:

- sales tax revenues to reflect a 2.0% increase annually
- 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

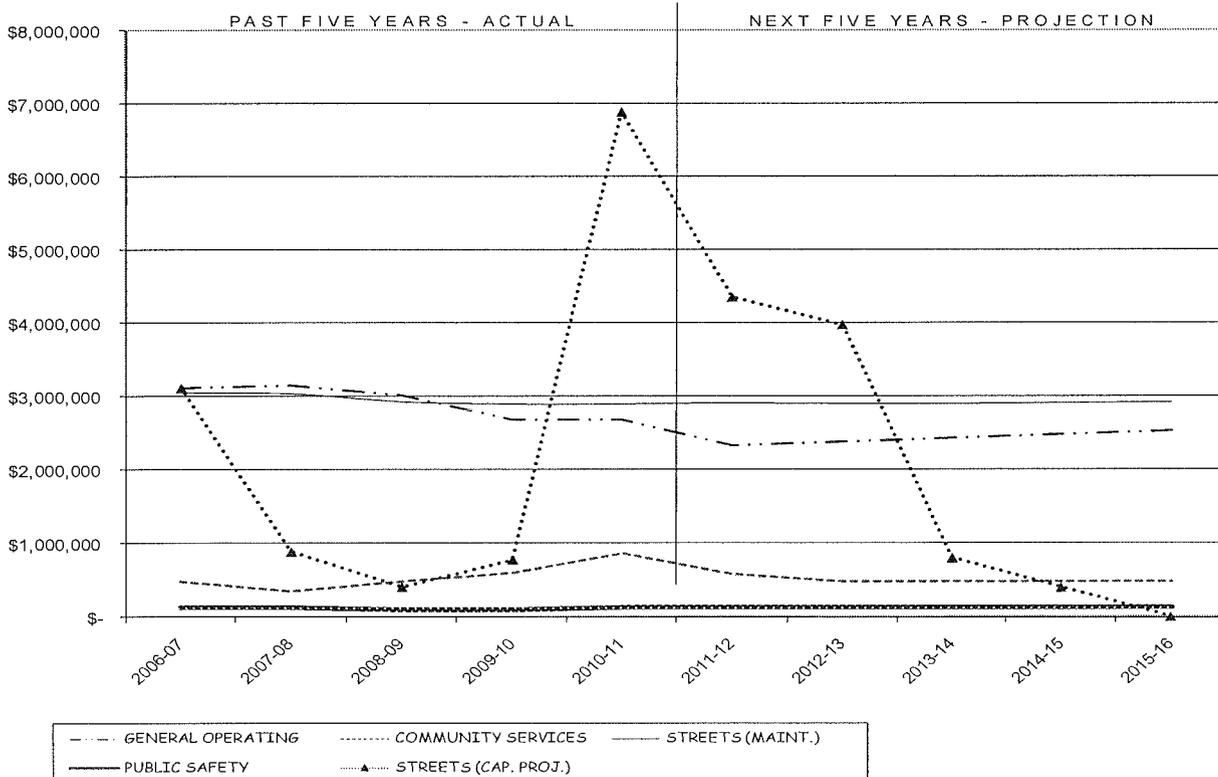
Federal Grants

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

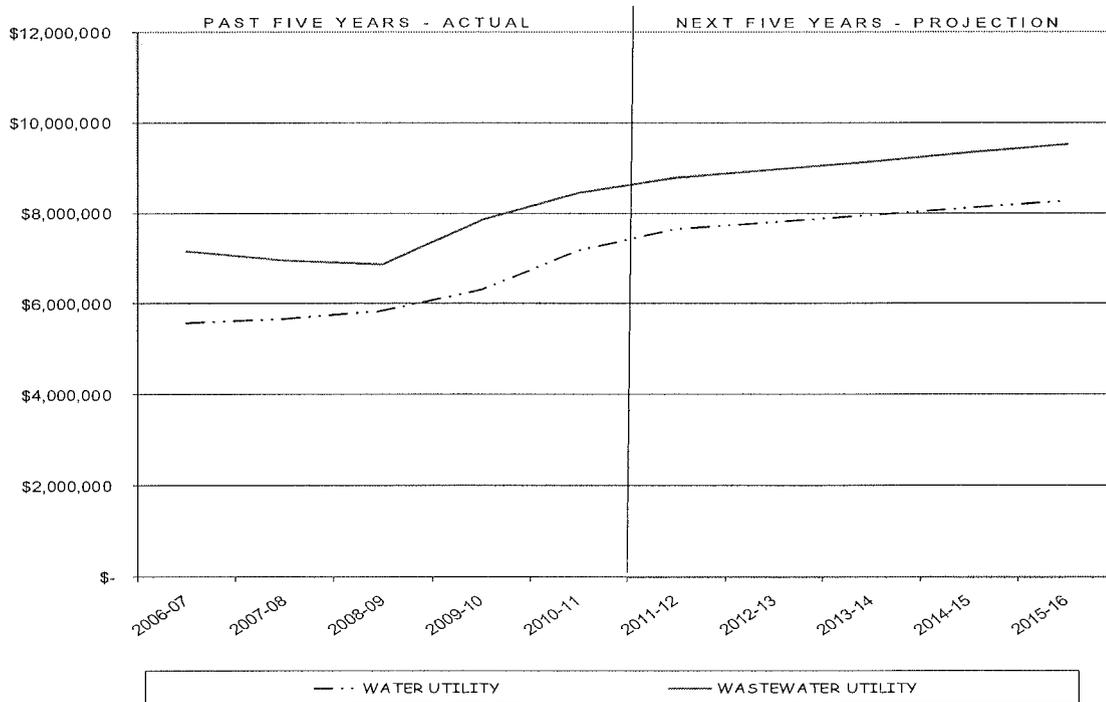
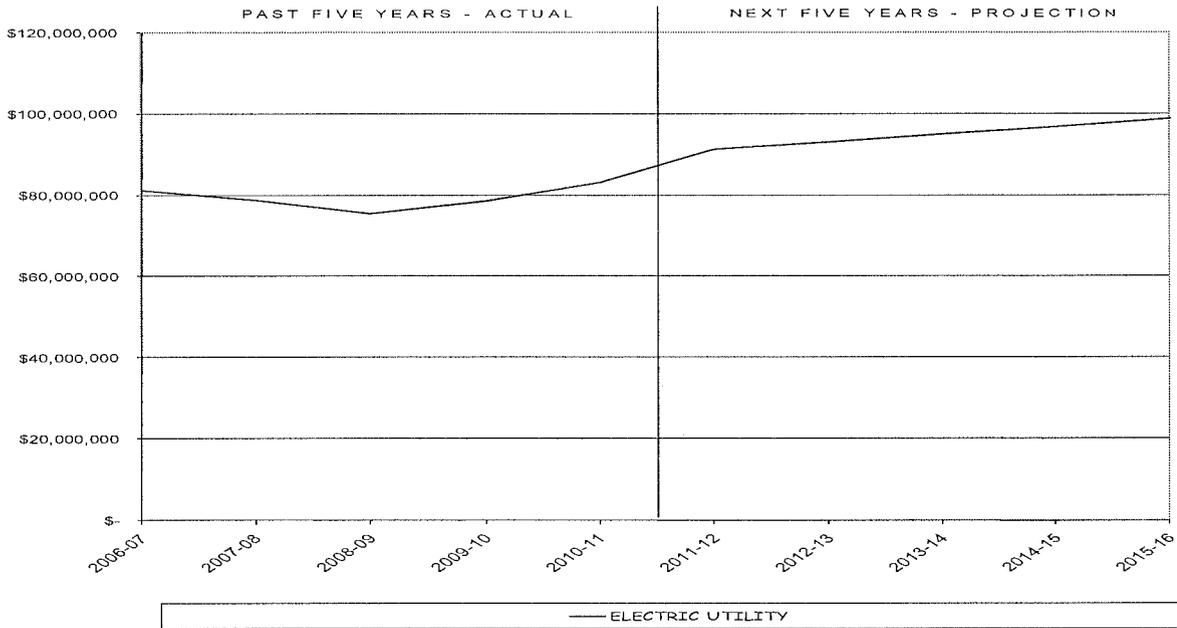
State and Federal Grants for Capital Projects

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 2016 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 4.5% electric, 4% water, and 4% wastewater through 2012 and 2% each utility thereafter:

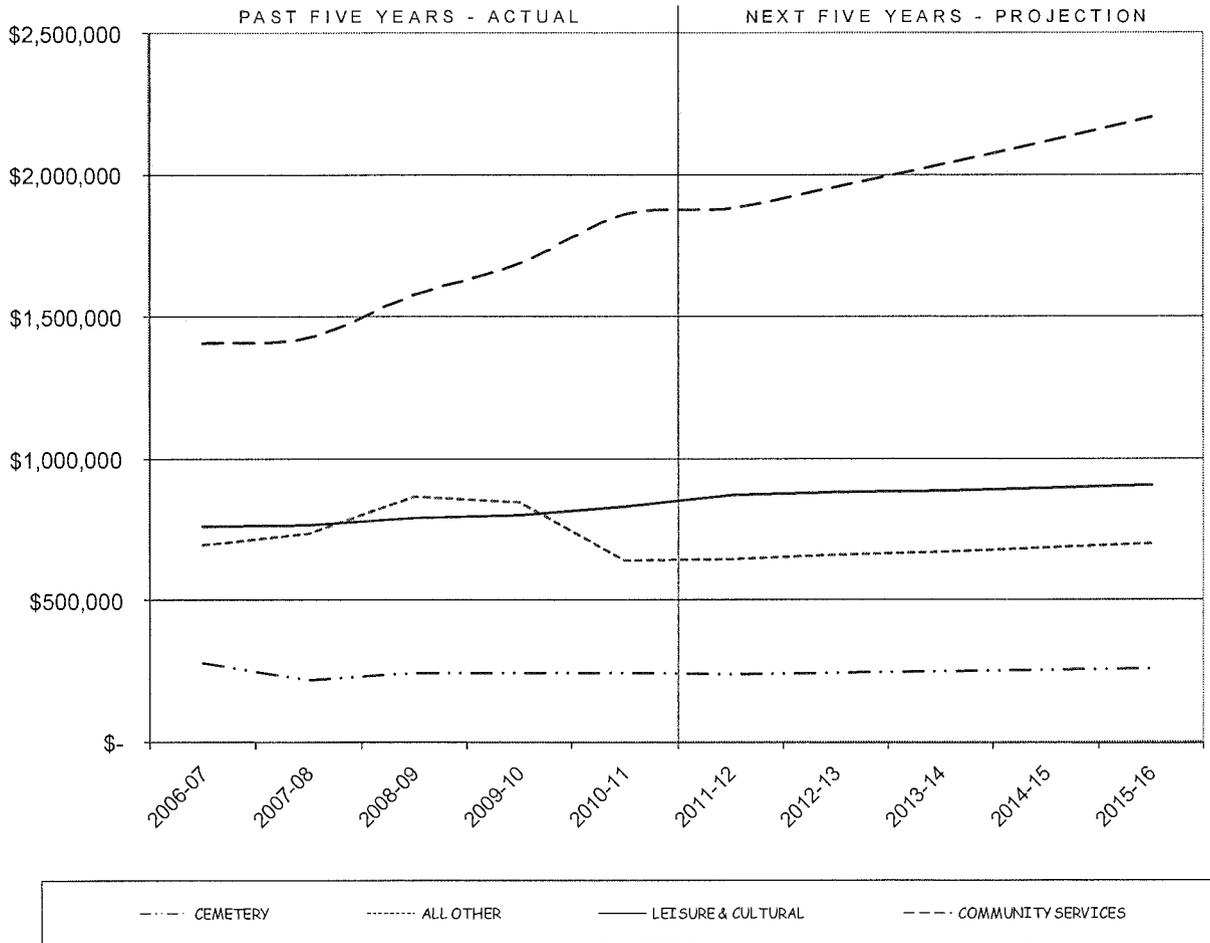


REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES

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 2016.

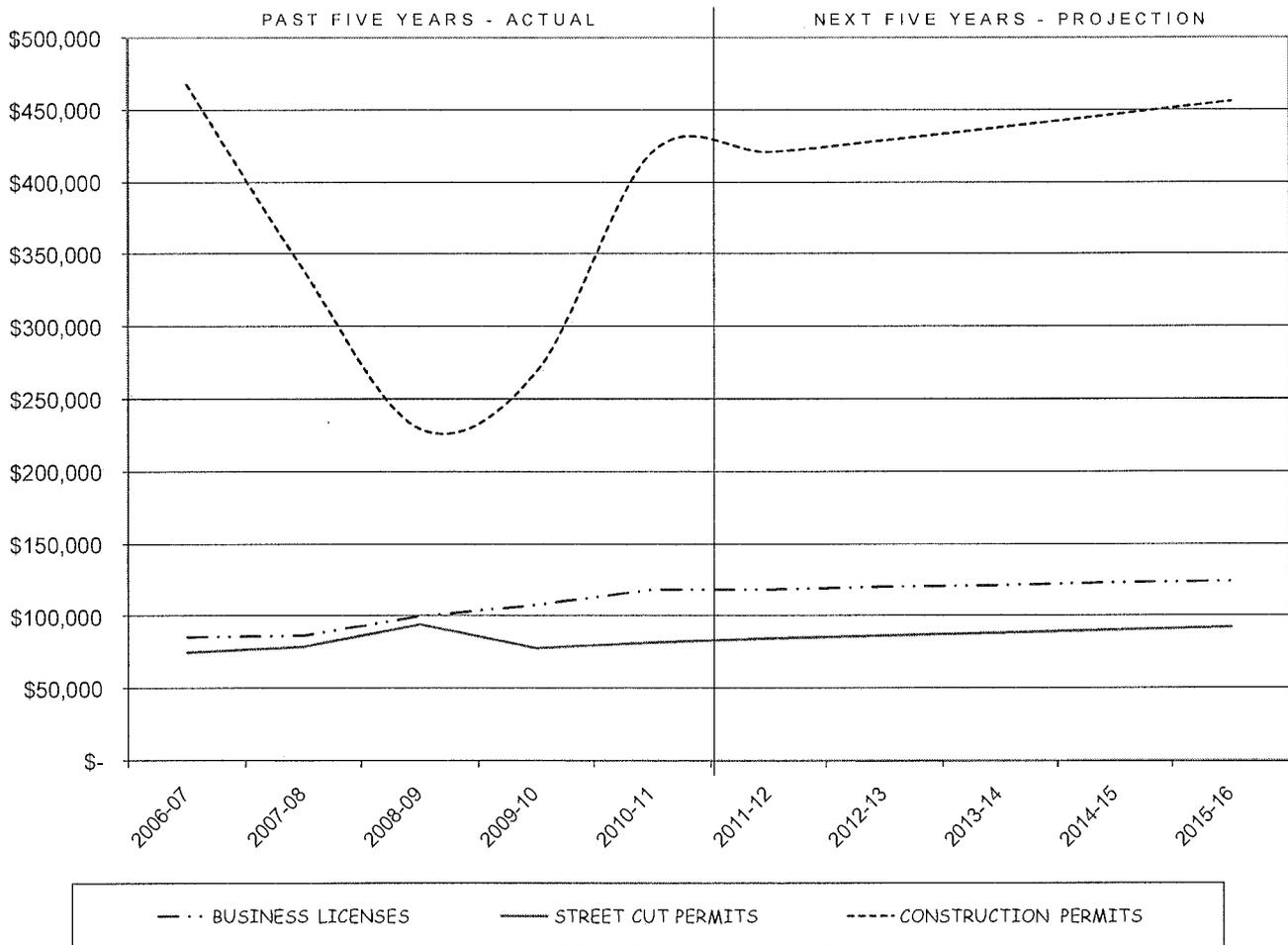
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

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



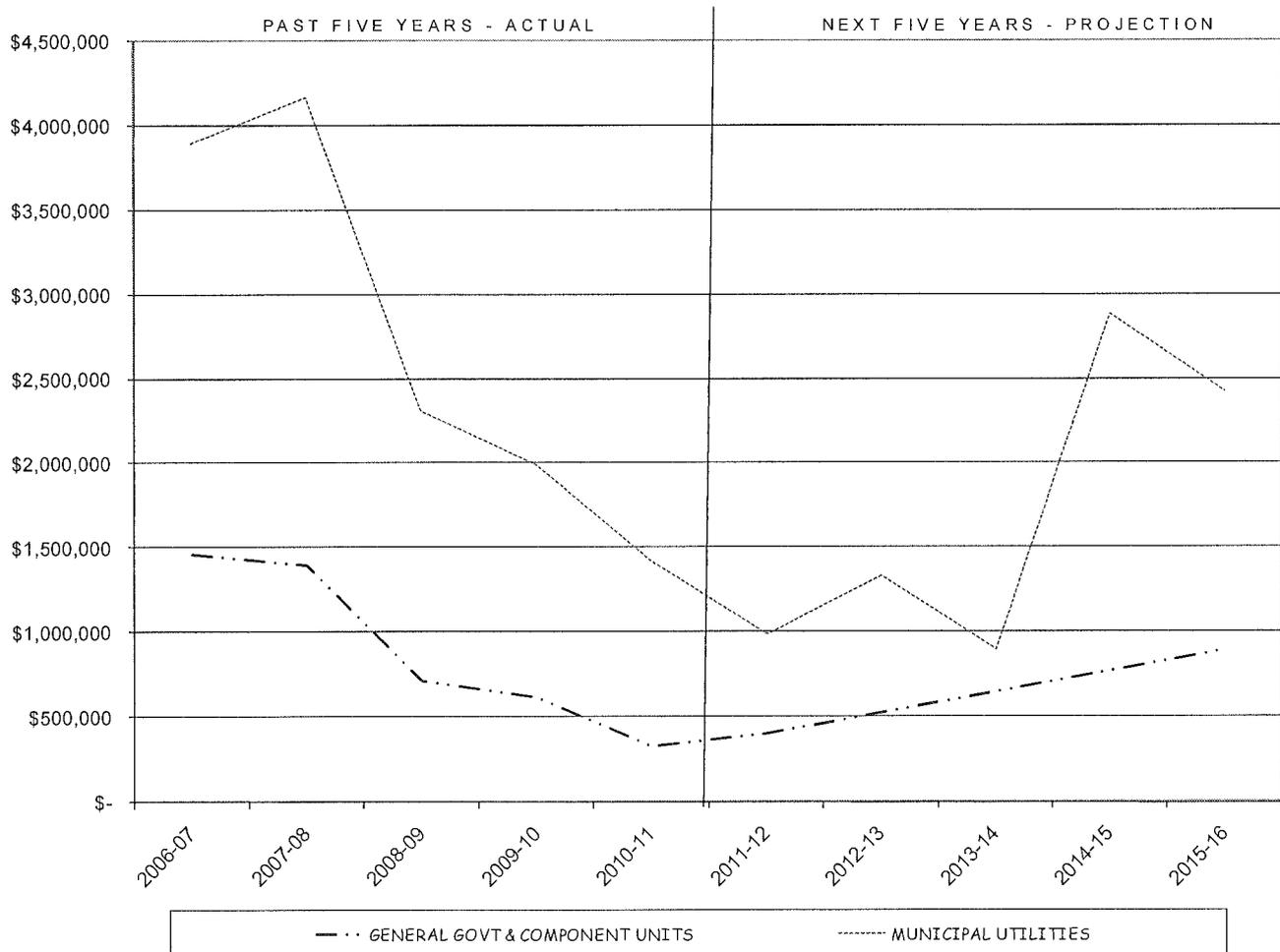
REVENUE GROUP: LICENSES & PERMITS

- 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.
- Depending on approval of a very tentative \$200,000,000 bond issue for a new electric power plant which has been included in this forecast, later years of the Electric, Water and Wastewater Utility Funds will be impacted. There is no material impact from construction bond proceeds with only one \$3.0 million bond issue definitely anticipated for the Water Utility Fund in fiscal year 2012.
- The projection model for fiscal years 2012 thru 2016 includes the following considerations:
 - overall portfolio for operations to remain relatively constant...the same as for fiscal year 2011
 - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
 - total investment income for fiscal year 2012 reflects a constant 1.5% rate of return
 - total investment income for fiscal year 2013 reflects a constant 2.0% rate of return
 - total investment income for fiscal year 2014 reflects a constant 2.5% rate of return
 - total investment income for fiscal year 2015 reflects a constant 3.0% rate of return
 - total investment income for fiscal year 2016 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 1st. However, the budgeting process begins long before that date. In the month of January, the City Council members and citizens meet in informal manner, with the citizens doing all the talking. From that point forward, the process

closely parallels the outline as presented in the Budget Calendar.

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

OPERATING SERVICES

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

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

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

CAPITAL PROJECTS

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

FINANCIAL POLICIES

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

BUDGETING

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

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)

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)

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, 2011 - JUNE 30, 2012

May 4, 2011

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2011-12 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

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

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 4, 2011 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, 2011 through June 30, 2012; 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 2010-11, to the extent that such adjustments do not exceed the *2010-11 Revised Estimates*, as outlined in the fiscal year 2011-12 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2011 will be liquidated and re-established as of July 1, 2011 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, 2011 - June 30, 2012 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	9.5000	\$ 9,853,362
<u>Capital Projects and Acquisitions:</u>		
– Property Acquisitions	0.0000	-0-
– Sidewalk Development & Improvement Projects	0.0500	51,860
– Street Development & Improvement Projects	1.0000	1,037,196
– Municipal Capital Projects	0.1351	140,125
<u>Debt Service Obligations:</u>		
– General Obligation Debt	2.1946	2,319,185
<u>Total Property Tax Millage Levy</u>	<u>12.8797</u>	<u>\$ 13,401,728</u>
<u>HERRICK DISTRICT LIBRARY</u>		
– Library Operating	1.1000	\$ 1,140,916
– Library Debt Service Obligation	0.1703	179,968
<u>Total Property Tax Millage Levy</u>	<u>1.2703</u>	<u>\$ 1,320,884</u>
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	<u>0.1000</u>	<u>\$ 103,720</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>14.2500</u>	<u>\$ 14,826,332</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.8333</u>	<u>\$ 178,630</u>

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, 2011, 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, 2011, 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 2010-11: \$82,000 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2010-11 for prior tax years (those years prior to Tax Year 2010).

Fiscal Year 2011-12: \$30,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2011-12 for prior tax years (those years prior to Tax Year 2011). A transfer of \$50,000 to the General Fund is also appropriated to offset revenue shortfalls.

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 4, 2011.



Anna Perales

Acting Deputy City Clerk

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2010 AND 2011

- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2010	2011	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property + NEZ (\$291,091)	\$ 540,616,527	\$ 528,498,464	\$ (12,118,063)	-2.24%
Business				
<u>Real Property:</u>				
- Industrial	\$ 120,551,542	\$ 111,999,434	\$ (8,552,108)	-7.09%
- Commercial	250,710,824	234,262,984	(16,447,840)	-6.56%
- Agricultural	1,573,858	1,478,164	(95,694)	-6.08%
- Developmental	585,843	595,050	9,207	1.57%
- <u>Total Business Real Property</u>	\$ 373,422,067	\$ 348,335,632	\$ (25,086,435)	-6.72%
<u>Personal Property:</u>				
- Industrial	\$ 117,387,800	\$ 122,762,700	\$ 5,374,900	4.58%
- Commercial	38,056,600	37,841,100	(215,500)	-0.57%
- Utilities	5,659,500	6,053,400	393,900	6.96%
- <u>Total Business Personal Property</u>	\$ 161,103,900	\$ 166,657,200	\$ 5,553,300	3.45%
<u>Total Business Property</u>	\$ 534,525,967	\$ 514,992,832	\$ (19,533,135)	-3.65%
<u>Total Regular Assessment Roll</u>	\$ 1,075,142,494	\$ 1,043,491,296	\$ (31,651,198)	-2.94%

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

@ Regular Valuations				
<u>Real Property:</u>				
- New	\$ 29,866,072	\$ 24,385,277	\$ (5,480,795)	-18.35%
- Rehabilitated	244,900	578,040	333,140	0.00%
- <u>Total Real Property</u>	\$ 30,110,972	\$ 24,963,317	\$ (5,147,655)	-17.10%
<u>Personal Property:</u>				
- New	\$ 43,413,600	\$ 39,731,800	\$ (3,681,800)	-8.48%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	\$ 43,413,600	\$ 39,731,800	\$ (3,681,800)	-8.48%
<u>Total Real and Personal Property</u>	\$ 73,524,572	\$ 64,695,117	\$ (8,829,455)	-12.01%
<u>@ Taxable Valuation Equivalency</u>	\$ 36,884,736	\$ 32,636,579	\$ (4,248,158)	-11.52%

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll + NEZ	\$ 1,075,142,494	\$ 1,043,491,296	\$ (31,651,198)	-2.94%
Tax Abatement Assessment Roll (IFT)	36,884,736	32,636,579	\$ (4,248,158)	-11.52%
<u>Grand Total</u>	\$ 1,112,027,230	\$ 1,076,127,875	\$ (35,899,356)	-3.23%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2011 (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 2011 (fiscal year 2012) amount to \$19,573,024.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2011 (fiscal year 2012), P.A. 376 Tool & Die abatements amount to \$5,248,750.

For tax year 2011 (fiscal year 2012), P.A. 376 Michigan Strategic Fund abatements amount to \$12,910,200.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2011

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property + NEZ (\$291,091)	\$ 801,657,987	\$ 75,172,809	\$ 3,300	\$ 876,834,096
Personal Property	108,714,600	57,934,200	8,400	166,657,200
Total	\$ 910,372,587	\$ 133,107,009	\$ 11,700	\$ 1,043,491,296
<u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 40,220,900	\$ 23,896,177	\$ - 0 -	\$ 64,117,077
Rehabilitated Property	578,040	- 0 -	- 0 -	578,040
Total	\$ 40,798,940	\$ 23,896,177	\$ - 0 -	\$ 64,695,117
<u>Valuation for Budgeting Purposes</u>	<u>\$ 20,688,490</u>	<u>\$ 11,948,089</u>	<u>\$ - 0 -</u>	<u>\$ 32,636,579</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 931,061,077</u>	<u>\$ 145,055,098</u>	<u>\$ 11,700</u>	<u>\$ 1,076,127,875</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>County Of</u>		<u>Combined</u>
	<u>Ottawa</u>	<u>Allegan</u>	
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property + NEZ (\$291,091)	\$ 596,473,235	\$ 280,360,861	\$ 876,834,096
Personal Property	56,666,500	109,990,700	166,657,200
Total	\$ 653,139,735	\$ 390,351,561	\$ 1,043,491,296
<u>IFT/CFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 11,482,700	\$ 52,634,377	\$ 64,117,077
Rehabilitated Property	244,900	333,140	578,040
Total	\$ 11,727,600	\$ 52,967,517	\$ 64,695,117
<u>Valuation for Budgeting Purposes</u>	<u>\$ 5,986,250</u>	<u>\$ 26,650,329</u>	<u>\$ 32,636,579</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 659,125,985</u>	<u>\$ 417,001,890</u>	<u>\$ 1,076,127,875</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2011 (fiscal year 2012), 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 2011 (fiscal year 2012) amount to \$19,573,024.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2011 (fiscal year 2012), P.A. 376 Tool & Die abatements amount to \$5,248,750.

For tax year 2011 (fiscal year 2012), P.A. 376 Michigan Strategic Fund abatements amount to \$12,910,200.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2010 AND 2011

- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2010		TAX YEAR 2011	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property + NEZ (\$291,091)	\$ 540,616,527		\$ 528,498,464	
Total - All Residential Property	\$ 540,616,527	48.62%	\$ 528,498,464	49.11%
Business Property				
Regular Assessment Roll:				
- Real Property	\$ 373,422,067		\$ 348,335,632	
- Personal Property	161,103,900		166,657,200	
- Total	\$ 534,525,967		\$ 514,992,832	
IFT Abatement Assessment Roll:				
- Real Property	\$ 15,177,936		\$ 12,770,679	
- Personal Property	21,706,800		19,865,900	
- Total	\$ 36,884,736		\$ 32,636,579	
Total - All Business Property	\$ 571,410,703	51.38%	\$ 547,629,411	50.89%
Grand Total - All Property	\$ 1,112,027,230	100.00%	\$ 1,076,127,875	100.00%

TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY

Total - All Real Property	\$ 929,216,530	83.56%	\$ 889,604,775	82.67%
Total - All Personal Property	182,810,700	16.44%	186,523,100	17.33%
Grand Total - All Property	\$ 1,112,027,230	100.00%	\$ 1,076,127,875	100.00%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2011 (fiscal year 2012), 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 2011 (fiscal year 2012) amount to \$19,573,024.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2011 (fiscal year 2012), P.A. 376 Tool & Die abatements amount to \$5,248,750.

For tax year 2011 (fiscal year 2012), P.A. 376 Michigan Strategic Fund abatements amount to \$12,910,200.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2011

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
<u>Residential Property</u>			
Regular Assessment Roll + NEZ:	\$ 548,000,200	\$ 528,498,464	\$ 19,501,736
<u>Business Property</u>			
Regular Assessment Roll:	\$ 531,795,100	\$ 514,992,832	\$ 16,802,268
IFT Abatement Assessment Roll:			
- Real Property	\$ 12,778,900	\$ 12,770,679	\$ 8,221
- Personal Property	19,865,900	19,865,900	\$ -
- Total	<u>\$ 32,644,800</u>	<u>\$ 32,636,579</u>	<u>\$ 8,221</u>
Total - All Business Property	<u>\$ 564,439,900</u>	<u>\$ 547,629,411</u>	<u>\$ 16,810,489</u>
<u>Grand Total - All Property</u>	<u>\$ 1,112,440,100</u>	<u>\$ 1,076,127,875</u>	<u>\$ 36,312,225</u>
			Reduction Percentage 3.26%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

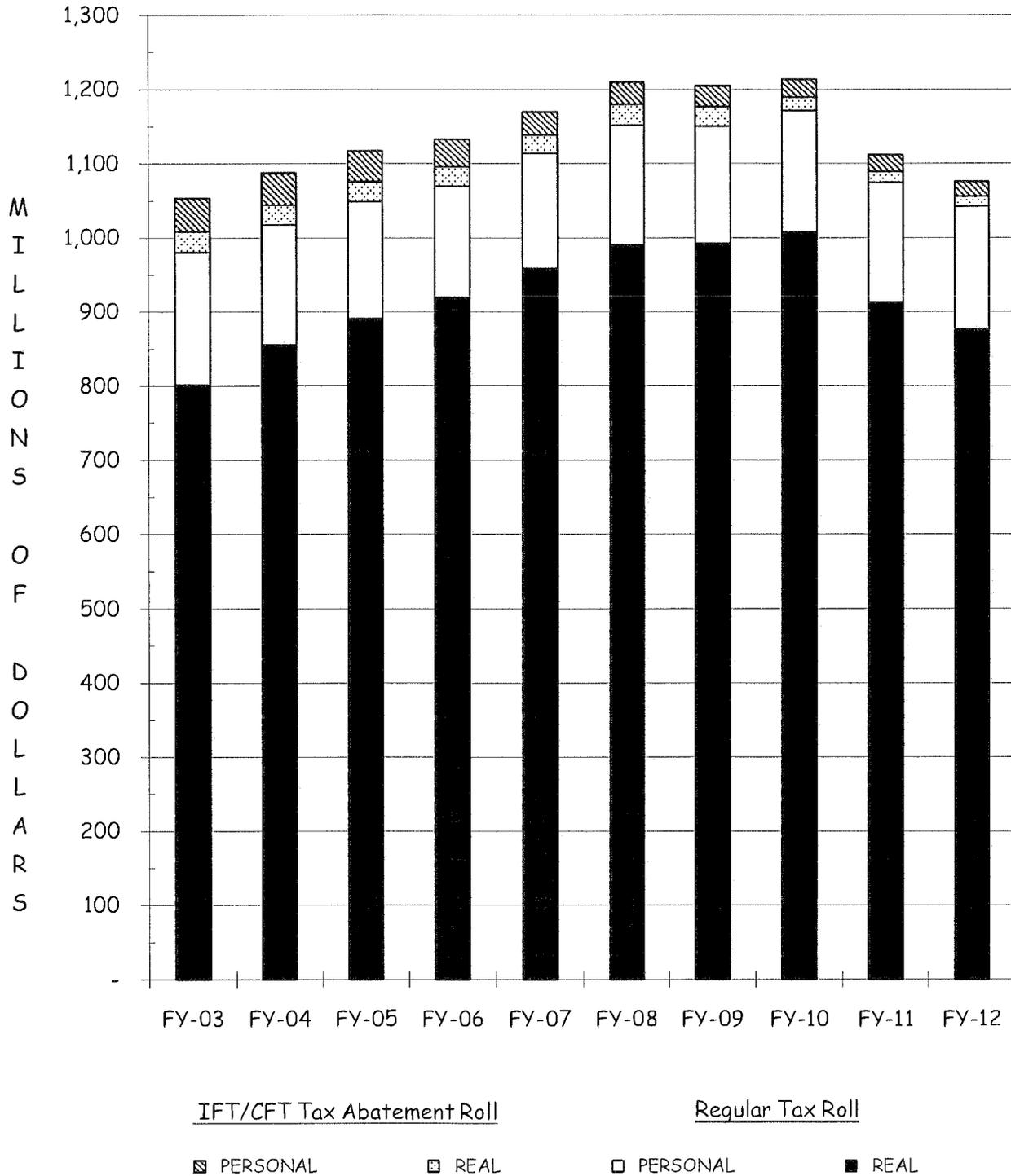
For tax year 2011 (fiscal year 2012), the City of Holland administers eleven individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax 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 2011 (fiscal year 2012) amount to \$19,573,024.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2011 (fiscal year 2012), P.A. 376 Tool & Die abatements amount to \$5,248,750.

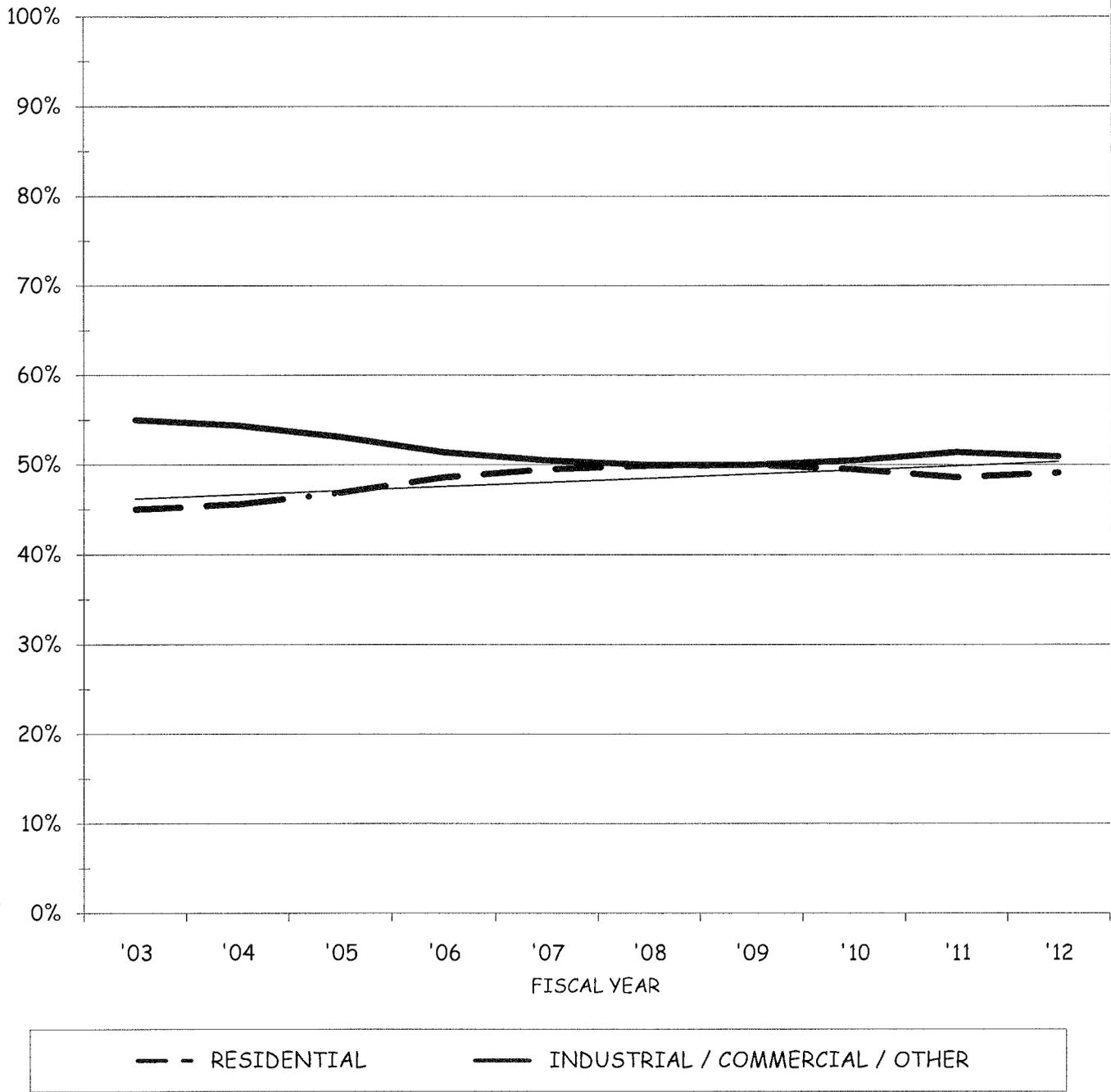
For tax year 2011 (fiscal year 2012), P.A. 376 Michigan Strategic Fund abatements amount to \$12,910,200.

CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



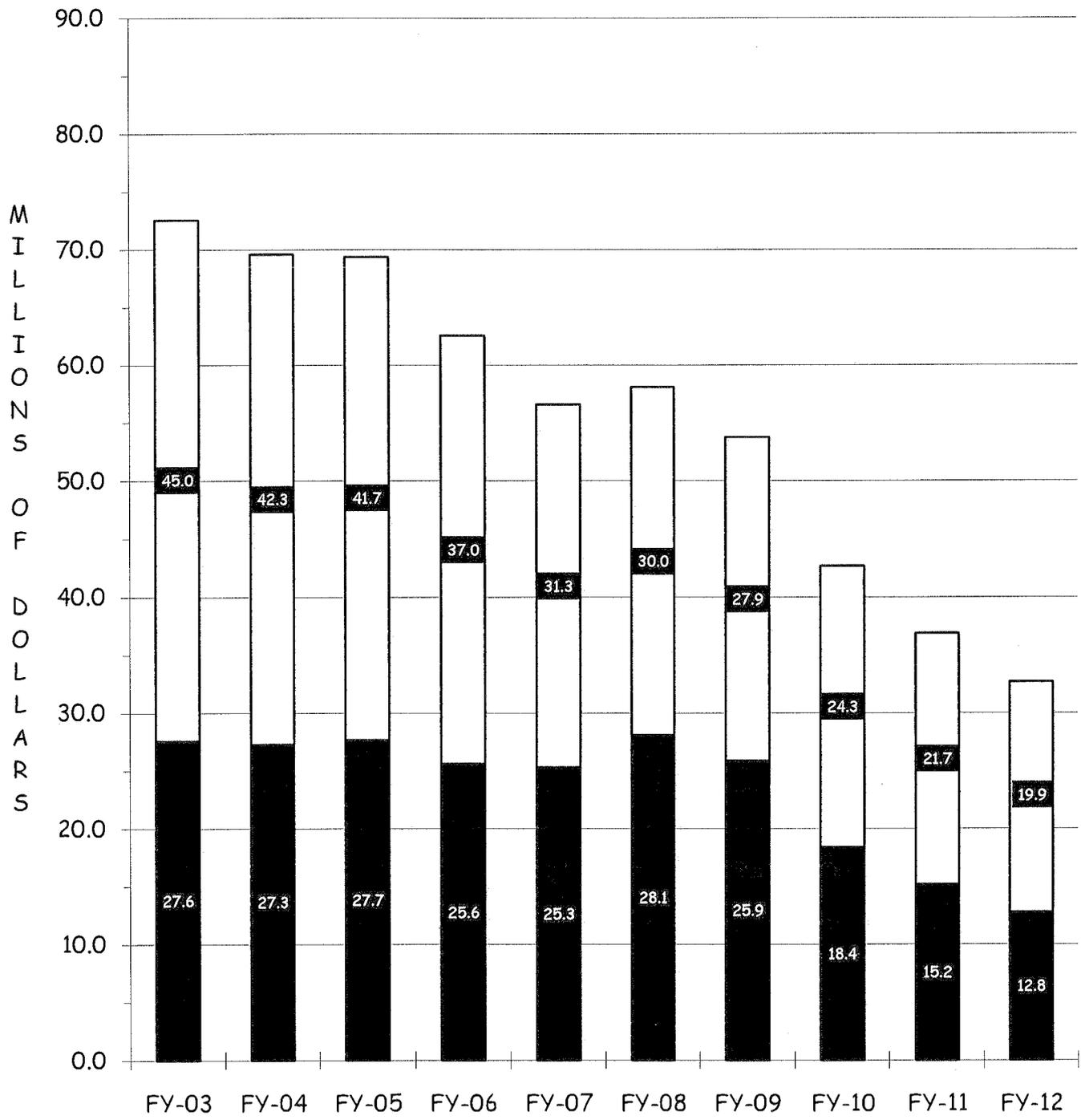
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

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 2011 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	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
-Capital Levies:								
Property Acquisition	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
Street Improv.	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
Sidewalk Improv.	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
Municipal Cap.Improv.	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
-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	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	Y	2,051,250	Y	106,100
Road Improvements	---	-----	---	-----	Y	2,051,250	Y	106,100
Emergency 911	---	-----	---	-----	Y	2,051,250	Y	106,100
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,824,400	Y	4,079,225	---	-----	---	-----
Parks	Y	2,824,400	Y	4,079,225	---	-----	---	-----
Emergency 911	Y	2,824,400	Y	4,079,225	---	-----	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
Special Education	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
Vocational Education	Y	2,824,400	Y	4,079,225	Y	2,051,250	Y	106,100
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	868,368	N	- 0 -	N	- 0 -	Y	106,100
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,824,400	N	- 0 -	N	- 0 -	Y	106,100

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2011 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	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
-Capital Levies:								
Property Acquisition	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Street Improv.	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Sidewalk Improv.	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Municipal Cap.Improv.	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
-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	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	---	-----
Road Improvements	---	-----	---	-----	---	-----	---	-----
Emergency 911	---	-----	---	-----	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Parks	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Emergency 911	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Special Education	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
Vocational Education	Y	2,735,121	Y	548,000	Y	2,246,485	Y	35,000
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,412,354	N	- 0 -	N	2,246,485	N	35,000
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,735,121	N	- 0 -	Y	2,246,485	N	35,000

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2011 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	571,779	Y	4,337,638	Y	38,026	19,573,024
-Capital Levies:							
Property Acquisition	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
Street Improv.	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
Sidewalk Improv.	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
Municipal Cap.Improv.	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
-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	571,779	Y	4,337,638	Y	38,026	19,573,024
<u>WEST MI AIRPOR AUTH.</u>							
Operating	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
<u>DISTRICT LIBRARY</u>							
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
<u>COMMUNITY POOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
<u>COUNTY OF ALLEGAN</u>							
Operating	---	-----	---	-----	---	- 0 -	2,157,350
Road Improvements	---	-----	---	-----	---	- 0 -	2,157,350
Emergency 911	---	-----	---	-----	---	- 0 -	2,157,350
<u>COUNTY OF OTTAWA</u>							
Operating	Y	571,779	Y	4,337,638	Y	38,026	17,415,674
Parks	Y	571,779	Y	4,337,638	Y	38,026	17,415,674
Emergency 911	Y	571,779	Y	4,337,638	Y	38,026	17,415,674
<u>INTERMEDIATE SCHOOL</u>							
General Education	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
Special Education	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
Vocational Education	Y	571,779	Y	4,337,638	Y	38,026	19,573,024
<u>HOLLAND SCHOOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	571,779	Y	4,337,638	Y	38,026	10,615,750
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>							
State Education Tax	Y	571,779	Y	4,337,638	Y	38,026	12,894,549

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2010 FY 2010-11	Tax Year 2011 FY 2011-12	Change	
Regular Roll (Includes Frozen NEZ)	\$ 1,075,142,494	\$ 1,043,491,296	\$ (31,651,198)	- 2.94%
- Less Renaissance Zones and Known MTT Adjustments:				
- MTT Adjustment - Cedar Village	- 0 -	(383,250)	(383,250)	
- MTT Adjustment - JCI	- 0 -	(783,800)	(783,800)	
- LS Mold Tool & Die	(264,500)	(989,000)	(724,500)	
- STM Manufacturing Tool & Die	(567,855)	(498,200)	69,655	
- Buhler Prince	- 0 -	(2,827,000)	(2,827,000)	
- LG Chem/Compact Power	- 0 -	(3,748,900)	(3,748,900)	
- Johnson Controls - Saft APS	(1,751,334)	(9,161,300)	(7,409,966)	
Subtotal Renaissance Zones & MTT	(2,583,689)	(18,391,450)	(15,807,761)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,812,897)	(2,824,400)	(11,503)	
- 665 East 48th Street (Lifesavers)	(88,300)	(106,100)	(17,800)	
- 570 East 16th Street (GE)	(4,868,525)	(4,079,225)	789,300	
- 573 Columbia Ave (Baker-Lofts)	(2,869,366)	(2,735,121)	134,245	
- 345 East 48th Street (Textron)	(535,500)	(612,400)	(76,900)	
- 96 West 15th Street (Midtown Resource Ctr)	(593,900)	(548,000)	45,900	
- 99 East 8th Street (Plaza East)	(2,573,828)	(2,246,485)	327,343	
- 479 Columbia Ave (Purple House Productions)	(30,000)	(35,000)	(5,000)	
- 146 River Ave (Scrap Yard Lofts)	(776,769)	(571,779)	204,990	
- 7th Street Project (Parking Deck)	(4,840,233)	(4,337,638)	502,595	
- 561 Crescent Drive (Crescent Shores)	(27,875)	(38,026)	(10,151)	
Subtotal Brownfields	(20,017,193)	(18,134,174)	1,883,019	
Subtotal Regular Roll	1,052,541,612	1,006,965,672	\$ (45,575,940)	- 4.33%
Tax Abatement Roll (Expressed at Equivalency)	36,884,736	32,636,579	(4,248,157)	- 11.52%
- Less Renaissance Zones and Known MTT Adjustments:			- 0 -	
- MTT Adjustment - JCI	- 0 -	(32,850)	(32,850)	
- Buhler Prince	- 0 -	(342,000)	(342,000)	
- STM Manufacturing Tool & Die	(273,250)	(592,550)	(319,300)	
Subtotal Renaissance Zones & MTT	(273,250)	(967,400)	(694,150)	
- Less Brownfields:				
- 345 East 48th Street (Textron)	(1,582,450)	(1,438,850)	143,600	
Subtotal Brownfields	(1,582,450)	(1,438,850)	143,600	
Subtotal Abatement Roll	35,029,036	30,230,329	\$ (4,798,707)	- 13.70%
Total - All Rolls Adjusted	\$ 1,087,570,648	\$ 1,037,196,001	\$ (50,374,647)	- 4.63%
Valuation to Add Back to Debt Levies	24,456,582	19,573,024	(4,883,558)	- 19.97%
Valuation of Brownfields/Renaissance Zones/MT	24,456,582	38,931,874	14,475,292	59.19%

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.

FY12 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$19,573,024 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total FY12 Taxable Valuation used for Debt Service computation is \$1,056,769,025.

PROPERTY TAX LEVY

ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2010-11 AND 2011-12

	Tax Year 2010	Tax Year 2011	Increase (Decrease)	
	FY 2010-11	FY 2011-12	Amount	Percent
PROPERTY TAX MILLAGE RATES				
<u>City of Holland</u>				
- Operating Levies:				
General	9.5089	9.5000	(0.0089)	- 0.09%
Total Operating	<u>9.5089</u>	<u>9.5000</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	0.2004 (1)	0.1371 (1)	(0.0633)	- 31.59%
Total Capital	<u>1.2504</u>	<u>1.1871</u>	<u>(0.0633)</u>	<u>- 5.06%</u>
- Debt Service Levies:				
General Obligation Debt	2.1277	2.1946	0.0669	3.14%
- Total City of Holland	<u>12.8870</u>	<u>12.8817</u>	<u>(0.0053)</u>	<u>- 0.04%</u>
<u>Herrick District Library</u>				
- Operating	1.1000	1.1000	0.0000	0.00%
- Debt Service	0.1630 (1)	0.1683 (1)	0.0053	3.25%
- Total Herrick District Library	<u>1.2630</u>	<u>1.2683</u>	<u>0.0053</u>	<u>0.42%</u>
<u>Airport Authority</u>	<u>0.1000</u>	<u>0.1000</u>	<u>0.0000</u>	<u>0.00%</u>
<u>Total Millage Levy Rate</u>	<u>14.2500</u>	<u>14.2500</u>	<u>(0.0000)</u>	<u>- 0.00%</u>
PROPERTY TAX MILLAGE AMOUNTS				
<u>City of Holland</u>				
- Operating Levies:				
General	10,341,601	9,853,362	(488,239)	- 4.72%
Total Operating	<u>\$ 10,341,601</u>	<u>\$ 9,853,362</u>	<u>\$ (488,239)</u>	<u>- 4.72%</u>
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,087,571	1,037,196	(50,375)	- 4.63%
Sidewalk Improvement Projects	54,379	51,860	(2,519)	- 4.63%
Municipal Capital Projects	217,949	142,200	(75,749)	- 34.76%
Total Capital	<u>\$ 1,359,899</u>	<u>\$ 1,231,256</u>	<u>\$ (128,643)</u>	<u>- 9.46%</u>
- Debt Service Levies:				
General Obligation Debt *	2,366,060	2,319,185	(46,875)	- 1.98%
- Total City of Holland	<u>\$ 14,067,560</u>	<u>\$ 13,403,803</u>	<u>\$ (663,757)</u>	<u>- 4.72%</u>
<u>Herrick District Library</u>				
- Operating	1,196,328	1,140,916	(55,412)	- 4.63%
- Debt Service *	181,260	177,854	(3,406)	- 1.88%
- Total Herrick District Library	<u>\$ 1,377,588</u>	<u>\$ 1,318,770</u>	<u>\$ (58,818)</u>	<u>- 4.27%</u>
<u>Airport Authority</u>	<u>108,757</u>	<u>103,720</u>	<u>(5,037)</u>	<u>- 4.63%</u>
<u>Total Millage Levy Amount</u>	<u>\$ 15,553,905</u>	<u>\$ 14,826,293</u>	<u>\$ (727,612)</u>	<u>- 4.68%</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 2011-12

Taxing Jurisdiction	2011 Taxable Value Within City of Holland	2011-12 Millage		Projected 1% Administration Fee
		Rates	Amounts	
City of Holland	\$ 1,076,127,875	12.8797	\$ 13,860,204	\$ 138,602
Special Assessments/Operating Assessments			700,000	7,000
Downtown Development Authority	97,436,201	1.8333	178,630	1,786
Herrick District Library	1,076,127,875	1.2703	1,367,005	13,670
West Michigan Airport Authority	1,076,127,875	0.1000	107,613	1,076
State of Michigan	891,745,725	6.0000	5,350,474	53,505
- Commercial Personal Property	38,074,400	6.0000	228,446	2,284
- Industrial Personal Property	142,395,300	- 0 -	- 0 -	0
Holland Public School District:				
- Principal Residence Exempt Properties(a)	437,615,099	7.3000	3,194,590	31,946
- Non-Principal Residence Properties	374,916,878	25.3000	9,485,397	94,854
- Commercial Personal Property	32,728,500	13.3000	435,289	4,353
- Industrial Personal Property	85,800,600	7.3000	626,344	6,263
Hamilton Community School District:				
- Principal Residence Exempt Properties(a)	12,103,602	7.0000	84,725	847
- Non-Principal Residence Properties	71,010,896	25.0000	1,775,272	17,753
- Commercial Personal Property	5,345,900	13.0000	69,497	695
- Industrial Personal Property	56,594,700	7.0000	396,163	3,962
Zeeland Public School District:				
- Principal Residence Exempt Properties(a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Principal Residence Properties	11,700	26.0300	305	3
Ottawa Intermediate School District	1,076,127,875	5.5234	5,943,885	59,439
Holland Area Community Pool Authority	931,061,077	1.5200	1,415,213	14,152
MAX Authority	1,076,127,875	0.3500	376,645	3,766
County of Allegan	417,001,890	5.8975	2,459,269	24,593
County of Ottawa	659,125,985	4.3565	2,871,482	28,715
Total			<u>\$ 50,926,448</u>	<u>\$ 509,264</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 2011. 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 2010-11 AND FISCAL YEAR 2011-12

	<u>Actual</u> Tax Year 2010 FY 2010-11	<u>Adopted</u> Tax Year 2011 FY 2011-12	<u>Increase (Decrease)</u>	
			<u>Amount</u>	<u>Percent</u>
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 91,390,799	\$ 87,006,476	\$ (4,384,323)	-4.80%
- Personal Property	9,762,900	9,549,300	(213,600)	-2.19%
- Total	<u>\$ 101,153,699</u>	<u>\$ 96,555,776</u>	<u>\$ (4,597,923)</u>	-4.55%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	\$ 27,975	\$ 27,975	\$ - 0 -	0.00%
- Personal Property	984,300	852,450	(131,850)	-13.40%
- Total	<u>\$ 1,012,275</u>	<u>\$ 880,425</u>	<u>\$ (131,850)</u>	-13.03%
Total Assessment Rolls	<u>\$ 102,165,974</u>	<u>\$ 97,436,201</u>	<u>\$ (4,729,773)</u>	-4.63%
<u>PROPERTY TAX MILLAGE RATE LEVY</u>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.8333	1.8333	- 0 -	0.00%
<u>PROPERTY TAX MILLAGE AMOUNT LEVY</u>				
<u>Operating Levy</u>				
- For Operations & Maintenance	<u>\$ 187,301</u>	<u>\$ 178,630</u>	<u>\$ (8,671)</u>	-4.63%

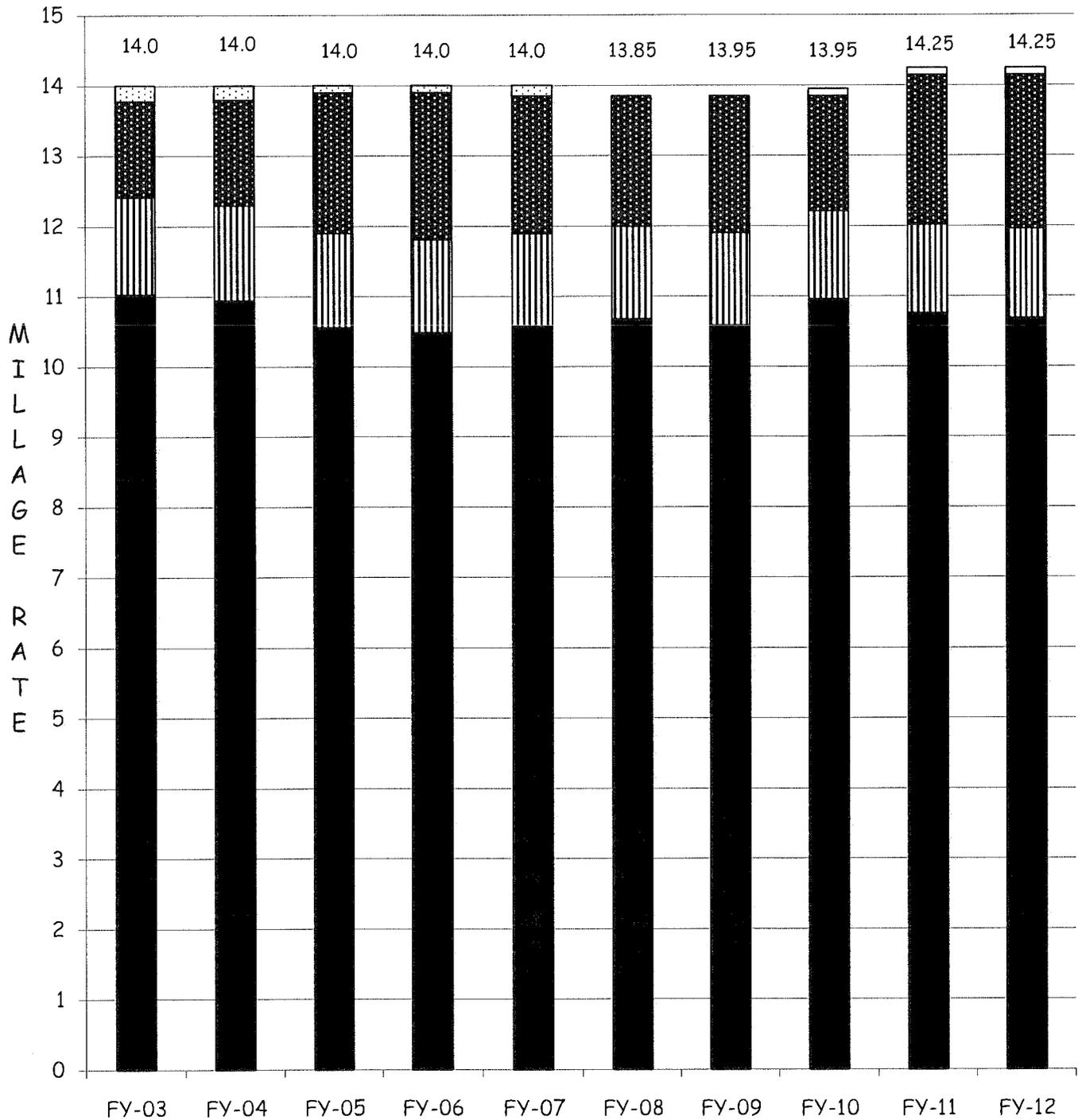
**MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES**

Fiscal Year	Millage Rate Levies										% Change
	LTGO		Capital Projects				MAX	West		Total	Increase (Decr.) In Total Rate
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Airport Authority	Herrick District Library		
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	0.2000	0.0000	0.1000	1.2634	14.2500	2.15%
2012	2.1946	9.5000	0.0000	1.0000	0.0500	0.1371	0.0000	0.1000	1.2683	14.2500	0.00%

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.

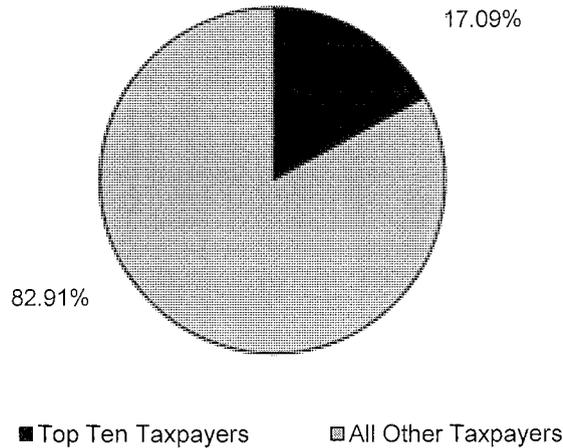
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2011 (FY2012)

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. Johnson Controls Interiors	Automotive Parts Supplier	\$ 69,286,543	6.44 %
2. Haworth, Inc.	Office Furniture & Fixtures	31,200,019	2.90
3. ARC Holland Real Estate	Retirement Village	16,175,017	1.50
4. Lumir Corp	Real Estate Holdings	12,110,323	1.13
5. H. J. Heinz LP	Pickle & Cucumber Products	11,611,655	1.08
6. American Bottling Company	Production & Distribution of Beverages	10,059,200	0.93
7. Hydro Automotive	Aluminum Extrusion	9,724,500	0.90
8. L & W Engineering	Metal Stamping Manufacturer	9,403,600	0.87
9. Challenge Mfg Company	Automotive Parts Manufacturer	7,870,250	0.73
10. New West Michigan Industrial Inv	Real Estate Holdings	6,440,254	0.60
Totals		<u>\$ 183,881,361</u>	<u>17.09 %</u>

2011 Total Taxable Value is \$1,076,127,875, which includes IFT's at equivalency valuation.
The abatements are taxed at one-half the tax rate.

Concentration of Taxpayers



FUND SUMMARIES

FINANCIAL SUMMARY

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

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

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

Fund	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL FUND</u>	20,748,762	20,445,326	19,921,956	19,562,456
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,694,474	2,154,816	2,141,012	2,158,430
MVH Local Street	1,363,247	1,081,021	1,242,001	1,356,324
Allegan County Road Tax	486,031	459,161	415,327	412,770
Street Improvement Reserve	2,177,452	6,664,339	1,162,988	2,125,908
Downtown Parking System	177,567	187,403	191,640	196,785
Downtown Snowmelt O&M	383,390	144,416	145,128	149,350
Principal Shopping District	288,459	317,128	325,857	350,620
Contested Assessments	43,681	38,536	0	0
CATV-Public Access TV	282,304	316,669	334,975	336,100
Property Acquisition	81,647	216,469	0	0
Environmental Cleanup	8,796	3,884	0	0
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,558,058	1,496,632	1,376,940	1,318,770
C/J Police Training	12,836	12,102	12,000	12,000
Bi-Centennial Celebration	291	210	0	0
Public Safety WEMET Grant	247,371	243,991	246,757	256,056
Law Enforcement Block Grant	18,501	26,880	121,201	0
MSHDA Grant	67,162	192,153	424,383	100,000
CDBG Entitlement Grant	605,602	626,160	687,514	635,000
Highway Safety Plan Grant	173,885	264,002	164,256	24,746
FEMA Firefighters Grant	127,296	46,748	125,522	0
Homeland Security Grant	0	5,000	11,600	0
Ottawa Co. Batmobile Grant	2,445	0	0	0
Project Safe Neighborhood Grant	13,063	10,698	0	0
Food Stamp Nutrition Educ Grant	2,151	0	0	0
Revolving Cash Assistance	75,018	87,597	121,546	84,354
Specified Donations	81,607	140,359	60,416	130
Municipal Airport Donations	0	0	0	0
Dangerous Structures	1,500	17,153	27,200	28,200
Police Employees Benefit (1)	4,095	3,387	0	0
City Hall Employees Benefit (1)	4,742	4,767	0	0
Transportation Employees Ben. (1)	1,870	1,761	0	0
Park/Cemetery Employees Ben. (1)	524	382	0	0
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,513,378	2,235,551	2,603,724	2,562,355
Michigan Act 175 Transportation	539,175	0	0	0
Building Authority	2,806,080	2,470,563	10,308,234	2,522,891
Special Assessments	241,527	262,863	187,977	160,752
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	84,573	70,700	46,832	53,101
TOTAL	37,918,560	40,248,827	42,406,986	34,407,098
Removal of Interfund Transfers	7,220,636	4,635,707	4,809,926	6,322,362
NET REVENUES - GOVT FUNDS	30,697,924	35,613,120	37,597,060	28,084,736

(1) On 7/1/11 these four Employee Benefit Funds were reclassified as Enterprise Funds and are now included on the Proprietary-Type Funds presentation page.

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

Fund	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL FUND</u>	20,519,196	19,775,930	19,921,956	19,562,456
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,720,884	1,691,156	1,991,327	3,048,192
MVH Local Street	1,374,059	1,081,021	1,242,001	1,356,324
Allegan County Road Tax	679,345	471,663	533,249	400,000
Street Improvement Reserve	2,478,666	4,068,861	3,678,240	2,337,694
Downtown Parking System	162,059	151,465	175,778	194,551
Downtown Snowmelt O&M	188,509	190,392	181,746	182,900
Principal Shopping District	247,997	268,876	324,543	355,900
Contested Assessments	44,261	38,536	0	0
CATV-Public Access TV	219,436	183,506	343,007	363,500
Property Acquisition	81,647	216,469	0	0
Environmental Cleanup	8,796	3,884	0	0
Budget Stabilization	306,669	159,626	82,000	80,000
Herrick Dist Libr Taxation	1,558,151	1,496,026	1,377,761	1,318,770
C/J Police Training	11,694	11,957	12,000	12,000
Bi-Centennial Celebration	0	8,473	0	0
Public Safety WEMET Grant	247,371	243,991	246,757	256,056
Law Enforcement Block Grant	18,501	26,880	121,201	0
MSHDA Grant	67,162	164,072	452,464	100,000
CDBG Entitlement Grant	585,602	646,160	687,514	635,000
Highway Safety Plan Grant	173,885	264,002	164,256	24,746
FEMA Firefighters Grant	127,296	46,748	125,522	0
Homeland Security Grant	0	5,000	11,600	0
Ottawa Co. Batmobile Grant	2,445	0	0	0
Project Safe Neighborhood Grant	13,063	10,698	0	0
Food Stamp Nutrition Educ Grant	2,151	0	0	0
Revolving Cash Assistance	42,024	0	741,929	0
Specified Donations	80,581	114,193	134,217	0
Municipal Airport Donations	231	0	0	0
Dangerous Structures	42	18,331	27,200	28,200
Police Employees Benefit (1)	3,654	4,150	0	0
City Hall Employees Benefit (1)	3,951	4,104	0	0
Transportation Employees Ben. (1)	1,968	2,316	0	0
Park/Cemetery Employees Ben. (1)	489	212	0	0
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,520,179	2,123,818	2,340,089	2,938,189
Michigan Act 175 Transportation	539,175	0	0	0
Building Authority	2,805,088	2,469,998	10,308,094	2,522,703
Special Assessments	308,412	324,275	295,512	246,858
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	151,855	116,187	22,197	21,900
TOTAL	38,296,494	36,402,976	45,542,160	35,985,939
Less: Interfund Transfers	6,408,878	6,111,128	6,552,526	5,103,825
NET EXPENDITURES - GOVT FUNDS	31,887,616	30,291,848	38,989,634	30,882,114

(1) On 7/1/11 these four Employee Benefit Funds were reclassified as Enterprise Funds and are now included on the Proprietary-Type Funds presentation page.

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

Fund	Estimated Balance 7/1/2011	Revenue Estimate FY-12	Expenditure Estimate FY-12	Change in Fund Balance	Estimated Balance 6/30/2012
<u>GENERAL FUND (1)</u>	2,963,260	19,562,456	19,861,414	(298,958)	2,664,302
<u>SPECIAL REVENUE FUNDS</u>					
MVH Major Street /Trunkline (2)	1,733,694	2,158,430	3,048,192	(889,762)	843,932
MVH Local Street	2,000	1,356,324	1,356,324	0	2,000
Allegran County Road Tax	48,287	412,770	400,000	12,770	61,057
Street Improvement Reserve (3)	211,786	2,125,908	2,337,694	(211,786)	0
Downtown Parking System	97,835	196,785	194,551	2,234	100,069
Downtown Snowmelt O & M	151,877	149,350	182,900	(33,550)	118,327
Principal Shopping District	175,093	350,620	355,900	(5,280)	169,813
CATV-Public Access TV	374,122	336,100	363,500	(27,400)	346,722
Budget Stabilization (4)	934,820	0	80,000	(80,000)	854,820
Herrick District Library Taxation	77	1,318,770	1,318,770	0	77
C/J Police Training	1,880	12,000	12,000	0	1,880
Public Safety WEMET Grant	0	256,056	256,056	0	0
MSHDA Grant	0	100,000	100,000	0	0
CDBG Entitlement Grant	0	635,000	635,000	0	0
Highway Safety Planning Grant	0	24,746	24,746	0	0
FEMA Firefighters Grant	0	0	0	0	0
Revolving Cash Assistance (5)	(478,051)	84,354	0	84,354	(393,697)
Specified Donations	8,598	130	0	130	8,728
Dangerous Structures	1,051	28,200	28,200	0	1,051
Police Employees Benefit (8)	0	0	0	0	0
City Hall Employees Benefit (8)	0	0	0	0	0
Transportation Employees Benefit (8)	0	0	0	0	0
Park/Cemetery Employees Benefit (8)	0	0	0	0	0
<u>DEBT SERVICE FUNDS</u>					
General Obligation (6)	393,777	2,562,355	2,938,189	(375,834)	17,943
Building Authority	12,583	2,522,891	2,522,703	188	12,771
Special Assessments (7)	554,521	160,752	246,858	(86,106)	468,415
<u>PERMANENT FUNDS</u>					
Cemetery Perpetual Care	1,517,845	53,101	21,900	31,201	1,549,046
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	8,705,055	34,407,098	36,284,897	(1,877,799)	6,827,256

Significant Changes in Fund Balance are Described Below:

- (1) General Fund - reduction in the tax base and state revenue sharing necessitated larger use of fund balance this year.
- (2) MVH Major Street - reduction due to large transfer to capital projects, added administrative time allocation and escalating maintenance costs.
- (3) Street Improvement Reserve - planned reduction in support of street capital projects and use of bond proceeds.
- (4) Budget Stabilization - greater reduction due to additional one-time \$50,000 transfer to the General Fund related to state revenue sharing reductions.
- (5) Revolving Cash Assistance - increase due to no planned outlays to support capital projects.
- (6) General Obligation - planned use of fund balance built up in prior fiscal year to prevent large debt millage rate spike in the current fiscal year.
- (7) Special Assessments - planned reduction to service current s/a bond issues and no new s/a bonds being issued.
- (8) On 7/1/11 these four Employee Benefit Funds were reclassified as Enterprise Funds and are now included on the Proprietary-Type Funds presentation page.

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

<u>REVENUES</u>	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
Downtown Development Authority	208,329	204,957	190,824	182,965
Brownfield Redevel. Authority	783,400	892,183	798,448	754,441
Holland Historical Trust	567,419	648,032	627,146	676,363
	1,559,148	1,745,172	1,616,418	1,613,769
Removal Of Interfund Transfers	263,313	247,620	235,239	271,510
NET REVENUES - COMPONENT UNITS	1,295,835	1,497,552	1,381,179	1,342,259

<u>EXPENDITURES</u>	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
Downtown Development Authority	184,866	236,540	201,077	216,300
Brownfield Redevel. Authority	936,761	865,024	813,734	746,791
Holland Historical Trust	888,340	738,060	665,650	678,439
	2,009,967	1,839,624	1,680,461	1,641,530
Removal Of Interfund Transfers	375,204	246,233	228,167	292,444
NET EXPEND. - COMPONENT UNITS	1,634,763	1,593,391	1,452,294	1,349,086

<u>FUND EQUITY</u>	Estimated Balance 7/1/11	Revenue Estimate FY-12	Expenditure Estimate FY-12	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/12
Downtown Development Authority	144,625	182,965	216,300		111,290
Brownfield Redevel. Authority	23,613	754,441	746,791		31,263
Holland Historical Trust	3,020,497	676,363	678,439	(108,000)	2,910,421
EST. EQUITY - COMPONENT UNITS	3,188,735	1,613,769	1,641,530	(108,000)	3,052,974

<u>CHANGE IN FUND EQUITY</u>	Estimated Balance 7/1/11	Estimated Balance 6/30/12	Change in Fund Balance
Downtown Development Authority	144,625	111,290	(33,335)
Brownfield Redevel. Authority	23,613	31,263	7,650
Holland Historical Trust	3,020,497	2,910,421	(110,076)
EST. EQUITY - COMPONENT UNITS	3,188,735	3,052,974	(135,761)

**PROPRIETARY - TYPE FUNDS
SUMMARY OF REVENUES**

FUND	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,294,377	1,338,240	1,394,817	1,405,166
- Windmill Island Gardens	567,792	655,568	1,214,792	818,888
- Railroad Depot Operations	(1,978)	1	1	1
- Municipal Airport Facilities	1,597,340	170,065	110,430	104,205
- Public Transit Facilities & Mgmt	317,766	261,352	8,940	8,825
- Police Employees Benefit	0	0	4,664	4,419
- City Hall Employees Benefit	0	0	4,524	4,600
- Transportation Employees Ben.	0	0	1,585	1,592
- Park/Cemetery Employees Ben.	0	0	604	604
	3,775,297	2,425,226	2,740,357	2,348,300
<u>Internal Services Funds</u>				
- Technology Services	523,914	563,683	692,458	621,250
- Communications Services	108,748	100,735	108,583	114,080
- Postage Services	20,609	20,511	19,207	19,221
- Centralized Vehicle/Equipment	2,366,803	2,657,256	2,197,890	2,172,215
- Fire Emergency Vehicles Pool	93,179	81,858	79,429	81,700
- Fuel Dispensing	722,533	681,071	903,867	1,052,309
- Compensated Absences	32,997	(79,097)	9,000	40,000
- Risk Management:				
Workers Comp Insurance	290,410	339,903	297,288	273,500
Employee Disability Ins.	115,721	116,396	111,000	111,900
Health/Dental Insurance	4,326,325	4,870,985	5,438,806	5,122,600
Vehicle Insurance	143,359	162,333	123,900	124,800
Property Insurance	49,269	41,627	84,700	39,500
Liability Insurance	140,715	286,347	127,900	216,800
	8,934,582	9,843,608	10,194,028	9,989,875
<u>Removal Of Interfund Transfers</u>	(567,567)	(894,220)	(1,014,450)	(526,688)
<u>General City Proprietary Revenues</u>	12,142,312	11,374,614	11,919,935	11,811,487
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	77,210,222	79,879,803	84,479,159	92,248,410
- Water	6,058,443	6,816,981	7,351,245	10,711,861
- Wastewater	7,442,081	8,203,945	8,612,195	8,961,611
Removal Of Interfund Transfers	0	0	0	0
<u>BPW Utility Revenues</u>	90,710,746	94,900,729	100,442,599	111,921,882
<u>NET REVENUES - PROPRIETARY FDS</u>	102,853,058	106,275,343	112,362,534	123,733,369

**PROPRIETARY - TYPE FUNDS
SUMMARY OF EXPENSES**

FUND	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,352,446	1,402,868	1,437,009	1,387,584
- Windmill Island Gardens	646,160	667,751	1,214,792	818,888
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	1,627,918	186,065	110,333	104,110
- Public Transit Facilities & Mgmt	317,359	261,107	8,900	8,800
- Police Employees Benefit	0	0	5,263	4,700
- City Hall Employees Benefit	0	0	4,172	3,800
- Transportation Employees Ben.	0	0	2,200	2,250
- Park/Cemetery Employees Ben.	0	0	500	600
	3,943,883	2,517,791	2,783,169	2,330,732
<u>Internal Services Funds</u>				
- Technology Services	596,673	566,268	721,095	750,750
- Communications Services	108,832	98,313	108,630	114,100
- Postage Services	20,175	19,784	19,200	19,200
- Centralized Vehicle/Equipment	2,935,420	2,091,958	2,213,604	2,370,312
- Fire Emergency Vehicles Pool	19,447	5,309	0	0
- Fuel Dispensing	717,041	676,223	873,668	1,033,572
- Compensated Absences	32,997	(79,097)	9,000	40,000
- Risk Management:				
Workers Comp Insurance	275,639	282,373	276,200	291,200
Employee Disability Ins.	64,429	75,413	101,000	90,000
Health/Dental Insurance	4,882,404	5,417,920	4,926,450	4,966,800
Vehicle Insurance	132,533	148,368	116,900	143,000
Property Insurance	50,480	96,352	96,900	63,000
Liability Insurance	179,946	261,146	248,600	292,000
	10,016,016	9,660,330	9,711,247	10,173,934
<u>Removal Of Interfund Transfers</u>	(636,524)	(48,732)	(50,300)	0
Total General City Proprietary Expenses	13,323,375	12,129,389	12,444,116	12,504,666
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	65,156,752	68,823,919	75,725,095	88,714,587
- Water	7,270,599	8,776,866	8,205,758	11,482,495
- Wastewater	8,130,151	9,832,736	9,921,973	12,795,056
Removal Of Interfund Transfers	(3,984,000)	(3,799,200)	(4,001,600)	(4,307,040)
Total BPW Utility Expenses	76,573,502	83,634,321	89,851,226	108,685,098
NET EXPENSES-PROPRIETARY FDS	89,896,877	95,763,710	102,295,342	121,189,764

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 7/1/2011	Revenue Estimate FY-12	Expense Estimate FY-12	Capital & Debt Principal FY-12	Non-Cash Items/Eq Xfr FY-12	Estimated Balance 6/30/2012
<u>GENERAL CITY</u>						
<u>Enterprise Funds</u>						
- Solid Waste & Recycling	513,349	1,405,166	1,387,584	60,000	(62,000)	528,931
- Windmill Island Gardens	1,350,429	818,888	818,888	190,000	(70,000)	1,470,429
- Railroad Depot Operations	908,277	1	0		(55,300)	852,978
- Municipal Airport Facilities	11,948,625	104,205	104,110		(729,000)	11,219,720
- Public Transit Facilities & Mgmt	291,346	8,825	8,800		(12,000)	279,371
- Police Employees Benefit	443	4,419	4,700			162
- City Hall Employees Benefit	4,600	4,600	3,800			5,400
- Transportation Employees Ben.	2,390	1,592	2,250			1,732
- Park/Cemetery Employees Ben.	484	604	600			488
	15,019,943	2,348,300	2,330,732	250,000	(928,300)	14,359,211
<u>Internal Services Funds</u>						
- Technology Services	540,003	621,250	750,750	166,800	(50,000)	527,303
- Communications Services	24,174	114,080	114,100		(17,000)	7,154
- Postage Services	7,935	19,221	19,200			7,956
- Centralized Vehicle/Equipment	5,374,018	2,172,215	2,370,312	635,900	(500,000)	5,311,821
- Fire Emergency Vehicles Pool	1,534,378	81,700	0		(101,000)	1,515,078
- Fuel Dispensing	107,765	1,052,309	1,033,572	20,000	(2,545)	143,957
- Compensated Absences	0	40,000	40,000			0
- Risk Management:						
Workers Comp Insurance	517,352	273,500	291,200			499,652
Employee Disability Insurance	224,422	111,900	90,000			246,322
Health/Dental Insurance	1,659,850	5,122,600	4,966,800			1,815,650
Vehicle Insurance	227,072	124,800	143,000			208,872
Property Insurance	414,121	39,500	63,000			390,621
Liability Insurance	236,892	216,800	292,000			161,692
	10,867,982	9,989,875	10,173,934	822,700	(670,545)	10,836,078
Total General City Proprietary Equity	25,887,925	12,338,175	12,504,666	1,072,700	(1,598,845)	25,195,289
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>						
- Electric	175,629,878	92,248,410	88,714,587	9,855,065	(7,723,000)	181,295,766
- Water	27,766,378	10,711,861	11,482,495	3,258,475	(1,500,860)	28,753,359
- Wastewater	49,354,120	8,961,611	12,795,056	5,849,250	(1,790,231)	49,579,694
Total Holland BPW Utility Equity	252,750,376	111,921,882	112,992,138	18,962,790	(11,014,091)	259,628,819
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	278,638,301	124,260,057	125,496,804	20,035,490	(12,612,936)	284,824,108

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 7/1/2011	Estimated Balance 6/30/2012	Change in Fund Equity
<u>GENERAL CITY</u>			
<u>Enterprise Funds</u>			
- Solid Waste & Recycling	513,349	528,931	15,582
- Windmill Island Gardens	1,350,429	1,470,429	120,000
- Railroad Depot Operations	908,277	852,978	(55,299)
- Municipal Airport Facilities	11,948,625	11,219,720	(728,905)
- Public Transit Facilities & Mgmt	291,346	279,371	(11,975)
- Police Employees Benefi(1)	443	162	(281)
- City Hall Employees Benefit (1)	4,600	5,400	800
- Transportation Employees Benefit (1)	2,390	1,732	(658)
- Park/Cemetery Employees Benefit (1)	484	488	4
	15,019,943	14,359,211	(660,732)
<u>Internal Services Funds</u>			
- Technology Services	540,003	527,303	(12,700)
- Communications Services	24,174	7,154	(17,020)
- Postage Services	7,935	7,956	21
- Centralized Vehicle/Equipment	5,374,018	5,311,821	(62,197)
- Fire Emergency Vehicles Pool	1,534,378	1,515,078	(19,300)
- Fuel Dispensing	107,765	143,957	36,192
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	517,352	499,652	(17,700)
Employee Disability Insurance	224,422	246,322	21,900
Health/Dental Insurance	1,659,850	1,815,650	155,800
Vehicle Insurance	227,072	208,872	(18,200)
Property Insurance	414,121	390,621	(23,500)
Liability Insurance	236,892	161,692	(75,200)
	10,867,982	10,836,078	(31,904)
Total General City Proprietary Equity	25,887,925	25,195,289	(692,636)
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>			
- Electric	175,629,878	181,295,766	5,665,888
- Water	27,766,378	28,753,359	986,981
- Wastewater	49,354,120	49,579,694	225,574
Total Holland BPW Utility Equity	252,750,376	259,628,819	6,878,443
TOTAL ESTIMATED EQUITY -			
PROPRIETARY FUNDS	278,638,301	284,824,108	6,185,807

(1) On 7/1/11 these four Employee Benefit Funds were reclassified from Special Revenue Funds into Enterprise Funds and are now included on the Proprietary-Type Funds presentation page.

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

FUND	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	0	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
- Police Employees Benefit	0	0	0	0
- City Hall Employees Benefit	0	0	0	0
- Transportation Employees Ben.	0	0	0	0
- Park/Cemetery Employees Ben.	0	0	0	0
Total Enterprise	0	0	0	0
<u>Internal Services Funds</u>				
- Technology Services	300,000	300,000	270,000	145,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipment	1,625,000	2,205,000	2,190,000	1,990,000
- Fire Emergency Vehicles Pool	234,176	310,725	390,154	471,854
- Fuel Dispensing	66,988	71,836	102,035	120,772
- 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	0	0
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	2,256,164	2,917,561	2,982,189	2,757,626
Total General City Proprietary	2,256,164	2,917,561	2,982,189	2,757,626
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	5,087,657	5,023,761	4,577,680	5,073,999
- Water	3,352,267	2,306,874	4,368,074	2,633,396
- Wastewater	4,555,796	5,369,632	951,529	970,560
Total Holland BPW Utility	12,995,720	12,700,267	9,897,283	8,677,955
NET RESERVES-PROPRIETARY	15,251,884	15,617,828	12,879,472	11,435,581

PROPRIETARY - TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-09	Actual FY-10	Revised Estimate FY-11	Approved Budget FY-12
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	459,007	399,764	357,572	375,154
- Windmill Island Gardens	12,184	0	0	0
- Railroad Depot Operations	1	2	3	4
- Municipal Airport Facilities	0	0	97	192
- Public Transit Facilities & Mgmt	1,335	1,580	1,620	1,645
- Police Employees Benefit	0	0	443	162
- City Hall Employees Benefit	0	0	4,600	5,400
- Transportation Employees Ben.	0	0	2,390	1,732
- Park/Cemetery Employees Ben.	0	0	484	488
Total Enterprise	472,527	401,346	367,209	384,777
<u>Internal Services Funds</u>				
- Technology Services	7,997	5,410	6,773	2,273
- Communications Services	8,276	10,698	10,651	10,631
- Postage Services	7,201	7,928	7,935	7,956
- Centralized Vehicle/Equipment	3,432	5,158	4,444	6,347
- Fire Emergency Vehicles Pool	0	0	0	0
- Fuel Dispensing	0	0	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	428,734	486,264	507,352	489,652
Employee Disability Ins.	173,439	214,422	224,422	246,322
Health/Dental Insurance	1,694,429	1,147,494	1,659,850	1,815,650
Vehicle Insurance	206,107	220,072	227,072	208,872
Property Insurance	481,046	426,321	414,121	390,621
Liability Insurance	312,391	337,592	216,892	141,692
Total Internal Service	3,323,052	2,861,359	3,279,512	3,320,016
Total General City Proprietary	3,795,579	3,262,705	3,646,721	3,704,793
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	88,736,722	101,030,102	110,230,247	113,267,751
- Water	5,484,238	4,723,697	1,807,984	2,772,028
- Wastewater	15,541,213	14,205,171	17,313,496	13,461,020
Total Holland BPW Utility	109,762,173	119,958,970	129,351,727	129,500,799
NET WORKING CAPITAL-PROPRIETARY	113,557,752	123,221,675	132,998,448	133,205,592

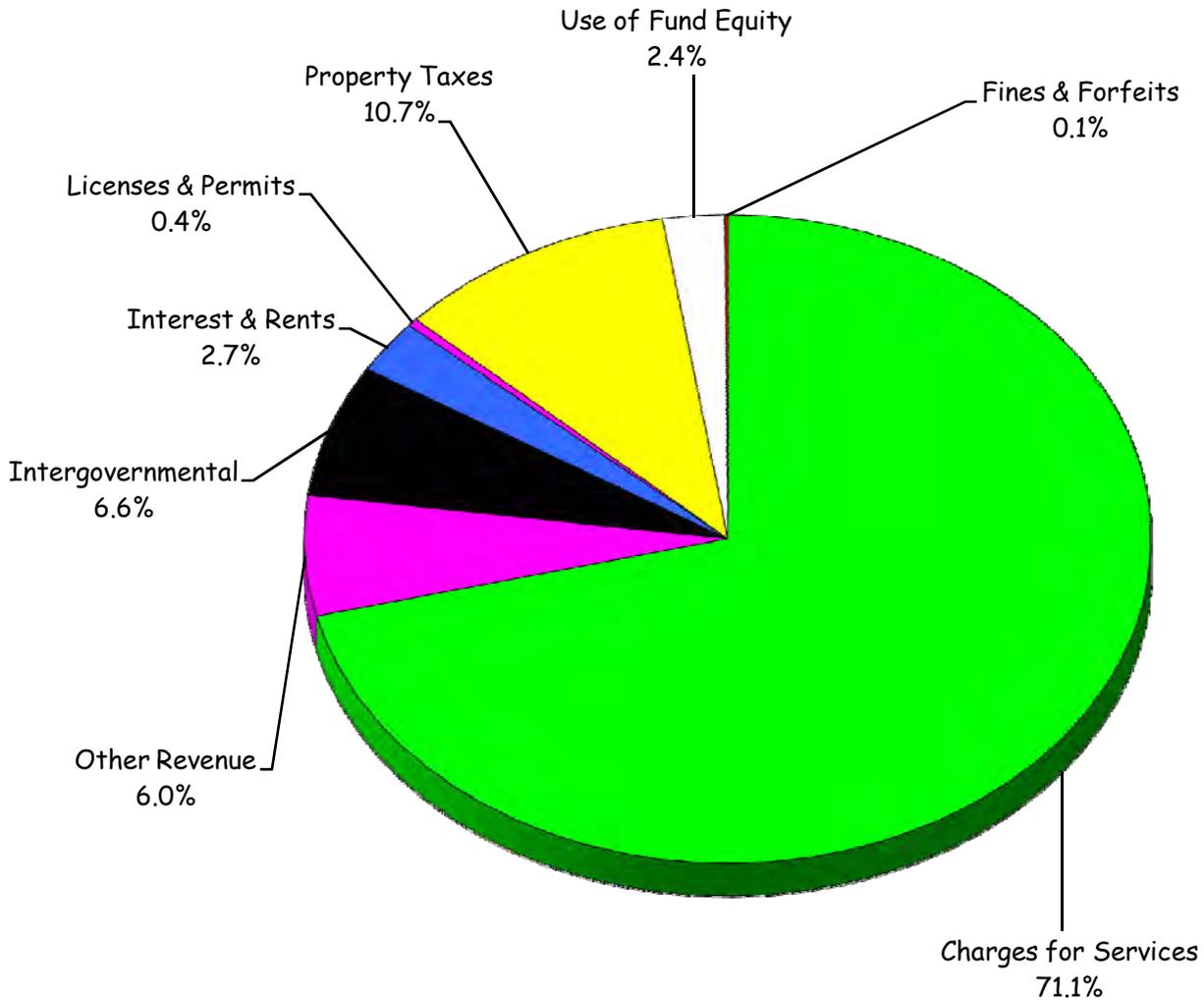
CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
 - - ACROSS ALL FUND TYPES - -
 For Fiscal Year July 1, 2011 thru June 30, 2012

<u>SOURCES</u>	<u>Approved Budget</u>	<u>Percent of Total Budget</u>
Property Taxes & Special Assessments	17,077,885	10.7%
Licenses & Permits	629,400	0.4%
Intergovernmental	10,538,864	6.6%
Charges for Services	113,533,147	71.1%
Fines & Forfeits	197,200	0.1%
Interest & Rents	4,259,703	2.7%
Other Revenues	9,544,580	6.0%
Use of Fund Equity	3,749,594	2.4%
Total Sources	<u><u>\$159,530,373</u></u>	<u><u>100.0%</u></u>
 <u>APPLICATIONS</u> 		
Management & Administrative Services	1,604,300	1.0%
Fiscal Services	1,502,287	0.9%
Public Safety Services	9,860,111	6.2%
Transportation System	6,855,778	4.3%
Community & Neighborhood Services	5,229,370	3.3%
Leisure & Cultural Services	6,475,429	4.0%
Utility Services	108,685,098	68.1%
Internal Service Funds	7,803,622	4.9%
Capital Projects (1)	7,761,115	4.9%
Debt Service	3,753,263	2.4%
Total Applications	<u><u>\$159,530,373</u></u>	<u><u>100.0%</u></u>

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

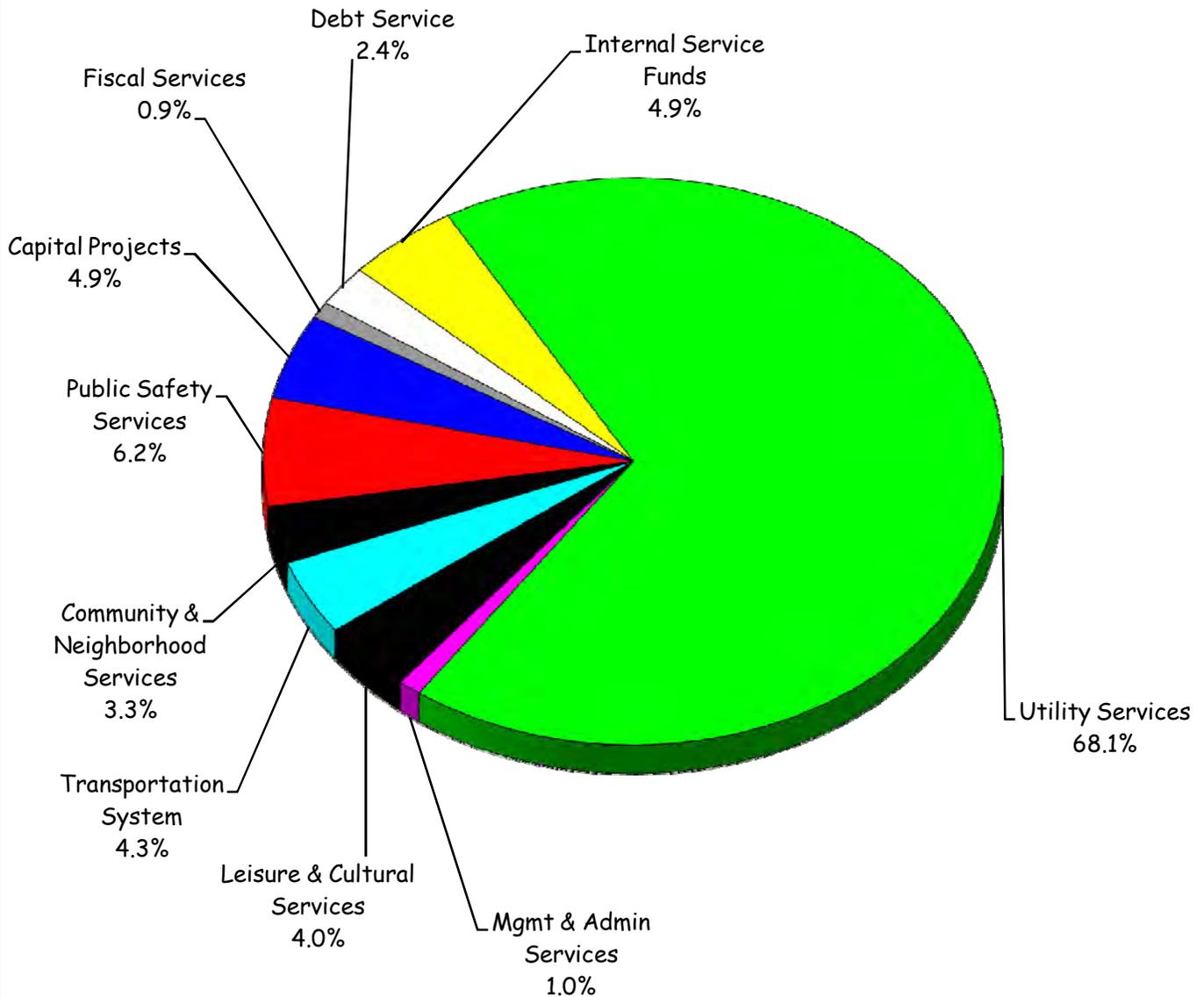
FISCAL YEAR 2012 SOURCES ACROSS ALL FUND TYPES



TOTAL \$159,530,373

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

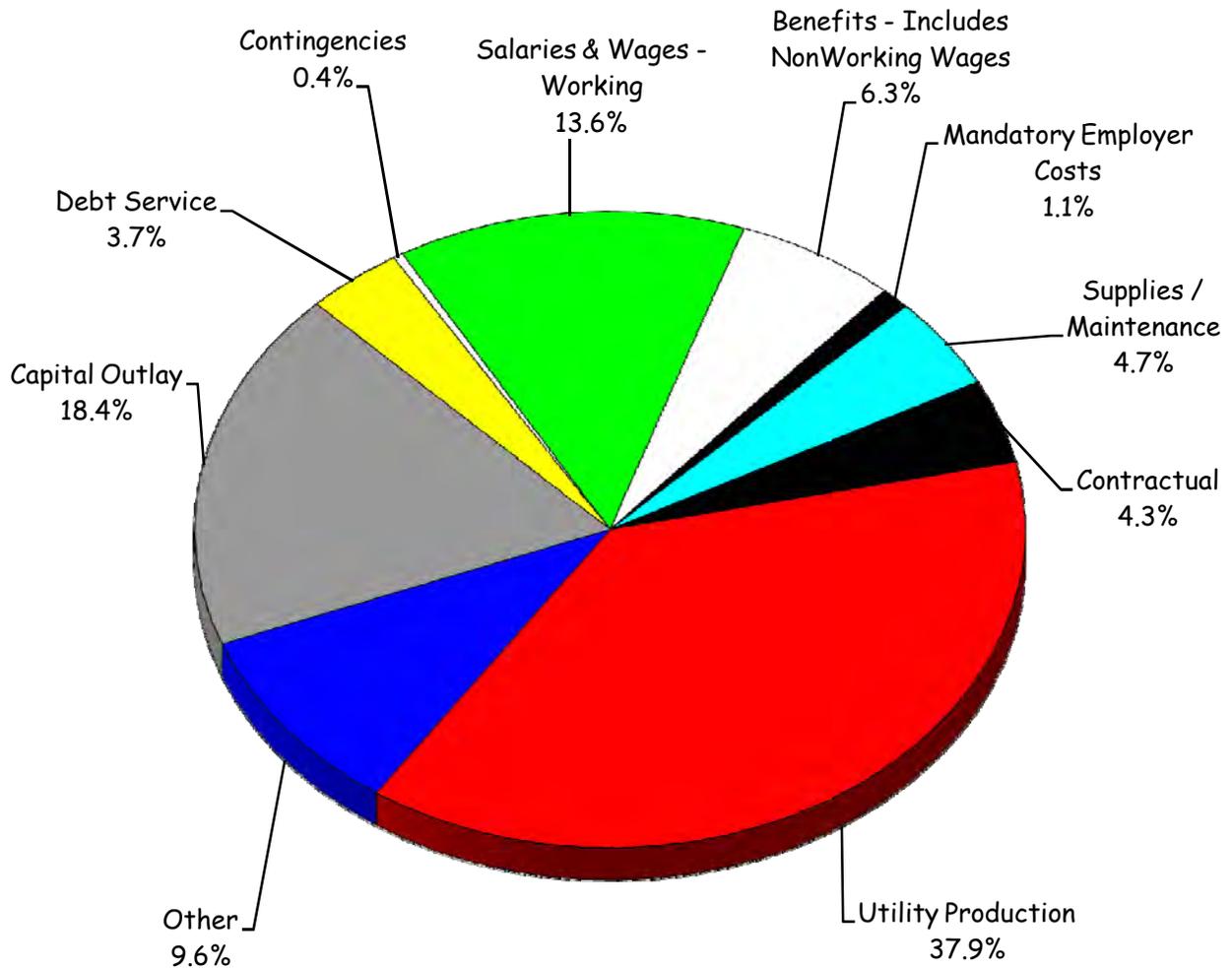
FISCAL YEAR 2012 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$159,530,373

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 2012 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$159,530,373

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.

This page intentionally left blank.

FINANCING SOURCES, USES AND ENDING FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS
FINANCING SOURCES						
Taxes	\$ 10,532,662	\$ -	\$ 2,355,966	\$ 2,319,385	\$ 194,314	\$ 896,800
Special Assessments	-	-	558,044	117,414	-	-
Intergovernmental	2,410,200	-	3,771,364	-	4,351,300	6,000
Licenses and Permits	544,400	-	85,000	-	-	-
Charges for Services	1,328,810	29,600	524,850	-	-	52,100
Fines and Forfeits	197,200	-	-	-	-	-
Interest & Rents	479,001	21,639	38,993	624,444	25,465	60,259
Other	16,500	-	178,600	-	-	327,100
Transfers In - From Other Funds	4,053,683	1,862	2,032,726	234,091	3,725,320	271,510
TOTAL FINANCING SOURCES	19,562,456	53,101	9,545,543	3,295,334	8,296,399	1,613,769
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	15,508,773	51,239	7,512,817	3,061,243	4,571,079	1,342,259
FINANCING USES						
Service Group:						
Management & Administrative	1,340,800	-	363,500	-	-	-
Fiscal	1,771,013	-	80,000	-	-	-
Public Safety	9,637,609	-	292,802	-	41,000	-
Transportation	1,263,056	-	7,325,110	-	6,896,559	-
Community & Neighborhood	1,955,265	-	1,313,651	-	305,865	963,091
Leisure & Cultural	3,893,671	21,900	1,318,770	-	517,691	678,439
General Debt Service	-	-	-	3,757,086	-	-
Internal Service	-	-	-	-	-	-
Capital Projects (Transfers)	-	-	-	-	1,142,571	-
Utilities	-	-	-	-	-	-
TOTAL FINANCING USES	19,861,414	21,900	10,693,833	3,757,086	8,903,686	1,641,530
Less Transfers Out - To Other Funds	612,765	21,600	4,465,637	3,823	1,142,571	292,444
TOTAL FINANCING USES NET OF TRANSFERS OUT	19,248,649	300	6,228,196	3,753,263	7,761,115	1,349,086
FUND EQUITY						
Projected Fiscal Year Begin 7/30/11	\$ 2,963,260	\$ 1,517,845	\$ 3,263,069	\$ 960,881	\$ 820,849	\$ 3,188,735
Projected Fiscal Year End 6/30/12	\$ 2,664,302	\$ 1,549,046	\$ 2,164,779	\$ 499,129	\$ 231,907	\$ 3,052,974

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

ACROSS ALL FUNDS FY2012

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 103,300	\$ -	\$ 16,402,427
-	-	675,458
-	-	10,538,864
-	-	629,400
109,639,903	1,957,884	113,533,147
-	-	197,200
1,091,611	1,918,291	4,259,703
3,083,680	5,938,700	9,544,580
351,688	175,000	10,845,880
<u>114,270,182</u>	<u>9,989,875</u>	<u>166,626,659</u>
<u>113,918,494</u>	<u>9,814,875</u>	<u>155,780,779</u>
-	-	1,704,300
3,800	-	1,854,813
4,700	-	9,976,111
115,160	-	15,599,885
1,387,584	-	5,925,456
819,488	-	7,249,959
-	-	3,757,086
-	10,173,934	10,173,934
-	-	1,142,571
<u>112,992,138</u>	<u>-</u>	<u>112,992,138</u>
<u>115,322,870</u>	<u>10,173,934</u>	<u>170,376,253</u>
<u>4,307,040</u>	<u>-</u>	<u>10,845,880</u>
<u>111,015,830</u>	<u>10,173,934</u>	<u>159,530,373</u>
<u>\$ 267,775,362</u>	<u>\$ 10,917,982</u>	<u>\$ 291,407,983</u>
<u>\$ 273,909,072</u>	<u>\$ 10,886,078</u>	<u>\$ 294,957,287</u>

(Concluded)

GOVERNMENTAL FUNDS

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

	GENERAL FUND			PERMANENT FUNDS		
	FY-2010	FY-2011	FY-2012	FY-2010	FY-2011	FY-2012
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
FINANCING SOURCES						
Taxes	\$ 11,698,776	\$ 11,033,056	\$ 10,532,662	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,101,981	2,755,360	2,410,200	- 0 -	- 0 -	- 0 -
Licenses and Permits	331,941	542,550	544,400	- 0 -	- 0 -	- 0 -
Charges for Services	1,137,880	1,311,652	1,328,810	30,800	28,000	29,600
Fines and Forfeits	197,625	197,200	197,200	- 0 -	- 0 -	- 0 -
Interest & Rents	617,748	392,634	479,001	38,038	16,970	21,639
Other	10,064	13,575	16,500	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	3,652,747	3,675,929	4,053,683	1,862	1,862	1,862
TOTAL FINANCING SOURCES:	\$ 20,748,762	\$ 19,921,956	\$ 19,562,456	\$ 70,700	\$ 46,832	\$ 53,101
FINANCING USES						
Service Group:						
Management & Administrative	\$ 1,171,631	\$ 1,198,736	\$ 1,340,800	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	1,665,773	1,760,999	1,771,013	- 0 -	- 0 -	- 0 -
Public Safety	9,844,868	10,127,816	9,637,609	- 0 -	- 0 -	- 0 -
Transportation	1,292,407	1,310,039	1,263,056	- 0 -	- 0 -	- 0 -
Community & Neighborhood	2,022,720	1,960,709	1,955,265	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,778,531	3,835,405	3,893,671	116,187	22,197	21,900
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	\$ 19,775,930	\$ 20,193,704	\$ 19,861,414	\$ 116,187	\$ 22,197	\$ 21,900
SOURCES OVER (UNDER) USES						
INCLUDING INTERFUND TRANSFERS	\$ 972,832	\$ (271,748)	\$ (298,958)	\$ (45,487)	\$ 24,635	\$ 31,201
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	3,652,747	3,675,929	4,053,683	1,862	1,862	1,862
Transfers Out	663,567	614,406	612,765	114,962	21,897	21,600
SOURCES OVER (UNDER) USES						
EXCLUDING INTERFUND TRANSFERS	\$ (2,016,348)	\$ (3,333,271)	\$ (3,739,876)	\$ 67,613	\$ 44,670	\$ 50,939
FUND EQUITY - Fiscal Year End	\$ 3,235,008	\$ 2,963,260	\$ 2,664,302	\$ 1,493,210	\$ 1,517,845	\$ 1,549,046

GOVERNMENTAL FUNDS

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

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2010	FY-2011	FY-2012	FY-2010	FY-2011	FY-2012	FY-2010	FY-2011	FY-2012
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 2,685,460	\$ 2,464,286	\$ 2,355,966	\$ 1,988,537	\$ 2,365,446	\$ 2,319,385	\$ 544,523	\$ 272,434	\$ 194,314
505,065	567,227	558,044	190,301	137,246	117,414	- 0 -	- 0 -	- 0 -
4,130,028	4,459,834	3,771,364	- 0 -	- 0 -	- 0 -	793,337	5,570,627	4,351,300
78,026	82,000	85,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
443,423	508,796	524,850	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
31,952	51,606	38,993	2,557,798	2,558,747	2,575,108	23,023	8,463	25,465
5,869,306	298,258	178,600	- 0 -	7,812,617	- 0 -	367,219	313,051	- 0 -
1,010,267	906,256	2,032,726	232,341	225,879	234,091	5,164,186	6,662,787	3,725,320
\$ 14,753,527	\$ 9,338,263	\$ 9,545,543	\$ 4,968,977	\$ 13,099,935	\$ 5,245,998	\$ 6,892,288	\$ 12,827,362	\$ 8,296,399
\$ 399,975	\$ 343,007	\$ 363,500	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
312,355	958,146	80,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
609,276	681,336	292,802	- 0 -	- 0 -	- 0 -	61,155	104,231	41,000
7,506,977	7,626,563	7,325,110	- 0 -	- 0 -	- 0 -	5,202,718	10,475,863	6,896,559
1,248,904	1,667,499	1,313,651	- 0 -	- 0 -	- 0 -	119,992	577,469	305,865
1,504,499	1,377,761	1,318,770	- 0 -	- 0 -	- 0 -	356,464	395,809	517,691
- 0 -	- 0 -	- 0 -	4,918,090	12,943,695	5,707,750	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	695,627	1,730,195	1,142,571
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
\$ 11,581,986	\$ 12,654,312	\$ 10,693,833	\$ 4,918,090	\$ 12,943,695	\$ 5,707,750	\$ 6,435,956	\$ 13,283,567	\$ 8,903,686
\$ 3,171,541	\$ (3,316,049)	\$ (1,148,290)	\$ 50,887	\$ 156,240	\$ (461,752)	\$ 456,332	\$ (456,205)	\$ (607,287)
1,010,267	906,256	2,032,726	232,341	225,879	234,091	5,164,186	6,662,787	3,725,320
5,295,598	5,898,885	4,465,637	37,001	17,338	3,823	695,627	1,730,195	1,142,571
\$ 7,456,872	\$ 1,676,580	\$ 1,284,621	\$ (144,453)	\$ (52,301)	\$ (692,020)	\$ (4,012,227)	\$ (5,388,797)	\$ (3,190,036)
\$ 6,579,118	\$ 3,263,069	\$ 2,114,779	\$ 804,641	\$ 960,881	\$ 499,129	\$ 1,291,154	\$ 834,949	\$ 227,662

GOVERNMENTAL FUNDS

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

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2010	FY-2011	FY-2012	FY-2010	FY-2011	FY-2012
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
FINANCING SOURCES						
Taxes	\$ 16,917,296	\$ 16,135,222	\$ 15,402,327	\$ 1,083,302	\$ 982,366	\$ 896,800
Special Assessments	695,366	704,473	675,458	- 0 -	- 0 -	- 0 -
Intergovernmental	8,025,346	12,785,821	10,532,864	3,000	6,000	6,000
Licenses and Permits	409,967	624,550	629,400	- 0 -	- 0 -	- 0 -
Charges for Services	1,612,103	1,848,448	1,883,260	38,338	49,100	52,100
Fines and Forfeits	197,625	197,200	197,200	- 0 -	- 0 -	- 0 -
Interest & Rents	3,268,559	3,028,420	3,140,206	73,634	60,330	60,259
Other	6,246,589	8,437,501	195,100	299,278	283,383	327,100
Transfers In - From Other Funds	10,061,403	11,472,713	10,047,682	247,620	235,239	271,510
TOTAL FINANCING SOURCES:	\$ 47,434,254	\$ 55,234,348	\$ 42,703,497	\$ 1,745,172	\$ 1,616,418	\$ 1,613,769
FINANCING USES						
Services Group:						
- Management & Administrative	\$ 1,571,606	\$ 1,541,743	\$ 1,704,300	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Fiscal	1,978,128	2,719,145	1,851,013	- 0 -	- 0 -	- 0 -
- Public Safety	10,515,299	10,913,383	9,971,411	- 0 -	- 0 -	- 0 -
- Transportation	14,002,102	19,412,465	15,484,725	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,391,616	4,205,677	3,574,781	1,101,564	1,014,811	963,091
- Leisure & Cultural	5,755,681	5,631,172	5,752,032	738,060	665,650	678,439
- General Debt Service	4,918,090	12,943,695	5,707,750	- 0 -	- 0 -	- 0 -
- Capital Projects	695,627	1,730,195	1,142,571	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	\$ 42,828,149	\$ 59,097,475	\$ 45,188,583	\$ 1,839,624	\$ 1,680,461	\$ 1,641,530
SOURCES OVER (UNDER) USES						
INCLUDING INTERFUND TRANSFER:	\$ 4,606,105	\$ (3,863,127)	\$ (2,485,086)	\$ (94,452)	\$ (64,043)	\$ (27,761)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	10,061,403	11,472,713	10,047,682	247,620	235,239	271,510
Transfers Out	6,806,755	8,282,721	6,246,396	246,233	228,167	292,444
SOURCES OVER (UNDER) USES						
EXCLUDING INTERFUND TRANSFER:	\$ 1,351,457	\$ (7,053,119)	\$ (6,286,372)	\$ (95,839)	\$ (71,115)	\$ (6,827)
FUND EQUITY - Fiscal Year End	\$ 13,403,131	\$ 9,540,004	\$ 7,054,918	\$ 3,324,350	\$ 3,188,735	\$ 3,052,974

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES
AND FUND EQUITY

	FY-2010 Final Actual	FY-2011 Final Revised Estimate	FY-2012 Adopted Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ 118,961	\$ 108,730	\$ 103,300
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	59,884	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	94,764,318	100,753,537	109,639,903
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	1,704,441	1,433,710	1,091,611
Other	489,979	122,529	3,083,680
Transfers In - From Other Funds	198,669	764,450	351,688
TOTAL FINANCING SOURCES:	\$ 97,336,252	\$ 103,182,956	\$ 114,270,182
<u>FINANCING USES</u>			
Service Group:			
Management & Administrative	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	4,104	4,172	3,800
Public Safety	4,150	5,263	4,700
Transportation	449,488	121,433	115,160
Community & Neighborhood	1,402,868	1,437,009	1,387,584
Leisure & Cultural	667,963	1,215,292	819,488
Utilities	87,433,521	93,852,826	112,992,138
TOTAL FINANCING USES:	\$ 89,962,094	\$ 96,635,995	\$ 115,322,870
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	<u>\$ 7,374,158</u>	<u>\$ 6,546,961</u>	<u>\$ (1,052,688)</u>
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	198,669	764,450	351,688
Transfers Out	3,799,200	4,001,600	4,307,040
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	<u>\$ 10,974,689</u>	<u>\$ 9,784,111</u>	<u>\$ 2,902,664</u>
<u>FUND EQUITY - Fiscal Year End</u>	<u>\$ 260,146,304</u>	<u>\$ 267,775,362</u>	<u>\$ 273,993,592</u>

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

	FY-2010	FY-2011	FY-2012
	Final	Final Revised	Adopted
	Actual	Estimate	Budget
<u>FINANCING SOURCES</u>			
Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,664,747	1,796,328	1,957,884
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	1,778,345	1,937,390	1,918,291
Other	5,704,965	6,210,310	5,938,700
Transfers In - From Other Funds	695,551	250,000	175,000
TOTAL FINANCING SOURCES:	\$ 9,843,608	\$ 10,194,028	\$ 9,989,875
<u>FINANCING USES</u>			
Type of Internal Service:			
Technology	\$ 566,268	\$ 721,095	\$ 750,750
Communications	98,313	108,630	114,100
Photocopies	- 0 -	- 0 -	- 0 -
Postage	19,784	19,200	19,200
Centralized Vehicle & Equipment	2,091,958	2,213,604	2,370,312
Fire Emergency Vehicle Replacement	5,309	- 0 -	- 0 -
Fuel Dispensing	676,223	873,668	1,033,572
Compensated Absences	(79,097)	9,000	40,000
Risk Management - All Coverages	6,281,572	5,766,050	5,846,000
TOTAL FINANCING USES:	\$ 9,660,330	\$ 9,711,247	\$ 10,173,934
<u>SOURCES OVER (UNDER) USES</u>			
<u>INCLUDING INTERFUND TRANSFERS</u>	<u>\$ 183,278</u>	<u>\$ 482,781</u>	<u>\$ (184,059)</u>
<u>REMOVAL OF INTERFUND TRANSFERS</u>			
Transfers In	695,551	250,000	175,000
Transfers Out	48,732	50,300	- 0 -
<u>SOURCES OVER (UNDER) USES</u>			
<u>EXCLUDING INTERFUND TRANSFERS</u>	<u>\$ 927,561</u>	<u>\$ 783,081</u>	<u>\$ (9,059)</u>
FUND EQUITY - Fiscal Year End	\$ 10,321,803	\$ 10,867,982	\$ 10,836,078

GENERAL FUND

FINANCIAL SUMMARY

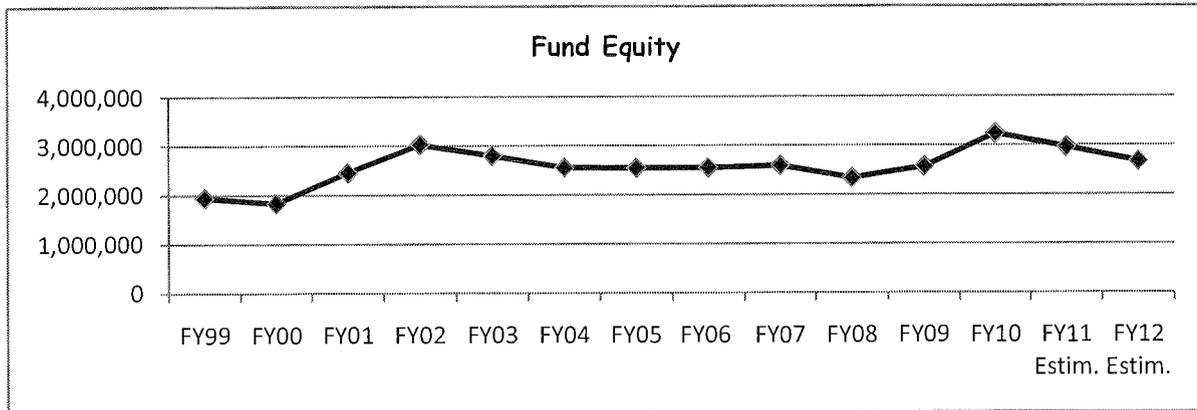
- > FUND SUMMARY
- > FUNDING SOURCES
- > FUNDING USES

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 9.5000 mills)

GENERAL FUND FUND SUMMARY

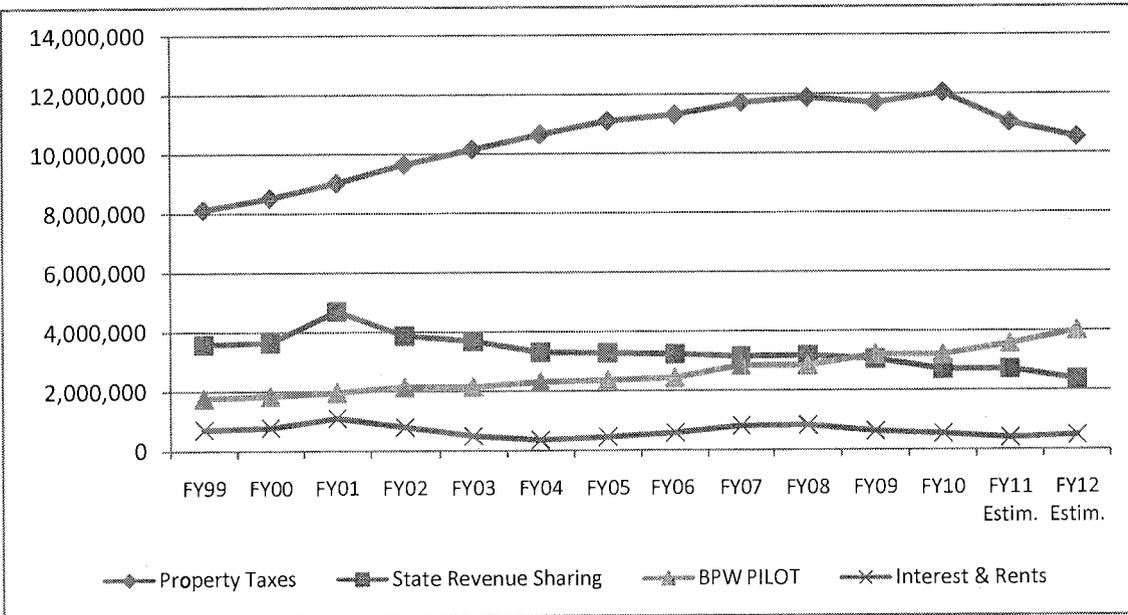
Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est. Amended Budget	FY-2012 Approved Budget
TOTAL FUNDING SOURCES	\$ 20,748,762	\$ 20,445,326 -1.5%	\$ 19,921,956 -2.6%	\$ 19,562,456 -1.8%
TOTAL FUNDING USES	20,519,196	19,775,930 -3.6%	20,193,704 2.1%	19,861,414 -1.6%
Net Increase (Decrease)				
From Operations	229,566	669,396	(271,748)	(298,958)
FUND EQUITY - June 30:				
Reserved:				
- Prepays/NIP/MSHDA Devel. Fees	\$ 2,144	\$ 5,010	\$ 75,543	\$ - 0 -
Unreserved:				
- Designated-Market Adj.	38,787	66,612	8,300	- 0 -
- Undesignated	2,524,681	3,163,386	2,879,417	2,664,302
Total Ending Fund Equity	\$ 2,565,612	\$ 3,235,008	\$ 2,963,260	\$ 2,664,302
Change from Prior Fiscal Year	9.8%	26.1%	-8.4%	-10.1%
Fund Equity Expressed as A A Percentage of Expenditures	12.5%	16.4%	14.7%	13.4%



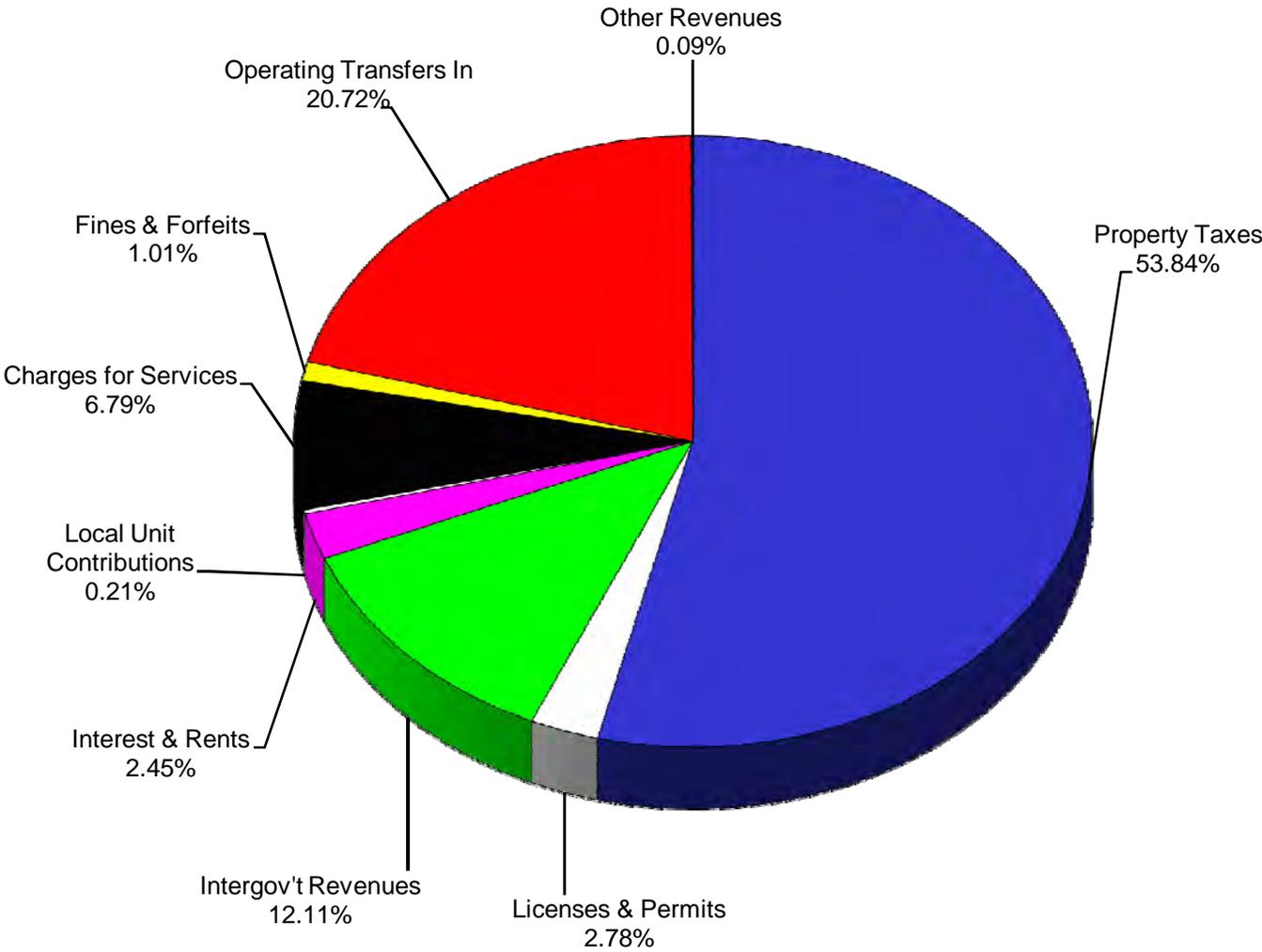
This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

GENERAL FUND FUNDING SOURCES

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Estimate	FY-2012 Approved Budget	FY2011 to FY2012
FUNDING SOURCES -					
Taxes	\$ 11,698,776	\$ 12,033,489	\$ 11,033,056	\$ 10,532,662	-4.5%
Licenses & Permits	331,941	378,613	542,550	544,400	0.3%
Federal Grants	17,894	18,816	15,580	16,000	2.7%
State Revenue Sharing	3,041,686	2,698,103	2,697,780	2,352,200	-12.8%
Local Unit Contributions	42,401	42,699	42,000	42,000	0.0%
Charges for Services	1,137,880	1,156,995	1,311,652	1,328,810	1.3%
Fines & Forfeits	197,625	184,769	197,200	197,200	0.0%
Interests & Rents	617,748	534,195	392,634	479,001	22.0%
Other Revenue	10,064	8,057	13,575	16,500	21.5%
Transfers from Other Funds	3,652,747	3,389,590	3,675,929	4,053,683	10.3%
TOTAL SOURCES	\$ 20,748,762	\$ 20,445,326	\$ 19,921,956	\$ 19,562,456	-1.8%
		-1.5%	-2.6%	-1.8%	



GENERAL FUND FY-2012 APPROVED REVENUES



TOTAL \$19,562,456

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 2001-02, 2006-07, and 2011-12

Revenue Classification	2001-02		2006-07		2011-12	
Taxes	\$9,651,873	54.78%	\$11,687,614	56.80%	\$10,532,662	53.03%
Licenses & Permits	61,608	0.35%	543,700	2.64%	544,400	2.74%
Intergovernmental	3,870,137	21.97%	3,252,100	15.80%	2,368,200	11.92%
Local Unit Contributions	30,303	0.17%	37,000	0.18%	42,000	0.21%
Charges for Services	773,158	4.39%	1,093,020	5.31%	1,328,810	6.69%
Fines & Forfeits	251,815	1.43%	255,000	1.24%	197,200	1.00%
Interest & Rents	791,807	4.49%	617,301	3.00%	479,001	2.41%
Other Revenue	6,834	0.04%	6,300	0.03%	16,500	0.08%
Operating Transfers In	2,180,208	12.38%	2,902,669	14.11%	4,053,683	20.41%
Use of Fund Balance	0	0.00%	182,719	0.89%	298,958	1.51%
TOTAL REVENUES	\$17,617,743	100.00%	\$20,577,423	100.00%	\$19,861,414	100.00%

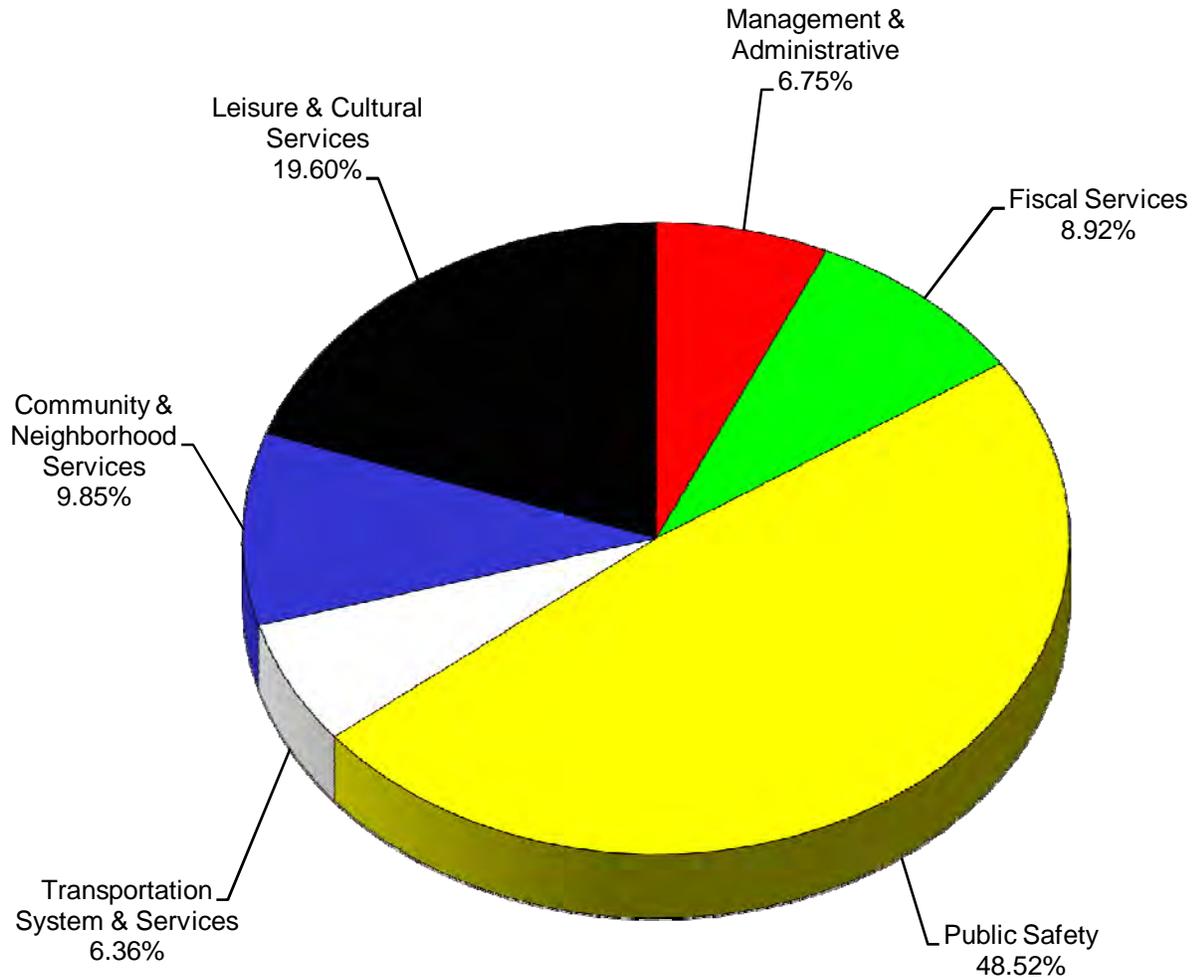
**GENERAL FUND
FUNDING USES**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Estimate	FY-2012 Approved Budget	FY2011 to FY2012
<u>FUNDING USES BY FUNCTION</u>					
<u>Management & Administrative Services Group</u>					
City Council	194,793	189,126	199,092	188,800	-5.2%
City Manager's Office	296,390	322,855	295,592	304,700	3.1%
Elections & Voter Registration	61,583	27,239	53,054	72,075	35.9%
City Attorney Services	197,219	173,661	186,900	182,300	-2.5%
City Clerk's Office	165,430	167,980	165,080	168,800	2.3%
Human Resources	291,949	275,284	290,718	275,450	-5.3%
Volunteer Services	15,924	15,653	8,300	8,675	4.5%
Contingencies Appropriation	0	0	0	140,000	100.0%
Total Management & Admin Ser	1,223,288	1,171,798	1,198,736	1,340,800	11.9%
<u>Fiscal Services Group</u>					
Finance Office	529,972	519,385	555,078	562,387	1.3%
Independent Audit	54,091	52,608	46,423	50,700	9.2%
Property Assessing Office	464,486	461,104	571,699	570,326	-0.2%
Procurement/Purchasing	37,248	24,720	0	0	0.0%
Treasurer's Office	214,920	191,683	214,332	214,074	-0.1%
Unallocated Insurance	85,705	75,282	69,300	71,000	2.5%
Transfers to Other Funds	390,229	340,949	304,167	302,526	-0.5%
Total Fiscal Services	1,776,651	1,665,731	1,760,999	1,771,013	0.6%
<u>Public Safety Services Group</u>					
Combined Public Safety	0	0	0	9,637,609	100.0%
Police Department	7,029,919	6,814,757	7,112,592	0	-100.0%
Fire Department	3,096,580	3,030,099	3,015,224	0	-100.0%
Total Public Safety	10,126,499	9,844,856	10,127,816	9,637,609	-4.8%
<u>Transportation System & Services Group</u>					
Street Division	1,136,452	1,118,712	1,142,655	1,103,624	-3.4%
Transportation Mgmt/Engineer	184,491	173,680	167,384	159,432	-4.8%
Total Transportation System	1,320,943	1,292,392	1,310,039	1,263,056	-3.6%

**GENERAL FUND
FUNDING USES**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Estimate	FY-2012 Approved Budget	FY2011 to FY2012
<u>FUNDING USES BY FUNCTION</u>					
<u>Community & Neighborhood Services Group</u>					
City Hall	209,991	209,048	203,097	179,450	-11.6%
Planning & Zoning	315,283	297,607	289,044	302,100	4.5%
Environmental Health & Inspec	445,944	457,517	451,948	424,520	-6.1%
Construction Inspections	424,221	404,300	385,316	383,225	-0.5%
Community Social Svc Assist	140,842	135,724	131,850	101,200	-23.2%
Ourstreet Program	202,069	201,923	162,149	209,320	29.1%
Human Relations Commission	157,054	159,738	160,214	160,600	0.2%
Economic Devel. Assistance	142,673	156,794	177,091	194,850	10.0%
Total Community & Neighborho	2,038,077	2,022,651	1,960,709	1,955,265	-0.3%
<u>Leisure & Cultural Services Group</u>					
Cemeteries	457,796	412,815	455,755	464,059	1.8%
Leisure/Cultural Svc Admin	57,548	61,033	55,495	142,100	156.1%
Recreation Dept & Programs	917,049	899,371	891,705	855,328	-4.1%
Parks	1,547,686	1,411,241	1,425,691	1,440,803	1.1%
Municipal Stadium	76,813	58,360	73,700	78,018	5.9%
DeGraaf Nature Center	241,071	228,453	255,418	254,866	-0.2%
8th Street Market	112,757	111,976	109,711	113,000	3.0%
Cultural Activities Assistance	355,718	325,409	309,214	309,239	0.0%
Civic Center	267,300	269,844	258,716	236,258	-8.7%
Total Leisure & Cultural	4,033,738	3,778,502	3,835,405	3,893,671	1.5%
TOTAL FUNDING USES	20,519,196	19,775,930	20,193,704	19,861,414	-1.6%
		-3.6%	2.1%	-1.6%	

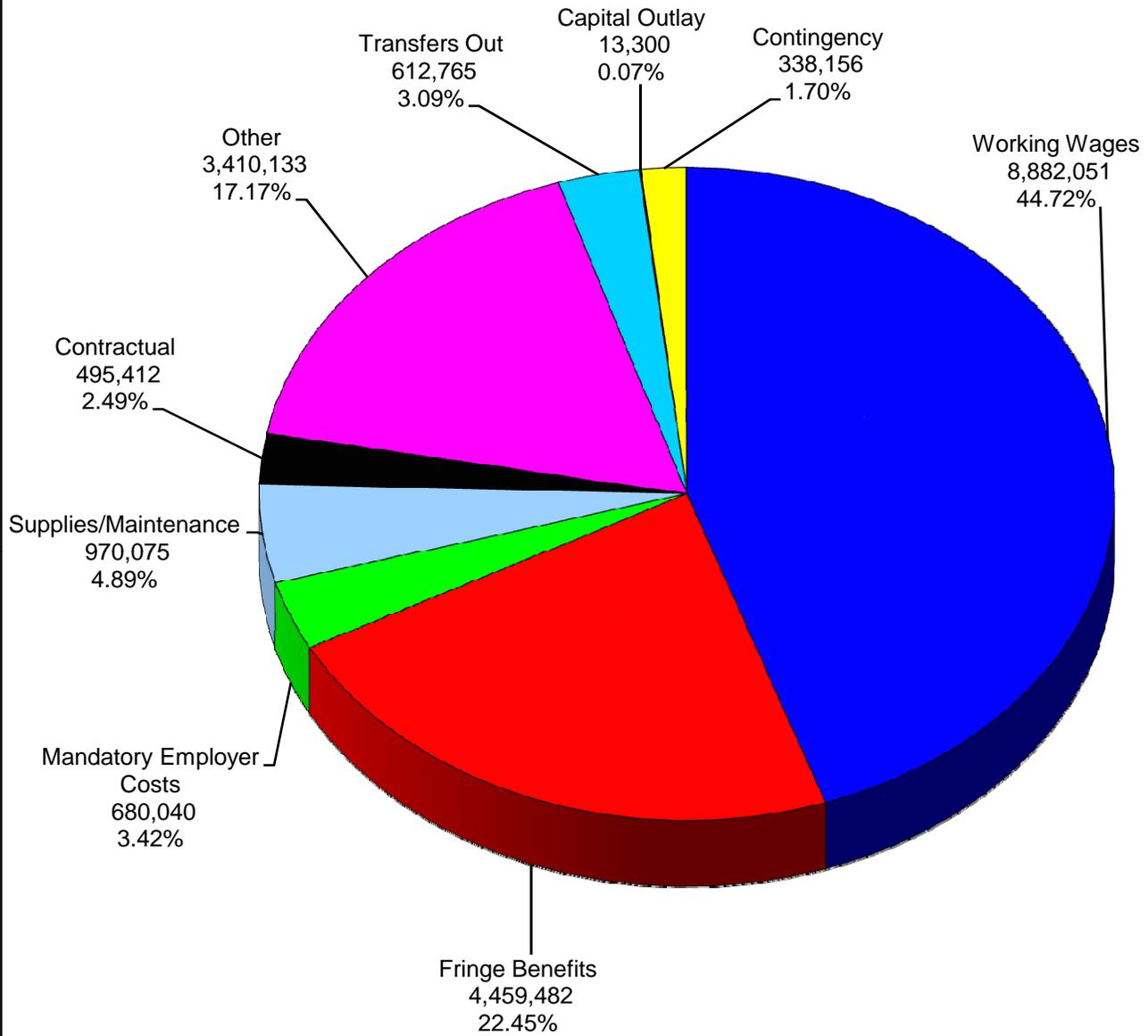
GENERAL FUND FY-2012 APPROVED EXPENDITURES BY FUNCTION



TOTAL \$19,861,414

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-2012 APPROVED EXPENDITURES BY TYPE



\$19,861,414

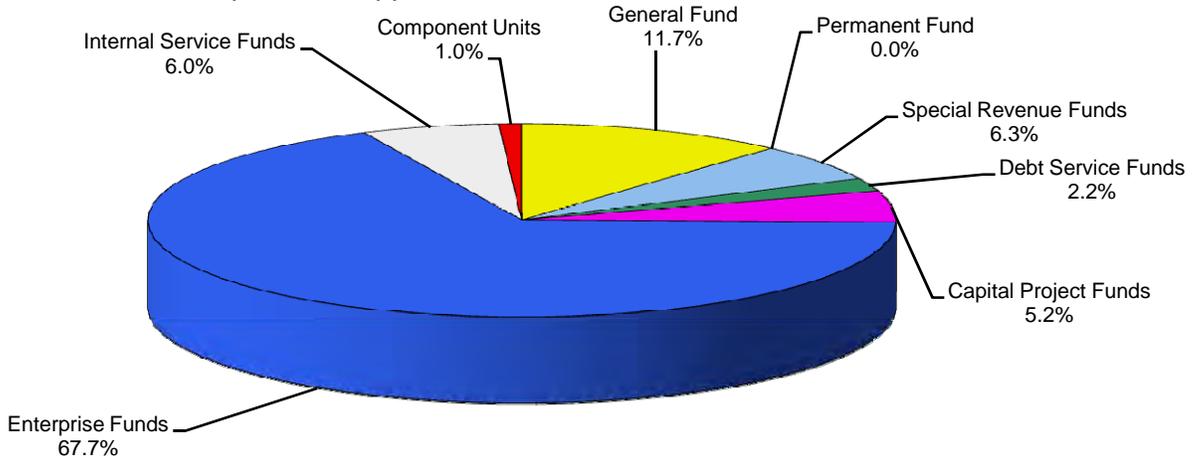
GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 2001-02, 2006-07, and 2011-12

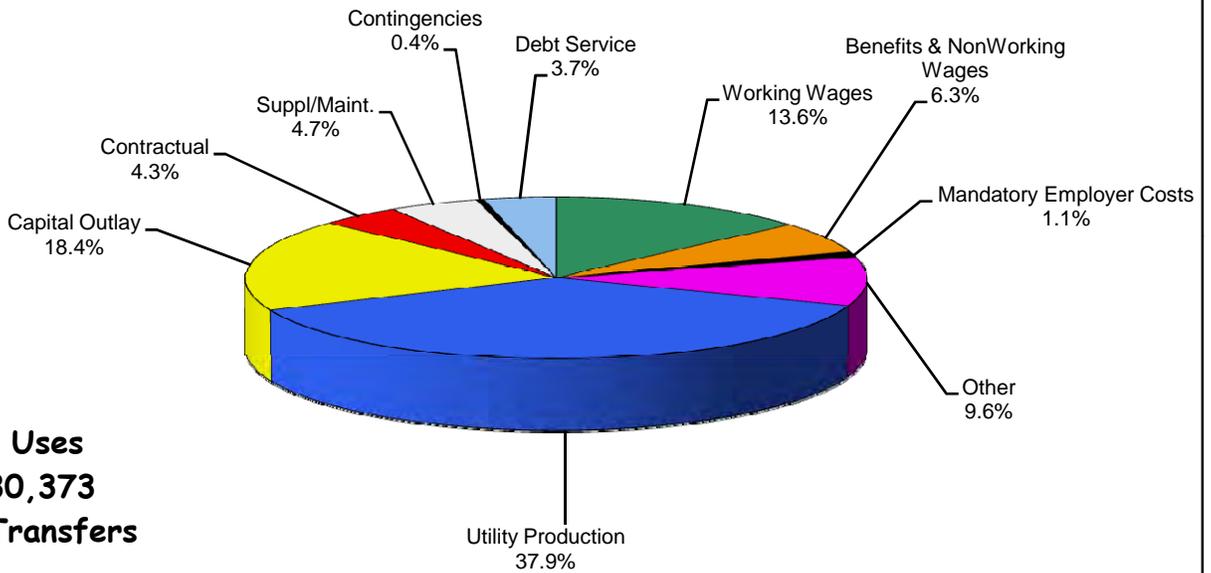
Service Group	2001-02		2006-07		2011-12	
Management & Administrative	\$1,427,345	8.41%	\$1,722,830	8.37%	\$1,340,800	6.75%
Fiscal Services	2,019,471	11.91%	1,903,976	9.25%	1,771,013	8.92%
Public Safety	7,546,856	44.49%	9,657,254	46.93%	9,637,609	48.52%
Transportation System	1,123,357	6.62%	1,239,989	6.03%	1,263,056	6.36%
Community & Neighborhood	1,335,899	7.88%	2,074,453	10.08%	1,955,265	9.85%
Leisure & Cultural	3,508,662	20.69%	3,978,921	19.34%	3,893,671	19.60%
Total Appropriations	\$16,961,590	100.00%	\$20,577,423	100.00%	\$19,861,414	100.00%

ALL SERVICE GROUPS

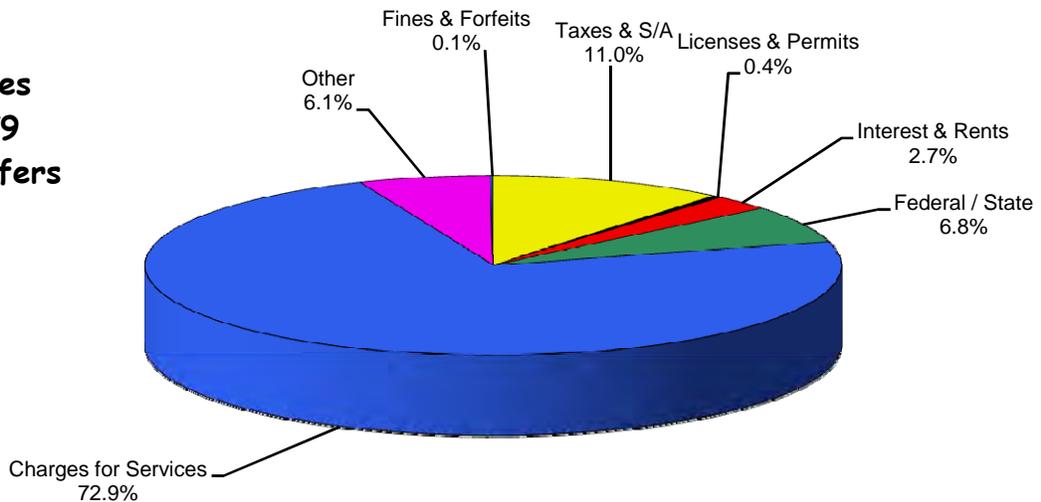
Total Uses By Fund Type \$170,376,253 (Incl. Transfers)



**Funding Uses
\$159,530,373
Excluding Transfers**



**Funding Sources
\$155,780,779
Excluding Transfers**



ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -	
FUND TYPES -	
General	\$ 19,861,414
Permanent	21,900
Special Revenue	10,693,833
Debt Service	3,757,086
Capital Projects	8,903,686
Enterprise	115,322,870
Internal Service	10,173,934
Component Unit	1,641,530
FUND TYPE - TOTALS	<u>\$ 170,376,253</u>
- - GROUP FUNDING SOURCES & USES TOTALS - -	
FUNDING SOURCES -	
Taxes & Special Assessments	\$ 17,077,885
Licenses & Permits	629,400
Intergovernmental	10,538,864
Charges for Services	113,533,147
Fines & Forfeits	197,200
Interest & Rents	4,259,703
Other	9,544,580
Transfers In	10,845,880
TOTAL SOURCES	<u>\$ 166,626,659</u>
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 21,637,851
* Benefits - Includes NonWorking Wages	10,006,112
* Mandatory Employer Costs	1,792,523
Other Current Expenditures -	
* Supplies / Maintenance	7,507,780
* Contractual	6,805,180
* Utility Production	60,454,407
* Other	15,381,818
Capital Outlay	29,337,855
Debt Service Payments	
* Principal Maturities	4,136,963
* Interest & Fee Payments	1,860,628
Transfers Out	10,845,880
Contingencies	609,256
TOTAL USES	<u>\$ 170,376,253</u>
NON-CASH ITEMS - For Info Only	
Depreciation & Amortization Expense	\$ 12,760,936
- - GROUP STAFFING TOTALS - -	
Personnel Services Total Amount	\$ 33,436,486
* Full-Time Positions	371.70
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	55.16

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

FY-2012 Approved Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
FUND TYPES -					
General			- 0 -	19,861,414	19,861,414
Permanent			- 0 -	21,900	21,900
Special Revenue			- 0 -	10,693,833	10,693,833
Debt Service		3,757,086	3,757,086	- 0 -	3,757,086
Capital Projects			- 0 -	8,903,686	8,903,686
Enterprise			- 0 -	115,322,870	115,322,870
Internal Service			- 0 -	10,173,934	10,173,934
Component Unit			- 0 -	1,641,530	1,641,530
FUND TYPE - TOTALS	\$ - 0 -	\$ 3,757,086	\$ 3,757,086	\$ 166,619,167	\$ 170,376,253
FUNDING SOURCES -					
Taxes & Special Assessments	10,532,662	2,436,799	12,969,461	4,108,424	17,077,885
Licenses & Permits	4,000		4,000	625,400	629,400
Intergovernmental	2,352,200		2,352,200	8,186,664	10,538,864
Charges for Services	75,000		75,000	113,458,147	113,533,147
Fines & Forfeits	- 0 -		- 0 -	197,200	197,200
Interest & Rents	209,901	624,444	834,345	3,425,358	4,259,703
Other	2,500		2,500	9,542,080	9,544,580
Transfers In	4,020,406	234,091	4,254,497	6,591,383	10,845,880
TOTAL SOURCES	\$ 17,196,669	\$ 3,295,334	\$ 20,492,003	\$ 146,134,656	\$ 166,626,659
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	21,637,851	21,637,851
* Benefits - Includes NonWorking Wages			- 0 -	10,006,112	10,006,112
* Mandatory Employer Costs			- 0 -	1,792,523	1,792,523
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	7,507,780	7,507,780
* Contractual			- 0 -	6,805,180	6,805,180
* Utility Production			- 0 -	60,454,407	60,454,407
* Other		12,001	12,001	15,369,817	15,381,818
Capital Outlay			- 0 -	29,337,855	29,337,855
Debt Service Payments					
* Principal Maturities		2,631,963	2,631,963	1,505,000	4,136,963
* Interest & Fee Payments		1,109,299	1,109,299	751,329	1,860,628
Transfers Out		3,823	3,823	10,842,057	10,845,880
Contingencies			- 0 -	609,256	609,256
TOTAL USES	\$ - 0 -	\$ 3,757,086	\$ 3,757,086	\$ 166,619,167	\$ 170,376,253

NON-CASH ITEMS - For Info Only

Depreciation & Amortization Expense 12,760,936

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,950,664 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

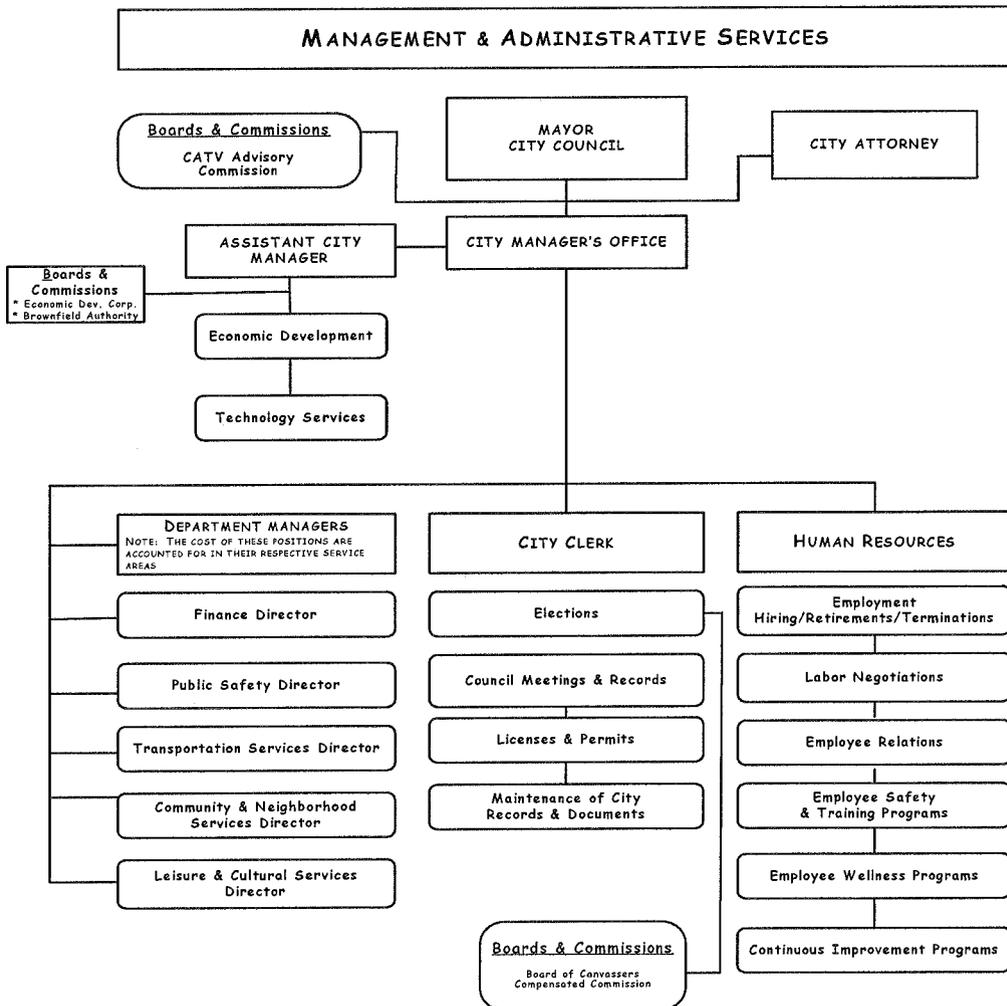
Description	General Fund	BPW Utility Funds	All Other Funds	FY-2012 Approved Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 10,532,662		\$ 6,545,223	\$ 17,077,885
Licenses & Permits	544,400		85,000	629,400
Intergovernmental	2,410,200		8,128,664	10,538,864
Charges for Services	1,328,810	107,850,702	4,353,635	113,533,147
Fines & Forfeits	197,200		- 0 -	197,200
Interest & Rents	479,001	989,200	2,791,502	4,259,703
Other	16,500	3,081,980	6,446,100	9,544,580
Transfers In	4,053,683	- 0 -	6,792,197	10,845,880
TOTAL SOURCES	19,562,456	111,921,882	35,142,321	\$ 166,626,659
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 8,882,051	\$ 10,079,504	\$ 2,676,296	\$ 21,637,851
* Benefits - Includes NonWorking Wages	4,459,482	4,622,694	923,936	10,006,112
* Mandatory Employer Costs	680,040	870,975	241,508	1,792,523
Other Current Expenditures -				
* Supplies / Maintenance	970,075	3,814,604	2,723,101	7,507,780
* Contractual	833,568	3,502,477	2,469,135	6,805,180
* Utility Production	- 0 -	60,454,407	- 0 -	60,454,407
* Other	3,242,377	2,626,357	9,513,084	15,381,818
Capital Outlay	13,300	20,457,790	8,866,765	29,337,855
Debt Service Payments				
* Principal Maturities	- 0 -	1,505,000	2,631,963	4,136,963
* Interest & Fee Payments	- 0 -	751,290	1,109,338	1,860,628
Transfers Out	612,765	4,307,040	5,926,075	10,845,880
Contingencies	167,756	- 0 -	441,500	609,256
TOTAL USES	19,861,414	112,992,138	37,522,701	\$ 170,376,253
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense			\$	12,760,936
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 14,021,573	\$ 15,573,173	\$ 3,841,740	\$ 33,436,486
* Full-Time Positions				371.70
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				55.16

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

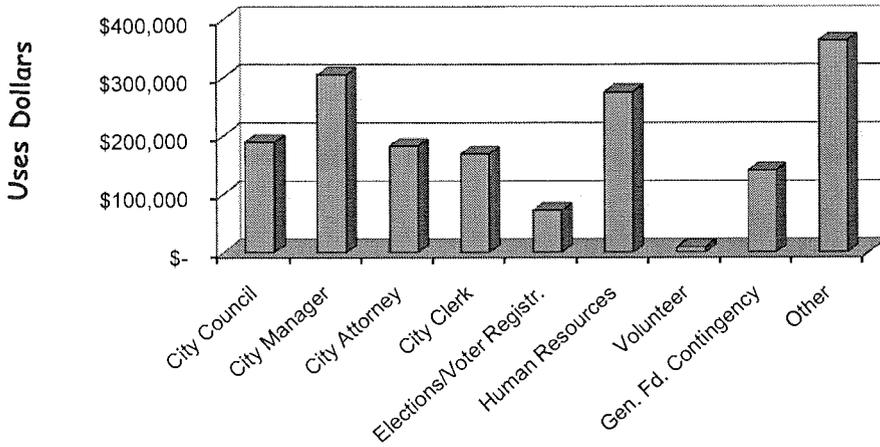
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and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

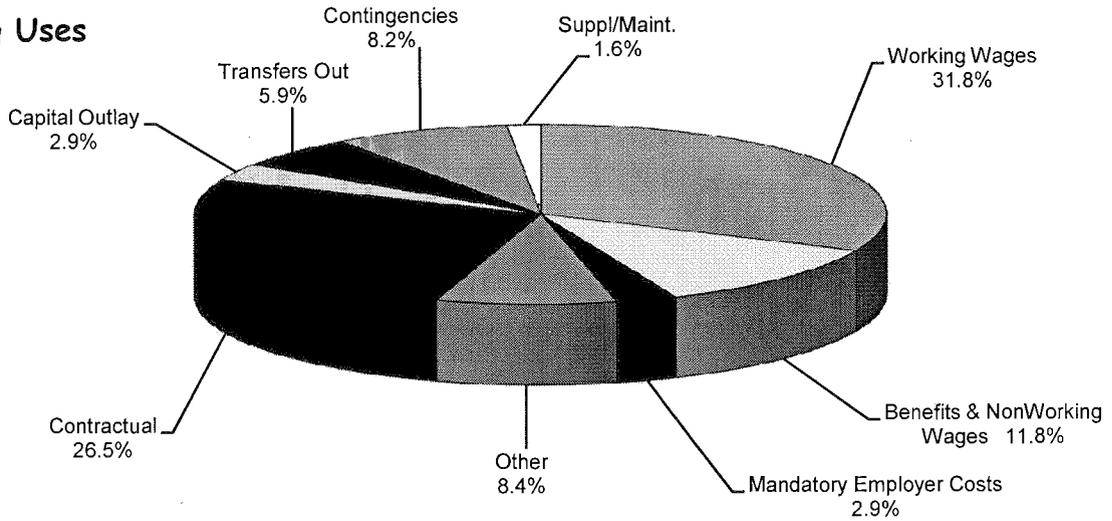


MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

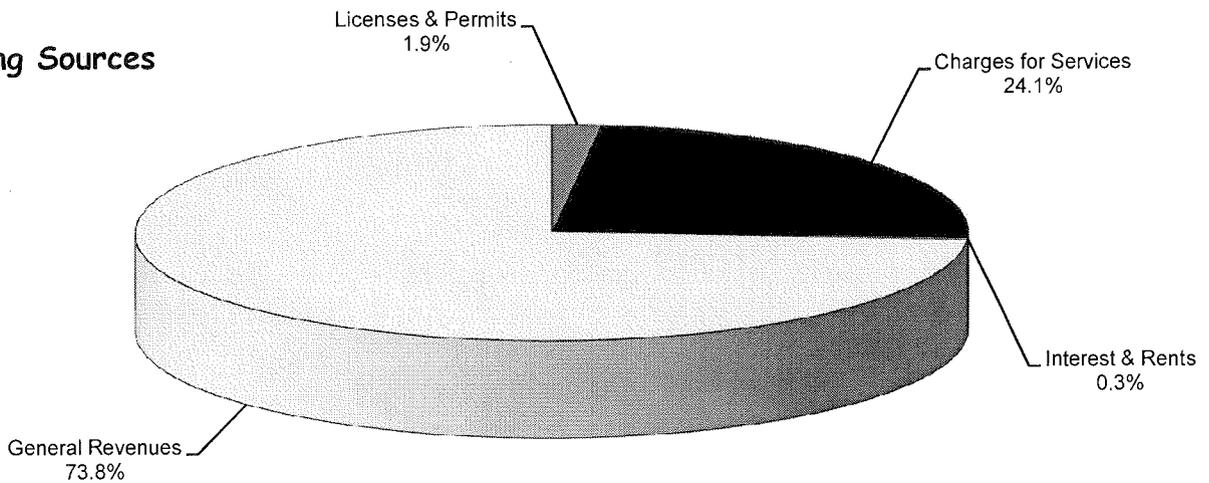
Total Uses By Department \$1,704,300



Funding Uses



Funding Sources



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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 1,223,331	\$ 1,171,826	\$ 1,198,736	\$ 1,340,800
Special Revenue	301,083	399,975	343,007	363,500
TOTAL FUND TYPE	<u>\$ 1,524,414</u>	<u>\$ 1,571,801</u>	<u>\$ 1,541,743</u>	<u>\$ 1,704,300</u>

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	26,693	32,351	32,000	32,000
Charges for Services	321,143	358,636	401,800	403,300
Interest & Rents	6,079	7,554	3,575	4,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	76,530	214,822	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 430,445</u>	<u>\$ 613,363</u>	<u>\$ 437,375</u>	<u>\$ 440,000</u>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 532,802	\$ 496,249	\$ 533,085	\$ 542,450
* Benefits - Includes NonWorking Wages	207,173	220,499	192,685	201,350
* Mandatory Employer Costs	43,855	44,257	45,250	48,800
Other Current Expenditures -				
* Supplies / Maintenance	14,958	15,277	17,285	26,775
* Contractual Expenditures	492,936	430,046	464,570	452,150
* Other	151,043	149,004	159,661	142,775
Capital Outlay	66,022	124,939	54,207	50,000
Transfers Out	15,625	91,530	75,000	100,000
Contingencies	- 0 -	- 0 -	- 0 -	140,000
TOTAL USES	<u>\$ 1,524,414</u>	<u>\$ 1,571,801</u>	<u>\$ 1,541,743</u>	<u>\$ 1,704,300</u>

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 783,830	\$ 761,005	\$ 771,020	\$ 792,600
* Full-Time Positions	7.58	7.58	7.36	7.37
* Part-Time Positions @ F.T.E.	0.50	0.40	0.45	0.50
* 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

- * 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 2012

- * To work with the two (2) lithium-ion battery projects to ensure that the projects are completed on schedule. (July 2011)
- * To be a participant on the Advanced Energy Storage Task Force in order position this area as the advanced energy storage technology center of the Midwest and, perhaps, United States. (On-going)
- * To serve as a role model for residents and organizations in the community by embracing the use of plug-in electric vehicles for the City fleet whenever possible. Two sedans and several pick-ups are anticipated for replacement in FY12. (throughout the year)
- * To work with the Board of Public Works (BPW) to sponsor commercial-grade charging stations for public and private use throughout the service area. (August 2011)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- * To work with the BPW to establish policies and a program for residential charging stations throughout the service area. (October 2011)
- * To collaborate with Lakeshore Advantage to establish an Electric Vehicle Resource Center that will provide information to the public on available electric vehicles and charging stations. (December 2011)
- * To monitor the availability of grant opportunities that could assist the City, its residents and businesses with the purchase of electric vehicles and charging stations. (throughout the year)
- * To evaluate the need for modifications to the City's economic development incentives as changes to these incentives are made at the state level. (January 2012)
- * To work in partnership with Lakeshore Advantage to initiate contact with at least five (5) major employers in the City to discuss business conditions and how the City / Lakeshore Advantage may be of assistance to their success. (Sept 2011 - June 2012)
- * To work with the Community & Neighborhood Services (CNS) Department as it addresses improvements to and redevelopment of neighborhood commercial and commercial corridor areas in the City. The specific goals for this item are included in the CNS FY12 Action Plan.
- * To implement the next phase of the City marketing strategy as defined by the City Marketing Committee and City Council. It is anticipated that this will focus on the preparation of neighborhood brochures that will promote the value and attributes of specific City neighborhoods. (5-7 neighborhoods by June 2012)

STRATEGY STATEMENT

AREA COOPERATION:

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

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2012

- * To continue membership in the Macatawa Area Coordinating Council (MACC) 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 actively participate in the Future Search project and new MACC subcommittee to establish a comprehensive inventory of services provided by MACC membership units and develop a list of potential cooperative efforts and implement at least one cooperative project by June 2012.

STRATEGY STATEMENT

NEIGHBORHOODS:

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

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2012

- * To continue addressing the viability of neighborhood commercial areas including design and development tools with focus on the 16th Street/River Avenue district to include the completion of the E.E. Fell elderly and historical Brownfield housing project by November 2011.
- * 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 continue to develop the "Centers of Centers" plan with the input of property owners and the development of an implementation plan for expanding retail opportunities in the area between River and Pine and northwest corner of River and 16th Street. (On-going)
- * To continue to develop plans for expansion of the Ourstreet program with HOMECOR and public / private partnerships, for neighborhood improvement programs. (On-going)
- * 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 targeted neighborhoods. (On-going)
- * 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 state and federal housing programs. (On-going)
- * To continue to develop the implementation of programs for the new Neighborhood Improvement Strategy (NIS) i.e. "Year of the Garage," vacant structure registration project, and other programs as recommended by the NIS Committee and approved by City Council. (On-going)
- * 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^{6th} and 24th St.
 - The southwest corner of Washington Avenue and 40th St.
 - The east side of Lincoln Avenue, south of 32nd St.
 - The former Cedar Village shopping area at Waverly Road and Chicago Drive.

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- * To implement the action plans in the FY 2012 CDBG by June 2012.

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 2012

- * 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. As a result of reduced funding at local, state and federal level complete an extensive review of funding for all outside agencies to redefine policies and priorities by February 2012.
- * To implement with the Holland Youth Advisory Council (HYAC) at least two (2) specific recommendations from the June 2008 "Teen Summit: Community Issue Roundtable" report by June 2012.
- * To encourage the adoption of policies which promote economic stability and new job creation within the community. (On-going)
- * To encourage educational institutions to take an equally active role in supporting the families and neighborhoods of our community through after school programs and use of school facilities for community use. (On-going)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

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 2012

- * To complete 40th Street resurface and safety program Waverly to Industrial Avenue by September 2011.
- * To complete 48th Street reconstruction from M-40 to East City limits by September 2011.
- * To complete annual 2011 Street Resurfacing and Reconstruction Program to cover 5% of the street system by October 2011.
- * To complete construction for Matt Urban Drive from Washington to West City limits by August 2011.
- * To complete design of the roundabout at 8th and Fairbanks by June 2012 with construction to start in 2013 construction season.
- * To develop design and funding plan for reconstructing Central Avenue from 8th Street to State Street to include plans for district heating piping if incorporated into the Community Energy plan scheduled for completion by late 2011, with construction in 2012.
- * To develop design and financing plan for reconstructing Lincoln Avenue from 16th to 24th Street by February 2012 and construction by October 2012.
- * To implement the second and third year three year Economic Development Grant of \$9.5 for street investments in south industrial area as follows:

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

2010 Construction:

- M-40 from US31 to I-196 (MDOT) - (Completed November 2010)
- West 48th Street from Regent Boulevard to Lincoln Avenue - (Completed by August 2011)
- Washington Avenue Bridge Replacement - (Complete by November 2011)
- Waverly Road from M-40 to 48th Street - (Completed September 2010)

2011 Construction:

- East 48th Street from M-40 to City Limit - (Completed by August 2011)
- US31 Bridge / Washington Interchange (MDOT) - (Completed by November 2011)

2012 Construction

- 64th Street - Airport Court to Lincoln - (Complete by August 2012)
- Lincoln Avenue - 64th Street to M-40 - (Complete by August 2012)
- Geurink Blvd. - Washington Avenue to End (Complete by November 2012)

- * To develop design and financing plan for new public parking lot for South Shore Village by April 2012, with construction by August 2012.
- * To implement bicycle and sidewalk expansion plans by constructing sidewalks and providing bicycle lanes as part of the 2011 / 2012 street improvement projects - Special project to construct sidewalk / bike path along M-40 from 40th Street to Waverly Road by June 2012.
- * To purchase property for M-40 frontage road by July 2013.
- * To continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and reevaluate the operating plans for the new 260 space parking deck at 7th Street between College and Columbia completed in May 2009 by June 2012.
- * To complete the Storm Water Master Plan by August 2012 and incorporate the Maplewood / Lela and Tulip City Inter County Drain studies into the plan and initiate the process for developing project priorities and financial plans by May 2013.
- * 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 2011.
- * 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.

INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

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 2012

Are outlined in the Utilities Section of City Budget

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 2012

- * To determine the future of the Civic Center by June 2012 and develop financing and design development plans by December 2012.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- * 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 June 2012.
- * 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 Tool Works property by June 2012.
- * To evaluate the possibility of establishing a private "waterfront trust" to acquire properties when available - Some funding has been established in the Holland / Zeeland Community Foundation. (On-going)
- * To complete a revised Windmill Island long-range improvement plan to include the following:
 - develop the funding plan for the boardwalk connecting the Island with Window-on-the-Waterfront by June 2012; (Construction Plans completed in 2010)
 - construct new deck as part of bank restoration project completed in 2011 by June 2012;
 - reconstruct the observation deck of the Windmill by December 2011.
 - develop plans for 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 June 2012.
- * 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 6th Street/College Avenue area by June 2012.
- * 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.

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 2012.
- * To implement various action plans within the City's Energy Facilities and Operation plan and Comprehensive update 2011 Action Plans as presented to City Council.
- * To finalize the Community Energy Plan with the BPW Board, the Sustainability Committee, and City Council by February 2012.

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 is 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 2012

- * To continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services. (On-going)
- * To continue to update the City's new web page to enable easier use and to seek opportunities for providing additional access to governmental services through use of the Internet. (On-going)
- * To update the technology in City Hall and the City Council Chambers by June 2012 to improve the delivery and access of services and information to the citizens of Holland.

INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

- * 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) For 2010-2014, cooperate with Holland Public Schools to upgrade their facilities with approved 2010 \$72 Million bond issue, and develop input to Ready for School project.
- * 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 as needed. (On-going)
- * To continue to review organizational structure and current staff levels / interim positions as part of FY 12 budget process and develop plan to address high levels of retirement eligibility over next five years.
- * To continue with Public Safety Department implementation - complete EMS delivery system study by January 2011.
- * To develop a process to incorporate the Future Search process into the City's long term planning by June 2012.
- * 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. (On-going)
- * 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 by June 2012.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Regular Scheduled Legislative Sessions	24	24	24	24
Number of Special Called Legislative Sessions	10	10	10	10
Number of Study Sessions	17	19	19	20
Number of Council Actions (calendar year)	648	727	730	740
Number of Ordinances Adopted	29	11	12	20
City Calendar	1	1	1	1

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	194,814	189,118	199,092	188,800
TOTAL SOURCES	\$ 194,814	\$ 189,118	\$ 199,092	\$ 188,800

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 73,125	\$ 72,304	\$ 74,300	\$ 74,700
* Benefits - Includes NonWorking Wages	5,230	4,472	5,225	5,225
* Mandatory Employer Costs	5,713	5,890	6,075	6,175

Other Current Expenditures -

* Supplies / Maintenance	1,987	2,162	2,585	2,300
* Contractual	14,944	12,211	11,900	11,900
* Other	93,815	92,079	99,007	88,500

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 194,814	\$ 189,118	\$ 199,092	\$ 188,800

- - STAFFING - -

Personnel Services Total Amount	\$ 84,068	\$ 82,666	\$ 85,600	\$ 86,100
* Full-Time Positions	0.24	0.24	0.25	0.25
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To assist City Council with the review and implementation of the FY 12 City Council Action Plans.
- * To coordinate annual strategic planning sessions for both City Council and City staff and continue status reporting system for City Council by January 2012 and June 2012.
- * To update the Five-Year Capital Improvement plan by March 2012 with updated projects and cost estimates.
- * To monitor all capital projects scheduled for FY 2011-2012 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 9-11 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.
 - 10) The Future Search Steering Committee on Government.
- * To continue to work with MACC, MDOT and area governmental units on both short and long term implementation plans for US 31 improvement alternatives. (On-going)
- * To monitor implementation plan for the City of Holland to comply with the Macatawa Watershed plan for Non-Point Sources. (On-going)
- * To assure the City's economic development activities are properly coordinated with the Holland Chamber of Commerce, Lakeshore Advantage, and various Michigan Economic Development programs. (On-going)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

- * 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: (On-going)
 - Establish four (4) charrettes for Holland Public Schools - To coordinate neighborhood impact of four (4) new K - 7 Schools, and existing vacant schools as part of \$73 Million bond improvements starting in spring of 2011.
- * To continue to implement the comprehensive commercial and residential neighborhood enhancement, marketing and strategic planning plans that includes the entire City.
- * To make sure existing City services can be maintained during limited revenue growth:
 - Evaluate further reorganization in the following departments:
 1. Management and Financial Services
 2. Transportation Services
 3. Community and Neighborhood Services
 4. Leisure and Cultural Services
 - Evaluate improved joint administrative services with BPW;
 - Evaluate further revisions to Employee Fringe Benefit programs by April 2012;
 - Implement the recommendations in 2009 Public Safety Study - Complete Emergency Management Services (EMS) and public safety officer options by October 2011; and
 - Stress Continuous Improvement program.
- * To develop new possible area cooperative efforts that are prioritized as part of the Future Search project.
- * To continue to develop comprehensive Performance Measurement program for implementation as part of annual budget process. (On-going)
- * To develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept by April 2012.
- * To continue to work with the BPW and the Sustainability Committee to implement the Comprehensive Energy / Conservation plan and a green energy plan for all City operations and facilities to reduce energy consumption. The Community Energy plan is scheduled to be completed by September 2011 which will include specific action plans.
- * To implement the recommendations from the new Neighborhood Improvement Advisory Committee with targeted programs to address current housing challenges and opportunities, i.e. foreclosures, senior housing issues, aging housing stock, unique specific neighborhood issues, and vacancies to strengthen all of the City's neighborhoods.
- * To assist the new City Manager with a smooth transition as part of the 12-month Consulting Contract with the existing City Manager starting in September 2011.

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	296,405	322,863	295,592	304,700
TOTAL SOURCES	\$ 296,405	\$ 322,863	\$ 295,592	\$ 304,700

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 172,620	\$ 180,241	\$ 180,400	\$ 180,900
* Benefits - Includes NonWorking Wages	98,175	113,036	87,292	93,700
* Mandatory Employer Costs	15,729	16,728	15,600	17,800

Other Current Expenditures -

* Supplies / Maintenance	3,100	2,782	3,200	3,200
* Contractual	1,081	2,028	1,000	1,000
* Other	5,700	8,048	8,100	8,100

Capital Outlay

	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 296,405	\$ 322,863	\$ 295,592	\$ 304,700

- - STAFFING - -

Personnel Services Total Amount	\$ 286,524	\$ 310,005	\$ 283,292	\$ 292,400
* Full-Time Positions	2.60	2.60	2.50	2.50
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Elections and Voter Registration

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To provide supplies, materials, voting machines and trained staff for polling places for the August 2011 Primary, November 2011 General, February 2012 Presidential Primary and May 2012 School elections, as well as process voters and tabulate results. (On-going)
- * To provide a voter registration program that is up-to-date with the state-wide voter registration file in accordance with 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. (June 2011)
- * To utilize the Electronic Poll Book procedure with the intent of becoming more efficient and requiring less election inspectors at each precinct. (November 2011)
- * To work with the area high schools in recruiting students to assist with the preparation of absentee mailings and other election services as needed. (November 2011)
- * To upgrade voting equipment for all precincts by July 2014 starting with the combined precincts at Holland Heights, Christ Memorial and First Reformed. The goal is to purchase six (6) quad booths per year until the total of 18 is accomplished.
- * To establish a schedule and implement the redistricting of wards according to the 2010 Census information. (June 2012)

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Registered Voters for November Election	21,954	21,646	22,107	23,500
August Election	20,953	19,065	21,898	22,800
May Election	21,458	21,664	22,000	22,500
Number of Elections (Total)	3	3	3	4
Regular	3	3	3	3
Special	0	0	0	1
Average Number of Election Workers per Precinct	4	5	5	5
Voting Station Election Officials:				
- Chairperson	16	15	15	15
- Election Worker	65	75	90	105
Board of Canvassers:				
- Board Members	4	4	4	4
Voter Turnout:				
August	3,143	N/A	3,000	6,500
November	14,634	1,652	11,000	15,000
February	N/A	N/A	N/A	4,500
May	1,552	3,889	2,500	3,000
Absentee Voters:				
August	1,327	N/A	1,200	1,500
November	3,067	1,233	2,750	3,100
February	N/A	N/A	N/A	1,300
May	978	1,181	1,000	1,000
% Turnout per Election:				
August	15.00%	N/A	28.61%	29.00%
November	66.00%	7.63%	41.90%	62.00%
February	N/A	N/A	N/A	19.00%
May	7.23%	17.95%	11.36%	13.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,277	\$ 9,833	\$ 4,300	\$ 4,500
Funding Requirement - General Operating Revenues	58,299	17,403	48,754	67,575
TOTAL SOURCES	\$ 61,576	\$ 27,236	\$ 53,054	\$ 72,075

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 45,495	\$ 11,773	\$ 37,400	\$ 44,500
* Mandatory Employer Costs	1,323	263	1,600	2,200
Other Current Expenditures -				
* Supplies / Maintenance	5,102	5,885	4,200	10,400
* Contractual	4,724	5,861	4,975	8,450
* Other	4,932	3,454	4,879	6,525
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 61,576	\$ 27,236	\$ 53,054	\$ 72,075

- - STAFFING - -

Personnel Services Total Amount	\$ 46,818	\$ 12,036	\$ 39,000	\$ 46,700
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

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

**INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES**

City Attorney

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	197,224	173,664	186,900	182,300
TOTAL SOURCES	\$ 197,224	\$ 173,664	\$ 186,900	\$ 182,300

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 197,135	\$ 173,574	\$ 186,700	\$ 181,900
* Other	89	90	200	400
TOTAL USES	\$ 197,224	\$ 173,664	\$ 186,900	\$ 182,300

- - STAFFING - -

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

**INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES**

City Clerk

DEPARTMENT MISSION STATEMENT

To provide administrative services mandated by City Charter, local ordinances, state statute, City Council and the City Manager for the public and departments, boards, commissions of the City; and to maintain and protect all public documents of the City.

ACTION PLAN FOR FISCAL YEAR 2012

- * To continue updating the central electronic filing system for contracts, resolutions, minutes, easements, and agreements for previous years. (On-going)
- * To evaluate the need for a document retention policy and prepare such a policy if necessary. (January 2011)
- * To establish a Notary Public policy and procedures for City staff. (October 2011)
- * To implement a central electronic location for the status of contracts that are approved by City Council, but not yet executed by all parties. (January 2011)
- * To establish a schedule and implement the redistricting of wards according to the 2010 Census information. (June 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>Licenses & Applications</u>				
Business Licenses and Permits Issued	456	450	445	445
Zoning Board of Appeals Applications Processed	21	21	23	25
<u>Ordinances</u>				
Ordinance Adopted	29	11	20	25
Council - Regular, Special, Closed Meetings	24 / 10	24 / 10	24 / 10	24 / 10
Zoning Board of Appeals Meetings	11	11	8	12
Board of Review Meetings	8	9	9	10
Board of Canvassers Meetings	0	1	0	1
Compensation Commission Meetings	0	1	0	1

MANAGEMENT & ADMINISTRATIVE SERVICES

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 26,693	\$ 32,351	\$ 32,000	\$ 32,000
Charges for Services	391	1,279	500	500
Funding Requirement - General Operating Revenues	138,350	134,364	132,580	136,300
TOTAL SOURCES	\$ 165,434	\$ 167,994	\$ 165,080	\$ 168,800

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 97,556	\$ 92,505	\$ 97,385	\$ 99,900
* Benefits - Includes NonWorking Wages	39,113	44,331	39,415	38,700
* Mandatory Employer Costs	8,155	8,528	9,000	9,500
Other Current Expenditures -				
* Supplies / Maintenance	2,598	2,750	2,300	2,300
* Contractual	3,927	5,154	2,005	4,500
* Other	14,085	14,726	14,975	13,900
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 165,434	\$ 167,994	\$ 165,080	\$ 168,800

- - STAFFING - -

Personnel Services Total Amount	\$ 144,824	\$ 145,364	\$ 145,800	\$ 148,100
* Full-Time Positions	2.25	2.25	2.25	2.25
* Part-Time Positions @ F.T.E.	0.50	0.40	0.45	0.50

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 2012

- * To reach a settlement on the Police Union contract. (July 2011)
- * To continue to review health insurance and pension costs for possible cost reductions, including prescription drug coverage and expanded Health Savings Accounts (HSA). Complete analysis by July 2011.
- * To develop a training plan for fiscal year 2012 to provide skill-based training to City employees to include relevant safety issues, leadership, change management and others as appropriate. (August 2011)
- * To 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% for calendar year 2011. Participation for 2010 was 89.4%, with 9.6% of employees opting out of health insurance coverage (of those opt-outs, 56% qualified for the wellness credit).
- * To work with all departments to continue emphasis on loss control and work-related injury prevention and to assist in reducing work-related injuries, associated lost work time, and worker's compensation insurance costs. The objective for calendar year 2011 will be to reduce recordable and lost time claims by 25% by January 2012.
- * To 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 July 2011.
- * To continue to maintain, and improve whenever possible, the City's commitment to a diverse workforce that is representative of the community's available workforce. This will include a

INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

review of the 2010 Census data and a determination of new minority hiring percentages for the fiscal year. The current minority percentage for the General City is 16.0%. (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 monthly City Connections cable television show on relevant, current issues and projects. (On-going)
- * To 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Employees (Full-Time and Part-Time A)	237	231	221	216
Number of New Hires (Full-time and Part-Time A)	10	5	3	3
Number of Reclassifications (Full-Time and Part-Time A)	0	6	3	0
Number of Labor Contract Settlements	1	0	1	1
Number of Labor Contract Arbitrations (Starting Year)	0	0	0	0
Number of Grievances Filed	1	0	0	0
Number of Worker Compensation Claims (Calendar Year)	35	68	51	38
Number of Lost Time Accidents (Calendar Year)	1	4	1	1
Number of Lost Days (Calendar Year)	60	134	30	75
Participation in Wellness Program (% of average Participation)	95	89	90	90
Number of Training Participants - all classes - FT & PTA	175	65	100	150

MANAGEMENT & ADMINISTRATIVE SERVICES

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 36,133	\$ 36,762	\$ 65,600	\$ 66,900
Funding Requirement - General Operating Revenues	255,820	238,532	225,118	208,550
TOTAL SOURCES	\$ 291,953	\$ 275,294	\$ 290,718	\$ 275,450

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 132,882	\$ 129,550	\$ 137,100	\$ 136,600
* Benefits - Includes NonWorking Wages	61,046	55,589	59,228	62,300
* Mandatory Employer Costs	11,925	11,913	12,350	12,400
Other Current Expenditures -				
* Supplies / Maintenance	1,769	1,190	1,550	1,400
* Contractual	55,655	50,595	51,790	41,250
* Other	28,676	26,457	28,700	21,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 291,953	\$ 275,294	\$ 290,718	\$ 275,450

- - STAFFING - -

Personnel Services Total Amount	\$ 205,853	\$ 197,052	\$ 208,678	\$ 211,300
* Full-Time Positions	2.24	2.24	2.25	2.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES**

Volunteer Services

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To increase minority and female representation on City boards and commissions. The goal for FY2012 is 32% female representation (74 of 233 people) and 17% minority representation (39 of 233 people). (On-going)
- * 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.) (On-going)
- * To work with staff liaisons on tracking of and communication with City volunteers to insure expectations and needs are clearly conveyed. (On-going)
- * To continue to work with Youth Services staff to increase youth participation on City Boards & Commissions through the Youth-On-Boards Program. (On-going)
- * To recognize volunteers in a meaningful way through personalized notes from staff liaisons and/or volunteer services annually as well as at departure from a board or commission. (On-going)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<i>CVS Boards/Project/Program Volunteers</i>				
Boards and Comissions Volunteers	229	218	225	233
Females	73 (32%)	70 (32%)	67 (30%)	74 (32%)
Minorities	25 (11%)	21 (10%)	32 (15%)	39 (17%)
DeGraaf Nature Center Volunteers	90	112	115	130
Teen Court Coordinator, Jurors and Assistants	28	30	35	40
Victims Services Unit	13	16	17	18
Recreation Dept. Volunteers	813	820	835	840
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	153	189	195	200
Total	1,326	1,385	1,422	1,461
<i>CVS/Boards/Project/Program Hours</i>				
Boards and Commissions	3,622	3,488	3,680	3,760
DeGraaf Nature Center Volunteers	492	560	575	650
Teen Court Coordinator, Jurors and Assistants	104	90	105	120
Victims Services Unit Volunteers	503	165	200	240
Recreation Dept. Volunteers	24,152	23,780	24,215	24,360
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	753	756	780	800
Total	29,626	28,839	29,555	29,930

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	15,925	15,657	8,300	8,675
TOTAL SOURCES	\$ 15,925	\$ 15,657	\$ 8,300	\$ 8,675

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 8,820	\$ 8,609	\$ 4,000	\$ 3,950
* Benefits - Includes NonWorking Wages	3,609	3,071	1,525	1,425
* Mandatory Employer Costs	830	837	425	425

Other Current Expenditures -

* Supplies / Maintenance	402	508	450	475
* Contractual	155	263	200	650
* Other	2,109	2,369	1,700	1,750

TOTAL USES	\$ 15,925	\$ 15,657	\$ 8,300	\$ 8,675
-------------------	------------------	------------------	-----------------	-----------------

- - STAFFING - -

Personnel Services Total Amount	\$ 13,259	\$ 12,517	\$ 5,950	\$ 5,800
* Full-Time Positions	0.24	0.24	0.10	0.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**INTRODUCTION TO DEPARTMENT
MANAGEMENT AND ADMINISTRATIVE SERVICES**

Contingencies

ACTIVITY MISSION STATEMENT

The purpose of the Contingencies activity is to establish an appropriation for the purpose of:

- Providing the City Council with limited additional appropriation funding for various unforeseen expenditures and costs that are incurred throughout the fiscal year.
- Adjusting individual departmental budgets for annual employee compensation adjustments.
- Adjusting liability accounts for compensated absences at fiscal year-end.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Funding Requirement - General Operating Revenues	-0-	-0-	-0-	140,000
TOTAL SOURCES	\$ -0-	\$ -0-	\$ -0-	\$ 140,000

FUNDING USES -

Contingencies	\$ -0-	\$ -0-	\$ -0-	\$ 140,000
TOTAL USES	\$ -0-	\$ -0-	\$ -0-	\$ 140,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access Multi-Media Fund

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 2012

- * Work with the Community and Neighborhood Services Department to produce a minimum of three (3) educational public service announcements regarding the Solid Waste Recycling program. (April 2012)
- * Study Google analytics to ascertain what measurements will be useful in identifying usage of on-demand resources. (December 2011)
- * Based on analytics, develop marketing strategies to increase community awareness of expanded transmission of MacTV on AT&T U-verse and online at www.macmedia.org. (June 2012)
- * Train two (2) City departments or committees in the operation of MacTV with the intent of increasing City content. (December 2011)
- * Participate in four (4) nonprofit activities with the intent of increasing awareness of MacTV distribution and resources (i.e. facility tour, committee advisory, demonstration). (April 2012)
- * Create one (1) series that is planned and crewed by volunteers. (December 2011)
- * Evaluate City Connections to determine the best way to include more City departments and General City information. (June 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Shows Per Week (avg/all channels/non-repetitive)	92	88	100	70
30 minutes in length	50	43	55	30
60 minutes in length	28	29	30	25
More than 60 minutes in length	14	16	15	15
Number of Shows Per Week (avg/all channels/ non-repetitive) (same number as above, broken down in a different manner)	92	88	100	70
Number of member-produced shows	45	41	55	42
Number of (MacMedia) Staff-produced shows	3	4	3	2
Number of "filler" shows	44	43	42	26
Number of Volunteers	26	43	45	55
Number of Members	58	70	70	85
Number of Classes Per Year	23	52	45	30
Number of Students Per Year	47	52	45	45

MANAGEMENT & ADMINISTRATIVE SERVICES

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 276,837	\$ 310,762	\$ 331,400	\$ 331,400
Interest & Rents	5,467	5,907	3,575	4,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 282,304	\$ 316,669	\$ 334,975	\$ 336,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,304	\$ 1,267	\$ 2,500	\$ 1,900
* Mandatory Employer Costs	180	98	200	300
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	3,000	6,700
* Contractual	215,315	180,360	206,000	202,500
* Other	1,637	1,781	2,100	2,100
Capital Outlay	- 0 -	- 0 -	54,207	50,000
Transfers Out	- 0 -	- 0 -	75,000	100,000
TOTAL USES	\$ 219,436	\$ 183,506	\$ 343,007	\$ 363,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 62,868	\$ 133,163	\$ (8,032)	\$ (27,400)
ENDING BALANCE -				
Designated / Reserved	\$ 8,391	\$ 10,780	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	240,600	371,374	374,122	346,722
TOTAL FUND EQUITY	\$ 248,991	\$ 382,154	\$ 374,122	\$ 346,722

- - STAFFING - -

Personnel Services Total Amount	\$ 2,484	\$ 1,365	\$ 2,700	\$ 2,200
* Full-Time Positions	0.01	0.01	0.01	0.02
* 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 2012

- * There are no major property purchases planned for fiscal year 2012; 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 10 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 Actual	.00	- 0 -
Fiscal Year 2012 Budget	.00	- 0 -

Note:

This fund was 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Intergovernmental	-0-	-0-	-0-	-0-
Charges for Services	4,505	-0-	-0-	-0-
Interest & Rents	612	1,647	-0-	-0-
Transfers In	76,530	214,822	-0-	-0-
TOTAL SOURCES	\$ 81,647	\$ 216,469	\$ -0-	\$ -0-

FUNDING USES -

Capital Outlay	\$ 66,022	\$ 124,939	\$ -0-	\$ -0-
Transfers Out	15,625	91,530	-0-	-0-
Contingencies	-0-	-0-	-0-	-0-
TOTAL USES	\$ 81,647	\$ 216,469	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

Positions: Not Applicable

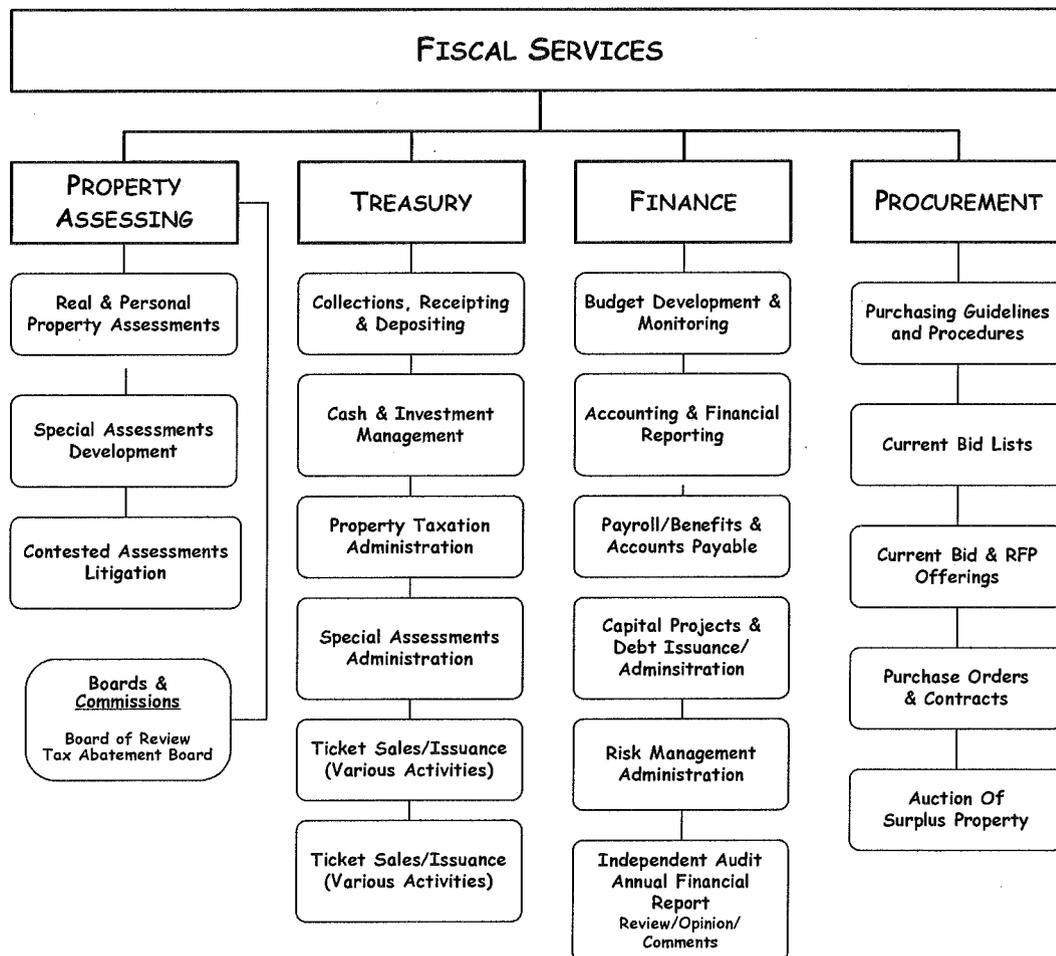
At the close of FY2010 this fund was closed due to new accounting guidelines. Activities previously recorded in this fund will be accounted for within the Municipal Capital Improvements Fund.

FISCAL SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

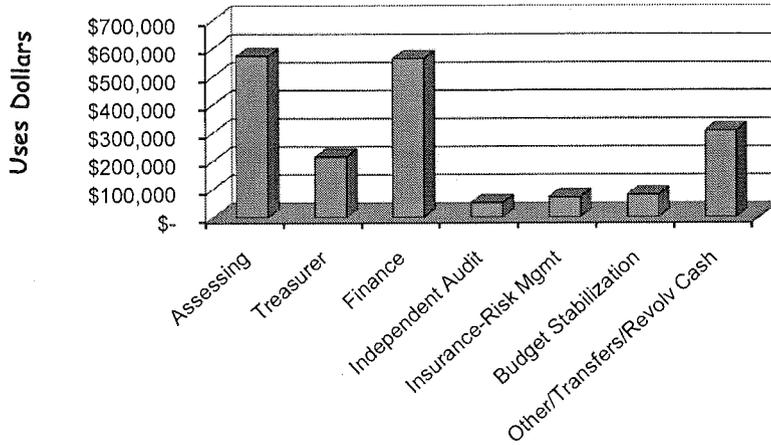
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

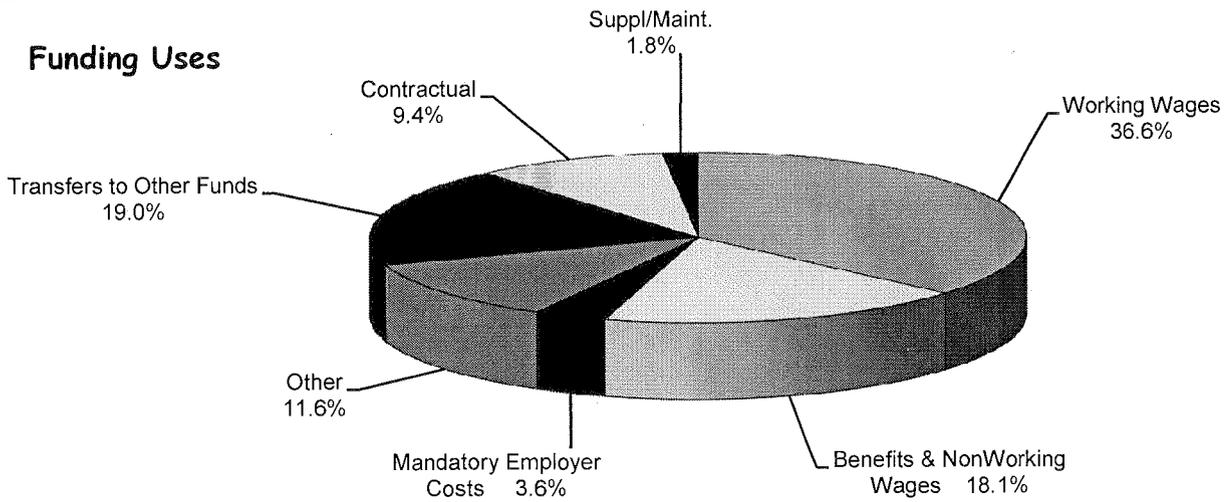


FISCAL SERVICES GROUP

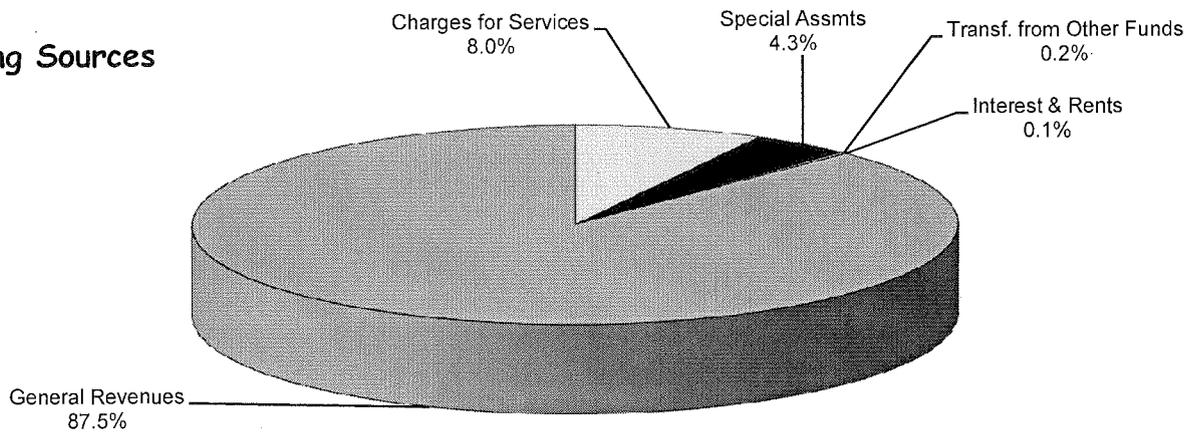
Total Uses By Department \$1,854,813



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General Fund	\$ 1,776,654	\$ 1,665,773	\$ 1,760,999	\$ 1,771,013
Special Revenue Funds	473,535	312,355	958,146	80,000
Enterprise Funds	3,951	4,104	4,172	3,800
TOTAL - ALL FUND TYPES	\$ 2,254,140	\$ 1,982,232	\$ 2,723,317	\$ 1,854,813

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 66,779	\$ 41,823	\$ 97,806	\$ 79,669
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	131,482	138,689	146,868	148,480
Interest & Rents	8,355	8,881	6,588	1,093
Other	107,745	131,233	60,291	- 0 -
Transfers In	17,543	84,662	17,337	3,822
TOTAL SOURCES	\$ 331,904	\$ 405,288	\$ 328,890	\$ 233,064

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 687,789	\$ 666,320	\$ 690,362	\$ 678,101
* Benefits - Includes NonWorking Wages	334,033	312,216	312,888	334,932
* Mandatory Employer Costs	62,293	64,313	66,750	66,800
Other Current Expenditures -				
* Supplies / Maintenance	33,424	101,711	61,025	32,600
* Contractual Items	158,488	127,175	183,793	174,670
* Other	293,613	216,730	333,514	215,184
Capital Outlay	2,247	- 0 -	29,547	- 0 -
Transfers Out	682,253	493,767	1,045,438	352,526
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 2,254,140	\$ 1,982,232	\$ 2,723,317	\$ 1,854,813

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 1,084,115	\$ 1,042,849	\$ 1,070,000	\$ 1,079,833
* Full-Time Positions	14.30	13.35	13.15	13.15
* Part-Time Positions @ F.T.E.	1.10	1.50	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 2012

- * To improve use of technology:
 - Go Live with New World System for Financial Management (City, Library, WMAA - July 7, 2011)
 - Go Live with MAX by October 1, 2011
 - Go Live with HR/Payroll for all entities by October 1, 2011
 - Convert and implement New World Fixed Assets (February 2012)
 - Full use of New budget module (Spring 2012)
- * As new software is implemented, review all existing financial and accounting system departmental policies and internal controls making changes and updating as necessary. Changes in cash receipting and Miscellaneous Billing Orders (MBOs) will take place outside the Finance Department which will require additional procedures and internal auditing.
- * To review and recommend improvements to the City's Performance Measurement process and to participate in the Michigan Local Government Benchmarking Consortium (MLGBC). (January 2012)
- * To address funding and any other issues regarding Other Post Employment Benefits (OPEB) liabilities per GASB 43 and 45. (December 2011)
- * 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)
- * 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 2011.
 - Certificate of Achievement for Excellence in Financial Reporting Award.
 - City of Holland - Annual Budget Document for fiscal year 2012.
 - Distinguished Budget Presentation Award.

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Finance - Procurement / Purchasing

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 2012

- * To improve use of Technology
 - Go Live on new financial management software July 7, 2011.
 - Address training or other needs from departmental users in new procedures.
- * To revise standardized bid documents. (January 2012)
- * To evaluate and make changes to the Purchasing Ordinance to address local bidder preferences. (September 2011)

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES</u>				
> Individual Funds - excluding Capital Project & Grant Funds	77	76	70	70
> Grant Funds - excluding Grants Not in Separate Grant Funds	21	22	21	21
> Capital Projects with Financial Activity During Fiscal Year	50	73	73	70
<u>PAYROLL AND FRINGE BENEFITS</u>				
> Number of full-time and part-time "A" employees	237	223	218	218
> Number of part-time "B" employees	530	602	632	642
> Number of payroll cks issued annually (excludes direct dep.)	3,384	3,004	2,900	2,800
> Number of payroll direct dep. made annually (in lieu of payroll cks)	7,298	7,129	7,230	7,330
> Total payroll dollars disbursed annually	14,037,000	13,448,000	12,450,000	12,300,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	4,544,000	4,568,000	4,562,000	4,584,000
<u>ACCOUNTS PAYABLE</u>				
> Number of accounts payable checks issued annually - City	6,765	6,681	6,700	6,700
> Number of accounts payable direct deposit (in lieu of checks)	169	180	180	180
> Accounts payable dollars disbursed annually - including property tax distributions	62,607,086	60,079,816	61,000,000	61,000,000
<u>ACCOUNTS RECEIVABLE</u>				
> General accounts receivable invoices issued - City	2,199	2,103	2,150	2,000
> General accounts receivable invoices issued - Other Entities (Daily review & internal audit of several specific purpose invoices)	536	605	610	560
<u>PROPERTY TAXATION and SPECIAL ASSESSMENTS</u>				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	15,107,920	15,279,100	14,295,873	13,860,204
> Herrick District Library	1,576,002	1,521,110	1,400,444	1,367,005
> Holland Public Schools **FY11 Addt'l debt levy voter approved	10,838,774	11,702,374	14,334,011	13,741,620
> Hamilton Community Schools	2,161,728	2,241,127	2,109,112	2,325,657
> Zeeland Public Schools	4,175	4,334	2,851	305
> Ottawa Area Intermediate Schools	6,652,538	6,699,175	6,124,704	5,943,885
> Community Pool	1,520,163	1,526,023	1,474,543	1,415,213
> State of Michigan	6,934,527	6,789,438	6,128,115	5,578,920
> County of Ottawa	3,255,958	3,291,936	3,007,441	2,871,482
> County of Allegan	2,695,962	2,696,313	2,468,175	2,459,269
> MAX Authority	421,507	424,465	388,069	376,645
> Airport Authority	120,413	121,264	110,875	107,613
> Downtown Development Authority	193,192	197,033	187,130	178,630
> Fees and Interest on delinquent property taxes	133,794	179,871	142,000	140,000
> Special Assessment installments	985,940	870,066	850,990	700,000
> 1% Property Tax Administration Fee	521,888	531,886	527,254	509,264
<u>PUBLIC DEBT (outstanding at fiscal year end)</u>				
> Building Authority bond issues	4	4	5	4
> Act 34 Capital Improvement bond issues	1	2	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	5	4
> Installment Contracts / Drain issues	1	2	2	2
> Capital Lease Agreements	2	2	2	1
<u>PROCUREMENT / PURCHASING</u>				
> Purchase Orders Issued	975	858	892	901
> Bid Requests Issued	30	25	27	32

FISCAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 85,197	\$ 91,976	\$ 101,640	\$ 99,910
Funding Requirement - General Operating Revenues	444,787	427,412	453,438	462,477
TOTAL SOURCES	\$ 529,984	\$ 519,388	\$ 555,078	\$ 562,387

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 291,419	\$ 285,700	\$ 304,786	\$ 289,154
* Benefits - Includes NonWorking Wages	158,806	153,146	160,715	173,788
* Mandatory Employer Costs	26,097	27,109	29,100	28,000
Other Current Expenditures -				
* Supplies / Maintenance	7,702	7,474	8,250	8,350
* Contractual	12,278	12,328	12,370	13,370
* Other	33,682	33,631	39,857	49,725
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 529,984	\$ 519,388	\$ 555,078	\$ 562,387

- - STAFFING - -

Personnel Services Total Amount	\$ 476,322	\$ 465,955	\$ 494,601	\$ 490,942
* Full-Time Positions	5.90	5.90	6.15	6.15
* Part-Time Positions @ F.T.E.	0.10	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Treasurer

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To improve use of technology:
 - Go Live on new Financial Management software July 7, 2011 (City, Library, WMAA).
 - Go Live on new Financial Management software October 1, 2011 (MAX).
 - Assist Departments in new cash receipting and miscellaneous billing order procedures.
- * 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 address turnover in part-time positions.
 - Review alternatives for part-time status of cashier position (February 2012)
- * To cross train employees to assist Finance Department. (On-going)
- * With reference to economic development incentives approved by the City Council (On-going):
 - 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.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
ANNUAL VOLUME OF SELECTED TRANSACTIONS:				
> Utility Billings	5,378	5,215	5,300	5,300
> Property Tax Billings	26,469	25,607	25,520	25,500
> Dog Licenses	303	282	125	250
> General Accounts Receivable Invoices	2,199	2,103	2,150	2,000
> General Accounts Receivable Invoices - other entities	536	605	610	560
> Special Assessment (Full Payment) Receipts	34	19	50	86
> Other Licenses, Permits, & Misc. Invoices	7,221	7,771	7,750	7,750
> Pursuit of Delinquent Personal Property Taxes	181	207	215	215
> Credit Card Receipting Transaction Amounts City Hall	\$149,093	\$161,157	\$173,183	\$175,000
> Credit Card Receipting Transaction Amounts All Locations	\$361,389	\$446,031	\$455,000	\$460,000
> Credit Card Receipting - OPC (Taxes & Rental Housing)	\$99,500	\$121,700	\$118,000	\$120,000
DAILY RECONCILIATION OF DEPOSITS AND REPORTS OF DEPARTMENTS MAKING ON-SITE COLLECTIONS:				
> Herrick District Library User Fee Collections				
> MAX Transportation User Fee Collections				
> Windmill Island Admission Collections				
> Cemetery Dept Sales Collections				
> Recreation Dept User Fee Collections				
> Police Dept Ordinance Fine Collections				
> Nature Center Admission/Sales Collections				
> Bouws Pool Sales Collections				
> Boat Launch User Fees				
> Matt Urban Ball Field Concession Sales				
> Civil Infraction Bureau				
MONTHLY RECONCILIATION OF BANK ACCOUNTS:				
> 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				
ROUTINE CUSTOMER SERVICES PROVIDED:				
> Provide Inquiry Regarding Utility Billing Status				
> Prepare Duplicate Utility Bills				
> Collections for Various Permits, Licenses, and Invoices				
> Provide Inquiry Regarding Property Tax Status				
> Prepare Duplicate Property Tax Statements				
> Sr. Citizen Property Tax Deferment Applications				
> Sales of MAX tickets				
> Sales of Refuse Bags				
> Sale of Dog Licenses in Ott. Co. throughout year beg. Jan. 1, 2011.				
> Assist Taxpayers in Resolving Delinquent Accounts with the City				
> Issue Recycle Bags				
INTERNAL SERVICES PROVIDED:				
Receive and Sort Mail for All City Hall Offices				

FISCAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 39,804	\$ 39,858	\$ 39,964	\$ 43,070
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	175,103	151,847	174,368	171,004
TOTAL SOURCES	\$ 214,907	\$ 191,705	\$ 214,332	\$ 214,074

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 98,878	\$ 89,950	\$ 95,276	\$ 95,647
* Benefits - Includes NonWorking Wages	47,659	40,697	39,439	39,044
* Mandatory Employer Costs	8,937	9,612	10,200	10,600
Other Current Expenditures -				
* Supplies / Maintenance	10,951	11,954	11,950	12,450
* Contractual	21,143	21,952	27,900	27,400
* Other	27,339	17,540	29,567	28,933
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 214,907	\$ 191,705	\$ 214,332	\$ 214,074

- - STAFFING - -

Personnel Services Total Amount	\$ 155,474	\$ 140,259	\$ 144,915	\$ 145,291
* Full-Time Positions	2.85	1.90	1.90	1.90
* Part-Time Positions @ F.T.E.	0.50	1.00	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 2012

- * 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 2011)
- * To present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements. (January 2012)
- * 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, 2011 by the December 31, 2011 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, 2011 by the December 31, 2011 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 2012)

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
FUNDS AUDITED:				
General City	61	56	52	52
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
COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:				
Comprehensive Annual Financial Report	100	100	60	60
Single Audit Report	60	60	60	60
Board of Public Works Component Unit Report	50	50	25	25
Holland Historical Trust Component Unit Report	30	30	25	25
Herrick District Library Report (Fiscal Agent)	30	30	25	25
Macatawa Area Express Transp. Authority Report (Fiscal Agent)	40	40	40	40
West Michigan Airport Authority Report (Fiscal Agent)	0	25	25	25
ALLOCATION OF ANNUAL AUDIT FEE*:				
General Fund	\$ 49,331	\$ 45,750	\$ 44,200	\$ 44,700
Principal Shopping District (PSD) Fund	\$ -	\$ -	\$ 500	\$ 500
Downtown Development Authority (DDA) Fund	\$ -	\$ -	\$ 500	\$ 500
Municipal Airport Operating Fund	\$ 1,352	\$ -	\$ -	\$ -
Board of Public Works Utility Funds	\$ 16,387	\$ 14,900	\$ 12,200	\$ 12,300
Holland Historical Trust	\$ 4,280	\$ 4,000	\$ 4,900	\$ 5,000
Total Fee Paid By City Funds	\$ 71,350	\$ 64,650	\$ 62,300	\$ 63,000
ANNUAL AUDIT FEE (CITY IS FISCAL AGENT)*:				
West Michigan Airport Authority (WMAA)	\$ -	\$ 7,500	\$ 5,700	\$ 5,800
Macatawa Area Express Transportation Authority (MAX)	\$ 6,250	\$ 6,500	\$ 6,600	\$ 6,700
Herrick District Library	\$ 5,250	\$ 5,500	\$ 7,400	\$ 7,500
Total Fee Paid By Other Entities, But City Staff Oversees Audit	\$ 11,500	\$ 19,500	\$ 19,700	\$ 20,000
TOTAL ANNUAL AUDIT FEE OVERSEEN BY CITY FINANCE*:				
	\$ 82,850	\$ 84,150	\$ 82,000	\$ 83,000
* 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 DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	54,091	52,608	46,423	50,700
TOTAL SOURCES	\$ 54,091	\$ 52,608	\$ 46,423	\$ 50,700

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 157	\$ 136	\$ 105	\$ 100
* Contractual	52,293	51,296	45,018	49,300
* Other	1,641	1,176	1,300	1,300
TOTAL USES	\$ 54,091	\$ 52,608	\$ 46,423	\$ 50,700

- - 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 2012

- * 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 2012)
 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 (MTT). (On-going) It is expected that more time and staff focus will be spent defending assessments before the MTT in the next fiscal year, including defending various full Tribunal Valuations.

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Property Assessing - Board of Review

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Agricultural Improved Properties	7	7	7	7
Agricultural Vacant Properties	9	9	9	9
Commercial Improved Properties	715	693	722	722
Commercial Vacant Properties	126	125	126	126
Industrial Improved Properties	168	149	150	150
Industrial Vacant Properties	72	74	72	72
Residential Improved Properties	9,515	9,501	9,509	9,509
Residential Vacant Properties	432	437	437	437
Developmental Properties	7	7	7	7
Exempt Properties	477	486	504	504
Personal Property - Commercial	1,435	1,424	1,465	1,465
Personal Property - Industrial	150	144	135	135
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	264	235	186	186
NEZ Special Acts Parcels	123	123	123	123
Dockominiums, Commercial Condominiums and Buildings on Leased Land	129	132	132	132
Total Properties	13,638	13,555	13,593	13,593
Special Assessment Projects	5	10	5	5
Board of Review Appeals				
Appointments *	235	123	130	130
Letters *	20	29	25	25
Recommendations *	25	39	25	25
Total Parcels Appealed	280	191	180	180
MTT Assessment Appeal Properties				
Full Tribunal	28	67	68	68
Small Claims Division	9	9	7	7

* May reflect more than one parcel being appealed.

FISCAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,855	\$ 2,195	\$ 800	\$ 1,000
Funding Requirement - General Operating Revenues	462,641	458,910	570,899	569,326
TOTAL SOURCES	\$ 464,496	\$ 461,105	\$ 571,699	\$ 570,326

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 276,030	\$ 277,803	\$ 290,300	\$ 293,300
* Benefits - To Include NonWorking Wages	117,289	111,334	112,734	122,100
* Mandatory Employer Costs	25,273	26,207	27,450	28,200

Other Current Expenditures -

* Supplies / Maintenance	9,407	9,704	9,700	9,700
* Contractual	3,257	2,449	97,600	84,600
* Other	33,240	33,608	33,915	32,426
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 464,496	\$ 461,105	\$ 571,699	\$ 570,326
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 418,592	\$ 415,344	\$ 430,484	\$ 443,600
* Full-Time Positions	5.10	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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Funding Requirement - General Operating Revenues	37,242	24,732	-0-	-0-
TOTAL SOURCES	\$ 37,242	\$ 24,732	\$ -0-	\$ -0-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 21,462	\$ 12,867	\$ -0-	\$ -0-
* Benefits - To Include NonWorking Wages	10,279	7,039	-0-	-0-
* Mandatory Employer Costs	1,986	1,385	-0-	-0-
Other Current Expenditures -				
* Supplies / Maintenance	758	575	-0-	-0-
* Contractual	256	614	-0-	-0-
* Other	2,501	2,252	-0-	-0-
TOTAL USES	\$ 37,242	\$ 24,732	\$ -0-	\$ -0-

- - STAFFING - -

Personnel Services Total Amount	\$ 33,727	\$ 21,291	\$ -0-	\$ -0-
* Full-Time Positions	0.45	0.45	-0-	-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 Department

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Unallocated Insurance Premiums

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 2012

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

FISCAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised. Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	-----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	85,705	75,288	69,300	71,000
TOTAL SOURCES	\$ 85,705	\$ 75,288	\$ 69,300	\$ 71,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ 85,705	\$ 75,288	\$ 69,300	\$ 71,000
TOTAL USES	\$ 85,705	\$ 75,288	\$ 69,300	\$ 71,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Transfers to Other Funds

ACTIVITY MISSION STATEMENT

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

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

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	390,229	340,947	304,167	302,526
TOTAL SOURCES	\$ 390,229	\$ 340,947	\$ 304,167	\$ 302,526

FUNDING USES -

Transfers Out	\$ 390,229	\$ 340,947	\$ 304,167	\$ 302,526
TOTAL USES	\$ 390,229	\$ 340,947	\$ 304,167	\$ 302,526

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Contested Assessments Fund

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Charges for Services	-0-	-0-	-0-	-0-
Other	26,138	880	-0-	-0-
Transfers In	17,543	37,656	-0-	-0-
TOTAL SOURCES	\$ 43,681	\$ 38,536	\$ -0-	\$ -0-

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 44,261	\$ 38,536	\$ -0-	\$ -0-
* Other	-0-	-0-	-0-	-0-
Contingencies	-0-	-0-	-0-	-0-
TOTAL USES	\$ 44,261	\$ 38,536	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

Positions: Not Applicable

At the close of FY2010 this fund was 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

Budget Stabilization Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 - FY11 (elimination of Statutory payments have been recommended by Governor) as well as decreases in property valuations, draw downs occurred in FY05-11 to cover the cost of tax appeals/settlements including county charge backs (also planned for FY12). 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 FY11 fund balance of \$934,820 or about 4.64% of the FY11 amended budgeted expenditures.
- * To create a policy for specific use of funds as allowed by ordinance as recommended by Governmental Accounting Standards Board (GASB) 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Transfers In	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL SOURCES	\$ - 0 -			

FUNDING USES -

Other	\$ 56,669	\$ 9,626	\$ 82,000	\$ 30,000
Transfers Out	250,000	150,000	- 0 -	50,000
TOTAL USES	\$ 306,669	\$ 159,626	\$ 82,000	\$ 80,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (306,669)	\$ (159,626)	\$ (82,000)	\$ (80,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,176,446	1,016,820	934,820	854,820
TOTAL FUND EQUITY	\$ 1,176,446	\$ 1,016,820	\$ 934,820	\$ 854,820

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 1,986,141
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	\$ (1,131,321)
Combined Ending FY2012 Fund Balance General Fund and Budget Stabilization Fund	\$ 3,519,122
Percentage of FY2012 General Fund Expenditures	17.72%

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Revolving Cash Assistance Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 66,779	\$ 41,823	\$ 97,806	\$ 79,669
Interest & Rents	8,239	8,774	6,403	863
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	37,000	17,337	3,822
TOTAL SOURCES	\$ 75,018	\$ 87,597	\$ 121,546	\$ 84,354

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ 11,900	\$ - 0 -
Transfers Out	42,024	- 0 -	730,029	- 0 -
TOTAL USES	\$ 42,024	\$ - 0 -	\$ 741,929	\$ - 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 32,994	\$ 87,597	\$ (620,383)	\$ 84,354
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	54,735	142,332	(478,051)	(393,697)
TOTAL FUND EQUITY	\$ 54,735	\$ 142,332	\$ (478,051)	\$ (393,697)

- - STAFFING - -

Positions: Not Applicable

Special Assessment Receivables/Deferred Revenue at the end of FY2011 are estimated to be \$388,346.
 Special Assessment Receivables/Deferred Revenue at the end of FY2012 are estimated to be \$836,382.
 The Michigan Department of Treasury allows a governmental fund to have a deficit balance if it is offset by deferred revenue.
 Due to construction timing it is not determined if the entire \$207,573 (Matt Urban & 48th Project) and \$320,131 (East 48th St. Project) transfers will be needed by the close of FY2011. If the full transfers are needed and the ending negative fund equity would be greater than the Deferred Revenue, a one-day temporary transfer from the Centralized Vehicle/Equip. Fund could be made.

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Specified Donations Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$ 81,607	\$ 130,353	\$ 60,291	\$ - 0 -
Interest & Rents	\$ - 0 -	\$ - 0 -	\$ 125	\$ 130
Transfers In	- 0 -	10,006	- 0 -	- 0 -
TOTAL SOURCES	\$ 81,607	\$ 140,359	\$ 60,416	\$ 130

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,152	\$ 69,246	\$ 29,146	\$ - 0 -
* Contractual	25,000	- 0 -	905	- 0 -
* Other	51,182	42,127	75,277	- 0 -
Capital Outlay	2,247	- 0 -	17,647	- 0 -
Transfers Out	- 0 -	2,820	11,242	- 0 -
TOTAL USES	\$ 80,581	\$ 114,193	\$ 134,217	\$ - 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,026	\$ 26,166	\$ (73,801)	\$ 130
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ 8,473	\$ 8,598	\$ 8,728
Undesignated / Unreserved	56,233	73,926	- 0 -	- 0 -
TOTAL FUND EQUITY	\$ 56,233	\$ 82,399	\$ 8,598	\$ 8,728

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2012. 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 \$8,473 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

City Hall Employees Benefit Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 4,626	\$ 4,660	\$ 4,464	\$ 4,500
Interest & Rents	116	107	60	100
TOTAL SOURCES	\$ 4,742	\$ 4,767	\$ 4,524	\$ 4,600

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 2,297	\$ 2,622	\$ 1,874	\$ 2,000
* Other	1,654	1,482	2,298	1,800
TOTAL USES	\$ 3,951	\$ 4,104	\$ 4,172	\$ 3,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 791	\$ 663	\$ 352	\$ 800
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	3,585	4,248	4,600	5,400
TOTAL FUND EQUITY	\$ 3,585	\$ 4,248	\$ 4,600	\$ 5,400

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 663	\$ 352	\$ 800
ENDING BALANCE	\$ 3,585	\$ 4,248	\$ 4,600	\$ 5,400

- - STAFFING - -

Positions: Not Applicable

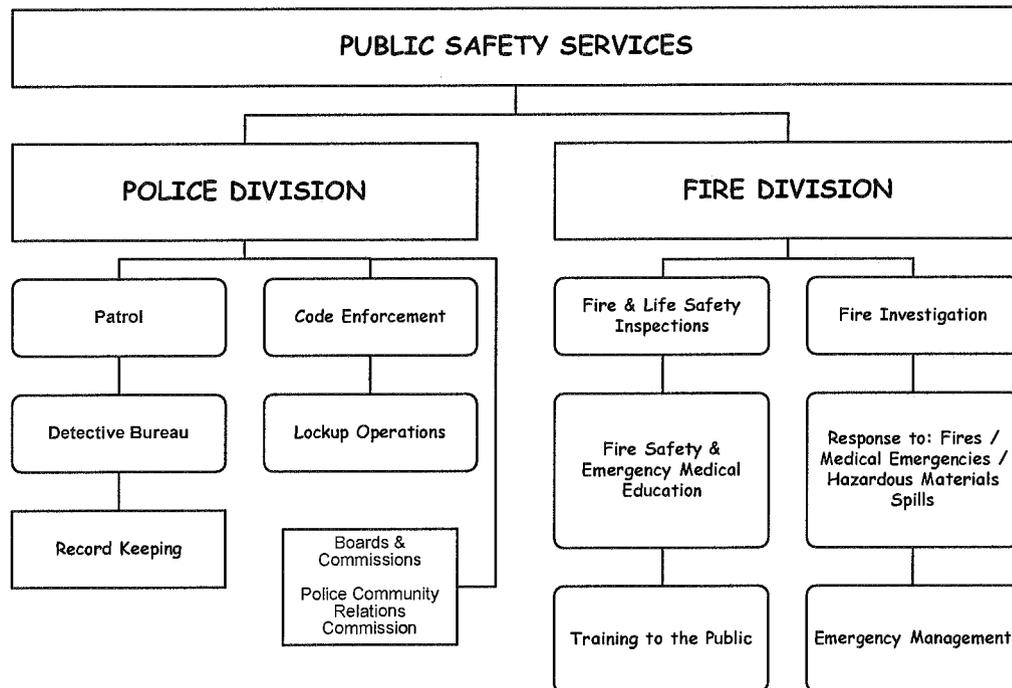
In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines. Activities reflected above for FY2009 and FY2010 took place when the fund was classified as a Special Revenue Fund.

PUBLIC SAFETY SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

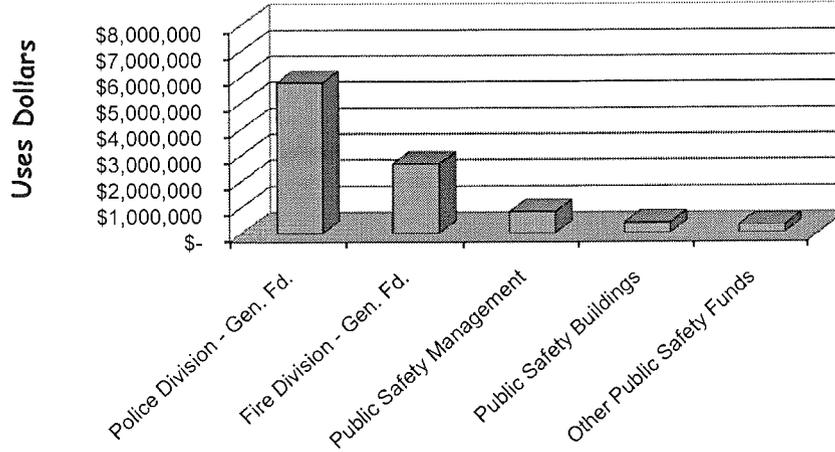
Public Safety Services is directed toward the coordination and integration of all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement responsibility, through the enforcement of statues and City ordinances, response to emergencies, 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, provision of emergency medical services and hazardous materials response services.

GROUP ORGANIZATIONAL STRUCTURE

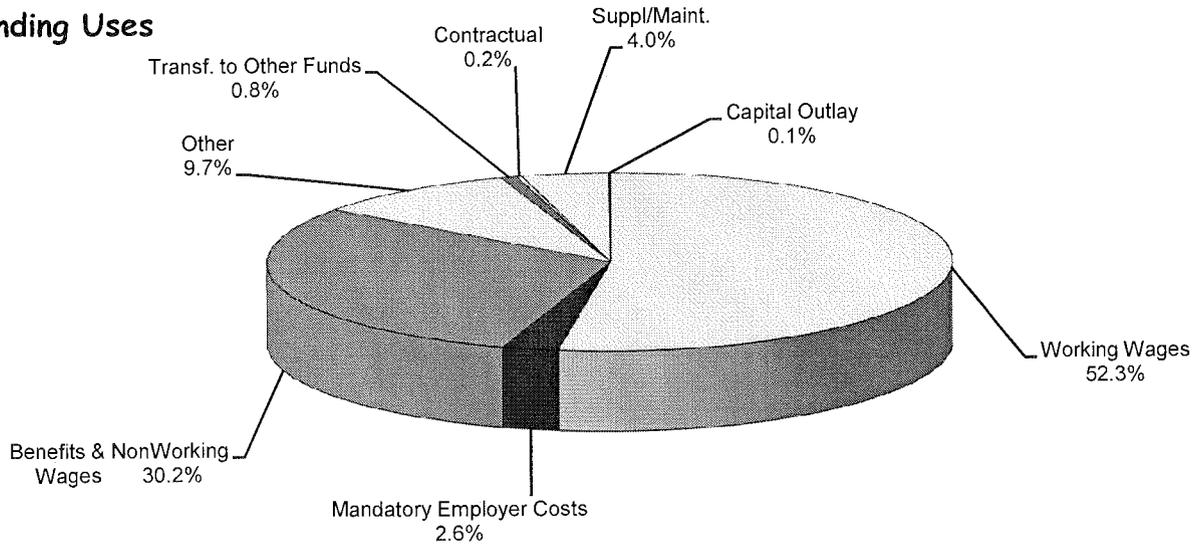


PUBLIC SAFETY SERVICES GROUP

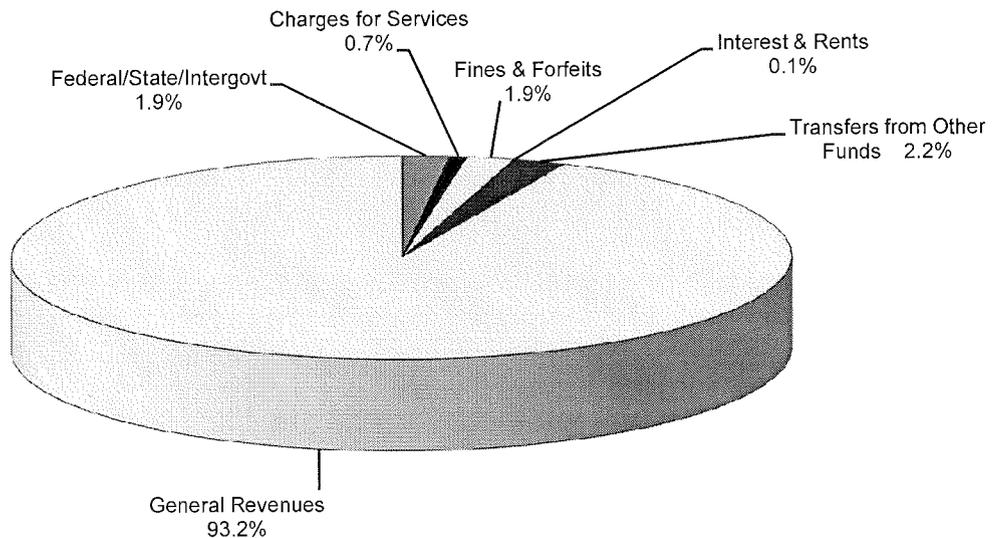
Total Uses By Department \$9,935,111



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 10,126,529	\$ 9,844,868	\$ 10,127,816	\$ 9,637,609
Special Revenue	594,255	609,276	681,336	292,802
Enterprise	3,654	4,150	5,263	4,700
Internal Service	19,447	5,309	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	\$ 10,743,885	\$ 10,463,603	\$ 10,814,415	\$ 9,935,111

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	\$ 460,280	\$ 491,877	\$ 552,419	\$ 193,964
Charges for Services	97,051	83,410	68,697	71,700
Fines & Forfeits	197,341	182,843	195,000	195,000
Interest & Rents	6,649	8,173	4,943	6,719
Other	(11,009)	442	1,763	1,500
Transfers In	277,974	234,363	245,417	215,838
TOTAL SOURCES	\$ 1,028,286	\$ 1,001,108	\$ 1,068,239	\$ 684,721

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 5,845,770	\$ 5,671,188	\$ 5,698,671	\$ 5,210,344
* Benefits - Includes NonWorking Wages	2,926,952	2,913,112	3,069,801	2,995,545
* Mandatory Employer Costs	255,402	263,138	262,116	257,513
Other Current Expenditures -				
* Supplies / Maintenance	455,793	403,889	393,595	401,700
* Contractual Expenditures	79,049	28,767	18,900	24,500
* Other	960,756	945,970	1,002,191	963,209
Capital Outlay	112,988	157,230	294,141	7,300
Transfers Out	107,175	80,309	75,000	75,000
TOTAL USES	\$ 10,743,885	\$ 10,463,603	\$ 10,814,415	\$ 9,935,111

NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 91,094	\$ 100,689	\$ 101,000	\$ 101,000

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 9,028,124	\$ 8,847,438	\$ 9,030,588	\$ 8,463,402
* Full-Time Positions	99.50	96.00	94.00	90.00
* Part-Time Positions @ F.T.E.	9.45	9.60	9.55	9.90
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Public Safety Management

MISSION STATEMENT

To provide leadership and direction by maintaining an environment of continuous learning along with promoting teamwork, honesty, and integrity as the Public Safety Department strives to deliver effective and efficient public safety to the citizens of Holland.

ACTION PLAN FOR FISCAL YEAR 2012

OPERATIONAL OBJECTIVES

- * Provide supervision training in Leadership, Intervention, Risk Management and Critical Incident Management. (February 2012)
- * Establish short-term and long-term goals based on initial decisions resulting from the Public Safety Study. (Throughout 2011 and 2012)
- * Evaluate Fire Services working schedules in attempt to reduce or eliminate the State of Michigan premium. (January 2012)
- * Complete the cross-training of Public Safety Captain Positions. (June 2012)
- * Establish a training coordinator and increase training for Fire Services. (December 2011)
- * Evaluate the cost for cross-training police and fire personnel. (December 2011)
- * Assess the costs for fire hydrant maintenance and service provided by the BPW. (July 2011)
- * Continue to work toward narrowband radio compliance for all public safety radios. (Throughout 2011 and 2012)
- * Assign Emergency Management responsibilities to a public safety employee to work directly with the Ottawa County Emergency Management Coordinator. (July 2011)
- * Establish a fire code inspection and fine process along with a written procedure. (July 2011)
- * Research and evaluate the possibility of implementing a cost recovery system for public safety services. (December 2011)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Public Safety Management

- * To collaboratively identify a list of goals and objectives to guide the team through FY 2012 and into FY 2013 as they develop a cohesive public safety management team. (Continuous)
- * To develop policies and procedures that provide direction and guidance to personnel in the fire and police services as the department of public safety is fully developed. (Throughout 2011 and 2012)
- * To implement employee tracking software for all Public Safety Services employees. This software will allow all employee activities to be tracked and documented allowing proper evaluations, action toward positive and negative performance, use of paid time off, citizen complaints, training records, traffic accidents, and any other documentation deemed necessary. Evaluate the potential use of the Human Resources / Finance system to accomplish this. (January 2012)
- * To standardize all police cruisers in terms of design, technology, and equipment. (December 2011)
- * To evaluate all Public Safety Study recommendations and determine those items that could be implemented. Many of these recommendations have been evaluated or completed. Some recommendations or changes hinge on the EMS study group information and the re-organization of the fire services. (September 2011)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Services - Law Enforcement

DEPARTMENT MISSION STATEMENT

The goal of the Public Safety Services Department - Police Division 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 2012

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. See attached geographic community policing assignments. Community Policing Officers are assigned to each of our K-7 public schools (Holland Heights, East, Jefferson, and West)
- * To recruit, train, and retain minority staff members so that the Public Safety Services Department - Police Division 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. As part of 2010 Census, establish new department objectives. Current minority representation on staff is 16 employees, not including reserve officers. (Continuous)
- * To continue a close working partnership with community and neighborhood services to assist

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Services - Law Enforcement

with and enforce housing violations and quality of life issues. (On-going)

- * To 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.)
- * To work closely with the City's Technology Services staff to expand law enforcement technology; to implement the grant funded WiMAX technology to be used by all City departments; and to have all equipment in cruisers and working to capacity. (September 2011)
- * To work closely with the City's Technology Services staff and Ottawa County Central Dispatch to move toward City-wide narrowband compliance. (2011 through 2012).
- * To standardize all police cruisers in terms of design, technology, and equipment. (December 2011)
- * To increase the division's surveillance technology as a crime prevention strategy; to install at least four (4) additional high quality wireless surveillance cameras in high crime areas throughout the City; and to maintain a designated surveillance position to continue to monitor and re-locate existing cameras. (On-going)
- * To establish short-term and long-term goals based on initial decisions resulting from the Public Safety Emergency Medical Services Study Group, including the evaluation of cross training police officers and firefighters. (throughout 2011 & 2012)
- * To review alternatives for using technology such as the Dragon software to improve officer efficiencies. (January 2012)

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 incident management. (February 2012)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Services - Law Enforcement

- * To have personnel participate in required training to include range qualification, Haz-Mat, CPR/1st Aid, self defense and blood borne pathogens on their TEAM training days. (On-going)

WEST MICHIGAN ENFORCEMENT TEAM (WEMET)

- * To maintain four (4) officer assignments in WEMET to work on gang / drug activity in the greater Holland area.
- * To establish a permanent revenue source in which WEMET can be funded to efficiently operate going forward.
- * To evaluate area-wide revenue sources to support WEMET. (January 2012)

POLICE COMMUNITY RELATIONS

- * To coordinate with other City departments and host four (4) neighborhood park picnics in an effort to unify neighborhoods and introduce residents to each other. This will include working with local community members, organizations and churches to promote positive community park gatherings. (September 2011)
- * To establish and, perhaps, expand membership on the Committee to include more diverse representation of the residents of Holland as reflected in the 2010 Census data.
- * To provide one (1) Adult Citizen Police Academy during the year with an expected participation of 25 citizens.
- * To provide one (1) Junior Citizen Police Academy during the year.
- * To publish and distribute a quarterly E-newsletter from the Police Community Relations Commission.
- * To generate one focus area to work on as a Committee each calendar year. The focus for 2011 is "Mentoring."
- * To include fire safety discussions and fire personnel on the commission and possibly look at changing the name of the commission to "Public Safety - Community Relations Commission."

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Services

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To achieve the objectives of the new Public Safety Department, the fire services will continue to work with police services to develop one public safety department that is efficient, economically viable and provides a benefit to the community through allowing personnel to excel in their areas of expertise.
- * The department will commit to maintaining sufficient fire services through present economic conditions in a manner that allows the department to effectively meet its mission.
- * The department will establish a policy and procedures for evaluating fire and Emergency Management System (EMS) response time benchmarks that are outlined in National Fire Protection Standard 1710. (*Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operation to the Public by Career Fire Departments*) (August 2011)
- * The department will establish the following response time performance objectives:
 - The department shall attempt to provide a turnout time for fire and special operations of 80 seconds or less in 90% of these incident types.
 - The department shall attempt to provide a turnout time for EMS responses shall be 60 seconds or less in 90% of these incident types.
 - The department shall attempt to maintain a response time of 4 minutes from the time of turnout to the time of arrival on an emergency scene 90% of the time. This shall apply to all emergency, fire and EMS calls for service and shall be done so in accordance with the driving procedures established by the department and Public Act 300.
- * To continue to coordinate training within the department as well as collaboration between the fire and police operations on training that is beneficial to both branches. (Throughout year)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Services

- * The department will perform four (4) fire services training sessions with mutual aid departments. These shall be scheduled and will occur at least once per quarter.
- * Personnel will train jointly on at least two occasions with the Holland Board of Public Works personnel at the James De Young Power Generating Station to exercise extinguishment strategies in preparation for the expanded use of low sulfur coal at the facility.
- * The department will host or present one National Fire Protection Association (NFPA) Inspector I course for certification of department members and personnel from neighboring fire departments and industries. Fire personnel will be trained as NFPA Inspectors and assist with City-wide residential and commercial property inspections.
- * To continue to evaluate the establishment of 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. (January 2012)
- * Purchase, train on and implement new fire records management software (Firehouse Software, AES, Inc.) that includes fire reporting, EMS reporting, fire prevention and code enforcement and abilities to track individual training activities as well as inventory issued equipment. (January 2012)
- * Active efforts will be made to educate minority groups about employment opportunities at the Public Safety Department. The department will create and seek opportunities to recruit qualified minorities for employment with the fire services for both full paid and part paid positions.
- * The fire services will host a minimum of three (3) community open-houses throughout the fiscal year to continue to develop meaningful relationships with the community.
- * Department personnel will create a Manufacturing & Industrial Outreach group for the purposes of creating fire prevention and mitigation strategies with manufacturers and industries in the Holland area. The stated group will meet on a quarterly basis and focus on (a) preplanning of responses; (b) coordinating sufficient personnel and resources to keep incidents small; (c) work to minimize collateral damage and promote continuity of operation; and (d) develop working relationships that are functional before a potential incident.
- * A minimum of four (4) team building exercises or events will be developed to improve morale and to focus on building a public safety team with the police services.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Services

- * Fire services will designate a work-group to completely review and update the policies, procedures and guidelines utilized in the fire services branch.

EMERGENCY MANAGEMENT

- * Work in collaboration with City management to develop an emergency management ordinance for the City of Holland that can be adopted by the Holland City Council. (December 2011)
- * Take appropriate action to designate that all county emergency management assistance and coordination rendered to the City of Holland be provided by the County of Ottawa. (December 2011)
- * Identify all responsibilities of the Emergency Management Coordinator for the City of Holland and develop a formal description for placement in the City of Holland Emergency plan. Assign these duties to one individual who will be responsible for these tasks. (August 2011)
- * Where appropriate, implement recommendations and suggestions presented in the Outdoor Warning Siren - Applied Research Project of the fire services branch. (April 2012)
- * Continue to monitor and 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. (June 2012)
- * 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. (On-going)
- * Conduct a review and update the City of Holland Emergency plan. Provide the plan document for approval by the Holland City Council. (December 2011)
- * Continue to provide 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.
- * Public Safety operations will work to implement an alternative emergency notification program that is accessible to all City residents for all hazards notification. (December 2011)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Public Safety Facilities

DEPARTMENT MISSION STATEMENT

To efficiently operate all public safety facilities to minimize operating costs and to take pride in our buildings by keeping them clean, well kept, and in a condition that promotes a safe working environment.

ACTION PLAN FOR FISCAL YEAR 2012

- * A multi-disciplinary work group will be created to begin the development of a comprehensive strategy for planning and funding improvements to facilities or construction of new facilities as needed. (June 2012)
- * The exterior maintenance of buildings along with the outdoor maintenance of the lawn and landscaping will be an area of focus. (Continuous)
- * Evaluate the potential purchase of an exterior information board to interact with community members by promoting community events or conveying important information to the public. (June 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Police Calls:				
Total Police Calls	22,097	21,304	22,000	22,000
Part I Criminal Offenses	3,291	3,045	3,100	3,100
Part II Criminal Offenses	3,511	3,164	3,200	3,200
Service Calls	14,009	13,828	14,000	14,000
Accidents Reported:				
Total Crashes Investigated	1,286	1,267	1,265	1,265
Injury	158	164	160	160
Property Damage	1,128	1,103	1,105	1,105
Persons Killed	0	1	0	0
Case Solvability Factor				
Part I Criminal Offenses	55.3%	57.7%	57.0%	57.0%
Part II Criminal Offenses	95.0%	97.2%	97.0%	97.0%
Call Response Time % on total Police Calls				
10 minutes & under	87.0%	87.0%	87.0%	87.0%
5 minutes & under	68.8%	68.2%	68.0%	68.0%
Lockup Report:				
Total Bookings	3,750	3,190	3,200	3,200
Adult Arrests	2,575	2,109	2,100	2,100
Juvenile Arrests	177	105	105	105
Court Commitments / Transfers	998	976	980	980
Police Vehicle Report:				
Total Miles Driven	516,201	471,432	475,000	475,000
Preventable Cruiser Accidents	5	4	4	4
Non-Preventable Accidents	8	6	6	6
Training:				
Total Hours-FTO, Reserve, & Regular Officers	10,894	9,774	10,000	10,000
Animal Complaints Investigated				
Domestic Animals	200	139	140	140
Wildlife Animals	5	3	5	5
Court Citations Issued	4,122	2,563	3,000	3,000
Parking Enforcement				
Overnight Violations	3,471	4,238	4,250	4,250
Handicapped Violations	46	65	65	65
Ordinance Violations	794	820	820	820
Parking Fines Collected	\$50,020	\$66,930	\$67,000	\$67,000
Park Patrol				
Total Incidents	24	29	25	25
Disorderly Arrests	1	2	2	2
Abandoned Vehicles - Total Processed	29	18	20	20
Found/Recovered Bicycles - Total Processed	192	228	225	225

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
School Programs				
College	3	1	3	3
High School	6	5	10	10
Middle & Elementary (K-7)	19	29	30	30
Community Programs				
Speaking Engagements	32	4	4	5
Canine	9	1	1	5
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	21	28	30	30
Call-out Hours	99	165	165	165
Meeting/Training Hours	342	380	380	380

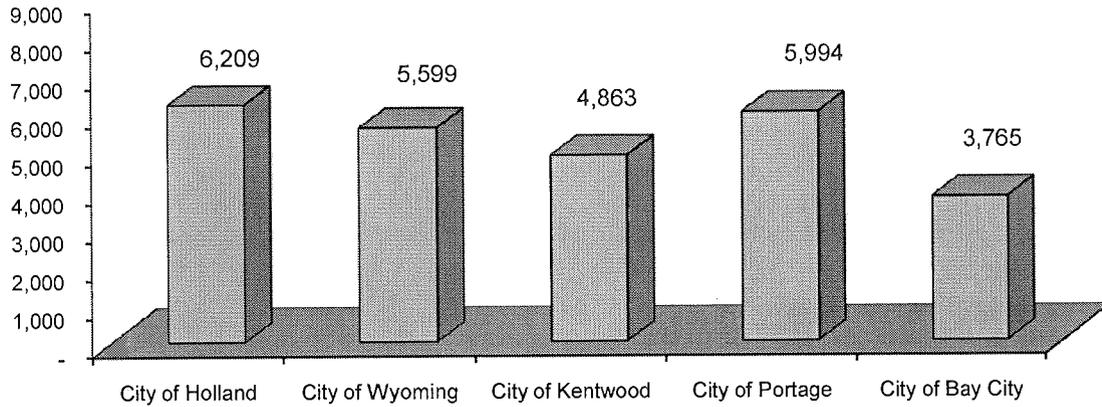
PROGRAM MEASUREMENTS

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

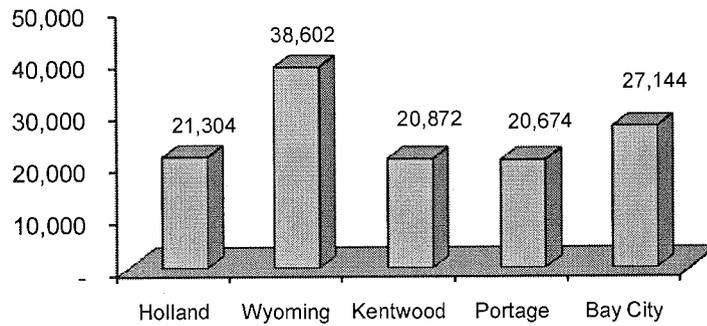
Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Fire Incidents	84	92	88	80
Structure Fires	41	44	46	40
Outside of Structure Fires	3	3	3	3
Vehicle Fires	17	18	16	16
Vegetation Fires	4	8	7	5
Refuse Fires	5	10	6	6
Explosion with no After-fire	9	7	6	6
Fire or Explosion not Otherwise Classified	5	2	4	4
Medical Emergencies	2,063	1,860	1,900	1,900
Flammable Liquid/Gas Emergencies	171	166	160	160
Service Calls	166	150	155	150
Good Intent Calls	108	105	100	104
False Alarms/Alarm Malfunctions	329	372	280	250
Other/Miscellaneous Calls	14	6	5	6
TOTAL INCIDENTS	2,935	2,751	2,688	2,650
Change from Previous Year	-1.97%	-6.27%	-2.29%	-1.41%
Value of Property Exposed to Fire	\$39,821,860	\$301,842,030	\$80,000,000	\$60,000,000
Combined Real and Personal Property Lost	\$1,428,430	\$949,800	\$350,000	\$320,000
Percent of Exposed Property Saved	96.41%	99.69%	99.56%	99.46%
<u>TRAINING AND SAFETY ACTIVITIES</u>				
Total Personnel-Hours Spent in Training	4,919	5,088	5,000	5,200
Civilian Fire-Related Injuries	6	5	3	0
Firefighter Duty-Related Injuries	2	0	0	0
<u>FIRE PREVENTION ACTIVITIES</u>				
Fire Code Inspections Performed	169	198	180	180
Fire Investigations Conducted	13	12	12	10
Outside Fire Prevention Programs Presented	52	161	150	160
Shift Based Pre-Plans & Fire Code Inspections	N/A	126	200	220
Insurance Service Office Rating	4	4	4	4
Number of fire stations	3	3	3	3
<u>EMERGENCY MANAGEMENT</u>				
Conduct Emergency Warning Systems Tests	9	9	9	9
Maintain and Update City Emergency Plan	1	1	1	1
Department Head Semi-Annual Tabletop Exercises	N/A	1	1	2
Plan and Implement City Emergency Plan Test Exercise	0	0	0	1

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES

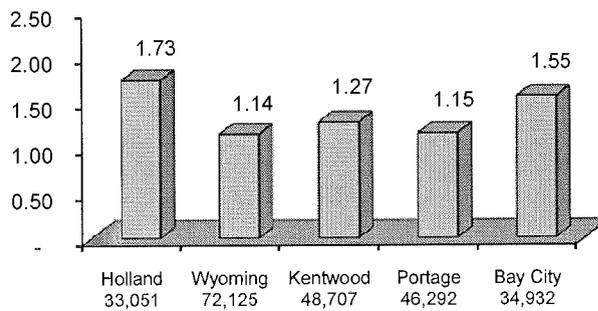
Crime Calls



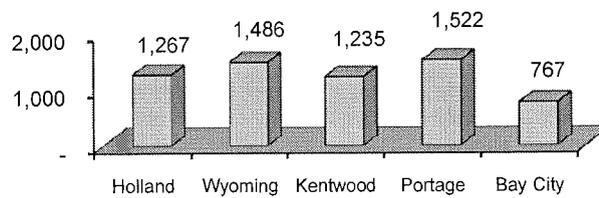
Total Calls



Officers Per 1,000 Population



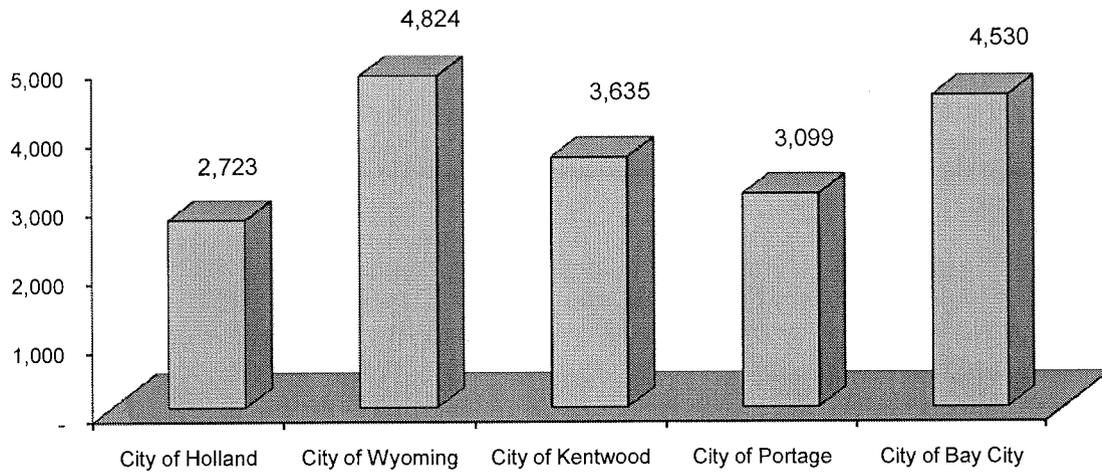
Accident Crashes



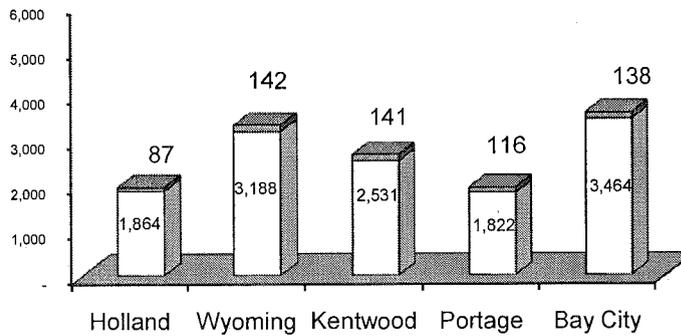
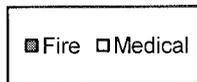
Note: Comparable Michigan Cities, Based on Calendar Year 2010 Data and 2010 Population Census.

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES

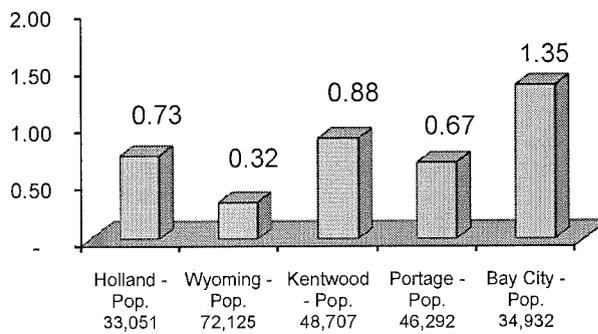
Total Incidents



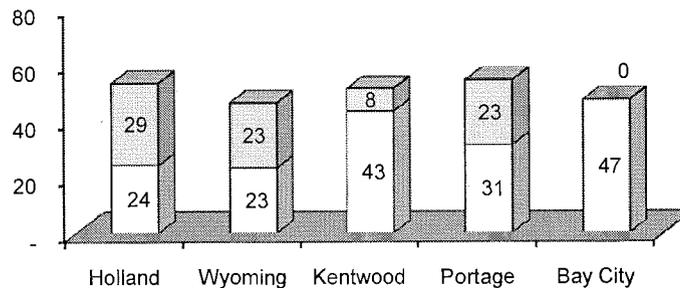
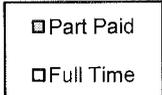
Fire and Medical Incidents



Full Time Firefighters Per 1,000 Population



Full Time Part Paid (Top) Firefighters



Note: Comparable Michigan Cities, Based on Calendar Year 2010 Data and 2010 Population Census.

**PUBLIC SAFETY SERVICES GROUP
POLICE & FIRE DIVISIONS**

(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 42,893	\$ 43,100	\$ 42,000	\$ 42,000
Charges for Services	94,028	80,499	65,810	68,800
Fines & Forfeits	197,341	182,843	195,000	195,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	1,353	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	9,790,914	9,538,426	9,825,006	9,331,809
TOTAL SOURCES	\$ 10,126,529	\$ 9,844,868	\$ 10,127,816	\$ 9,637,609

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,566,499	\$ 5,356,738	\$ 5,409,500	\$ 4,997,600
* Benefits - Includes NonWorking Wages	2,834,227	2,813,370	3,004,450	2,935,300
* Mandatory Employer Costs	243,429	248,933	250,850	249,700

Other Current Expenditures -

* Supplies / Maintenance	363,554	377,961	381,688	399,500
* Contractual	52,109	28,767	18,900	24,500
* Other	948,987	932,850	987,428	948,709
Capital Outlay	17,724	11,249	- 0 -	7,300
Transfers Out	100,000	75,000	75,000	75,000

TOTAL USES	\$ 10,126,529	\$ 9,844,868	\$ 10,127,816	\$ 9,637,609
-------------------	----------------------	---------------------	----------------------	---------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 8,644,155	\$ 8,419,041	\$ 8,664,800	\$ 8,182,600
* Full-Time Positions	96.50	93.00	91.00	87.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.45	9.60	9.55	9.90

**PUBLIC SAFETY SERVICES GROUP
GENERAL FUND DIVISIONS (POLICE & FIRE)**

**(ALTERNATE VIEW)
SUMMARY OF ALL DIVISION FUNCTIONS**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
FUNDING SOURCES -				
Fire Division:				
Charges for Services	12,523	6,956	4,800	7,800
Intergovernmental	- 0 -	402	- 0 -	- 0 -
Police Division:				
Intergovernmental	42,893	42,698	42,000	42,000
Charges for Services	81,505	73,543	61,010	61,000
Fines & Forfeits	197,341	182,843	195,000	195,000
Other	1,353	- 0 -	- 0 -	- 0 -
Funding Requirements - General	9,790,914	9,538,426	9,825,006	9,331,809
TOTAL SOURCES	<u>\$ 10,126,529</u>	<u>\$ 9,844,868</u>	<u>\$ 10,127,816</u>	<u>\$ 9,637,609</u>
FUNDING USES -				
Public Safety Management	- 0 -	- 0 -	- 0 -	\$ 816,400
Police Services	\$ 6,702,836	\$ 6,521,636	\$ 6,809,197	\$ 5,770,487
Police Building	327,095	293,109	303,395	307,763
Fire Services	3,096,598	3,030,123	3,015,224	2,656,859
Fire Building - Kollen Park Station	- 0 -	- 0 -	- 0 -	49,700
Fire Building - Waverly Fire Station	- 0 -	- 0 -	- 0 -	27,600
Fire Building - Virginia Park Station	- 0 -	- 0 -	- 0 -	8,800
TOTAL USES	<u>\$ 10,126,529</u>	<u>\$ 9,844,868</u>	<u>\$ 10,127,816</u>	<u>\$ 9,637,609</u>

-2.8% 2.9% -4.8%
(to prior year)

- - DIVISION STAFFING TOTALS - -

* Full-Time Positions	96.50	93.00	91.00	87.00
* Part-Paid Positions (Not F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.45	9.60	9.55	9.90

(WEMET staffing and General Fund Transfer to WEMET Grant Fund are NOT included.)

**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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 12,836	\$ 12,102	\$ 12,000	\$ 12,000
TOTAL SOURCES	\$ 12,836	\$ 12,102	\$ 12,000	\$ 12,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ 10,239	\$ 11,957	\$ 12,000	\$ 12,000
Capital Outlay	\$ 1,455	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL USES	\$ 11,694	\$ 11,957	\$ 12,000	\$ 12,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,142	\$ 145	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,735	1,880	1,880	1,880
TOTAL FUND EQUITY	\$ 1,735	\$ 1,880	\$ 1,880	\$ 1,880

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 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	752	775	775	775
Holland Area Complaints	119	180	180	180
Arrests	478	427	440	440
Total Value of Drugs Seized	\$298,746	\$419,958	\$350,000	\$350,000

**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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 82,126	\$ 92,757	\$ 118,454	\$ 115,218
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	165,245	151,234	128,303	140,838
TOTAL SOURCES	\$ 247,371	\$ 243,991	\$ 246,757	\$ 256,056

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 164,357	\$ 161,485	\$ 190,375	\$ 192,205
* Benefits - To Include NonWorking Wages	77,047	75,956	49,877	57,028
* Mandatory Employer Costs	5,967	6,550	6,505	6,823

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 247,371	\$ 243,991	\$ 246,757	\$ 256,056

- - FUND EQUITY - -

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

- - STAFFING - -

Personnel Services Total Amount	\$ 247,371	\$ 243,991	\$ 246,757	\$ 256,056
* Full-Time Positions	3.00	3.00	3.00	3.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Estimate	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	--------------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 173,885	\$ 264,002	\$ 164,256	\$ 24,746
TOTAL SOURCES	\$ 173,885	\$ 264,002	\$ 164,256	\$ 24,746

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 109,041	\$ 145,021	\$ 98,796	\$ 20,539
* Benefits - To Include NonWorking Wages	15,356	22,633	15,474	3,217
* Mandatory Employer Costs	5,398	7,248	4,761	990
Other Current Expenditures -				
* Supplies / Maintenance	18,364	22,941	9,407	- 0 -
Capital Outlay	25,726	66,159	35,818	- 0 -
TOTAL USES	\$ 173,885	\$ 264,002	\$ 164,256	\$ 24,746

- - FUND EQUITY - -

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

- - STAFFING - -

Personnel Services Total Amount	\$ 129,795	\$ 174,902	\$ 119,031	\$ 24,746
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-2012 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 18,465	\$ 22,779	\$ 93,459	\$ - 0 -
Interest & Rents	36	1,281	500	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	2,820	27,242	- 0 -
TOTAL SOURCES	<u>\$ 18,501</u>	<u>\$ 26,880</u>	<u>\$ 121,201</u>	<u>\$ - 0 -</u>

FUNDING USES -

Capital Outlay	\$ 18,501	\$ 26,880	\$ 121,201	\$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 18,501</u>	<u>\$ 26,880</u>	<u>\$ 121,201</u>	<u>\$ - 0 -</u>

- - FUND EQUITY - -

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

- - 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. For FY2011 this includes the \$26,000 Camera Surveillance project which included a \$16,000 transfer from the Municipal Capital Improvements Fund.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -0-	\$ 5,000	\$ 9,280	\$ -0-
Transfers In	-0-	-0-	2,320	-0-
TOTAL SOURCES	\$ -0-	\$ 5,000	\$ 11,600	\$ -0-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Other Current Expenditures -				
* Other	-0-	-0-	-0-	-0-
Capital Outlay	-0-	5,000	11,600	-0-
TOTAL USES	\$ -0-	\$ 5,000	\$ 11,600	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant has included a tactical transport robot, infrared system, night binoculars for the Police Division, headsets for the Police tactical team and equipment for the City's Emergency Operations Center (EOC) in the past. The current grant includes portable radios for the Fire Division.

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,445	\$ -0-	\$ -0-	\$ -0-
TOTAL SOURCES	\$ 2,445	\$ -0-	\$ -0-	\$ -0-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,115	\$ -0-	\$ -0-	\$ -0-
* Mandatory Employer Costs	330	-0-	-0-	-0-
TOTAL USES	\$ 2,445	\$ -0-	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 13,063	\$ 10,698	\$ - 0 -	\$ - 0 -
TOTAL SOURCES	\$ 13,063	\$ 10,698	\$ - 0 -	\$ - 0 -

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,758	\$ 7,944	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	322	1,153	- 0 -	- 0 -
* Mandatory Employer Costs	278	407	- 0 -	- 0 -
Capital Outlay	8,705	1,194	- 0 -	- 0 -
TOTAL USES	\$ 13,063	\$ 10,698	\$ - 0 -	\$ - 0 -

- - FUND EQUITY - -

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

- - STAFFING - -

Personnel Services Total Amount	\$ 4,358	\$ 9,504	\$ - 0 -	\$ - 0 -
---------------------------------	----------	----------	----------	----------

Positions: Not Applicable

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

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Employees Benefit Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

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

**PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION**

**POLICE EMPLOYEES BENEFIT FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,023	\$ 2,911	\$ 2,887	\$ 2,900
Interest & Rents	50	34	14	19
Other	1,022	442	1,763	1,500
TOTAL SOURCES	<u>\$ 4,095</u>	<u>\$ 3,387</u>	<u>\$ 4,664</u>	<u>\$ 4,419</u>

FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ 2,124	\$ 2,987	\$ 2,500	\$ 2,200
* Other	1,530	1,163	2,763	2,500
TOTAL USES	<u>\$ 3,654</u>	<u>\$ 4,150</u>	<u>\$ 5,263</u>	<u>\$ 4,700</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 441	\$ (763)	\$ (599)	\$ (281)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,805	1,042	443	162
TOTAL FUND EQUITY	<u>\$ 1,805</u>	<u>\$ 1,042</u>	<u>\$ 443</u>	<u>\$ 162</u>

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (763)	\$ (599)	\$ (281)
ENDING BALANCE	\$ 1,805	\$ 1,042	\$ 443	\$ 162

- - STAFFING - -

Positions: Not Applicable

In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines. Activities reflected above for FY2009 and FY2010 took place when the fund was classified as a Special Revenue Fund.

**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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 114,567	\$ 41,439	\$ 112,970	\$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	12,729	5,309	12,552	- 0 -
TOTAL SOURCES	\$ 127,296	\$ 46,748	\$ 125,522	\$ - 0 -

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	71,751	- 0 -	- 0 -	- 0 -
* Contractual	26,940	- 0 -	- 0 -	- 0 -
Capital Outlay-Personal Protective Eqp.	- 0 -	46,748	- 0 -	- 0 -
Capital Outlay-SCBA	- 0 -	- 0 -	125,522	- 0 -
Capital Outlay-Educ Trailer/Computer	28,605	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 127,296	\$ 46,748	\$ 125,522	\$ - 0 -

- - FUND EQUITY - -

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

- - 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. The current grant includes self-contained breathing apparatus (SCBA's).

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Vehicle & Equipment Replacement Fund

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 2012

- * To review the status of current and future apparatus needs, revising the fire apparatus replacement schedule as needed to accommodate the needs of the community and personnel operating them. The impact of potential reductions in staffing or layoffs will be considered in this process. (January 2012)
- * 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 2012)
- * To create a multidisciplinary work group to begin the process of designing a replacement pumper that will meet the changing needs of the community. This replacement is due to take place in FY 2013. It will be necessary to give full consideration to organizational and staffing changes that may result due to reductions and reorganization as well as the skill sets of the operators.
- * The work group noted above shall research the long term apparatus and equipment replacement needs of the fire operations branch and submit a report outlining recommendations for types and quantities of vehicle and equipment. The group shall also recommend budget adjustments and suggest mechanisms for funding. (June 2012)

**PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION**

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 6,563	\$ 6,858	\$ 4,429	\$ 6,700
Other	(13,384)	- 0 -	- 0 -	- 0 -
Transfers In	100,000	75,000	75,000	75,000
TOTAL SOURCES	\$ 93,179	\$ 81,858	\$ 79,429	\$ 81,700

FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	12,272	- 0 -	- 0 -	- 0 -
Transfers Out	7,175	5,309	- 0 -	- 0 -
TOTAL USES	\$ 19,447	\$ 5,309	\$ - 0 -	\$ - 0 -

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 91,094	\$ 100,689	\$ 101,000	\$ 101,000
----------------------	-----------	------------	------------	------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,090)	\$ (24,140)	\$ (21,571)	\$ (19,300)
ENDING BALANCE -				
Designated / Reserved - Vehicles	\$ 234,176	\$ 310,725	\$ 390,154	\$ 471,854
Designated / Reserved - Equipment	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,345,913	1,245,224	1,144,224	1,043,224
TOTAL FUND EQUITY	\$ 1,580,089	\$ 1,555,949	\$ 1,534,378	\$ 1,515,078

- - WORKING CAPITAL - -

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

- - STAFFING - -

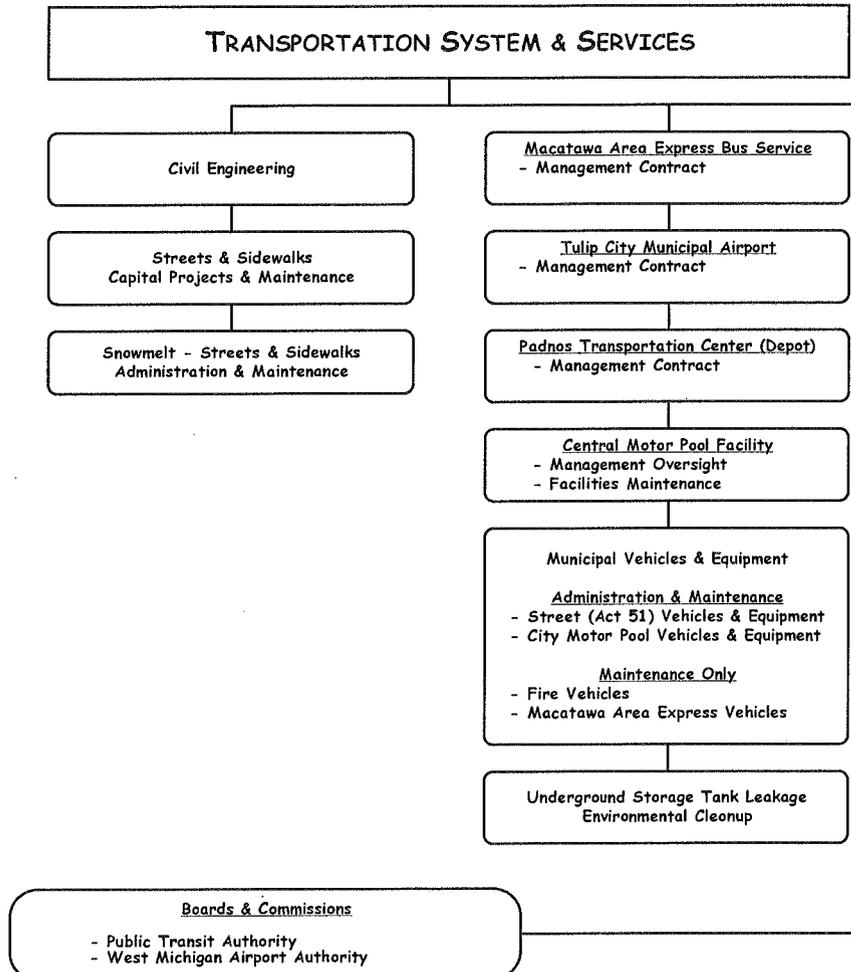
Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

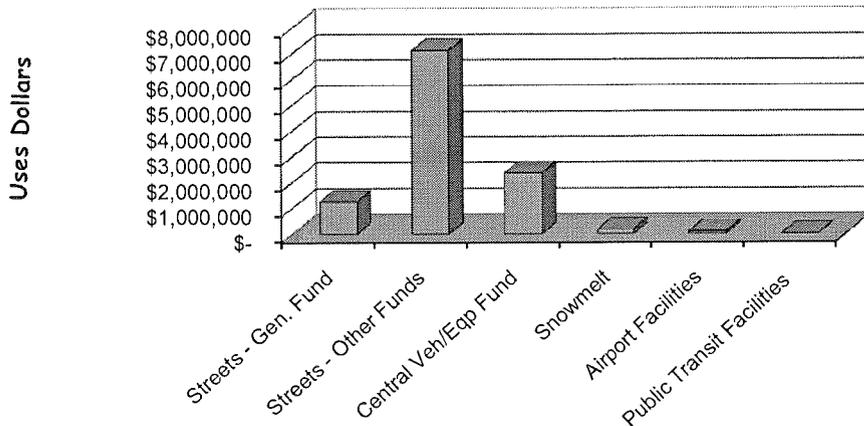
The Transportation System and Services Group have responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation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

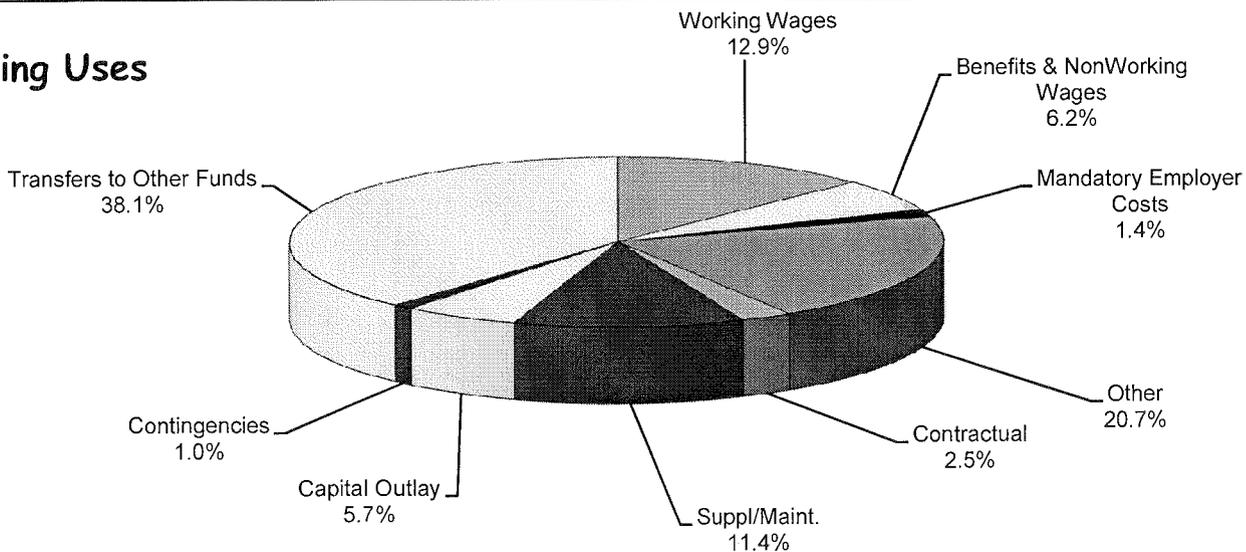


TRANSPORTATION SYSTEM & SERVICES GROUP

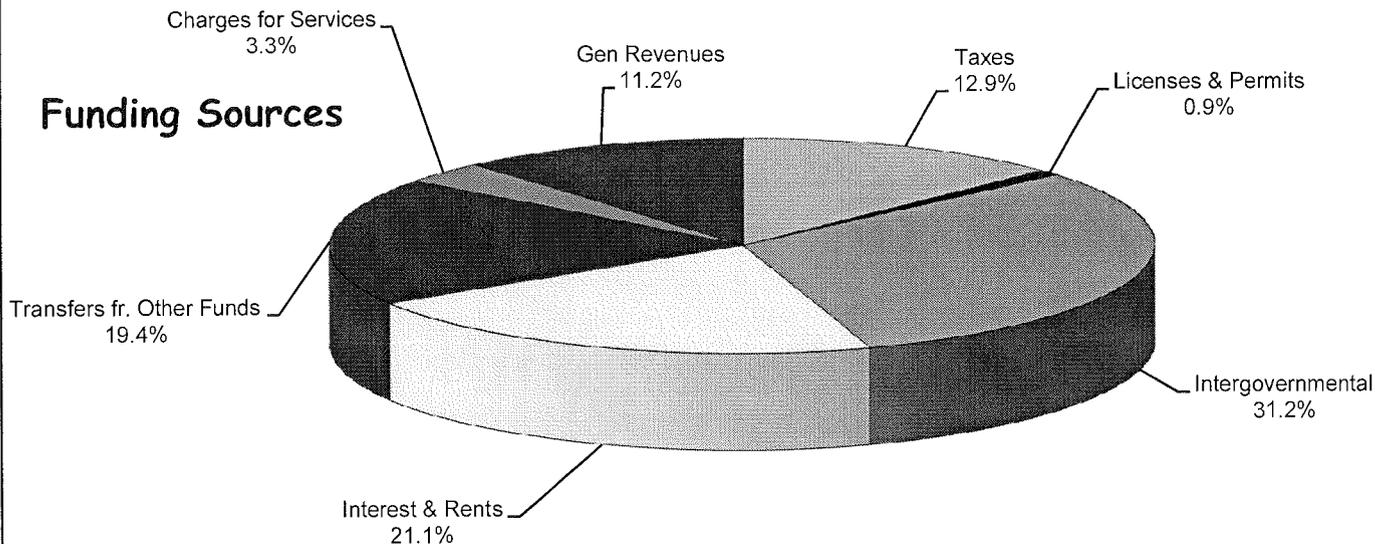
Total Uses By Department \$11,073,638



Funding Uses



Funding Sources



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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 1,320,945	\$ 1,292,407	\$ 1,310,039	\$ 1,263,056
Special Revenue	7,450,490	7,506,977	7,626,563	7,325,110
Enterprise	1,947,245	449,488	121,433	115,160
Internal Service	2,935,420	2,091,958	2,213,604	2,370,312
TOTAL - ALL FUND TYPES	<u>\$ 13,654,100</u>	<u>\$ 11,340,830</u>	<u>\$ 11,271,639</u>	<u>\$ 11,073,638</u>
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,402,275	\$ 1,420,605	\$ 1,312,831	\$ 1,260,696
Licenses & Permits	94,943	78,476	82,350	85,400
Intergovernmental	4,575,231	3,139,684	3,089,158	3,044,400
Charges for Services	652,378	572,697	275,323	278,755
Fines & Forfeits	50	300	- 0 -	- 0 -
Interest & Rents	2,167,439	1,854,878	2,096,880	2,061,403
Other	(209,661)	5,532,107	39,416	40,100
Transfers In	2,867,112	1,158,882	694,069	1,888,066
TOTAL SOURCES	<u>\$ 11,549,767</u>	<u>\$ 13,757,629</u>	<u>\$ 7,590,027</u>	<u>\$ 8,658,820</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,682,167	\$ 1,467,821	\$ 1,375,383	\$ 1,427,600
* Benefits - Includes NonWorking Wages	769,383	729,891	628,930	683,550
* Mandatory Employer Costs	175,657	161,132	151,023	153,400
Other Current Expenditures -				
* Supplies / Maintenance	1,168,193	937,248	1,165,051	1,264,825
* Contractual	175,556	200,334	201,752	279,900
* Other	2,360,739	2,229,296	2,262,326	2,297,603
Capital Outlay	2,033,851	573,278	536,098	635,900
Debt Service Payments -				
* Principal Maturities	15,000	16,000	- 0 -	- 0 -
* Interest & Fee Payments	2,383	1,520	- 0 -	- 0 -
Transfers Out	5,271,171	5,024,310	4,951,076	4,217,860
Contingencies	- 0 -	- 0 -	- 0 -	113,000
TOTAL USES	<u>\$ 13,654,100</u>	<u>\$ 11,340,830</u>	<u>\$ 11,271,639</u>	<u>\$ 11,073,638</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 1,240,804	\$ 1,300,861	\$ 1,296,300	\$ 1,296,300
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 2,627,207	\$ 2,358,844	\$ 2,155,336	\$ 2,264,550
* Full-Time Positions	34.83	36.08	28.55	28.55
* Part-Time Positons @ F.T.E.	4.40	4.10	2.85	3.45

INTRODUCTION TO DEPARTMENT TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2011 construction season:
 - East 48th Street, from M-40 to the east City limits.
 - Matt Urban Drive / 48th Street, from Washington Avenue to the west City limits.
 - Central Avenue, 8th Street to State Street, and 19th Street from College to Central Avenues.
 - 48th Street / Washington Avenue, Regent Boulevard to M-40 (Lincoln Avenue)
 - East 40th Street, Industrial to rail road tracks just west of Waverly ditch enclosure.

- * To develop a resurfacing program for the summer of 2011, using 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:
 - Lincoln Avenue, 16th to 24th Streets;
 - M-40 Multi-use path;
 - Geurink Boulevard, Washington Avenue to 1650' East; and
 - Economic Development Grant resurfacing projects;
 - Initiate preliminary engineering for 8th Street / Fairbanks Avenue round-a-bout.

- * 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.

- * To address stormwater issues and concerns as follows:

- * To continue working through MACC Watershed project to implement the requirements of the Storm Water Discharge Permit, including the Watershed Management plan, Storm

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

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; dates uncertain due to current legal challenges)

- * 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 FY12).
- * To digitize and develop an electronic library for all existing storm sewer video, and implement a program for the routine and ongoing videotaping of existing storm sewers. (On-going)
- * To work with County Drain Commissions and Inter-county Drain Boards on identifying issues and sources of funding for significant drainage courses that cross the community. (year-long effort during FY12)
- * 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 2012)
- * To incorporate current Pavement Surface Evaluation and Rating (PASER) Street Rating program and recommendations for treatments into a formal Asset Management plan for roadways. (December 2011)
- * To work with the Board of Public Works (BPW), Planning Office, and other interested parties to establish development standards for storm sewer, utilities (water and sanitary sewer), and roads by private developers. (June 2012)
- * To implement, upon adoption by City Council, a Complete Streets policy which will promote and encourage the evaluation and incorporation of non-motorized transportation opportunities as a part of the planning and development process for right-of-way improvements. (September 2011)
- * To continue to work with MDOT, MACC, and other interested parties on long-term solutions to improve traffic and safety issues on M-40. (March 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Construction Projects in Process	13	7	10	3
Total Miles of Local and Major Streets (Does Not Include State Trunkline Miles)	148.55	148.55	148.55	148.55
Total miles of Streets Reconstructed	1.85	1.82	4.14	0.50
Total miles of Streets Resurfaced	3.733	3.070	1.95	5.50
Community Sidewalk Network in Miles of Walk	155.90	156.14	160.43	161.42
Sidewalk Repair Activities in Square Feet	14,766	10,942	12,000	12,000

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	184,488	173,691	167,384	159,432
TOTAL SOURCES	\$ 184,488	\$ 173,691	\$ 167,384	\$ 159,432

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 100,041	\$ 98,980	\$ 86,100	\$ 78,400
* Benefits - To Include NonWorking Wages	44,430	39,677	35,600	37,200
* Mandatory Employer Costs	11,051	11,357	9,800	8,400
Other Current Expenditures -				
* Supplies / Maintenance	4,319	1,786	3,200	2,200
* Contractual	2,290	- 0 -	1,000	1,000
* Other	22,357	21,891	31,684	32,232
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 184,488	\$ 173,691	\$ 167,384	\$ 159,432

- - STAFFING - -

Personnel Services Total Amount	\$ 155,522	\$ 150,014	\$ 131,500	\$ 124,000
Full-Time Positions	3.00	3.00	2.90	2.60
Part-Time Positions @ F.T.E.	0.10	0.10	0.50	0.75

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Streets Division

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * To continue 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 2012)
- * 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, looking next at the sign inventory and installation system. (May 2012)
- * To work cooperatively with the Engineering Division staff in completing reconstruction projects planned for the 2011 construction season, and to provide support as requested in planning for 2012 and beyond construction projects. (On-going)
- * To assist the Engineering Division in an assessment of storm sewer culverts and preparation of a database. (March 2012)
- * 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. (On-going)
- * To review and evaluate "traditional" programs such as street plowing, sidewalk plowing, spring cleanup, and fall leaf pickup, to determine possible ways to achieve greater efficiencies and cost savings in the delivery of these programs. (February 2012)
- * To work with City staff to identify and implement energy conservation measures in the Transportation Services facility and within the Streets Division vehicles and equipment. (June 2012)
- * To begin work to meet new federal sign reflectivity requirements, including the development of an implementation plan by January 2012; the replacement of all regulatory signs that do not meet reflectivity requirements by January 2015; and the replacement of all street name and overhead guide signs that do not meet reflectivity requirements by January 2018.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Total Mileage of Street System Maintanenced (Does Not Include State Trunkline Miles)	148.55	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	361	337	325	325
Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. to Feb.)	1,210	883	900	1,000
Community Sidewalk Network in Miles of Walk	155.90	156.14	160.43	161.42
Amount of salt used for winter road maintenance (in tons)	3,094.50	2,177.00	2,500.00	2,500.00
Number of street sweeper hours operated (reflects Feb. to Feb.)	2,154	2,264	2,200	2,200
Fall Leaf Pickup:				
Streets Division Costs (personnel and equipment)	\$120,014	\$123,652	\$124,068	\$124,000
Removal Costs	\$24,900	\$16,900	\$16,172	\$16,000
Number of hours worked by Streets Division personnel	2,111	2,250	2,108	2,100
Spring Cleanup:				
Streets Division Costs (personnel and equipment)	\$61,384	\$44,951	\$47,000	\$47,000
Removal Costs	\$9,985	\$5,849	\$6,000	\$6,000
Number of hours worked by Streets Division personnel	1,092	772	800	800

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 14,272	\$ 11,807	\$ 13,375	\$ 13,300
Licenses & Permits	250	450	350	400
Fines & Forfeits	50	300	- 0 -	- 0 -
Interest & Rents	140,004	147,000	151,000	155,500
Funding Requirement - General Operating Revenues	981,881	959,159	977,930	934,424
TOTAL SOURCES	\$ 1,136,457	\$ 1,118,716	\$ 1,142,655	\$ 1,103,624

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 247,688	\$ 246,371	\$ 257,821	\$ 190,200
* Benefits - To Include NonWorking Wages	62,051	99,078	72,207	94,600
* Mandatory Employer Costs	46,596	48,117	41,732	40,000
Other Current Expenditures -				
* Supplies / Maintenance	37,978	31,483	29,742	30,900
* Contractual Expenditures	76,715	60,274	72,500	73,900
* Other	665,429	633,393	668,653	674,024
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES \$ 1,136,457 \$ 1,118,716 \$ 1,142,655 \$ 1,103,624

- - STAFFING - -

Personnel Services Total Amount	\$ 356,335	\$ 393,566	\$ 371,760	\$ 324,800
Full-Time Positions	19.90	19.90	17.90	18.15
Part-Time Positions @ F.T.E.	0.45	1.15	0.95	1.35

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

**INTRODUCTION TO DEPARTMENT
TRANSPORTATION SYSTEMS AND SERVICES**

Motor Vehicle Highway Major Streets & Trunkline Maintenance Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,128,989	\$ 2,098,253	\$ 2,093,275	\$ 2,105,700
Licenses & Permits	29,675	30,838	32,000	33,000
Interest & Rents	29,686	25,725	15,737	19,730
Transfers In	506,124	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 2,694,474	\$ 2,154,816	\$ 2,141,012	\$ 2,158,430

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 330,673	\$ 283,659	\$ 294,639	\$ 359,476
* Benefits-To Include NonWorking Wages	186,053	161,068	165,568	181,200
* Mandatory Employer Costs	26,604	22,217	26,571	28,950

Other Current Expenditures -

* Supplies / Maintenance	210,660	168,329	195,203	247,700
* Contractual	58,479	54,489	85,268	121,700
* Other	512,629	466,369	484,491	521,000
Transfers Out	1,395,786	535,025	739,587	1,480,166
Contingencies	- 0 -	- 0 -	- 0 -	108,000
TOTAL USES	\$ 2,720,884	\$ 1,691,156	\$ 1,991,327	\$ 3,048,192

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (26,410)	\$ 463,660	\$ 149,685	\$ (889,762)
ENDING BALANCE -				
Designated / Reserved	\$ 73,176	\$ 61,986	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,047,173	1,522,023	1,733,694	843,932
TOTAL FUND EQUITY	\$ 1,120,349	\$ 1,584,009	\$ 1,733,694	\$ 843,932

- - STAFFING - -

Personnel Services Total Amount	\$ 543,330	\$ 466,944	\$ 486,778	\$ 569,626
---------------------------------	------------	------------	------------	------------

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

**INTRODUCTION TO DEPARTMENT
TRANSPORTATION SYSTEM AND SERVICES**

Motor Vehicle Highway Local Streets Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

* 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 533,622	\$ 520,594	\$ 523,545	\$ 525,700
Licenses & Permits	65,018	47,188	50,000	52,000
Interest & Rents	2,771	4,192	687	1,270
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	761,836	509,047	667,769	777,354
TOTAL SOURCES	\$ 1,363,247	\$ 1,081,021	\$ 1,242,001	\$ 1,356,324

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 376,703	\$ 308,578	\$ 331,323	\$ 382,124
* Benefits - To Include NonWorking Wages	215,322	177,467	191,505	198,050
* Mandatory Employer Costs	30,052	24,049	30,320	31,750

Other Current Expenditures -

* Supplies / Maintenance	169,329	150,958	185,653	230,200
* Contractual	23,597	14,323	34,500	48,300
* Other	471,031	405,646	468,700	465,900
Transfers Out	88,025	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

FUNDING USES - TOTALS \$ 1,374,059 \$ 1,081,021 \$ 1,242,001 \$ 1,356,324

- - FUND EQUITY - -

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

- - STAFFING - -

Personnel Services Total Amount	\$ 622,077	\$ 510,094	\$ 553,148	\$ 611,924
---------------------------------	------------	------------	------------	------------

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

**INTRODUCTION TO DEPARTMENT
TRANSPORTATION SYSTEM AND SERVICES**

Allegan County Road Tax Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 418,593	\$ 460,953	\$ 415,000	\$ 413,000
Interest & Rents	7,438	(1,792)	327	(230)
Transfers In	60,000	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 486,031	\$ 459,161	\$ 415,327	\$ 412,770

FUNDING USES -

Transfers Out	\$ 679,345	\$ 471,663	\$ 533,249	\$ 400,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 679,345	\$ 471,663	\$ 533,249	\$ 400,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (193,314)	\$ (12,502)	\$ (117,922)	\$ 12,770
ENDING BALANCE -				
Designated / Reserved	\$ 136,622	\$ 121,817	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	42,089	44,392	48,287	61,057
TOTAL FUND EQUITY	\$ 178,711	\$ 166,209	\$ 48,287	\$ 61,057

- - STAFFING - -

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

Positions: Not Applicable

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

Street Improvements Reserve Fund

FUND MISSION STATEMENT

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

ACTION PLAN FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,180,657	\$ 1,188,828	\$ 1,087,346	\$ 1,037,196
Intergovernmental	\$ - 0 -	\$ - 0 -	\$ 57,338	\$ - 0 -
Interest & Rents	7,774	(24,489)	18,304	5,100
Other	- 0 -	5,500,000	- 0 -	- 0 -
Transfers In	989,021	- 0 -	- 0 -	1,083,612
TOTAL SOURCES	\$ 2,177,452	\$ 6,664,339	\$ 1,162,988	\$ 2,125,908

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ 62,973	\$ - 0 -	\$ - 0 -
Transfers Out	2,478,666	4,005,888	3,678,240	2,337,694
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 2,478,666	\$ 4,068,861	\$ 3,678,240	\$ 2,337,694

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (301,214)	\$ 2,595,478	\$ (2,515,252)	\$ (211,786)
ENDING BALANCE -				
Designated / Reserved	\$ 131,560	\$ 396,845	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	2,330,193	211,786	- 0 -
TOTAL FUND EQUITY	\$ 131,560	\$ 2,727,038	\$ 211,786	\$ - 0 -

- - STAFFING - -

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

Positions: Not Applicable

**TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS**

FUND SUMMARY - FY 2005 through FY 2018

<u>At End of Fiscal Year</u>	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>All Street Funds</u>
- - - - ENDING FUND EQUITY - - - -					
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 (Actual)	1,584,009	2,000	166,209	2,727,038	4,479,256
FY2011 (Estimated)	1,733,694	2,000	48,287	211,786	1,995,767
FY2012 (Estimated)	843,932	2,000	61,057	0	906,989
FY2013	592,919	2,000	817	(163,804)	431,932
FY2014	308,561	2,000	44,502	(1,855,678)	(1,500,615)
FY2015	(10,679)	2,000	242,781	(3,595,974)	(3,361,872)
FY2016	(366,395)	2,000	619,826	(4,879,027)	(4,623,596)
FY2017	(760,239)	2,000	205,812	(5,619,156)	(6,171,583)
FY2018	(1,193,925)	2,000	600,918	(5,310,663)	(5,901,670)

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

Downtown Snowmelt System Operating Fund

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 2012

- * 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 2012)
- * To continue to work with the BPW, as part of the James De Young Power Plant expansion, to evaluate alternatives for providing additional heat source as approximately 95% of the system is utilized. (June 2012)
- * 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 4th to Central Avenue to 8th Street (\$950,000);
 2. The 2007 extension on 8th Street from mid-block east of College to Columbia Avenue (\$157,736); and
 3. The 2008-9 extension from 8th Street north on Columbia to 7th and on 7th Street from Columbia to College (\$150,000). These Agreements to be completed by August 2011.
- * To expand and reconstruct the sidewalk snowmelt system on Central Avenue between 6th and 9th Street as part of the 2011 Central Avenue Reconstruction project. (October 2011)

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 103,666	\$ 112,816	\$ 116,755	\$ 120,200
Interest & Rents	10,389	6,200	2,073	2,050
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	269,335	25,400	26,300	27,100
TOTAL SOURCES	\$ 383,390	\$ 144,416	\$ 145,128	\$ 149,350

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	148,120	182,542	181,746	182,900
Capital Outlay	40,389	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	7,850	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 188,509	\$ 190,392	\$ 181,746	\$ 182,900

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 194,881	\$ (45,976)	\$ (36,618)	\$ (33,550)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	234,471	188,495	151,877	118,327
TOTAL FUND EQUITY	\$ 234,471	\$ 188,495	\$ 151,877	\$ 118,327

- - STAFFING - -

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

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Other	-0-	-0-	-0-	-0-
Transfers In	8,796	3,884	-0-	-0-
TOTAL SOURCES	\$ 8,796	\$ 3,884	\$ -0-	\$ -0-

FUNDING USES -

Personnel Services				
* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Other Current Expenditures -				
* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	8,796	3,884	-0-	-0-
TOTAL USES	\$ 8,796	\$ 3,884	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

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

Positions: Not Applicable

At the close of FY2010 this fund was closed due to new accounting guidelines. Activities previously recorded in this fund will be accounted for within the Centralized Vehicle/Equipment Fund.

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 2012

- * 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.

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT FACILITIES FUND

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Aircraft Operations	35,220	30,000	32,000	35,000
Non-Scheduled Commercial Passenger Flights	21,000	20,000	21,000	22,000
Non-Scheduled Commercial Freight Flights	450	200	250	300
Based Aircraft	54	54	54	55
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 117,952	\$ 118,961	\$ 108,730	\$ 103,300
Intergovernmental	1,406,288	- 0 -	- 0 -	- 0 -
Charges for Services	72,553	50,708	1,603	810
Interest & Rents	2,641	396	97	95
Other	(2,094)	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,597,340	\$ 170,065	\$ 110,430	\$ 104,205

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 16,400	\$ 20,038	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	\$ 7,897	\$ 9,808	\$ (3,567)	\$ - 0 -
* Mandatory Employer Costs	1,127	1,410	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	2,060	181	160	200
* Contractual	4,890	769	726	- 0 -
* Other	135,814	136,339	113,014	103,910
Capital Outlay	1,442,347	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal	15,000	16,000	- 0 -	- 0 -
* Interest	2,383	1,520	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,627,918	\$ 186,065	\$ 110,333	\$ 104,110

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 694,586	\$ 729,001	\$ 729,000	\$ 729,000
----------------------	------------	------------	------------	------------

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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 732,183	\$ (729,001)	\$ (728,903)	\$ (728,905)
ENDING BALANCE -	(419,258) <i>Transfer Assets to WMAA 6/30/09</i>			
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	13,406,529	12,677,528	11,948,625	11,219,720
TOTAL FUND EQUITY	\$ 13,406,529	\$ 12,677,528	\$ 11,948,625	\$ 11,219,720

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ - 0 -	\$ 97	\$ 95
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ 97	\$ 192

- - STAFFING - -

Personnel Services Total Amount	\$ 25,424	\$ 31,256	\$ (3,567)	\$ - 0 -
Full-Time Positions	0.24	0.24	- 0 -	- 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Interest & Rents	-0-	-0-	-0-	-0-
Other	-0-	-0-	-0-	-0-
Transfers In	-0-	-0-	-0-	-0-
TOTAL SOURCES	\$ -0-	\$ -0-	\$ -0-	\$ -0-

FUNDING USES -

Other Current Expenditures -				
* Other	\$ 231	\$ -0-	\$ -0-	\$ -0-
Transfers Out	-0-	-0-	-0-	-0-
TOTAL USES	\$ 231	\$ -0-	\$ -0-	\$ -0-

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (231)	\$ -0-	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	-0-	-0-	-0-	-0-
TOTAL FUND EQUITY	\$ -0-	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -

Positions: Not Applicable

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 2012

- * 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
ANNUAL RIDERSHIP				
Amtrak Train	36,973	35,419	36,127	37,211
MAX (BUS TRANSIT) RIDERSHIP *				
Fixed Route	223,909	260,320	273,400	287,000
Demand Response	89,354	97,064	101,909	106,000
Trolley	8,157	11,866	12,500	13,100
Night Owl	2,778	3,013	3,175	3,300

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Interest & Rents	1	1	1	1
Other	(1,979)	-0-	-0-	-0-
Transfers In	-0-	-0-	-0-	-0-
TOTAL SOURCES	\$ (1,978)	\$ 1	\$ 1	\$ 1
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
Other Current Expenditures -				
* Supplies / Maintenance	-0-	-0-	-0-	-0-
* Contractual	-0-	-0-	-0-	-0-
* Other	-0-	-0-	-0-	-0-
Capital Outlay	-0-	-0-	-0-	-0-
TOTAL USES	\$ -0-	\$ -0-	\$ -0-	\$ -0-
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 55,229	\$ 55,229	\$ 55,300	\$ 55,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (57,207)	\$ (55,228)	\$ (55,299)	\$ (55,299)
ENDING BALANCE -				
Designated / Reserved	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	1,018,804	963,576	908,277	852,978
TOTAL FUND EQUITY	\$ 1,018,804	\$ 963,576	\$ 908,277	\$ 852,978
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 1	\$ 1	\$ 1
ENDING BALANCE	\$ 1	\$ 2	\$ 3	\$ 4
- - STAFFING - -				
Personnel Services Total Amount	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Full-Time Positions	-0-	-0-	-0-	-0-
Part-Time Positions @ F.T.E.	-0-	-0-	-0-	-0-

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**

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 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 229,619	\$ 201,315	\$ 8,900	\$ 8,800
Intergovernmental	87,739	59,884	- 0 -	- 0 -
Interest & Rents	408	152	40	25
Other	- 0 -	1	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 317,766	\$ 261,352	\$ 8,940	\$ 8,825

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 170,893	\$ 142,483	\$ 6,500	\$ 6,500
* Benefits - To Include NonWorking Wages	42,213	44,062	- 0 -	- 0 -
* Mandatory Employer Costs	14,914	13,052	600	600

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	1,566	1,750	1,600
* Contractual	- 0 -	60	50	100
* Other	89,339	59,884	- 0 -	- 0 -

Subtotal Prior to Capital Outlay	317,359	261,107	8,900	8,800
----------------------------------	---------	---------	-------	-------

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
----------------	-------	-------	-------	-------

Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
---------------	-------	-------	-------	-------

TOTAL USES	\$ 317,359	\$ 261,107	\$ 8,900	\$ 8,800
-------------------	-------------------	-------------------	-----------------	-----------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 11,762	\$ 11,762	\$ 12,000	\$ 12,000
----------------------	-----------	-----------	-----------	-----------

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP
PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND
(AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (11,355)	\$ (11,517)	\$ (11,960)	\$ (11,975)
ENDING BALANCE - (see note below)	<i>to MAX Authority</i>			
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	314,823	303,306	291,346	279,371
TOTAL FUND EQUITY	<u>\$ 314,823</u>	<u>\$ 303,306</u>	<u>\$ 291,346</u>	<u>\$ 279,371</u>

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 245	\$ 40	\$ 25
ENDING BALANCE	<u>\$ 1,335</u>	<u>\$ 1,580</u>	<u>\$ 1,620</u>	<u>\$ 1,645</u>

- - STAFFING - -				
Personnel Services Total Amount	\$ 228,020	\$ 199,597	\$ 7,100	\$ 7,100
* Full-Time Positions	2.75	4.50	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	2.85	1.85	0.35	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.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM SERVICES

Centralized Vehicle/Equipment Fund

FUND MISSION STATEMENT

To provide and maintain vehicles and equipment for use by various General City Departments and to provide a financing mechanism for the planned replacement of said vehicles and equipment.

ACTION PLAN FOR FISCAL YEAR 2012

- * To continue to work on the implementation of policies as a part of the City's Energy Conversation and Efficiency plan, and the identification of opportunities for the integration of specifications for hybrid and electric vehicles into the City's bid process. (June 2012)
- * To develop a standardized training and safety program so that ongoing required and desirable training is maintained. (December 2011)
- * To develop a new methodology for assigning lease rates to City departments using vehicles owned by the centralized vehicle maintenance fund, recognizing changes in the purchasing process, the retention period for vehicles, and the re-use of vehicles by a second department when they are replaced in the first department. (February 2012)
- * 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 2012)
- * To replace all applicable radios to narrowband to be in compliance with federal requirements by January 1, 2013. The estimated cost to replace public safety, parks, and streets radios is \$130,000 and there may be grant support.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
General Motor Pool:				
Planned Replacement of Vehicles & Equipment	\$122,900	\$37,182	\$73,996	\$113,000
Planned Refurbishment of Existing Vehicles/Equipment	\$0	\$0	\$0	\$0
Additional and New Vehicles & Equipment	\$0	\$7,545	\$0	\$0
Vehicle & Equipment Lease Cost	\$517,520	\$456,786	\$548,677	\$522,407
Vehicles	66	51	51	51
Equipment	47	60	60	60
Two Way Radios	34	34	34	34
Street:				
Planned Replacement of Vehicles & Equipment	\$671,600	\$193,030	\$139,230	\$369,000
Planned Refurbishment of Existing Vehicles/Equipment	\$0	\$5,400	\$12,061	\$17,500
Additional and New Vehicles & Equipment	\$129,500	\$12,685	\$49,989	\$12,000
Vehicle & Equipment Lease Cost	\$1,080,228	\$898,936	\$994,800	\$1,030,000
Vehicles	31	31	31	31
Equipment	67	63	68	71
Two Way Radios	47	47	47	47
Police:				
Planned Replacement of Vehicles & Equipment	\$88,900	\$145,904	\$148,762	\$124,400
Additional and New Vehicles & Equipment	\$0	\$0	\$3,720	\$0
Vehicle & Equipment Lease Cost	\$272,412	\$270,282	\$328,594	\$287,050
Vehicles	30	32	32	32
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund) (Note: surplus vehicles waiting to be disposed of)	27	28	33*	33
Fire:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
Total:				
Planned Replacement of Vehicles & Equipment	\$650,700	\$376,118	\$361,938	\$618,300
Planned Refurbishment of Existing Vehicles/Equipment	\$0	\$5,400	\$12,061	\$17,500
Additional and New Vehicles & Equipment	\$129,500	\$20,230	\$44,709	\$56,000
Vehicle & Equipment Lease Cost	\$1,870,160	\$1,626,004	\$1,872,071	\$1,839,457
Vehicles (Not Including MAX or Fire)	127	114	114	114
Equipment	114	123	128	131
Two Way Radios	81	81	81	81

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 334,194	\$ 307,190	\$ 249,900	\$ 254,300
Interest & Rents	1,966,197	1,697,409	1,908,574	1,877,815
Other	(205,588)	32,106	39,416	40,100
Transfers In	272,000	620,551	- 0 -	- 0 -
TOTAL SOURCES	\$ 2,366,803	\$ 2,657,256	\$ 2,197,890	\$ 2,172,215

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 439,769	\$ 367,712	\$ 399,000	\$ 410,900
* Benefits - Includes NonWorking Wages	211,417	198,731	167,617	172,500
* Mandatory Employer Costs	45,313	40,930	42,000	43,700

Other Current Expenditures -

* Supplies / Maintenance	743,038	582,300	748,693	751,375
* Contractual	789	3,562	7,708	34,900
* Other	314,630	321,561	312,488	316,037
Capital Outlay	551,115	573,278	536,098	635,900
Transfers Out	629,349	3,884	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000

TOTAL USES \$ 2,935,420 \$ 2,091,958 \$ 2,213,604 \$ 2,370,312

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 479,227	\$ 504,869	\$ 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (496,729)	\$ 633,707	\$ 20,384	\$ (62,197)
ENDING BALANCE -				
Designated / Reserved	\$ 1,625,000	\$ 2,205,000	\$ 2,190,000	\$ 1,990,000
Undesignated / Unreserved	3,094,927	3,148,634	3,184,018	3,321,821
TOTAL FUND EQUITY	\$ 4,719,927	\$ 5,353,634	\$ 5,374,018	\$ 5,311,821

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 1,726	\$ (714)	\$ 1,903
ENDING BALANCE	\$ 3,432	\$ 5,158	\$ 4,444	\$ 6,347

- - STAFFING - -				
Personnel Services Total Amount	\$ 696,499	\$ 607,373	\$ 608,617	\$ 627,100
Full-Time Positions	8.94	8.44	7.75	7.80
Part-Time Positions @ F.T.E.	1.00	1.00	1.05	1.00

Temporary Interfund transfers (loans) were made at the close of FY2009 which further reduced the Designated/Reserved Fund Equity. These were repaid in FY2010. In FY2010 & FY2011 additional temporary interfund transfers (loans) to the Revolving Cash Assistance Fd. will not have to be made as previously budgeted.				
	FY2010	FY2010	FY2010	FY2012
Amount fund temporarily reduced by:	620,552	- 0 -	- 0 -	- 0 -
Designated/Reserved Fund Equity without temporary xfr	2,245,552	2,190,000	2,190,000	1,990,000

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.

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

Transportation Employees Benefit Fund

FUND MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Transportation Services Department; to provide appropriate recognition's/remembrances on the occasion of deaths, illnesses, births or other circumstances as described in the rules; and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FISCAL YEAR 2012

- * 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
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,740	\$ 1,677	\$ 1,545	\$ 1,545
Interest & Rents	130	84	40	47
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,870	\$ 1,761	\$ 1,585	\$ 1,592

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 809	\$ 645	\$ 650	\$ 650
* Other	1,159	1,671	1,550	1,600
TOTAL USES	\$ 1,968	\$ 2,316	\$ 2,200	\$ 2,250

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (98)	\$ (555)	\$ (615)	\$ (658)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	3,560	3,005	2,390	1,732
TOTAL FUND EQUITY	\$ 3,560	\$ 3,005	\$ 2,390	\$ 1,732

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (555)	\$ (615)	\$ (658)
ENDING BALANCE	\$ 3,560	\$ 3,005	\$ 2,390	\$ 1,732

- - STAFFING - -

Positions: Not Applicable

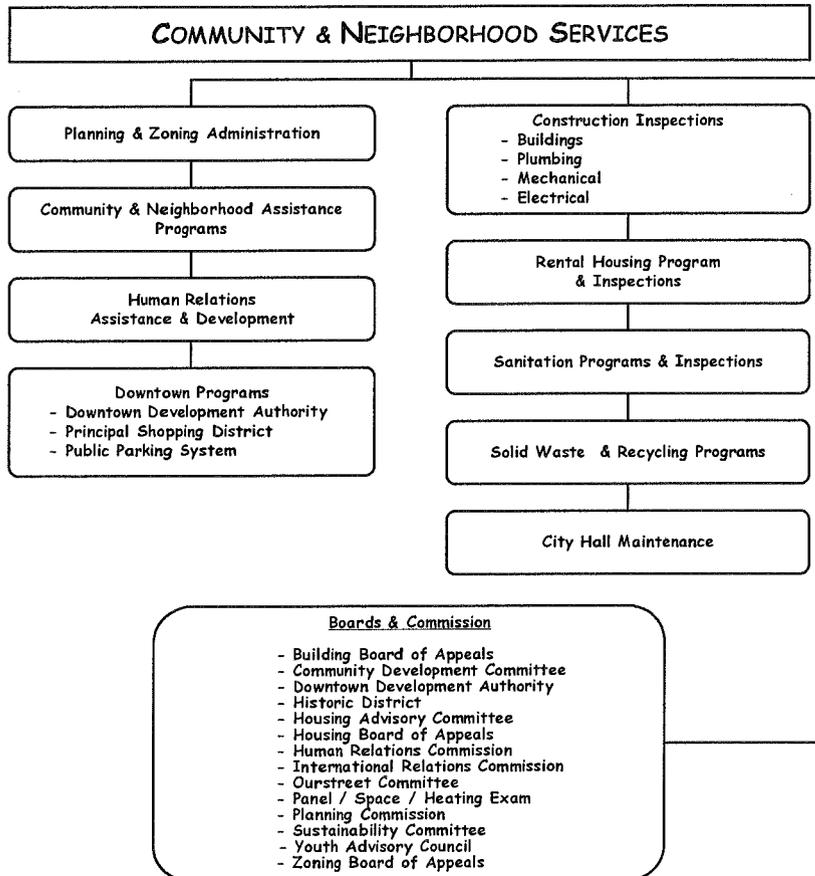
In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines. Activities reflected above for FY2009 and FY2010 took place when the fund was classified as a Special Revenue Fund.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

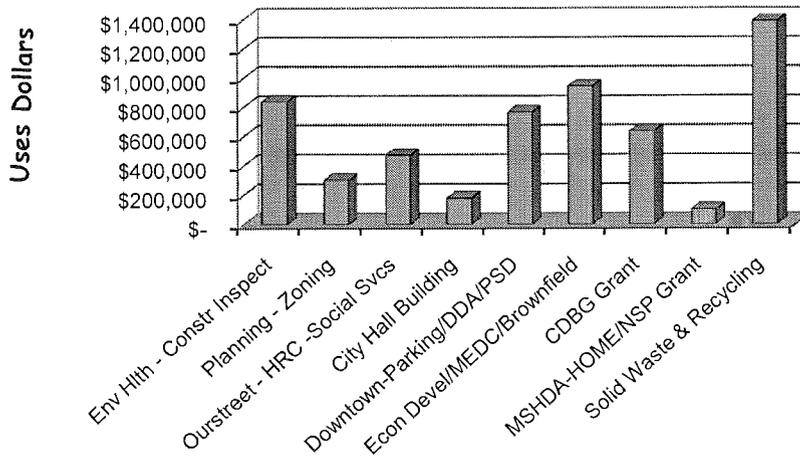
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

GROUP ORGANIZATIONAL STRUCTURE

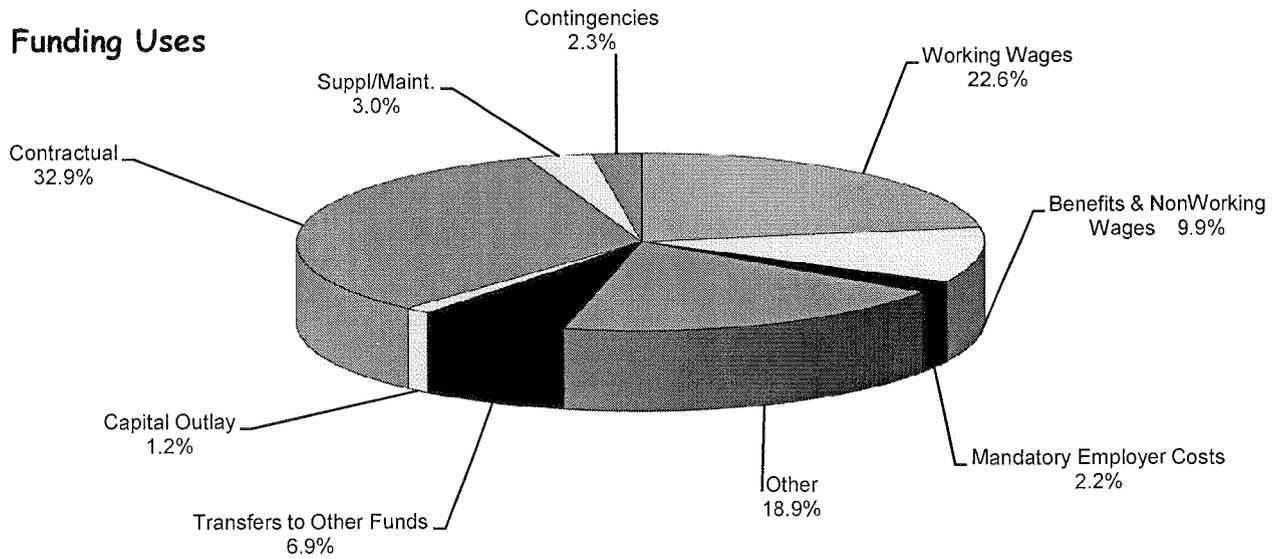


COMMUNITY & NEIGHBORHOOD SERVICES GROUP

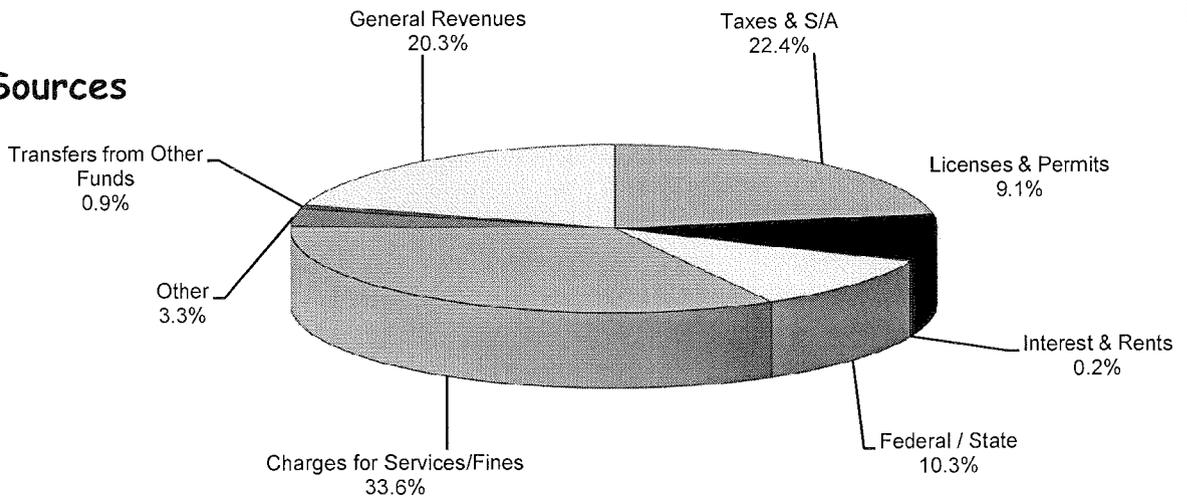
Total Uses By Department \$5,619,591



Funding Uses



Funding Sources



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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 2,038,115	\$ 2,022,720	\$ 1,960,709	\$ 1,955,265
Special Revenue	1,062,862	1,248,904	1,667,499	1,313,651
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,352,446	1,402,868	1,437,009	1,387,584
Component Unit	1,121,627	1,101,564	1,014,811	963,091
TOTAL ACROSS FUND TYPES	<u>\$ 5,575,050</u>	<u>\$ 5,776,056</u>	<u>\$ 6,080,028</u>	<u>\$ 5,619,591</u>
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,299,424	\$ 1,433,728	\$ 1,335,032	\$ 1,254,975
Licenses & Permits	303,442	344,577	508,000	508,000
Intergovernmental	481,895	601,451	860,757	575,000
Charges for Services	1,577,346	1,689,445	1,860,873	1,882,426
Fines & Forfeits	235	1,625	2,200	2,200
Interest & Rents	40,966	24,542	12,189	13,635
Other	219,951	232,712	240,967	184,600
Transfers In	46,070	19,381	26,722	47,948
TOTAL SOURCES	<u>\$ 3,969,329</u>	<u>\$ 4,347,461</u>	<u>\$ 4,846,740</u>	<u>\$ 4,468,784</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,272,534	\$ 1,239,093	\$ 1,246,737	\$ 1,270,092
* Benefits - Includes NonWorking Wages	566,015	561,486	556,164	557,770
* Mandatory Employer Costs	116,692	118,011	118,506	123,260
Other Current Expenditures -				
* Supplies / Maintenance	154,163	189,460	178,247	170,383
* Contractual	1,874,039	2,062,558	2,313,269	1,848,285
* Other	1,149,766	1,261,778	1,259,627	1,063,285
Capital Outlay	43,826	74,926	47,700	65,000
Debt Service Payments -				
* Interest & Fee Payments	364	162	73	39
Transfers Out	397,651	268,582	359,705	390,221
Contingencies	- 0 -	- 0 -	- 0 -	131,256
TOTAL USES	<u>\$ 5,575,050</u>	<u>\$ 5,776,056</u>	<u>\$ 6,080,028</u>	<u>\$ 5,619,591</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 61,678	\$ 61,559	\$ 62,000	\$ 62,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 1,955,241	\$ 1,918,590	\$ 1,921,407	\$ 1,951,122
Postions: Full-Time	22.24	22.19	20.65	20.65
Positions: Part-Time @ F.T.E.	4.65	4.45	4.75	5.45

<p style="text-align: center;">INTRODUCTION TO DEPARTMENT</p> <p style="text-align: center;">COMMUNITY AND NEIGHBORHOOD SERVICES</p>
--

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 2012

- * To monitor building energy usage to assist in determining the effectiveness of green changes. (On-going)
- * Upgrade attic insulation. (August-September 2011)
- * Replace Boiler #2. (July-August 2011)
- * Perform an eddy / flow test on the chiller. (December 2011)
- * To maintain the building's condition by selecting maintenance projects that extend the life of the structure and its systems. (On-going)
- * Reinstate previously approved capital improvements (paint, landscaping) as funds are released. (June 2012)
- * 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 2011 or Spring 2012)
- * Evaluate alternatives for beginning multi-year replacement of door hardware. (Fall 2011)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	210,008	209,052	203,097	179,450
TOTAL SOURCES	\$ 210,008	\$ 209,052	\$ 203,097	\$ 179,450

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 41,509	\$ 37,159	\$ 38,300	\$ 52,700
* Benefits - To Include NonWorking Wages	17,587	17,025	17,450	19,750
* Mandatory Employer Costs	4,681	4,427	4,450	6,350

Other Current Expenditures -

* Supplies / Maintenance	17,696	31,470	21,770	20,600
* Contractual	41,883	42,279	42,600	1,600
* Other	86,652	76,692	78,527	78,450

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 210,008	\$ 209,052	\$ 203,097	\$ 179,450

- - STAFFING - -

Personnel Services Total Amount	\$ 63,777	\$ 58,611	\$ 60,200	\$ 78,800
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.05	0.05	0.05	0.65

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 2012

- * To continue to amend the Master Plan for areas of the City where the Master Plan is in excess of five (5) years old. (Fall 2011)
- * South Shore Village: Finalize design, develop an assessment program, and construct parking lot on former Heinz lots. (Funds permitting: Design revision Winter 2010-11; Construct late Spring 2012)
- * Continue to define the vision for additional land uses and infrastructure improvements in the north end of Downtown (Park of Parks). (On-going)
- * Growing private sector interest in Western Gateway initiatives call for initiating private/public discussions about waterfront and 8th Street visioning. (Summer / Fall 2011)
- * Working with Holland Charter Township and Lakeshore Advantage, develop an approach for collaborating with property and business owners, potential investors and developers of fatigued shopping centers and corridor commercial centers to encourage revitalization and redevelopment. (Summer / Fall 2011)
- * To examine the potential impact of new industrial and related service employees coming to the community for jobs and opportunities both in neighborhoods and in the struggling commercial areas such as portions of South Washington, the US-31 Corridor between 16th and 24th Streets, Lincoln Avenue, and the Cedar Village shopping areas. (Summer / Fall 2011)
- * To continue to implement components of the City's "Neighborhood Improvement Strategy" with the Neighborhood Advisory Committee. (Winter 2010-11 thru 2012)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

- * To more clearly define and continue to implement a comprehensive marketing strategy for promoting the City as a great place to live, work and play. Staff the maintenance of the website, distribute the DVD, and identify next steps. (On-going)
- * To continue to staff the Sustainability Committee; assist consultant with preparation and implementation of the Community Energy Plan (CEP) by the summer 2011; and begin preparation of a City-wide Sustainability plan, if advocated by the Sustainability Committee and consultant. (Winter 2012)
- * To continue to implement the City facility energy efficiency and conservation programs. (On-going) Upgrade lighting at the Transportation Services building. (January 2012) Begin implementation of exterior lighting energy upgrades. (Summer / Fall 2011)

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 2012

- * To 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)
- * To assist property owners with applications for the Michigan historic homeowners' tax credits. (On-going)
- * To educate the Historic District Commission members by taking a field trip to a neighboring community during fiscal year 2012; encourage / assist Commission members to attend the conference and annual meeting of the Michigan Historic Preservation Network (MHPN) and the Old House Network Expo Day. (As can be scheduled throughout FY-12).
- * In collaboration with other departmental activities, focus on promoting "preservation as the new green" in support of appropriate energy efficiency improvements, and collaborate with the Neighborhood Advisory Committee and outside agencies and churches on neighborhood improvements and incentives. (On-going)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	6	10	8	12
Extensions	2	2	2	2
Amendments	4	4	3	4
Approved Non-res Sq. Ft.	44,243	675,995	100,000	150,000
New construction	4,000	639,372	50,000	100,000
Additions	40,243	36,623	50,000	50,000
Approved residential units	0	31	1	20
Infill Review (Commission)	0	0	2	1
Infill Review (by Staff)	4	7	8	12
Recommendations to City Council:				
Rezoning	4	4	4	6
Text Amendments	8	1	8	8
Street Vacations	2	1	2	2
Master Plan Amendments	2	2	3	2
Other	8	4	9	8
Review of Zoning Board of Appeals Referrals	2	2	2	2
Study Session Items	29	30	32	34
Historic District Commission:				
Properties Surveyed	0	7	0	0
Community Education Sessions	1	1	1	1
Applications for Certif of Approvals Approved-Reviewed	16-18	31-31	18-20	20-22
Tax Credit Applications received	5	1	2	3

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ 500	\$ - 0 -
Charges for Services	9,044	6,349	3,070	4,030
Funding Requirement - General Operating Revenues	306,240	291,260	285,474	298,070
TOTAL SOURCES	\$ 315,284	\$ 297,609	\$ 289,044	\$ 302,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 174,739	\$ 167,970	\$ 158,500	\$ 160,100
* Benefits - To Include NonWorking Wages	85,871	74,619	76,200	83,700
* Mandatory Employer Costs	17,283	17,003	15,900	15,900

Other Current Expenditures -

* Supplies / Maintenance	2,609	2,856	3,000	3,000
* Contractual	21,758	10,232	13,814	13,700
* Other	13,024	24,929	21,630	25,700

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 315,284	\$ 297,609	\$ 289,044	\$ 302,100

- - STAFFING - -

Personnel Services Total Amount	\$ 277,893	\$ 259,592	\$ 250,600	\$ 259,700
Full-Time Positions	3.20	3.20	2.67	2.60
Part-Time Positions @ F.T.E.	0.25	0.20	0.20	0.20

**INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES**

Environmental Health & Inspections

DEPARTMENT MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures and property uses, food service establishments, swimming pools, electrical, mechanical and plumbing systems, and all other factors and activities within the jurisdiction of this department, affecting the health, safety and welfare of the community.

ACTION PLAN FOR FISCAL YEAR 2012

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)
- * To investigate and address zoning violations such as illegal uses, parking, and land use activity without permits. (On-going)

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- * To continue follow-up inspections of approximately 1400 rental units with a goal of having 95% of all units inspected in the previous year in compliance by March of the following year. (On-going)
- * Maintain the three (3) year cyclical rental inspection program. (January 2012)
- * To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using a new BS&A software program. (On-going)
- * To aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints. (On-going)
- * To monitor the progress of activities and recommendations in the Neighborhood Improvement Strategy and evaluate changes in inspection responsibilities accordingly. (On-going)

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health & Inspections

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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Rental Housing - Inspections	1,352	1,270	1,300	1,300
Vacant and abandoned residential inspections	N/A	1,608	1,500	1,300
Public Lodging Facility Inspections	24	17	17	17
Housing Board of Appeals, Public Hearings	4	5	5	5
Land Use Permits	211	213	215	220
Food Licenses - Total Approved and issued (All for License year)	274	281	280	280
Food Service complaint investigations	30	17	25	25
Food reinspections for compliance	227	235	230	230
Food Licenses - church, non-profits - reduced fees	56	54	55	55
STFU Inspections (charged)	41	40	40	40
Vending Machines Inspected (License Year 1/3 of Total)	55	48	50	50
Inoperable Vehicles - Violations corrected	233	278	275	275
Garbage and Rubbish - Investigations	559	703	700	700
Weeds - Investigations	988	791	800	800
Zoning Board of Appeals Public Hearing	20	19	20	20
Point of Sale Smoke Detectors	149	382	350	325
Home Business Inspections	8	3	5	5
Home Business Type I	8	7	7	7
Home Business Type II	0	0	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 73,501	\$ 75,372	\$ 87,000	\$ 87,000
Charges for Services	187,952	175,618	185,700	185,100
Fines & Forfeits	235	1,625	2,000	2,000
Funding Requirement - General Operating Revenues	184,247	204,932	177,248	150,420
TOTAL SOURCES	\$ 445,935	\$ 457,547	\$ 451,948	\$ 424,520

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 227,254	\$ 230,043	\$ 235,750	\$ 216,200
* Benefits - To Include NonWorking Wages	135,405	141,008	136,361	132,700
* Mandatory Employer Costs	25,830	27,325	26,950	25,200
Other Current Expenditures -				
* Supplies / Maintenance	7,628	7,707	5,800	5,300
* Contractual	12,013	13,261	12,441	12,450
* Other	37,805	38,203	34,646	32,670
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 445,935	\$ 457,547	\$ 451,948	\$ 424,520

- - STAFFING - -

Personnel Services Total Amount	\$ 388,489	\$ 398,376	\$ 399,061	\$ 374,100
Full-Time Positions	5.38	5.38	5.48	5.28
Part-Time Positions @ F.T.E.	0.20	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Construction Inspections

ACTIVITY MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures, electrical, mechanical, and plumbing systems and all other factors and activities within the jurisdiction of the State Construction Code, affecting the health, safety and welfare of the community.

ACTION PLAN FOR FISCAL YEAR 2012

- * To provide plan review services within 10 business days of plan receipt and 15 days business days of plan receipt for more complicated structures. (On-going)
- * To continue staff training for 4.5 inspectors to maintain State Certification by obtaining 20 to 30 hours each of required education during this code change year. (On-going)
- * To continue to evaluate opportunities for joint inspection efforts with area governments on construction code processes. (July 2011)
- * To monitor progress of activities and recommendations in the Neighborhood Improvement Strategy and evaluate changes in inspection responsibilities accordingly. (On-going)
- * To examine the merits of combining the Zoning Board of Appeals and the Housing Board of Appeals. (Summer 2011)
- * 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)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Plumbing - Permits	239	309	310	320
Mechanical - Permits	401	603	620	640
Electrical - Permits	655	721	750	775
Building - Permits	551	626	650	700
Building - Constuction Valuation	\$21,133,353	\$26,781,970	\$62,000,000	\$40,000,000
Holland Township Mechanical inspections contract	358 *	539	500	500
Zeeland City Mechanical inspections contract	38 **	133	150	150
* eight months Nov. - Jun. ** seven months Dec. - Jun. (first six months of FY10)				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 229,941	\$ 269,205	\$ 421,000	\$ 421,000
Charges for Services	15,698	26,332	38,055	28,000
Fines & Forfeits	- 0 -	- 0 -	200	200
Funding Requirement - General Operating Revenues	178,574	108,758	(73,939)	(65,975)
TOTAL SOURCES	\$ 424,213	\$ 404,295	\$ 385,316	\$ 383,225

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 225,285	\$ 209,919	\$ 191,200	\$ 200,400
* Benefits - To Include NonWorking Wages	120,968	115,810	102,300	102,000
* Mandatory Employer Costs	21,334	21,576	18,400	19,600
Other Current Expenditures -				
* Supplies / Maintenance	29,405	28,119	32,250	28,800
* Contractual	1,661	1,440	3,400	3,400
* Other	25,560	27,431	37,766	29,025
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 424,213	\$ 404,295	\$ 385,316	\$ 383,225
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 367,587	\$ 347,305	\$ 311,900	\$ 322,000
Full-Time Positions	4.62	4.57	3.17	3.37
Part-Time Positions @ F.T.E.	0.10	0.15	0.65	0.65

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Community Social Services Assistance

ACTIVITY MISSION STATEMENT

To provide financial support to selected community social service agencies and activities based on their consistency with the City's Consolidated Plan, 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.

ACTION PLAN FOR FISCAL YEAR 2012

- * To begin a discussion with City Staff, Area Agencies, Residents and City Council regarding the City's role in funding a healthy community, through its support of area agencies. (Fall 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 2011 - January 2012).
- * To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2012 - June 2012).

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Reports unduplicated clients served for FY09-12 funded programs: (Note: FY2011 projections = contract goal of clients to be served) (Note: FY2011 funded agencies to be determined {TBD}) * Funded with CDBG Funds				
Pathways - Parent Education	126	44	not funded	TBD
Pathways - Total Trek Quest	53	60	90	TBD
Pathways - CASA	not funded	23	30	TBD
Center for Women in Transition - Emergency Shelter	57	23	30	TBD
Center for Women in Transition - Transitional Housing	not funded	8	15	TBD
Center for Women in Transition - Children's Program	41	61	75	TBD
Life Services Systems - Community in Schools* (Parent Outreach Center, Before School / In-School Support Program)	375	603	795	TBD
Evergreen Commons - Case Coordination	167	206	150	TBD
Evergreen Commons - Home maker Services	85	128	150	TBD
Evergreen Commons - Adult Day Care	56	63	60	TBD
OAR Inc. - Outpatient Services	2,538	1,264	1,478	TBD
OAR Inc. - Womens Shelter (Harbor House)	72	31	46	TBD
Allegan/Ottawa County Dispute Resolution	1,214	262	300	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	364	724	not funded	TBD
Child Advocacy Center	302	93	90	TBD
Boys and Girls Club - YES Youth Employment Program	33	10	not funded	TBD
Community Action House - Homeownership Education Program	52	not funded	48	TBD
Community Action House - Food Pantry	3,863	2,468	3,538	TBD
West Michigan Fair Housing Center	1,938	1,508	CDBG *	TBD
Golgotha	70	not funded	not funded	TBD
Heights of Hope - Strengthening Holland Heights of Hope	60	50	100	TBD
Good Samaritan Ministries - Faith in Youth Program	582	410	300	TBD
Good Samaritan Ministries - Beyond the Walls	not funded	not funded	300	TBD
Cornerstone - Parks Alive Program	not funded	1,800	1,000	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Funding Requirement - General Operating Revenues	\$ 140,845	\$ 135,738	\$ 131,850	\$ 101,200
TOTAL SOURCES	\$ 140,845	\$ 135,738	\$ 131,850	\$ 101,200

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 386	\$ 548	\$ 2,850	\$ 2,700
* Benefits - To Include NonWorking Wages	132	235	1,266	1,235
* Mandatory Employer Costs	24	39	234	265

Other Current Expenditures -

* Supplies / Maintenance	27	10	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	140,276	134,906	127,500	- 0 -

Contingencies	- 0 -	- 0 -	- 0 -	97,000
TOTAL USES	\$ 140,845	\$ 135,738	\$ 131,850	\$ 101,200

- - STAFFING - -

Personnel Services Total Amount	\$ 542	\$ 822	\$ 4,350	\$ 4,200
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 Area. 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 2012

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 in the Target Area. (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. (On-going)
- * Working with the private and non-profit sectors, and neighborhood residents, 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)

ORGANIZATION

- * Assist in organizing neighborhood groups in the Ourstreet Target Area.
 - Assist residents and community police officers to organize four (4) neighborhood meetings. (June 2012)
 - Assist in the recruiting of five (5) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet Target Area. (June 2012)
- * Develop a neighborhood mini-grants program to provide up to ten (10) small grants of up to \$400 each to:
 - Support and stimulate resident initiatives that improve the quality of life of residents in Target Area neighborhoods; and
 - Build neighborhood capacity, opportunity, and leadership, and generate more collaboration among residents. (January 2012)
- * Collaborate with local community organizations to hold a Neighborhood Leadership Academy and recruit ten (10) target area residents to participate. (April 2012)

INTRODUCTION TO DEPARTMENT

COMMUNITY & NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

PROMOTION

- * Advocate for the neighborhood and promote neighborhood programs and resources. Promote neighborhood assets to potential homebuyers and investors. (ongoing)
 - Use the Internet and other media to promote the neighborhood and to communicate neighborhood events and activities to residents, including appearances on local radio and television, electronic newsletter, online photo albums etc: 12 Projects by June 2012.
 - Develop a "House of the Month" Award program to recognize residents who have done an outstanding job renovating or maintaining their properties including a monetary award, or gift certificate, and highlight the winner in the electronic newsletter.
 - Organize a National Night Out Celebration in August 2011.
 - Assist in the organization of neighborhood block parties. (On-going)

DESIGN

- * Three (3) design assistance projects. (June 2012)
- * Provide financial and design assistance to encourage target area residents to build ten (10) new garages in the Ourstreet Target Area. (June 2012)

NEIGHBORHOOD STRUCTURING

- * Coordinate the purchase and redevelopment of HUD Good Neighborhood Homes (\$1 Homes) for owner occupied use, and submit all required reports to HUD. Secure CDBG or alternative funding to continue this program. (On-going)
- * Develop a strategy to acquire and redevelop or revitalize the homes along River Avenue between 14th and 15th Streets. (Summer / Fall 2011)
- * Promote Homeownership and Rehabilitation of properties by working collaboratively with local banks and non-profit organizations to assist five (5) homebuyers with down payment assistance and / or rehabilitation of homes purchased in the Ourstreet Target Area through the MSHDA Home Purchase and Rehabilitation program or other assistance programs. (June 2012)
- * 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 2012)
 - Provide resources to help six (6) property owners in the Ourstreet Target Area to repaint or side their homes. (June 2012)
 - Help one (1) homeowner to convert their two-family home to a one-family home. (June 2012)

**INTRODUCTION TO DEPARTMENT
COMMUNITY & NEIGHBORHOOD SERVICES**

Ourstreet / Neighborhood Liaison

- Provide assistance to help up to eight (8) owner-occupants to separate their joint sewers as required by code and during street reconstruction projects. (June 2012)
 - 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 2012)
- * Assist in the coordination of four (4) landlord meetings. (June 2012)

NEIGHBORHOOD IMPACT PROGRAM (NIP)

Continue the partnership with Macatawa Bank by assisting up to six (6) 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 2012)

- * 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 (NSP)

Assist non-profit partners to identify and renovate up to three (3) additional foreclosed / vacant Target Area properties for owner occupied use with the proceeds from the sale of the properties renovated under the NSP 1 Grant, per the Developer Agreement. (June 2012)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>ORGANIZATION</u>				
Neighborhood Blocks Organized (Cumulative)	90	81	83	85
New Blocks Organized	1	2	2	2
Neighborhood Representatives (formerly Block Captains)	116	89	91	92
Neighborhood Meetings	3	6	5	4
Graffiti Complaints	146	104	120	120
Neighborhood Leadership Academy participants	15	15	15	10
Neighborhood Mini-grants	N/A	0	0	10
<u>PROMOTION</u>				
Promotional Projects - Media/Internet	2	12	15	12
Neighborhood Celebrations (including NNO)	2	6	3	3
<u>DESIGN</u>				
Design Assistance				
Ourstreet Target Area	3	3	5	3
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	4	6	8	8
Paint Siding Blitz				
Ourstreet Target Area	10	8	6	6
Materials Rebate				
Ourstreet Target Area	48	44	30	30
Conversion Program	0	1	1	1
Neighborhood Impact Program Improvement Projects	4	11	6	6
Garage Program - New Garages	0	0	0	10
Homeownership Program				
NSP Homeownership Projects	0	0	3	3
Home Purchase & Rehabilitation Projects	1	4	2	3
\$1.00 Homes	3	0	1	1
<u>NEIGHBORHOOD STRUCTURING</u>				
Target Area Team Meetings	0	0	0	4
Private Investment				
Ourstreet Target Area	\$846,677	\$1,200,000	\$900,000	\$900,000
Building Permits Ourstreet Target Area	133	151	155	160

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**OURSTREET / NEIGHBORHOOD LIAISON PROGRAM
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ 3,000	\$ 6,000
Transfers In	- 0 -	- 0 -	- 0 -	10,000
Funding Requirement - General Operating Revenues	202,079	201,929	159,149	193,320
TOTAL SOURCES	\$ 202,079	\$ 201,929	\$ 162,149	\$ 209,320

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 105,424	\$ 107,933	\$ 76,900	\$ 75,400
* Benefits - To Include NonWorking Wages	55,065	54,793	53,964	39,100
* Mandatory Employer Costs	10,389	10,629	8,200	7,800
Other Current Expenditures -				
* Supplies / Maintenance	3,333	3,294	2,100	2,100
* Contractual	1,557	1,492	2,300	2,300
* Other	26,311	23,788	18,685	54,864
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	27,756
TOTAL USES	\$ 202,079	\$ 201,929	\$ 162,149	\$ 209,320

- - STAFFING - -

Personnel Services Total Amount	\$ 170,878	\$ 173,355	\$ 139,064	\$ 122,300
Full-Time Positions	2.05	2.05	1.05	1.05
Part-Time Positions @ F.T.E.	0.60	0.60	0.65	0.65

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

ACTIVITY MISSION STATEMENT

- * To foster an environment wherein businesses desire to locate, expand, and remain.
- * To provide a quality of life in the City that is attractive to existing and potential employees of area businesses.
- * To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
- * To utilize the financial tools available to the City to retain and attract businesses.
- * To provide a diverse economic base that is responsive to the inevitable changes in the marketplace.
- * To provide the infrastructure necessary to support the City's economic development mission.
- * To work with area organizations on providing a quality workforce for area employers.

ACTION PLAN FOR FISCAL YEAR 2012

- * To work with the two (2) lithium-ion battery projects to ensure that the projects are completed on schedule. (July 2011)
- * To be a participant on the Advanced Energy Storage Task Force in order position this area as the advanced energy storage technology center of the Midwest and, perhaps, United States. (On-going)
- * To serve as a role model for residents and organizations in the community by embracing the use of plug-in electric vehicles for the City fleet whenever possible. Two sedans and several pick-ups are anticipated for replacement in FY12. (throughout the year)
- * To work with the Board of Public Works (BPW) to sponsor commercial-grade charging stations for public and private use throughout the service area. (August 2011)
- * To work with the BPW to establish policies and a program for residential charging stations throughout the service area. (October 2011)
- * To collaborate with Lakeshore Advantage to establish an Electric Vehicle Resource Center that will provide information to the public on available electric vehicles and charging stations. (December 2011)

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

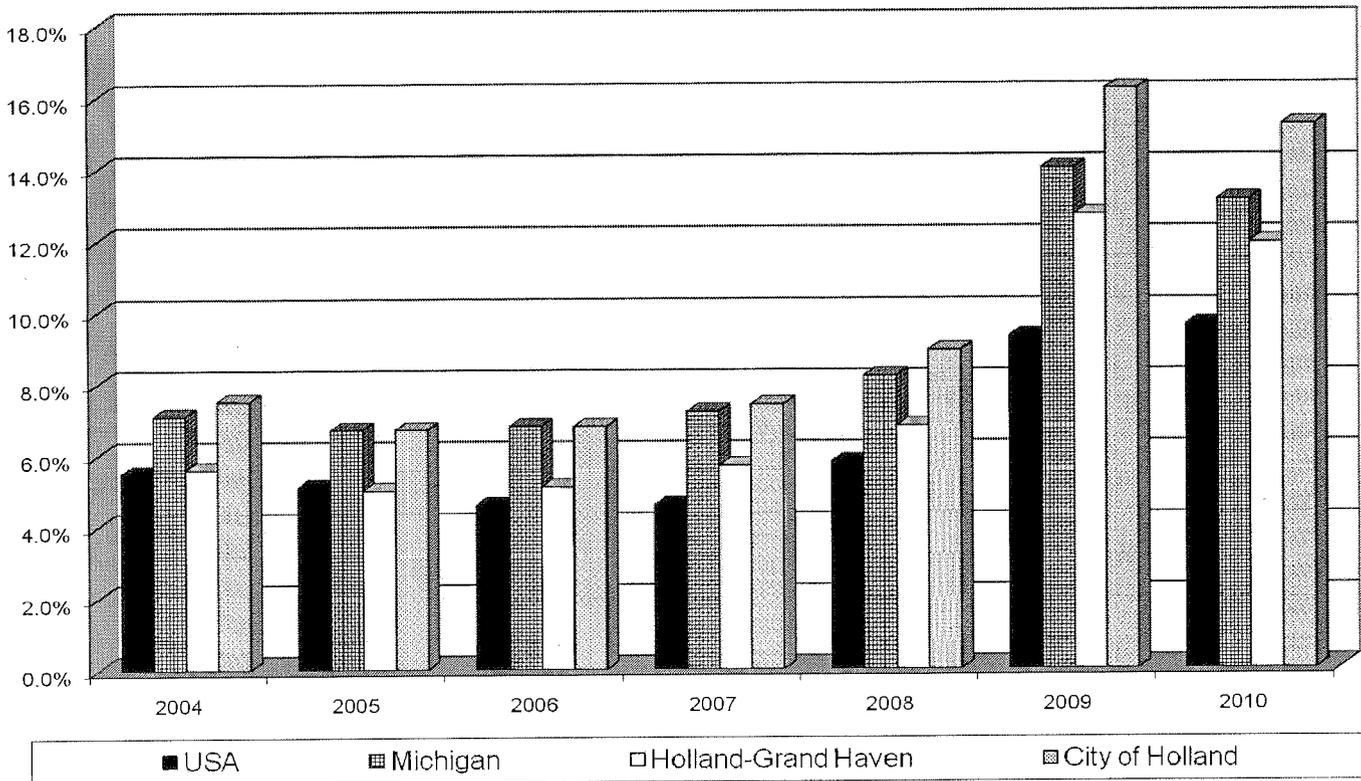
- * To monitor the availability of grant opportunities that could assist the City, its residents and businesses with the purchase of electric vehicles and charging stations. (throughout the year)
- * To evaluate the need for modifications to the City's economic development incentives as changes to these incentives are made at the state level. (January 2012)
- * To work in partnership with Lakeshore Advantage to initiate contact with at least five (5) major employers in the City to discuss business conditions and how the City / Lakeshore Advantage may be of assistance to their success. (Sept 2011 - June 2012)
- * To work with the Community & Neighborhood Services (CNS) Department as it addresses improvements to and redevelopment of neighborhood commercial and commercial corridor areas in the City. The specific goals for this item are included in the CNS FY12 Action Plan.
- * To implement the next phase of the City marketing strategy as defined by the City Marketing Committee and City Council. It is anticipated that this will focus on the preparation of neighborhood brochures that will promote the value and attributes of specific City neighborhoods. (5-7 neighborhoods by June 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Brownfield Projects Adopted / Amended	3	5	2	1
Brownfield Projects Actively Capturing Tax Dollars	12	11	11	11
Tax Abatement Projects	9	13	10	15
Neighborhood Enterprise Zones Created	1	0	0	1

Unemployment Rates



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**ECONOMIC DEVELOPMENT ASSISTANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 11,000	\$ 63,143	\$ 70,500
Transfers In	25,922	6,292	2,289	1,677
Funding Requirement - General Operating Revenues	116,764	139,519	111,659	122,673
TOTAL SOURCES	\$ 142,686	\$ 156,811	\$ 177,091	\$ 194,850

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 33,859	\$ 34,120	\$ 66,200	\$ 71,000
* Benefits - To Include NonWorking Wages	18,352	18,033	32,000	34,150
* Mandatory Employer Costs	3,296	3,279	6,200	6,900
Other Current Expenditures -				
* Contractual	29,678	47,155	19,503	29,000
* Other	56,501	54,224	53,188	53,800
Transfers Out	1,000	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 142,686	\$ 156,811	\$ 177,091	\$ 194,850

- - STAFFING - -

Personnel Services Total Amount	\$ 55,507	\$ 55,432	\$ 104,400	\$ 112,050
Full-Time Positions	0.44	0.44	0.90	0.90
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.20	0.35

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 2012

HOUSING

- * To issue the Human Relations Commission (HRC) Social Justice Award in housing. (Jan. 2012)
- * To sponsor a Housing Series on foreclosure prevention, home purchase, housing codes, energy efficiency, fair housing and home improvements and report on outcomes. (March 2012)
- * To compile housing resource information and publish a community resource guide. (June 2012)

EMPLOYMENT

- * To conduct a community-wide forum on City anti-discrimination ordinances. (September 2011)
- * To issue the HRC Social Justice Award in employment. (January 2012)
- * To implement the City Career Pathways Program for youth. (June 2012)

EDUCATION

- * To work with the HRC Community Network for Education to compile a resource guide on educational support programs in the Holland area. (December 2011)
- * To issue the HRC Social Justice Award in education. (January 2012)
- * To conduct a City Career Pathways Program for 8th and 9th graders, monitor their educational progress and provide support for their success. (June 2012)

GOVERNMENT / COMMUNITY RELATIONS

- * To train staff and HRC volunteers to use the MAC Media equipment and produce a video presentation about HRC services. (October 2012)
- * To develop an advocacy plan to increase minority representation on City Boards, Commissions and Committees. (September 2011)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

GOVERNMENT/COMMUNITY RELATIONS

- * To continue the HRC Multicultural Network to enhance communication and support for multicultural services and programs in the community. (December 2011)
- * To issue the HRC Social Justice Award in government/community relations. (January 2012)
- * To continue to co-sponsor the African-American Juneteenth Celebration, the Native American Pow Wow and Summit on Racism. (June 2012)

YOUTH SERVICES

- * To conduct a Holland Youth Advisory Council (HYAC) camping trip for team building and new member orientation. (July 2011)
- * To continue to promote and support the City's Pay-It-Forward program. (August 2012)
- * To create a communication exchange with youth in Queretaro via web-chat. (September 2011)
- * To hold a HYAC Alumni reunion event. (January 2012)
- * To promote the HRC Social Justice Awards and provide youth nominations. (January 2012)
- * To hold a follow-up to the Teen Summit held in March 2008. (March 2012)
- * To conduct Peer Refusal Training and present the program to middle school students. (March 2012)
- * To participate in the Lakeshore Youth Leaders activities. (April 2012)
- * To present an annual HYAC activity report to City Council. (May 2012)
- * To plan and organize a City-wide Youth and Family event. (June 2012)
- * To hold three (3) family movie nights and raise funds for additional films. (June 2012)
- * To encourage healthy living and outdoor activities for teens in Holland. (June 2012)
- * To continue to advocate for the Youth Runaway/Homeless Campus. (June 2012)
- * To promote and support diversity education in Holland. (June 2012)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Total Complaints and Request for Information	1,514	2,164	2,180	2,206
Total Requests for Information and Assistance	1,466	2,126	2,136	2,161
By Service Area:				
Education	55	100	101	105
Employment	132	143	145	150
Housing	682	707	710	715
Government/Community:				
Consumer	179	463	465	470
Public Services	412	709	710	715
Welfare Eligibility	6	4	5	6
HRC Complaints	48	38	44	46
By Service Area:				
Education	0	1	2	2
Employment	9	9	10	10
Housing	23	11	12	13
Government/Community:				
Consumer	2	1	2	2
Public Services	14	15	16	17
Welfare Eligibility	0	1	2	2
Teen Court	9	13	14	15

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**HUMAN RELATIONS COMMISSION
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 640	\$ 291	\$ 100	\$ 100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	156,425	159,448	160,114	160,500
TOTAL SOURCES	\$ 157,065	\$ 159,739	\$ 160,214	\$ 160,600

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 90,510	\$ 93,485	\$ 97,600	\$ 97,600
* Benefits - To Include NonWorking Wages	42,244	42,291	38,564	37,400
* Mandatory Employer Costs	7,569	8,067	8,650	9,200

Other Current Expenditures -

* Supplies / Maintenance	1,892	1,957	2,000	2,000
* Contractual	474	290	500	500
* Other	14,376	13,649	12,900	13,900

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 157,065	\$ 159,739	\$ 160,214	\$ 160,600

- - STAFFING - -

Personnel Services Total Amount	\$ 140,323	\$ 143,843	\$ 144,814	\$ 144,200
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

Downtown Parking System Fund

To create and maintain a viable downtown area for the greater Holland community by providing 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.

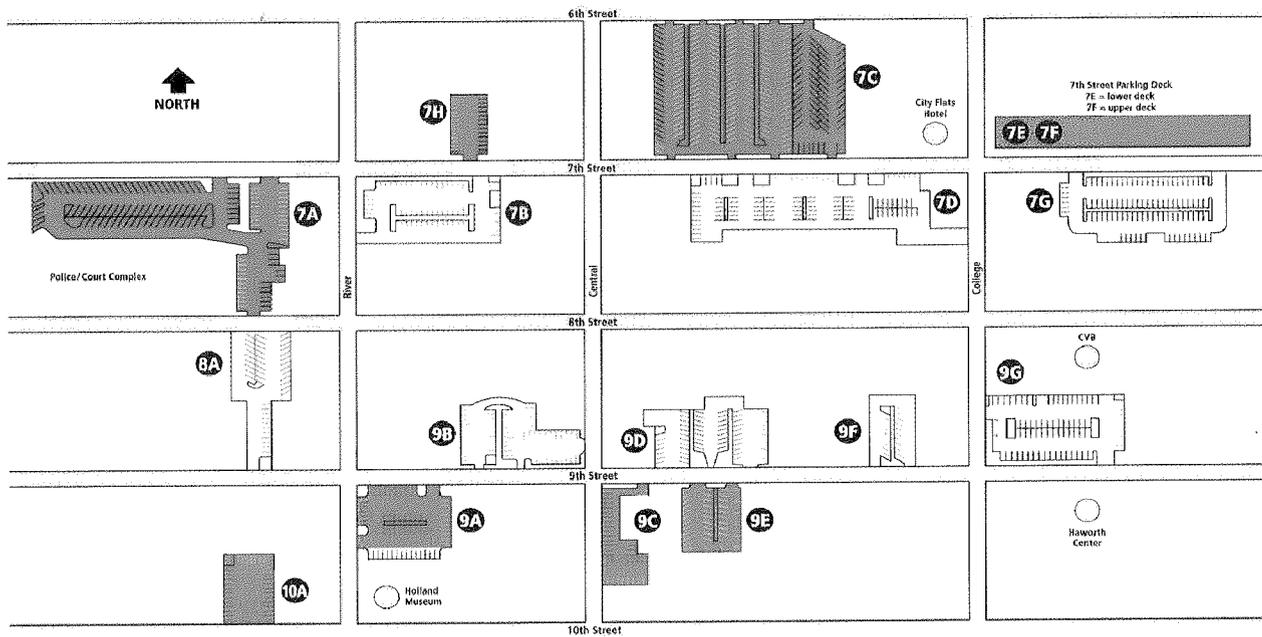
ACTION PLAN FOR FISCAL YEAR 2012

- * Continue to focus on Downtown Parking Strategic Plan (DPSP) education programs:
 - Ensure business owners and employees park in appropriate locations and are familiar with parking policies. Work with the Downtown Parking Board (DPB) and Principal Shopping District on campaigns through publications and meetings to inform, educate, and influence behavior. (On-going with Fall 2011 emphasis)
 - Through the overnight parking brochure and application process, ensure residential parkers understand overnight lot designations and permit requirements. (Summer 2011)
 - Continue "Park Yourself in Downtown" ad campaign. (On-going)
- * With the DPB, address management recommendations per the DPSP:
 - Secure, where appropriate, additional leases for private lots for public parking purposes. (Fall 2011)
 - Promote downtown bike rack use, appropriate downtown bicycling, and MAX bus stops through downtown's communications options. (Summer 2011)
- * 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 7th Street Parking Deck. (On-going)
- * Administer the 7th Street Parking Deck long-term's overnight parking system and evaluate its effectiveness its first year of operation. Consider other revenue generating opportunities for the Deck in order to support its' maintenance. (Spring 2011)
- * Continue to pursue a consolidated commercial trash and recycling program for downtown businesses. Downtown business support of such a program is essential. (Summer 2011)
- * Continue to evaluate the potential for reducing expenses by contracting snow removal in downtown parking lots. (Summer 2011)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN PARKING FUND -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Overnight Parking Permits Issued				
Lots				
Number	200	289	175	175
Revenue	\$5,800	\$11,600	\$10,500	\$10,500
Deck				
Number	N/A	N/A	3	5
Revenue	N/A	N/A	\$800	\$1,250
Public Off-Street Parking Supply Downtown				
Lots	14	15	15	15
Spaces	993	997	997	997
Deck Spaces	N/A	256	256	256
Spaces Available 24/7	N/A	N/A	140	153
Private Spaces Leased for Public Use	N/A	N/A	171	184



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**DOWNTOWN PUBLIC PARKING FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 160,476	\$ 165,561	\$ 170,830	\$ 175,175
Charges for Services	16,253	20,619	18,350	18,350
Interest & Rents	838	1,259	2,460	3,260
Other	- 0 -	(36)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 177,567	\$ 187,403	\$ 191,640	\$ 196,785

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 58,619	\$ 41,377	\$ 53,940	\$ 59,300
* Benefits - To Include NonWorking Wages	6,402	4,690	4,616	4,875
* Mandatory Employer Costs	5,103	3,532	5,035	5,525
Other Current Expenditures -				
* Supplies / Maintenance	45,615	36,594	46,850	47,750
* Contractual	4,514	5,893	5,042	9,000
* Other	32,330	49,957	50,660	56,800
Capital Outlay	- 0 -	- 0 -		
Debt Service Payments -				
* Interest & Fee Payments	364	162	73	39
Transfers Out	9,112	9,260	9,562	9,762
Contingencies	- 0 -	- 0 -	- 0 -	1,500
TOTAL USES	\$ 162,059	\$ 151,465	\$ 175,778	\$ 194,551

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 15,508	\$ 35,938	\$ 15,862	\$ 2,234
ENDING BALANCE -				
Designated / Reserved (Deck O&M)	\$ - 0 -	\$ 5,000	\$ 15,000	\$ 25,000
Undesignated / Unreserved	46,035	76,973	82,835	75,069
TOTAL FUND EQUITY	\$ 46,035	\$ 81,973	\$ 97,835	\$ 100,069

- - STAFFING - -

Personnel Services Total Amount	\$ 70,124	\$ 49,599	\$ 63,591	\$ 69,700
Full-Time Positions	0.30	0.20	0.20	0.20
Part-Time Positions @ F.T.E.	0.75	0.55	0.60	0.60

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

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

FUND MISSION STATEMENT

To create and maintain a viable downtown area for the greater Holland community through effective organization, design, business recruitment and retention, new development, parking, traffic patterns and land use.

ACTION PLANS FOR FISCAL YEAR 2012

- * 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. By examining the 2008 retreat initiatives and current challenges, define staff and organizational priorities for the coming year. (Fall 2011)
- * Continue to examine and refine the organization and role of the DDA and its collaboration and coordination with the Principal Shopping District (PSD). (Summer 2012)
- * Continue collaborations with the nine (9) participating entities on the Tourism Initiative. Participate with other organizations' staff members in sharing and dispersing information appropriately. Work with designated members on consideration of ideas for a future visitor / welcome center. (Spring 2011 through Summer 2012)
- * Continue to monitor, revise and market downtown's no-cost design assistance and low-interest loan programs: one (1) design assistance projects and one (1) loan project are expected for fiscal year 2012. (On-going)
- * Continue to work with the Streetscape Initiative Group to address hardscape and amenity issues, including landscaping enhancements, aspects of the Central Avenue Reconstruction project, and any installation of public electrical elements downtown. (Fall 2011)
- * Pursue Design Review Board issues:
 - a) Continue to work with the Streetscape Initiative Group on design element alterations such as sidewalk café additions and related hardscape revisions. (On-going)
 - b) Work on designated elements of possible new holiday décor. (Fall 2011)
 - c) Participate in applying the Streetscape Modification policy to required projects. (On-going)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Building Improvement Expenditures	\$2 M	\$2 M	\$1.5 M	\$1 M
New New Downtown Businesses Recruited	3	5	3	2
Number of Designs Prepared (Design Assistance)	3	4	1	1
Number of Loan Program Projects	1	1	1	1
Street Performer Permits	108	164	150	160
Number of businesses Downtown	N/A	175	178	180
Square Footage Total *	N/A	1,384,677	1,384,677	1,431,193
Square Footage Use:				
Office	N/A	707,330	707,330	767,328
Retail	N/A	441,154	441,154	445,000
Vacant / Storage / Other	N/A	236,193	117,328	100,000
Hotel	N/A	N/A	118,865	118,865
Amenities:				
Public Benches (Victor Stanley & Porter)	N/A	34	36	37
Private Benches	N/A	25	25	25
Trash Cans	N/A	50	52	53
Trees total in tree management district	N/A	205	205	208
Trees replaced	N/A	8	2	2
Bike Racks	N/A	8	9	10
Bikes Accommodated	N/A	72	78	82
* Square footage reflects the C-3 district.				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**DOWNTOWN DEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Aprproved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 193,192	\$ 197,278	\$ 187,132	\$ 178,630
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	1,160	1,550	1,500	1,500
Interest & Rents	8,977	6,129	2,192	2,835
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	5,000	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 208,329	\$ 204,957	\$ 190,824	\$ 182,965
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 66,961	\$ 78,371	\$ 78,500	\$ 77,600
* Benefits - Includes NonWorking Wages	20,513	21,891	22,194	24,100
* Mandatory Employer Costs	6,330	7,241	7,700	7,900
Other Current Expenditures -				
* Supplies / Maintenance	25,651	52,373	37,800	37,500
* Contractual	26,937	19,881	16,687	22,900
* Other	30,785	37,697	38,196	46,300
Capital Outlay	7,689	19,086	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 184,866	\$ 236,540	\$ 201,077	\$ 216,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 23,463	\$ (31,583)	\$ (10,253)	\$ (33,335)
ENDING FUND EQUITY -				
Designated / Reserved	\$ 10,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	176,461	154,878	144,625	111,290
TOTAL FUND EQUITY	\$ 186,461	\$ 154,878	\$ 144,625	\$ 111,290
- - STAFFING - -				
Personnel Services Total Amount	\$ 93,804	\$ 107,503	\$ 108,394	\$ 109,600
Full-Time Positions	1.00	1.10	1.10	1.10
Part-Time Positions @ F.T.E.	0.25	0.40	0.40	0.40

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

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 2012

- * 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)
 - Continue to improve upon www.downtownholland.org (On-going)

- * 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 2011 and May 2012)
 - Produce Downtown tear-off maps with map on front and store listings on reverse; (On-going)
 - Produce annual coupon booklet in coordination with the Holland Sentinel and Holland Area Convention and Visitors Bureau (CVB) targeted towards group visitors; (January 2011)
 - 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 2011)

- * To form collaborations to improve communication and awareness, and increase levels of cross marketing.
 - 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)
 - Continue to meet with the VIPI group in order to keep awareness of all happenings in Holland on top-of-mind. (On-going)
 - Expand website to include areas for DDA use. (On-going)

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

- * 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 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)
- * To continue to work with a variety of City departments on projects beneficial to Downtown. This includes but is not limited to downtown security cameras (HPD, Tech Services), updated phones (Tech Services) and electrical updates on Eighth Street (HBPW, DDA). (May 2012)
- * Collaborate with other organizations and the Riverview Park Task Force to examine the potential for a downtown welcome / visitor center. (Spring 2011 thru Winter 2012)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 177,000	\$ 184,865	\$ 181,836	\$ 183,000
Charges for Services	66,292	94,889	131,846	146,900
Interest & Rents	3,040	3,038	1,415	2,120
Other	42,127	34,336	10,760	18,600
TOTAL SOURCES	\$ 288,459	\$ 317,128	\$ 325,857	\$ 350,620

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 88,773	\$ 89,672	\$ 97,600	\$ 103,900
* Benefits - To Include NonWorking Wages	13,346	13,994	24,597	30,300
* Mandatory Employer Costs	7,392	7,837	8,900	9,900
Other Current Expenditures -				
* Supplies / Maintenance	13,505	17,122	11,676	11,900
* Contractual	14,970	6,204	15,078	6,700
* Other	110,011	134,047	166,692	183,200
Capital Outlay	- 0 -	- 0 -	- 0 -	5,000
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	\$ 247,997	\$ 268,876	\$ 324,543	\$ 355,900

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 40,462	\$ 48,252	\$ 1,314	\$ (5,280)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	125,527	173,779	175,093	169,813
TOTAL FUND EQUITY	\$ 125,527	\$ 173,779	\$ 175,093	\$ 169,813

- - STAFFING - -

Personnel Services Total Amount	\$ 109,511	\$ 111,503	\$ 131,097	\$ 144,100
Full-Time Positions	0.90	0.90	1.90	1.90
Part-Time Positions @ F.T.E.	1.15	1.20	0.70	0.65

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 2012

- * 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)
- * Examine changes to the Dangerous Structure policy to achieve faster resolution of these neighborhood issues and to collaborate with the Neighborhood Advisory Committee on dangerous structure issues. (Summer 2011 and On-going)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - - - - DANGEROUS STRUCTURES - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Dangerous Structures Public Hearings	0	2	3	3
Number of Housing Board of Appeals Public Hearings	0	2	3	3
Number Repaired by the Owner	0	0	1	1
Number Repaired by the City	0	2	1	1
City Cost of Repairs/Demolition	\$0	\$15,533	\$7,400	\$15,000
Number of Vacant Properties	0	2	2	2
Number of Occupied Properties	0	0	1	1
Non-Rental Properties	0	0	2	2
Rental Properties	0	0	1	1
Legal Action for Eviction of Occupants	0	0	0	0
Residential	0	2	3	3
Commercial	0	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**DANGEROUS STRUCTURES FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 17,153	\$ 27,200	\$ 28,200
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	1,500	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,500	\$ 17,153	\$ 27,200	\$ 28,200

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 42	\$ 268	\$ 500	\$ 500
* Contractual	- 0 -	2,530	1,700	2,700
* Other	- 0 -	15,533	25,000	25,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 42	\$ 18,331	\$ 27,200	\$ 28,200

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,458	\$ (1,178)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,229	1,051	1,051	1,051
TOTAL FUND EQUITY	\$ 2,229	\$ 1,051	\$ 1,051	\$ 1,051

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Brownfield Redevelopment Authority Fund (Component Unit Fund)

FUND MISSION STATEMENT

To provide a fund to receive Brownfield Redevelopment tax increment financing revenues and to distribute these revenues to the various Brownfield projects.

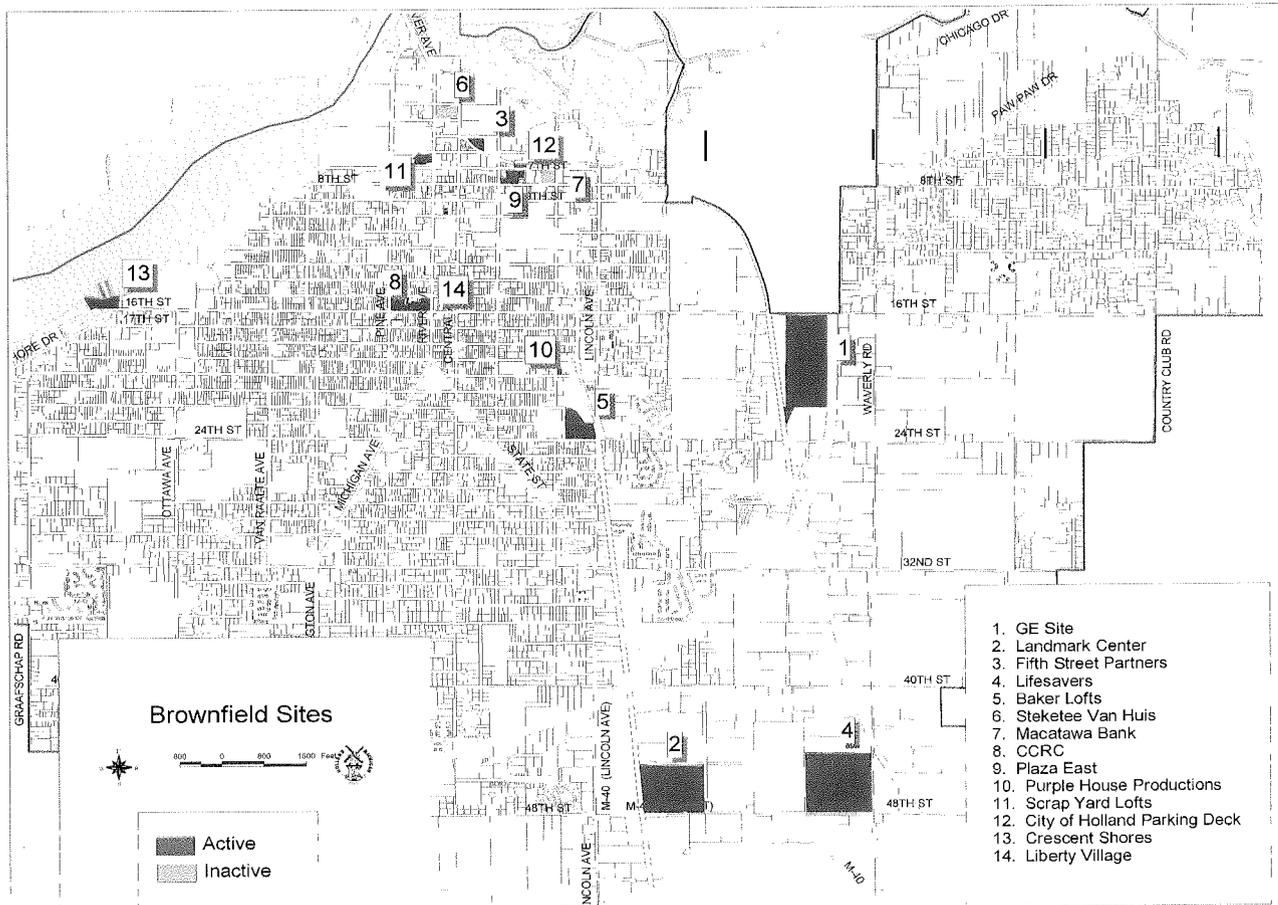
ACTION PLAN FOR FISCAL YEAR 2012

- * 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Number of Active Projects (Capturing Taxes)	11	11	11	11
Number of Active Projects (Not Capturing Taxes)	1	1	1	1
Total number of Active Projects	12	12	12	12
Taxable Valuation Capture (IFT at Equivalency)	\$24,270,924	\$23,791,952	\$21,520,573	\$19,573,024



COMMUNITY & NEIGHBORHOOD SERVICES GROUP
BROWNFIELD REDEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 768,756	\$ 886,024	\$ 795,234	\$ 718,170
Interest & Rents	13,331	6,159	3,214	- 0 -
Transfers In	1,313	- 0 -	- 0 -	36,271
TOTAL SOURCES	\$ 783,400	\$ 892,183	\$ 798,448	\$ 754,441

FUNDING USES -

Other Current Expenditures -

* Contractual	1,000	- 0 -	- 0 -	- 0 -
* Other	560,557	618,791	585,567	454,347
Transfers Out	375,204	246,233	228,167	292,444
TOTAL USES	\$ 936,761	\$ 865,024	\$ 813,734	\$ 746,791

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (153,361)	\$ 27,159	\$ (15,286)	\$ 7,650
ENDING FUND EQUITY -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	11,740	38,899	23,613	31,263
TOTAL FUND EQUITY	\$ 11,740	\$ 38,899	\$ 23,613	\$ 31,263

- - STAFFING - -

Positions: Not Applicable

**INTRODUCTION TO DEPARTMENT
COMMUNITY & NEIGHBORHOOD SERVICES**

MSHDA-HOME GRANT FUND

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 2012

- * Promote Homeownership and Rehabilitation of properties by working collaboratively with local banks and non-profit organizations to assist three (3) homebuyers with down payment assistance and / or rehabilitation of homes purchased in the Ourstreet Target Area through the MSHDA Home Purchase and Rehabilitation program.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**MSHDA - HOME/NSP (AND NIP) GRANT FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 65,618	\$ 192,153	\$ 409,406	\$ 90,000
Other	1,544	- 0 -	14,977	10,000
TOTAL SOURCES	\$ 67,162	\$ 192,153	\$ 424,383	\$ 100,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,015	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	79	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Contractual	66,068	164,072	354,921	90,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	97,543	10,000
TOTAL USES	\$ 67,162	\$ 164,072	\$ 452,464	\$ 100,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ - 0 -	\$ 28,081	\$ (28,081)	\$ - 0 -
ENDING BALANCE	\$ - 0 -	\$ 28,081	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	\$ 1,094	\$ - 0 -	\$ - 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-2011 and FY-2012.

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 prior MSHDA - NPP (Mich State Housing Development Authority - Homebuyers Purchase & Rehab / HOME Grant funding period was 07/01/07 to 12/31/09 in the multi-year amount of \$150,000 (\$23,767 was unexpended). Developer Fees were \$23,766.

The current MSHDA - NSP (Mich State Housing Development Authority - Neighborhood Stabilization Program) funding Grant funding period is 07/01/09 to 12/31/10 in the multi-year amount of \$404,000. Developer Fees of \$11,866 are also expected.

The current MSHDA - NPP (Mich State Housing Development Authority - Homebuyers Purchase & Rehab / HOME Grant funding period is 06/15/10 to 06/30/12 in the multi-year amount of \$150,000.

A FHLBI-NIP Grant (through Macatawa Bank) in the amount of \$60,000 which began in October 2004 is also included above, but closed during FY2011 into the General Fund per GASB54.

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program - 28th Entitlement Year

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 2012

- * To prepare and administer sub-recipient agreements with agencies and organizations for programs, services and activities selected for FY 2012 Community Development Block Grant (CDBG) funding. Complete agreements by August 2011 with on-going administration.
- * To assist the Community Development Committee as it consults with agencies, City departments and citizens to identify and quantify community needs; and develop outcomes to be accomplished to meet those needs. (February 2012)
- * To begin a discussion with City staff, area agencies, residents, and City Council regarding the City's role in funding a healthy community through its support of area agencies. (Fall 2011)
- * To work with City Council to prioritize the Consolidated Plan Strategy for FY 2013. (February 2012)
- * To meet 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 2013. (May 2012)
- * To assist City Council by providing information about the accomplishments of the CDBG program in order to inform congressional representatives during federal budget debates expected throughout 2012.

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program - 28th Entitlement Year

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.
- 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 - 28th Entitlement Year - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>Housing Mission</u>				
Homeownership				
Lakeshore Habitat for Humanity	1	1	not funded	TBD
\$1 HUD Home Acquisition	1	3	1	TBD
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	88	125	115	TBD
Resthaven Maplewood Facility	1	1	not funded	TBD
Holland ALANO	1	not funded	not funded	TBD
Housing Accessibility				
Disability Network - Project Ramp	1	4	not funded	TBD
Fair Housing Center of West Michigan	CSSA	CSSA	2400	TBD
Housing Sustainability - No direct activities under this mission.				
	0	0	0	TBD
Housing the Homeless				
Community Action House - Guaranteed Security Deposit Program	16 (HH)	15 (HH)	not funded	TBD
Good Samaritan Ministries - Transitional Housing Program	38 (HH)	42 (HH)	40 (HH)	TBD
<u>People, Neighborhoods, and Economy</u>				
Sustainable Youth				
Boys and Girls Club - Youth Programs	2,326	2,184	1,400	TBD
Hope College - Children's After School Programs (CASA)	122	99	95	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	not funded	not funded	not funded	TBD
Heights of Hope - Strengthening Youth	40	67	70	TBD
Sustainable Neighborhoods				
Community Action House - Foreclosure Program	60	58 (HH)	55 (HH)	TBD
Alley Improvement Program	not funded	not funded	1	TBD
South Shore Island Project	not funded	1	not funded	TBD
Park Theatre Renovation	not funded	not funded	1	TBD
Sustainable Economies				
City of Holland - Neighborhood Commerical Revitalization Prog.	7	4	not funded	TBD
Heights of Hope - Employment Program	60	not funded	not funded	TBD
LAUP - Steps to Success	205	199	150	TBD
Note: (HH) = Households				
CSSA = Community Social Service Assistance				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 416,277	\$ 409,298	\$ 450,851	\$ 485,000
Other	176,990	203,773	212,230	150,000
Transfers In	12,335	13,089	24,433	- 0 -
TOTAL SOURCES	\$ 605,602	\$ 626,160	\$ 687,514	\$ 635,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 70,809	\$ 63,524	\$ 67,694	\$ 72,392
* Benefits - To Include NonWorking Wages	26,599	31,999	19,954	21,710
* Mandatory Employer Costs	4,749	4,464	4,862	5,670
Other Current Expenditures -				
* Supplies / Maintenance	2,003	1,842	9,951	4,983
* Contractual	461,721	529,439	558,395	449,980
* Other	7,386	1,803	2,225	2,250
Transfers Out	12,335	13,089	24,433	78,015
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 585,602	\$ 646,160	\$ 687,514	\$ 635,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 20,000	\$ (20,000)	\$ - 0 -	\$ - 0 -
ENDING BALANCE	\$ 20,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	\$ 102,157	\$ 99,987	\$ 92,510	\$ 99,772
Full-Time Positions	1.35	1.35	1.18	1.25
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 FY2012 federal grant is estimated at \$385,000 (FY2012 column includes \$100,000 carry-over from prior year grants). The FY2010 original federal grant amount indicated above included \$84,648 additional amount reallocated from Grand Haven. FY2010 and FY2011 include an additional ARRA Recovery federal grant for a weatherization program of \$91,835.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Solid Waste Recycling Fund

FUND MISSION STATEMENT

To provide methods, programs, education, and resources to allow for the cost efficient and environmentally responsible disposal of solid waste for all city residents and businesses.

ACTION PLAN FOR FISCAL YEAR 2012

RESIDENTIAL SERVICES

- * Adopt an ordinance to offer a Yard Waste option for those who choose. (April 2012)
- * Adopt an ordinance amendment to offer recycling to 350 more families through an expanded multi-family refuse program. (January 2012)
- * Continue to partner with the private sector and non-governmental organizations for continued electronics recycling.
- * Offer a dedicated Electronics Recycle Day. (Spring 2012)
- * Expand the yellow bag program to include small electronics, cell phones and additional plastics.
- * Continue reviewing the refuse/recycling, Project Pride, leaf pickup, and spring cleanup programs to improve efficiency and effectiveness and convenience to property owners. (On-going)
- * Continue to offer Project Pride Senior Pick Up program. (Spring 2012)
- * Develop a new instructional DVD with the collaboration of Chef Container, MAC Media and City staff. (Fall 2011)
- * To promote residential recycling by a direct mailing of the new DVD in Fall 2012; distributing approximately 7,000 DVD which will include use of yellow recycling bags, disposal of Christmas Trees, Spring clean-up and Fall Leaf pick-up.
- * Continue to send informational packages to new BPW Customers.
- * Expand the City webpage and Chef webpage for connectivity so that each is directly linked to the other. (January 2012)

INTRODUCTION TO DEPARTMENT
COMMUNITY AND NEIGHBORHOOD SERVICES

Solid Waste Recycling Fund

- * To distribute approximately 850 Project Pride coupons to City residents. (On-going)
- * To publish and distribute refuse and recycling information through the City calendar. (October 2011).
- * Continue to monitor / audit activities at the Westshore Recycle Center with two (2) un-announced visits between July and December 2011.
- * Continue to work with Westshore Recycle Center on container audits of each pick-up zone in order to minimize container purchases and optimize container inventory. (On-going)
- * Purchase and continue to distribute 500 reusable shopping bags with distribution from City Hall and other venues as identified. (July 2011)
- * Produce at least three (3) public service announcements with MacTV and run weekly. (November 2011)

NON-RESIDENTIAL

- * 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 kiosk location on 8th St. and by working with the DDA Board to implement a single-hauler contract for all of the DDA and possibly PSD area. (September 2011)
- * Offer all restaurants in the Downtown area the capability to compost food scraps and divert tons of compost materials from the landfill. (February 2012)
- * To increase recycling at Tulip Time with the one pass system, sorting material at the transfer station. (May 2012)

PROGRAM MEASUREMENTS

- - CNS GROUP - SOLID WASTE RECYCLING FUND - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>PROJECT PRIDE</u>				
Pounds of trash collects at Project Pride site	298,000	0	0	0
Estimated Pounds of trash collected/coupons redeemed	460,000	0	0	0
Coupons redeemed	650	1,090	1,100	1,150
Pounds of scrap metal collected by Padnos Co.	23.88 tons	0	0	0
Freon appliances collected	19	0	0	0
<u>CURB SIDE RECYCLING</u>				
Type of Waste Recycles - In Pounds				
Total Fiber	1,671,472	1,672,546	1,275,250	1,339,012
Newsprint	1,335,163	1,055,097	795,290	835,054
Corrugated	336,309	617,449	479,960	503,958
Total Commingle	442,575	445,404	201,756	211,844
Dairy plastic	25,402	43,547	23,210	24,370
Colored #2	39,071	47,383	40,606	43,636
Clear #1	56,240	83,327	54,474	54,047
Aluminum	39,567	15,622	11,558	12,136
Tin	40,018	71,572	74,908	78,653
Glass	242,277	184,953	122,854	128,997
Total Pounds Collected Curbside	2,114,047	2,117,950	1,477,006	1,550,856
<u>REFUSE</u>				
1 Bag/month	248	248	234	234
2 Bag/month	144	136	129	129
32 Gallon weekly	2,698	2,709	2,676	2,676
65 Gallon weekly	3,310	3,302	3,312	3,312
90 Gallon weekly	2,249	2,283	2,318	2,318
Subtotal Recycle	8,649	8,678	8,669	8,669
Multi Family - 2 Yard	1	2	2	2
Multi Family - 4 Yard	2	2	2	2
Multi Family - 6 Yard	1	1	1	1
Subtotal Multi-Family	4	5	5	5
Multi Family - 4 Units	2	3	3	3
Multi Family - 8 Units	1	1	1	1
Multi Family - 16 Units	1	1	1	1
Subtotal Multi-Family	4	5	5	5

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

0% Rate Incr.

Charges for Services	\$ 1,280,307	\$ 1,335,644	\$ 1,391,909	\$ 1,399,746
Interest & Rents	14,780	7,957	2,908	5,420
Other	(710)	(5,361)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,294,377	\$ 1,338,240	\$ 1,394,817	\$ 1,405,166

FUNDING USES -

0% Rate Incr.

Personnel Service Expenses				
* Salaries & Wages - Working	\$ 87,391	\$ 84,972	\$ 81,703	\$ 80,800
* Benefits - Includes NonWorking Wages	23,531	25,098	26,698	26,750
* Mandatory Employer Costs	2,633	2,592	3,025	3,050
Other Current Expenses				
* Supplies / Maintenance	4,757	5,848	4,550	5,950
* Contractual	1,189,805	1,218,390	1,266,888	1,204,055
* Other	8,192	10,128	6,445	6,979
Capital Outlay	36,137	55,840	47,700	60,000
TOTAL USES	\$ 1,352,446	\$ 1,402,868	\$ 1,437,009	\$ 1,387,584

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 61,678	\$ 61,559	\$ 62,000	\$ 62,000
				First Year of New Contract

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

**SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

(This Fund Continues From Previous Page)

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (83,610)	\$ (70,347)	\$ (56,492)	\$ 15,582
ENDING BALANCE -				
Designated / Reserved:	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved:	640,188	569,841	513,349	528,931
TOTAL FUND EQUITY	\$ 640,188	\$ 569,841	\$ 513,349	\$ 528,931

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 268,938	\$ (59,243)	\$ (42,192)	\$ 17,582
ENDING BALANCE	\$ 459,007	\$ 399,764	\$ 357,572	\$ 375,154

- - STAFFING - -

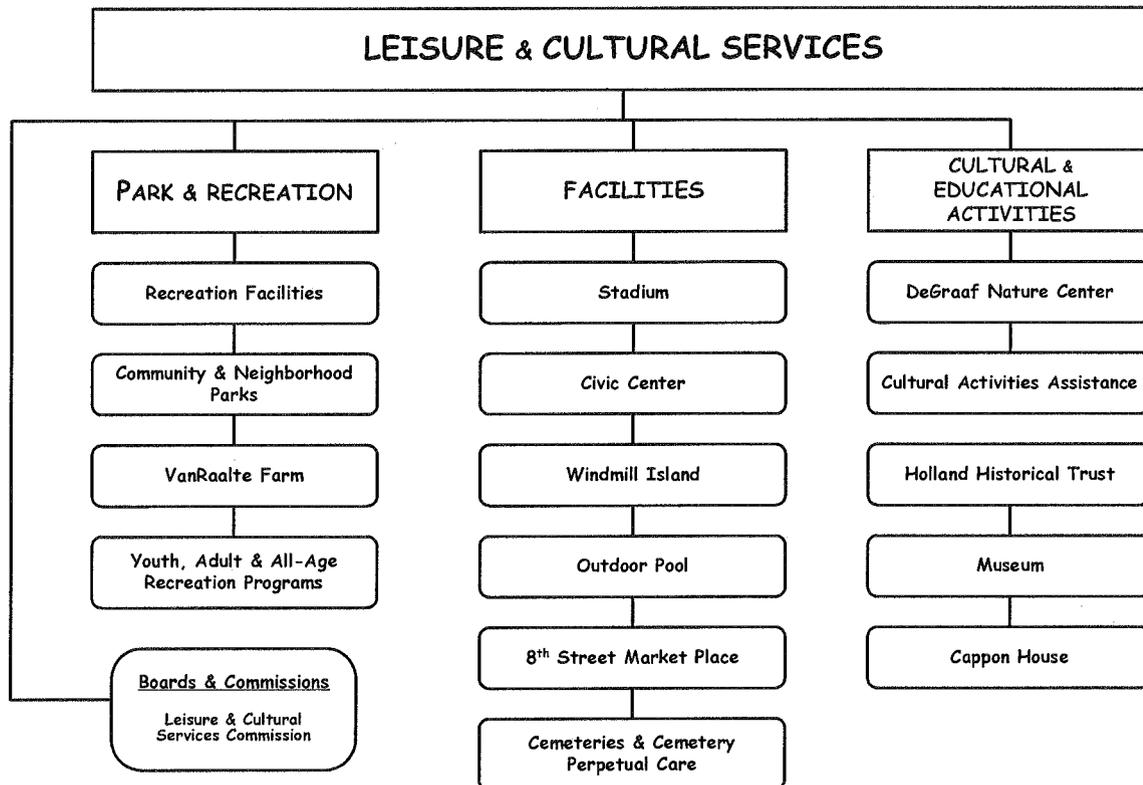
Personnel Services Total Amount	\$ 113,555	\$ 112,662	\$ 111,426	\$ 110,600
Full-Time Positions	0.20	0.20	0.20	0.20
Part-Time Positions @ F.T.E.	0.80	0.70	0.70	0.70

LEISURE & CULTURAL SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

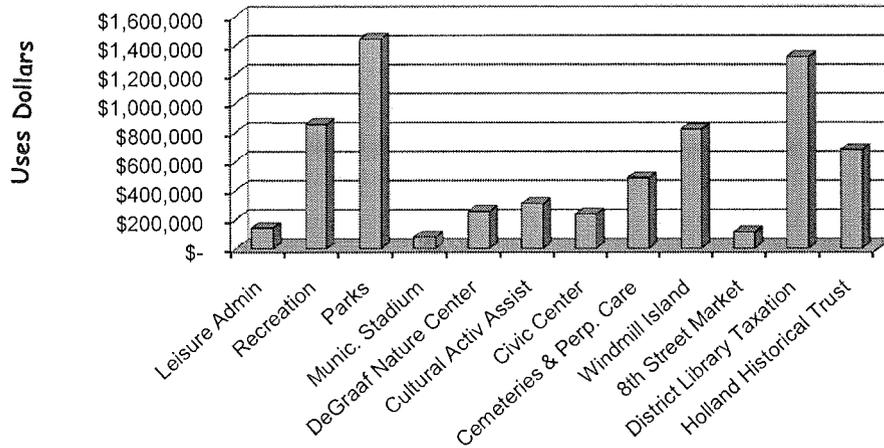
The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for 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

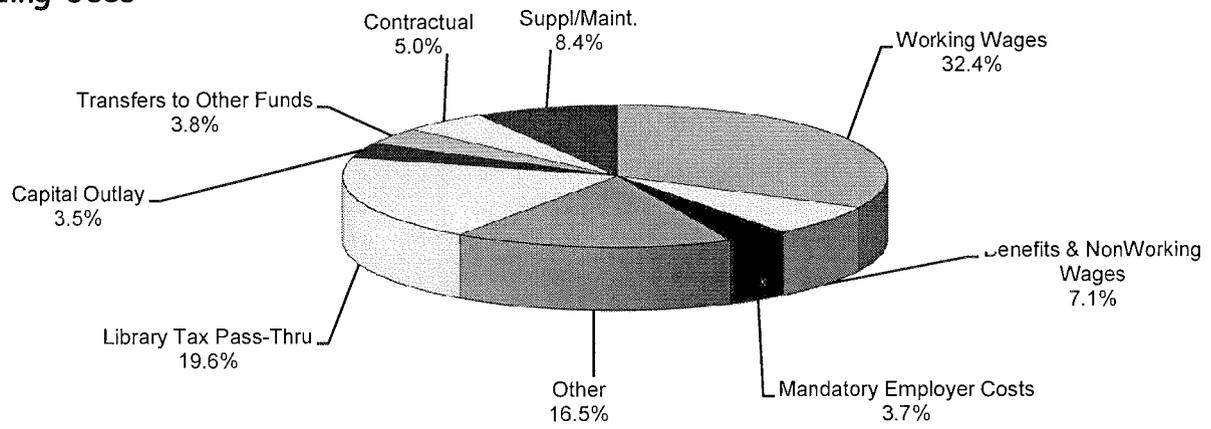


LEISURE & CULTURAL SERVICES GROUP

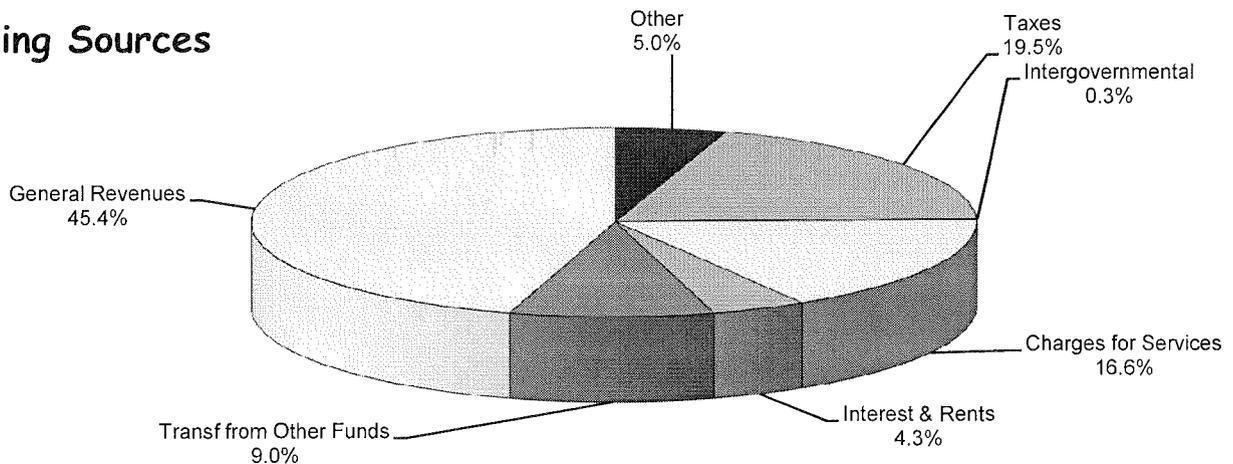
Total Uses By Department \$6,732,268



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 4,033,788	\$ 3,778,531	\$ 3,835,405	\$ 3,893,671
Permanent	151,855	116,187	22,197	21,900
Special Revenue	1,560,302	1,504,499	1,377,761	1,318,770
Enterprise	646,649	667,963	1,215,292	819,488
Component Unit	888,340	738,060	665,650	678,439
TOTAL - ALL FUND TYPES	<u>\$ 7,280,934</u>	<u>\$ 6,805,240</u>	<u>\$ 7,116,305</u>	<u>\$ 6,732,268</u>
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,558,058	\$ 1,496,632	\$ 1,376,940	\$ 1,318,770
Intergovernmental	26,045	21,414	21,080	22,000
Charges for Services	1,040,125	1,046,171	1,080,654	1,119,200
Interest & Rents	157,290	285,215	270,640	289,367
Other	280,074	304,959	292,208	335,300
Transfers In	510,775	486,027	1,018,448	610,389
TOTAL SOURCES	<u>\$ 3,572,367</u>	<u>\$ 3,640,418</u>	<u>\$ 4,059,970</u>	<u>\$ 3,695,026</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,219,933	\$ 2,112,719	\$ 2,127,359	\$ 2,182,000
* Benefits - Includes NonWorking Wages	502,681	491,079	446,042	477,985
* Mandatory Employer Costs	220,551	227,412	235,214	247,025
Other Current Expenditures -				
* Supplies / Maintenance	625,045	638,784	571,025	564,500
* Contractual	374,821	315,533	336,158	339,098
* Other	2,643,236	2,444,413	2,469,107	2,428,821
Capital Outlay	286,112	204,245	674,264	236,000
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	408,555	371,055	257,136	256,839
TOTAL USES	<u>\$ 7,280,934</u>	<u>\$ 6,805,240</u>	<u>\$ 7,116,305</u>	<u>\$ 6,732,268</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 216,467	\$ 209,858	\$ 218,000	\$ 218,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 2,943,165	\$ 2,831,210	\$ 2,808,615	\$ 2,907,010
* Full-Time Positions	30.00	29.00	28.00	28.00
* Part-Time Positions @ F.T.E.	33.63	34.08	34.36	34.36

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Leisure and Cultural Services Administration

DEPARTMENT MISSION STATEMENT

To provide the coordination of all leisure and cultural service activities of the City to provide quality recreation and cultural opportunities through the direction and supervision of the following divisions: Recreation, Civic Center, Municipal Stadium, Parks, Cemeteries, Windmill Island, DeGraaf Nature Center, Farmer's 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 2012

- * To work on the completion of the Smalenburg Park Skate Park project. (July 2011)
- * 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. This project will be approached from an area-wide support perspective. (January 2012)
- * To continue to explore site and field improvements including new synthetic turf at the Municipal Stadium; and explore a joint operating concept with other users. (September 2011)
- * To evaluate staff levels (full time and part time) over all aspects of the Department of Leisure and Cultural Services as they relate to the FY 12 budget and determine whether services can continue to be provided at the level that the citizens of Holland have become accustomed to receiving. (On-going)
- * To work with the Department of Human Resources to find ways to increase the flexibility of deploying hours / pay with part time staff. (July 2011)
- * 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 the Department of Community and Neighborhood Services as well as private consultants on developing construction plans and cost estimates for the renovation, expansion or relocation of the City's greenhouse. (December 2011)
- * To work with private consultants on developing construction plans and cost estimates for a

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Leisure and Cultural Services Administration

phased Window-on-the-Waterfront renovation project; pursue Department of Natural Resources grant opportunities for Phase 1 (River Avenue east to floating bridge). (April 2012)

- * To continue to work on the development of alternatives, plans, funding, and begin implementation of providing a refrigerated ice facility. (June 2012)
- * To find creative ways for staff members to network with associates in other cities to network on experiences and best practices. (On-going)
- * To explore the feasibility of constructing a municipal dock at the former Western Machine Tool Works property. (June 2012)

LEISURE & CULTURAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	57,560	61,026	55,495	142,100
TOTAL SOURCES	\$ 57,560	\$ 61,026	\$ 55,495	\$ 142,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 34,624	\$ 35,526	\$ 32,200	\$ 82,700
* Benefits - To Include NonWorking Wages	13,573	15,110	13,975	41,200
* Mandatory Employer Costs	3,381	3,435	3,400	8,500
Other Current Expenditures -				
* Supplies / Maintenance	2,708	3,587	2,200	2,200
* Other	3,274	3,368	3,720	7,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 57,560	\$ 61,026	\$ 55,495	\$ 142,100

- - STAFFING - -

Personnel Services Total Amount	\$ 51,578	\$ 54,071	\$ 49,575	\$ 132,400
Full-Time Positions	0.60	0.60	0.60	1.25
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 2012

- * To develop and create new programs that will attract participation by ethnic groups and certain age groups not currently participating. Analyze the 2010 Census information to determine participation goals for fiscal year 12. (On-going)
- * To find new ways to market department service offerings to some targeted demographic groups including ethnic groups and certain age groups not currently utilizing existing programs. (On-going)
- * To develop new funding sources by working with local corporations and organizations to secure sponsorships for events and programs; and determine the appropriate means for recognizing these sponsorships. (On-going)
- * To develop programming opportunities with community partners to leverage facility and programs more effectively. (On-going)
- * To collaborate with area schools and colleges on facility and field usage, including updating the Agreement with Holland Public Schools. (On-going)
- * To develop two new programs for 3-5 year olds such as Start Smart programs. (May 2012)
- * To hold pre-season coaches meetings and clinics for all youth leagues. Present the philosophy of the youth sports model from National Alliance for Youth Sports. At least two (2) weeks prior to first day of practices.
- * To hold pre-season officials meetings and clinics for all youth leagues. At least two (2) weeks prior to the first game.
- * To evaluate adult team programs with the intent of increasing participation. (October 2011)

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation Division

- * To evaluate the future use and reconstruction of the Moran Park and Lakeview tennis courts. (May 2012)
- * To develop a survey at the end of each program to get feedback from the participants.
- * To create a monthly newsletter to our community and participants. Due by the first of the month.
- * To book all 2012 Summer Concert Series and Kids Tues at Noon; and secure sponsors and grant for these events. (October 2011)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
YOUTH ATHLETIC PROGRAMS				
Boys Basketball	152	154	175	200
Boys Soccer	357	356	375	400
Girls Basketball	58	57	65	75
Girls Soccer	350	361	375	400
Gymnastics (Youth)	204	164	225	250
Little Peoples Olympics	161	134	160	160
Smart Start Basketball	48	117	30	40
Smart Start Football	20	28	30	40
Start Smart Multi-Sports	42	42	50	60
Start Smart Soccer	0	30	40	50
Swimming Lessons (Youth)	883	870	950	950
Tennis Lessons/Clinic (Youth)	789	726	775	825
Tiny Tikes Football (Youth)	35	0	30	40
Track Camp	26	17	25	40
Tulip City Triathlon	83	84	100	125
Youth Golf Lessons	45	39	70	70
Youth Table Tennis Tourney	181	60	75	100
Youth T-Ball	174	164	175	200
ADULT ATHLETIC PROGRAMS				
Adult Basketball (Summer)	166	159	200	225
Adult Basketball (Winter)	198	181	200	225
Adult Fall Softball	360	281	290	300
Adult Flag Football	202	134	150	170
Adult Golf Lessons	35	26	40	50
Adult Sand Volleyball	38	0	50	75
Adult Soccer League	70	56	70	100
Adult Summer Co-Ed Softball	177	237	250	275
Adult Summer Mens Softball	707	677	725	800
Adult Summer Womens (High School) Fastpitch Softball	136	131	150	175
Adult Summer Womens Softball	57	58	60	75
Adult Table Tennis Tourney	113	96	125	150
Adult Tennis Lessons	83	84	100	125
Adult Tennis Tourney	26	43	75	100
Adult Winter Volleyball	58	0	50	60
Adult Yoga at Kollen Park	160	500	510	520

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
NON-ATHLETIC EVENTS				
<u>FAMILY SPECIAL EVENTS</u>				
Concerts at Kollen Park (FREE)	7,500	6,500	8,200	8,200
Dad/Daughter Dance	376	228	250	300
Kollen Park Friday Night Concert Series (FREE)	8,100	10,750	10,000	10,200
Labor Day Boardwalk (FREE)	1,000	600	1,100	1,100
Mom/Son Event	64	149	175	200
Party in the Park (FREE)	8,750	3,500	5,000	6,000
Santa's Work Shop	142	186	200	250
Sunday Open Pickle Ball, Table Tennis, & Volleyball	400	586	600	625
<u>YOUTH PROGRAMS</u>				
Junior Adventure Club (Youth)	140	112	150	175
Playground - Free Swimming (Weekly Event)	2,108	2,085	2,150	2,200
Playground (FREE)	0	20	20	20
<u>BOUWS POOL ATTENDANCE</u>				
Adults	1,520	1,908	1,920	2,000
Children	5,730	7,746	8,150	9,000
Families (Est. 5/family)	1,148	6,790	1,380	1,425
Other	649	525	550	575
Totals	9,047	16,969	12,000	13,000

LEISURE & CULTURAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 242,332	\$ 253,153	\$ 248,117	\$ 256,500
Interest & Rents	9,308	9,353	11,000	11,000
Funding Requirement - General Operating Revenues	665,409	636,877	632,588	587,828
TOTAL SOURCES	\$ 917,049	\$ 899,383	\$ 891,705	\$ 855,328

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 455,875	\$ 434,624	\$ 425,612	\$ 406,800
* Benefits - To Include NonWorking Wages	79,293	76,266	69,250	61,765
* Mandatory Employer Costs	47,103	45,718	48,258	49,025

Other Current Expenditures

* Supplies / Maintenance	128,797	136,555	119,065	119,800
* Contractual	64,322	70,107	73,350	72,798
* Other	141,659	136,113	156,170	145,140

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 917,049	\$ 899,383	\$ 891,705	\$ 855,328

- - STAFFING - -

Personnel Services Total Amount	\$ 582,271	\$ 556,608	\$ 543,120	\$ 517,590
Full-Time Positions	4.00	4.00	4.00	3.50
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 2012

- * To continue to cross train employees throughout the park and cemetery departments. (On-going)
- * To develop a landscaping plan for Kollen Park's immigrant sculpture area, behind the restroom and near where the house is being demolished. Close the curb cuts as part of this item. (Fall 2011)
- * To determine, through a feasibility study, the future of the City's greenhouse building and property. (Spring 2012)
- * To work with the Ottawa County Parks Department on developing a link between the former Country Club Golf Course and Paw Paw Park. (Spring 2012)
- * To enter the America in Bloom competition. This will bring national attention to the City by showcasing the City's beautiful flowers, landscaping, and the City's efforts in other enhancements; including the tree program, environmental and lifestyle enhancements. Judging categories are: Tidiness, Urban Forestry, Environmental Awareness, Landscaping, Community Involvement, Floral Displays, Heritage Preservation, and Turf/Groundcover Areas. (Summer 2011)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>Forestry Activities</u>				
Trees Planted	88	139	80	80
Trees Planted by Contract	150	168	50	50
Trees Trimmed	1,502	2,391	1,500	1,500
Trees Removed	322	281	300	300
Stump Removal	242	242	200	200
<u>Tulip Beds & Lanes</u>				
Annual Tulip Plantings	313,000	300,000	300,000	300,000
<u>Greenhouse Plantings (Greenhouse is currently at capacity.)</u>				
Start-Up Summer Flowers and Winter Flowers * Greenhouse is currently at capacity.	95,000	95,000	95,000	95,000
<u>Area Maintained by Park Personnel:</u>				
Parks: 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	320 acres	320 acres	320 acres	320 acres
Recreation: Matt Urban, Maplewood, Moran, Columbia Ave Courts, and Riverview Ballfield	40 acres	40 acres	40 acres	40 acres
DDA: 7th & 9th Street parkways, Downtown Area Parking Lots, West Michigan Tool and Adjoining Property	17 acres	17 acres	17 acres	17 acres
Holland Museum Facilities: Cappon Hse, Settlers Hse, Holland Msm	.8 acres	.8 acres	.8 acres	.8 acres
Street & Blvds: 16th Blvd & Curbing, Washington & 12th St. Blvd Maplewood Blvd, 23rd St Blvd, Russ Point, Holland Hts Pts, 19th St Cul-de-Sac, South Shore & 8th Points, 2 other Small Points.	5.35 acres	5.35 acres	5.35 acres	5.35 acres
Other: City Hall, Depot/ Adjoining Area, Washington Square Old Hospice House, Holland Municipal Stadium, Sugar Beet Area	20 acres	20 acres	20 acres	20 acres
Total Area Maintained by Park Personnel	403.75 acres	403.75 acres	403.75 acres	403.75 acres
<u>Number of Events in Park Facilities:</u>				
Kollen Park	27	29	27	30
Centennial Park	25	18	25	25
Smallenburg	3	5	3	3
Window on the Waterfront	1	0	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	1	3	1	1
Rosa Parks Green	1	3	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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 10,975	\$ 19,184	\$ 21,400	\$ 20,400
Interest & Rents	5,667	3,561	5,275	5,100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,531,054	1,388,495	1,399,016	1,415,303
TOTAL SOURCES	\$ 1,547,696	\$ 1,411,240	\$ 1,425,691	\$ 1,440,803

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 616,650	\$ 573,693	\$ 544,000	\$ 556,200
* Benefits - To Include NonWorking Wages	208,101	184,970	174,865	183,000
* Mandatory Employer Costs	63,155	60,747	60,100	63,600
Other Current Expenditures				
* Supplies / Maintenance	212,284	182,993	177,435	176,500
* Contractual	61,621	65,312	72,800	74,800
* Other	380,820	343,525	396,491	380,703
Capital Outlay	5,065	- 0 -	- 0 -	6,000

TOTAL USES \$ 1,547,696 \$ 1,411,240 \$ 1,425,691 \$ 1,440,803

- - STAFFING - -

Personnel Services Total Amount	\$ 887,906	\$ 819,410	\$ 778,965	\$ 802,800
Full-Time Positions	10.40	9.40	9.15	9.15
Part-Time Positions @ F.T.E.	10.75	10.95	10.95	10.95

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 2012

- * To install drainage pit in northeast corner of field at the bottom of the field. (Fall 2011)
- * To install drain tile along wall at the base of the stands on the west side of the field. (Fall 2011)
- * To install fiber optic cable from press box to scoreboard to operate the scoreboard message center. (Fall 2011)
- * To consider a joint venture with primary users of the stadium to develop a financing strategy for upgrading the facility and for establishing an operating entity to oversee operations and maintenance. (Fall 2011)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Football Games:	17	18	17	17
Hope College	8	8	8	8
Holland High School - Varsity	4	5	5	4
Holland High School - Junior Varsity	5	5	4	5
Church Services and/or Religious Events	0	1	0	0
Commencement - Hope College	1	1	1	1
Other	6	6	6	6
TOTAL	24	26	24	24

LEISURE & CULTURAL SERVICES GROUP

**MUNICIPAL STADIUM
(A GENERAL FUND ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,265	\$ 636	\$ 387	\$ 800
Interest & Rents	8,465	14,090	22,000	22,000
Funding Requirement - General Operating Revenues	67,098	43,650	51,313	55,218
TOTAL SOURCES	\$ 76,828	\$ 58,376	\$ 73,700	\$ 78,018

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 22,000	\$ 20,104	\$ 22,900	\$ 23,600
* Benefits - To Include NonWorking Wages	5,991	6,133	6,080	6,150
* Mandatory Employer Costs	2,176	2,109	2,550	2,650
Other Current Expenditures				
* Supplies / Maintenance	23,601	16,217	20,100	23,200
* Contractual	830	1,008	2,900	2,900
* Other	22,230	12,805	19,170	19,518
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 76,828	\$ 58,376	\$ 73,700	\$ 78,018

- - STAFFING - -

Personnel Services Total Amount	\$ 30,167	\$ 28,346	\$ 31,530	\$ 32,400
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.50	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 2012

- * To continue to control Garlic Mustard and Oriental Bittersweet species. These two species have made a major impact on the plant community in the area and have been difficult to eliminate. (On-going)
- * To promote nature tours through various media to create a stronger source of revenue. (On-going)
- * To expand the Kayaking program to more people through weekend outings for adults and families; and with more trips and training classes. (Spring 2011)
- * To build a new maintenance and kayak storage shed, replacing the current shed next to the parking lot. Workshop space will be expanded and a place to store the City's kayaks on-site will be much better for maintenance and security. This shed will be built with the help of the Building Trades Classes from Zeeland High School. (July 2011)
- * To explore opportunities to integrate programs with the Ottawa County Parks Department. (March 2012)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Summer Recreation Department Classes	705	690	800	800
School Classroom Programs	10,166	10,536	12,000	12,500
After school Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	84	115	150	150
Public Program Attendance (special events, classes, etc)	2,761	2,204	2,800	3,000
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 79,173	\$ 68,948	\$ 92,500	\$ 91,000
Other	2,562	3,801	5,000	5,000
Funding Requirement - General Operating Revenues	159,338	155,704	157,918	158,866
TOTAL SOURCES	\$ 241,073	\$ 228,453	\$ 255,418	\$ 254,866

FUNDING USES -

Personnel Services				
* Salaries & Wages - Working	\$ 131,736	\$ 130,296	\$ 137,500	\$ 136,900
* Benefits - To Include NonWorking Wages	34,631	33,376	33,788	36,300
* Mandatory Employer Costs	12,712	13,152	14,500	15,200
Other Current Expenditures				
* Supplies / Maintenance	20,421	20,749	22,400	18,400
* Contractual	19,650	12,799	30,700	30,700
* Other	16,733	18,081	16,530	17,366
Capital Outlay	5,190	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 241,073	\$ 228,453	\$ 255,418	\$ 254,866

- - STAFFING - -

Personnel Services Total Amount	\$ 179,079	\$ 176,824	\$ 185,788	\$ 188,400
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	2.30	2.25	2.15	2.15

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 2012

- * 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; and enhance the Children's Activities Day with projects that are both educational and fun. (On-going)
- * To maintain the new Eighth Street Market Place - Farmer's Market website with current information pertaining to products, events, vendors, street performers, recipes, pictures, the periodic e-letter to vendors and the weekly Market Beet newsletter, 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; and working with new daily vendors to bring them in as space is available in the early spring and late fall. (Fall 2011)
- * To continue to promote the Eighth Street Market Place as a venue for special events in tandem with the Farmer's Market. (On-going)
- * To conduct an evaluation of the current two 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
- * To continue to develop partnerships with local and regional media. (On-going)
- * To work with and serve as a member of the newly established Farmer's Market Sub-Committee and to oversee and implement the recommendations that come from this Committee. (On-going)
- * To evaluate cost of converting market light fixtures to LED. (September 2011)
- * To evaluate positive winter events that will take advantage of the snowmelt and generate additional revenues. (September 2011)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Farmers Market				
Wednesday Market (Markets held each season)	29	29	29	29
Saturday Market (Markets held each season)	31	31	28	31
Total daily stalls rented (calendar year)	1,276	1,437	1,563	1,565
Total number of seasonal stalls rented	80	80	80	80
Project Fresh coupon program	9,200	7,447	7,535	8,000
External events held in tandem with Market	1	1	1	0
Saturday Market Demos	18	17	17	17
Wednesday Children's Activities	13	13	13	13
Seasonal Special Event Days	3	2	2	2
Other Activities (without Estimates)				
Taste of Holland			too many to estimate	
West Michigan Works Truck Parade				
Car Show				
St. Patrick's Day Parade				
Veteran Tribute				
Dutch Winter Fest:				
Parade of Lights				
Sinterklaas Eve				
Kertmarkt				
Tulip Time & LAUP Festival				

LEISURE & CULTURAL SERVICES GROUP

**8TH STREET MARKET
(A GENERAL FUND DEPARTMENT ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 17,894	\$ 18,414	\$ 15,080	\$ 16,000
Interest & Rents	12,610	13,710	11,500	14,000
Charges for Services	59,571	63,132	69,200	73,500
Other	5,030	1,380	3,000	3,000
Funding Requirement - General Operating Revenues	17,653	15,350	10,931	6,500
TOTAL SOURCES	\$ 112,758	\$ 111,986	\$ 109,711	\$ 113,000

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 38,447	\$ 35,140	\$ 35,900	\$ 36,000
* Benefits - To Include NonWorking Wages	473	1,506	1,750	2,350
* Mandatory Employer Costs	3,759	3,347	3,750	4,150
Other Current Expenditures				
* Supplies / Maintenance	5,799	4,877	4,900	4,900
* Contractual	10,379	9,989	6,008	6,000
* Other	53,901	57,127	57,403	59,600
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 112,758	\$ 111,986	\$ 109,711	\$ 113,000
-------------------	-------------------	-------------------	-------------------	-------------------

- - STAFFING - -

Personnel Services Total Amount	\$ 42,679	\$ 39,993	\$ 41,400	\$ 42,500
Full-Time Positions	0.10	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.80	0.80	0.85	0.85

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cultural Activities Assistance

DEPARTMENT MISSION STATEMENT

To provide financial assistance to selected community cultural and recreational organizations and events based on community 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 2012

- * 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 2012)
- * 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. (On-going)

LEISURE & CULTURAL SERVICES GROUP

**CULTURAL ACTIVITIES ASSISTANCE
(A GENERAL FUND ACTIVITY)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Funding Requirement - General Operating Revenues	355,724	325,409	309,214	309,239
TOTAL SOURCES	\$ 355,724	\$ 325,409	\$ 309,214	\$ 309,239

FUNDING USES -

Other Current Expenditures				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	98,724	77,789	73,975	74,000
Transfers Out	257,000	247,620	235,239	235,239
TOTAL USES	\$ 355,724	\$ 325,409	\$ 309,214	\$ 309,239

- - 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 2012

- * To continue to work with City Council and the Holland area to determine the future development of the Civic Center as well as a financing strategy. To review the previous citizen committee study on the Civic Center and develop a process for redeveloping the Center on an area-wide basis. (June 2012)
- * 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. (On-going)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>Civic Center Building Use</u>				
Entire Facility	323	295	325	325
Gymnasium Only	384	391	385	385
Exhibition Room Only	39	41	45	45

LEISURE & CULTURAL SERVICES GROUP
CIVIC CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 269	\$ 483	\$ 500	\$ 500
Interest & Rents	60,906	47,458	56,000	61,500
Funding Requirement - General Operating Revenues	206,124	221,905	202,216	174,258
TOTAL SOURCES	<u>\$ 267,299</u>	<u>\$ 269,846</u>	<u>\$ 258,716</u>	<u>\$ 236,258</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 114,911	\$ 115,173	\$ 117,300	\$ 101,300
* Benefits - To Include NonWorking Wages	30,520	33,455	31,100	25,600
* Mandatory Employer Costs	11,745	12,409	12,900	11,900

Other Current Expenditures -

* Supplies / Maintenance	42,746	57,175	41,258	39,500
* Contractual	1,012	1,513	1,600	1,600
* Other	58,922	50,121	54,558	56,358
Capital Outlay	7,443	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 267,299</u>	<u>\$ 269,846</u>	<u>\$ 258,716</u>	<u>\$ 236,258</u>

- - STAFFING - -

Personnel Services Total Amount	\$ 157,176	\$ 161,037	\$ 161,300	\$ 138,800
Full-Time Positions	1.50	1.50	1.50	1.30
Part-Time Positions @ F.T.E.	2.00	2.00	2.00	2.00

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cemetery 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.

ACTION PLAN FOR FISCAL YEAR 2012

- * To increase marketing of the niches in the columbarium by improving the City's website and working with the funeral homes. (On-going)
- * To continue to cross train park and recreation employees. This will ensure that we have adequate personnel coverage for burials. (On-going)
- * Re-landscape beauty spots in both Graafschap and Pilgrim Home Cemeteries to make these flower gardens more visually appealing. (Fall 2011)
- * To develop a babyland section in Graafschap Cemetery. (Spring 2012)
- * To evaluate the potential for creating outdoor niches. (February 2012)
- * To evaluate the possibility of creating "Green" burial locations. (February 2012)
- * To review previously sold lots that have remained vacant to determine the possibility for resale. (June 2012)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	70	101	70	70
Graafschap Cemetery	47	50	35	35
Accumulated	38,679	38,830	38,935	39,040
Burials:				
Pilgrim Home Cemetery - Annual	181	183	160	170
Graveside Services	108	93	75	80
Percent of Burials	60%	50%	46%	47%
Graafschap Cemetery - Annual	51	62	52	52
Graveside Services	33	33	25	26
Percent of Burials	65%	53%	48%	50%
Marker Foundation Installations:				
Pilgrim Home Cemetery	141	123	115	115
Graafschap Cemetery	50	43	40	40
Certificates of Transfer				
	20	32	25	28
Cemetery Acreage Maintained:				
Pilgrim Home Cemetery	55.3	55.3	55.3	55.3
Graafschap Cemetery	16.3	16.3	16.3	16.3
Grave Inventory:				
Pilgrim Home Cemetery				
- Plotted and Available for Sale	4,221	6,086	6,016	5,946
- Plotted, Sold, and Available for Burials	8,144	7,945	7,855	7,755
- Unplotted (future expansion)	3,846	3,846	3,846	3,846
Total Unoccupied Inventory	16,211	17,877	17,717	17,547
Graafschap Cemetery				
- Plotted and Available for Sale	649	624	649	624
- Plotted, Sold, and Available for Burials	2,975	2,957	2,932	2,897
- Unplotted (future expansion)	0	0	0	0
Total Unoccupied Inventory	3,624	3,581	3,581	3,521
Niche Sales				
Pilgrim Home Cemetery	0	0	1	5
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	491	491	490	485

LEISURE & CULTURAL SERVICES GROUP

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

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 219,186	\$ 213,715	\$ 215,800	\$ 225,400
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	56,346	37,876	16,897	21,600
Funding Requirement - General Operating Revenues	182,269	161,221	223,058	217,059
TOTAL SOURCES	\$ 457,801	\$ 412,812	\$ 455,755	\$ 464,059

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 182,536	\$ 161,751	\$ 172,900	\$ 177,600
* Benefits - To Include NonWorking Wages	70,995	51,189	52,700	49,400
* Mandatory Employer Costs	19,714	17,360	20,100	20,700
Other Current Expenditures -				
* Supplies / Maintenance	39,073	38,053	39,640	40,500
* Contractual	45,226	53,555	56,300	58,100
* Other	100,257	90,904	114,115	117,759
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 457,801	\$ 412,812	\$ 455,755	\$ 464,059

- - STAFFING - -

Personnel Services Total Amount	\$ 273,245	\$ 230,300	\$ 245,700	\$ 247,700
Full-Time Positions	3.15	3.15	2.40	2.40
Part-Time Positions @ F.T.E.	1.95	2.25	2.80	2.80

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Perpetual Care Fund

DEPARTMENT MISSION STATEMENT

To meet state statute requirements and to build a continuing growth fund for perpetual care of the 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 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 26,000	\$ 30,800	\$ 28,000	\$ 29,600
Interest & Rents	56,711	38,038	16,970	21,639
Transfers In	1,862	1,862	1,862	1,862
TOTAL SOURCES	\$ 84,573	\$ 70,700	\$ 46,832	\$ 53,101

FUNDING USES -

Other Current Expenditures				
* Other	\$ 300	\$ 1,225	\$ 300	\$ 300
Transfers Out	\$ 151,555	\$ 114,962	\$ 21,897	\$ 21,600
TOTAL USES	\$ 151,855	\$ 116,187	\$ 22,197	\$ 21,900

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (67,282)	\$ (45,487)	\$ 24,635	\$ 31,201
ENDING BALANCE -				
Designated / Reserves	\$ 1,411,567	\$ 1,441,142	\$ 1,468,842	\$ 1,496,542
Undesignated / Unreserved	127,130	52,068	49,003	52,504
TOTAL FUND EQUITY	\$ 1,538,697	\$ 1,493,210	\$ 1,517,845	\$ 1,549,046

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Gardens

DEPARTMENT 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 2012

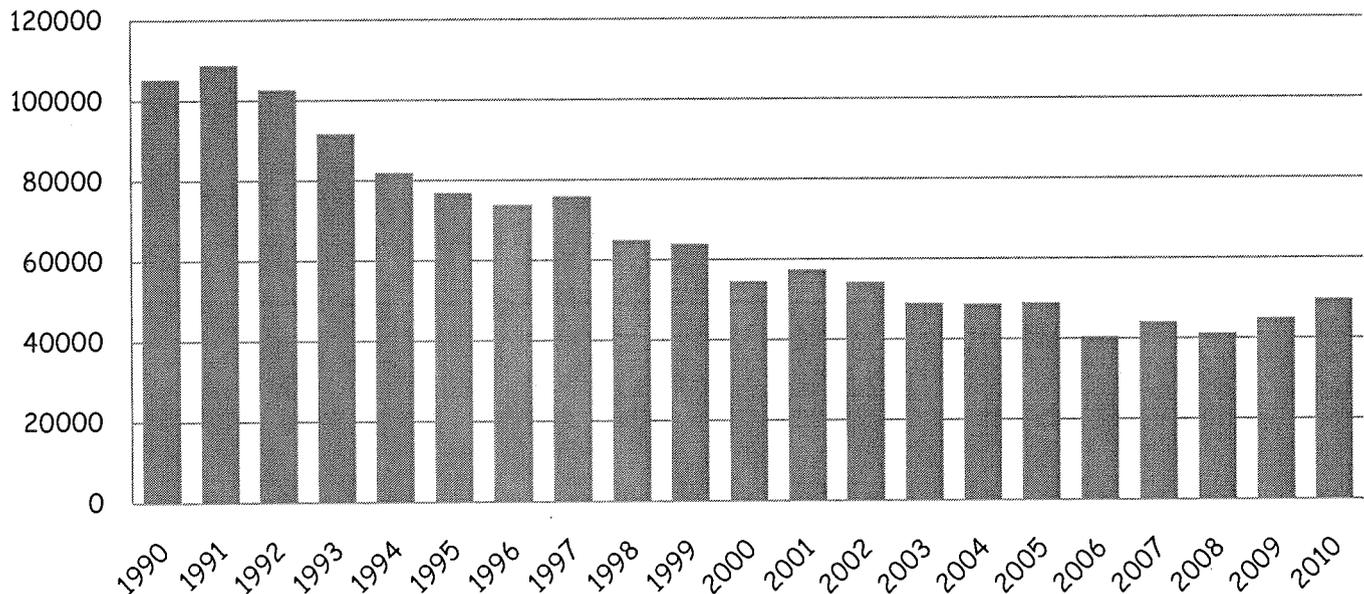
- * To work closely with the Holland area tourism organizations, including the Tulip Time Festival and the Holland Area Convention and Visitors Bureau, to promote attendance at Windmill Island Gardens. (On-going)
- * To apply greater effort to increase group advertising by placing ads in magazines and newspapers throughout the State of Michigan and Chicago area as well as hotel guest directories, campgrounds, and State Park publications. (On-going)
- * To increase attendance by 10% above prior year's attendance. (July 2012)
- * To renegotiate the concession agreements. (February 2012)
- * To continue implementing Windmill Island Gardens Improvement plan for buildings and grounds; to complete the landscaping project as a result of the installation of the steel seawall along the eastern side of the Island by the spring of 2011; and to install a new observation deck on "de Zwaan" Windmill. This project has been postponed due to budget issues and the bank erosion and the steel seawall installation project. (Fall 2011)
- * To continue to integrate the Park of Park Plan and the Macatawa Greenway Master plan into Windmill Island Gardens by connecting it to the Paw-Paw Park and Window-on-the-Waterfront Park. (June 2012)
- * To continue to organize and improve The Historic Dutch Trade Fair. (On-going)
- * To continue to rent out The Celebration Pavilion for weddings, corporate picnics and special events. The goal is to reach 35 events. (On-going)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
REGULAR PAID VISITORS				
Total number of paid visitors (excluding spec. events)	45,016	49,798	51,000	51,000
Percentage of visitors from Michigan	55%	52%	50%	50%
Percentage fo visitors from out of State	45%	48%	50%	50%
Total number of bus group	181	222	230	230
Visitors during Tulip Time dates only (including above)	21,027	18,310	22,000	23,000
UNPAID VISITORS				
Total local visitors, free admission during opening hours	7,553	5,917	7,000	7,000
Visitors Community Day	2,000	200	2,000	200
WEDDING & FACILITY RENTAL				
Number of weddings	37	34	35	35
Number of events	3	1	3	3
Number of gress visited Windmill Island through rentals	5,927	7,184	7,300	7,500

Windmill Island Yearly Attendance



LEISURE & CULTURAL SERVICES GROUP

**WINDMILL ISLAND GARDENS FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 348,561	\$ 358,957	\$ 356,550	\$ 370,300
Interest & Rents	104,270	97,442	92,967	96,700
Other	(80,606)	500	825	200
Transfers In - Capital Project Funds	- 0 -	48,148	588,586	190,000
Transfers In - General Fund	195,567	150,521	175,864	161,688
TOTAL SOURCES	\$ 567,792	\$ 655,568	\$ 1,214,792	\$ 818,888

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 339,449	\$ 322,781	\$ 330,800	\$ 329,300
* Benefits - Includes NonWorking Wages	40,112	41,845	39,600	45,000
* Mandatory Employer Costs	32,746	33,169	36,200	38,100
Other Current Expenses:				
* Supplies / Maintenance	84,458	76,584	88,527	90,900
* Contractual	45,800	45,671	51,300	51,000
* Other	84,231	73,715	72,529	74,588
Capital Outlay	19,364	73,986	595,836	190,000
Debt Service Payments				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 646,160	\$ 667,751	\$ 1,214,792	\$ 818,888

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 67,841	\$ 61,467	\$ 68,000	\$ 70,000
----------------------	-----------	-----------	-----------	-----------

(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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (126,845)	\$ 336	\$ 527,836	\$ 120,000
ENDING BALANCE -				
Designated / Reserved:	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved:	822,257	822,593	1,350,429	1,470,429
FUND EQUITY - END OF YEAR	\$ 822,257	\$ 822,593	\$ 1,350,429	\$ 1,470,429

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ (12,184)	\$ -0-	\$ -0-
ENDING BALANCE	\$ 12,184	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -				
Personnel Services Total Amount	\$ 412,307	\$ 397,795	\$ 406,600	\$ 412,400
Full-Time Positions	2.00	2.00	2.00	2.05
Part-Time Positions @ F.T.E.	12.15	12.15	11.55	11.55

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Herrick District Library Taxation Fund

FUND MISSION STATEMENT

Provide accurate and efficient accounting mechanism for recording City of Holland annual property taxes designated for Herrick District Library operations and debt service; to include levy amounts, receivables, collections and distributions

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 1,558,058	\$ 1,496,632	\$ 1,376,940	\$ 1,318,770
TOTAL SOURCES	\$ 1,558,058	\$ 1,496,632	\$ 1,376,940	\$ 1,318,770

FUNDING USES -

Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,558,151	\$ 1,496,026	\$ 1,377,761	\$ 1,318,770
TOTAL USES	\$ 1,558,151	\$ 1,496,026	\$ 1,377,761	\$ 1,318,770

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (93)	\$ 606	\$ (821)	\$ -0-
ENDING BALANCE -				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	292	898	77	77
TOTAL FUND EQUITY	\$ 292	\$ 898	\$ 77	\$ 77

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks & Cemeteries Employees Benefit Fund

DEPARTMENT MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Park and Cemetery Divisions, and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 516	\$ 375	\$ 600	\$ 600
Interest & Rents	8	7	4	4
TOTAL SOURCES	\$ 524	\$ 382	\$ 604	\$ 604

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 489	\$ 212	\$ 500	\$ 600
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 489	\$ 212	\$ 500	\$ 600

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 35	\$ 170	\$ 104	\$ 4
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	210	380	484	488
TOTAL FUND EQUITY	\$ 210	\$ 380	\$ 484	\$ 488

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 170	\$ 104	\$ 4
ENDING BALANCE	\$ 210	\$ 380	\$ 484	\$ 488

- - STAFFING - -

Positions: Not Applicable

In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines. Activities reflected above for FY2009 and FY2010 took place when the fund was classified as a Special Revenue Fund.

LEISURE & CULTURAL SERVICES GROUP

**BI-CENTENNIAL CELEBRATION FUND
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 291	\$ 210	\$ -0-	\$ -0-
Transfers In	-0-	-0-	-0-	-0-
TOTAL SOURCES	\$ 291	\$ 210	\$ -0-	\$ -0-

FUNDING USES -

Transfers Out	\$ -0-	\$ 8,473	\$ -0-	\$ -0-
TOTAL USES	-0-	8,473	-0-	-0-

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 291	\$ (8,263)	\$ -0-	\$ -0-
ENDING BALANCE -				
Designated / Reserves	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Undesignated / Unreserved	8,263	-0-	-0-	-0-
TOTAL FUND EQUITY	\$ 8,263	\$ -0-	\$ -0-	\$ -0-

- - STAFFING - -

Positions: Not Applicable

NOTE: At the close of FY-2010 this fund was closed into the Specified Donations Fund where it will continue to be accounted for separately and earn interest annually in compliance with GASB54.

LEISURE & CULTURAL SERVICES GROUP

**FOOD STAMP NUTRITION EDUCATION GRANT FUND
- REFERENCE: U. S. DEPT OF AGRICULTURE
(A SPECIAL REVENUE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,151	\$ -0-	\$ -0-	\$ -0-
TOTAL SOURCES	\$ 2,151	\$ -0-	\$ -0-	\$ -0-

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,151	\$ -0-	\$ -0-	\$ -0-
Transfers Out	-0-	-0-	-0-	-0-
TOTAL USES	\$ 2,151	\$ -0-	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - 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 2012

- * 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Total attendance at museums	24,660	10,241	14,000	18,000
Education tours participation	4,615	2,752	3,000	4,500
Memberships	775	576	625	675

LEISURE & CULTURAL SERVICES GROUP

**HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 6,000	\$ 3,000	\$ 6,000	\$ 6,000
Charges for Services	52,277	36,788	47,600	50,600
Rental Income:				
* Armory	- 0 -	1,000	4,000	4,000
* Other Than Armory	17,700	19,770	12,000	14,500
Investment Income (Net of Market)	(118,646)	40,576	38,924	38,924
Other:				
* Capital Campaign Contributions	23,144	27,909	- 0 -	- 0 -
* Other Private Contributions	329,944	271,369	283,383	327,100
* Armory Renovation Contributions	- 0 -	- 0 -	- 0 -	- 0 -
* Recovery Insurance Settlement	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	257,000	247,620	235,239	235,239
TOTAL SOURCES	\$ 567,419	\$ 648,032	\$ 627,146	\$ 676,363
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 281,554	\$ 283,631	\$ 308,247	\$ 331,600
* Benefits - To Include NonWorking Wages	18,992	47,229	22,934	27,220
* Mandatory Employer Costs	24,060	35,966	33,456	33,200
Other Current Expenditures -				
* Supplies / Maintenance	64,669	101,782	55,000	48,000
* Contractual	125,981	55,579	41,200	41,200
* Other	124,034	83,614	126,385	157,219
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Armory Renovations	178,285	130,259	40,790	10,000
Capital Assets - Cappon House	52,410	- 0 -	35,638	30,000
Capital Outlay	18,355	- 0 -	2,000	- 0 -
TOTAL USES	\$ 888,340	\$ 738,060	\$ 665,650	\$ 678,439

ALTERNATIVE PRESENTATION OF FUNDING USES				
CURRENT OPERATIONS:				
* Holland Historical Trust	\$ 570,002	\$ 523,756	\$ 591,060	\$ 630,139
* Armory	207,948	156,704	74,590	48,300
OTHER APPLIED PURPOSES:				
* Conservation/Acquisition	- 0 -	- 0 -	- 0 -	- 0 -
* Capital / Collections / Donated Facil.	110,390	57,600	- 0 -	- 0 -
TOTAL USES	\$ 888,340	\$ 738,060	\$ 665,650	\$ 678,439

(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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 148,626	\$ 148,391	\$ 148,000	\$ 148,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (238,852)	\$ (108,160)	\$ (110,076)	\$ (110,076)
ENDING BALANCE -				
Non-Expendable	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Investment in Fixed Assets	2,266,509	2,248,377	2,176,805	2,068,805
Expendable:				
* Designated Restrictions -				
Permanent	- 0 -	- 0 -	40,000	40,000
Temporary	635,931	450,743	303,015	263,015
Board of Directors	350,295	325,291	364,215	364,215
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	(64,002)	56,162	86,462	124,386
TOTAL FUND EQUITY	\$ 3,238,733	\$ 3,130,573	\$ 3,020,497	\$ 2,910,421

- - STAFFING - -

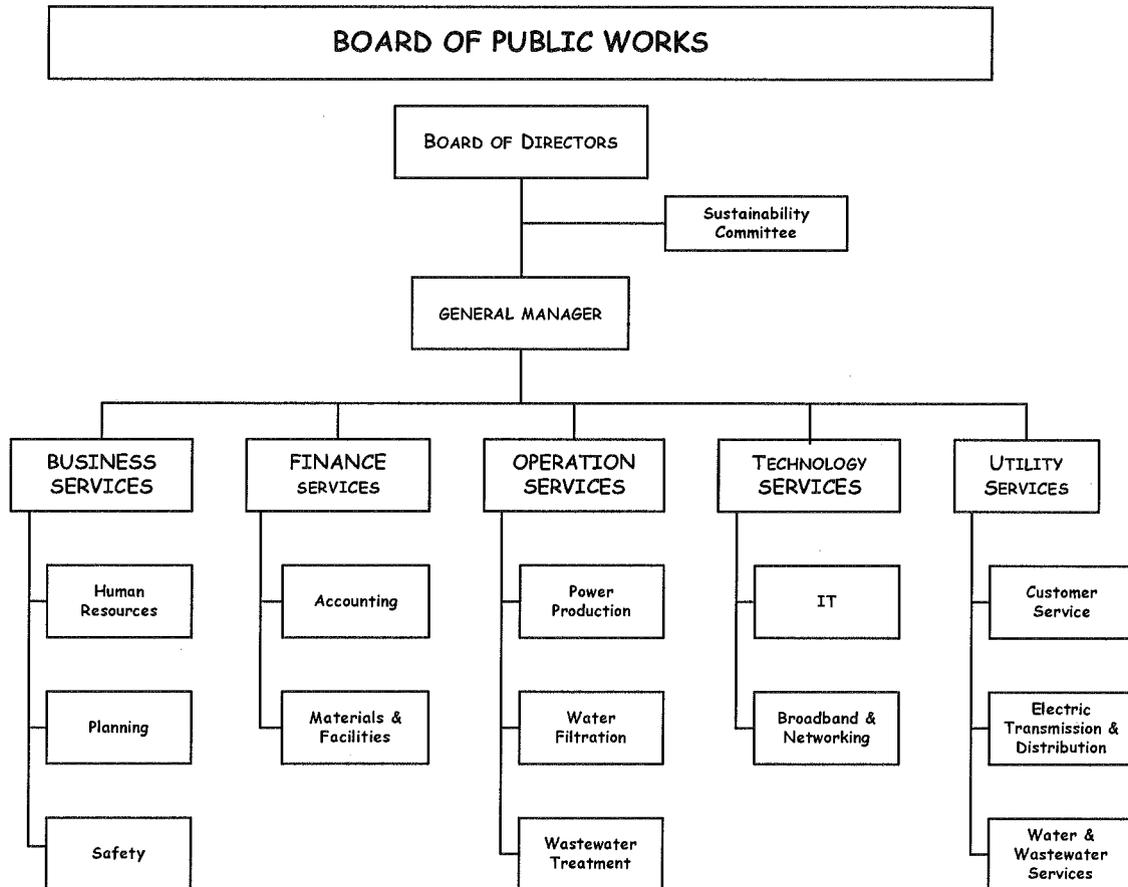
Personnel Services Total Amount	\$ 324,606	\$ 366,826	\$ 364,637	\$ 392,020
Full-Time Positions	6.00	6.00	6.00	6.00
Part-Time Positions @ F.T.E.	2.23	2.23	2.61	2.61

UTILITY SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

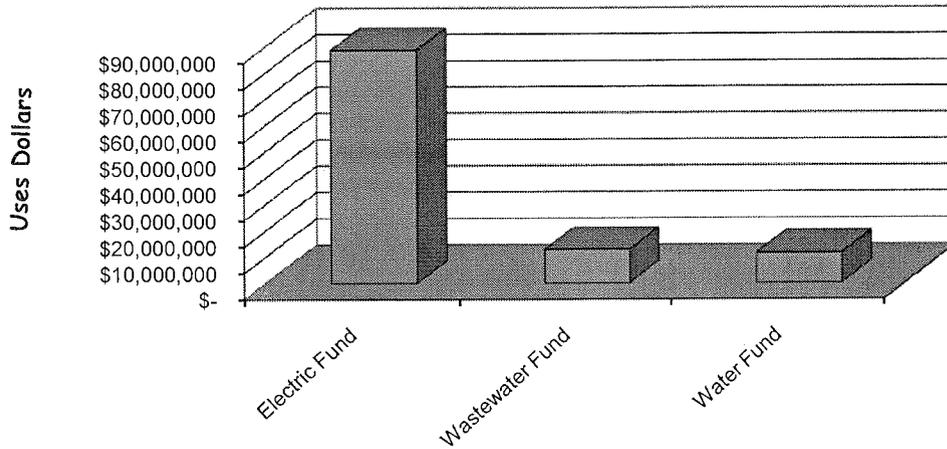
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

GROUP ORGANIZATIONAL STRUCTURE

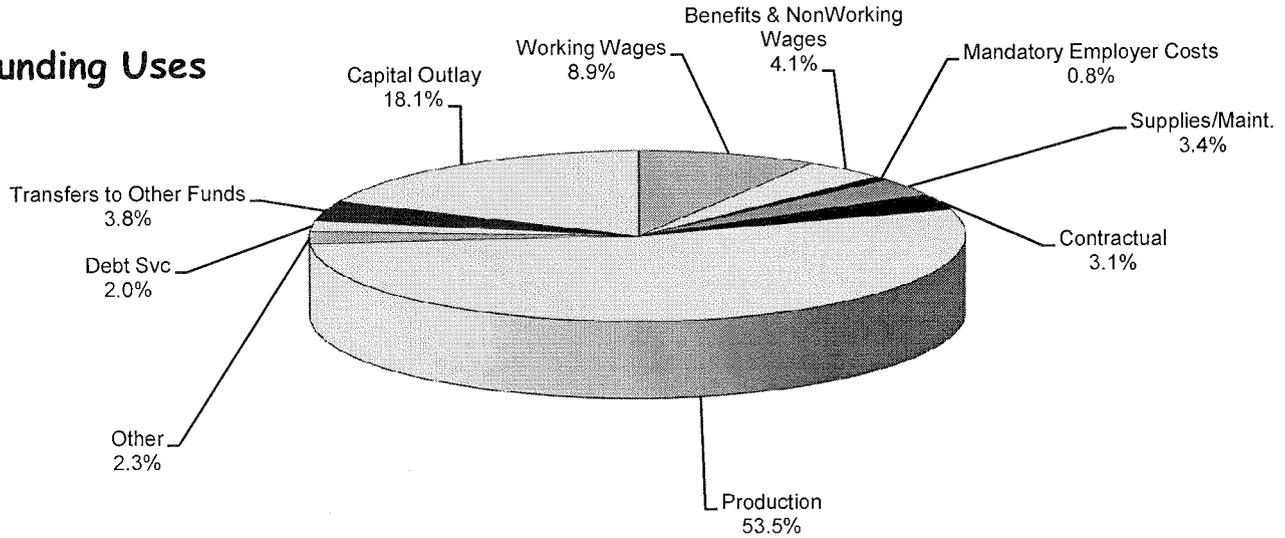


BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

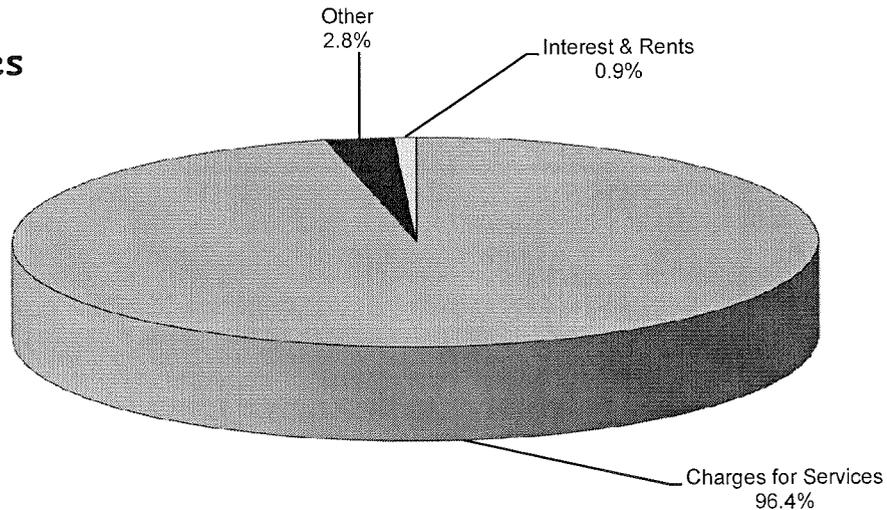
Total Uses By Department \$112,992,138



Funding Uses



Funding Sources



**UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	\$ 80,557,502	\$ 87,433,521	\$ 93,852,826	\$ 112,992,138
FUND TYPE - TOTALS	<u>\$ 80,557,502</u>	<u>\$ 87,433,521</u>	<u>\$ 93,852,826</u>	<u>\$ 112,992,138</u>
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	\$ 88,272,098	\$ 92,808,071	\$ 98,985,079	\$107,850,702
Interest & Rents	2,275,975	1,598,261	1,337,579	989,200
Other	162,673	494,397	119,941	3,081,980
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 90,710,746</u>	<u>\$ 94,900,729</u>	<u>\$100,442,599</u>	<u>\$ 111,921,882</u>
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 8,977,242	\$ 9,069,972	\$ 9,326,039	\$ 10,079,504
* Benefits - Incl NonWorking Wages	4,292,793	4,517,736	4,640,375	4,622,694
* Mandatory Employer Costs	849,502	858,293	870,025	870,975
Other Current Expenses -				
* Supplies / Maintenance	3,329,830	2,820,560	3,411,896	3,814,604
* Contractual	2,773,487	3,720,760	4,161,333	3,502,477
* Utility Production	48,850,770	47,591,520	52,134,551	60,454,407
* Other	702,172	1,999,438	1,519,562	2,626,357
Capital Outlays	4,571,002	10,818,841	11,549,858	20,457,790
Debt Service Payments -				
* Principal Maturities	1,336,000	1,394,000	1,443,500	1,505,000
* Interest & Fee Payments	890,704	843,201	794,087	751,290
Transfers Out	3,984,000	3,799,200	4,001,600	4,307,040
TOTAL USES	<u>\$ 80,557,502</u>	<u>\$ 87,433,521</u>	<u>\$ 93,852,826</u>	<u>\$ 112,992,138</u>
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 11,390,580	\$ 10,978,260	\$ 11,559,996	\$ 10,948,000
Amortization Expense	\$ 76,081	\$ 71,768	\$ 68,254	\$ 66,091
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	\$ 14,119,537	\$ 14,446,001	\$ 14,836,439	\$ 15,573,173
* Full-Time Positions	186.00	183.00	182.00	180.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
Peak kW	204,920	207,850	214,000	223,000
Total Number of Customers	27,514	27,518	27,518	27,546
kWh Sales Total	916,726,321	914,651,927	975,548,451	1,056,163,281
Revenue per unit	0.0807	0.0860	0.0854	0.0864
Cost per unit	0.0741	0.0750	0.0760	0.0779
Res. Avg.usage - kWh per month	604.9	602.6	651.5	662.4
<u>KWH Sales</u>				
Residential	165,507,164	164,897,024	176,975,666	179,630,301
Commercial	345,688,198	324,593,197	329,139,789	334,076,886
Industrial	401,925,864	421,567,774	465,851,040	538,856,229
Street Lighting	3,605,095	3,581,956	3,581,956	3,599,865
Total	916,726,321	914,639,951	975,548,451	1,056,163,281

Operational Activity	FY-11 Projected			FY-12 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY	235,552	\$ 8,949,913	\$ 38.00	201,261	\$ 9,769,515	\$ 48.54	-14.56%	9.16%	27.76%
Purchases	408,361	22,759,916	55.73	530,682	27,453,478	51.73	29.95%	20.62%	-7.18%
CT #6, 7,8,9	36,144	2,361,421	65.33	33,742	2,145,366	63.58	-6.65%	-9.15%	-2.68%
Belle River	251,492	5,576,422	22.17	250,116	6,645,711	26.57	-0.55%	19.18%	19.83%
Campbell	80,581	1,857,252	23.05	76,482	2,088,062	27.30	-5.09%	12.43%	18.45%
Subtotal	1,012,130	\$ 41,504,924	\$ 41.01	1,092,283	\$ 48,102,132	\$ 44.04	7.92%	15.90%	7.39%
<u>CAPACITY</u>									
Belle River		\$ 5,631,369			\$ 6,477,564			15.03%	
Campbell		1,829,700			2,366,201			29.32%	
TOTAL	1,012,130	\$ 48,965,993	\$ 48.38	1,092,283	\$ 56,945,897	\$ 52.13	7.92%	16.30%	7.76%

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)

ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 75,542,980	\$ 78,626,666	\$ 83,340,022	\$ 91,394,310
Interest & Rents	1,664,031	1,239,101	1,120,857	854,100
Other	3,211	14,036	18,280	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 77,210,222	\$ 79,879,803	\$ 84,479,159	\$ 92,248,410

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,559,954	\$ 5,715,458	\$ 5,788,533	\$ 6,212,645
* Benefits - Incl NonWorking Wages	2,541,393	2,758,726	2,801,382	2,881,812
* Mandatory Employer Costs	513,633	530,932	532,768	530,362

Other Current Expenses -

* Supplies / Maintenance	2,133,898	1,757,269	2,318,253	2,421,268
* Contractual	2,155,478	2,988,463	3,489,303	2,705,150
* Electric Utility Production	46,246,907	45,120,941	49,585,561	57,647,041
* Other	370,609	1,714,398	1,268,035	2,154,204

Capital Outlays	1,650,880	4,438,532	5,939,660	9,855,065
-----------------	-----------	-----------	-----------	-----------

Debt Service Payments -

* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -

Transfers Out	3,984,000	3,799,200	4,001,600	4,307,040
---------------	-----------	-----------	-----------	-----------

TOTAL USES	\$ 65,156,752	\$ 68,823,919	\$ 75,725,095	\$ 88,714,587
-------------------	----------------------	----------------------	----------------------	----------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 8,381,476	\$ 8,028,247	\$ 8,325,996	\$ 7,723,000
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 5,322,874	\$ 7,466,169	\$ 6,367,728	\$ 5,665,888
ENDING BALANCE -				
Designated / Reserved	\$ 5,087,657	\$ 5,023,761	\$ 4,577,680	\$ 5,073,999
Undesignated / Unreserved	156,708,324	164,238,389	171,052,198	176,221,767
TOTAL FUND EQUITY	<u>\$ 161,795,981</u>	<u>\$ 169,262,150</u>	<u>\$ 175,629,878</u>	<u>\$ 181,295,766</u>
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 12,293,380	\$ 9,200,145	\$ 3,037,504
ENDING BALANCE	<u>\$ 88,736,722</u>	<u>\$ 101,030,102</u>	<u>\$ 110,230,247</u>	<u>\$ 113,267,751</u>
- - STAFFING - -				
Personnel Services Total Amount	\$ 8,614,980	\$ 9,005,116	\$ 9,122,683	\$ 9,624,819
* Full-Time Positions	104.00	103.00	100.00	102.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Total gallons treated (mg)	3,823	3,326	3,026	3,176
Total number of customers	12,142	12,169	12,151	12,273
CCU Sales (Retail only)	1,518,583	1,471,748	1,468,668	1,485,306
Revenue per unit (Retail)	2.220	2.671	2.858	2.856
Cost per unit (All units)	2.214	2.159	2.295	2.443
Res. Avg. usage - CCU per month	5.5	5.4	5.4	5.4
CCU Sales (Wholesale)	2,159,884	2,077,670	1,971,685	2,040,144
Revenue per unit (Wholesale)	0.884	1.060	1.275	1.286
<u>CCU Sales</u>				
Residential	681,172	679,565	669,051	673,092
Commercial	650,537	620,162	610,229	623,665
Industrial	186,874	172,021	189,388	188,550
Wholesale	2,159,884	2,077,670	1,971,685	2,040,144
Total	3,678,467	3,549,418	3,440,353	3,525,450

**UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

**WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 6,879,378	\$ 7,852,375	\$ 8,454,843	\$ 8,805,031
Interest & Rents	508,652	290,505	158,273	99,600
Other	54,051	61,065	(921)	56,980
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 7,442,081</u>	<u>\$ 8,203,945</u>	<u>\$ 8,612,195</u>	<u>\$ 8,961,611</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,869,857	\$ 1,814,094	\$ 1,872,453	\$ 2,103,231
* Benefits - Incl NonWorking Wages	968,219	951,649	989,973	954,378
* Mandatory Employer Costs	186,056	177,870	181,658	186,502

Other Current Expenses -

* Supplies / Maintenance	672,220	606,427	621,320	758,986
* Contractual	319,238	400,603	357,379	420,957
* Wastewater Utility Production	2,020,304	1,919,649	1,964,208	2,154,264
* Other	209,086	168,102	138,696	275,309

Capital Outlays

	1,174,118	3,078,641	3,078,974	5,219,250
--	-----------	-----------	-----------	-----------

Debt Service Payments -

* Principal Maturity Payments	546,000	574,000	598,500	630,000
* Interest & Fee Payments	165,053	141,701	118,812	92,179

Transfers Out

	- 0 -	- 0 -	- 0 -	- 0 -
--	-------	-------	-------	-------

TOTAL USES	<u>\$ 8,130,151</u>	<u>\$ 9,832,736</u>	<u>\$ 9,921,973</u>	<u>\$ 12,795,056</u>
------------	---------------------	---------------------	---------------------	----------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 1,701,017	\$ 1,624,317	\$ 1,770,996	\$ 1,759,000
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (700,200)	\$ 368,302	\$ 565,469	\$ 225,574
ENDING BALANCE -				
Designated / Reserved	\$ 4,555,796	\$ 5,369,632	\$ 951,529	\$ 970,560
Undesignated / Unreserved	43,864,553	43,419,019	48,402,591	48,609,134
FUND EQUITY - END OF YEAR	\$ 48,420,349	\$ 48,788,651	\$ 49,354,120	\$ 49,579,694

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (1,336,042)	\$ 3,108,325	\$ (3,852,476)
ENDING BALANCE	\$ 15,541,213	\$ 14,205,171	\$ 17,313,496	\$ 13,461,020

- - STAFFING - -

Personnel Services Total Amount	\$ 3,024,132	\$ 2,943,613	\$ 3,044,084	\$ 3,244,111
* Full-Time Positions	49.00	46.00	48.00	45.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Peak (MG)	26,086	25,336	26,603	27,933
Gallons Treated (MG)	3,992	3,826	3,944	4,003
Total number of customers	13,134	13,182	13,155	13,168
CCU Sales (Retail only)	2,847,450	2,683,045	2,664,364	2,689,393
Revenue per unit (Retail only)	1.258	1.523	1.782	1.783
Cost per unit	1.167	1.072	1.101	1.181
RES. Avg. usage - CCU per month	8.54	8.14	8.23	8.29
CCU Sales (Wholesale)	2,368,534	2,239,990	2,439,861	2,416,085
Revenue per unit (Wholesale)	0.076	0.813	0.835	0.809
<u>CCU Sales</u>				
Residential	1,061,879	1,019,266	1,025,326	1,037,510
Commercial/Industrial	1,164,965	1,125,654	1,168,229	1,167,141
Industrial	620,606	538,125	470,810	484,742
Resales	2,368,534	2,239,990	2,439,861	2,416,085
Total	5,215,984	4,923,035	5,104,225	5,105,478

**UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)**

**WATER UTILITY FUND
(AN ENTERPRISE FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 5,849,740	\$ 6,329,030	\$ 7,190,214	\$ 7,651,361
Interest & Rents	103,292	68,655	58,449	35,500
Other	105,411	419,296	102,582	25,000
Other - Bond Proceeds	- 0 -	- 0 -	- 0 -	3,000,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 6,058,443	\$ 6,816,981	\$ 7,351,245	\$ 10,711,861

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,547,431	\$ 1,540,420	\$ 1,665,053	\$ 1,763,628
* Benefits - Incl NonWorking Wages	783,181	807,361	849,020	786,504
* Mandatory Employer Costs	149,813	149,491	155,599	154,111

Other Current Expenses -

* Supplies / Maintenance	523,712	456,864	472,323	634,350
* Contractual	298,771	331,694	314,651	376,370
* Water Utility Production	583,559	550,930	584,782	653,102
* Other	122,477	116,938	112,831	196,844

Capital Outlays

1,746,004	3,301,668	2,531,224	5,383,475
-----------	-----------	-----------	-----------

Debt Service Payments -

* Principal Maturity Payments	790,000	820,000	845,000	875,000
* Interest & Fee Payments	725,651	701,500	675,275	659,111

Transfers Out

- 0 -	- 0 -	- 0 -	- 0 -
-------	-------	-------	-------

TOTAL USES	\$ 7,270,599	\$ 8,776,866	\$ 8,205,758	\$ 11,482,495
-------------------	---------------------	---------------------	---------------------	----------------------

NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 1,308,087	\$ 1,325,696	\$ 1,463,004	\$ 1,466,000
Amortization Expense	\$ 44,850	\$ 40,537	\$ 37,023	\$ 34,860

(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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (29,089)	\$ 795,550	\$ 1,021,684	\$ 986,981
ENDING BALANCE -				
Designated / Reserved	\$ 3,352,267	\$ 2,306,874	\$ 4,368,074	\$ 2,633,396
Undesignated / Unreserved	22,596,877	24,437,820	23,398,304	26,119,963
TOTAL FUND EQUITY	<u>\$ 25,949,144</u>	<u>\$ 26,744,694</u>	<u>\$ 27,766,378</u>	<u>\$ 28,753,359</u>

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (760,541)	\$ (2,915,713)	\$ 964,044
ENDING BALANCE	\$ 5,484,238	\$ 4,723,697	\$ 1,807,984	\$ 2,772,028

- - STAFFING - -

Personnel Services Total Amount	\$ 2,480,425	\$ 2,497,272	\$ 2,669,672	\$ 2,704,243
* Full-Time Positions	33.00	34.00	34.00	33.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

	FY-2010 Final <u>Actual</u>	FY-2011 Approved <u>Budget</u>	FY-2011 Final Revised <u>Estimate</u>	FY-2012 Approved <u>Budget</u>
Fuel & Purchased Power	44,209,338	43,800,715	48,985,993	56,945,896
Wages & Benefits	14,446,256	16,938,205	14,833,006	15,652,206
Allocated Labor	(464,543)	(342,181)	(447,037)	(371,434)
Interest on Bonds	914,992	860,122	862,364	817,382
Contribution to City	3,799,200	4,001,600	4,001,600	4,307,040
Depreciation	10,978,260	11,066,194	11,559,996	10,948,000
Remaining Expenses	12,387,246	13,048,703	12,691,757	13,744,352
Total BPW	86,270,749	89,373,358	92,487,679	102,043,442

Detail of Remaining Expenses

Maintenance Supplies / Services	1,753,837	2,469,332	2,319,806	2,224,485
Property / Liability Insurance	946,018	1,021,948	945,638	981,577
Chemicals - WWTP/ PP/ WTP	930,521	1,163,086	976,865	1,129,031
Production Electricity - WWTP/ WTP	808,187	909,974	848,085	880,192
Bio-Solids Disposal - WWTP	642,776	730,000	649,940	726,002
Electric Subs O & M	147,267	211,250	159,859	215,000
Computer Software / Service Fees	303,244	454,294	280,604	418,910
Other Employee Cost	472,988	593,976	414,887	620,841
Flyash Disposal - PP	199,369	266,673	225,674	236,963
Electric System Supplies / Maintenance	242,173	333,000	280,732	315,200
Legal / Professional / Consulting	1,753,644	587,000	2,220,514	1,171,767
Tree Trimming	372,441	450,000	367,009	450,000
Facilities Electricity	206,094	202,825	192,353	213,200
Other Outside Services	288,874	226,322	284,738	358,296
Vehicles	291,081	336,019	284,969	333,977
Facilities Gas Heating	90,347	170,606	94,804	148,040
Computer Hardware / Maintenance	83,521	161,000	87,216	203,257
Pollution Control - PP	85,025	103,690	55,455	83,400
Production Water - WWTP/ PP	124,615	112,500	175,315	155,500
Postage	169,455	177,665	160,496	175,940
Uncollectables	92,563	100,000	80,952	110,000
Other Electric Production - PP	381,465	137,880	19,840	141,400
Conservation Programs - Electric	650,448	1,190,867	842,838	1,519,060
Other Expenses	1,351,293	938,795	723,168	932,314
Total Remaining Expenses	12,387,246	13,048,702	12,691,757	13,744,352

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 2012

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.
- * Design new substation to provide reliable transmission to expand electric load in the northern area of the service territory.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ELECTRIC - -

	FY-2010 Final <u>Actual</u>	FY-2011 Approved <u>Budget</u>	FY-2011 Final Revised <u>Estimate</u>	FY-2012 Approved <u>Budget</u>
Payroll	4,455,265	4,420,187	4,465,963	4,652,700
Benefits	1,503,250	1,737,574	1,561,845	1,737,930
Subtotal	5,958,515	6,157,761	6,027,808	6,390,630
Purchased Power	33,603,264	32,914,628	37,674,713	45,031,014
Production and Supplies	11,513,172	11,698,527	11,906,730	12,610,875
Other Operating Expense	3,956,484	2,873,737	4,123,289	3,889,113
Maintenance Supplies	1,516,707	2,145,170	2,095,453	1,997,832
Vehicle Expense	192,199	217,537	173,262	207,217
Other Employee Costs	165,199	183,204	148,298	204,963
Facilities Expense	48,768	68,925	54,686	69,300
Subtotal	50,995,793	50,101,728	56,176,431	64,010,314
Allocated Labor	(430,177)	(321,898)	(397,394)	(339,256)
Subtotal w/ Allocated Labor	56,524,131	55,937,591	61,806,845	70,061,688
Depreciation	8,028,247	7,993,194	8,325,996	7,723,000
Interest Expense	23	0	23	0
Contribution to the City	3,799,200	4,001,600	4,001,600	4,307,040
Total	68,351,601	67,932,385	74,134,464	81,700,288

INTRODUCTION TO DEPARTMENT
BOARD OF PUBLIC WORKS UTILITIES SERVICES

Water

MISSION STATEMENT

WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WATER TRANSMISSION AND DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

ACTION PLAN FOR FISCAL YEAR 2012

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.
- * Add Filter Media to the Water Treatment Plant to meet specifications.

WATER TRANSMISSION AND DISTRIBUTION

- * To replace water mains in coordination with City street improvements.
 - Central, 8th to State Street;
 - 11th, Columbia to Lincoln Avenue;
 - Water Main Lining US31 and 48th Street;
 - To construct water transmission pipeline to connect with the Wyoming Water System to improve reliability.
- * 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-2010 Final <u>Actual</u>	FY-2011 Approved <u>Budget</u>	FY-2011 Final Revised <u>Estimate</u>	FY-2012 Approved <u>Budget</u>
Payroll	934,500	917,531	979,040	948,785
Benefits	362,028	417,727	388,955	398,771
Subtotal	1,296,528	1,335,258	1,367,995	1,347,556
Production and Supplies	549,152	722,389	583,050	650,859
Maintenance Supplies	230,222	310,802	261,063	295,900
Other Operating Expense	160,528	201,034	165,771	196,424
Facilities Expense	97,122	145,782	99,492	130,510
Vehicle Expense	28,263	29,188	32,901	35,270
Other Employee Costs	22,655	23,761	20,831	24,306
Subtotal	1,087,942	1,432,956	1,163,108	1,333,269
Allocated Labor	(32,300)	(17,384)	(47,847)	(15,973)
Subtotal w/ Allocated Labor	2,352,170	2,750,830	2,483,256	2,664,852
Depreciation	1,325,696	1,390,000	1,463,004	1,466,000
Interest Expense	742,037	712,298	712,298	693,971
Total	4,419,903	4,853,128	4,658,558	4,824,823

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 2012

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.
 - Central, 8th to State Street;
 - 11th, Columbia to Lincoln Avenue;
 - Ottawa, 31st to 32nd Avenue.
- * To plan and construct necessary sanitary sewer improvements to meet customer needs.
- * To make improvements to Lift Stations to upgrade operations and reliability.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WASTEWATER - -

	FY-2010 Final <u>Actual</u>	FY-2011 Approved <u>Budget</u>	FY-2011 Final Revised <u>Estimate</u>	FY-2012 Approved <u>Budget</u>
Payroll	1,166,762	1,268,448	1,195,210	1,291,979
Benefits	450,195	536,840	469,778	533,910
Subtotal	1,616,957	1,805,288	1,664,988	1,825,889
Production and Supplies	1,917,687	2,115,300	1,962,373	2,151,902
Maintenance Supplies	257,995	439,030	292,998	354,025
Other Operating Expense	254,366	294,690	219,771	290,795
Facilities Expense	158,735	161,140	157,662	174,750
Vehicle Expense	44,235	43,069	44,347	49,408
Other Employee Costs	20,700	18,900	14,016	30,690
Subtotal	2,653,718	3,072,129	2,691,167	3,051,570
Allocated Labor	(1,194)	(2,041)	(1,450)	(15,347)
Subtotal w/ Allocated Labor	4,269,481	4,875,376	4,354,705	4,862,112
Depreciation	1,624,317	1,683,000	1,770,996	1,759,000
Interest Expense	172,932	147,824	150,043	123,411
Total	6,066,730	6,706,200	6,275,744	6,744,523

INTRODUCTION TO DEPARTMENT
BOARD OF PUBLIC WORKS UTILITIES SERVICES

Administrative & General

MISSION STATEMENT

To satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount at the most reasonable price. To provide timely and accurate financial reporting along with special analyses as required for decision-making. To manage the external relations of the BPW including customer service, key accounts, public relations, customer rates and other marketing functions. To procure and inventory an appropriate supply of materials and equipment, to provide appropriate building and grounds maintenance of all BPW facilities. To provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 on using services efficiently is provided to all classes of customers.
- * 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 Metering Infrastructure (AMI) 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-2010 Final <u>Actual</u>	FY-2011 Approved <u>Budget</u>	FY-2011 Final Revised <u>Estimate</u>	FY-2012 Approved <u>Budget</u>
Payroll	4,087,595	4,416,000	4,255,890	4,444,399
Benefits	1,486,661	3,223,899	1,516,325	1,643,730
Subtotal	5,574,256	7,639,899	5,772,215	6,088,131
Other Operating Expense	939,702	1,076,711	806,143	1,137,723
Office Supplies	234,131	270,103	204,536	248,689
Other Employee Costs	264,434	368,111	231,742	360,882
Facilities Expense	172,603	201,874	172,065	195,536
Maintenance Supplies	221,876	279,580	198,099	310,185
Vehicle Expense	26,385	46,225	34,459	42,082
Subtotal	1,859,131	2,242,604	1,647,044	2,295,097
Allocated Labor	(872)	(858)	(346)	(858)
Total	7,432,515	9,881,645	7,418,913	8,382,370

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	8,619,108
Wastewater Fund	873,604
Water Fund	672,488

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -
FIVE-YEAR PROJECTION SUMMARY

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	6,057,325	7,794,669	7,483,094	6,155,051	4,713,222
Financed from Cash Reserves	3,238,890	42,205,331	(122,483,094)	78,844,949	55,286,778
Bond Issue Proceeds	- 0 -	- 0 -	200,000,000	- 0 -	- 0 -
	<u>9,296,215</u>	<u>50,000,000</u>	<u>85,000,000</u>	<u>85,000,000</u>	<u>60,000,000</u>
<u>Financing Applications:</u>					
Power Resources	4,913,590	32,500,000	55,250,000	55,250,000	39,000,000
Electric Transmission and Distribution & Allocated Adminin Projects	4,382,625	17,500,000	29,750,000	29,750,000	21,000,000
	<u>9,296,215</u>	<u>50,000,000</u>	<u>85,000,000</u>	<u>85,000,000</u>	<u>60,000,000</u>

WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)

<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	986,981	1,384,400	1,698,688	2,106,042	2,563,306
Financed from Cash Reserves	1,117,069	1,115,600	801,312	393,958	(63,306)
Bond Issue Proceeds	3,000,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>5,104,050</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	529,000	575,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	4,575,050	1,925,000	1,925,000	1,925,000	1,925,000
	<u>5,104,050</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	225,573	463,174	646,587	1,050,221	1,102,702
Financed from Cash Reserves	4,714,252	4,986,826	1,353,413	1,449,779	1,647,298
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>4,939,825</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	2,492,000	3,542,500	1,300,000	1,625,000	1,787,500
Wastewater Collection & Allocated Admin	2,447,825	1,907,500	700,000	875,000	962,500
	<u>4,939,825</u>	<u>5,450,000</u>	<u>2,000,000</u>	<u>2,500,000</u>	<u>2,750,000</u>

ADDITIONAL COMMENT:

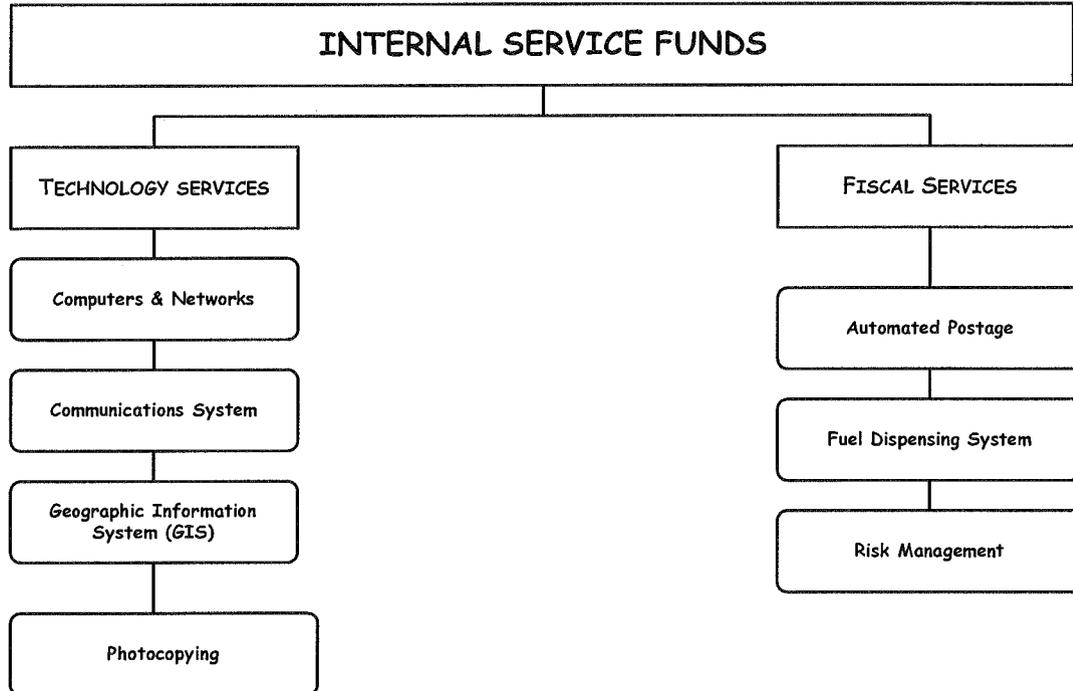
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

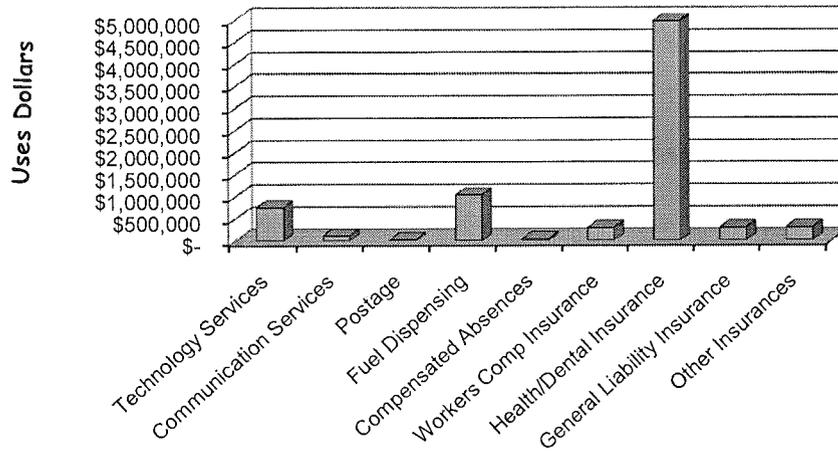
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account 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

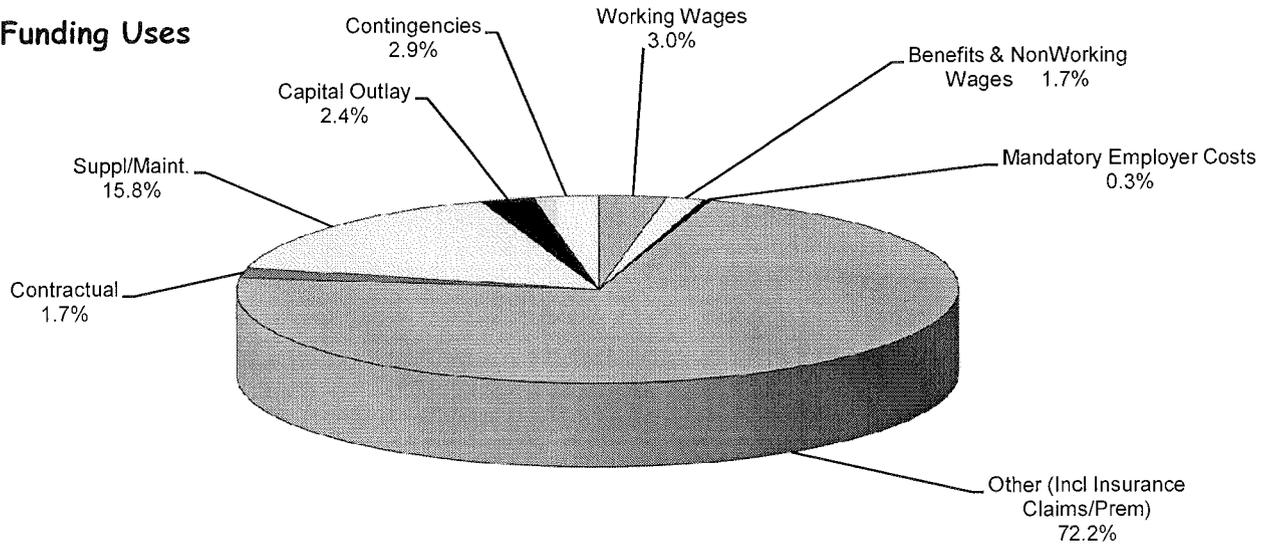


INTERNAL SERVICE FUNDS GROUP

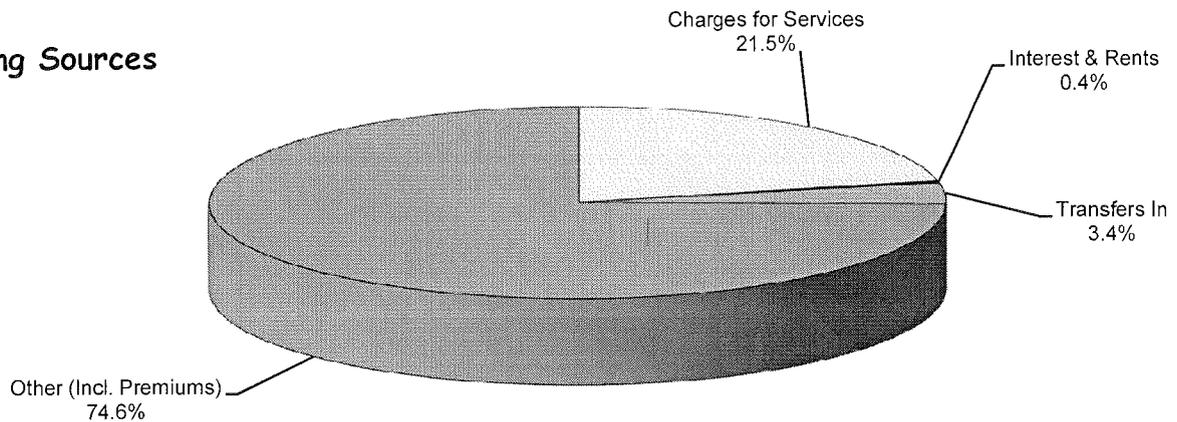
Total Uses By Department \$7,803,622



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	\$ 7,061,149	\$ 7,563,063	\$ 7,497,643	\$ 7,803,622
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	\$ 1,361,987	\$ 1,357,557	\$ 1,546,428	\$ 1,703,584
Interest & Rents	130,259	74,078	24,387	33,776
Other	4,982,354	5,672,859	6,170,894	5,898,600
Transfers In	- 0 -	- 0 -	175,000	100,000
TOTAL SOURCES	\$ 6,474,600	\$ 7,104,494	\$ 7,916,709	\$ 7,735,960
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 221,937	\$ 213,363	\$ 232,101	\$ 235,210
* Benefits - Includes NonWorking Wages	123,228	23,916	96,139	132,286
* Mandatory Employer Costs	21,007	22,247	24,400	24,750
Other Current Expenditures -				
* Supplies / Maintenance	929,813	904,124	1,073,335	1,232,393
* Contractual Expenditures	66,029	174,222	175,600	134,600
* Other	5,634,829	6,161,851	5,671,723	5,632,583
Capital Outlay	64,306	23,801	174,045	186,800
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	39,539	50,300	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	225,000
TOTAL USES	\$ 7,061,149	\$ 7,563,063	\$ 7,497,643	\$ 7,803,622
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 49,759	\$ 45,681	\$ 45,745	\$ 69,545
Loss on Disposal of Capital Asset	176,521	- 0 -	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 366,172	\$ 259,526	\$ 352,640	\$ 392,246
* Full-Time Positions	4.00	4.00	3.99	3.98
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Internal Service Funds - Technology Services Fund

FUND MISSION STATEMENT

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever changing informational needs of the City.

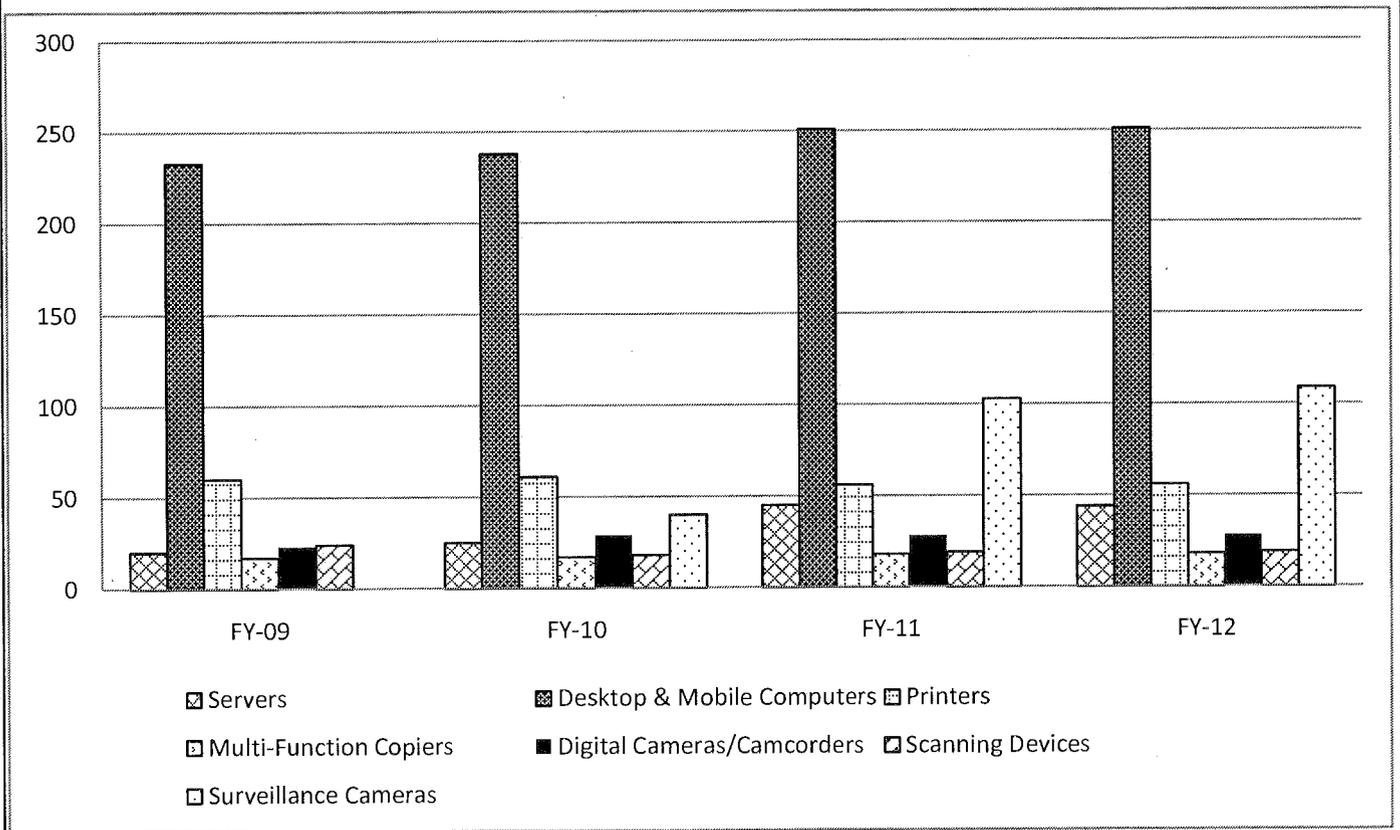
ACTION PLAN FOR FISCAL YEAR 2012

- * To update the City Hall network infrastructure to gigabit. (October 2011)
- * To increase efforts to provide end user training such as Word, Excel, Pictometry and First Look Pro. (March 2012)
- * To complete the new Finance system conversion. (June 2012)
- * To complete the BSA.net conversion. (December 2011)
- * To continue the server consolidation / Green Effort. (June 2012)
- * To build more redundancy into City technology infrastructure; continue virtualization effort to minimize hardware downtime; and replace City Hall switches with consistent swappable models. (June 2012)
- * To enhance private wireless connections in City buildings such as City Hall, Transportation Services, Public Safety Services Department (Police and Fire Division facilities). (October 2011)
- * To implement the Cartegraph SignView application. (October 2011)
- * To implement an IT trouble ticket solution (Spiceworks). (December 2011)
- * To update the meeting room technology throughout City Hall. (June 2012)
- * To continue to explore ways to interact with citizens through technology. (December 2011)

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Servers	20	25	45	44
Desktop & Mobile Computers	233	238	251	251
Printers	60	61	56	56
Multi-Function Copiers	17	17	18	18
Digital Cameras/Camcorders	23	29	28	28
Scanning Devices	24	18	19	19
Surveillance Cameras	N/A	40	103	109
Copies (made on copiers & multifunction copiers)	1,025,324	1,040,762	937,000	937,000
Assessment Fee per Copy for All Sites	\$0.023	\$0.023	\$0.023	\$0.023



INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 511,675	\$ 555,971	\$ 514,958	\$ 518,550
Interest & Rents	12,239	7,712	2,500	2,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	175,000	100,000
TOTAL SOURCES	\$ 523,914	\$ 563,683	\$ 692,458	\$ 621,250

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 220,425	\$ 209,108	\$ 226,800	\$ 228,200
* Benefits - Includes NonWorking Wages	89,399	100,719	84,300	88,450
* Mandatory Employer Costs	19,263	20,010	20,300	20,650
Other Current Expenditures -				
* Supplies / Maintenance	162,913	171,547	159,496	178,400
* Contractual	10,218	11,225	19,700	16,200
* Other	30,149	29,858	36,454	37,050
Capital Outlay	64,306	23,801	174,045	166,800
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	15,000
TOTAL USES	\$ 596,673	\$ 566,268	\$ 721,095	\$ 750,750

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ 42,816	\$ 38,975	\$ 39,000	\$ 50,000
Loss on Disposal of Capital Asset	163,491	- 0 -	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP
TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (214,760)	\$ (17,759)	\$ 106,408	\$ (12,700)
ENDING BALANCE - (see note below)	<i>63,854 (Fund Equity Coming from Photocopy Fund FY08)</i>			
Designated / Reserves	\$ 270,000	\$ 270,000	\$ 240,000	\$ 115,000
Designated/Reserves-Copiers/Printers	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	151,354	133,595	270,003	382,303
TOTAL FUND EQUITY	<u>\$ 451,354</u>	<u>\$ 433,595</u>	<u>\$ 540,003</u>	<u>\$ 527,303</u>

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (2,587)	\$ 1,363	\$ (4,500)
ENDING BALANCE	<u>\$ 7,997</u>	<u>\$ 5,410</u>	<u>\$ 6,773</u>	<u>\$ 2,273</u>

- - STAFFING - -

Personnel Services Total Amount	\$ 329,087	\$ 329,837	\$ 331,400	\$ 337,300
* Full-Time Positions	4.00	4.00	3.99	3.98
* 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

Communications Services Fund

FUND MISSION STATEMENT

To provide telephone support for voice, data, and long distance services. This includes the operation, service, and evaluation of the equipment.

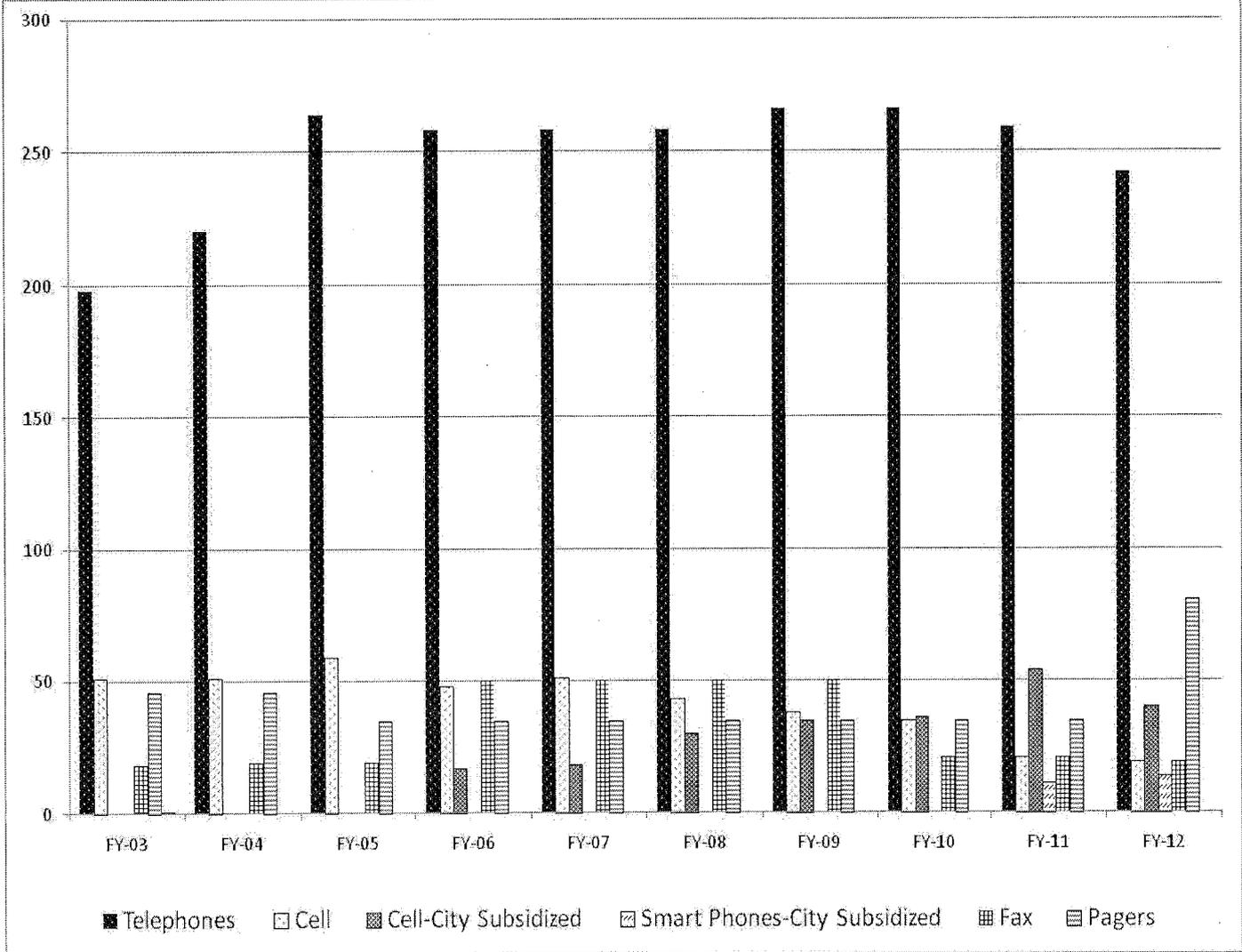
ACTION PLAN FOR FISCAL YEAR 2012

- * To implement the Macatawa Area Express (MAX) Public Transportation Authority phone system upgrade. (June 2012)
- * To evaluate alternatives and implement the City's Internet Protocol (IP) Phone System upgrade. (June 2012)

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Actual	FY-12 Projected
Regular Phones	344	344	329	312
Cell Phones	38	35	24	19
City-Subsidized Cell Phones	35	47	45	52
DSL Lines	1	1	1	1
FAX Machines	21	21	19	19
Pagers	35	35	26	21
Credit Card Validation Machines	8	8	8	8



INTERNAL SERVICE FUNDS GROUP
COMMUNICATION SERVICES FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 107,730	\$ 100,690	\$ 108,630	\$ 114,100
Interest & Rents	18	45	(47)	(20)
Other	1,000	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 108,748</u>	<u>\$ 100,735</u>	<u>\$ 108,583</u>	<u>\$ 114,080</u>
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	\$ 18,240	\$ 14,008	\$ 16,188	\$ 18,100
* Other	90,592	84,305	92,442	96,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 108,832</u>	<u>\$ 98,313</u>	<u>\$ 108,630</u>	<u>\$ 114,100</u>
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 4,398	\$ 4,161	\$ 4,200	\$ 17,000
Loss on Disposal of Capital Asset	7,546	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	<u>\$ (12,028)</u>	<u>\$ (1,739)</u>	<u>\$ (4,247)</u>	<u>\$ (17,020)</u>
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	30,160	28,421	24,174	7,154
TOTAL FUND EQUITY	<u>\$ 30,160</u>	<u>\$ 28,421</u>	<u>\$ 24,174</u>	<u>\$ 7,154</u>
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	\$ 2,422	\$ (47)	\$ (20)
ENDING BALANCE	<u>\$ 8,276</u>	<u>\$ 10,698</u>	<u>\$ 10,651</u>	<u>\$ 10,631</u>
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Postage Services Fund

FUND MISSION STATEMENT

Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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).
- * To utilize savings by discounting postage of 1st class mail pieces that are picked up daily by a mailing service courier.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
Postage and Service Charge Cost				
City Council	\$ 218	\$ 397	\$ 300	\$ 300
City Manager	375	234	300	300
Elections	2,932	2,105	2,400	2,400
Finance Office	5,462	5,183	5,200	5,200
Independent Audit	128	104	100	100
Property Assessing Office	1,161	997	1,000	1,000
City Clerk	1,324	1,286	1,200	1,200
Personnel Office	136	80	100	100
Treasurer's Office	1,039	776	800	800
Volunteer Services	135	43	0	0
Planning Office	309	554	500	500
Fire	0	0	150	200
Environmental Health/Inspections	1,523	1,389	1,200	1,200
Environmental Health/Rental Housing	2,452	2,552	2,300	2,300
Environmental Health/Construction Inspections	603	650	1,000	1,000
Community Services	339	160	0	100
Human Relations Office	277	445	400	400
Ourstreet/Neighborhood Liaison Program	147	154	200	200
Historic District Commission	233	218	200	200
Parks	0	0	50	50
Brownfield	0	25	150	100
Mainstreet/DDA	166	15	0	50
Principal Shopping District	90	45	50	50
Dangerous Structures	0	254	300	300
Solid Waste Recycling	73	83	150	100
Municipal Airport	36	121	50	50
Technology Services	5	4	0	0
CDBG-Administration	256	213	400	300
CDBG-Rehab	102	290	300	300
Windmill Island	309	466	300	300
Transportation Facility	744	630	700	700
Total	\$ 20,574	\$ 19,473	\$ 19,800	\$ 19,800
Mail Piece Count				
City Hall	37,247	33,853	34,000	34,000
Transportation Center	1,428	1,213	1,300	1,300
Total	38,675	35,066	35,300	35,300

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 20,574	\$ 20,473	\$ 19,200	\$ 19,200
Interest & Rents	35	38	7	21
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 20,609	\$ 20,511	\$ 19,207	\$ 19,221

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 19,141	\$ 16,807	\$ 17,200	\$ 17,200
* Other	1,034	2,977	2,000	2,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 20,175	\$ 19,784	\$ 19,200	\$ 19,200

NON-CASH CHARGES (CREDITS) - For Info Only

Depreciation Expense	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Loss on Disposal of Capital Asset	5,484	- 0 -	- 0 -	- 0 -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,050)	\$ 727	\$ 7	\$ 21
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	7,201	7,928	7,935	7,956
TOTAL FUND EQUITY	\$ 7,201	\$ 7,928	\$ 7,935	\$ 7,956

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 727	\$ 7	\$ 21
ENDING BALANCE	\$ 7,201	\$ 7,928	\$ 7,935	\$ 7,956

- - STAFFING - -

Positions: Not Applicable

Note - A portion of the working capital is Postage Inventory. At the close of FY2010 this amount was \$3,403.

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 2012

- * To maintain the fuel system to meet all environmental requirements.
- * To continue to build a reserve for equipment replacement from per gallon surcharges assessed. The per gallon surcharge was increased in October 2010 from \$0.01 to \$0.11 per gallon in order to escalate the accumulation of reserves anticipated to be needed for replacement of the underground fuel storage tanks within the next two years. A preliminary needs assessment and engineering study is anticipated to occur in FY2012.
- * 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 two year trial period, which ends in the fall of 2011, 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 \$0.078506 throughout FY 2012 which will be adjusted to final actual overhead costs at fiscal year end.

* Historical actual per gallon overhead charge:

FY11	\$0.073429 (estimated)	FY05	\$0.032683	FY99	\$0.046777
FY10	\$0.057317	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

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected		FY-12 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	2,134.0	2,066.8	2,131.3		2,131.3	
Board of Public Works	30,784.8	28,546.4	28,163.9		28,163.9	
Street Vehicle & Equipment	4,567.8	5,945.3	5,701.0		5,701.0	
Centralized Vehicle & Equipment	71,890.1	70,726.3	69,979.8		69,979.8	
Windmill Island	420.8	307.5	324.2		324.2	
Subtotal City of Holland	109,797.5	107,592.3	106,300.2	63.89%	106,300.2	63.89%
MAX Transportation Authority	14,976.5	33,398.3	50,422.3	30.31%	50,422.3	30.31%
Holland Public Schools	12,231.7	10,635.5	9,655.7	5.80%	9,655.7	5.80%
Total Combined Gallons of Gasoline Dispensed	137,005.7	151,626.1	166,378.2	100.00%	166,378.2	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	5,364.3	3,991.5	3,527.5		3,527.5	
Board of Public Works	13,301.7	12,575.0	11,544.4		11,544.4	
Street Vehicle & Equipment	41,791.2	29,055.3	31,377.6		31,377.6	
Centralized Vehicle & Equipment	5,410.9	5,334.4	4,635.9		4,635.9	
Windmill Island	503.5	353.6	411.5		411.5	
Subtotal City of Holland	66,371.6	51,309.8	51,496.9	32.73%	51,496.9	32.73%
MAX Transportation Authority	98,582.7	72,109.3	74,182.2	47.15%	74,182.2	47.15%
Holland Public Schools	33,753.1	31,940.8	31,666.8	20.13%	31,666.8	20.13%
Total Combined Gallons of Diesel Dispensed	198,707.4	155,359.9	157,345.9	100.00%	157,345.9	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	0.0	1,267.2	1,793.8		1,793.8	
Board of Public Works	0.0	1,099.9	1,353.2		1,353.2	
Street Vehicle & Equipment	0.0	1,617.2	2,565.3		2,565.3	
Subtotal City of Holland	0.0	3,984.3	5,712.3	41.15%	5,712.3	41.15%
MAX Transportation Authority	0.0	10,059.6	8,168.5	58.85%	8,168.5	58.85%
Holland Public Schools	0.0	0.0	0.0	0.00%	0.0	0.00%
Total Combined Gallons of Biodiesel Dispensed	0.0	14,043.9	13,880.8	100.00%	13,880.8	100.00%
Total City of Holland Gallons	176,169.1	162,886.4	163,509.4	48.43%	163,509.4	48.43%
Total MAX Transportation Authority Gallons	113,559.2	115,567.2	132,773.0	39.33%	132,773.0	39.33%
Total Holland Public Schools Gallons	45,984.8	42,576.3	41,322.5	12.24%	41,322.5	12.24%
Combined Total Gallons	335,713.1	321,029.9	337,604.9	100.00%	337,604.9	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

	FY-09 Actual	FY-10 Actual	FY-11 Projected		FY-12 Projected	
Administrative and Operational Activities						
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	2,134.0	2,066.8	2,131.3	2.00%	2,131.3	2.00%
Board of Public Works	30,784.8	28,546.4	28,163.9	26.49%	28,163.9	26.49%
Street Vehicle & Equipment	4,567.8	5,945.3	5,701.0	5.36%	5,701.0	5.36%
Centralized Vehicle & Equipment	71,890.1	70,726.3	69,979.8	65.83%	69,979.8	65.83%
Windmill Island	420.8	307.5	324.2	0.30%	324.2	0.30%
Subtotal City of Holland	109,797.5	107,592.3	106,300.2	100.00%	106,300.2	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	5,364.3	3,991.5	3,527.5	6.85%	3,527.5	6.85%
Board of Public Works	13,301.7	12,575.0	11,544.4	22.42%	11,544.4	22.42%
Street Vehicle & Equipment	41,791.2	29,055.3	31,377.6	60.93%	31,377.6	60.93%
Centralized Vehicle & Equipment	5,410.9	5,334.4	4,635.9	9.00%	4,635.9	9.00%
Windmill Island	503.5	353.6	411.5	0.80%	411.5	0.80%
Subtotal City of Holland	66,371.6	51,309.8	51,496.9	100.00%	51,496.9	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	0.0	1,267.2	1,793.8	31.40%	1,793.8	31.40%
Board of Public Works	0.0	1,099.9	1,353.2	23.69%	1,353.2	23.69%
Street Vehicle & Equipment	0.0	1,617.2	2,565.3	44.91%	2,565.3	44.91%
Subtotal City of Holland	0.0	3,984.3	5,712.3	100.00%	5,712.3	100.00%
Total City of Holland Gallons	176,169.1	162,886.4	163,509.4	100.00%	163,509.4	100.00%
Gallons of Fuel (All Types) Dispensed:						
Fire Department	7,498.3	7,325.5	7,452.6	4.56%	7,452.6	4.56%
Board of Public Works	44,086.5	42,221.3	41,061.5	25.11%	41,061.5	25.11%
Street Vehicle & Equipment	46,359.0	36,617.8	39,643.9	24.25%	39,643.9	24.25%
Centralized Vehicle & Equipment	77,301.0	76,060.7	74,615.7	45.63%	74,615.7	45.63%
Windmill Island	924.3	661.1	735.7	0.45%	735.7	0.45%
Total City of Holland Gallons	176,169.1	162,886.4	163,509.4	100.00%	163,509.4	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 722,008	\$ 680,423	\$ 903,640	\$ 1,051,734
Interest & Rents	525	648	227	575
TOTAL SOURCES	\$ 722,533	\$ 681,071	\$ 903,867	\$ 1,052,309
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,512	\$ 1,523	\$ 2,301	\$ 3,410
* Benefits - Includes NonWorking Wages	805	820	1,239	1,836
Other Current Expenditures -				
* Supplies / Maintenance	709,510	666,636	860,451	998,693
* Contractual	888	1,413	2,000	1,500
* Other	4,326	5,831	7,677	8,133
Capital Outlay	- 0 -	- 0 -	- 0 -	20,000
TOTAL USES	\$ 717,041	\$ 676,223	\$ 873,668	\$ 1,033,572
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ 2,545	\$ 2,545	\$ 2,545	\$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 2,947	\$ 2,303	\$ 27,654	\$ 36,192
ENDING BALANCE -				
Designated / Reserves	\$ 66,988	\$ 71,836	\$ 102,035	\$ 120,772
Undesignated / Unreserved	10,820	8,275	5,730	23,185
TOTAL FUND EQUITY	\$ 77,808	\$ 80,111	\$ 107,765	\$ 143,957
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-----	- 0 -	- 0 -	- 0 -
ENDING BALANCE	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
- - STAFFING - -				
Positions: Not Applicable				
ADDITIONAL NOTE:				
The time of certain positions listed under "Staffing" for <u>General Fund - Finance and General Fund - Treasurer</u> is charged, in small part, to this fund.				

INTERNAL SERVICE FUNDS GROUP

- SUMMARY OF RISK MANAGEMENT -

SUMMARY OF ALL FUNDS WHICH FOLLOW

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 117,442	\$ 65,635	\$ 21,700	\$ 30,500
Other	4,948,357	5,751,956	6,161,894	5,858,600
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 5,065,799	\$ 5,817,591	\$ 6,183,594	\$ 5,889,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ 2,732	\$ 3,000	\$ 3,600
* Benefits - Includes NonWorking Wages	27	1,474	1,600	2,000
* Mandatory Employer Costs	1,744	2,237	4,100	4,100
Other Current Expenditures -				
* Supplies / Maintenance	20,009	35,126	20,000	20,000
* Contractual	54,923	161,584	153,900	116,900
* Other	5,508,728	6,038,880	5,533,150	5,489,400
Transfers Out	- 0 -	39,539	50,300	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	210,000
TOTAL USES	\$ 5,585,431	\$ 6,281,572	\$ 5,766,050	\$ 5,846,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (519,632)	\$ (463,981)	\$ 417,544	\$ 43,100
ENDING BALANCE -				
Designated / Reserves	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	3,296,146	2,832,165	3,249,709	3,292,809
TOTAL FUND EQUITY	\$ 3,326,146	\$ 2,862,165	\$ 3,279,709	\$ 3,322,809

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (463,981)	\$ 417,544	\$ 43,100
ENDING BALANCE	\$ 3,296,146	\$ 2,832,165	\$ 3,249,709	\$ 3,292,809

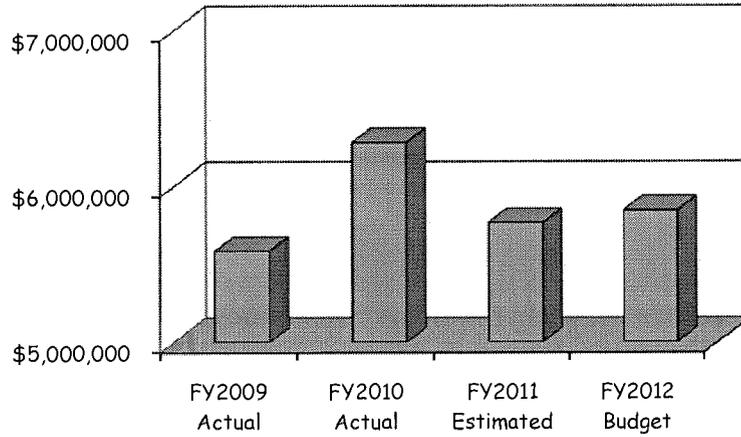
- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

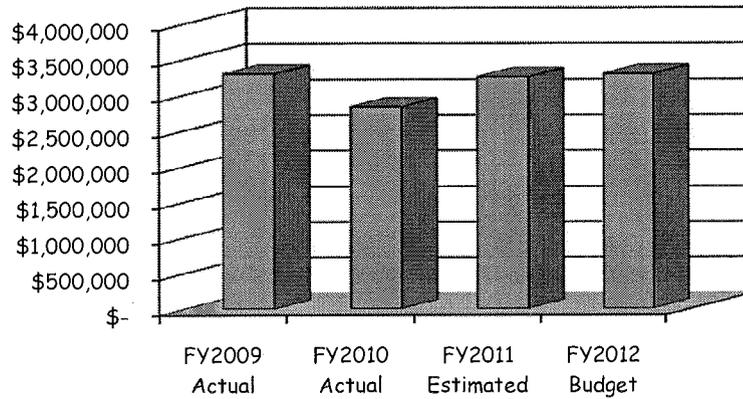
Total Uses

FY2012 Budget - \$5,846,000



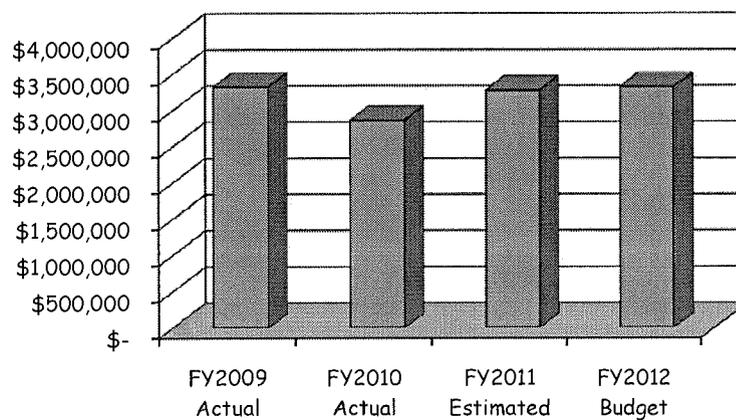
Ending Working Capital

FY2012 Budget \$3,292,809



Ending Fund Equity/Reserves

FY2012 Budget \$3,322,809



INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Workers Compensation Insurance Fund

FUND MISSION STATEMENT

Provide a workers compensation insurance program with the intent to reduce annual costs to the City of Holland, reduce job related injuries and assure that retention costs for all self-funded claims are properly funded.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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. The goal for FY 12 will be to reduce claims to a level below the average claims experienced over the past five (5) years.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - WORKERS COMP INSURANCE - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>WORKER COMP CLAIMS</u>				
- Number of Claims Filed	46	49	55	50
- Number of Claims Filed Resulting In Lost Work Days	1	4	4	2
- Number of Scheduled Work Days Paid	23	134	115	30
<u>COMMERCIAL INSURANCE PREMIUM EXPERIENCE:</u>				
Insurance Premiums Paid	\$ 239,969	\$ 256,470	\$ 250,000	\$ 255,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	- 0 -	- 0 -	47,271	- 0 -
Net Commercial Policy Premiums Payment Experience	\$ 239,969	\$ 256,470	\$ 297,271	\$ 255,000
<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	\$ 35,669	\$ 25,913	\$ 25,000	\$ 25,000
- for Indemnity				
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(27,858)	(31,074)	(25,000)	(25,000)
Net Self-Funded Claims Payment Experience	\$ 7,811	\$ (5,161)	\$ - 0 -	\$ - 0 -
TOTAL PREMIUMS & SELF-FUNDED CLAIMS EXPERIENCE	\$ 247,780	\$ 251,309	\$ 297,271	\$ 255,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 14,881	\$ 10,244	\$ 5,600	\$ 7,500
Other	275,529	329,659	291,688	266,000
TOTAL SOURCES	\$ 290,410	\$ 339,903	\$ 297,288	\$ 273,500

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ 200	\$ 200
* Other	275,639	282,373	276,000	281,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	\$ 275,639	\$ 282,373	\$ 276,200	\$ 291,200

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 14,771	\$ 57,530	\$ 21,088	\$ (17,700)
ENDING BALANCE -				
Designated / Reserves	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Undesignated / Unreserved	428,734	486,264	507,352	489,652
TOTAL FUND EQUITY	\$ 438,734	\$ 496,264	\$ 517,352	\$ 499,652

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 57,530	\$ 21,088	\$ (17,700)
ENDING BALANCE	\$ 428,734	\$ 486,264	\$ 507,352	\$ 489,652

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Disability / Income Protection Insurance Fund

FUND MISSION STATEMENT

Provide a comprehensive self-funded insurance program that provides employees with partial income protection in the event of extended absence from work due to prolonged illness or injury. The self-funded plan is meant to assure a reasonably adequate fund balance to meet potential claims, and to reduce the commercial insurance premium costs by procuring claims protection only for employee absences that extend beyond one year.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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.

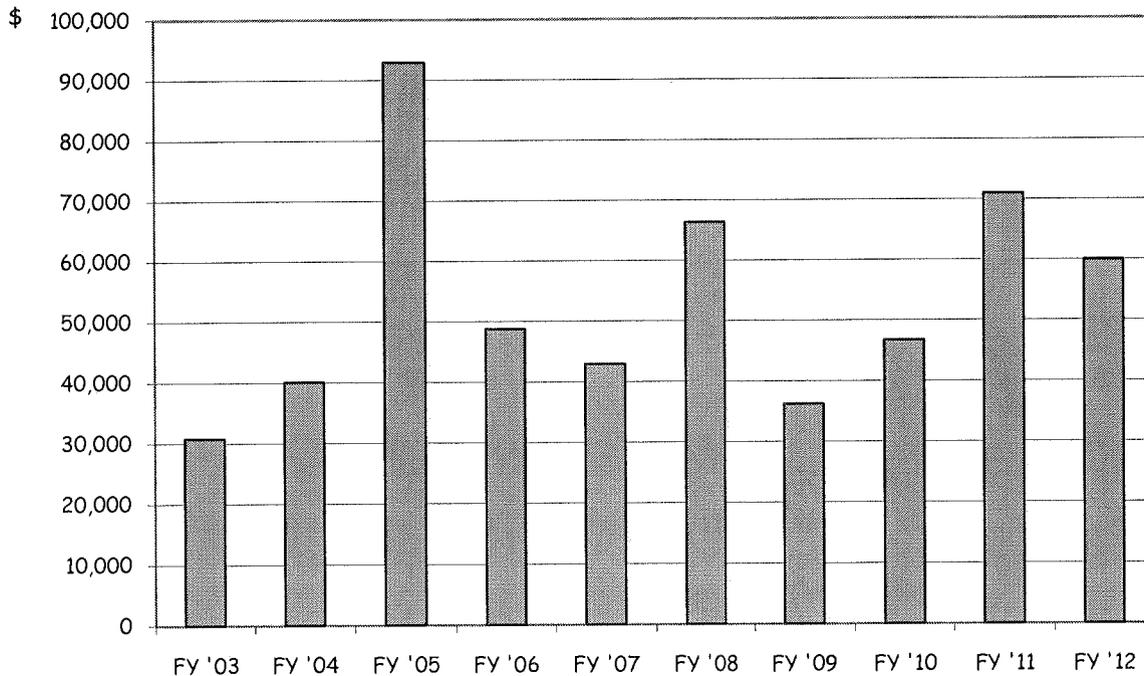
- * To purchase a commercial insurance policy that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

Administrative and Operational Activities	FY-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS</u>				
* Short-term Disability - Self-Funded	4	9	10	8
* Long-term Disability - Commercial Policy	0	0	0	0
<u>DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID</u>				
* Short-term Disability - Self-Funded Plan	344	446	1,164	500
* Long-term Disability - Commercial Policy	0	0	0	0
<u>DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE</u>				
* Short-term Disability - Self-Funded Claims Payments	\$ 36,231	\$ 46,743	\$ 71,000	\$ 60,000
* Long-term Disability Premiums - Commercial Policy	26,508	26,000	26,000	26,000
	\$ 62,739	\$ 72,743	\$ 97,000	\$ 86,000

Short Term Disability Payments



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 4,995	\$ 4,931	\$ 2,700	\$ 3,600
Other	110,726	111,465	108,300	108,300
TOTAL SOURCES	\$ 115,721	\$ 116,396	\$ 111,000	\$ 111,900

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs	\$ 1,690	\$ 2,163	\$ 4,000	\$ 4,000
Other Current Expenditures -				
* Other	62,739	73,250	97,000	86,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 64,429	\$ 75,413	\$ 101,000	\$ 90,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 51,292	\$ 40,983	\$ 10,000	\$ 21,900
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	173,439	214,422	224,422	246,322
TOTAL FUND EQUITY	\$ 173,439	\$ 214,422	\$ 224,422	\$ 246,322

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 40,983	\$ 10,000	\$ 21,900
ENDING BALANCE	\$ 173,439	\$ 214,422	\$ 224,422	\$ 246,322

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Health/Dental Insurance Fund

FUND MISSION STATEMENT

Provide a self-funded insurance program that provides a means for improving the accountability of employee/retiree health and dental insurance claims; and to better control claims and administrative overhead costs paid by the City of Holland. The self-funded plan is meant to provide the employees and retirees with quality coverage; to assure an adequate fund balance to meet potential claims up to the specific stop loss limit; and to protect against possible catastrophic losses by providing adequate aggregate stop-loss commercial insurance coverage.

ACTION PLAN FOR FISCAL YEAR 2012

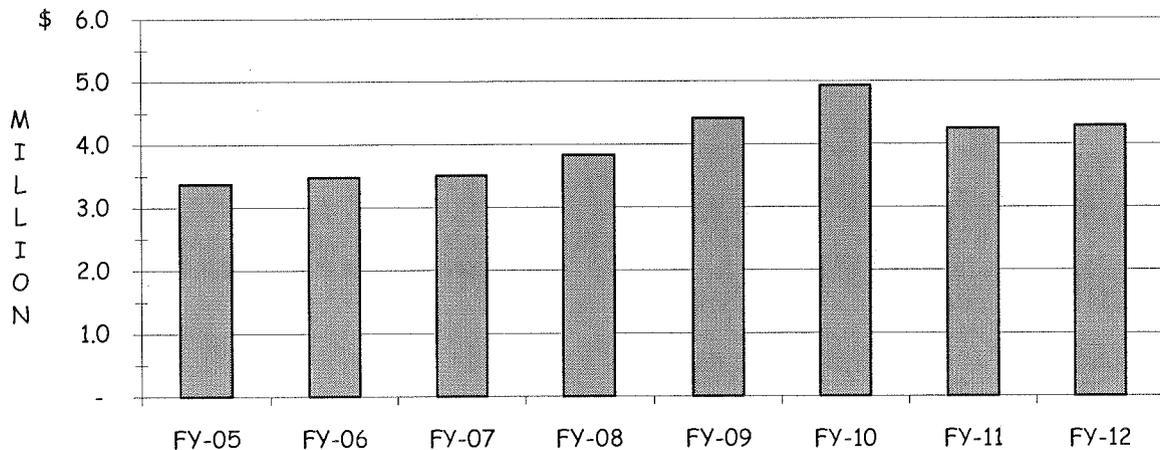
- * To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by employees, retirees, and family members.
- * To provide for specific and aggregate stop-loss commercial insurance coverage when claims exceed the designated risk retention thresholds.
- * 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
NUMBER OF INDIVIDUAL CONTRACTS	451	444	454	455
<u>SELF-FUNDED RETENTION LIMITS:</u>				
- for Specific (each individual contract)	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
- for Aggregate (combined total for all contracts)	4,817,692	4,526,328	4,449,189	4,600,000
<u>PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES</u>				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	\$ 284,607	\$ 329,408	\$ 321,800	\$ 269,000
- for Claims Administration Fees	139,570	145,621	277,000	279,000
- Total Payments for Premiums and Fees	\$ 424,177	\$ 475,029	\$ 598,800	\$ 548,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	\$ 4,411,462	\$ 4,934,657	\$ 4,251,100	\$ 4,286,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(42,909)	(228,430)	(460,000)	(50,000)
- Total Payments for Self-Funded Claims	\$ 4,368,553	\$ 4,706,227	\$ 3,791,100	\$ 4,236,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	\$ 46,767	\$ 23,223	\$ 50,050	\$ 25,800
Total Net Payment Experience	\$ 4,839,497	\$ 5,204,479	\$ 4,439,950	\$ 4,809,800

Self Funded Claims



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 64,680	\$ 29,452	\$ 6,300	\$ 8,800
Other	4,261,645	4,841,533	5,432,506	5,113,800
TOTAL SOURCES	\$ 4,326,325	\$ 4,870,985	\$ 5,438,806	\$ 5,122,600

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ 2,732	\$ 3,000	\$ 3,600
* Benefits-Includes NonWorking Wages	27	1,474	1,600	2,000
* Mandatory Employer Costs	54	74	100	100

Other Current Expenditures -

* Contractual	5,305	29,636	25,200	5,700
* Other	4,877,018	5,384,004	4,896,550	4,855,400
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	\$ 4,882,404	\$ 5,417,920	\$ 4,926,450	\$ 4,966,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (556,079)	\$ (546,935)	\$ 512,356	\$ 155,800
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,694,429	1,147,494	1,659,850	1,815,650
TOTAL FUND EQUITY	\$ 1,694,429	\$ 1,147,494	\$ 1,659,850	\$ 1,815,650

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (546,935)	\$ 512,356	\$ 155,800
ENDING BALANCE	\$ 1,694,429	\$ 1,147,494	\$ 1,659,850	\$ 1,815,650

- - 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 2012

- * 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 2011 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES</u>				
Number of Vehicles Insured for Liability	194	191	190	188
<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	\$ 112,524	\$ 113,242	\$ 96,900	\$ 98,000
Board of Public Works	26,680	22,832	34,862	35,000
Total Commercial Insurance Premiums	139,204	136,074	131,762	133,000
Self Funded Claims Paid	20,008	35,124	20,000	20,000
Total	\$ 159,212	\$ 171,198	\$ 151,762	\$ 153,000
Number of Vehicles Repaired	9	13	10	10
<p>Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.</p>				

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

VEHICLE INSURANCE FUND

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 5,371	\$ 3,961	\$ 1,500	\$ 2,300
Other	137,988	158,372	122,400	122,500
TOTAL SOURCES	\$ 143,359	\$ 162,333	\$ 123,900	\$ 124,800

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 20,009	\$ 35,126	\$ 20,000	\$ 20,000
* Other	112,524	113,242	96,900	98,000
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	\$ 132,533	\$ 148,368	\$ 116,900	\$ 143,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 10,826	\$ 13,965	\$ 7,000	\$ (18,200)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	206,107	220,072	227,072	208,872
TOTAL FUND EQUITY	\$ 206,107	\$ 220,072	\$ 227,072	\$ 208,872

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 13,965	\$ 7,000	\$ (18,200)
ENDING BALANCE	\$ 206,107	\$ 220,072	\$ 227,072	\$ 208,872

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Property Insurance Fund

FUND MISSION STATEMENT

Provide property insurance protection that includes:

- Indemnification to city-owned facilities and equipment through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses.
- Self-insurance reserves adequate for meeting potential risk retentions on claims.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 2011 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 Projected
<u>SELF-FUNDED INSURANCE - RETENTION LIMITS</u>				
Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Aggregate	372,500	372,500	372,500	372,500
<u>COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS</u>				
<u>BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -</u>				
Insurable Value - All Buildings and Other Property Items (Blanket)	\$ 498,151,189	\$ 515,394,417	\$ 533,737,614	\$ 550,000,000
Insurable Limits - Specifically Identified Property (per Underwriter)				
- Valuable Papers	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
- Extra Expense	500,000	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	1,000,000	1,000,000	1,000,000	1,000,000
- Floods & Earthquakes	6,000,000	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	\$ 25,517	\$ 16,975	\$ 7,000	\$ 5,000
Commercial Insurance Premiums				
General City	20,818	29,844	31,100	32,000
Board of Public Works	573,812	606,787	579,900	590,000
Total Commercial Insurance Premiums	594,630	636,631	611,000	622,000
Property Appraisals for Insurance Valuation Purposes	3,150	3,350	8,400	1,000
Total	\$ 623,297	\$ 656,956	\$ 626,400	\$ 628,000
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	6	6	4	4
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 17,080	\$ 11,786	\$ 5,300	\$ 7,500
Other	32,189	29,841	79,400	32,000
TOTAL SOURCES	\$ 49,269	\$ 41,627	\$ 84,700	\$ 39,500

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 4,145	\$ 9,998	\$ 8,500	\$ 1,000
* Other	46,335	46,815	38,100	37,000
Transfers Out	- 0 -	39,539	50,300	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	\$ 50,480	\$ 96,352	\$ 96,900	\$ 63,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (1,211)	\$ (54,725)	\$ (12,200)	\$ (23,500)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	481,046	426,321	414,121	390,621
TOTAL FUND EQUITY	\$ 481,046	\$ 426,321	\$ 414,121	\$ 390,621

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (54,725)	\$ (12,200)	\$ (23,500)
ENDING BALANCE	\$ 481,046	\$ 426,321	\$ 414,121	\$ 390,621

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: *General & Public Officials Liability Insurance Fund*

FUND MISSION STATEMENT

Provide liability insurance protection that includes indemnification against liability claims against the City of Holland through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 2011 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-09 Actual	FY-10 Actual	FY-11 Projected	FY-12 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 / 350,000	250 / 350,000	250 / 350,000
<u>PAYMENT EXPERIENCE SUMMARY:</u>				
Self-Funded Claims Paid to Claimant	\$ 791	\$ 6,551	\$ 5,000	\$ 5,000
Legal Fees - City Attorney	14,650	5,033	20,000	10,000
Legal Fees - Labor Attorney	28,326	116,917	100,000	100,000
Commercial Insurance Premiums				
General City	133,685	132,645	123,600	127,000
Board of Public Works *	372,733	429,310	281,600	290,000
Total for Commercial Premiums	506,418	561,955	405,200	417,000
Total	\$ 550,185	\$ 690,456	\$ 530,200	\$ 532,000
* Pollution Policy purchased in FY10 insures BPW for 3 years.				
<u>SELF-FUNDED CLAIMS</u>				
Number of Claims Paid	3	2	2	2
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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 10,435	\$ 5,261	\$ 300	\$ 800
Other	130,280	281,086	127,600	216,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 140,715	\$ 286,347	\$ 127,900	\$ 216,800

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 45,473	\$ 121,950	\$ 120,000	\$ 110,000
* Other	134,473	139,196	128,600	132,000
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	\$ 179,946	\$ 261,146	\$ 248,600	\$ 292,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (39,231)	\$ 25,201	\$ (120,700)	\$ (75,200)
ENDING BALANCE -				
Designated / Reserves	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Undesignated / Unreserved	312,391	337,592	216,892	141,692
TOTAL FUND EQUITY	\$ 332,391	\$ 357,592	\$ 236,892	\$ 161,692

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 25,201	\$ (120,700)	\$ (75,200)
ENDING BALANCE	\$ 312,391	\$ 337,592	\$ 216,892	\$ 141,692

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Compensated Absences Fund

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
- Payments in lieu of holiday (fire union)
- Paid Time Off (non-union)
- Unused sick leave payoff (police union)
- Vacation (police and fire union)

Mandatory employer costs and pension contribution costs that apply are also financed.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$ 32,997	\$ (79,097)	\$ 9,000	\$ 40,000
TOTAL SOURCES	\$ 32,997	\$ (79,097)	\$ 9,000	\$ 40,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ -0-	\$ -0-	\$ -0-	\$ -0-
* Benefits - Includes NonWorking Wages	32,997	(79,097)	9,000	40,000
* Mandatory Employer Costs	-0-	-0-	-0-	-0-
TOTAL USES	\$ 32,997	\$ (79,097)	\$ 9,000	\$ 40,000

- - FUND EQUITY - -

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

- - WORKING CAPITAL - -

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

- - CASH AND OFFSET LIABILITY - -

ENDING BALANCE	\$ 1,615,308	\$ 1,538,494	\$ 1,547,494	\$ 1,587,494
----------------	--------------	--------------	--------------	--------------

- - STAFFING - -

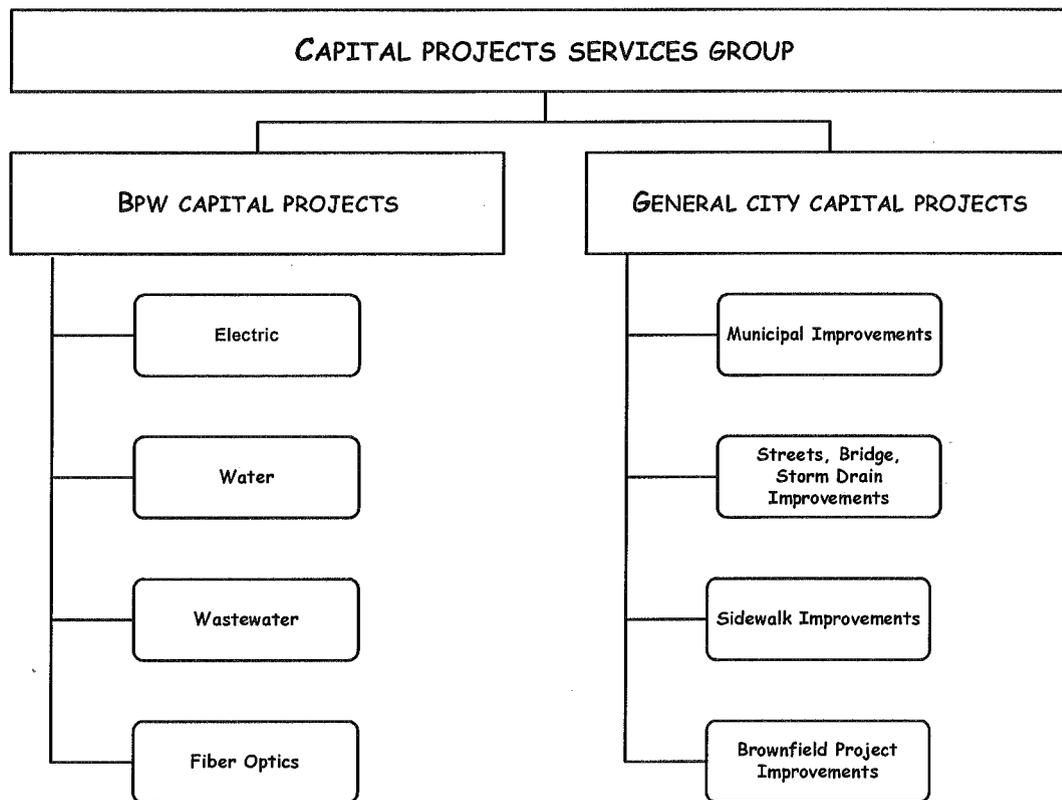
Positions: Not Applicable

CAPITAL PROJECTS SERVICES GROUP INTRODUCTION

GROUP MISSION STATEMENT

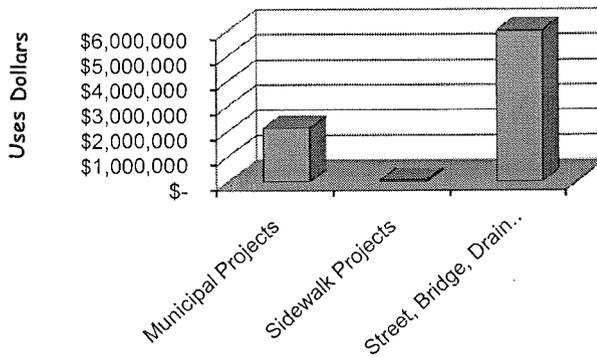
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

GROUP ORGANIZATIONAL STRUCTURE

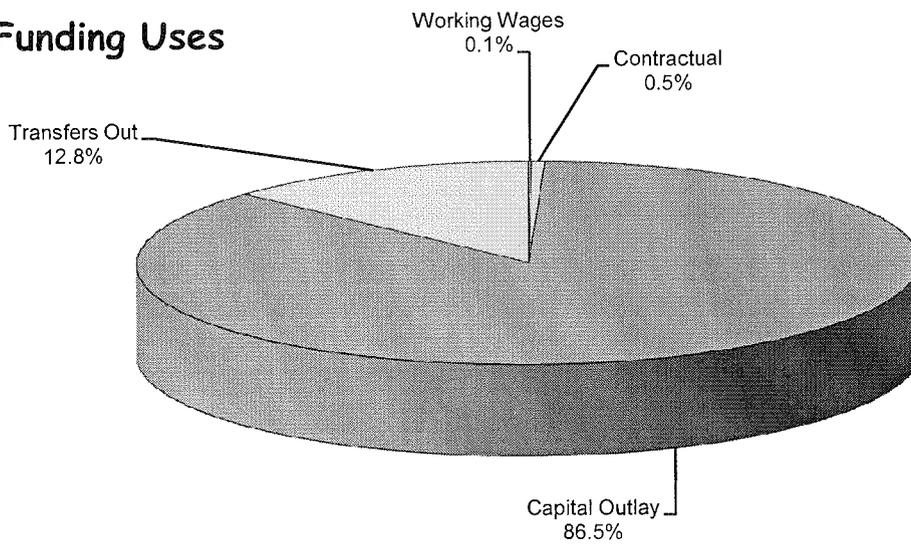


CAPITAL PROJECTS SERVICES GROUP

Total Uses By Department \$8,903,686

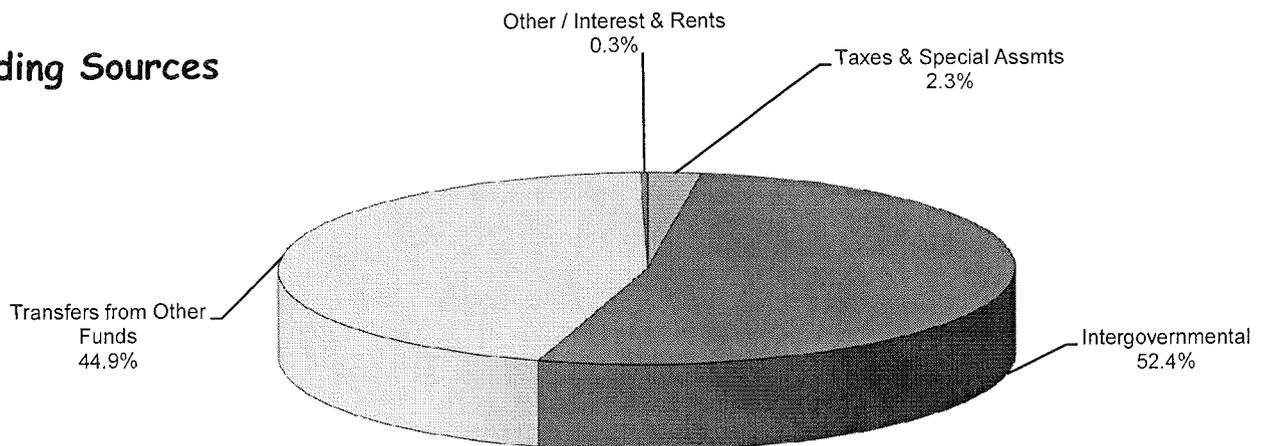


Funding Uses



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 2012

GOVERNMENTAL-TYPE FUNDS

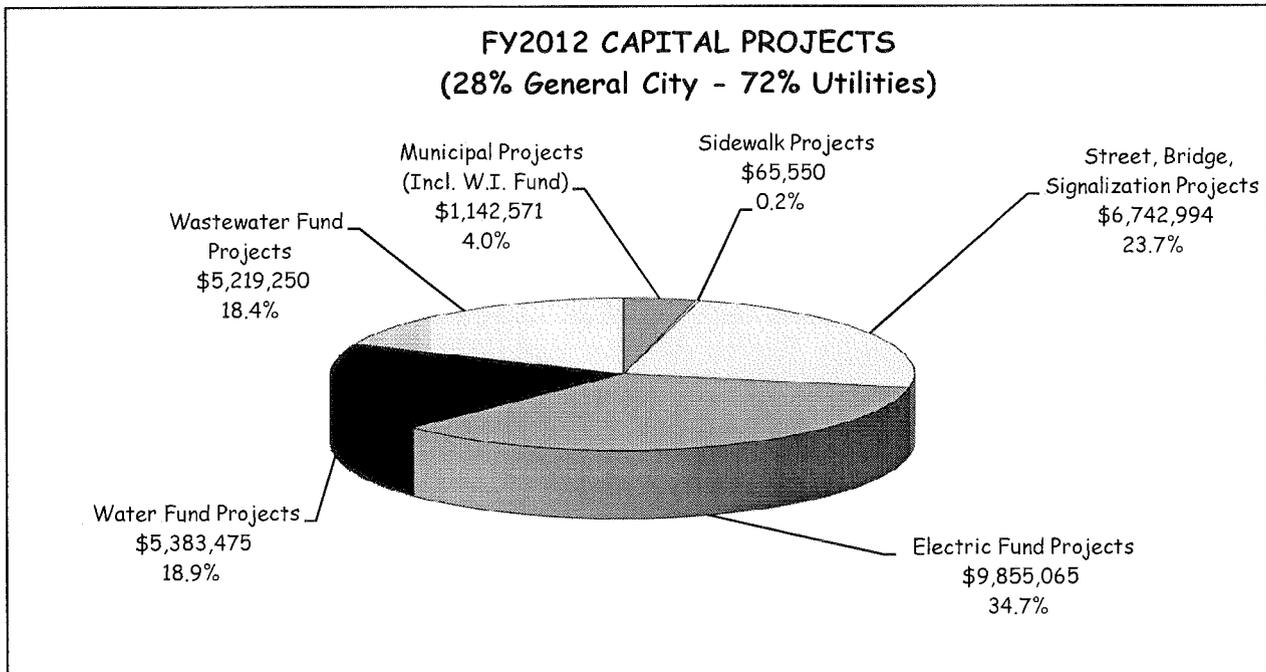
Municipal Improvements Projects:	
See Capital Projects Section	\$952,571
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	2,373,694
See Capital Projects Section - MDOT, Grants, and Private Share	4,369,300
Sidewalk Improvements Projects	65,550

PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Windmill Island Fund	190,000
See Electric Utility Fund	9,855,065
See Water Utility Fund	5,383,475
See Wastewater Utility Fund	5,219,250

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$28,408,905
--	--------------

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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Capital Projects	\$ 11,518,356	\$ 6,435,956	\$ 13,283,567	\$ 8,903,686
TOTAL - ALL FUND TYPES	\$ 11,518,356	\$ 6,435,956	\$ 13,283,567	\$ 8,903,686

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 300,897	\$ 544,523	\$ 272,434	\$ 194,314
Intergovernmental	1,043,987	793,337	5,570,627	4,351,300
Interest & Rents	38,667	23,023	8,463	25,465
Other	4,267,172	367,219	313,051	- 0 -
Transfers In	5,304,520	5,164,186	6,662,787	3,725,320
TOTAL SOURCES	\$ 10,955,243	\$ 6,892,288	\$ 12,827,362	\$ 8,296,399

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 10,709	\$ 13,041	\$ 12,565	\$ 12,550
Other Current Expenditures -				
* Contractual Items	51,068	48,801	45,146	49,500
Capital Outlay	9,412,489	5,678,487	11,495,661	7,699,065
Transfers Out	2,044,090	695,627	1,730,195	1,142,571
TOTAL USES	\$ 11,518,356	\$ 6,435,956	\$ 13,283,567	\$ 8,903,686

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 10,709	\$ 13,041	\$ 12,565	\$ 12,550
---------------------------------	-----------	-----------	-----------	-----------

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Municipal Improvements Cash Control Fund

FUND MISSION STATEMENT

To develop a comprehensive capital improvement budget to address both short- and long-term improvements to the City's infrastructure and public facilities and buildings, in order to assure the City will maximize its return on its investment and provide its citizens with an infrastructure and public facilities to improve the economic, social, and environmental quality of life in the City.

ACTION PLAN FOR FISCAL YEAR 2012

- * 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 2012.
- * To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2012.
- * To develop an updated 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 2012.
- * To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2012.

CAPITAL PROJECTS GROUP

**MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND
(A CAPITAL PROJECTS FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 241,804	\$ 484,868	\$ 217,848	\$ 142,200
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	639,208	18,180	170,426	- 0 -
Interest & Rents	12,874	17,496	7,996	6,950
Other	232,682	42,401	292,731	- 0 -
Transfers In	2,187,681	1,202,879	1,648,051	1,387,626
TOTAL SOURCES	\$ 3,314,249	\$ 1,765,824	\$ 2,337,052	\$ 1,536,776

FUNDING USES -

Capital Outlay	\$ 2,254,892	\$ 632,614	\$ 1,077,509	\$ 952,571
Transfers Out	1,501,805	685,891	1,730,195	1,142,571
TOTAL USES	\$ 3,756,697	\$ 1,318,505	\$ 2,807,704	\$ 2,095,142

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (442,448)	\$ 447,319	\$ (470,652)	\$ (558,366)
ENDING BALANCE -				
Designated / Reserved	\$ 644,996	\$ 922,748	\$ 501,656	\$ - 0 -
Undesignated / Unreserved	(50,045)	119,522	69,962	13,252
TOTAL FUND EQUITY	\$ 594,951	\$ 1,042,270	\$ 571,618	\$ 13,252

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS SUMMARY

Detailed Analysis of Anticipated Available Funding for New Projects During Fiscal Year 2012
Based Upon Actual Balances at July 1, 2010 and Anticipated Balances at June 30, 2011

<u>FY-2010 Ending Cash Control Balances - Actual</u>		
Reserved:		
- Projects In-Progress	922,748	
Unreserved:		
- Designated for Investment Market Adjustment	5,110	
- Undesignated	114,412	1,042,270
<hr/>		
<u>FY-2011 Anticipated Revenues</u>		
Property Taxation @ 0.2004 mills	217,848	
Federal Energy Grants:		
Federal EECBG Downtown Pedestrian Retrofit	113,000	
Ottawa County Energy Efficiency Grant - Upgrade to City Facilities	28,306	
State Grants:		
Coastal Management - W-O-W Boardwalk Improvements (FY11 portion only)	29,120	
Transfers from Other Funds:		
From BPW Electric Fund - Unallocated	442,400	
From BPW Electric Fund - Sustainability - Lighting Retrofit	7,585	
From BPW Electric Fund - Sustainability - Energy Plan	93,750	
From BPW Electric Fund - Energy Upgrades to City Facilities	7,412	
From Cemetery Perpetual Care Fund-Pilgrim Home Wells (project canceled)	-	
From Cemetery Perpetual Care Fund-Pilgrim Home Road Surfacing	5,000	
From Property Self Insurance Fund (V.R. Farm Boardwalk June Storm Repair)	295	
From Property Self Insurance Fund (East End Kollen Park Repair Planks)	50,000	
From Revolving Cash Assistance Fund - South Shore Village Lot Spec Assmts	-	
Transfers to Other Funds:		
To Technology Services Fund - Finance Software	(100,000)	
To Windmill Island Fund - Bank Erosion Project	(588,586)	
Private Donations and Other:		
Rent-Agricultural Land Lease	650	
Rent-280 East 8th St (Radio Club)	12	
Rent-297 West 11th St - Garone Property	800	
MAX Transportation Authority - Sustainability - Lighting Retrofit	12,731	
Hope College Reimbursement for Property Exchange Costs	30,000	
Hope College Property Exchange	250,000	
Investment Income - Additional Market Value Write Down Anticipated	(3,466)	
Investment Income	10,000	606,857
		<hr/>
<u>FY-2011 Projected Outlays for Previously Approved Projects In-Progress</u>		(1,077,509)
<hr/>		
<u>FY-2011 Anticipated Cash Control Balances - Estimated</u>		
Reserved:		
- Projects In-Progress	501,656	
Unreserved:		
- Designated for Investment Market Adjustment	700	
- Undesignated	69,262	
Sub-total - Anticipated Outlays of Previously Approved Projects	571,618	571,618
<hr/>		
<u>Anticipated Revenues FY2012:</u>		
Property Taxation @ 0.1371 mills	142,200	
Transfers from Other Funds:		
From BPW Electric Fund (Based on \$4,307,040 Total, \$3,950,000 to GF)	357,040	
From Cemetery Perpetual Care Fund - No Projects This Year	-	
From CDBG Entitlement Year 28 Grant Fund - South Shore Parking Lot	78,015	
Investment Income - Additional Market Value Write Down Anticipated	(700)	
Investment Income	7,000	
Rent-Agricultural Land Lease	650	
Anticipated Outlays of Previously Approved Projects	(501,656)	82,549
		<hr/>
<u>FY-2012 Total Anticipated Financing Available for New Projects</u>		<u>654,167</u>

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress

Appropriations for New Projects

For Fiscal Year July 1, 2011 - June 30, 2012

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2011	New Appropriations FY-2012	Combined Carryover and New Appropriations FY-2012
<u>Parks & Recreation</u>			
Bouws Pool Renovation	25,000		25,000
Skate Park @ Smallenburg	304,907		304,907
Various Renovations/Upgrades		13,000	13,000
<u>Leisure Facilities</u>			
Civic Center Facility Design	38,627		38,627
Stadium Junction Boxes Atop Light Poles		23,400	23,400
Replace Deck on Windmill (Transfer to W.I. Fund)		190,000	190,000
<u>Cultural Activities</u>			
Museum Building - Custom Storm Windows	28,000		28,000
Cappon & Settlers Homes Improvements (Carpentry \$20,000 and Painting \$30,000)	31,000	19,000	50,000
Museum Building - Roof Repair		8,000	8,000
Museum Building - Dutch Gallery Attic Repair		20,000	20,000
Museum Building - Replace Basement Water Valve		4,500	4,500
<u>Cemeteries (Funded by Perpetual Care Fund Transfer)</u>			
None			- 0 -
<u>Streets, Parking, and Pedestrian Walkways</u>			
South Shore Village Parking Lot (offset by CDBG Xfr)	10,000	78,015	88,015
City-Wide Tree Planting Program	2,257		2,257
<u>Public Safety</u>			
Restroom/Shower Replacement Waverly Fire Station		17,300	17,300
Waverly Fire Station Carpet & Floor Covering		4,000	4,000
Kollen Park Fire Station Carpet & Floor Covering		4,000	4,000
Police Total Station Laser with Training		15,700	15,700
<u>Energy & Sustainability</u>			
Energy Upgrades to City Facilities	26,482	50,000	76,482
Energy Sustainability Projects		50,000	50,000
<u>Central Neighborhood Improvements</u>			
Ourstreet	20,296	65,000	85,296
<u>Neighborhood Commercial</u>			
Neighborhood Commercial Restoration	15,000		15,000
<u>Other</u>			
City Hall Landscaping	87		87
City Hall Maintenance/Improvement Projects		79,000	79,000
<u>Total Municipal Capital Projects Recommendation</u>	<u>501,656</u>	<u>640,915</u>	<u>1,142,571</u>
Transfer to Windmill Island Fund			190,000
Capital Outlay in the Municipal Capital Project Funds			952,571
			<u>1,142,571</u>

**MUNICIPAL CAPITAL PROJECTS
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS**

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2012	FY2013	FY2014	FY2015	FY2016
<u>Parks & Recreation</u>					
Bouws Pool Renovation					
Utilities and Maintenance	(500)	(500)	(500)	(500)	(500)
Skate Park @ Smalenburg					
Utilities	3,000	3,000	3,300	3,300	3,600
Maintenance	1,000	1,000	1,500	1,500	2,000
Various Park Renovations/Upgrades					
Maintenance	(500)	(500)	(500)	(500)	(500)
<u>Leisure Facilities</u>					
Stadium Junction Boxes Atop Light Poles					
Maintenance	(100)	(100)	(100)	(100)	(100)
Replace Deck on Windmill					
Maintenance	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
<u>Cultural Activities</u>					
Museum Building - Roof Repair					
Maintenance	(500)	(750)	(1,000)	(1,250)	(1,500)
Museum Building - Dutch Gallery Attic Repair					
Maintenance	(500)	(500)	(500)	(500)	(500)
Museum Building - Replace Basement Water Valve					
Maintenance	(200)	(200)	(200)	(200)	(200)
<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
<u>Public Safety</u>					
Restroom/Shower Replacement Waverly Fire Station					
Maintenance	(300)	(400)	(500)	(600)	(700)
Utilities	(200)	(200)	(200)	(200)	(200)
Police Total Station Laser					
Service Contract	400	400	450	450	500
<u>Energy & Sustainability</u>					
Energy Upgrades to City Facilities					
Utilities	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Sustainability Projects					
Utilities	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
<u>Other</u>					
City Hall Maintenance/Improvement Projects					
Maintenance & Patching	(500)	(500)	(500)	(500)	(500)
Total	(9,800)	(10,150)	(9,600)	(9,900)	(9,350)

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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 18,004	\$ -0-	\$ -0-	\$ -0-
Other	4,034,490	-0-	-0-	-0-
Transfers In - Temporary	-0-	-0-	-0-	-0-
Transfers In	354,493	61,739	-0-	-0-
TOTAL SOURCES	\$ 4,406,987	\$ 61,739	\$ -0-	\$ -0-

FUNDING USES -

Capital Outlay	\$ 4,162,402	\$ 61,739	\$ -0-	\$ -0-
Transfers Out -Temporary Repay	244,585	-0-	-0-	-0-
TOTAL USES	\$ 4,406,987	\$ 61,739	\$ -0-	\$ -0-

- - FUND EQUITY - -

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

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Street Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

ACTION PLAN FOR FISCAL YEAR 2012 FOR ENGINEERING OFFICE

- * To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2011 construction season:
 - East 48th Street, from M-40 to the east City limits.
 - Matt Urban Drive / 48th Street, from Washington Avenue to the west City limits.
 - Central Avenue, 8th Street to State Street, and 19th Street from College to Central Avenues.
 - 48th Street / Washington Avenue, Regent Boulevard to M-40 (Lincoln Avenue)
 - East 40th Street, Industrial to rail road tracks just west of Waverly ditch enclosure.

- * To develop a resurfacing program for the summer of 2011 and 2012, using 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:
 - Lincoln Avenue, 16th to 24th Streets;
 - M-40 Multi-use path;
 - Geurink Boulevard, Washington Avenue to 1650' East;
 - Economic Development Grant resurfacing projects; and
 - Initiate preliminary engineering for 8th Street / Fairbanks Avenue round-a-bout.

- * To identify planning needs for identified projects in future years (2013-2018).

- * To receive an update of the City's Stormwater Management Master Plan and to begin moving forward with development and implementation; and to work with County Drain Commissions and Inter-County Drain Boards on identifying issues and sources of funding for significant drainage courses that cross the community.

CAPITAL PROJECTS GROUP

**STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)**

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	404,779	775,157	5,400,201	4,351,300
Interest & Rents	6,584	4,757	- 0 -	18,000
Other	- 0 -	324,818	19,715	- 0 -
Transfers In	2,762,346	3,899,568	4,994,736	2,337,694
TOTAL SOURCES	\$ 3,173,709	\$ 5,004,300	\$ 10,414,652	\$ 6,706,994

FUNDING USES -

Capital Outlay	\$ 2,994,717	\$ 4,982,538	\$ 10,414,652	\$ 6,742,994
Transfers Out	272,000	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 3,266,717	\$ 4,982,538	\$ 10,414,652	\$ 6,742,994

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (93,008)	\$ 21,762	\$ - 0 -	\$ (36,000)
ENDING BALANCE -				
Designated / Reserved	\$ 316,807	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	(93,008)	245,561	245,561	209,561
TOTAL FUND EQUITY	\$ 223,799	\$ 245,561	\$ 245,561	\$ 209,561

- - 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, 2010 - June 30, 2011

Prepared 03/26/2011

	MVH Major <u>Street Fund</u>	MVH Local <u>Street Fund</u>	Allegan County <u>Road Tax Fund</u>	Street Improvements <u>Reserve Fund</u>	<u>Combined</u>
Road and Street Construction:					
Summer 2010 Resurfacing Program 4RAR (less \$20,803 spent FY10)	0		0	268,846	268,846
MDOT Economic Devel Funds	359,914				
City Share	289,649				
Total Project Cost	649,563				
<i>(32nd, US31 to East / Waverly, Bridge to 8th / Brooks, 32nd to 40th)</i>					
Matt Urban Drive, Washington Ave to West City Limit (48th) 4R90			246,076	223,128 B	469,204
<i>(Less \$66,533 spent FY10)</i>					
Special Assessments	207,573				
Federal*	708,000				
BPW	56,415				
City Share (major street)	535,737				
Total Project Cost	1,507,725				
* Note: Matt Urban is approved for federal funding in the FY2010 TIP (10/1/09-9/30/10).					
Lincoln Ave, 16th to 24th (Engineering Only, Construction FY13)				200,000	200,000
M-40 from US31 to I-196, 4RE1				64,800	64,800
<i>\$720,000 Total EDC Project</i>					
W. 48th St, Regent Blvd to Lincoln Ave, 4RE4				255,000	255,000
<i>\$1,275,000 Total EDC Project</i>					
<i>(project starts April 2011, \$89,500 Engineering is appropriated)</i>					
Sidewalk M40 to Central - not yet appropriated				75,000	75,000
Sidewalk Central to Regent - not yet appropriated				165,000	165,000
Western Gateway 4MAG					
Irrigation/Trees Maple-Washington	19,836				19,836
Fairbanks Ave, 8th to 16th (MDOT Open), 4R69 (MDOT says closeout 2 years away)	1,072				1,072
32nd St, Old Orchard to Lincoln, 4R78 (Awaiting final MDOT closure) (Expect \$803 more rcvd from MDOT) (\$657,816 spent prior years)	0				0
Railroad Crossing Closings 11th/12th/17th, 4R86 \$151,201 spent FY04-FY10 to date, \$53,773 Fund Balance 03/03/11 \$204,974 total 6 year budget incl. \$150,000 State Grant				0	0
8th St, Pine to River (communications system), 4R88 (Remaining \$9,645 approp. can be released)	0				0

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/26/2011

	<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>
Washington Ave, Matt Urban to 32nd, 4R93 \$193,640 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
Central Ave, 8th to State, 4RA6 (Engineering, Payroll, City Share Only) Start Construction Mid May - 6 weeks construction				101,006 B	101,006
				150,000 B	150,000
40th Street Repair (Culvert), 4RA7 (Payroll Only, main work in FY08)			45		45
7th Street Resurfacing, River to Lincoln, 4RAA (\$1,074,727 spent in prior years, FY11 for 8th/Lincoln Signal)				13,841	13,841
40th Street, Washington to Lincoln, 4RAB (\$892,864 spent in earlier years, partial payback this year)				(17,601) B	(17,601)
Federal - ARRA	797,585				
Special Assessments	202,325				
BPW	881,242				
City Share	191,479				
Total Project Cost (Excl Engin.)	2,072,631				
2009 Resurfacing (for crack sealing/prev. maint), 4RAE (32nd St, Michigan from 15th to 27th)				29,543	29,543
Central/Colonial Ct/40th (residual landscaping), 4RAF				1,741	1,741
32nd/Graafschap Stabilization (residual Admin/Legal), 4RAH				417	417
18th Street, Cleveland to River, 4RAM (City share less \$152,383 spent FY10)				746,017 B	746,017
City Share Only	898,400				
(BPW share not available, not going through City books)					
2010 Resurfacing - 24th St, C.Club-Waverly, 4RAU				313,665	313,665
2011 Resurfacing (actuals to date), 4RAW				838	838
<i>Geurink Blvd (TEDF), actuals to date, 4RE6</i>				<i>57</i>	<i>57</i>
East 48th St, M-40 to E. City Limit, 4RE8 (Start April 2011) (less \$16,804 spent FY10)				477,688 B	477,688
BPW Share	155,205				
MDOT-TEDF Grant	2,005,815				
Special Assessments	320,131				
CSX Railroad	19,715				
City Share	494,492				
Total Project Cost	2,995,358				

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/26/2011

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	<u>Combined</u>
<i>Waverly Rd, M-40 to 48th, 4RE9</i>			<i>64,513</i>		64,513
<i>\$394,622 Total EDC Project (revised estimate)</i>					
<i>(less \$2,155 spent FY10)</i>					
MDOT-TEDF Grant	327,954				
City Share	66,668				
Total Project Cost	394,622				
 M-40 Multi-Use Path, Waverly - 40th/Lincoln, 4W12 (Survey Work/Payroll only in FY11, rest FY12)				15,000	15,000
Federal-CMAQ	320,000				
City Share	150,000				
Total Project Cost	470,000				
 Contribution to Sidewalk Repair Program, 4W11	20,000				20,000
 M-40 Frontage Road Safety Study (City Share Only)				1,600	1,600
 <u>Drains:</u>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				25,168	25,168
Miscellaneous Culvert Repairs, 4D16				25,000	25,000
Small Drain Projects, 4D16				5,000	5,000
Azalea Storm Outlet Dredging, (current budget \$16,104) 4D19				20,000	20,000
 North of 8th Street, Along West Side US-31 Drain No. 24 (payroll & OCDC billing), 4D24	3,478				3,478
 Lugers Road North of 32nd, Engineering 4D26				8,360	8,360
 Rolling Meadows Drain, 4D27 (can release \$2,500 budget)			0		0
 40th St Ditch Enclosure, Industrial Ave to Waverly, 4D32 (Less \$50K Engineering in FY2010)			205,000	123,311	328,311
Federal - Safety Funds	400,000				
City Share	328,311				
Total Project Cost	728,311				
 34th St, Central to Pine, 4D35 (payroll only)				1,000	1,000
Holland Heights Drain (\$171,847 spent FY10), 4D37				13,593	13,593
City-Wide Drainage Study/Master Plan Update, 4D38 (preliminary costs)				9,800	9,800
Tulip Intercounty Drain Study, (\$80,950 total cost) 4D39				45,000	45,000
Drainage Foreclosure Properties, 4D41				16,818	16,818
Maplewood Drain Watershed Study (Detention Ponds), 4D43 (Prelim. OCDC billing, see FY13 rest of project)				23,175	23,175
 East End Drive Dredging, 4D25 ((\$78,270 spent FY10)				55,000	55,000

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/26/2011

	<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>
Traffic Signals:					
8th/Pine (Street Light Work Remaining Yet), 4T18 (\$164,528 spent in prior years)	8,832				8,832
7th & 9th at Columbia, 4T22 (\$274,224 spent in prior years) (MDOT refund came in FY11, negative adj. reflected)				(7,699)	(7,699)
City MVH Major Fund	38,307				
City Street Improv Rsv Fund	70,736				
Subtotal City Share	109,043				
Federal (may incr to 220,000)	189,403				
Total Project Cost (Rev. Est.)	298,446				
Bridges:					
<i>Washington Avenue Bridge, 4BE5</i>				203,925	203,925
<i>\$857,337 Total EDC Project (Revised Est.)</i>					
<i>(Less \$42,685 spent FY10)</i>					
State TEDF Grant	610,727				
City Share	246,610				
Total Project Cost	857,337				
Total	53,218	0	533,249	3,678,240	4,264,707

*Total TEDF Economic Development
Grant (EDC) City Share* *1,065,983*

Bond Issue Project **B**

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 03/26/2011

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>					
Summer 2011 Resurfacing Program ((\$313,665 Spent FY11 on 24th St)			0	515,000	515,000
Central Avenue, 8th to State, 4RA6 (less \$181,812 Engineering/Payroll in FY11, of which \$80,806 is BPW Share.) Deduct for 6 weeks construction FY11)				943,994 B	943,994
BPW 950,000 City Share 1,045,000 <u>Total Project Cost 1,995,000</u> (Note-does not include Snowmelt work)				(150,000) B	(150,000)
11th St, Columbia to Lincoln, Finish RR Crossing, 4R86 BPW 125,000 City Share 36,000 <u>Total Project Cost 161,000</u> (less \$53,773 leftover funds on hand 4R86 - see FY11)				0	0
M40 Multi-Use Path, Waverly - 40th/Lincoln, 4W12 (less Survey Work/Payroll FY11 \$15,000) Federal-CMAQ 320,000 City Share 150,000 <u>Total Project Cost 470,000</u>				135,000	135,000
Midblock Crossings - Holland High School and Evergreen Commons (City Share Only)				60,000	60,000
<u>Drains:</u>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				30,000	30,000
34th St, Central to Pine, 4D35				90,000	90,000
City-Wide Drainage Study/Master Plan Update, 4D38				200,000	200,000
27th Street Ditch Scour, between Goldenrod & Myrtle				15,000	15,000
W. Seminary Drainage (City's 50%)				10,000	10,000
32nd Street Branch Maplewood Cleaning, 4D42				30,000	30,000
Lugers Road North of 32nd, Construction, 4D26				25,000	25,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 03/26/2011

	<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>
Traffic Signals:					
Replace Signal Loops at 16th/Waverly and 32nd/Michigan				12,000	12,000
Traffic Signal Optimization for City Signals in Allegan County				15,000	15,000
Signal Improvements at 5th/Pine (City's 50% share)				8,000	8,000
Bridges:					
<i>US31 Bridges & Some Pavt at Washington Interchange, 4BE2 \$4,430,000 Total EDC Project</i>				398,700	398,700
Total	0	0	0	2,337,694	2,337,694

*Total TEDF Economic Development
Grant (EDC) City Share 398,700
(excludes \$200,000 special assessed share)*

A transfer from the Allegan County Road Tax Fund to the Street Improvements Reserve Fund is proposed to partially pay back for the West 48th St, Regent to Lincoln FY11 Project and for the East 48th St, M-40 to E. City Limit FY11 Project.

400,000 (400,000)

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2012 - June 30, 2013

Prepared 03/26/2011

	<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>
Road and Street Construction:					
Summer 2012 Resurfacing Program			70,000	445,000	515,000
Resurfacing - MDOT Economic Development Grant:					
<i>Lincoln Ave, 64th to M-40, 4REA \$300,000 Total EDC Project</i>			<i>75,000</i>		75,000
<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
Drains:					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				30,000	30,000
Maplewood Drain (Detention Ponds), seeking federal funds, 4D43				500,000	500,000
Federal	1,358,400				
City Share	500,000				
Total Project Cost	1,858,400				
Total	0	0	302,500	1,380,000	1,682,500

*Total TEDF Economic Development
Grant (EDC) City Share 337,500*

A transfer from the Allegan County Road Tax Fund to the Street Improvements Reserve Fund is proposed to partially pay back for the West 48th St, Regent to Lincoln FY11 Project and for the East 48th St, M-40 to E. City Limit FY11 Project.

179,000 (179,000)

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2013 - June 30, 2014

Prepared 03/26/2011

		MVH Major <u>Street Fund</u>	MVH Local <u>Street Fund</u>	Allegan County <u>Road Tax Fund</u>	Street Improvements <u>Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>						
Summer 2013 Resurfacing Program (includes South Shore, Old Orchard to Myrtle)				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 and Michigan Ave, 27th to 32nd (Less \$194,000 MDOT Turnback funds on hand)				116,000		116,000
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
<u>Drains:</u>						
Federal/State Stormwater Regulation Implementation (MACC) 4D17					30,000	30,000
Ottawa Avenue Drain Impr., 24th to 32nd					255,000	255,000
Construction	250,000					
In House Engineering	5,000					
	255,000					
<u>Traffic Signals:</u>						
Left Turn Signal at 40th & Washington					25,000	25,000
Total		0	0	386,000	2,755,000	3,141,000

BPW Projects:

Sanitary Sewer:

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 03/26/2011

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>					
Summer 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				
17th and 20th, Columbia to Lincoln				250,000	250,000
BPW	250,000				
City Share	250,000				
Total Project Cost	500,000				
9th Street, Kollen Park Drive to 8th St and 8th, Columbia to Lincoln				1,000,000	1,000,000
<u>Drains:</u>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				30,000	30,000
Total	0	0	240,000	2,830,000	3,070,000

BPW Projects:

Sanitary Sewer:

Pioneer, 32nd to 33rd

33rd St, Pioneer to Millbridge

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing For Fiscal Year July 1, 2017 - June 30, 2018

Prepared 03/26/2011

	<u>MVH Major Street Fund</u>	<u>MVH Local Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Street Improvements Reserve Fund</u>	<u>Combined</u>
<u>Road and Street Construction:</u>					
Summer 2017 Resurfacing Program			70,000	445,000	515,000
<u>Drains:</u>					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				30,000	30,000
40th Street Storm Sewer @ CSX, 4D32				100,000	100,000
40th Street Paving CSX to Waverly, 4D32				10,000	10,000
40th Street Storm Sewer W. End, 4D32				40,000	40,000
40th Street Paving W. End, 4D32				30,000	30,000
40th Street Sidewalk US31 to Waverly (\$150K Constr,\$25K Engineering), 4D32				175,000	175,000
40th Street CSX Sidewalk Crossing, 4D32				35,000	35,000
Total	<u>0</u>	<u>0</u>	<u>70,000</u>	<u>865,000</u>	<u>935,000</u>

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Sidewalk Improvements Capital Projects Fund

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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 59,093	\$ 59,655	\$ 54,586	\$ 52,114
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	1,205	770	467	515
Other	- 0 -	- 0 -	605	- 0 -
Transfers In	- 0 -	- 0 -	20,000	- 0 -
TOTAL SOURCES	\$ 60,298	\$ 60,425	\$ 75,658	\$ 52,629

FUNDING USES -

SIDEWALKS - REPAIRS

Personnel Services -

* Salaries & Wages - Working \$ 10,709 \$ 13,041 \$ 12,565 \$ 12,550

Other Current Expenditures -

* Contractual 51,068 48,801 45,146 49,500

SIDEWALKS - ASPHALT WALKS

Capital Outlay 478 - 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 - 1,596 3,500 3,500

SIDEWALKS - NEIGHBORHOODS

Capital Outlay - 0 - - 0 - - 0 - - 0 -

Transfers Out

25,700 9,736

TOTAL USES \$ 87,955 \$ 73,174 \$ 61,211 \$ 65,550

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (27,657)	\$ (12,749)	\$ 14,447	\$ (12,921)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	16,072	3,323	17,770	4,849
TOTAL FUND EQUITY	\$ 16,072	\$ 3,323	\$ 17,770	\$ 4,849

- - STAFFING - -

Positions: Not Applicable

SIDEWALK CAPITAL PROJECTS LISTING

FY-2009 Actual / FY-2010 Actual / FY-2011 Estimated / FY-2012 Budget

Project and Financing Mechanisms	Actual FY-2009	Actual FY-2010	Final Revised Estimate FY-2011	Approved Budget FY-2012
<u>Sidewalk Repair Program</u>	61,777	61,842	57,711	62,050
- Property Taxation, Investment Income, MVH Transfer				
<u>Asphalt Walk Repair</u>	478	0	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	1,596	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	9,736	0	0
- Property Taxation and Investment Income				
<u>Transfer Out to Central Ave, 7th-8th (Resthaven)</u>	25,700	0	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>	87,955	73,174	61,211	65,550

BUILDING AUTHORITY CAPITAL PROJECTS
FIVE-YEAR PROJECTION SUMMARY

FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
--------------------	---------------------	---------------------	---------------------	---------------------

NO PROJECTED BUILDING AUTHORITY CAPITAL PROJECTS AT THIS TIME

Financing Sources:

None	-0-	-0-	-0-	-0-	-0-
------	-----	-----	-----	-----	-----

Financing Applications:

None	-0-	-0-	-0-	-0-	-0-
------	-----	-----	-----	-----	-----

MUNICIPAL CAPITAL PROJECTS
FIVE-YEAR PROJECTION SUMMARY
OF PROJECTS WITH TOTAL ESTIMATED COST
PER INDIVIDUAL PROJECT LESS THAN \$1,000,000

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
CEMETERY PROJECTS:					
<u>Financing Sources -</u>					
Transfers-In from Cemetery Perpetual Care Fund	- 0 -	- 0 -	75,000	75,000	- 0 -
<u>Financing Applications -</u>					
Pilgrim Home Outdoor Niches	- 0 -	- 0 -	75,000	75,000	- 0 -
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	85,296	65,000	65,000	65,000	65,000
	85,296	65,000	65,000	65,000	65,000
<u>Financing Applications -</u>					
Ourstreet - Residential Assistance	85,296	65,000	65,000	65,000	65,000
	85,296	65,000	65,000	65,000	65,000
LEISURE & CULTURAL SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Private Donations & Other	- 0 -	- 0 -	- 0 -	100,000	- 0 -
Grants	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	400,527	390,000	420,000	350,000	400,000
	400,527	390,000	420,000	450,000	400,000
<u>Financing Applications -</u>					
Bouws Pool Improvements	25,000	- 0 -	100,000	100,000	100,000
Civic Center Study of Re-Development and/or Renovation	38,627	- 0 -	- 0 -	- 0 -	- 0 -
Various Park Renovations/Upgrades	13,000	- 0 -	- 0 -	- 0 -	- 0 -
Stadium Junction Boxes Atop Light Poles	23,400	- 0 -	- 0 -	- 0 -	- 0 -
Replace Deck on Windmill (Transfer to W.I. Fund)	190,000	- 0 -	- 0 -	- 0 -	- 0 -
Replace Windmill Island Water Main (Transfer to W.I. Fund)	- 0 -	- 0 -	200,000	- 0 -	- 0 -
Court Resurfacing	- 0 -	- 0 -	70,000	- 0 -	- 0 -
Kollen Park Picnic Shelter	- 0 -	150,000	- 0 -	- 0 -	- 0 -
Matt Urban Storage Complex	- 0 -	60,000	- 0 -	- 0 -	- 0 -
Municipal Greenhouse Renovation	- 0 -	- 0 -	- 0 -	100,000	100,000
Park/School Project	- 0 -	50,000	- 0 -	- 0 -	- 0 -
Museum Restoration & Improvements	60,500	30,000	50,000	50,000	- 0 -
Van Raalte Farm House & Barn	- 0 -	- 0 -	- 0 -	100,000	100,000
Window on Waterfront Improvements	- 0 -	100,000	- 0 -	100,000	100,000
Cappon & Settlers Homes Improvements	50,000	- 0 -	- 0 -	- 0 -	- 0 -
	400,527	390,000	420,000	450,000	400,000

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

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
PUBLIC SAFETY PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	41,000	- 0 -	- 0 -	- 0 -	- 0 -
<u>Financing Applications -</u>					
Restroom/Shower Replacement Waverly Fire Station	17,300	- 0 -	- 0 -	- 0 -	- 0 -
Waverly Fire Station Carpet & Floor Covering	4,000	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Fire Station Carpet & Floor Covering	4,000	- 0 -	- 0 -	- 0 -	- 0 -
Police Total Station Laser with Training	15,700	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Renovations - Waverly Station	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	41,000	- 0 -	- 0 -	- 0 -	- 0 -
TRANSPORTATION SERVICES PROJECTS:					
<u>Financing Sources -</u>					
Transfer from Municipal Capital Projects Cash Control Fund	2,257	50,000	50,000	50,000	150,000
<u>Financing Applications -</u>					
Bicycle/Pedestrian Improvements / Plan Implementation	- 0 -	25,000	25,000	25,000	25,000
Lake Macatawa Street Ends	- 0 -	- 0 -	- 0 -	- 0 -	100,000
City Wide Tree Planting	2,257	25,000	25,000	25,000	25,000
	2,257	50,000	50,000	50,000	150,000
OTHER PROJECTS:					
<u>Financing Sources -</u>					
Private Donations & Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from CDBG Grant Fund	78,015	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	230,569	50,000	50,000	50,000	50,000
	308,584	50,000	50,000	50,000	50,000
<u>Financing Applications -</u>					
Neighborhood Commercial Restoration / Improvements	15,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Maintenance / Improvement Projects	79,087	- 0 -	- 0 -	- 0 -	- 0 -
Energy Upgrades to City Facilities	76,482	- 0 -	- 0 -	- 0 -	- 0 -
Sustainability Projects	50,000	50,000	50,000	50,000	50,000
South Shore Village Parking Lot	88,015	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	308,584	50,000	50,000	50,000	50,000
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN \$1,000,000 ESTIMATED TOTAL COST					
<u>All Financing Sources</u>	837,664	555,000	660,000	690,000	665,000
<u>All Financing Applications</u>	837,664	555,000	660,000	690,000	665,000

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 EXCEEDING \$1,000,000

	FY2012	FY2013	FY2014	FY2015	FY2016
	<u>Budgeted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>

PROJECTS EXCEEDING \$1,000,000

FINANCING SOURCES:

Grants -					
- Potential Grant Funding	- 0 -	500,000	500,000	- 0 -	- 0 -
Other -					
- Potential Bond Issue	- 0 -	- 0 -	- 0 -	1,513,000	1,512,000
Private Sector Contributions -					
- Various	- 0 -	500,000	500,000	500,000	- 0 -
Transfers from Other City of Holland Funds -					
- From Municipal Capital Improvements Cash Control Fund	304,907	800,000	800,000	500,000	1,250,000
<u>Total Sources Projects Over \$1,000,000</u>	<u>304,907</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>2,513,000</u>	<u>2,762,000</u>

FINANCING APPLICATIONS:

Ice Skating / Skate Park at Smalenburg Park	304,907	1,000,000	1,000,000	- 0 -	- 0 -
Municipal Stadium Synthetic Turf	- 0 -	- 0 -	- 0 -	1,000,000	- 0 -
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>304,907</u>	<u>1,800,000</u>	<u>1,800,000</u>	<u>2,513,000</u>	<u>2,762,000</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>1,142,571</u>	<u>2,355,000</u>	<u>2,460,000</u>	<u>3,203,000</u>	<u>3,427,000</u>
<u>All Financing Applications</u>	<u>1,142,571</u>	<u>2,355,000</u>	<u>2,460,000</u>	<u>3,203,000</u>	<u>3,427,000</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**

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Allegan Road Tax Shared Revenue Fund	- 0 -	302,500	386,000	240,000	70,000
- Street Improvements Fund	2,337,694	1,380,000	2,755,000	2,830,000	2,400,000
City of Holland Utility Funds	994,194	650,000	1,095,000	925,000	1,915,000
Special Assessments to Benefitting Properties	- 0 -	100,000	- 0 -	- 0 -	115,000
Capital Grants					
- State MDOT and Federal Agencies (Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC)	4,351,300	3,975,900	800,000	400,000	- 0 -
Other Sources	- 0 -	- 0 -	194,000	- 0 -	- 0 -
Total Sources	7,683,188	6,408,400	5,230,000	4,395,000	4,500,000

FINANCING APPLICATIONS

Road & Street Projects					
- Resurfacings	515,000	1,445,000	515,000	515,000	515,000
- New Construction and/or Re-Construction	2,338,188	3,075,000	4,405,000	3,850,000	3,955,000
Traffic Signal Projects	- 0 -	- 0 -	25,000	- 0 -	- 0 -
Bridge Projects	4,430,000	- 0 -	- 0 -	- 0 -	- 0 -
Drainage System Projects	400,000	1,888,400	285,000	30,000	30,000
Total Applications	7,683,188	6,408,400	5,230,000	4,395,000	4,500,000

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

**SIDEWALK CAPITAL PROJECTS
FIVE-YEAR PROJECTION SUMMARY**

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
<u>FINANCING SOURCES</u>					
Property Taxes	51,860	50,800	50,800	52,000	53,300
Special Assessments	254	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	515	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In MVH Major Street Fund	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	12,921	- 0 -	- 0 -	- 0 -	- 0 -
<u>Total Sources</u>	<u>65,550</u>	<u>50,800</u>	<u>50,800</u>	<u>52,000</u>	<u>53,300</u>

FINANCING APPLICATIONS

Sidewalk Repairs Program	62,050	50,800	50,800	52,000	53,300
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>65,550</u>	<u>50,800</u>	<u>50,800</u>	<u>52,000</u>	<u>53,300</u>

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -
FIVE-YEAR PROJECTION SUMMARY

	FY2012 Budgeted	FY2013 Projected	FY2014 Projected	FY2015 Projected	FY2016 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Electric Fund - Net Revenues & Earnings	6,057,325	7,794,669	7,483,094	6,155,051	4,713,222
Financed from Cash Reserves	3,238,890	42,205,331	(122,483,094)	78,844,949	55,286,778
Bond Issue Proceeds	- 0 -	- 0 -	200,000,000	- 0 -	- 0 -
	<u>9,296,215</u>	<u>50,000,000</u>	<u>85,000,000</u>	<u>85,000,000</u>	<u>60,000,000</u>
<u>Financing Applications:</u>					
Power Resources	4,913,590	32,500,000	55,250,000	55,250,000	39,000,000
Electric Transmission and Distribution & Allocated Adminin Projects	4,382,625	17,500,000	29,750,000	29,750,000	21,000,000
	<u>9,296,215</u>	<u>50,000,000</u>	<u>85,000,000</u>	<u>85,000,000</u>	<u>60,000,000</u>

WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
<u>Financing Sources:</u>					
Water Fund - Net Revenues & Earnings	986,981	1,384,400	1,698,688	2,106,042	2,563,306
Financed from Cash Reserves	1,117,069	1,115,600	801,312	393,958	(63,306)
Bond Issue Proceeds	3,000,000	- 0 -	- 0 -	- 0 -	- 0 -
	<u>5,104,050</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	529,000	575,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	4,575,050	1,925,000	1,925,000	1,925,000	1,925,000
	<u>5,104,050</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	225,573	463,174	646,587	1,050,221	1,102,702
Financed from Cash Reserves	4,714,252	4,986,826	1,353,413	1,449,779	1,647,298
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	<u>4,939,825</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	2,492,000	3,542,500	1,300,000	1,625,000	1,787,500
Wastewater Collection & Allocated Admin	2,447,825	1,907,500	700,000	875,000	962,500
	<u>4,939,825</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 decrease in State Revenue Sharing and reduction in the tax base and interest earnings while costs associated with employee benefit costs, especially health insurance pension, increase. Although adjustments to the fringe benefit programs have been made positions were eliminated through attrition to help balance the budget.

The number of full-time employees will decrease by 6.0 FTE in FY-12. Below is a summary of the departments/funds that will experience a reduction in staff.

<u>General Fund Departments</u>	<u>Positions</u>
Public Safety - Police Division	2.00
Public Safety - Fire Division	2.00
<u>Other Funds</u>	
Board of Public Works	2.00

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 total number of positions.

CITY OF HOLLAND

Full-Time Employee Trends As Budgeted (Includes Part-Time A) General Fund

	<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>	<u>FY-12</u>
City Council	0.30	0.25	0.25	0.25	0.25	0.25	0.24	0.24	0.25	0.25
City Manager	2.85	2.75	2.75	2.70	2.70	2.70	2.60	2.60	2.50	2.50
Finance	6.00	6.00	6.00	6.00	6.00	6.00	5.90	5.90	6.15	6.15
Property Assessing	6.05	6.05	6.05	5.05	5.05	5.05	5.10	5.10	5.10	5.10
City Clerk	3.88	3.88	3.00	3.00	3.25	3.25	2.25	2.25	2.25	2.25
Human Resources	2.35	2.25	2.25	2.25	2.25	2.25	2.24	2.24	2.25	2.25
Procurement (Purchasing)	0.30	0.30	0.40	0.40	0.45	0.45	0.45	0.45	0.00	0.00
Treasurer	2.85	2.85	2.85	2.85	2.85	2.85	2.85	1.90	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	4.15	4.15	4.15	4.15	4.15	3.15	3.15	2.40	2.40
Volunteer Services	1.20	0.25	0.25	0.25	0.25	0.25	0.24	0.24	0.10	0.10
Planning & Zoning	2.90	2.40	3.50	3.50	3.30	3.10	3.20	3.20	2.67	2.60
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00
Public Safety - Police Division	73.00	72.00	71.50	71.50	71.50	71.50	69.50	67.00	66.00	59.00
Public Safety - Fire Division	29.00	28.00	28.00	28.00	28.00	28.00	27.00	26.00	25.00	22.00
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	6.48	6.16	6.08	5.48	5.38	5.38	5.48	5.28
Construction Inspections	5.12	5.12	5.02	5.02	5.02	4.62	4.62	4.57	3.17	3.37
Streets Division	19.39	20.03	19.73	19.73	19.73	19.81	19.90	19.90	17.90	18.15
Transp. Mgmt & Engineering	2.90	2.90	2.90	2.90	2.90	2.90	3.00	3.00	2.90	2.60
Community Social Services	0.05	0.07	0.07	0.07	0.12	0.05	0.05	0.05	0.05	0.05
Ourstreet/Neighborhood Liaison	3.00	3.00	2.05	2.05	2.05	2.05	2.05	2.05	1.05	1.05
Human Relations	1.80	2.00	2.00	2.00	1.75	1.75	1.75	1.75	1.75	1.75
Leisure & Cultural Services	1.30	1.30	0.60	0.60	0.60	0.60	0.60	0.60	0.60	1.25
Recreation Programs	4.30	4.30	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.50
Parks	12.50	11.50	11.40	10.40	10.40	10.40	10.40	9.40	9.15	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	1.95	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	0.25	0.25	0.25	0.15	0.10	0.10	0.10	0.10
Civic Center	2.50	2.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.30
Economic Development	0.35	0.40	0.75	0.75	0.75	0.50	0.44	0.44	0.90	0.90
General Fund Total	228.17	224.28	220.95	218.58	218.40	216.86	211.76	206.26	198.37	194.20

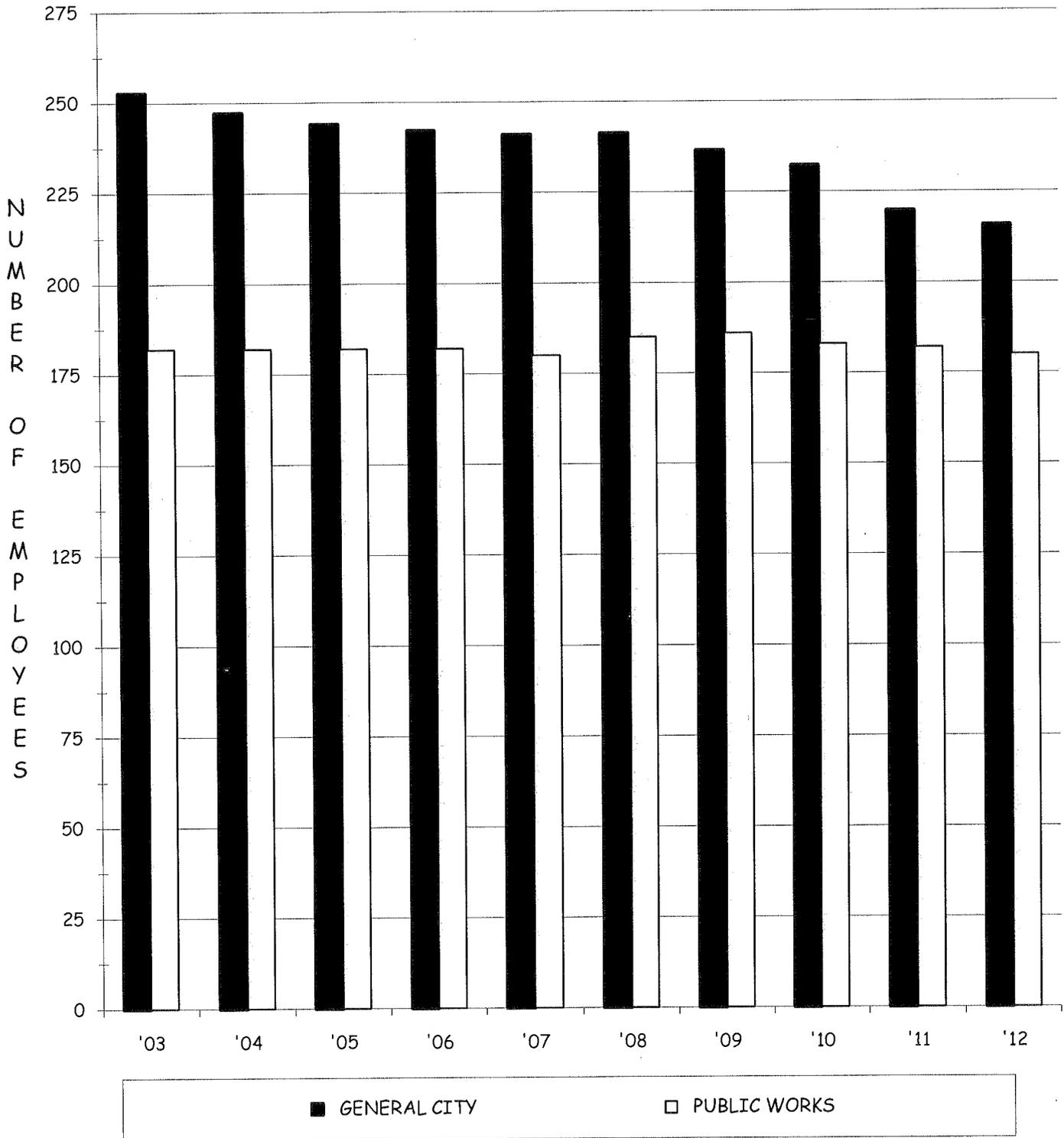
CITY OF HOLLAND

Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
(Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<u>FY-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>	<u>FY-12</u>
Downtown Public Parking	0.25	0.25	0.50	0.50	0.50	0.30	0.30	0.20	0.20	0.20
Downtown Develop. Authority	1.70	1.70	0.80	0.80	0.80	1.00	1.00	1.10	1.10	1.10
Principal Shopping District	0.20	0.20	0.75	0.75	0.75	0.85	0.90	0.90	1.90	1.90
CATV Public Access Television	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02
Solid Waste Recycling	0.00	0.00	0.00	0.32	0.10	0.10	0.20	0.20	0.20	0.20
Windmill Island Gardens	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.05
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.24	0.24	0.00	0.00
Public Transp Facilities & Mgmt	2.25	2.43	0.98	0.83	1.58	2.75	2.75	4.50	0.00	0.00
Technology Services	6.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00	3.99	3.98
Strt Equip Operating & Reserve	5.20	3.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	2.45	3.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	8.78	8.93	8.93	8.93	8.94	8.44	7.75	7.80
CDBG Entitlement Grant	1.45	1.38	1.28	1.48	1.93	1.45	1.35	1.35	1.18	1.25
MSHDA Rental Housing Grant	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Safety Grants	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Other Funds Total	24.51	22.87	23.10	23.62	22.60	24.39	24.69	25.94	21.33	21.50
General City Total	252.68	247.15	244.05	242.20	241.00	241.25	236.45	232.20	219.70	215.70
Board of Public Works	182.00	182.00	182.00	182.00	180.00	185.00	186.00	183.00	182.00	180.00
Holland Historical Trust	4.00	4.00	4.00	5.00	6.00	6.00	6.00	6.00	6.00	6.00
Grand Total	438.68	433.15	430.05	429.20	427.00	432.25	428.45	421.20	407.70	401.70

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-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>	<u>FY-12</u>
City Manager	0.55	0.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.05	0.05	0.00	0.00	0.10	0.05	0.10	0.00	0.00	0.00
Property Assessing	0.05	1.20	0.50	0.50	0.60	0.50	0.50	0.50	0.50	0.50
City Clerk	0.00	0.00	0.30	0.25	0.63	0.55	0.50	0.40	0.45	0.50
Procurement (Purchasing)	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	0.25	0.00	0.00	0.05	0.20	0.10	0.50	1.00	1.00	1.00
City Hall & Grounds	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.05	0.05	0.65
Cemeteries	1.10	0.90	1.30	1.60	1.50	1.60	1.95	2.25	2.80	2.80
Planning & Zoning	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.20	0.20	0.20
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65
Public Safety - Police Division	6.65	7.05	7.60	8.00	8.55	8.85	9.45	9.60	9.55	9.25
Environmental Health & Insp.	0.10	0.10	0.10	0.10	0.10	0.05	0.20	0.10	0.10	0.10
Construction Inspections	0.00	0.05	0.05	0.05	0.05	0.05	0.10	0.15	0.65	0.65
Streets Division	0.00	0.00	0.60	0.15	0.15	0.05	0.45	1.15	0.95	1.35
Transp. Mgmt & Engineering	0.25	0.60	0.55	0.55	0.15	0.10	0.10	0.10	0.50	0.75
Ourstreet/Neighborhood Liaison	0.15	0.15	0.45	0.70	0.70	0.05	0.60	0.60	0.65	0.65
Human Relations	0.00	0.00	0.20	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Leisure & Cultural Services	0.00	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Programs	0.70	0.70	1.05	1.10	1.05	0.95	0.95	0.95	0.95	0.95
Parks	8.60	9.35	9.40	9.60	10.35	10.35	10.75	10.95	10.95	10.95
Municipal Stadium	0.70	0.70	0.70	0.35	0.35	0.35	0.50	0.50	0.50	0.50
DeGraaf Nature Center	1.70	1.70	1.70	1.70	2.30	2.30	2.30	2.25	2.15	2.15
Kollen Park Boat Launch	0.35	0.35	0.25	0.50	0.35	0.00	0.00	0.00	0.00	0.00
8th Street Market	0.40	0.40	0.65	0.85	0.85	0.85	0.80	0.80	0.85	0.85
Civic Center	1.55	1.55	1.75	2.30	2.00	2.00	2.00	2.00	2.00	2.00
Economic Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.35
General Fund Total	23.70	25.85	27.60	29.25	30.88	29.65	32.55	34.05	35.50	37.30

CITY OF HOLLAND

Part-Time Employee Trends As Budgeted
(Continued)

Special Revenue, Enterprise, Internal Services Funds and Component Units

	<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>	<u>FY-12</u>
Downtown Public Parking	0.15	0.40	0.55	0.55	0.55	0.55	0.75	0.55	0.60	0.60
Downtown Develop. Authority	0.00	0.00	0.15	0.15	0.15	0.15	0.25	0.40	0.40	0.40
Principal Shopping District	0.00	0.00	0.30	0.60	0.70	0.70	1.15	1.20	0.70	0.65
Solid Waste Recycling	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.70	0.70	0.70
Windmill Island Gardens	11.55	12.15	12.85	13.10	11.45	11.95	12.15	12.15	11.55	11.55
Railroad Depot	0.20	0.20	0.20	0.20	0.20	0.00	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.65	1.15	0.55	1.00	0.50	2.10	2.85	1.85	0.35	0.35
Strt Equip Operating & Reserve	0.55	0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	0.20	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.05	1.00
IMLS Grant	0.00	0.75	0.90	0.90	1.30	0.00	0.00	0.00	0.00	0.00
Enterprise/Services Total	14.00	16.25	17.30	18.30	16.65	17.25	18.95	17.85	15.35	15.25
General City Total	37.70	42.10	44.90	47.55	47.53	46.90	51.50	51.90	50.85	52.55
Holland Historical Trust	6.35	7.01	7.01	4.39	2.73	2.23	2.23	2.23	2.61	2.61
Grand Total	44.05	49.11	51.91	51.94	50.26	49.13	53.73	54.13	53.46	55.16

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

SERVICE GROUP	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
Management & Administrative	7.58	7.58	7.36	7.37	1.83%
Fiscal Services	14.30	13.35	13.15	13.15	3.27%
Public Safety	129.50	126.00	124.00	120.00	29.87%
Transportation System & Services	34.83	36.08	28.55	28.55	7.11%
Community & Neighborhood Services	22.24	22.19	20.65	20.65	5.14%
Leisure & Cultural Services	30.00	29.00	28.00	28.00	6.97%
Board of Public Works Utilities	186.00	183.00	182.00	180.00	44.82%
Internal Services Funds	4.00	4.00	3.99	3.98	0.99%
TOTAL	428.45	421.20	407.70	401.70	100.00%

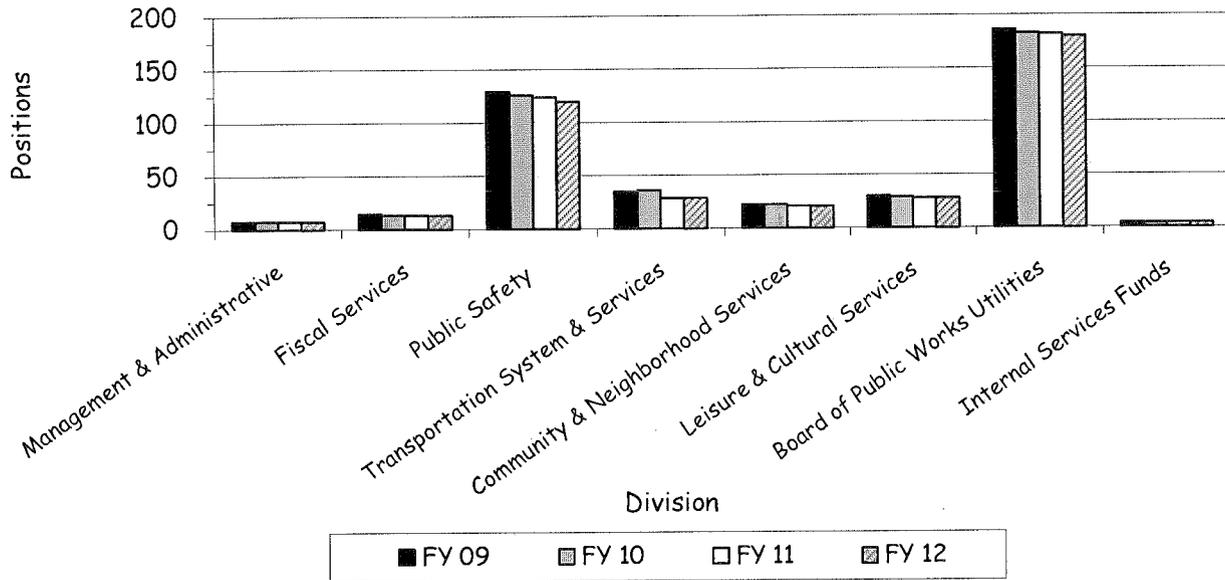
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
General Operating	211.76	206.26	198.37	194.20	48.35%
Downtown Public Parking	0.30	0.20	0.20	0.20	0.05%
Mainstreet/DDA	1.00	1.10	1.10	1.10	0.27%
Principal Shopping District	0.90	0.90	1.90	1.90	0.47%
CATV Public Access Television	0.01	0.01	0.01	0.02	0.00%
Solid Waste Recycling	0.20	0.20	0.20	0.20	0.05%
Windmill Island Gardens	2.00	2.00	2.00	2.05	0.51%
Municipal Airport Facilities & Mgmt	0.24	0.24	0.00	0.00	0.00%
Public Transportation Facilities & Mgmt	2.75	4.50	0.00	0.00	0.00%
Board of Public Works Utilities	186.00	183.00	182.00	180.00	44.81%
Technology Services	4.00	4.00	3.99	3.98	0.99%
Centralized Vehicle / Equipment	8.94	8.44	7.75	7.80	1.94%
CDBG Entitlement Grant	1.35	1.35	1.18	1.25	0.31%
Public Safety Grants	3.00	3.00	3.00	3.00	0.75%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.50%
TOTAL	428.45	421.20	407.70	401.70	100.00%

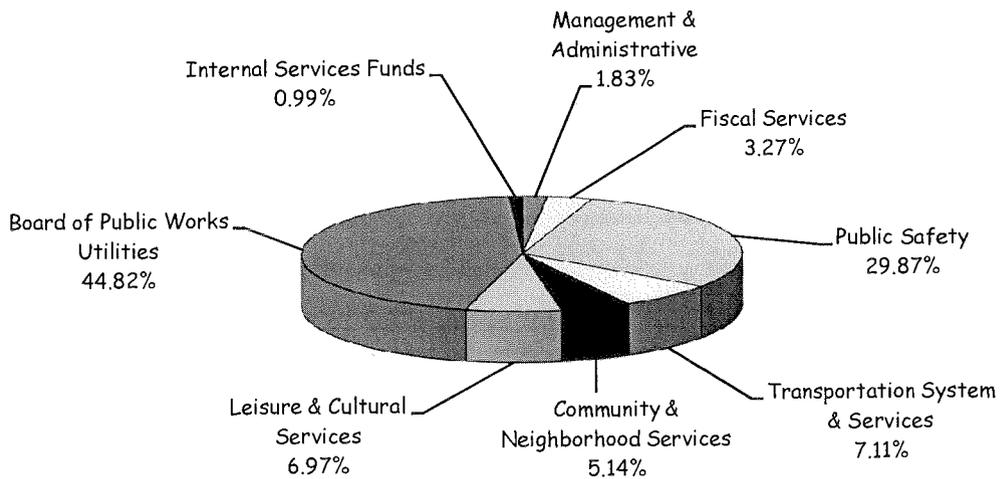
FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE

FY-09 thru FY-12 Full-Time Positions Summary
Across All Service Groups



FY-12 Full-Time Positions Percentage Summary
Across All Service Groups



PART-TIME POSITIONS - @ Full-Time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

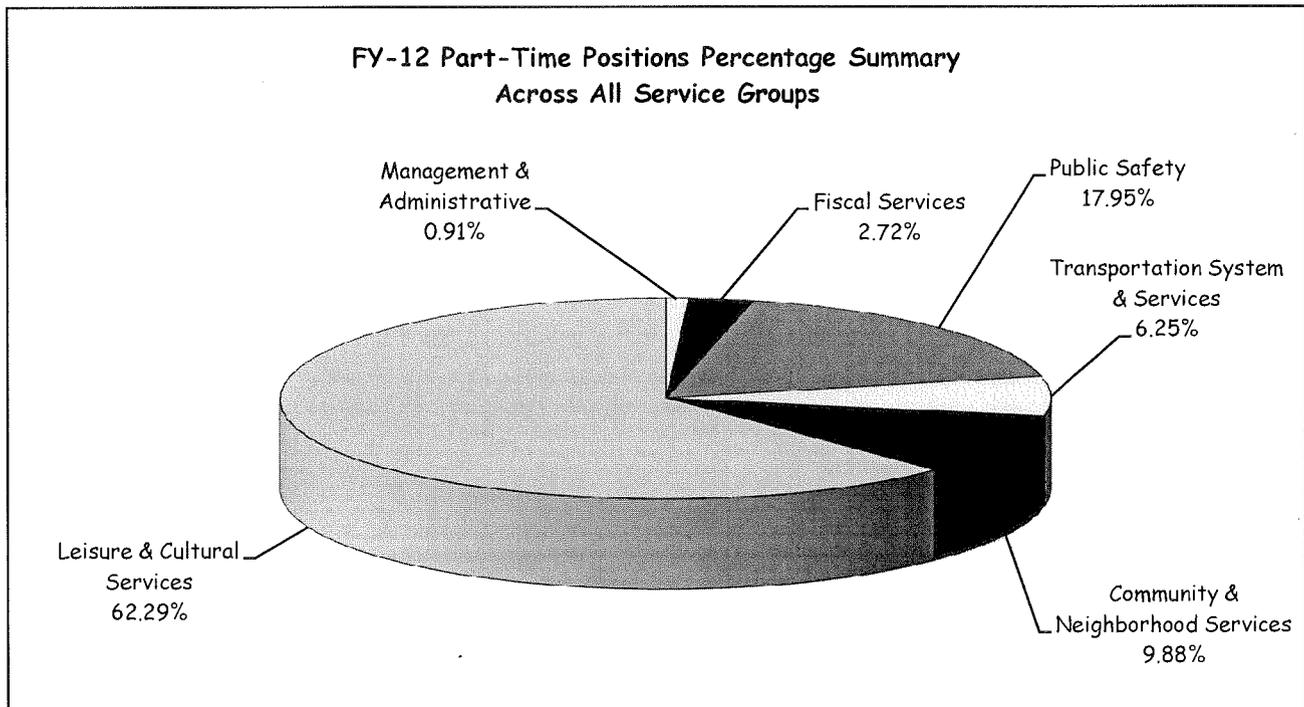
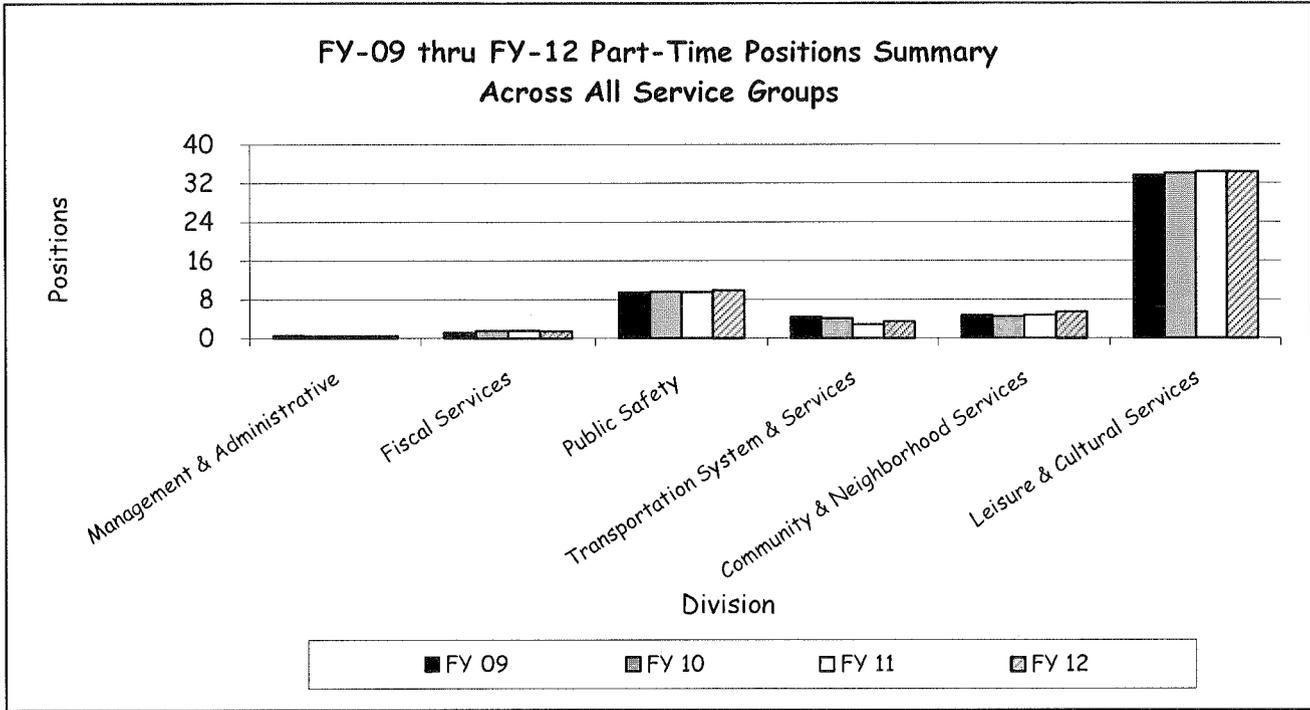
SERVICE GROUP	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
Management & Administrative	0.50	0.40	0.45	0.50	0.91%
Fiscal Services	1.10	1.50	1.50	1.50	2.72%
Public Safety	9.45	9.60	9.55	9.90	17.95%
Transportation System & Services	4.40	4.10	2.85	3.45	6.25%
Community & Neighborhood Services	4.65	4.45	4.75	5.45	9.88%
Leisure & Cultural Services	33.63	34.08	34.36	34.36	62.29%
TOTAL	53.73	54.13	53.46	55.16	100.00%

MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
General Operating	32.55	34.05	35.50	37.30	67.62%
Downtown Public Parking	0.75	0.55	0.60	0.60	1.09%
Downtown Development Authority	0.25	0.40	0.40	0.40	0.73%
Downtown Principal Shopping District	1.15	1.20	0.70	0.65	1.18%
Solid Waste Recycling	0.80	0.70	0.70	0.70	1.27%
Windmill Island Gardens	12.15	12.15	11.55	11.55	20.94%
Public Transportation Facilities & Mgmt	2.85	1.85	0.35	0.35	0.63%
Centralized Vehicle / Equipment	1.00	1.00	1.05	1.00	1.81%
Holland Historic Trust	2.23	2.23	2.61	2.61	4.73%
TOTAL	53.73	54.13	53.46	55.16	100.00%

PART-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

**CHART PRESENTATION
TOTAL PART-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE**



FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
City Council	0.24	0.24	0.25	0.25	0.06%
City Manager	2.60	2.60	2.50	2.50	0.62%
Finance	5.90	5.90	6.15	6.15	1.53%
Property Assessing	5.10	5.10	5.10	5.10	1.27%
City Clerk	2.25	2.25	2.25	2.25	0.56%
Human Resources	2.24	2.24	2.25	2.25	0.56%
Procurement (Purchasing)	0.45	0.45	0.00	0.00	0.00%
Treasurer	2.85	1.90	1.90	1.90	0.47%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.25%
Cemeteries	3.15	3.15	2.40	2.40	0.61%
Volunteer Services	0.24	0.24	0.10	0.10	0.02%
Planning & Zoning	3.20	3.20	2.67	2.60	0.65%
Public Safety - Management	0.00	0.00	0.00	6.00	1.49%
Public Safety - Police Division	69.50	67.00	66.00	59.00	14.69%
Public Safety Fire Division	57.00	56.00	55.00	52.00	12.94%
Environmental Health & Inspections	5.38	5.38	5.48	5.28	1.32%
Construction Inspections	4.62	4.57	3.17	3.37	0.84%
Streets Division	19.90	19.90	17.90	18.15	4.52%
Transportation Management & Engineering	3.00	3.00	2.90	2.60	0.65%
Community Social Services	0.05	0.05	0.05	0.05	0.01%
Ourstreet / Neighborhood Liaison	2.05	2.05	1.05	1.05	0.26%
Human Relations	1.75	1.75	1.75	1.75	0.44%
Leisure & Cultural Services	0.60	0.60	0.60	1.25	0.31%
Recreation Programs	4.00	4.00	4.00	3.50	0.87%
Parks	10.40	9.40	9.15	9.15	2.28%
Municipal Stadium	0.30	0.30	0.30	0.30	0.07%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.50%
8th Street Market	0.10	0.10	0.10	0.10	0.02%
Civic Center	1.50	1.50	1.50	1.30	0.32%
Economic Development	0.44	0.44	0.90	0.90	0.22%
Downtown Public Parking	0.30	0.20	0.20	0.20	0.05%
Downtown Development Authority	1.00	1.10	1.10	1.10	0.27%
Downtown Principal Shopping District	0.90	0.90	1.90	1.90	0.47%
CATV Public Access Television	0.01	0.01	0.01	0.02	0.00%
Solid Waste Recycling	0.20	0.20	0.20	0.20	0.05%
Windmill Island Gardens	2.00	2.00	2.00	2.05	0.51%
Municipal Airport Facilities & Mgmt	0.24	0.24	0.00	0.00	0.00%
Public Transportation Facilities & Mgmt	2.75	4.50	0.00	0.00	0.00%
Board of Public Works:					
- Power Supply	44.00	45.00	44.00	46.00	11.45%
- Electric Transmission & Distribution	29.00	27.00	27.00	27.00	6.72%
- Wastewater Treatment	24.00	21.00	21.00	21.00	5.23%
- Water Treatment	10.00	10.00	10.00	10.00	2.50%
- Water Distribution / Wastewater Collection	17.00	20.00	20.00	19.00	4.73%
- Administration & Human Resources	9.00	7.00	7.00	7.00	1.74%
- Accounting & Collections	13.00	13.00	13.00	12.00	2.99%
- Information Technology	12.00	12.00	12.00	11.00	2.74%
- Marketing & Customer Service	13.00	13.00	12.00	12.00	2.99%
- Purchasing, Facilities, Warehousing & Meter:	10.00	10.00	10.00	9.00	2.24%
- Planning	5.00	5.00	6.00	6.00	1.49%
Technology Services	4.00	4.00	3.99	3.98	0.99%
Centralized Vehicle / Equipment	8.94	8.44	7.75	7.80	1.94%
CDBG Entitlement Grant	1.35	1.35	1.18	1.25	0.31%
Public Safety Grants	3.00	3.00	3.00	3.00	0.75%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.49%
TOTAL	428.45	421.20	407.70	401.70	100.00%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 12	
	FY 09	FY 10	FY 11	POSITIONS	PERCENT
Finance	0.10	0.00	0.00	0.00	0.00%
Property Assessing	0.50	0.50	0.50	0.50	0.91%
Clerk	0.50	0.40	0.45	0.50	0.91%
Treasurer	0.50	1.00	1.00	1.00	1.81%
City Hall & Grounds	0.05	0.05	0.05	0.65	1.18%
Cemeteries	1.95	2.25	2.80	2.80	5.08%
Planning & Zoning	0.25	0.20	0.20	0.20	0.36%
Public Safety - Management	0.00	0.00	0.00	0.65	1.18%
Public Safety - Police Division	9.45	9.60	9.55	9.25	16.77%
Environmental Health & Inspections	0.20	0.10	0.10	0.10	0.18%
Construction Inspections	0.10	0.15	0.65	0.65	1.18%
Streets Division	0.45	1.15	0.95	1.35	2.44%
Transportation Management & Engineering	0.10	0.10	0.50	0.75	1.36%
Ourstreet / Neighborhood Liaison	0.60	0.60	0.65	0.65	1.18%
Human Relations	0.50	0.50	0.50	0.50	0.91%
Recreation Programs	0.95	0.95	0.95	0.95	1.72%
Parks	10.75	10.95	10.95	10.95	19.85%
Municipal Stadium	0.50	0.50	0.50	0.50	0.91%
DeGraaf Nature Center	2.30	2.25	2.15	2.15	3.90%
8th Street Market	0.80	0.80	0.85	0.85	1.54%
Civic Center	2.00	2.00	2.00	2.00	3.62%
Economic Development	0.00	0.00	0.20	0.35	0.63%
Downtown Public Parking	0.75	0.55	0.60	0.60	1.09%
Downtown Development Authority	0.25	0.40	0.40	0.40	0.73%
Downtown Principal Shopping District	1.15	1.20	0.70	0.65	1.18%
Solid Waste Recycling	0.80	0.70	0.70	0.70	1.27%
Windmill Island Gardens	12.15	12.15	11.55	11.55	20.94%
Public Transportation Facilities & Mgmt	2.85	1.85	0.35	0.35	0.63%
Centralized Vehicle / Equipment	1.00	1.00	1.05	1.00	1.81%
Holland Historic Trust	2.23	2.23	2.61	2.61	4.73%
TOTAL	53.73	54.13	53.46	55.16	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.24	0.24	0.25	0.25
*** ELECTED OFFICIALS ***				
Mayor	1.00	1.00	1.00	1.00
Council Member:				
At-Large Representatives	2.00	2.00	2.00	2.00
Ward Representatives	6.00	6.00	6.00	6.00
Total Elected Officials	9.00	9.00	9.00	9.00
Total Full Time & Elected Officials	9.24	9.24	9.25	9.25
 <u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.36	0.36	0.35	0.35
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.24	0.24	0.15	0.15
Total Full Time	2.60	2.60	2.50	2.50
 <u>CITY CLERK</u>				
*** FULL TIME ***				
City Clerk	0.00	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	2.25	2.25	2.25	2.25
*** PART TIME ***				
Clerical Assistant	0.50	0.40	0.45	0.50
Total Full & Part Time FTE	2.75	2.65	2.70	2.75

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<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	0.24	0.24	0.25	0.25
Total Full Time	2.24	2.24	2.25	2.25
 <u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Executive Assistant I	0.24	0.24	0.10	0.10
Total Full Time	0.24	0.24	0.10	0.10
 <u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.01	0.01	0.00	0.00
Interim Technology Services Coordinator	0.00	0.00	0.01	0.02
Total Full Time	0.01	0.01	0.01	0.02
 <u>MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL</u>				
Full Time	7.58	7.58	7.36	7.37
Part Time	0.50	0.40	0.45	0.50
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	17.08	16.98	16.81	16.87

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>FINANCE</u>				
*** FULL TIME ***				
Finance Officer/Treasurer	0.75	0.75	0.80	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	0.20	0.20
Total Full Time	<u>5.90</u>	<u>5.90</u>	<u>6.15</u>	<u>6.15</u>
*** PART TIME ***				
Clerical Assistant	0.10	0.00	0.00	0.00
Total Full & Part Time FTE	<u>6.00</u>	<u>5.90</u>	<u>6.15</u>	<u>6.15</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	0.70	0.70	0.70
Total Full Time	<u>2.85</u>	<u>1.90</u>	<u>1.90</u>	<u>1.90</u>
*** PART TIME ***				
Clerical Assistant	0.50	1.00	1.00	1.00
Total Full & Part Time FTE	<u>3.35</u>	<u>2.90</u>	<u>2.90</u>	<u>2.90</u>

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>PROPERTY ASSESSING</u>				
*** FULL TIME ***				
Finance Officer/Assessor	0.10	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	0.00	2.00	2.00	2.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser I	2.00	0.00	0.00	0.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	5.10	5.10	5.10	5.10
*** PART TIME ***				
Clerical Assistant	0.50	0.50	0.50	0.50
Total Full & Part Time FTE	5.60	5.60	5.60	5.60
 <u>PROCUREMENT (PURCHASING)</u>				
*** FULL TIME ***				
Assistant City Manager	0.00	0.00	0.00	0.00
Finance Officer/Assessor	0.05	0.05	0.00	0.00
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.00	0.00
Department Assistant I	0.20	0.20	0.00	0.00
Total Full Time	0.45	0.45	0.00	0.00
 <u>FISCAL SERVICES TOTAL</u>				
Full Time	14.30	13.35	13.15	13.15
Part Time	1.10	1.50	1.50	1.50
Total Full & Part Time FTE	15.40	14.85	14.65	14.65

PUBLIC SAFETY SERVICES

PUBLIC SAFETY MANAGEMENT

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
<u>POLICE</u>				
*** FULL TIME ***				
Director of Public Safety	0.00	0.00	0.00	1.00
Public Safety Captain	0.00	0.00	0.00	4.00
Department Assistant	0.00	0.00	0.00	1.00
Total Full Time	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>6.00</u>
*** PART TIME ***				
Police Desk Assistant	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.65</u>
Total Full & Part Time FTE	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.00</u></u>	<u><u>0.65</u></u>

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>POLICE</u>				
*** FULL TIME ***				
Police Chief	1.00	0.00	0.00	0.00
Interim Police Chief	0.00	1.00	0.00	0.00
Director of Public Safety	0.00	0.00	1.00	0.00
Police Captain	3.00	2.00	2.00	0.00
Acting Police Captain	0.00	1.00	1.00	0.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	6.00	5.00	5.00	5.00
Police Officer	40.00	40.00	39.00	37.00
Departmental Assistant III	1.00	1.00	1.00	0.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	7.00	6.00	6.00	6.00
Civilian Jailer	1.00	1.00	1.00	1.00
Maintenance Supervisor	0.50	0.00	0.00	0.00
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	<u>69.50</u>	<u>67.00</u>	<u>66.00</u>	<u>59.00</u>
*** PART TIME ***				
Police Desk Assistant	0.00	0.50	0.50	0.50
Police Cadet	4.65	4.75	4.70	4.80
Police Reserve Officer	2.25	2.25	2.25	2.25
School Crossing Guards	1.65	1.20	1.20	1.20
General Maintenance Worker	0.90	0.90	0.90	0.50
Total Part Time	<u>9.45</u>	<u>9.60</u>	<u>9.55</u>	<u>9.25</u>
Total Full & Part Time FTE	<u><u>78.95</u></u>	<u><u>76.60</u></u>	<u><u>75.55</u></u>	<u><u>68.25</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	72.50	70.00	69.00	62.00
Part Time	<u>9.45</u>	<u>9.60</u>	<u>9.55</u>	<u>9.25</u>
Total Full & Part Time FTE	<u><u>81.95</u></u>	<u><u>79.60</u></u>	<u><u>78.55</u></u>	<u><u>71.25</u></u>

PUBLIC SAFETY SERVICES

FIRE DIVISION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
<u>FIRE</u>				
*** FULL TIME ***				
Fire Chief	1.00	0.00	0.00	0.00
Interim Fire Chief	0.00	1.00	0.00	0.00
Public Safety Captain	0.00	0.00	1.00	0.00
Fire Marshal	1.00	1.00	1.00	0.00
Fire Captain	3.00	3.00	3.00	0.00
Fire Lieutenant	6.00	5.00	5.00	0.00
Acting Fire Lieutenant	0.00	1.00	1.00	0.00
Fire Sergeant	0.00	0.00	0.00	7.00
Firefighter	13.00	12.00	11.00	13.00
Community Firefighter	2.00	2.00	2.00	2.00
Part-Paid Firefighter	29.00	29.00	29.00	29.00
Part-Paid Firefighter Sergeant	1.00	1.00	1.00	1.00
Departmental Aide II	1.00	1.00	1.00	0.00
 Total Full Time	 <u>57.00</u>	 <u>56.00</u>	 <u>55.00</u>	 <u>52.00</u>
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	129.50	126.00	124.00	120.00
Part Time	9.45	9.60	9.55	9.90
 Total Full & Part Time FTE	 <u>138.95</u>	 <u>135.60</u>	 <u>133.55</u>	 <u>129.90</u>

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.40	0.40	0.50
Departmental Assistant II	0.50	0.50	0.50	0.65
Street Superintendent	1.00	1.00	1.00	1.00
Supervisor	3.00	3.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	4.00	4.00	3.00	3.00
Total Full Time	19.90	19.90	17.90	18.15
*** PART TIME ***				
Maintenance	0.45	1.15	0.95	1.35
Total Full & Part Time FTE	20.35	21.05	18.85	19.50
<u>TRANSPORTATION MANAGEMENT & ENGINEERING</u>				
*** FULL TIME ***				
Director of Transportation Services	0.50	0.50	0.40	0.25
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	0.35
Total Full Time	3.00	3.00	2.90	2.60
*** PART TIME ***				
Technical Assistant	0.10	0.10	0.50	0.75
Total Full & Part Time FTE	3.10	3.10	3.40	3.35
<u>MUNICIPAL AIRPORT FACILITIES & MANAGEMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.20	0.20	0.00	0.00
Executive Assistant I	0.04	0.04	0.00	0.00
Total Full Time	0.24	0.24	0.00	0.00

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED FY 12
	FY 09	FY 10	FY 11	
<u>PUBLIC TRANSPORTATION FACILITIES & MGMT</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.00	0.00	0.00
MAX Coordinator	1.00	1.00	0.00	0.00
Marketing Consultant	0.00	1.00	0.00	0.00
Customer Service Rep	1.00	1.75	0.00	0.00
Department Assistant I	0.75	0.75	0.00	0.00
Total Full Time	2.75	4.50	0.00	0.00
*** PART TIME ***				
Security	0.35	0.35	0.35	0.35
Customer Service Rep	2.00	1.50	0.00	0.00
Marketing Consultant	0.50	0.00	0.00	0.00
Total Part Time	2.85	1.85	0.35	0.35
Total Full & Part Time FTE	5.60	6.35	0.35	0.35
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.09	0.09	0.20	0.25
Mtr Pool Supervisor/Purchasing Agt	0.80	0.80	0.00	0.00
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	1.00	1.00	1.00	1.00
Equipment Mechanic II	4.50	4.00	4.00	4.00
Department Assistant	0.55	0.55	0.55	0.55
Total Full Time	8.94	8.44	7.75	7.80
*** PART TIME ***				
Mechanic Assistant	1.00	1.00	1.05	1.00
Total Full & Part Time FTE	9.94	9.44	8.80	8.80
<u>TRANSPORTATION SYSTEM & SERVICES TOTAL</u>				
Full Time	34.83	36.08	28.55	28.55
Part Time	4.40	4.10	2.85	3.45
Total Full & Part Time FTE	39.23	40.18	31.40	32.00

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.05	0.05	0.05	0.65
Total Full & Part Time FTE	1.05	1.05	1.05	1.65
 <u>PLANNING & 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	0.50	0.50	0.50	0.50
Neighborhood Commercial Specialist	0.60	0.60	0.27	0.20
Clerical Specialist	0.20	0.20	0.00	0.00
Departmental Assistant II	0.20	0.20	0.20	0.20
Total Full Time	3.20	3.20	2.67	2.60
*** PART TIME ***				
Preservation Planner	0.25	0.20	0.20	0.20
Total Full & Part Time FTE	3.45	3.40	2.87	2.80
 <u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.70	0.70	0.70	0.70
Chief Sanitarian	1.00	1.00	1.00	1.00
Building Inspector / Zoning Administrator	0.10	0.10	0.10	0.10
Plumbing & Mechanical Inspector	0.20	0.20	0.20	0.00
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	0.50	0.50
Departmental Assistant I	0.40	0.40	0.40	0.40
Clerical Specialist	0.40	0.40	0.00	0.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Community Development Planner I	0.30	0.30	0.30	0.30
Total Full Time	5.38	5.38	5.48	5.28
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Intern - Inspections	0.10	0.00	0.00	0.00
Total Part-Time	0.20	0.10	0.10	0.10
Total Full & Part Time FTE	5.58	5.48	5.58	5.38

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
Director of Environmental Health	0.30	0.30	0.30	0.30
Electrical Inspector	1.00	1.00	0.00	0.00
Building Inspector/Zoning Administrator	0.90	0.90	0.90	0.90
Plumbing & Mechanical Inspector	0.80	0.80	0.80	1.00
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	0.00	0.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Account Clerk / Cashier	0.10	0.05	0.05	0.05
Total Full Time	4.62	4.57	3.17	3.37
*** PART TIME ***				
Electrical Inspector	0.00	0.00	0.50	0.50
Clerical Assistant	0.10	0.10	0.10	0.10
Account Clerk / Cashier	0.00	0.05	0.05	0.05
Total Part-Time	0.10	0.15	0.65	0.65
Total Full & Part Time FTE	4.72	4.72	3.82	4.02
<u>COMMUNITY SOCIAL SERVICES ASSISTANCE</u>				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.05	0.05	0.05	0.05
Total Full Time	0.05	0.05	0.05	0.05
<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	0.00	0.00
Total Full Time	2.05	2.05	1.05	1.05
*** PART TIME ***				
Clerical Assistant	0.50	0.50	0.55	0.55
Graffiti Removal	0.10	0.10	0.10	0.10
Total Part-Time	0.60	0.60	0.65	0.65
Total Full & Part Time FTE	2.65	2.65	1.70	1.70

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.44	0.44	0.65	0.65
Executive Assistant I	0.00	0.00	0.25	0.25
Total Full Time	0.44	0.44	0.90	0.90
*** PART TIME ***				
Communications Assistant	0.00	0.00	0.20	0.35
Total Full & Part Time FTE	0.44	0.44	1.10	1.25
<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	0.15	0.15	0.15
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.30	0.20	0.20	0.20
*** PART TIME ***				
Clerical Assistant	0.20	0.15	0.15	0.15
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.20	0.10	0.10	0.10
Tulip Time Help - Parking Deck	0.10	0.05	0.10	0.10
Total Part-Time	0.75	0.55	0.60	0.60
Total Full & Part Time FTE	1.05	0.75	0.80	0.80

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<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	0.85	0.85	0.85
Total Full Time	1.00	1.10	1.10	1.10
*** PART TIME ***				
Clerical Assistant	0.25	0.30	0.30	0.30
Maintenance	0.00	0.10	0.10	0.10
Total Part-Time	0.25	0.40	0.40	0.40
Total Full & Part Time FTE	1.25	1.50	1.50	1.50
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.90	0.90	0.90	0.90
Event Coordinator	0.00	0.00	1.00	1.00
Total Full Time	0.90	0.90	1.90	1.90
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.15	0.15
Event Coordinator	0.70	0.75	0.00	0.00
Event Employees	0.00	0.00	0.10	0.05
Intern	0.30	0.30	0.45	0.45
Total Part-Time	1.15	1.20	0.70	0.65
Total Full & Part Time FTE	2.05	2.10	2.60	2.55
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Community Development Planner I	0.20	0.20	0.20	0.20
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.80	0.70	0.70	0.70
Total Full & Part Time FTE	1.00	0.90	0.90	0.90

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>CDBG ENTITLEMENT GRANT</u>				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.45	0.45	0.45	0.45
Neighborhood Commercial Specialist	0.40	0.40	0.23	0.30
Community Development Planner I	0.50	0.50	0.50	0.50
 Total Full Time	<u>1.35</u>	<u>1.35</u>	<u>1.18</u>	<u>1.25</u>
 <u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	22.24	22.19	20.65	20.65
Part Time	4.65	4.45	4.75	5.45
 Total Full & Part Time FTE	<u>26.89</u>	<u>26.64</u>	<u>25.40</u>	<u>26.10</u>

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>LEISURE/CULTURAL SERVICES ADMINISTRATION</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.30	0.30	0.30	0.95
Departmental Assistant II	0.30	0.30	0.30	0.30
Total Full Time	0.60	0.60	0.60	1.25
 <u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.50	0.50	0.50	0.00
Youth/General Recreation Coordinator	1.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Skilled Recreation Technician	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Skilled Maintenance Technician	0.05	0.05	0.05	0.05
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	4.00	4.00	4.00	3.50
*** 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	0.95	0.95	0.95	0.95
Total Full & Part Time FTE	4.95	4.95	4.95	4.45

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>PARKS</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.75	0.75	0.75	0.75
Departmental Assistant I	0.25	0.25	0.00	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	0.00	0.00	0.00
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Total Full Time	10.40	9.40	9.15	9.15
*** PART TIME ***				
Grounds Maintenance	9.60	9.80	9.80	9.80
Gardener	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.45	0.45
Total Part Time	10.75	10.95	10.95	10.95
Total Full & Part Time FTE	21.15	20.35	20.10	20.10
<u>MUNICIPAL STADIUM</u>				
*** FULL TIME ***				
Skilled Maintenance Technician	0.25	0.25	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.30	0.30	0.30	0.30
*** PART TIME ***				
Maintenance/Grounds	0.50	0.50	0.50	0.50
Total Full & Part Time FTE	0.80	0.80	0.80	0.80

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	1.95	1.95	1.95	1.95
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.40	0.40
Educational Intern	0.60	0.55	0.55	0.55
Educational Assistant	0.65	0.65	0.60	0.60
Outdoor Assistant	0.65	0.65	0.60	0.60
Total Part Time	2.30	2.25	2.15	2.15
Total Full & Part Time FTE	4.25	4.20	4.10	4.10
 <u>8th STREET MARKET</u>				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
*** PART TIME ***				
Market Master	0.70	0.70	0.75	0.75
Maintenance	0.10	0.10	0.10	0.10
Total Part Time	0.80	0.80	0.85	0.85
Total Full & Part Time FTE	0.90	0.90	0.95	0.95

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<u>CIVIC CENTER</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.20	0.20	0.20	0.00
Departmental Assistant II	0.30	0.30	0.30	0.30
Sr Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	1.50	1.50	1.50	1.30
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.65	1.65	1.65	1.65
Total Part Time	2.00	2.00	2.00	2.00
Total Full & Part Time FTE	3.50	3.50	3.50	3.30
<u>CEMETERIES</u>				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Departmental Assistant I	0.75	0.75	0.00	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	1.00	1.00	1.00	1.00
Total Full Time	3.15	3.15	2.40	2.40
*** PART TIME ***				
Clerical Assistant	0.70	1.00	1.50	1.50
Grounds Maintenance	1.25	1.25	1.30	1.30
Total Part Time	1.95	2.25	2.80	2.80
Total Full & Part Time FTE	5.10	5.40	5.20	5.20

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.00	0.00	0.00	0.05
Windmill Island Manager	1.00	1.00	1.00	1.00
Events Coordinator/Miller	1.00	1.00	1.00	1.00
Total Full Time	2.00	2.00	2.00	2.05
 *** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.65	0.65
Klompen Dancer/Tour Guide	2.40	2.40	2.40	2.40
Ticket Taker	0.75	0.70	0.70	0.70
Tour Guide	1.05	1.05	0.80	0.80
Miller/Event Organizer	0.70	0.20	0.20	0.20
Grounds Maintenance	5.45	6.00	5.60	5.60
Clerical Assistant	1.20	1.20	1.20	1.20
Total Part Time	12.15	12.15	11.55	11.55
Total Full & Part Time FTE	14.15	14.15	13.55	13.60

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	FY 09	ACTUAL FY 10	FY 11	APPROVED FY 12
<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	0.00	0.00
Facilities Manager	1.00	1.00	1.00	1.00
Museum and Gallery Manager	0.00	0.00	1.00	1.00
Archivist	0.00	0.00	1.00	1.00
Visitor Services/Volunteer Manager	1.00	1.00	0.00	0.00
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Media Relations	0.62	0.62	0.75	0.75
Development Director/Membership	0.00	0.00	0.50	0.50
Museum Attendant	0.86	0.86	0.86	0.86
Facility Manager	0.00	0.00	0.50	0.50
Archivists	0.75	0.75	0.00	0.00
Total Part Time	2.23	2.23	2.61	2.61
Total Full & Part Time FTE	8.23	8.23	8.61	8.61
<u>LEISURE & CULTURAL SERVICES TOTAL</u>				
Full Time	30.00	29.00	28.00	28.00
Part Time	33.63	34.08	34.36	34.36
Total Full & Part Time FTE	63.63	63.08	62.36	62.36

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>POWER SUPPLY</u>				
*** FULL TIME ***				
Electric Production Superintendent	1.00	1.00	1.00	1.00
Power Resources Engineer	1.00	0.00	0.00	0.00
Operations Planner	1.00	1.00	1.00	1.00
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	0.00	0.00	1.00	1.00
Plant Operator - PP	8.00	8.00	8.00	8.00
Mechanical Maintenance B	3.00	3.00	3.00	3.00
Mechanical Maintenance C	3.00	2.00	1.00	1.00
Instrumentation & Controls Technician	3.00	1.00	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	2.00	2.00	2.00	2.00
Coal & Ash Handler	2.00	2.00	2.00	2.00
Utility II - PP	2.00	3.00	2.00	2.00
Utility I - PP	2.00	2.00	2.00	4.00
Clerk Typist II - PP	1.00	1.00	1.00	1.00
Electric Production Engineer	1.00	2.00	2.00	2.00
Temporary Electric Production	0.00	1.00	0.00	0.00
Instrumentation & Controls Lead				
Electric Instrumentation & Controls Lead	0.00	0.00	1.00	1.00
Electric Production Mechanical Lead	0.00	0.00	1.00	1.00
Temporary Electric Production Mechanical Lead	0.00	1.00	0.00	0.00
Instrumentation & Controls Technician-Operator	0.00	1.00	1.00	1.00
Stockkeeper	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
Total Full Time	44.00	45.00	44.00	46.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>ELECTRIC TRANSMISSION & DISTRIBUTION</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	5.00	4.00	3.00	5.00
Lineworker B	2.00	3.00	4.00	2.00
Lineworker B - Non-Certified	0.00	0.00	2.00	2.00
Equipment Operator II	2.00	2.00	0.00	0.00
System Operations 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	1.00	1.00	1.00	1.00
Electric Distribution GIS Specialist	0.00	0.00	1.00	1.00
Draftsman	1.00	1.00	0.00	0.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Communications Technician	1.00	0.00	0.00	0.00
Engineering Technician II	2.00	1.00	0.00	0.00
Electric Distribution Engineering Specialist	0.00	0.00	1.00	1.00
Total Full Time	<u>29.00</u>	<u>27.00</u>	<u>27.00</u>	<u>27.00</u>
ELECTRIC UTILITY TOTAL	<u><u>73.00</u></u>	<u><u>72.00</u></u>	<u><u>71.00</u></u>	<u><u>73.00</u></u>

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Wastewater Treatment Plant Superintendent	0.00	1.00	1.00	1.00
Wastewater Plant Supervisor	1.00	0.00	0.00	0.00
Mechanical Maintenance Supervisor	1.00	0.00	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	1.00	1.00	1.00
Lead Waste Treatment Maintenance Service & Maintenance I	3.00	0.00	0.00	0.00
Industrial Electrician	1.00	2.00	2.00	2.00
Maintenance II - WWTP	3.00	2.00	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	1.00	1.00	1.00
Maintenance Supervisor - WWTP / WTP	0.00	1.00	1.00	1.00
Pollution Control Supervisor	1.00	0.00	0.00	0.00
Total Full Time	24.00	21.00	21.00	21.00
<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	1.00	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
Total Full Time	10.00	10.00	10.00	10.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
Water/Wastewater Administrator	1.00	0.00	0.00	0.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	3.00	4.00	4.00	5.00
Service and Maintenance I	1.00	3.00	3.00	2.00
Scheduler	1.00	1.00	1.00	1.00
Civil Engineer	1.00	0.00	0.00	0.00
Engineering Field Technician	4.00	4.00	4.00	3.00
W / WW Engineering Specialist	0.00	0.00	1.00	1.00
Engineering Field Services Coordinator	1.00	1.00	0.00	0.00
Water & Wastewater Services Superintendent	1.00	1.00	1.00	1.00
Water & Wastewater Engineering Supervisor	0.00	1.00	1.00	1.00
GIS / CAD Specialist	0.00	1.00	1.00	1.00
Total Full Time	<u>17.00</u>	<u>20.00</u>	<u>20.00</u>	<u>19.00</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>50.00</u></u>

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>ADMINISTRATION & HUMAN RESOURCES</u>				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Administrative Specialist	0.00	0.00	1.00	1.00
Operations Director	1.00	1.00	1.00	1.00
Executive Manager	2.00	0.00	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	0.00	0.00
Human Resources Assistant	1.00	0.00	0.00	0.00
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Specialist	0.00	1.00	1.00	1.00
Total Full Time	9.00	7.00	7.00	7.00
 <u>ACCOUNTING & 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 Systems Specialist	1.00	1.00	1.00	0.00
Finance System Specialist	0.00	0.00	0.00	1.00
General Accountant II	1.00	1.00	1.00	0.00
Senior Account	0.00	0.00	0.00	1.00
General Accountant I	1.00	1.00	1.00	1.00
Payroll Processor	1.00	0.00	0.00	0.00
Payroll Specialist	0.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounting Clerk Typist II	1.00	0.00	0.00	0.00
Accounting Systems Specialist	1.00	1.00	1.00	0.00
Utility Rates Accountant	0.00	1.00	1.00	1.00
Records Management Coordinator	0.00	1.00	1.00	1.00
Central Records Clerk	1.00	0.00	0.00	0.00
Total Full Time	13.00	13.00	13.00	12.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Applications Manager	1.00	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	2.00	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	0.00	0.00	0.00
GIS Programmer / Analyst	1.00	0.00	0.00	0.00
GIS Specialist	1.00	1.00	1.00	0.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	2.00	2.00	2.00	2.00
Database Administrator	0.00	1.00	1.00	1.00
Total Full Time	12.00	12.00	12.00	11.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & MARKETING

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>MARKETING & 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	1.00	1.00	1.00
Cost and Rates Specialist	1.00	0.00	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
Customer Service Representative - Cashier	2.00	2.00	2.00	2.00
Clerk Typist II	1.00	1.00	0.00	0.00
Total Full Time	13.00	13.00	12.00	12.00
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u>				
*** FULL TIME ***				
Lead Meter Reader	1.00	1.00	1.00	0.00
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	0.00	0.00	0.00
Procurement Specialist	0.00	1.00	1.00	1.00
Total Full Time	10.00	10.00	10.00	9.00
<u>PLANNING</u>				
Business Services Director	1.00	1.00	1.00	1.00
Planning Engineering Manager	1.00	1.00	1.00	1.00
Regulatory Specialist	0.00	0.00	1.00	1.00
Planning Engineer I	2.00	2.00	2.00	2.00
Planning Specialist	1.00	1.00	1.00	1.00
Total Full Time	5.00	5.00	6.00	6.00
ADMIN & MARKETING TOTAL	62.00	60.00	60.00	57.00
BOARD OF PUBLIC WORKS				
UTILITY SERVICES TOTAL	186.00	183.00	182.00	180.00

INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 09	FY 10	FY 11	FY 12
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Interim Technology Services Coordinator	1.00	1.00	0.99	0.98
Network Systems Specialist	1.00	1.00	1.00	1.00
Web Specialist	1.00	1.00	1.00	1.00
GIS Technician/Programmer	0.00	0.00	0.00	0.00
Technical Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	4.00	4.00	3.99	3.98

APPENDIX B

CAPITAL OUTLAY

- > MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
- > FISCAL SERVICES GROUP (none)
- > PUBLIC SAFETY SERVICES GROUP
- > TRANSPORTATION SYSTEM AND SERVICES GROUP
- > COMMUNITY AND NEIGHBORHOOD SERVICES GROUP
- > LEISURE & CULTURAL SERVICES GROUP
- > INTERNAL SERVICE FUNDS GROUP
- > BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

CAPITAL OUTLAY

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - -

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CATV - PUBLIC ACCESS MULTI-MEDIA FUND</u>				
<u>Machinery & Equipment</u>				
Update Council Chambers Technology	Replace	1	50,000	50,000
Total - Machinery & Equipment				50,000
TOTAL CATV FUND				50,000
TOTAL MANAGEMENT & ADMINISTRATIVE SERVICES				50,000

- - PUBLIC SAFETY SERVICES GROUP - -

POLICE & FIRE DIVISIONS (GENERAL FUND)

<u>Machinery & Equipment</u>				
Police Patrol Rifles with Cruiser Mount	Replace	5	1,460	7,300
Total - Machinery & Equipment				7,300
TOTAL POLICE & FIRE DIVISIONS (GENERAL FUND)				7,300
TOTAL PUBLIC SAFETY SERVICES				7,300

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>CENTRALIZED VEHICLE/EQUIPMENT FUND</u>				
<u>Machinery & Equipment</u>				
Pre-wet System for Street Department Trucks # 105, 113, 116	New	3	4,000	12,000
Repaint Truck #130	Replace	1	7,500	7,500
Reconditioning/Repainting 2 Plow Trucks	Replace	2	5,000	10,000
Track Kit for 4 X 4 Gator for use at VanRaalte Farm #527	Replace	1	6,000	6,000
Tractor with Accessories for Windmill Island: Tractor \$18,000 / Bucket, Forkset & Mower \$6,500	Replace	1	24,500	24,500
"Z" Mower 60" #471 less estimated trade-in	Replace	1	6,800	6,800 (1,800)
Morrison Industrial Scissor Lift	Replace	1	8,500	8,500
Police Dual Radar Units with Antenna	Replace	4	1,550	6,200
Radio Replacement/Upgrade Narrow Band	Replace	1	35,000	35,000
Total - Machinery & Equipment				114,700
<u>Vehicles</u>				
Vactor Sewer Cleaner #111 (1997) less estimated trade-in	Replace	1	370,000	370,000 (22,000)
Pickup Truck #302	Replace	1	16,000	16,000
Pickup Truck #310	Replace	1	19,000	19,000
Pickup Truck #303	Replace	1	20,000	20,000
New Police Vehicle (Tahoe)	Replace	1	26,500	26,500
New Police Vehicle (marked)	Replace	1	26,500	26,500
Police Change Over (for 2 vehicles above)	Replace	2	5,600	11,200
Unmarked Police Sedans #241, 243, 248 transfer to City Hall	Replace	3	18,000	54,000
Total - Vehicles				521,200
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				635,900
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				635,900

CAPITAL OUTLAY

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

	New or <u>Replacement</u>	<u>Units</u>	<u>Unit Cost</u>	<u>Amount</u>
<u>PRINCIPAL SHOPPING DISTRICT FUND</u>				
<u>Land Improvements</u>				
Electrical Updates for Eighth Street	New	1	5,000	5,000
Total - Land Improvements				5,000
TOTAL PRINCIPAL SHOPPING DISTRICT FUND				5,000
<u>ENVIRONMENTAL QUALITY/SOLID WASTE FUND</u>				
<u>Machinery & Equipment</u>				
Various Refuse/Recycle Containers As Required		1	80,000	80,000
Total - Machinery & Equipment				80,000
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				80,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				85,000

- - LEISURE & CULTURAL SERVICES - -

PARKS DEPARTMENT

Land Improvements

Mulch @ Various Playgrounds	Replace	1	6,000	6,000
Total - Land Improvements				6,000
TOTAL PARKS DEPARTMENT (GENERAL FUND)				6,000

WINDMILL ISLAND FUND

Land Improvements

Replace Deck on Windmill	Replace	1	190,000	190,000
Total - Land Improvements				190,000
TOTAL WINDMILL ISLAND FUND				190,000
TOTAL LEISURE & CULTURAL SERVICES				196,000

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - -

	New or <u>Replacement</u>	<u>Units</u>	Unit <u>Cost</u>	<u>Amount</u>
<u>TECHNOLOGY SERVICES FUND</u>				
<u>Machinery & Equipment</u>				
Civic Color Copy/Print/Scan	Replace	1	12,000	12,000
Finance Scanner	Replace	1	5,000	5,000
Finance/HR System Carry over (FY12 portion)	Replace	1	67,600	67,600
Firehouse Software	Replace	1	16,000	16,000
Gigabit Switches	Replace	5	3,000	15,000
Clerk Multifunction Printer	Replace	1	7,000	7,000
Downtown Cameras (will be reimbursed by Fund 238-PSD)	New	1	8,200	8,200
BSA Building & Business Carryover and price increase	Replace	1	11,000	11,000
Police Pro-Vision In-Car Video Systems	New	4	2,075	8,300
Police Digital Dictation Recorders	New	20	400	8,000
Public Safety EWS "Early Warning Signals"	New	1	8,700	8,700
Total - Machinery & Equipment				166,800
TOTAL TECHNOLOGY SERVICES FUND				166,800
<u>FUEL DISPENSING FUND</u>				
<u>Machinery & Equipment</u>				
Underground Tank Replacement Study	Replace	1	20,000	20,000
Total - Machinery & Equipment				20,000
TOTAL FUEL DISPENSING FUND				20,000
TOTAL - INTERNAL SERVICES FUNDS				186,800

MISCELLANEOUS CAPITAL OUTLAY
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Capital Outlay Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2012	FY2013	FY2014	FY2015	FY2016
<u>Management & Administrative Services Group</u>					
Update Council Chambers Technology Annual Maintenance Contract	2,000	2,000	2,100	2,200	2,300
<u>Leisure & Cultural Services Group</u>					
Replace Deck on Windmill Maintenance	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
<u>Transportation System & Services Group</u>					
Centralized Vehicle/Equipment - Eleven Replacement Vehicles:					
Reduced Maintenance/Upkeep Costs	(15,000)	(14,000)	(13,000)	(12,000)	(11,000)
Lower Fuel Costs - Improved Efficiency	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Three Replacement Equipment:					
Reduced Maintenance/Upkeep Costs	(3,000)	(2,500)	(2,000)	(2,000)	(2,000)
<u>Internal Services Funds Group</u>					
Police Pro-Vision In-Car Video Systems Annual Maintenance Contract	150	200	200	250	250
Police Digital Dictation Recorders Annual Maintenance Contract	150	200	200	250	250
Public Safety EWS Early Warning Signals Maintenance	- 0 -	400	500	500	600
Technology Svcs - Finance System/HR Software Annual Maintenance Contract	2,200	2,300	2,400	2,500	2,600
Staff Overtime for Implementation	2,000	- 0 -	- 0 -	- 0 -	- 0 -
Changeover Printing Forms	1,000	- 0 -	- 0 -	- 0 -	- 0 -
Total	<u>(15,500)</u>	<u>(16,400)</u>	<u>(14,600)</u>	<u>(13,300)</u>	<u>(12,000)</u>

ADDITIONAL NOTES :

- Capital Projects are reflected on a separate presentation. Only General City capital outlay that are estimated to impact future operating budgets are reflected on this presentation. Board of Public Works Utilities Services Group is excluded.

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Multi-Year</u> <u>Budget</u>	<u>Projected</u> <u>FY2012 Outlay</u>
<u>Power Plant</u>		
Allegan County Wind Project	\$ 25,000,000	\$ 2,000,000
Unit 9 Combustion Inspection, Repair	725,000	725,000
Units 4 and 5 Variable Frequency Drive Motor Boiler Feed Pump	600,000	600,000
Unit 5 2400V Switchgear Changeout	1,000,000	350,000
Coal Handling Motor Control Center and Misc. Controls	135,000	135,000
JDY Roof Drain Replacement Phase III	135,000	135,000
Unit 5 Stack Gunnite and Breach Area Repair	117,000	117,000
Total Other Projects	851,590	851,590
 Total Power Plant	 \$ 28,563,590	 \$ 4,913,590
<u>Electric Transmission and Distribution</u>		
Distribution System Upgrades	\$ 1,700,000	\$ 1,700,000
Smart Grid Distribution/Automation	500,000	500,000
New Metering	500,000	500,000
Install New Substation Greenly	5,000,000	400,000
Circuit 82 Replacement	250,000	250,000
Purchase New Outage Management System	200,000	200,000
Total Other Projects	312,625	312,625
 Total Electric Transmission and Distribution	 \$ 8,462,625	 \$ 3,862,625
<u>Broadband</u>		
Upgrade Fiber Backbone to 10G	\$ 200,000	\$ 200,000
Fiber Optics Overhead	125,000	125,000
Fiber Optics Underground	125,000	125,000
Upgrade Fiber to Water Treatment Plant	50,000	50,000
HVAC for Fiber/Server Shack	20,000	20,000
 Total Broadband	 \$ 520,000	 \$ 520,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Multi-Year</u> <u>Budget</u>	<u>Projected</u> <u>FY2012 Outlay</u>
<u>Water Plant</u>		
Transfer Pump	\$ 440,000	\$ 380,000
Filter Media Addition	50,000	50,000
Wonderware System Platform Integration	40,000	40,000
Total Other Projects	59,000	59,000
Total Water Plant	<u>\$ 589,000</u>	<u>\$ 529,000</u>
<u>Wastewater Plant</u>		
Headworks Modifications for Membranes	\$ 5,500,000	\$ 2,000,000
Structure 38 Valve Relocation	90,000	90,000
Channel Monster Replacement	75,000	75,000
Wonderware System Platform Integration	60,000	60,000
Total Other Projects	267,000	267,000
Total Wastewater Plant	<u>\$ 5,992,000</u>	<u>\$ 2,492,000</u>
<u>Water Distribution</u>		
Wyoming Interconnect	\$ 3,000,000	\$ 2,500,000
Water Main Replacement Central 8th to State	1,073,000	858,000
Transmission Main Reconditioning	250,000	250,000
Water Main Lining 31st to 48th	200,000	200,000
M-40 Water tank Rehabilitation	125,000	125,000
Total Other Projects	1,297,050	642,050
Total Water Distribution	<u>\$ 5,945,050</u>	<u>\$ 4,575,050</u>
<u>Wastewater Collection</u>		
Sewer Main Lining Program	\$ 1,800,000	\$ 940,000
Sewer Main Replacement Central, 8th to State	491,000	393,000
Sewer Main Replacement Fairbanks, 5th to 8th	166,000	166,000
Steketee and Beechwood Lift Station Improvements	163,000	163,000
Various Sanitary Sewer Improvements	150,000	150,000
16th St. Lift Station Improvements	175,000	175,000
Total Other Projects	844,825	460,825
Total Wastewater Collection	<u>\$ 3,789,825</u>	<u>\$ 2,447,825</u>

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	<u>Multi-Year</u> <u>Budget</u>	<u>Projected</u> <u>FY2012 Outlay</u>
<u>Other Departments</u>		
Sharepoint 2010 Upgrade	\$ 129,000	\$ 129,000
Application Blade Servers	125,000	125,000
Infor Enterprise Edition Upgrade	111,000	111,000
Corporate Wireless Network	100,000	100,000
Two 14Tb NetApp Disk Shelves for Expansion and Rack	80,000	80,000
	<hr/>	<hr/>
Total Accounting, Collection, IT & Admin.	\$ 545,000	\$ 545,000
	<hr/>	<hr/>
Rainwater Collection System	\$ 48,900	\$ 48,900
High End Commercial and Industrial Electric Meters	15,000	15,000
Data Collector	8,800	8,800
	<hr/>	<hr/>
Total Facilities, Warehouse & Metering	\$ 72,700	\$ 72,700
	<hr/>	<hr/>
Customer Service Remodeling	\$ 500,000	\$ 500,000
	<hr/>	<hr/>
Total Customer Service	\$ 500,000	\$ 500,000
	<hr/>	<hr/>
	<hr/>	<hr/>
Total New Capital Projects	\$ 54,979,790	\$ 20,457,790

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

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, 2011

DEBT LIMITATION AT JULY 1, 2011

Total Taxable Value Across All Property Classifications	\$ 1,076,127,875
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	\$ 107,612,788

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2011

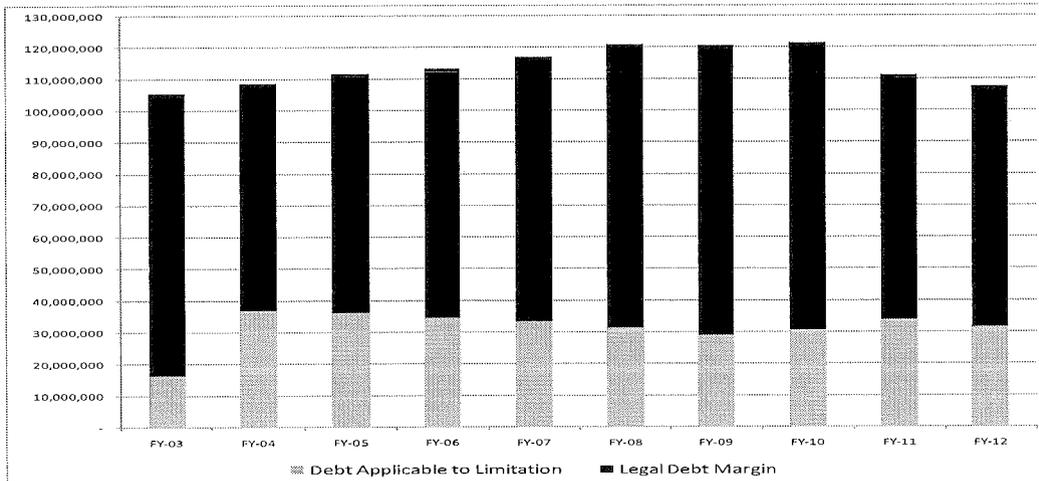
Total Bonded Debt at July 1, 2011 (excludes Capital Leases)	\$ 49,175,186
Less the Following :	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	(1,077,186)
Michigan Transportation Fund Debt	-
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(16,130,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2011 :	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	(406,360)
Debt Amount Applicable to Debt Limitation	\$ 31,561,640

ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2011

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin \$ 76,051,148

ADDITIONAL NOTE:

The City of Holland is legally indebted for the \$2,715,000 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 \$2,715,000, or \$1,686,015, 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 @ 07/01/11	
		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	3,900,000	2,467,620
2010 Street Improvements	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	5,500,000	734,183
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	9,400,000	3,201,803
<u>Ottawa County Drain Commission Loans</u>								
2010 Holland Heights Drain	Property Taxation	05-05-10	04-15-15	4.38000%	170,000	21,946	136,000	14,908
2010 No. 24 Drain	Property Taxation	05-05-10	04-15-15	4.38000%	150,000	19,400	120,000	13,154
Total Drain Loans					320,000	41,346	256,000	28,062
<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	870,000	17,400
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,115,000	2,535,300
2010 Refunding Police/Transp/W.G.	Property Taxation	09-09-10	10-01-18	2.39586%	7,425,000	1,204,325	7,425,000	1,069,813
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	2,185,000	280,037
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	2,715,000	390,625
Total Building Authority Bond Issues					43,750,000	19,072,387	20,310,000	4,293,175
<u>Capital Leases</u>								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	25,000	1,875
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	377,000	1,875
<u>Special Assessment Issues</u>								
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	0	0
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	25,000	1,263
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	587,186	117,414
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	75,000	8,762
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	290,000	38,150
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	100,000	27,071
Total Special Assessment Issues					3,420,603	1,478,400	1,077,186	192,660
Total Governmental Funds					57,517,603	24,392,233	31,420,186	7,717,575
<u>Board of Public Works Issues</u>								
Series 2001	Wastewater Fund	03-17-11	06-01-14	2.65267%	2,935,000	127,266	2,002,000	80,640
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	5,650,000	794,521
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	10,480,000	4,628,330
Total Board of Public Works Issues					21,770,000	9,634,392	18,132,000	5,503,491
Total Enterprise Funds					21,770,000	9,634,392	18,132,000	5,503,491
Grand Total					79,287,603	34,026,625	49,552,186	13,221,066

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)
LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
-------------	----------------------------	----------------------------	----------------------------------	-------------------------------

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 2,351,204	\$ 1,988,537	\$ 2,365,446	\$ 2,319,385
Special Assessments	151,153	190,301	137,246	117,414
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,825,241	1,890,553	1,919,079	1,950,664
from Herrick District Library	979,845	579,444	576,396	572,038
* Special Assessment Interest	62,407	53,990	43,598	36,043
* Investment Income	45,277	33,811	19,674	16,363
Other	- 0 -	- 0 -	7,812,617	- 0 -
Transfers In	685,033	232,341	225,879	234,091
TOTAL SOURCES	\$ 6,100,160	\$ 4,968,977	\$ 13,099,935	\$ 5,245,998

FUNDING USES -

Other Current Expenditures -				
* Other Miscellaneous	\$ 9,905	\$ 924	\$ 7,821,978	\$ 12,001
* Building Authority Rental Payments	1,825,241	1,890,553	1,919,079	1,950,664
Debt Service Payments -				
* Principal	2,567,963	1,807,963	1,981,963	2,631,963
* Interest	1,227,499	1,179,938	1,200,084	1,105,973
* Agent Fees	3,070	1,711	3,253	3,326
Transfers Out	539,176	37,001	17,338	3,823
TOTAL USES	\$ 6,172,854	\$ 4,918,090	\$ 12,943,695	\$ 5,707,750

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (72,694)	\$ 50,887	\$ 156,240	\$ (461,752)
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 30,287	\$ 142,585	\$ 406,360	\$ 30,714
- for Special Assessment Long-term Debt	723,468	662,056	554,521	468,415
TOTAL FUND EQUITY	\$ 753,755	\$ 804,641	\$ 960,881	\$ 499,129

DEBT SERVICE FUNDS

**LIMITED TAX GENERAL OBLIGATION (LTGO)
LONG-TERM DEBT**

TAXATION & CASH CONTROL

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
FUNDING SOURCES -				
Taxes	\$ 2,351,204	\$ 1,988,537	\$ 2,365,446	\$ 2,319,385
Investment Income	16,317	14,674	12,400	8,880
Transfers In	145,857	232,340	225,878	234,090
TOTAL SOURCES	\$ 2,513,378	\$ 2,235,551	\$ 2,603,724	\$ 2,562,355
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ 9,904	\$ 923	\$ 11,000	\$ 12,000
- Principal - Land Contract	12,500	12,500	12,500	12,500
- Interest - Land Contract	3,125	2,500	1,875	1,250
- Principal - Act 34 Capital Improvement	- 0 -	45,000	55,000	65,000
- Interest - Act 34 Capital Improvement	129,433	171,940	170,478	168,690
- Fees - Act 34 Capital Improvement	800	400	400	400
- Principal - Act 34 Streets	- 0 -	- 0 -	- 0 -	520,000
- Interest - Act 34 Streets	- 0 -	- 0 -	92,072	132,040
- Fees - Act 34 Streets	- 0 -	- 0 -	400	400
- Principal - Ottawa County Drain	- 0 -	- 0 -	64,000	64,000
- Interest - Ottawa County Drain	- 0 -	- 0 -	13,284	11,244
- Building Auth. Lease Payments	1,825,241	1,890,554	1,919,079	1,950,664
Transfers Out	539,176	1	1	1
TOTAL USES	\$ 2,520,179	\$ 2,123,818	\$ 2,340,089	\$ 2,938,189
SOURCES OVER (UNDER) USES	\$ (6,801)	\$ 111,733	\$ 263,635	\$ (375,834)
ENDING FUND EQUITY	\$ 18,409	\$ 130,142	\$ 393,777	\$ 17,943

2.1946 mills
Taxable Value
of \$1,056,769,025
(excludes Ren. Zones)

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)
LONG-TERM DEBT

MICHIGAN ACT 175 TRANSPORTATION BONDS
(SUMMARY OF ONE OUTSTANDING ISSUE)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
FUNDING SOURCES -				
Transfers In	\$ 539,175	\$ -0-	\$ -0-	\$ -0-
TOTAL SOURCES	<u>\$ 539,175</u>	<u>\$ -0-</u>	<u>\$ -0-</u>	<u>\$ -0-</u>
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 525,000	\$ -0-	\$ -0-	\$ -0-
* Interest	14,175	-0-	-0-	-0-
* Agent Fees	-0-	-0-	-0-	-0-
TOTAL USES	<u>\$ 539,175</u>	<u>\$ -0-</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-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	\$ 1,825,241	\$ 1,890,553	\$ 1,919,079	\$ 1,950,664
- from Herrick District Library	979,845	579,444	576,396	572,038
* Investment Earnings	993	565	141	188
* Other	- 0 -	- 0 -	7,812,617	- 0 -
* Transfers In	1	1	1	1
TOTAL SOURCES	<u>\$ 2,806,080</u>	<u>\$ 2,470,563</u>	<u>\$ 10,308,234</u>	<u>\$ 2,522,891</u>
FUNDING USES -				
Other Current Expenditures -				
* Other	\$ 1	\$ 1	\$ 7,810,978	\$ 1
Debt Service Payments -				
* Principal	1,805,000	1,535,000	1,635,000	1,780,000
* Interest	999,112	934,323	861,240	741,826
* Agent Fees	975	674	876	876
TOTAL USES	<u>\$ 2,805,088</u>	<u>\$ 2,469,998</u>	<u>\$ 10,308,094</u>	<u>\$ 2,522,703</u>
SOURCES OVER (UNDER) USES	<u>\$ 992</u>	<u>\$ 565</u>	<u>\$ 140</u>	<u>\$ 188</u>
ENDING FUND EQUITY	<u>\$ 11,878</u>	<u>\$ 12,443</u>	<u>\$ 12,583</u>	<u>\$ 12,771</u>

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO)
LONG-TERM DEBT

SPECIAL ASSESSMENT BONDS
(SUMMARY OF SIX OUTSTANDING ISSUES)

Description	FY-2009 Final Actual	FY-2010 Final Actual	FY-2011 Final Revised Est.	FY-2012 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 151,153	\$ 190,301	\$ 137,246	\$ 117,414
Interest & Rents:				
* Special Assessment Interest	62,407	53,990	43,598	36,043
* Investment Income	27,967	18,572	7,133	7,295
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 241,527</u>	<u>\$ 262,863</u>	<u>\$ 187,977</u>	<u>\$ 160,752</u>
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 225,463	\$ 215,463	\$ 215,463	\$ 190,463
* Interest	81,654	71,175	61,135	50,923
* Agent Fees	1,295	637	1,577	1,650
Transfers Out	- 0 -	37,000	17,337	3,822
TOTAL USES	<u>\$ 308,412</u>	<u>\$ 324,275</u>	<u>\$ 295,512</u>	<u>\$ 246,858</u>
SOURCES OVER (UNDER) USES	<u>\$ (66,885)</u>	<u>\$ (61,412)</u>	<u>\$ (107,535)</u>	<u>\$ (86,106)</u>
ENDING FUND EQUITY	<u>\$ 723,468</u>	<u>\$ 662,056</u>	<u>\$ 554,521</u>	<u>\$ 468,415</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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>734,183</u>	<u>6,234,183</u>

CAPITAL LEASE, Series 2003

\$175,000 SJ&R 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 Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011-12	12,500	1,250	13,750
2012-13	12,500	625	13,125
Total	<u>25,000</u>	<u>1,875</u>	<u>26,875</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY BOND ISSUE, Series 2002

With Limited Tax General Obligation Pledge

\$19,500,000 Non-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>
2011-12	870,000	17,400	887,400
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
2018-19	--- Refunded - To Be Called ---		0
2019-20	--- Refunded - To Be Called ---		0
2020-21	--- Refunded - To Be Called ---		0
2021-22	--- Refunded - To Be Called ---		0
Total	<u>870,000</u>	<u>17,400</u>	<u>887,400</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>
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>2,185,000</u>	<u>280,037</u>	<u>2,465,037</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>
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	55,188	505,188
2015-16	445,000	37,187	482,187
2016-17	430,000	18,275	448,275
Total	<u>2,715,000</u>	<u>390,625</u>	<u>3,105,625</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>
2011-12	30,000	283,438	313,438
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>7,115,000</u>	<u>2,535,300</u>	<u>9,650,300</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>
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	126,802	276,802
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>3,900,000</u>	<u>2,467,620</u>	<u>6,367,620</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

\$7,425,000 Non-Voted Bond Issue dated September 9, 2010

Total Original Bond Issue: 8 Annual Serial Maturities from Oct. 1, 2011 to Oct. 1, 2018

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>
2011-12	35,000	239,375	274,375
2012-13	985,000	229,175	1,214,175
2013-14	1,060,000	203,425	1,263,425
2014-15	1,145,000	170,350	1,315,350
2015-16	1,240,000	128,375	1,368,375
2016-17	1,350,000	73,200	1,423,200
2017-18	1,460,000	23,663	1,483,663
2018-19	150,000	2,250	152,250
Total	<u>7,425,000</u>	<u>1,069,813</u>	<u>8,494,813</u>

HOLLAND HEIGHTS DRAIN LOAN, Series 2010

\$170,000 Ottawa County Drain Commission Loan dated May 5, 2010

Total Original Loan: 5 Annual Serial Maturities from April 15, 2011 to April 15, 2015

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011-12	34,000	5,973	39,973
2012-13	34,000	4,468	38,468
2013-14	34,000	2,978	36,978
2014-15	34,000	1,489	35,489
Total	<u>136,000</u>	<u>14,908</u>	<u>150,908</u>

NO. 24 DRAIN LOAN, Series 2010

\$150,000 Ottawa County Drain Commission Loan dated May 5, 2010

Total Original Loan: 5 Annual Serial Maturities from April 15, 2011 to April 15, 2015

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011-12	30,000	5,270	35,270
2012-13	30,000	3,942	33,942
2013-14	30,000	2,628	32,628
2014-15	30,000	1,314	31,314
Total	<u>120,000</u>	<u>13,154</u>	<u>133,154</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

2011-12	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>

Fiscal Year 2010-11 was the final year for this bond issue.

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>
2011-12	25,000	1,263	26,263
Total	<u>25,000</u>	<u>1,263</u>	<u>26,263</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>
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>587,186</u>	<u>117,414</u>	<u>704,600</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>
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>75,000</u>	<u>8,762</u>	<u>83,762</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>
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>290,000</u>	<u>38,150</u>	<u>328,150</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>
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>100,000</u>	<u>27,071</u>	<u>127,071</u>

WASTEWATER FUND
 DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
 FOR REMAINING MATURITIES

SEWAGE DISPOSAL REFUNDING BOND ISSUE, Series 2011

The Wastewater Fund is responsible for 70% (indicated below) of this County of Ottawa Bond Issue
 \$2,935,000 Bond Issue dated March 17, 2011 with 4 Annual Serial Maturities
 from June 1, 2011 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>
2011-12	654,500	40,040	29,472	724,012
2012-13	665,000	26,950	29,472	721,422
2013-14	682,500	13,650	24,560	720,710
Total	<u>2,002,000</u>	<u>80,640</u>	<u>83,504</u>	<u>2,166,144</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>
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>5,650,000</u>	<u>794,521</u>	<u>130,369</u>	<u>6,574,890</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>
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>10,480,000</u>	<u>4,628,330</u>	<u>93,934</u>	<u>15,202,264</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.

" M " - (Continued)

Management Discussion and Analysis

A component part of the Comprehensive Annual Financial Report (CAFR) that provides supplemental information used in introducing the basic financial statements, and expressing an analytical overview of the government's financial activities.

Management Letter

A formal communication by the independent auditor to the management that focuses primarily on internal control weaknesses discovered during the course of the audit process.

Management Representation Letter

A formal communication by the management to the independent auditor in which the management takes responsibility for the fair presentation of the financial statements, as well as making representations regarding open and full disclosures of all financial issues that would materially or significantly impact the financial statements and/or notes to the statements.

Mark-to-Market

Method of valuing assets - especially investment assets - that results in reporting of the specific assets at market value rather than at the current adjusted cost or carrying amount reflected on the accounting records. Any such adjustments to market also impact the Investment Income (revenues) being reported for the fiscal period.

Materiality

Materiality indicates the financial magnitude of specific accounting information, making it probable that the judgement of a reasonable person - relying on the information - would be altered or otherwise influenced by its omission or misstatement. Closely related to financial magnitude is accountability, which reflects the manner in which the government has conducted its affairs during the fiscal period; and if such conduct would have an influence upon the judgements made by a reasonable person.

Measurement Focus

The objective of what is being expressed in the reporting of an entity's financial performance and financial position. A particular measurement focus considers not only which resources are measured, but also when the effects of transactions or events that involve those resources are recognized.

The specific methodology of financial reporting that places emphasis upon the types of transactions and events reflected in the operating statement of a fund:

For Governmental-Fund types -

the focus is upon current financial resources.

For Proprietary-Fund types -

the focus is upon total economic resources.

Modified Accrual Basis of Accounting

A methodology used for accounting and financial reporting of Governmental Type Funds whereby revenues are recognized in the accounting period in which they become available and measurable; and expenditures are recognized in the accounting period in which the liability is incurred, if measurable (exceptions include: unmatured interest on long-term debt and certain similar accrued obligations, which are recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions will, in turn, reflect the desired 'measurement focus' on the financial statement.

Negligence

The omission of doing something which a reasonable person, guided by those ordinary considerations which regulate human affairs, would do; or the doing of something which a reasonable and prudent person would not do. The doctrine of negligence rests on duty of every person to exercise reasonable conduct and reasonable due care toward others from which injury may result. It is characterized chiefly by inadvertence, inattention, and the like; as opposed to a wanton recklessness or a willful act to do harm.

Neighborhood Enterprise Zone (NEZ)

The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

Net Cost

Terminology used in the context of government-wide Statement of Activities, representing the difference between program revenues and expenses.

Noncapital Financing Activities

As relates to cash flows reporting, noncapital financing activities refer to money borrowed for purposes other than to acquire, construct or improve capital assets; and the repayment of amounts borrowed (with interest). Generally, it also includes certain inter-fund receipts and payments.

NonExchange Transaction

A transaction in which a governmental unit either gives value (benefit) to another party without directly receiving equal value in exchange; or receives value (benefit) from another party without directly giving equal value in exchange. The exchange is essentially not of equal value to both parties.

NonFinancial Assets

A term used in connection with the current financial resources measurement focus and the modified accrual basis of accounting; and refers to assets used to provide goods & services rather than to be converted into cash. Examples include 'Inventory of Supplies' and 'Prepaid Items'.

NonOperating Revenues and Expenses

Frequently reflected on the 'Statement of Revenues, Expenses, and Changes in Net Assets', this term reflects those revenue and expense items that are incidental to operations...not having a direct impact upon the statement's 'operating income'. However, nonoperating revenues and expenses do directly impact the statement's 'net income'.

NonReciprocal Interfund Activity

Similar to nonexchange transactions, except that nonreciprocal interfund activities are a reference to interfund transfers and interfund reimbursements.

" O "

Objectives

A statement that quantifies the desired outcome of an activity or policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

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