annual budget
fiscal year 2014





















holland, michigan

America in Bloom

America in Bloom is an independent, non-profit organization dedicated to promoting nationwide beautification programs and personal and community involvement through the use of flowers, plants, trees, and other environmental and lifestyle enhancements. America in Bloom offers a national awards program, during which judges evaluate each participant based on specified criteria. It is the only program of its kind that provides on-site, one-on-one mentoring and coaching by a team of expert judges who provide a detailed, written evaluation.



In 2011, the City of Holland entered the "America in Bloom" competition for the first time. A team of judges visited Holland in August. Later that year, the City was proclaimed the winner (with 5 out of 5 possible blooms) in the 25,000-50,000 population category, and received the overall award in the "Tidiness" Category. In 2012, the City entered the competition for a second consecutive year. After a visit by the judges in the late July/early August, the City again won its population category with 5 out of 5 blooms, and received the overall award in the "Environmental Efforts" category and a special award for the Best Community Garden Program. In addition, the City was honored with the new "Circle of Champions" designation, by virtue of having won a combination of three population and/or criteria awards over the years. Only nine cities (out of nearly 200) have earned this distinct honor. The City has entered the 2013 competition and the steering committee is again actively preparing for the judges' visit. All expenses related to the City's participation in the America in Bloom program have been covered by private donations and in-kind contributions.

The America in Bloom competition unites the community, promotes civic pride and involvement, and provides a positive image for the community to aid in its economic development and tourism efforts. It is an affirmation of not only the pride in the community, but the strong desire to always seek ways to improve beautification efforts.

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

Photos provided courtesy of The City of Holland Parks Department

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For The Fiscal Year
July 1, 2013 - June 30, 2014

Proposed 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	Mayor
Wayne Klomparens	Council Member, At Large
Nancy DeBoer	Council Member, At Large
Myron Trethewey	Council Member, First Ward
Jay Peters	Council Member, Second Ward
Brian Burch	Council Member, Third Ward
Robert VandeVusse	Council Member, Fourth Ward
Todd Whiteman	Council Member, Fifth Ward
David Hoekstra	Council Member, Sixth Ward

CITY OF HOLLAND
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> 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; and
  - 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

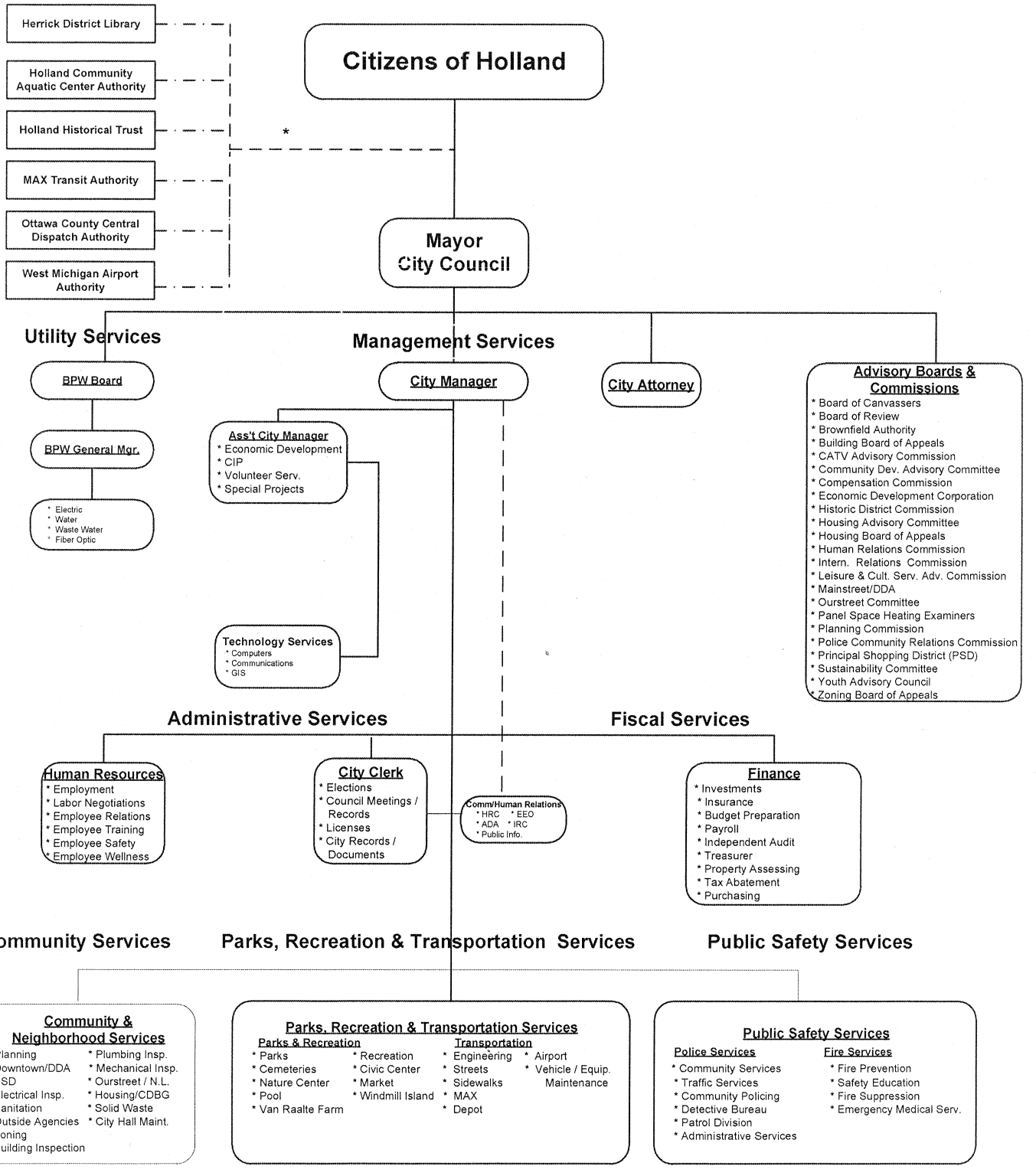
Annually the City Council holds a *"Coffee With City Council"* open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff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

Rev March 2013

CITY MANAGER BUDGET MESSAGE:

May 1, 2013

Honorable Mayor Kurt D. Dykstra and Members of the City Council:

It is my pleasure to submit my second budget to the City Council of Holland for your consideration -- Fiscal Year 14 (July 1, 2013 to June 30, 2014). This budget and multi-year financial plan would not have been possible without the unselfish help of Finance Director Vagle and his Finance Team, the entire Department Director group serving as the Budget Team (a budget think-tank); the City's dedicated and professional staff.

The recommended FY 14 budget is balanced with small General Fund contribution to surplus of $3,210 while maintaining a required fund balance ($3.5 million). Total General Fund revenue is up 2.6% inclusive of state statutory revenue sharing, the ownership dividends from Holland Board of Public Works (HBPW), and a 1.4% growth in new taxable value.

Last year I titled this message *Business as Un-Usual*. The City's finances are not back to usual, yet we are getting much closer. The intent of last year's budget was to accept the economic challenges, recommend some hard decisions, and then get back to business as usual as soon as possible according to our new normal. Now that economic conditions are improved, the City can begin to reinvest in infrastructure again in more meaningful ways. As you will recall, for the past several years, we have had a substantially limited ability to budget for our longer-term capital outlays. These needs, however, do not go away and are a vital part of the city of Holland.

This document represents the recommended Financial Plan as well as a plan for furthering the City's vision. The intent it is to provide the citizens of Holland with the **best possible programs and services within the City's financial means,** inclusive of maintaining Holland's sense of place.

A. Summary:

I trust you will find everything you need in this message to form an opinion on Holland's fiscal affairs and to provide information to your constituents for their feedback. If any questions arise in doing so, please do not hesitate to call upon me, Greg Robinson, Assistant City Manager or Tim Vagle, Finance Director.

Balancing the budget while maintaining services was easier this year given the 1.4% increase in taxable value instead of the 3% decrease in taxable values projected a year ago. This can be attributed to improved economic conditions after several years of declines in property values.

This financial improvement is possible partly due to the financial restructuring last year -- seventeen (17) key changes were made to save $1 million dollars and increase revenue by $700,000 (millage adjustment for debt service costs). A list of 50 additional savings/changes were also addressed in the last nine months for an additional fiscal improvement of $396,000. See *Attachment A* below. Additional revenues came from an increase in the dividend from the City's electric utility (the HBPW) and Revenue Sharing from the State of Michigan.

The FY 14 Budget includes hundreds of pages of documentation yet is summarized in the budget highlights to enhance your analysis:

B. Need for a Long Term Financial Plan and Assumptions:

A long-term Financial Plan is needed to accurately forecast revenues and expenditures. The intent is to increase the City's fiscal vision to ensure thoughtful approaches to maintaining fiscal integrity. Unrealized depletion of the General Fund balance can be avoided thereby. A 15% fund balance minimum needs to be protected to withstand unforeseen economic or catastrophic events.

The following assumptions are contained in this multi-year plan. See the recommended Five Year Financial Plan summarized in Section F below and also itemized on Attachment C:

- Assumes a 1.4% increase in taxable value in FY 14;
- Assumes 2.5% increases in taxable value in FY 15, 16, 17 & 18;
- Assumes an escalating impact of personal property tax losses of $150,000 to $350,000 per year starting in FY 15;
- Assumes 10% health insurance rate increases annually;
- Assumes retirement plan increases projected by MERS (15% average);
- Assumes continuation of the so-called debt millage of 0.7 mills from last year until FY 17 – a return to pre-FY 13 debt millage is assumed in FY 18. (Although this debt millage is located in the Debt Service Funds, it has a positive impact on an improved General Fund in all years until no longer needed for debt in FY 18);
- Assumes a continuation of the additional 0.1585 mills authorized last year by the City Council. These funds are used to pay for fire equipment replacement and fire station repairs/studies in FY 14;
- Assumes continuation of the positions laid-off and the positions not replaced in the last decade;
- Assumes filling of the Forestry Supervisor full-time position vacancy;
- Assumes filling of fire and police sworn staff to keep to 18 and 57 minimum;
- Assumes partial back-filling of full-time positions when they become vacant in FY 14 (3 positions known);
- Assumes increasing reinvestment in replacement capital equipment, capital assets and capital projects.

NOTE: *Any change upward or downward in taxable value beyond what is noted above would impact fund balance and/or create the need for more changes. It is hoped that the above assumptions are conservative enough. If they hold up, our fiscal situation will get back to a new normal. "New normal" is defined as annual taxable value growth, annual adjustments to pay, re-investments in equipment, and maintenance of stable staffing levels and infrastructure and constant innovation similar to Governor Snyder's "relentless positive action approach."*

C. Council Budget Goals from February Retreat and Results Contained Herein:

The City Council held its annual City Council Retreat on Saturday, February 2, 2013. These goals are either contained in the budget and/or a status report on the Administration's thinking is provided below. Some carryovers from FY 13 are included:

1. **Community Energy Plan**: Implementation of community energy planning was the highest goal from last year. Power generation was the most pressing need.

    a. The City and HBPW staffs and the two community Steering Committee members will continue to work with seven (7) task forces to plan implementation strategies in FY 14. The HBPW Board/City Council hired a District Heat feasibility consultant on March 20th; the City Council hired a Home Energy Retrofit Planner (Schneider Electric) on December 19, 2012.

    b. Costs for both of these strategies are included in this budget. The current HBPW budget includes $100,000 for District Heating feasibility analysis. The homeowners, HBPW and the City will share funding for the Home Energy Retrofit pilot program. This Home Energy Retrofit pilot project assumes 100 homes with individual homeowner reinvestments totaling $15,000 to $25,000 payable over ten years. Initial financing would come from a Home Energy Trust to be developed as a revolving fund.

    c. The payoff from these strategies is increased energy competency to the City, reinforcement of the City's reputation as being a choice place to live, and increased taxable value ($20,000 net improvement in taxes per year over 10 years). The Community Energy Strategies line item in the Municipal Capital Fund includes $50,000 as a placeholder until all the details are known.

    d. Meanwhile, the City staff will work toward greater city facility energy savings. The goal is a 20% reduction via smart metering, energy-efficient reinvestments, and other programs for improved conservation.

2. **Strategic Broadband Fiber Optic Utility/Network**: The current HBPW budget includes $350,000 of broadband improvements. The Holland Board of Public Works will be conducting feasibility work in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council. This goal was tied for first place after the Council's goal setting process.

3. **Waterfront development**: Long-term land use changes are planned for the Machine Tool Works site via a Request for Proposal process. An Ad Hoc Task Force on Lake Macatawa Waterfront will be kicked off in July of 2013, with the help of enlightened engineering being hired as part of the evaluation team for the Machine Tool Works proposals. This Task Force will meet with all stakeholders (City/HBPW/Private Sector and members). Planning funds are included in the Municipal Capital Improvement Fund for FY 14. This goal was tied for first place after the Council's goal setting process.

4. **US-31 Corridor and improved land uses (32nd Street to 16th Street):** A multi-phased approach to land use review, marketing studies, and brownfield tools is needed to support a change of land use along this corridor. Explosive commercial growth in the 1990's makes this goal harder to achieve given the resultant oversupply of commercial vacancies. Developers will need to be incentivized as a result. Redevelopment planning funds are included in the Municipal Capital Improvement Fund for FY 14.

5. **Neighborhood Commercial:** The most active commercial areas currently have city staff assigned to each to act as shepherds until the City can potentially organize mini-principal shopping districts to proactively address their needs. Signage needs to be improved at a minimum. Wayfinding funds are included in the Municipal Capital Improvement Fund for FY 14.

6. **Encourage public/private participation in neighborhoods:** The Community and Neighborhood Services Department is now producing neighborhood promotion flyers for the realtor community and prospective home buyers. The Neighborhood Improvement Committee is examining measurement criteria to aid in determining the on-going success of neighborhood initiatives.

7. **Parks & Recreation Strategic Planning:** Significant reinvestment is needed, as well as planning for potential new projects (Bouws Pool, Civic Center, Moran Park, Kollen Park Band shell improvements, Kollen Park downtown connections, Van Raalte Farm and Holland Heights Park in Holland Heights). A qualified consultant will be recruited from the Waterfront engineering consultants mentioned in #3 above. Planning funds are included in the Municipal Capital Improvement Fund for FY 14. Long-term operational cost and expenditure strategic planning will occur, as well, via in-house resources.

8. **Diverse, inclusive, tolerant community:** The Human Relations Commission and International Relations Commission's support services are reconfigured to enable more measurable goal completion and more flexibly-provided outcomes. This will happen via new professional part-time staff being recruited, as well as greater partnering with regional agencies. Realignment of existing staff's duties to export these "best practices" throughout the organization is also planned.

   Gang prevention will be a key staff goal. Greater efforts to recruit a diverse seasonal, part-time and full-time work force are planned. New hiring strategies will be implemented to model best practices. A variety of mentor, intern, "Youth Corps" and Holland Youth Advisory Council (HYAC) expansion programs will be tried on an experimental basis. This knowledge will be exported to the Chamber of Commerce and other employers so as to further suppress gang recruitment. Funds for summer youth employment (under 18) are included in the FY 14 budget ($10,000).

9. **Improve the City's communications "shop:"** A proactive approach to public policy knowledge, inclusion and public relations is needed. Now, more than ever, our residents expect information from their government and it is incumbent that we continue to lead in the delivery of information and content directly to our residents without needing to completely rely on third parties (i.e., media outlets). A communications grid to decentralize social networking responsibilities, while centralizing proactive public policy information, is being developed. The final ingredient is to find the right mix of part-time assistance or consulting for pro-active policy education. A total of $14,700 from the CATV Fund is transferred into the General Fund in the Manager's line item to provide the necessary resources.

10. **Neighborhood – transformation and everything else goes with it:** Home ownership and everything from #6 above in the Five Year Capital Improvement Program will be a priority.

2013 Status Reports:

Department Consolidation with Board of Public Works: Shared bi-annual Department Head meetings occur now; shared safety training is planned; shared IT training is planned; a shared summer picnic is being planned.

Regional Fire District/Authority: Recommended for incremental implementation as per the Public Safety Service Study of 2013.

D. Operating Budget Themes:

The following themes and suggestions guided the Budget Team's deliberations and my recommendations:

1. Maintain or Improve City services to citizens; No support is given in this budget to closing any community supported service or operation. Holland's sense of place and quality of life is paramount;

2. Implement the multi-year Council's goals from FY 13 and the new goals for FY 14;

3. Increase the funding to account for the eight (8) extra work hours per employee (2088 hours vs. 2080) in the Fiscal Year which occurs approximately every four years ($58,000);

4. Replace capital equipment on a prioritized basis. (A replacement telephone system is not listed due to awaiting the outcomes of a mutli-jurisdiction "telephony" study underway by Plante and Moran);

5. Continue the reduced funding for outside agency funding while supporting regional collaboration and/or voter approval to share the financial needs ($58,500 for the Holland Historical Trust and $8,045 for the July 4th Fireworks already a shared cost);

6. Implement the Public Safety Service Study of 2013 pertaining to Holland Charter Township collaboration, part-paid support/recruitment and non-sworn cost efficiencies, as well as voluntary cross-training, part-paid staff station duty, joint training, and police AED cross-training, etc.;

7. Seek area-wide support for area-wide gain in conjunction with the Macatawa Area Coordinating Council's Service Delivery Team as they experiment with mutually meritorious ideas such as succession/retirement planning and sharing of administrative resources, recreation intergovernmental jurisdiction, area-wide arts/cultural funding, and other similar threshold improvements for the Greater Holland area.

8. Create a strategic plan for the Parks, Recreation and Transportation Department -- work through succession planning for a continuation of high-quality leadership – use in-house resources;

9. Create a Business Plan for Windmill Island Gardens operations to achieve innovations/efficiencies for new/revised financial and management models – use in-house resources;

10. Create operational strategic plans for each department over the course of FY 14 to FY 18. Move toward alternative service delivery systems (such as privatization and authorities) and reduce overhead and energy costs whenever possible;

11. Look for departmental cost efficiencies of 11% across-the-board so to be consistent (the comparison year is 2010);

12. Invest in consistent, purposeful public messaging, communications, marketing, social networking, other internet, cable television and other technology;

13. Support reasonable reinvestments in technology learning, staff education, shared learning, cross-training and state and national conferences.

14. Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes;

15. Support continuous improvement on energy efficiencies -- inclusive of investments to achieve the Community Energy Plan's implementation strategies in a way that increases recognition and property values in the City while remaining fiscally responsible and also builds neighborhood, community, regional, state and federal partnerships;

16. Maintain an open door for suggestions, support continuous learning, and celebrate team successes;

17. Provide sufficient information on policy-oriented budget options in these Budget Message summaries for the public and Council deliberation in April.

18. Attempt to restore funding for capital reinvestment to former levels.

E. Employee Suggestions:

Consistent with theme # 14 above, the City requests feedback from all staff each year via a suggestion program. A total of 58 suggestions were received last year. These suggestions became the basis of many of the List of 50 investigations.

Seventeen (17) suggestions were received this year. All were read and evaluated; many are being further researched given their merit.

F. Five Year Plan Spreadsheet "Look" Into the Future Compared to Last Year:

This multi-year look into the future assesses the FY 14 budget requisitions in light of declining taxable value estimates. Thank you to Finance Director Vagle and the Finance staff especially for making this possible.

A worst case scenario from last year is re-presented. Immediately following is the **current scenario** given last year's actions to address costs and revenues.

A negative fund balance was projected in the third year unless dramatic changes were made a year ago.

Now the fund balance remains stable and approximates the recommended level of 15% for emergencies despite a state-mandated phase out of personal property taxable value starting in FY 15.

Last Year Worst Case

GENERAL FUND 5-YEAR PROJECTIONS BASED ON $1.17 MILLION REDUCTIONS IN EXPENSES FROM FY 12					
	FY 13 Projected 9.5 Mills	FY 14 Projected 9.5 Mills	FY 15 Projected 9.5 Mills	FY 16 Projected 9.5 Mills	FY 17 Projected 9.5 Mills
Total Funding Sources	$19,002,677	$19,132,890	$19,576,692	$20,199,562	$20,867,221
Total Expenses	$19,302,000	$19,843,392	$20,357,747	$21,161,571	$22,039,078
Net Increase or (Decrease)	$(299,323)	$(710,502)	$(781,055)	$(962,009)	$(1,171,857)
Gen Fund Equity	$2,667,196	$1,956,694	$1,175,639	$213,630	$(958,227)

See the revised Five Year Plan **below** for the positive results of Holland's improving economy, Holland's modest taxable value growth (1.4% in 2013-14) and the Holland's organizational operational efficiencies.

FY 14 Projected

GENERAL FUND 5-YEAR PROJECTIONS BASED FY 14 MANAGER RECOMMENDATIONS					
	FY 14 Projected 9.6585 Mills	**FY 15 Projected 9.6585 Mills**	**FY 16 Projected 9.6585 Mills**	**FY 17 Projected 9.6585 Mills**	**FY 18 Projected 9.6585 Mills**
Total Funding Sources	$20,322,072	$20,881,394	$21,419,858	$22,054,347	$22,735,703
Total Expenses	$20,318,862	$20,613,008	$21,458,301	$22,241,022	$22,921,084
Net Increase or (Decrease)	$3,210	$268,386	$(38,443)	$(186,675)	$(185,381)
Gen Fund Equity	$3,499,999	$3,768,385	$3,729,942	$3,543,267	$3,357,886

BUDGET HIGHLIGHTS

TOTAL BUDGET SOURCES AND USES

The total budget sources and uses are $215,899,384. This is a balanced budget, however, $57,742,771 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 $42,049,204 in sources excluding use of fund balances, and $48,745,492 in uses. The City's HBPW utility funds account for $116,107,409 in sources excluding use of fund balances, and $167,153,892 in uses.

TAX BASE AND TAX OUTLOOK

For FY 14, the tax base increased 1.4% from $975,993,723 to $989,618,594, resulting in a gain of $13,624,871, and a City-wide tax revenue increase of $204,202.

The annual inflationary rate established by the state of Michigan through Proposal A for all property was 2.4%. In other words, in inflationary times if the tax rate remained the same, most residential property owners would see a 2.4% increase in their City taxes.

The future is optimistic with the two new lithium-ion battery plants. 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 13 years. These projects will eventually generate new jobs to help stabilize and grow the economy. There have been numerous other investments in the industrial and commercial sectors as well.

In the meantime, one of our obstacles is that the City continues to pay down $21 million in infrastructure debt spanning the last decade for road and building projects. See *Attachment B*. A significant reduction of 0.55 mills comes off in FY 17. The entire remaining amount of 2.2569 mills comes off by FY 22.

Significantly, I promised that the extra 0.69 mills added to address the debt service for four years would be recommended to come off when no longer needed in FY 17. The exact words from last year's message were: *This millage will sunset when the debt service declines in four years (FY 17).*

The City Council also increased the millage by 0.1585 to preserve two firefighter positions (20 total) while long-term fire safety alternative cost measures were researched. Given the completion of the Public Safety Services Study, 2013, a minimum level of 18 firefighters was accepted by the City Council on March 20, 2013. This budget recommends using these funds for replacement fire equipment and fire station repairs.

FY 14 TAX RATE

The operating millage is recommended to remain 9.6585 mills. The total tax rate for FY 14 will also remain the same. The distribution of the tax rate is indicated below:

PROPERTY TAX LEVY MILLAGE RATES				
CITY OF HOLLAND	**FY12**	**FY 13**	**FY 14**	**Change**
Operating Levies:			*(proposed)*	
General	9.5089	9.6585	9.6585	0.0000
Total Operating	**9.5089**	**9.6585**	**9.6585**	**0.0000**
Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000	1.0000	0.0000
Sidewalk Improve. Projects	0.0500	0.0500	0.0500	0.0000
Municipal Capital Projects	0.2004	0.1343	0.2351	0.1008
Total Capital	**1.2504**	**1.1843**	**1.2851**	**0.1008**
Debt Service Levies:				
General Obligation Debt	2.1277	2.8936	2.8069	(0.0867)
Total City of Holland	**12.8870**	**13.7364**	**13.7505**	**0.0141**
HERRICK DISTRICT LIBRARY				
Operation Levy *	1.1000	1.1000	1.1000	0.0000
Debt Service Levy *	0.1630	0.1721	0.1580	(0.0141)
Total Herrick District Library	1.2634	1.2721	1.2580	(0.0141)
Airport Authority *	0.1000	0.1000	0.1000	0.0000
TOTAL MILLAGE RATES	**14.2500**	**15.1085**	**15.1085**	**0.0000**
* May be adjusted before final approval of budget.				

A review of City tax rates in comparable communities in West Michigan is shown below.

FISCAL YEAR 2013 – DEPARTMENT OF TREASURY, MICHIGAN (EXCEPT LIBRARIES)	
City of Holland	**13.7505**
City of Grand Rapids *	8.7116
City of Muskegon *	12.0789
City of Wyoming	11.8873
City of Kentwood	9.7064
City of Kalamazoo	21.4205
City of Portage	10.7778
Average	**12.6190**
***Local option income tax exists.**	

GENERAL FUND

The General Fund is always the most difficult fund to balance. A small growth in the tax base, statutory revenue sharing, and an increase in the amount of the owner's dividend from the HBPW electric utility helped cover the reduction in interest earnings and continued increases in employee benefit costs. The reserves are now back in good shape and progress is being made on capital reinvestment in the City's infrastructure and equipment replacement.

The total General Fund Revenues are recommended to become $20,322,072, which is a **2.6% increase** from the original budget in FY 13. Expenditures are budgeted at $20,318,862, or a **2.6% increase** from the

original budget in FY 13. A surplus of $3,210 is projected as of June 30, 2014. This fund balance represents 17% of FY 14 recommended expenditures (15% is the auditor's recommended minimum).

In addition, the **Budget Stabilization Fund** for the General Fund will be restored to a new balance of $960,877 compared to $1,016,820 in FY 10. This fund traditionally addresses unforeseen losses created by appeals to the Michigan Tax Tribunal and was used for operating expenses in recent years. No operating transfers to the General Fund are anticipated due to operating/staffing changes made as well as the increased revenue forecasts.

The purpose of the Budget Stabilization Fund is to assist in weathering 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.*

STATE REVENUE SHARING

It is estimated state revenue sharing funds will increase slightly to $2,818,809 in FY 14 (up $127,292 from $2,691,517 in FY 13). This includes $327,876 of Economic Vitality Incentive Program funds intended by the legislature to stimulate:

- Accountability and Transparency
- Consolidation of Services
- Employee Compensation Restrictions

Based on revisions to State EVIP requirements, the City of Holland meets the Employee Compensation Component since it is in compliance with PA152, the law prescribing limits to cost of health insurance premiums paid by local government.

In 2001, the City received $4,000,044 from this source, or 23.7% of General Fund Revenues. For FY 14, this amount is estimated to equal 13.9% of revenues.

HBPW ELECTRIC DIVIDEND

As you know, the City of Holland owns the HBPW and, as owner and under the charter, the City is entitled to a dividend on its risk and investment. An increase in General Fund revenues was realized in FY 09, the prior 3% dividend rate was increased to 5%, with $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 – meaning that for years, the City of Holland was voluntarily under-realizing a return on its utility investment.

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%.

For FY 13, the 5-1/2% yielded $4,651, 200; an estimate of $4,990,800 will be received for FY 14. It is recommended that $400,000 be transferred to the Municipal Capital Improvement Fund, an increase of $100,000 from last year.

FUND	HBPW FY 10 5%	HBPW FY 11 5.5%	HBPW FY 12 5.5%	HBPW FY 13 5.5%	HBPW FY 14 5.5% *(PROPOSED)*
GENERAL FUND	$3,059,390	$3,195,400	$3,950,000	$4,351,200	$4,590,800
MCIF	$578,410	$603,800	$357,040	$300,000	$400,000
TOTAL	$3,637,800	$3,799,200	$4,307,040	$4,651,200	$4,990,800

STAFF POSITIONS, PAY AND BENEFITS

As a service business, approximately 70% percent of City costs are related to employees – primarily in the form of wages and benefits.

You can see on the attached list (*Attachment D*) that from FY 03 through FY 14, 55 positions had to be eliminated from the General City workforce. Not filling these positions with full-time staff reduced expenditures by $2.8 million. (This savings is the net of partial backfilling from part-time and contractual services.)

It appears that our personnel changes can begin to be more strategic again, rather than being purely a reaction to decreased revenue. Although we still need to mindful and manage staff changes carefully through attrition, some position replacements can now be filled (Forestry Supervisor and minimum police and fire service levels, for example).

Other positions will remain vacant, however, until such time as the economy is fully stabilized, the upcoming pay and benefits study is implemented, health and pension increases are able to be absorbed, strategic plans are completed for all departments, and the capital and infrastructure reinvestments are returned to customary levels. Since these efforts are all works-in-progress, this budget continues to focus on strategic cost efficiencies. The former Human Relations Coordinator position is not budgeted, therefore, as well as three other potential positions due to retirements; all will be partially funded via part-time and/or contractual assistance. These vacancies will be reassessed prior to the FY 15 Budget.

HEALTH INSURANCE AND ALTERNATIVES

The City established a modified self-insurance fund for the City's employee health insurance in 1991.

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, Priority Health. (A stop loss of $4,820,593 was implemented in FY 13, capping the overall exposure for medical costs.)

In 1993, an employee Wellness program was established that 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. Health care costs remain a major cause of increased labor costs. In 1991, the total cost for employee health care was $1,210,400. It increased to $5,463,168 by FY 11 and is estimated at $6,112,661 in FY 13. These costs cover all General City and HBPW employees and retiree costs.

The fund balance in the Health Insurance fund for June 2011 was $1,178,210, $866,382 in June 2012 and is estimated to be $1,302,680 by June 2013. The lowest fund balance was experienced in 2000 at $783,013. Several major illnesses and pharmaceuticals took their toll. A 12.67% premium rate increase was implemented for January 1, 2013 along with employee prescription drug cost increases. This fund will continue to be closely monitored during the upcoming fiscal year to ensure a positive fund balance.

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. Along with the funding decreases in major revenue sources, these two cost increases have been the major factors for the required employment reductions.

Several adjustments are likely in calendar year 2014 based on the study results above, inclusive of clear measurements for wellness improvements and evaluation of enhanced incentives to join health savings account plans.

RETIREMENT COSTS AND ALTERNATIVES

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 non-union employees and those who converted are in the defined contribution plan which now accounts for over 26% of all full-time employees). There are seven different groups in the City's Defined Benefit program and those contributions rates range from 12.72% to 45.28% of payroll. The Defined Benefit program is the most difficult to control from a cost standpoint. In FY 14, it is expected that General fund pension costs will increase 13.7% above the FY 13 contributions.

Alternatives to contain these cost increases include: payment of the unfunded liability outright (about 30% remains unfunded); accelerated payments of the unfunded liability as recommended by MERS and contained in the FY 14 budget or slower payments of the unfunded liability to smooth out and extend repayment of this liability (A good analogy is going from a 20-year to a 30-year mortgage essentially.)

Staff recommends making the payments recommended by MERS as the overall most cost effective and least risky approach at this time. If the market were to decline, the City's extra funds would be marginalized. There are also the equity reasons to consider: should older taxpayers pay extra for retirements that may not occur until long after they are gone.

Those employees not covered by the defined benefit program received the benefit of defined contributions. This program is also administered by MERS yet is limited to a 6% contribution by the City, plus a 2% City match of the employee's own 2% for a total of 10%.

For FY 14, the General City (excluding the HBPW) all pension costs are projected at $2,356,000, or $294,000 above the FY 13 amount of $2,062,000, or a 14.25% increase. (In FY 06, this cost was only $1,045,716, which is an increase of $1,310,284, or 125%, in eight years, while at the same time the City reduced its workforce by 9.8%).

PAY AND BENEFIT STUDY IN FY 14

This budget includes funding for a comprehensive pay and benefit assessment. Many cities do this every ten years; HBPW does a pay and benefit assessment every three years. The last one for Holland was done in the year 2001.

The intent of this study is to ensure competitive pay and cost-effective benefits and to position the City's wage and benefit levels property. My goal is to ensure all City employees are paid at or above the median compared to the City's benchmark communities. As a service business, Holland needs to attract and retain excellent talent.

After completion, the intent would be to budget pay increases and/or pay reductions (red-lined positions) in FY 15 when justified according to the marketplace. The same is true for benefit adjustments. The budgeted cost for this study is $40,000 in FY 14.

Meanwhile, FY 14 will be the first year since FY 09 that general base pay wages increase will be recommended. The actual amount will depend on the year-end estimated fund balances and will be requested to be acted upon by the City Council in early July.

OUTSIDE AGENCIES

No requests were asked of Outside Agencies this year except for the CDBG program for Lakeshore Advantage. A reduction to 25% of the former funding for the Historic Trust is recommended in FY 14 until ballot approvals or other funding options emerge.

FY 12 REQUEST	AGENCIES	FUNDING CATEGORY	FY 12	FY 13	FY 14
$160,750	17	**Social Services**	$97,000	$0	$0
$124,080	15	**Cultural Activities (4th of July Fireworks)**	$73,600	$8,045	$8,045
$235,239	1	**Holland Historical Trust**	$235,239	$117,600	$58,500
$47,000	1	**Economic Development – Lakeshore Advantage**	$47,000	$47,000	$50,000
$85,940	9	**CDBG – Outside Agencies**	$56,250	$43,500	$27,500
$653,009	43	**Total**	$509,089	$216,145	$144,045

FIVE YEAR CAPITAL IMPROVEMENT PROGRAMS

This is the first fiscal plan where the City's, multi-year capital project ideas have been put on paper in a potential sequential ordering. The purpose is to facilitate reinvestment planning, financing and coordination.

The attached program shows an average of $800,000 per year of operating revenues being dedicated to capital improvements. This compares to only $464,031 and $1,000,000 per year before the economic downturn occurred. This amount is a minimum necessary to keep up with customary reinvestments needed.

Further, outsides sources of funding may be available for some of the City's specific purpose and new capitals needs/plans. The amount is $36 million. Staff will need to organize in the time frames shown to make these projects happen if Council supports.

More importantly, major capital reinvestments are needed for existing City facilities – most of the revenues must come directly from the City's taxpayers if these reinvestment projects are to be undertaken. This total amounts to over $20 million, most of which is shown as being financed via bonding. The question of which facilities get major upgrades, and when, is recommended to be the subject of a multi-month, City Council public process to be determined.

The major capital reinvestment needs are: Bouws Pool, Civic Center, Window-on-the-Waterfront reinvestment, Kollen Park Fire Station Renovation/Relocation, and Windmill Island Gardens non-motorized access.

Major new capital projects may involve bonding also. These possible projects include waterfront connections between the waterfront and downtown via 8th Street from the Civic Center to Kollen Park. These new capital projects are recommended to be part of a similar public review process and possible bonding.

Although these figures are large, they need to be considered in light of the City's collective financial planning and service delivery systems. Facilities drive services to a large extent. The City is now in a position to start considering these types of investments and reinvestments.

SUMMARY OF CHANGE IN OVERALL FISCAL HEALTH FOR FY 14

The table below is intended to summarize the long-term financial goal for major reserves and capital funds as well as indicating progress being made in FY 14 given the improved revenues and expenditure controls:

Fund Transfer	Highest Point & Year	Transfers In FY 11	Transfers In FY 12	Estimated Transfers In FY 13	Recommended Transfers In FY 14	Estimated Fund Balance at 6/30/14
Budget Stabilization Fund	$1,872,659 In 2003	($81,794)	($215,149)	$300,000	$69,000	$929,877
Municipal Capital Improvement Fund	$1,400,000 In 2004	$1,139,894	$454,164	$349,489	$565,000	$94,228
Extra Streets Fund Transfers from General Revenues	$ -0-	$ -0-	$ -0-	$100,000	$100,000	* $2,138,938
Legacy Funds	NA	NA	NA	NA	$198,751	$1,200,000
General Fund	$3,496,281	($39,172)	$300,345	$508	$3,210	$3,499,999
*** Saving up. Will go negative in FY 15 due to Central Avenue and Hope Avenue reconstruction projects.**						

SUMMARY OF ACTION PLANS: NEW PROGRAMS, SERVICES AND EXPENDITURES IN FY 14

What follows is an experimental attempt at summarizing the Action Plans as well as key new programs and revenue and expenditures contained in this budget. The intent is to give the City Council and the public insight into what is new for public input and discussion without having to digest every number.

MANAGEMENT AND ADMINISTRATIVE SERVICES

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) Absorb the added costs for eight (8) extra work hours in fiscal year 2014 ($58,000);
b) Amend the Personnel Plan to enable summer picnics and other employee recognition activities ($2,500);
c) Develop a safety training plan for all departments by creating safety committees, conducting a gap analysis and purchasing online training videos -- $2,500 (September 2013);
d) Improve whenever possible, the City's commitment to a diverse workforce that is representative of the community's 29.3% minority workforce. Currently the General City minority employee percentage is 17%. (October 2013);
e) Increase diversity representation on the City's boards and commissions. The goal is 10% for FY 14 (23 out of 223);
f) Plan for a base pay increase at the end of FY 13. Wait on this determination until the books close on June 30, 2013;
g) Experiment with a pilot Program for Summer Youth Employment/Year-round Mentoring to assist in gang prevention ($10,000 in the Human Relations Department budget);
h) Cross-train Office of City Management staff and Parks and Recreation staff on grantsmanship, especially as pertains to Natural Resources Trust Fund by April 1, 2014 ($3,000 of part-time assistance);
i) Experiment with a Part-time Communications person or a contractor for proactive public policy information ($14,700 from the CATV Fund in the City Manager's budget);
j) Contract for a Pay and Benefit Study ($40,000 in Human Resources budget);

k) Collaborate with Holland Board of Public Works and implement an electronic retention policy for all City and HBPW documents;
l) Enhance the City Clerk's website with additional and informative information on a routine schedule. (August 2013);
m) Finalize and implement a Fraud and Financial Misuse Policy. (September 30, 2013);
n) Complete website re-design to improve the functionality of the City's website. (December 2013) ($4,000);
o) Increase Lakeshore Advantage funding this year by $3,000.

FISCAL SERVICES GROUP

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) Increase funding transfers to the Municipal Capital Improvement program by $100,000;
b) Restore funding transfers to the Budget Stabilization Fund by $100,000;

PUBLIC SAFETY SERVICES GROUP

A focus on high-quality community policing, effective crime prevention, detection and investigation and jail services is maintained in the Police Division. Fire Services continues to work toward more innovation in areas of fire prevention, suppression and training initiatives.
Long-term solutions to fiscal sustainability are related to conducting fire service differently than the past. The Public Service Study of 2013 was completed for this purpose. The key goals are to remain at 18 firefighters/EMTs strength for 5-person minimum shifts; work on collaboration to enable a regional fire services someday, as well as, increased support to, and use of, part-paid firefighters. Further cost efficiencies with part-time administrative staff and energy improvements throughout, plus fire hydrant maintenance and commercial property fire inspections are planned.

The existing strength of community policing, routine patrols, crime prevention and crime solving is maintained at 57 sworn officers.

Gang prevention via the Human Resource Commission, the Police Community Relations Commission, summer youth corps jobs and mentoring is included. The gang arrests will continue as warranted.

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) Purchase necessary equipment and initiate e-ticketing and e-crash in all cruisers and other department computers. (July 2013) $10,800 – IT Budget;
b) Evaluate the already implemented expense recovery ordinance and establish an accurate revenue estimate to use toward Public Safety Service operations. (January 2014);
c) Develop a comprehensive strategy for planning and funding improvements or reconstruction of fire service facilities. Included in this will be the evaluation of station locations with special attention afforded to the Kollen Park Fire Station. (April 2014);
d) Equip all police cruisers with L-3 in-car cameras. (October 2013) $40,000 – IT Budget;
e) Evaluate the possibility of using part-paid staffing to minimize overtime expenses for fire operations. (July 2013);
f) Evaluate and determine replacement for a 23 year old Pumper/Engine. (July 2013) $440,000 - $500,000
g) Increase funding transfers to WEMET by $37,275;
h) Strive for 20% energy reduction in the Public Safety Building and in the Fire Stations;
i) Work toward the target of 48-49% of the General Fund budget.

TRANSPORTATION SERVICES GROUP

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) To reduce leaf disposal costs by increasing composting opportunities and decreasing payments to outside companies for leaf disposal. The estimated cost savings is $5,000 over the amount included in the FY 14 budget. (October 2013);
b) Upgrade safety equipment and increase training for cement and drain crews with regard to confined space safety compliance. Estimated equipment costs are $8,500 and training costs are $500. (December 2013);
c) Work with Macatawa Area Express (MAX) Transit Authority as they transition to new facility, and as they begin to plan for future vehicle maintenance activities. (June 2014);
d) Prepare and implement a program to achieve high-priority street striping, including crosswalks, before Tulip Time (or as soon thereafter as possible) through use of a private contractor. The estimated amount to be added to the budget is $5,000. (Spring 2013);
e) Utilize internal employees (interns/summer help who have worked in Engineering in previous years) for contract inspection on the South Washington Avenue project to reduce costs and achieve efficiencies. Estimated savings for the term of the project (May – October 2013) are $30,000;
f) Pursue acquisition of a new combination dump/salt tandem axle truck with underbody plow truck with a slide-in salt box, plus a wing plow, to achieve greater efficiencies in plowing and increase utilization of equipment throughout the year. Additional cost over a traditional plow is estimated to be $80,000;
g) Accelerate funding for road resurfacing program with a General Fund transfer of $100,000;

COMMUNITY & NEIGHBORHOOD SERVICES

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) Target a 20% reduction in City Hall energy use;
b) Conduct exterior painting and landscaping improvements ($13,500);
c) Resurface the parking lot and address catch basin issues ($64,000);
d) Update the City's Master Plan ($3,000);
e) Conduct a Waterfront Master Plan process with an Ad Hoc Task Force in FY 14 with planning and engineering funds budgeted in a lump sum in the Municipal Capital Fund;
f) Explore principal shopping districts in neighborhood commercial areas with leadership from the City Manager;
g) Create and launch a Holland Advantage program to encourage conversion of rental structures back to single-family homes (possible waiver of fees and expedited assistance);
h) Support the Sustainability Committee ($2,000);
i) Collaborate with Public Safety on public lodging inspections, long grass and illegal sign enforcement;
j) National Night Out and four neighborhood park parties ($1,800);
k) CDBG repairs to single family homes ($183,000);
l) General funding for owner-occupied homes ($50,000);
m) Neighborhood mini-grants ($8,000);
n) Four down-payment assistance projects ($6,600);
o) Prepare an annual Neighborhood Outcomes Report to monitor success;
p) Undertake another round of parking deck maintenance ($10,000);
q) Undertake parking lot and drainage improvements downtown ($25,000);
r) Initiate a comprehensive streetscape review and think through possible funding sources and opportunities (along with snowmelt extensions and street projects, etc.)
s) Establish a new principal shopping district revenue event for a net improvement of $6,000.

LEISURE AND CULTURAL SERVICES GROUP

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

a) Reduce maintenance at Prospect Park by planting native hardwood grasses throughout the park. This will eliminate some mowing and upkeep. Anticipated short-term cost for materials is $3,500, with longer-term maintenance savings yet to be determined. (June 2014);
b) Get DeZwaan Windmill turning again by January 2014 ($750,000 from Private donations and Legacy Funds in Municipal Capital Fund);
c) Continue to make boardwalk improvements at Window on the Waterfront by replacing sections and securing the overlook/pump house. Anticipated cost is $8,600. (October 2013)

COMMUNITY ENERGY STRATEGIES

The following is a brief overview of important steps being taken within the budget. There is no one set department or division determined for this work. The Steering Committee composed of two City staff, two Board of Public Works staff and two citizens is the central coordinating body.

a) Work out a feasible pilot project for Home Energy Retrofits with Schneider Electric via a Holland Energy Trust and beneficiary long-term repayment plan. Board of Public Works and City seed money will be necessary. $50,000 is budgeted as a placeholder;
b) Building Energy Labeling is included in the above program ($10,000);
c) Determine the feasibility of District Heating. Although this study was started in FY 13; there will be follow-up expenditures in FY 14 to be determined;
d) Work out a pilot project for Commercial and Institutional energy retrofits via a possible $130,000 Department of Energy grant with HBPW and City matching resources of in-kind and energy optimization funds totaling $100,000 for two years. These funds are not yet budgeted since the grant application process is still underway. The City's likely commitment is staff time $8,000.
e) Support the Education and Outreach Task Force and their work on a community web site via New Tech ($2,000 for HBPW and City each).

OTHER FUNDS

The following is a brief overview of other important 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 the surcharge on cable bills for equipment. For FY 14, the franchise fees are estimated at $322,000 and the PEG fees at $89,500 for a total of $411,500. Of this $411,500, $114,700 is proposed to be transferred to the General Fund and $100,000 to the Technology Services Fund for General City technology equipment. The balance is used to fund the staff and equipment to operate the public television services.

For FY 12, the amount of $100,000 was transferred to the Technology Service Fund for technology equipment and technology improvements throughout City Hall. This amount helped to reduce the charges for Technology Services and Technology Capital Replacement to the General Fund. These funds also assisted with the improved flow of information to our citizens. This was not intended to be a one-time transfer, but be continued in future years as adopted in FY 13 and recognized in the FY 14 budget proposal. Most other communities use the cable franchise fees similarly: for technology and rights-of- way use costs.

TRANSPORTATION SERVICES AND STREET FUNDS

The key major project for FY 14 (construction year 2013) is South Washington Avenue from Matt Urban Drive to 32nd Street and Michigan Avenue from 32nd to 27th Streets. This second project also includes a possible left-turn signal at 40th/S. Washington.

Four funds are involved in funding the operation, maintenance and improvements to the City's street system. Two of these funds involve gas tax revenues from the state of Michigan. These two funds have received a limited increase over the past five years. The revenues are anticipated to increase in slightly in FY 14 to $2,677,000, compared to $2,817,378 in FY 08, a decrease of $140,378 or 5%.

This budget maintains the 1.0 mill property tax to assist with the continued upgrading of the City's street system. The one mill in FY 14 will provide $990,000 in new revenues. In FY 14, the Allegan County Road Tax will generate about $370,000. These funds will be utilized in implementing the City's Five-Year Street Capital Improvement program.

Significant resurfacing projects will also be undertaken in FY 14.

SNOWMELT FUND

A major project from FY 05 to FY 08 was completing the expansion of the downtown snowmelt system.

The fund balance by June 2013 is estimated at $105,140 and anticipates a 5% increase from the 2013 operating and special assessment rates. This increase is primarily used to cover the increased charges from the HBPW. The FY 14 annual operating budget is $187,617, with revenues of $159,525, using $28,092 of Fund balance.

AIRPORT FUND

In early 2008, the Airport was established as an Authority comprised of the cities of Holland and Zeeland, and Park Township. The 0.1 mill levied in the City of Holland in FY 14 will generate $98,984. This amount will be contributed to the Airport Authority. The Airport is managed through a contract between the City and Airport Authority for various services in the amount of $103,000 for FY 14. All Airport grants and assets, except the airport land, were turned over to the Authority and are being governed by the Airport Authority Board. Holland and Zeeland Charter Townships are holding a vote in May 2013 to determine whether voters will approve a 0.1 mill to join the Airport Authority. A positive vote in one, or both, townships will change the revenues and activities of the Authority during FY 14.

MAX PUBLIC TRANSIT

The MAX Authority has a 0.4 mills limit. At the time the budget was being prepared, the MAX Authority had not established their budget or tax rate for FY 14. The City previously had a 0.6 mills voted limit for public transportation. The current FY 13 MAX Authority levy is 0.40 mills.

CENTRALIZED VEHICLE/EQUIPMENT FUND

This is the ninth (9) 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 was 15%. The overall schedule for charges was amended in FY 13 to more closely reflect the actual useful life of each vehicle, and to better reflect the cost

of ownership for the vehicles. For budget purposes, an additional reduction was taken in FY 13 from the revised rental rate structure, but the FY 14 rental rates were not discounted.

The FY 14 budget includes $676,400 for equipment and vehicle replacement. The equipment reserve balance by June 2013 is estimated at $1,535,000. It is important this balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicles on schedule. Equipment innovations improvements are included this year to increase productivity – a wing plow at a cost increase of $80,000. This equipment will free up the second plow driver to be redeployed to other priorities.

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 was provided. This transfer was not made in FY 13. This hiatus was needed for financial reasons as well as provided breathing room to determine the new fire service/emergency medical service delivery model; the number and types of vehicles could change, for example.

Now that the fire service future staffing and response levels are known, a replacement fire truck is recommended.

Although a $505,000 possible expenditure is included in the FY 14 budget, a reduced cost vehicle is being researched by Chief Messer and his team. The 0.1585 millage added last year is recommended to be redirected toward the replacement fire truck fund, equipment, and for fire station repairs ($158,500). The fire equipment reserve balance by June 2013 is estimated at $471,945.

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

Each of these three funds is **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 fully staffed and also assists in staffing and promoting the 8th Street Market. Revenues in FY 14 are budgeted at $379,100, expenses at $423,390 and a fund balance of $128,271. Since this fund balance is $44,290 less than last year, the new Downtown Manager will be charged with creating a deficit reduction plan.

The DDA tax levy will be maintained at 2.0 Mills, required to be rolled back in FY 14 to 1.8333 Mills. Revenues in FY 14 are $184,408 with expenses of $209,668 with a projected fund balance of $80,643. Since this fund balance is $25,260 less than estimated for 2013, the new Downtown Manager will be charged with an annual deficit reduction plan in this fund also.

The parking special assessments are projected to be increased by 3% in FY 13. Revenues for FY 13 are projected at $204,983 with expenses of $235,387 and a fund balance of $138,299. The new Downtown Parking Deck will be in the fourth year of operation for FY 14. As this is the first deck for the downtown system, it will take another couple of years before the full operating revenues and expenses will be realized.

CDBG PROGRAM

The regular FY 14 allocation for the federal CDBG program will be an estimated $266,737, down from $291,563 last year. The CDBG funds have been in a decline since 1995 when the City received a high of $452,000. Since we do not anticipate previous year CDBG transfers, nor program income, this total will therefore equal the $266,737 available, as noted above. This is down from the $372,214 of total funds available last year.

The Neighborhood Improvement Committee did not go out with a request for funding proposals as a result but instead will be recommending specific allocations to support administration, the Home Repair Program,

Fair Housing, the City's pedestrian planning, and Neighborhood Connectors. These funds will benefit low and moderate income families and related areas.

The Neighborhood Improvement Committee will be making their final funding recommendation to City Council in April 2013.

SOLID WASTE PROGRAM & 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 through a competitive bidding process. Rates are established to cover the costs of service with a focus on keeping the costs for residents as low as possible.

TYPE OF SERVICE	2008 RATES	2009 RATES	2010 – 2012 RATES	2013 RATES
1 bag / month	$5.27	$5.53	$5.70	$5.70
2 bags / months	6.84	7.18	7.40	7.40
32 gallons	10.00	10.50	10.82	10.82
65 gallons	12.62	13.25	13.65	13.65
90 gallons	14.72	15.46	15.92	15.92
Additional bags	3.00	3.15	3.25	3.25

The rate increases over the years were primarily due to increased cost of fuel and general increases in labor and landfill costs. A rate increase is not proposed for FY 14 largely due to savings realized from moving the billing/customer service functions from the HPBW to the contractor in April 2013. Surcharges are built into the contract to account for fuel cost increases.

A new contract was bid in 2010. Chef Container's was the low bidder. The Contract was awarded for seven (7) years, as recommended by the City's Sustainability Committee, and enhanced the Recycling program. The contract had a 6.5% decrease in FY 12, a 2.6% increase in FY 13, and a 2.7% increase in each year FY 14 – FY 18.

The annual cost of this operation is estimated at $1,556,169 in FY 14, with revenues of $1,607,880. The working capital in June 2013 is estimated at $375,812.

CEMETERY PERPETUAL CARE

The fund balance by June 2013 is estimated at $1,567,943. The amount of $51,421 is available for Cemetery improvements with the remaining $1,516,522 to be retained in the fund. Although a cemetery position is not slated for full-time replacement at the mid-year point, partial funding is provided for a transfer, part-time help and/or contractor assistance.

WINDMILL ISLAND

This fund is again unable to support the full operation from fees based on anticipated admissions in FY 14. A significant decline of revenue occurred in FY 12 due to the warm spring and amounted to a $60,000 reduction.

The General Fund subsidy for operations in FY 12 was $204,732 and for FY13 it is estimated to be $191,262. A subsidy of $185,000 is budgeted for FY 14. The General City also allocates funds for capital projects at the Island. In FY 14, this allocation will exceed the $80,000 from last year and is anticipated to be $750,000 via private funds and the City's so-called Legacy Funds for FY 14.

It is proposed the current admission fee at the tourist attraction be maintained during 2013. The rates were last adjusted in 2009 as follows:

	2006	2009	2012	2013
Adults	$7.00	$7.50	$7.50	$7.50
Children	4.00	4.50	4.50	4.50

The comprehensive Windmill Island Strategic Plan accepted by the City Council in February envisions the following changes. The estimated fiscal year is in parentheses.

1. Repairs to DeZwaan and Dutch Artifacts to last 25 years assuming regular maintenance (FY 14) ;
2. Create a Pedestrian/Non-motorized Link with Holland Charter Township to the north (FY 16); and
3. Create a Pedestrian/Non-motorized Link with Downtown Holland and the Window on the Waterfront pathways to the south (FY 16).

To accomplish this vision, it is understood that significant financial and management changes are necessary and may include possible bonding. A Business Plan to implement the Strategic Plan will be addressed by the City Manager in concert with an Ad Hoc Council/Staff committee in FY 14 to make Windmill Island Gardens both 1) more accessible on a year-round basis to Holland area residents, as well as 2) to enhance its importance as a tourist and wedding destination.

The **options for financing** these changes are:

1. Consultation with like-venues to understand peak and non-peak fee structures, as well as all-inclusive or carte blanche tickets;
2. Regional millage via shared governance; and
3. Capital improvement bonding

The **options for management** models range from:

1. Governmental models, like a regionally supported museum/library; or
2. Non-profit affiliation(s), like with an aligned regional non-profit agency who could be headquartered there; or
3. Private/Public partnerships, like how airports and convention centers are typically run.

In the meantime, FY 14 will see major fundraising and use of the City's Legacy funds to get the windmill turning again by Christmas.

Fundraising for the other capital repairs and improvements noted above will likely continue until the 50th Anniversary Celebration planned for April 11, 2015. Such improvements include carousel restoration, organ repairs, a non-motorized bridge connection to the north, a safe walkway to the south, and repairs to the Window on the Waterfront trails.

Holland Charter Township is interested in collaboration and cost-sharing in making these connectivity improvements.

HOLLAND HISTORICAL TRUST

This non-profit organization operates and manages the Museum, Cappon House, Settler's House, and various historical assets of the City by contract with 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 was recommended for FY 12. The FY 13 amount was recommended to be halved. Museums are funded regionally elsewhere. When approved on the ballot in Holland and elsewhere, the Museum will be in a stronger position than ever.

Meanwhile, the City's operating contribution is budgeted to decline to $58,500 in FY 14.

Capital replacement needs for the Museum repairs and Cappon/Settler's properties of $36,500 cannot be put on hold, however, and are funded in FY 14.

CAPITAL EQUIPMENT

The top priorities for capital equipment were funded. The annual fire truck replacement payment is reinstituted this year ($86,980).

The total recommended funding in the General Fund is $94,000 plus a transfer of $165,000 to the Municipal Capital Improvement Fund, where $843,500 is budgeted for equipment and other capital expenditures. The total recommended funding in the Vehicle Maintenance Fund is $676,400.

UTILITY SERVICES

BOARD OF PUBLIC WORKS FY 14 BUDGET *(Excerpted from the Minutes of the March 11, 2012 Advisory Board Meeting)*

The budget for Fiscal Year 2014 was prepared by staff and reviewed in detail by the HBPW Board of Directors' Budget Subcommittee. The electric, water, and wastewater budgets include proposed rate increases. The broadband/fiber optics rates remain the same at this time.

During the process for developing the budget, the utilities are evaluated and a financial plan is established to meet their specific needs. This process included a cost based detailed analysis of the specific issues facing each utility the rate requirements and the proposed changes to meet the net income and cash demand for the five year utility forecast. The dollar impact to the average residential customer for the combined increases of the Electric, Water and Wastewater Utilities was also evaluated. The monthly increase for the average residential customer amounts to $6.90 for all three utilities combined, or 23 cents per day. The daily cost to the average residential customer receiving all three utility services remains an excellent value at $3.89.

The attached rate sheets define the proposed rates in specific dollar amounts. The proposed rates remain competitive compared to the surrounding communities. See below for more details.

ELECTRIC UTILITY

For the electric utility greater than 67% of the annual expense is the cost of fuel and purchased power. The generation needs are planned to be met with the construction of a new gas-fired combined cycle facility planned to be online in FY 17.

The average energy cost is expected to increase by approximately 3.7%. Renewables are targeted to be approximately 9% of the energy mix and the average cost for renewables is approximately 54% greater than the total average energy cost. The utility will continue to grow the renewables portfolio to comply with Public Act 295, as well as offer renewables as a choice to our customers. To ensure reliable supply of energy to the community, the HBPW will begin the construction of a gas-fired combined cycle generating plant, the preliminary cost estimate of which is $192,000,000. Bonds are anticipated to be issued to cover the majority of the cost of the project and the HBPW will also invest a significant portion of the existing cash reserves of the Electric Utility into the project. The proposed rate increase each year for three years is approximately 3.25% to meet the overall revenue requirements. The five year forecast includes additional regular rate increases at approximately 2% in later years.

The planning for this unit has positioned the Electric utility to handle the capital cost and the debt requirement with minimum impact on ratepayers so the anticipated revenue adjustments will **average 2.8%** over the next five years.

WATER UTILITY

For the Water utility the capital investment in replacing aging distribution infrastructure remains a large cash demand. The water unit is growth is expected to be flat. Although refinancing of debt and strong sales during the summer of 2012 has improved the cash position, meeting all obligations requires planned rate increases.

The Water Utility infrastructure includes many areas that are at the end of their life cycle. In order to maintain reliable service to the community, the HBPW proactively plans to replace the essential water main and infrastructure needs. Therefore, the rate increase is needed to meet cash demand of the capital costs and to establish the necessary cash inflow to comply with the outstanding bond obligations and reserve requirements.

Currently the plan is a **13% increase** in FY 14, then somewhat reduced rate increases in the next four years.

WASTEWATER UTILITY

The Wastewater utility continues to implement the well planned and much needed lift station improvements as well as addressing sewer main reliability with continued relining projects. The recently completed headworks project is yielding operational improvements. The handling of the biosolids is the next major treatment issue and will be evaluated as a project that may require bond financing.

The Wastewater Utility has struggled to match operating revenues to cover the required operating expenses. The utility cash reserve has been significantly depleted to fund the operations as well as the headworks project at the Watewater Treatment Plant. The plant is in need of funds for capital investment for the biosolids processing project. The utility faces infrastructure replacement needs for collection services and continues to evaluate mains to schedule necessary relining or replacement to ensure reliability.

The current plan is for a **10% revenue increase** for the next five years.

The following are the highlights of the proposed budget:

- The electric utility reflects operating revenues of $97,058,919 with a projected net income of $10,862,454.
- The water utility reflects operating revenues of $8,687,340 with a projected net income of $1,655,425.
- The wastewater utility reflects operating revenues of $9,706,550 with a projected net income of $686,844.
- Fuel and purchased power is anticipated to be $58,291,756 which is approximately 67% of total electric expenses and represents nearly 57% of combined total expenses for all utilities.

The contribution to the City is proposed to be $4,990,800, 5.5% of calendar year 2012 actual sales revenue from the electric utility.

BOARD OF PUBLIC WORKS DETAIL

Wages and benefits represent approximately 15.7% of total expense budget which is consistent with previous years. The capital budget cash outlay for FY 14 is projected to be $77,481,810 with a related multiple year total project cost of $209,529,810. The largest project is $192,000,000 for the gas fired combined cycle generating unit.

- Various electric production related repairs $4,197,620
- Distribution upgrades and replacements $5,065,000
- Broadband improvements and extensions $350,000

- Water Treatment Plant capital improvements $833,890
- Water distribution improvements $1,742,500
- Wastewater Treatment Plant capital improvements $630,000
- Wastewater collection improvements $2,582,000

FY 14 PROPOSED		
	EXPENSES	**REVENUES**
Electric Utility	$151,403,585	$97,597,519
Water	$9,364,320	$8,724,640
Wastewater	$11,376,787	$9,785,250
Total	$172,144,692	$116,107,409

Revenues include all operating revenues (sales) as well as fees and interest income
Expenses include all operating expense, transfers, interest and capital outlay expenses

HBPW Capital Expenditures = $209,529,810 (Total Anticipated Project Costs with $77,481,810 Cash Outlay in FY 14). $60,700,000 of the $192,000,000 estimated total cost for the new power plant is included in the FY 14 budget.

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

The Technology Services Department accounts for all of the computer, technology, and telecommunication operations in the City, excluding the HBPW utility funds. All costs are charged back to the various City operations and funds. Total expenditures for FY 14 are estimated at $726,905, including $119,500 in Capital Outlay and $51,300 in Controlled Capital Outlay.

The fund includes all new and replacement equipment for FY 14 to assure all City technology equipment is up to date and will allow all City employees to perform their tasks efficiently.

RISK MANAGEMENT / HEALTH 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 12 was $2,403,358, estimated at $2,908,649 by June 30, 2013. The City's health insurance fund took a precipitous drop in FY 13 to $777,260 yet stabilized in the fall after a significant stop loss payment was received. The rates were adjusted by 12.67% in January, 2013. The expected fund balance by June 2013 is $1,392,361.

With the uncertainties in the insurance market, moderate 5% rate increases have been budgeted for the other insurance programs, and 10% increase in Workers' Compensation and Health Insurance.

A paradigm shift in bidding out property and liability insurance is recommended for April, 2013. The Michigan Municipal League's (MML) insurance pool was always precluded from bidding due to the inclusion of HBPW. This has the indirect impact of making it hard to assess how much of the premiums are protecting the electric utility versus the rest of the City. It also means that a $100,000 high deductible must be maintained which may be long-term less favorable compared to the MML's approach of covering the defense cost.

Staff is working to conduct these bids both ways so the most cost effective approach in the long-term can be affirmatively assessed.

CAPITAL IMPROVEMENTS

MUNICIPAL CAPITAL IMPROVEMENTS

As a result of the FY 14 fiscal improvements, capital reinvestment is recommended to increase to $843,500 instead of the all-time low of $464,000 last year. More is needed in future fiscal years since $1.4 million was the annual reinvestment in capital formerly.

The average millage for Municipal Capital projects was 1.4 Mills (about $1.4 million) from 1988 to 2004. 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, the millage varies. It was reduced to 0.1343 for FY 13 and is recommended to be 0.2351 for FY 14 while still staying within the 15.1085 total mills like last year.

As previously noted, the HBPW 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 HBPW amount was $442,400; and $357,040 was approved for FY 12. $300,000 of the FY 13 HBPW contribution was recommended for the MCIF. For FY 14, $400,000 of the HBPW dividend contribution is recommended to be transferred into the Municipal Capital Improvement Fund.

STREETS AND SIDEWALKS

The Street and Sidewalk Capital Project funds include resurfacing, crack sealing and reconstruction expenditures of $2,618,938 in FY 14 and will be funded from a combination of local, state and federal funds. The bulk of the local funding comes from a 1.0 mill dedicated to Streets ($989,843).

The majority of these costs are for Washington from Matt Urban Drive to 32nd Street, however ($1,650,000 with a city share of $456,500. Central Avenue is projected for next year when the District Heat Feasibility Study being funded by the HBPW is completed. The City's share is estimated to be $3,150,000 in FY 15. Financing for the potential District Heating pipes will be part of the feasibility study. Reconstruction of 9th Street is projected for the following year for a local cost of $600,000, assuming a HBPW share of $300,000 and federal STP funds in the amount of $1,000,000 along with installation of snowmelt. No estimated cost of snowmelt is available yet.

Resurfacing is budgeted for $515,000. A transfer of $100,000 from the General Fund is planned to supplement these funds in FY 14. The intent is to enable more resurfacing miles. Experimentation with a new microsurfacing technique will be done to assess getting more the possibility of getting 25% more mileage in the future. Sidewalks are budgeted for $66,000.

It should be noted that the FY 14 Capital Budgets also includes $507,438 for improvements to the storm water system. The Storm Water Master Plan update is expected to be completed over the next several months. This could result in significant storm water management expenditures in the years ahead (estimated at $500,000 per year, give or take.) The area-wide storm water control program will continue to be coordinated through the Macatawa Area Coordinating Council.

LEGACY FUNDS

A new addition to the budget this year is Council's review of the new Legacy Capital Fund program. This fund is made possible by the one-time sale of assets last year totaling $1,331,249 (mostly from the Stadium sale). It is recommended that these funds be used for only the most precious and long-lasting improvements that will endure for decades (land acquisition, historic needs and/or symbolic civic monuments, etc.) Investments in Parks and Recreation projects are recommended for FY 14. This fund will end the year with a balance of $1,200,000.

CLOSING COMMENTS

LONG-TERM CAPITAL REINVESTMENT NEEDED

Holland is an historic, vibrant, world-class community. We cannot rest on our laurels, however. Several major reinvestments are needed. Some are unique (restoration of single family home ownership levels to 1990 levels) as well as historic (Civic Center) and strategically timed (waterfront public access expansion.)

How to think about financing these needs is a question for the entire community to ponder over the next year. Given the likely need to bond for such major capital reinvestments like the Civic Center, Bouws Pool, the Fire Station, Windmill Island Gardens and/or Kollen Park improvements, significant Council and public deliberation and priority-setting will be necessary.

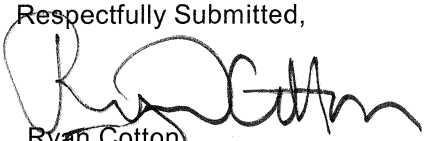
It is recommended that these capital reinvestment decisions be discussed throughout FY 14 culminating with a public hearing and Council judgments about what capital reinvestments to fund, and how to do so, including whether to offer these choices to the voters.

APPRECIATION

This Fiscal Plan and related List of 50 initiatives has taken extraordinary amounts of staff time and energy in the last year. I am most grateful for the tremendous level of professional assistance provided by all who were called upon.

In addition to the Finance staff and the Department Directors sitting as the Budget Team, this document could not have been produced without the grater team and the special help of Michelle Price and Sinka Babinec.

Respectfully Submitted,



Ryan Cotton
City Manager

ATACHMENT A

Outcomes To-Date on the List of 50 Five-Year Budget Balancing Recommendations

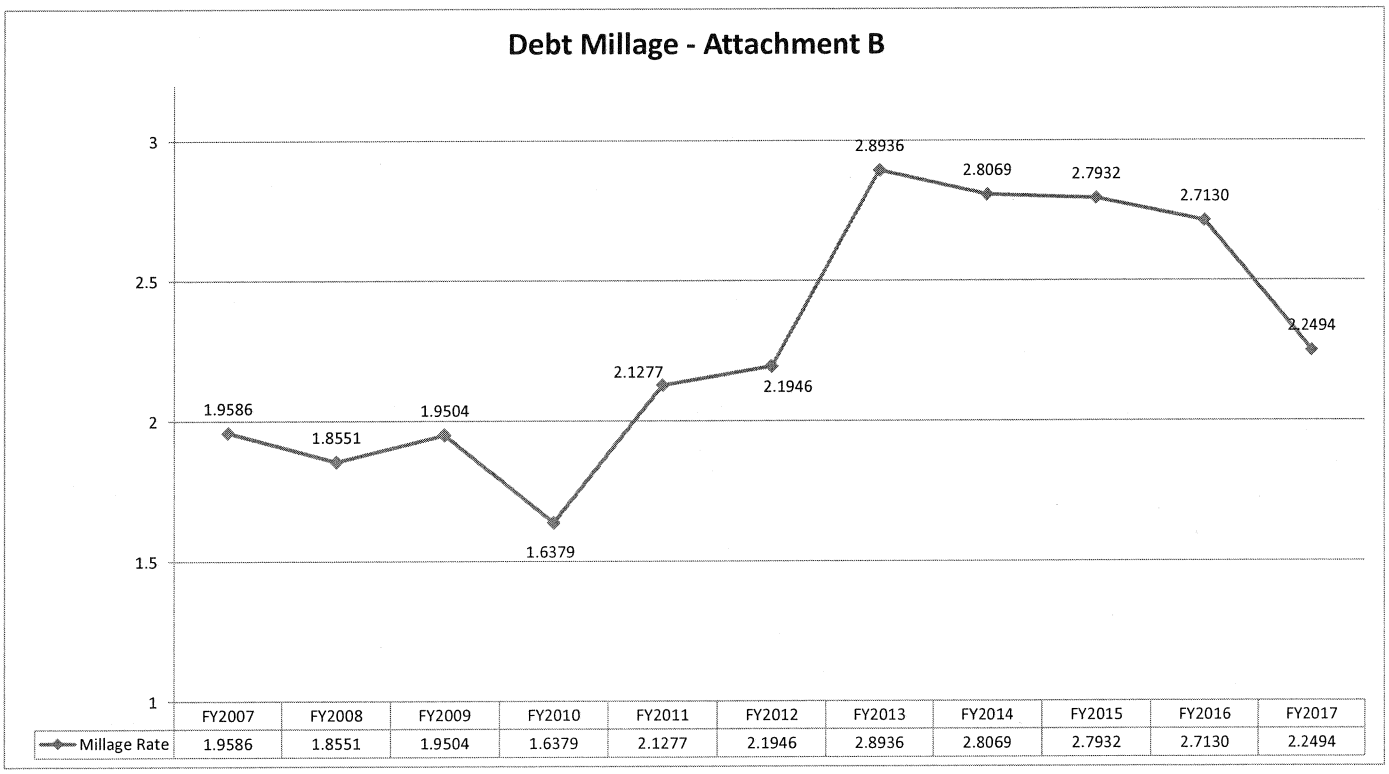
Additional five-year budget balancing ideas were suggested by employees and the Budget Team to find significantly more savings for five-year budget sustainability. Listed below are 37 of the most feasible ideas, out of 65 total suggested, to be actively investigated:

Cost Saving Actions Investigated in FY 13	Outcomes for FY 14 or Status	Outcomes/Savings
1. Offer Police Protection services to South Park Township.	A proposal was invited by the Park Township Manager. Pending.	Pending more regionalization
2. Study cross-training Parks Team on irrigation and contract out major repairs.	Investigation pending as part of the Strategic Plan for completion by 12/1/13	Pending
3. Study DeGraaf Nature Center consolidation (look at scheduling savings in the interim).	Strategic plan concluded with an 9% reduction in General Fund expenditures	$23,000
4. Reduce from five (5) to four (4) FTE in Manager's / Human Resources / Mayor's office in next few years.	Within 4-year plan period	TBD
5. Achieve a goal of 20% greater energy reductions.	Centennial Park changes; Other efficiencies approved by Council in Feb. 2013.	TBD
6. Reduce pool car fleet/sell surplus vehicles/trucks.	Three cars eliminated from the City Hall supply.	$10,000
7. No unauthorized overtime.	Implemented	$10,000
8. New employee fringe benefit contribution differentials.	To be determined after Pay and Benefit Study in FY 14; long-term savings	TBD, may be an increase, unknown
9. Discuss share with HBPW on administrative costs.	Admin costs will be allocated on Health and Dental Insurance.	Completed
10. Cost share accounting service fees.	Parking, DDA and PSD Funds studied. Not recommended by Boards. City Manager will recommend if downward differentials in taxable values ever re-occurs	Postponed
11. Seek reasonable reimbursement for overtime during Tulip Time or adjust work team hours.	Found to be not feasible without potential catastrophic outcomes for Tulip Time	Discarded
12. Review Wellness program for cost and time effectiveness.	Wellness plan costs little and saves much. Nevertheless, quantitative health goals will be reviewed for December 2013 renewal.	Pending
13. Increase police service fees and review all other fees.	Cost recovery fees recommended and approved.	$40,000
14. Investigate consolidating parks and recreation functions more.	Strategic Plan slated to begin July 1, 2013. One position not replaced in FY 13.	$ 40,000 and TBD
15. Create document management system like a law office.	Pending. Clerk's office is taking the lead.	Pending
16. Review service request/code complaint software for the community to look/see on status.	City Source implemented in fall of 2013. Dozens of requests for service received. Well-liked.	Completed
17. Research "Cop Logic" software and evaluate downsides.	Research completed in fall of 2013. Not implemented as officer "face time" is important.	Discarded
18. Phase in fire suppression "discs" in all police vehicles along with training.	Four purchased. No use yet. Their actual use will complete the research.	Completed
19. Investigate contracting out sidewalk plowing.	Not cost effective since Parks Crew is already here and can be freed up to address sidewalks as needed.	Discarded at this time
20. Investigate contracting out parking lot plowing.	DDA pays for the parking lots. They are satisfied with the services. Not General	Discarded at this time

	Fund cost savings possible.	
21. Investigate contracting out building, mechanical and other code officials or flex hours/train as part-paid firefighters and/or transfer to the Fire Operations, or vice versa, and reduce staff.	One staff member is not being replaced in 2013. Electrical contracting out is being considered with HCT. Fire is picking up commercial Inspections.	$40,000
22. Investigate "auto aid" possibilities for public safety emergencies, especially fire.	A collaboration plan is in place with Holland Charter Township. Specific execution steps pending. No immediate savings; if a Fire Service District was eventually used, $1 million in savings.	Work-in-progress
23. Investigate office consolidations in City Hall and Transportation Services Building, as pertains to offices, maintenance, etc.	Not possible to eliminate either Parks or Transportation. Neither is big enough for both, plus the need to take advantage of the sunk costs.	Discarded
24. Investigate greenhouse consolidations on Windmill Island.	Started. Will be concluded 12/1/13.	Pending
25. Investigate greenhouse privatization in the face of capital maintenance needed.	Report coming by 6/1/13	Pending
26. Review moving to higher defined benefit/deferred compensation contributions consistent with elsewhere.	Pay and Benefit Study will determine. Example: 50% cost share within employees and move up and down with actuarial and/or budget amounts equally and annually.	By 1/30/14
27. Recruit and offer part-paid firefighter training to on-duty staff & release from regular duties during emergencies.	Wyoming does and many participate. Rockford requires. Voluntary program approved in Public Service Study Report; Implementation expected by 12/1/13.	Pending
28. Review compensation for part-paid firefighters and initiate new recruitment strategies.	Review yearly stipend or paid per call or other. Recruitment from high schools, flexible work schedules is the goal.	Pending
29. Research consolidating offices for Human Relations Commission and research tenant/landlord services in Greater Holland area.	Completed. Professional part-time staff to be hired for IRC and HRC until a regional function can be established.	$33,000
30. Review the option of Assessing Department transfer to County.	Completed. No savings.	$0
31. Investigate contracting out custodial. Appoint facility managers and use parks crew support instead.	Pending for City Hall. May come into play in the fall of 2013.	Pending
32. Investigate transferring PSD and DDA employees to their respective organizations directly.	Would split the team; not cost effective.	$0
33. Research HBPW Human Resources and/or Information Technology combinations.	HBPW preferred to not combine Human Resource staff; a combined service center is not preferred by HBPW either. A combined health and safety specialist is mutually agreed. Information Technology is under review.	$0
34. Windmill Island entrance fee adjustment.	Investigated in strategic and business plan terms by 12/1/13.	Pending
35. Seek additional sponsorships for Farmers Market.	Postponed.	Pending
36. Review Civic Center Master Plan.	Will be ramped up for voter or Council	NA

	financing in April or August of 2014 for FY 15 or 16	
37. Investigate health opt-out payments and effectiveness as an incentive.	Investigated. No sure savings. No change.	$0
38. Investigate bringing more mechanical repair work in-house or contracting out mechanic services. Look at Hope College and/or the school system to possibly take advantage of economies of scale	Review in the context of the strategic plan for this department.	Pending
39. Evaluate Ourstreet Program from a standpoint of effectiveness and CDBG funding and explore alternatives on how to address issues via possible alternative deployments.	Over the course of the next fiscal year and have suggestions for FY 14 consideration. Re-named to the Neighborhood Improvement Program for now and committees consolidated.	TBD
40. Look at Ourstreet program Incentives to create a buzz for millennials as being the place to live long-term, as well as keeping the tax rate aligned to do so, and thereby discourage more conversion of homes to rentals.	Over the course of the next fiscal year and have suggestions for FY 14 consideration	Holland Advantage Program to be launched
41. Explore spring and fall clean-Up funding on a User Fee basis instead.	Report coming in late 2013.	TBD
42. Review the Cost/Benefit of Fire Service Delivery Options (Fire District organizations; and/or Part-Paid expansions/medical services; and/or greater cross Training fire or police; and / or other options to create a long-term sustainable fire and EMS service delivery system).	Completed 3/20/13	$200,000 to $400,000
43. Evaluate alternative Health Insurance Solutions for reduced costs long-term	Investigate options by **9/30/13**	Pending
44. Evaluate MERS contributions and predictions for cost changes long-term and in conjunction with contracts	Investigate options by **12/30/13**	Pending
45. Review the use of the competitive marketplace for liability and other insurances.	Investigate options by **5/5/13**	Pending
46. Review significant ways to improve Bouws Pool consistent with the interests of the original donors.	Review in the context of the strategic plan for this department.	Pending
47. Look for ways to acquire a new phone system in a cost-effective manner (grants via homeland security for example).	Investigate options by **9/30/13** per the Country-wide “telephone” study.	Pending
48. Review long-term ways of addressing long-term DeZwaan Windmill needs/costs.	Strategic plan completed **2/1/13.** Business Plan to be completed by **9/30/13.**	Pending
49. Investigate whether a city income tax is warranted as a future option given the change in municipal funding paradigms taking place locally/at the state level. Is this a more secure	Policy judgment call. Reclassifications abound.	Recommend deferral

source of funding for critical infrastructure and public safety?		
50. Analyze using some of the combined existing fund balances to pay down the MERS unfunded liability as a better use of taxpayer's funds given the current low percentage of investment returns.	Investigation continues will be completed by **6/30/13**.	Pending
TOTAL TO-DATE		**$396,000**


Debt Millage - Attachment B
3
2.5
2
1.5
1
1.9586
1.8551
1.9504
1.6379
2.1277
2.1946
2.8936
2.8069
2.7932
2.7130
2.2494
FY2007 FY2008 FY2009 FY2010 FY2011 FY2012 FY2013 FY2014 FY2015 FY2016 FY2017
Millage Rate 1.9586 1.8551 1.9504 1.6379 2.1277 2.1946 2.8936 2.8069 2.7932 2.7130 2.2494

CITY OF HOLLAND - GENERAL FUND SUMMARY - INCLUDES FY2013 - ADOPTED AND ESTIMATED

Description	FY-2010 Final Actual		FY-2011 Final Actual		FY-2012 Final Actual		FY-2013 Adopted Budget		FY-2013 Estimated Budget	
FUNDING SOURCES										
Taxes	$ 12,033,489	2.9%	$ 11,011,823	-8.5%	$ 10,468,953	-4.9%	$ 10,036,035	-4.1%	$10,033,753	-4.2%
Intergovernmental	2,759,618	-11.0%	2,758,931	0.0%	2,762,979	0.2%	2,770,767	0.3%	2,823,060	2.2%
Licenses & Permits	378,613	14.1%	551,740	45.7%	497,102	-9.9%	474,300	-4.6%	466,510	-6.2%
Charges for Services	1,156,995	1.7%	1,264,802	9.3%	1,424,747	12.7%	1,461,409	2.6%	1,438,301	1.0%
Fines & Forfeits	184,769	-6.5%	205,493	11.2%	205,665	0.1%	207,300	0.9%	181,500	-11.8%
Interest & Rents	534,195	-13.5%	389,421	-27.1%	348,157	-10.6%	361,301	3.8%	298,401	-14.3%
Other Revenue	8,057	-19.9%	18,142	125.2%	88,000	385.1%	22,300	-74.7%	19,961	-77.3%
Transfers from Other Funds	3,389,590	-7.2%	3,666,429	8.2%	3,983,553	8.7%	4,476,660	12.4%	4,471,638	12.3%
Personal Property Tax Loss										
TOTAL SOURCES	$ 20,445,326	-1.5%	$ 19,866,781	-2.8%	$ 19,779,156	-0.4%	$ 19,810,072	0.2%	$19,733,124	-0.2%
FUNDING USES										
Personnel Services -										
* Salaries & Wages - Working	$ 9,250,876	-3.9%	$ 9,003,196	-2.7%	$ 8,749,502	-2.8%	$ 8,812,864	0.7%	$ 8,484,540	-3.0%
* Benefits										
- Health Insurance	1,606,402	4.7%	1,587,767	-1.2%	1,522,465	-4.1%	1,660,655	9.1%	1,604,178	5.4%
- Pension	1,415,084	0.0%	1,695,044	19.8%	1,747,562	3.1%	1,863,120	6.6%	1,926,324	10.2%
- Other	1,329,096	-8.4%	1,380,453	3.9%	1,231,473	-10.8%	1,167,788	-5.2%	1,453,626	18.0%
* Mandatory Employer Costs	667,491	1.0%	654,884	-1.9%	626,909	-4.3%	634,604	1.2%	588,500	-6.1%
Other Current Expenditures -										
* Supplies / Maintenance	992,090	0.4%	932,547	-6.0%	893,387	-4.2%	1,009,712	13.0%	986,052	10.4%
* Contractual Expenditures	757,660	-6.5%	842,729	11.2%	863,409	2.5%	882,490	2.2%	836,963	-3.1%
* Other	3,082,414	-5.1%	3,243,707	5.2%	3,153,653	-2.8%	2,930,320	-7.1%	2,899,351	-8.1%
Capital Outlay	11,248	-68.2%	- 0 -	-100.0%	13,225	100.0%	21,300	61.1%	25,066	89.5%
Transfers Out	663,569	-11.3%	565,626	-14.8%	677,126	19.7%	719,575	6.3%	907,016	34.0%
Contingencies	- 0 -		- 0 -		- 0 -		107,582		21,000	
TOTAL USES	$ 19,775,930	-3.6%	$ 19,905,953	0.7%	$ 19,478,711	-2.2%	$ 19,810,010	1.7%	$19,732,616	1.3%
Net Increase (Decrease) from Operations	669,396		(39,172)		300,445		62		508	
FUND EQUITY - June 30	$ 3,235,008		$ 3,195,836		$ 3,496,281		$ 3,496,343		$ 3,496,789	

INCLUDES FY2014 MANAGER RECOMMENDED

FY-2014 Prior Projection		FY-2014 City Mgr Recommend		FY-2015 Projected		FY-2016 Projected		FY-2017 Projected		FY-2018 Projected	
$ 10,083,756	0.5%	$ 10,182,630	1.5%	$10,437,196	2.5%	$ 10,698,126	2.5%	$ 10,965,579	2.5%	$ 11,239,718	2.5%
2,770,767	-1.9%	2,925,310	3.6%	2,998,443	2.5%	3,073,404	0	3,150,239	0	3,228,995	2.5%
474,300	1.7%	527,800	13.1%	527,800	0.0%	527,800	0.0%	527,800	0.0%	527,800	0.0%
1,500,000	4.3%	1,436,745	-0.1%	1,500,000	4.4%	1,525,000	1.7%	1,550,000	1.6%	1,600,000	3.2%
207,300	14.2%	181,500	0.0%	181,500	0.0%	181,500	0.0%	181,500	0.0%	181,500	0.0%
350,000	17.3%	307,501	3.1%	325,000	5.7%	350,000	7.7%	400,000	14.3%	450,000	12.5%
10,000	-49.9%	39,600	98.4%	10,000	-74.8%	10,000	0.0%	10,000	0.0%	10,000	0.0%
4,790,026	7.1%	4,720,986	5.6%	5,051,455	7.0%	5,304,028	5.0%	5,569,229	5.0%	5,847,690	5.0%
				(150,000)		(250,000)		(300,000)		(350,000)	
$ 20,186,149	2.3%	$ 20,322,072	3.0%	$20,881,394	2.8%	$ 21,419,858	2.6%	$ 22,054,347	3.0%	$ 22,735,703	3.1%
$ 8,976,900	5.8%	$ 8,472,234	-0.2%	$ 8,684,040	2.5%	$ 8,901,141	2.5%	$ 9,123,670	2.5%	$ 9,351,762	2.5%
1,661,200	3.6%	1,769,580	10.3%	1,946,538	10.0%	2,141,192	10.0%	2,355,311	10.0%	2,590,842	10.0%
2,165,900	12.4%	2,189,867	13.7%	2,518,347	15.0%	2,896,099	15.0%	3,185,709	10.0%	3,344,994	5.0%
1,268,100	-12.8%	1,071,826	-26.3%	1,142,457	6.6%	1,142,457	0.0%	1,142,457	0.0%	1,142,457	0.0%
613,000	4.2%	573,453	-2.6%	587,789	2.5%	602,484	2.5%	617,546	2.5%	632,985	2.5%
1,007,433	2.2%	989,780	0.4%	989,780	0.0%	989,780	0.0%	989,780	0.0%	989,780	0.0%
875,000	4.5%	898,155	7.3%	875,000	-2.6%	875,000	0.0%	875,000	0.0%	875,000	0.0%
2,988,944	3.1%	3,078,274	6.2%	3,109,057	1.0%	3,140,148	1.0%	3,171,549	1.0%	3,203,264	1.0%
25,000	-0.3%	94,000	275.0%	35,000	-62.8%	45,000	28.6%	55,000	22.2%	65,000	18.2%
625,000	-31.1%	887,511	-2.2%	625,000	-29.6%	625,000	0.0%	625,000	0.0%	625,000	0.0%
100,000	376.2%	294,182	1300.9%	100,000	-66.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
$ 20,306,477	2.9%	$ 20,318,862	3.0%	$20,613,008	1.5%	$ 21,458,301	4.1%	$ 22,241,022	3.7%	$ 22,921,084	3.1%
(120,328)		3,210		268,386		(38,443)		(186,675)		(185,381)	
$ 3,376,461		$ 3,499,999		$ 3,768,385		$ 3,729,942		$ 3,543,267		$ 3,357,886	

CITY OF HOLLAND
POSITIONS ELIMINATED

	% OF GENERAL FUND	% OF POSITIONS ELIMINATED	Fiscal Years 2002-2014 (1)
MANAGEMENT SERVICES:			
Clerk			1
HR Coordinator			1
Sub-total	**6.92%**	**3.64%**	**2**
FISCAL SERVICES:			
Assessor:			
Departmental Assistant I			2
Finance:			
Purchasing Agent			1/5
Treasurer:			
Account Clerk / Cashier			1
Sub-total	**10.43%**	**5.82%**	**3 1/5**
PUBLIC SAFETY SERVICES:			
Police:			
Police Chief			1
Police Officer			3
Code Enforcement			1
Maintenance Supervisor			1/2
Police Desk Assistant			2
Department Assistant			1
Fire:			
Fire Chief			1
Training Officer			1
Fire Marshal			1
Community Involvement Lt			1
Firefighter			5
Sub-total	**51.08%**	**31.81%**	**17 1/2**
TRANSPORTATION:			
Street/Engineering:			
Transportation Director			2/3
Street:			
Storekeeper Dispatcher			1/2
Equipment Operator			2
Street Supervisor			1
Heavy Equipment Operator			1
Centralized Veh/Eqp:			
Transportation Director			2/9
Welder			1
Storekeeper Dispatcher			1/2
Maintenance Supervisor - Police			1/2
Vehicle Maintenance Supervisor			1
Purchasing Agent			4/5
Sub-total	**6.31%**	**16.74%**	**9 1/5**

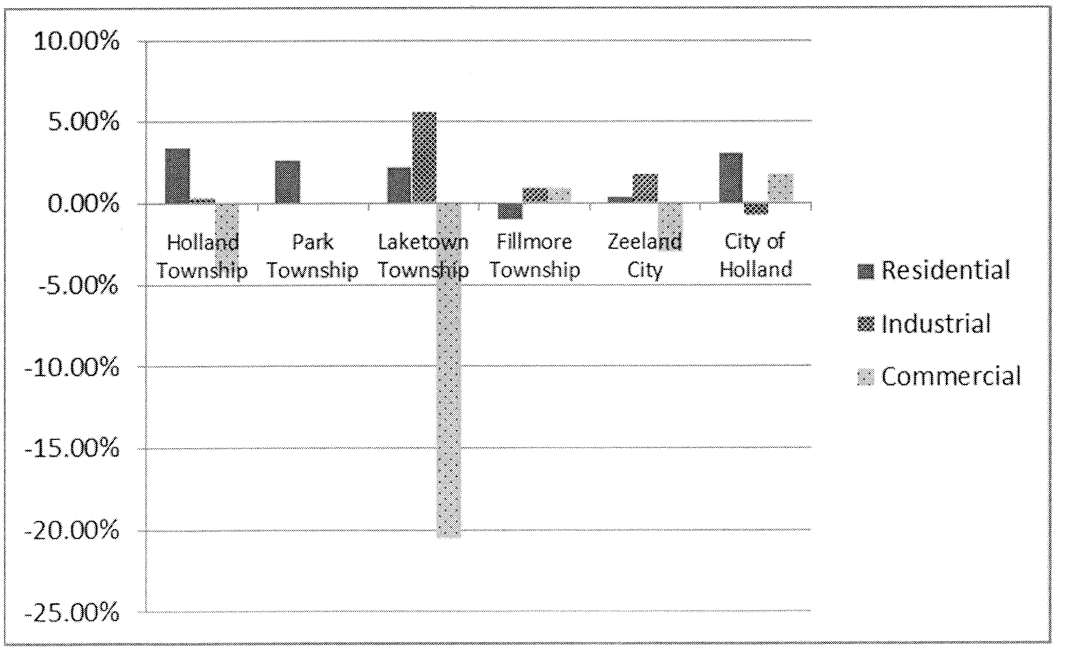
CITY OF HOLLAND
POSITIONS ELIMINATED

	% OF GENERAL FUND	% OF POSITIONS ELIMINATED	Fiscal Years 2002-2014 (1)
COMMUNITY & NEIGHBORHOOD SERVICES:			
Community Development:			
Community Dev Supervisor			1
Env Health			
Housing Inspector			1
Clerical Specialist			1
Electrical Inspector			1
Chief Sanitarian			1
HRC:			
Volunteer Coordinator			1
Administrative Assistant I			1
Human Relations Coordinator			1
Ourstreet:			
Neighborhood Liaison Officer			1
Planning/CDBG:			
Nghbr Commercial Dist Spec			1
Sub-total	**8.82%**	**18.18%**	**10**
LEISURE & CULTURAL SERVICES:			
L&CS:			
L&CS Director			1
Transportation Director			1/10
Civic Center:			
Custodian			1
Parks:			
Laborer II			1
Grounds Keeper			1
Equipment Operator			1
Tree Trimmer I			2
Skilled Maintenance Tech			1
Parks/Cemetery:			
Department Assistant I			1
Cemetery:			
Cemetery Maintenance II			1
Supervisor			1
Sub-total	**16.44%**	**20.18%**	**11 1/10**
INTERNAL SERVICE FUNDS			
Tech Svcs:			
Director			1
Sr. Programmer/Analyst			1
Sub-total	**0.00%**	**3.63%**	**2**
Total Positions not included from FY02 - FY14 Budget	**100.00%**	**100.00%**	**55**

(1) A number of positions have been replaced with part-time positions or seasonal employees.

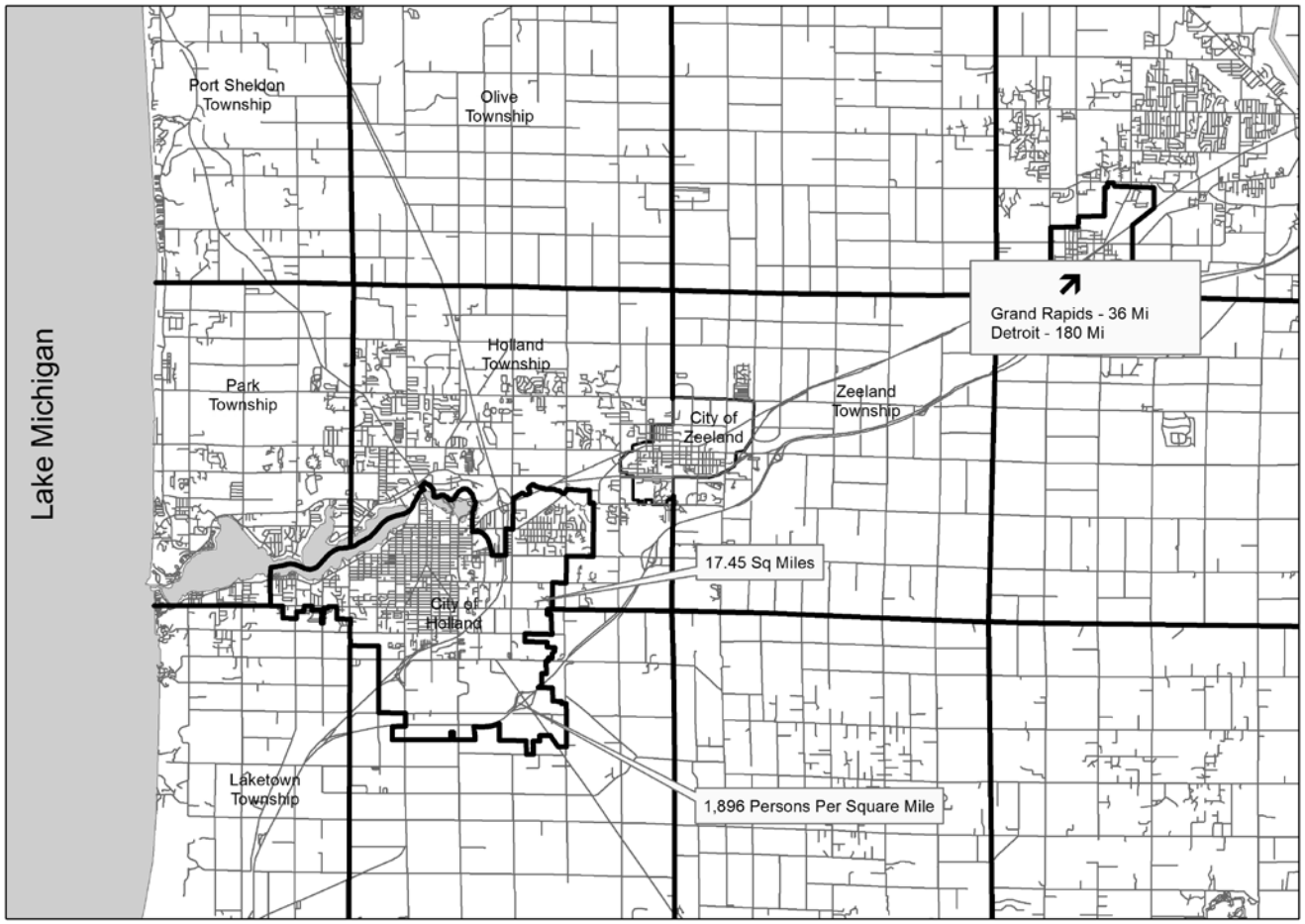
Changes in Tax Year 2013 Tax Base

Surrounding Governmental Units			
	Residential	**Industrial**	**Commercial**
Holland Township	+3.39%	+0.28%	-4.25%
Park Township	+2.62%	N/A	-.008%
Laketown Township	2.21%	5.57%	-20.60%
Fillmore Township	-1.02%	+0.89%	+0.89%
Zeeland City	+0.38%	+1.73%	-3.00%
City of Holland	+3.11%	-0.77%	+1.76%



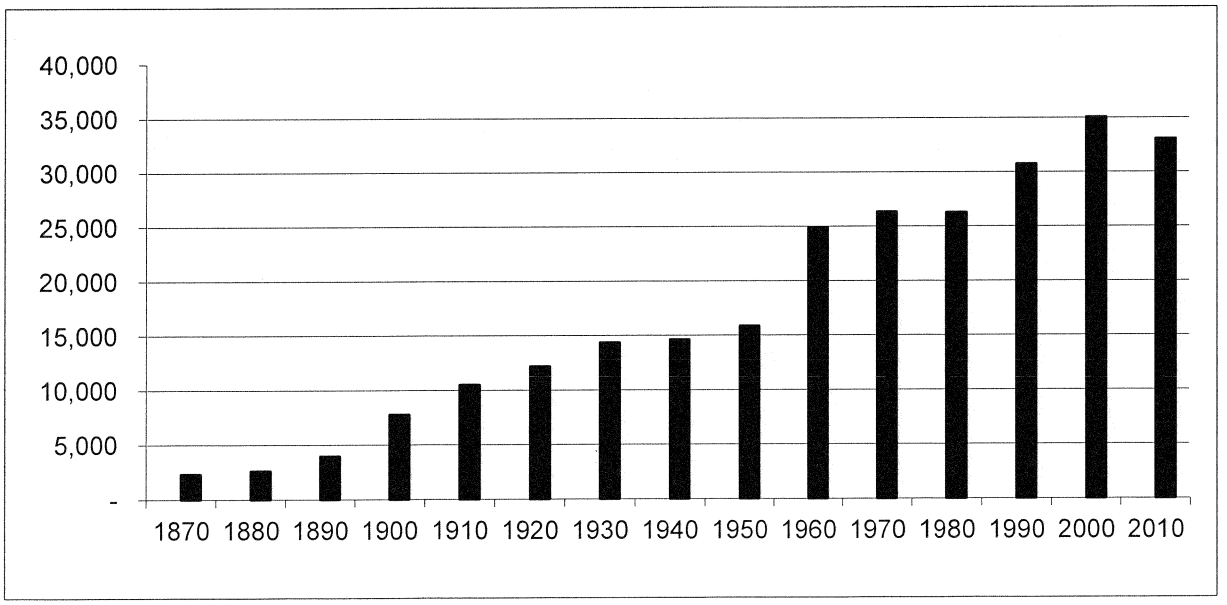


Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

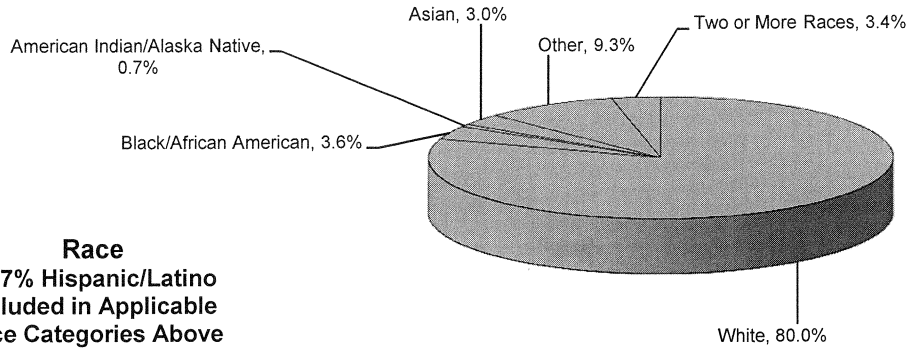
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867	Incorporated as a City	- - - - - - -
1870	2,324	- - - - - - -
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70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



Source for Information:

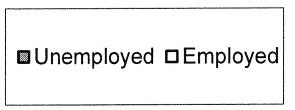
* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

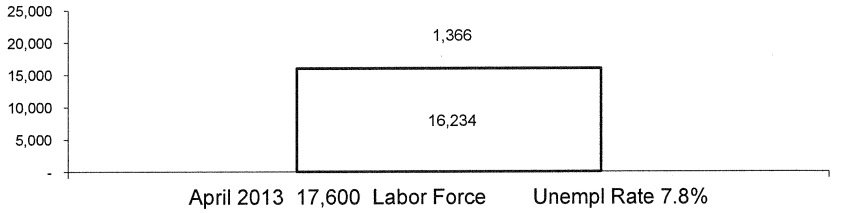
DEMOGRAPHICS

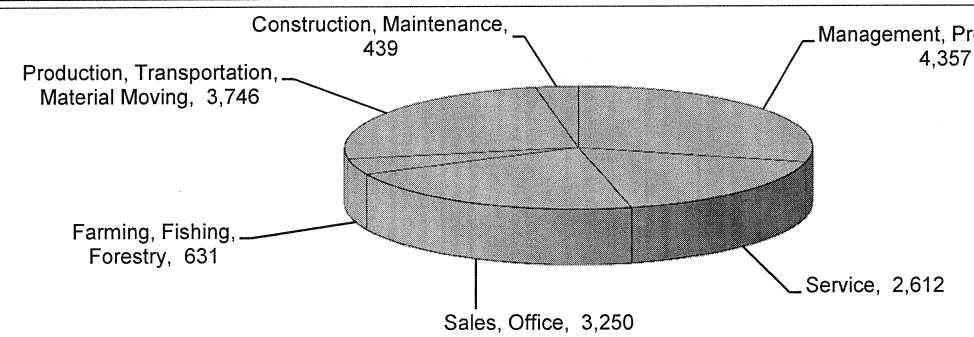


Race
22.7% Hispanic/Latino Included in Applicable Race Categories Above

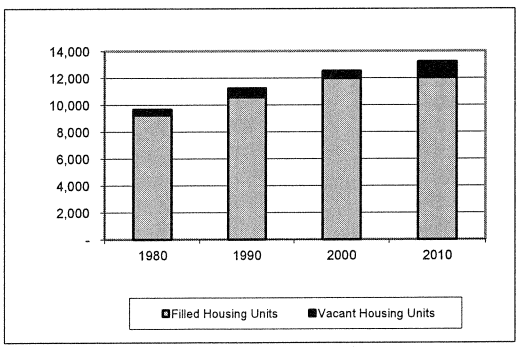
Employment Statistics per April 2013 Michigan Dept Labor



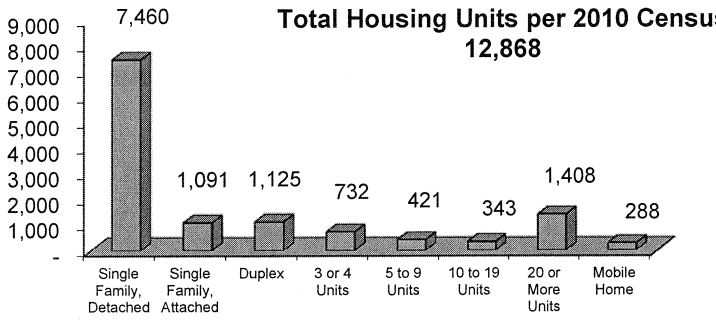




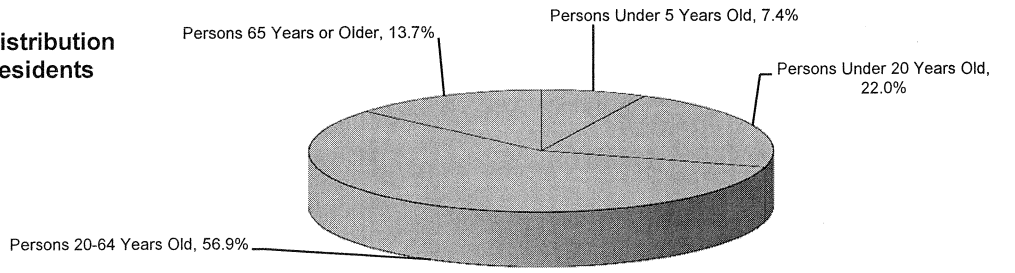
Employed Civilian Population - 15,035
16 Years and Over



Total Housing Units per 2010 Census
12,868



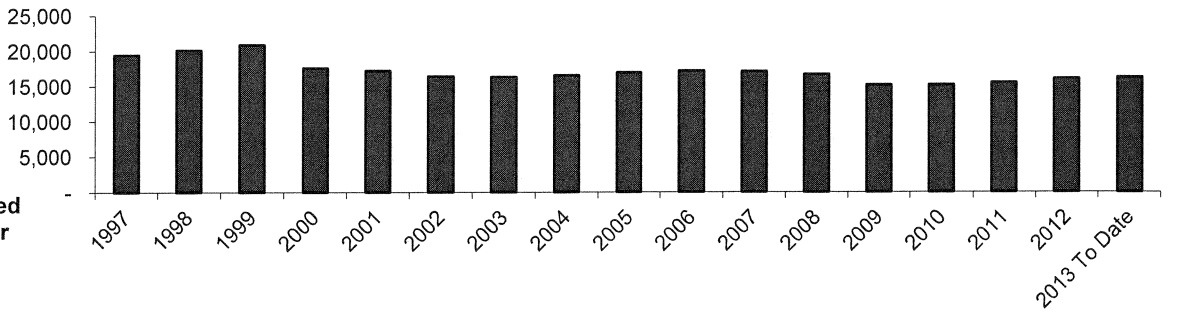
Age Distribution of Residents



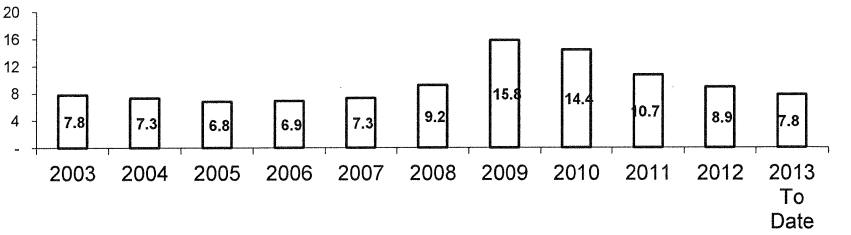
Source: Information is based on 2010 U.S. Census data, unless otherwise noted.

DEMOGRAPHICS

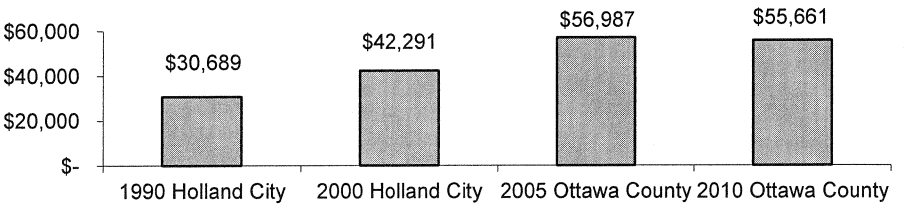
Number Employed Bureau of Labor Statistics



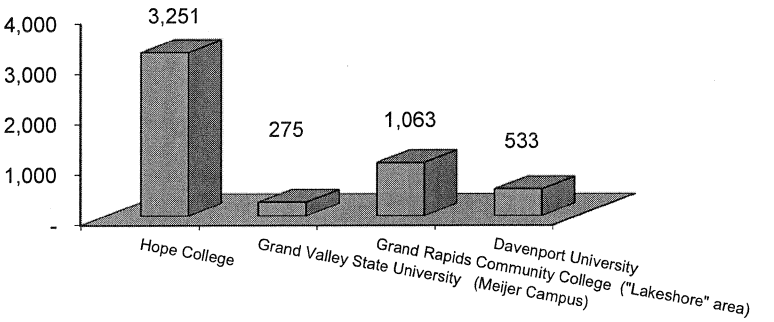
Unemployment Rate Percent per April 2013 Bureau of Labor Statistics



Median Household Income, 2005 & 2010 Uses Ottawa County Available Data As Representative



2012 Higher Education Enrollment
Total of 5,122 Degree Seeking
Note - 2006 Ottawa County Population 25-44 years 33% with Bachelor's Degree



Miscellaneous Statistics

Fire Stations	3	2010 City Population	33,051
Police Patrol Units	19	Registered Voters FY12	23,497
Parks	23	Percentage Turnout Nov. FY12	59.63%
Cemeteries (City Owned)	2	Public Libraries	1
Sports Complexes	2	Higher Education Institutions	4
Community Centers	1	Streets (miles)	148.7
Nature Centers	1	Sanitary Sewers (miles)	182.94
Community Pools	2	Water Mains (miles)	240.73
Downtown Occupancy Rate	93.9%	Square Miles	17.45

HISTORY OF THE CITY OF HOLLAND

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

HISTORY OF THE CITY OF HOLLAND (continued)

1899 Electric Interurban to Saugatuck.

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.

1902 Holland Municipal Sewer System.

1903 St. Francis Roman Catholic Church. Brick street paving. Holland Gas Works.

1905 Louis Padnos scrap metal business. Star Furniture (later Herman Miller).

1906 Holland Furnace Company. De Pree Chemical Company.

1908 Holland Board of Trade established (Chamber of Commerce).

1911 Holland City Hall (River Avenue).

1914 Mrs. George Kollen first woman elected to Board of Education.

1919 Holland Hospital (12th & Central).

1920 Holland Hitch Company.

1924 Federal Manufacturing Company (Hart & Cooley Inc.).

1925 Warm Friend Tavern (hotel).

1927 Lida Rogers suggests "Tulip Day".

1928 First tulip bulbs planted along city streets. Sewage treatment plant. Holland State Park. Holland Hospital (Michigan Ave.).

1930 First Tulip Time festival organized under Mrs. J. Telling of the festival committee.

1932 Depression-bank closings. Sligh Furniture Company moves from Grand Rapids.

1933 Baker Furniture Company moves from Allegan. Seven-Up Bottling Company of Western Michigan (Beverage America).

1935 Black Lake renamed Lake Macatawa.

1940 James DeYoung Electric Power Plant constructed with PWA funds (BPW). Netherlands Museum opens under of Willard Wichers.

1946 Tulip Time celebrated after wartime hiatus. Hope College enrollment increases due to GI Bill. Lithibar moves from Kalamazoo.

1948 Modern Products (Haworth Corporation). Hansen Machine Company.

1951 Bernice Bishop first woman elected to City Council.

1953 General Electric.

1954 Civic Center.

1955 Slikcraft (S-2 Yachts).

1958 Township land annexed to City.

1960 Herrick Public Library. Michigan slips to second place behind California in number of Dutch immigrants.

1962 Holland Economic Development Corporation (HEDCOR).

1965 "De Zwaan" windmill dedicated by Prince Bernhard of the Netherlands. Windmill Island dedicated. Prince Corporation.

1969 Lifesavers Company first plant in HEDCOR industrial park.

1978 Downtown Development Authority. Metal Flow Corporation.

1980 BLD Products Ltd. moves from Flint, Mich. Cappon House Museum purchased.

HISTORY OF THE CITY OF HOLLAND (continued)

1983 City purchases Van Raalte Farm.

1984 Mainstreet designation for downtown Holland.

1985 Evergreen Commons (Senior Center).

1988 Westshore Mall (in Holland township). Snowmelt system installed downtown.

1990 Area population over 70,000 including surrounding townships. Holland declared Urban Center.

1991 Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office).

1992 Holland Museum (in renovated former U.S. Post Office).

1993 Weed & Seed program.

1995 Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted.

1996 Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased.

1997 Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award.

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.

2000 Herrick District Library facility expansion completed.

2002 Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant.

2003 City Transportation Facility constructed.

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.

2005 Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building.

2006 Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township.

2007 Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant.

2008 Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp & roadway entrance.

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.

2009 Downtown 7th Street Parking Deck constructed.

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%.

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 Smallenburg 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.

2012 In April the City and Hope College approve a Joint Development and Funding Agreement to install synthetic turf at the Municipal Stadium. Transfer of ownership of the stadium from the City to Hope College was finalized in January 2013.

2013 April 19 the City experienced the 8th largest storm in the last 100 years. The storm produced over 3.7 inches of rain. The BPW's new headworks at the Waste Water Treatment plant resulted in zero overflows and the Lincoln Ave. storm water work in 2012 resulted in no stream bank overflows or road washouts.

2013 The City climbed out of a multi-year financial slump with an increase in taxable value of 1.47% (adjusted) and completion of a 50 person downsizing and a Public Safety Service Report focusing on increased efficiencies and collaboration (18 person firefighter/EMT crew and 57 sworn police officers).

2013 City Council approved a Community Energy Plan and several committees were formed to create implementation strategies.

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.

FINANCIAL POLICIES & GUIDELINES

INTRODUCTION

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

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

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

PLANNING PROCESS

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

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

OPERATING SERVICES

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

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

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

CAPITAL PROJECTS

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

FINANCIAL POLICIES

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

BUDGETING

- The City's budgeting process shall be in compliance with the State of Michigan's Uniform Budgeting Act and Chapter 9 of the Holland City Charter.
- The basis of budgeting policies shall mirror the basis of accounting policies. To this end, Government-Type Funds shall be budgeted following the Modified Accrual Basis, and Proprietary-Type Funds to Full Accrual Basis.

FINANCIAL POLICIES

BUDGETING - (continued)

- 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.
- 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.

FINANCIAL POLICIES

BUDGETING - (continued)

- 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.

- 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.

FINANCIAL POLICIES

ACCOUNTING & FINANCIAL REPORTING

- 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.

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.

FINANCIAL POLICIES

CAPITAL PROJECTS & DEBT FINANCING

- The City shall not enter into any debt instrument or illegal form of debt that is not permitted under State of Michigan statutes.
- The City shall make every attempt to not exceed a maximum of twenty years on long-term debt borrowings.
- The City shall make every attempt to maintain a high bond rating level with the bond rating agencies, for the purpose of minimizing interest costs on long-term debt obligations.
- 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 disbursals of funds. The internal controls shall take into consideration various methods and media of disbursals, to include:
    - issuance of petty cash
    - checks
    - charge cards
    - 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

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'.

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.

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.

BUDGET EVENTS BY CALENDAR MONTH (page 2 of 3)

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..

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.

BUDGET EVENTS BY CALENDAR MONTH (page 3 of 3)

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, 2013 - JUNE 30, 2014
AND APPROVING THE TARIFFS AND RATE SHEETS FOR THE HOLLAND BOARD OF PUBLIC WORKS WATER, WASTE WATER, AND ELECTRIC UTILITIES

May 1, 2013

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2013-14 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, Office of the City Clerk and the City of Holland website; and

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 1, 2013 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, 2013 through June 30, 2014; and

BE IT FURTHER RESOLVED, that the authorized employment positions and classifications are adopted as summarized 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 organization 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

ANNUAL BUDGET RESOLUTION - Continued

organizational units which exceed $10,000 may be authorized only by action of the City Council, and

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 2012-13, to the extent that such adjustments do not exceed the *2012-13 Revised Estimates*, as outlined in the fiscal year 2013-14 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2013 will be liquidated and re-established as of July 1, 2013 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, 2013 - June 30, 2014 is adopted as follows:

Designated Purpose	Property Tax Millage Rate	Property Tax Millage Amount
CITY OF HOLLAND		
Operating:		
– General Government Operations	9.6585	$ 9,558,231
Capital Projects and Acquisitions:		
– Property Acquisitions	0.0000	-0-
– Sidewalk Development & Improvement Projects	0.0500	49,481
– Street Development & Improvement Projects	1.0000	989,619
– Municipal Capital Projects	0.2351	232,659
Debt Service Obligations:		
– General Obligation Debt	2.8069	2,823,676
Total Property Tax Millage Levy	13.7505	$ 13,653,666
HERRICK DISTRICT LIBRARY		
– Library Operating	1.1000	$ 1,088,580
– Library Debt Service Obligation	0.1580	158,944
Total Property Tax Millage Levy	1.2580	$ 1,247,524
WEST MICHIGAN AIRPORT AUTHORITY	0.1000	$ 98,962
GRAND TOTAL - TAX MILLAGE LEVY	15.1085	$ 15,000,152
DOWNTOWN DEVELOPMENT AUTHORITY	1.8333	$ 181,008

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 15.1085 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, 2013, 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, 2013, 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 2012-13: $110,000 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2012-13 for prior tax years (those years prior to Tax Year 2012).

Fiscal Year 2013-14: $50,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2013-14 for prior tax years (those years prior to Tax Year 2013).

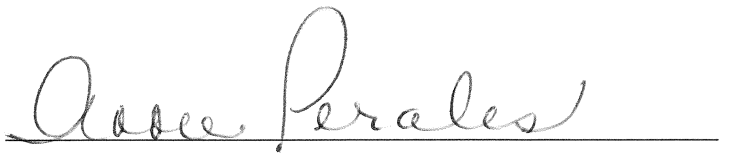
RESOLUTION APPROVING WATER, WASTE WATER, AND ELECTRIC TARIFFS AND RATES

Pursuant to Section 12.17 of the Holland City Charter, the City Council is empowered to approve all rates to be charged for all public utilities under the control of the Holland Board of Public Works (HBPW). Pursuant to the Charter, the HBPW is empowered to operate the electric and water utilities and the City Council, by resolution, has designated the HBPW to operate the waste water utility.

The City Council has been presented with tariffs for the above utilities for an increase for bills issued on or after July 1, 2013 for the water and waste water utilities; and for the electric utilities for the fiscal years 2014, 2015, and 2016 for bills issued on or after July 1, 2013, July 1, 2014, and July 1, 2015.

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Holland approves the tariff rates for water, waste water, and electric utilities with the effective dates of such increases as specified above.

I hereby certify that this is a summarization of the Fiscal Year 2014 budget as adopted by the Holland City Council on May 1, 2013.



Anna Perales
Deputy City Clerk

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2012 AND 2013
- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2012	2013	$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property + NEZ ($3,296,893)	$ 497,622,663	$ 508,185,259	$ 10,562,596	2.12%
Business				
Real Property:				
- Industrial	$ 110,954,110	$ 109,291,140	$ (1,662,970)	-1.50%
- Commercial	215,920,757	218,334,547	2,413,790	1.12%
- Agricultural	1,405,328	1,394,191	(11,137)	-0.79%
- Developmental	609,920	623,494	13,574	2.23%
- Total Business Real Property	$ 328,890,115	$ 329,643,372	$ 753,257	0.23%
Personal Property:				
- Industrial	$ 173,616,200	$ 203,911,600	$ 30,295,400	17.45%
- Commercial	37,064,100	35,505,100	(1,559,000)	-4.21%
- Utilities	6,589,300	6,604,000	14,700	0.22%
- Total Business Personal Property	$ 217,269,600	$ 246,020,700	$ 28,751,100	13.23%
Total Business Property	$ 546,159,715	$ 575,664,072	$ 29,504,357	5.40%
Total Regular Assessment Roll	$ 1,043,782,378	$ 1,083,849,331	$ 40,066,953	3.84%
INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL				
@ Regular Valuations				
Real Property:				
- New	$ 19,468,027	$ 17,231,787	$ (2,236,240)	-11.49%
- Rehabilitated	578,040	578,040	-	0.00%
- Total Real Property	$ 20,046,067	$ 17,809,827	$ (2,236,240)	-11.16%
Personal Property:				
- New	$ 35,664,100	$ 34,878,200	$ (785,900)	-2.20%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	$ 35,664,100	$ 34,878,200	$ (785,900)	-2.20%
Total Real and Personal Property	$ 55,710,167	$ 52,688,027	$ (3,022,140)	-5.42%
@ Taxable Valuation Equivalency	$ 28,144,104	$ 26,633,034	$ (1,511,070)	-5.37%
COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL				
Regular Assessment Roll + NEZ	$ 1,043,782,378	$ 1,083,849,331	$ 40,066,953	3.84%
Tax Abatement Assessment Roll (IFT)	28,144,104	26,633,034	$ (1,511,070)	-5.37%
Grand Total	$ 1,071,926,482	$ 1,110,482,365	$ 38,555,883	3.60%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2013 (fiscal year 2014), the City of Holland administers ten 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 2013 (fiscal year 2014) amount to $19,945,731.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2013 (fiscal year 2014), P.A. 376 Tool & Die abatements amount to $6,103,940.

For tax year 2013 (fiscal year 2014), P.A. 376 Michigan Strategic Fund abatements amount to $94,814,100.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2013

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
REGULAR ASSESSMENT ROLL:				
Real Property + NEZ ($3,296,893)	$ 760,228,582	$ 77,597,049	$ 3,000	$ 837,828,631
Personal Property	116,198,300	129,814,300	8,100	246,020,700
Total	$ 876,426,882	$ 207,411,349	$ 11,100	$ 1,083,849,331
IFT ABATEMENT ASSESSMENT ROLL:				
New Property	$ 30,488,001	$ 21,621,986	$ - 0 -	$ 52,109,987
Rehabilitated Property	578,040	- 0 -	- 0 -	578,040
Total	$ 31,066,041	$ 21,621,986	$ - 0 -	$ 52,688,027
Valuation for Budgeting Purposes	$ 15,822,041	$ 10,810,993	$ - 0 -	$ 26,633,034
TOTAL TAXABLE VALUATION	$ 892,248,923	$ 218,222,342	$ 11,100	$ 1,110,482,365

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	County Of Ottawa	County Of Allegan	Combined
REGULAR ASSESSMENT ROLL:			
Real Property + NEZ ($291,091)	$ 576,607,923	$ 261,220,708	$ 837,828,631
Personal Property	60,756,900	185,263,800	246,020,700
Total	$ 637,364,823	$ 446,484,508	$ 1,083,849,331
IFT ABATEMENT ASSESSMENT ROLL:			
New Property	$ 10,861,686	$ 41,248,301	$ 52,109,987
Rehabilitated Property	244,900	333,140	578,040
Total	$ 11,106,586	$ 41,581,441	$ 52,688,027
Valuation for Budgeting Purposes	$ 5,675,743	$ 20,957,291	$ 26,633,034
TOTAL TAXABLE VALUATION	$ 643,040,566	$ 467,441,799	$ 1,110,482,365

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

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TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

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COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2012 AND 2013
-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2012 Taxable Valuation	TAX YEAR 2012 % Of Total Taxable Valuation	TAX YEAR 2013 Taxable Valuation	TAX YEAR 2013 % Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property + NEZ ($291,091)	$ 497,622,663		$ 508,185,259	
Total - All Residential Property	**$ 497,622,663**	46.42%	**$ 508,185,259**	45.76%
Business Property				
Regular Assessment Roll:				
- Real Property	$ 328,890,115		$ 329,643,372	
- Personal Property	217,269,600		246,020,700	
- Total	$ 546,159,715		$ 575,664,072	
IFT Abatement Assessment Roll:				
- Real Property	$ 10,312,054		$ 9,193,934	
- Personal Property	17,832,050		17,439,100	
- Total	$ 28,144,104		$ 26,633,034	
Total - All Business Property	**$ 574,303,819**	53.58%	**$ 602,297,106**	54.24%
Grand Total - All Property	**$ 1,071,926,482**	**100.00%**	**$ 1,110,482,365**	**100.00%**
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	**$ 836,824,832**	**78.07%**	**$ 847,022,565**	**76.28%**
Total - All Personal Property	**235,101,650**	**21.93%**	**263,459,800**	**23.72%**
Grand Total - All Property	**$ 1,071,926,482**	**100.00%**	**$ 1,110,482,365**	**100.00%**

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2013 (fiscal year 2014), the City of Holland administers ten 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 2013 (fiscal year 2014) amount to $19,945,731.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2013 (fiscal year 2014), P.A. 376 Tool & Die abatements amount to $6,103,940.

For tax year 2013 (fiscal year 2014), P.A. 376 Michigan Strategic Fund abatements amount to $94,814,100.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2013

-- BY PROPERTY TYPE --

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
Residential Property			
Regular Assessment Roll + NEZ:	$ 529,789,100	$ 508,185,259	$ 21,603,841
Business Property			
Regular Assessment Roll:	$ 592,439,100	$ 575,664,072	$ 16,775,028
IFT Abatement Assessment Roll:			
- Real Property	$ 9,204,150	$ 9,193,934	$ 10,216
- Personal Property	17,439,100	17,439,100	$ -
- Total	$ 26,643,250	$ 26,633,034	$ 10,216
Total - All Business Property	**$ 619,082,350**	**$ 602,297,106**	**$ 16,785,244**
Grand Total - All Property	**$ 1,148,871,450**	**$ 1,110,482,365**	**$ 38,389,085**
			Reduction Percentage
			3.34%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

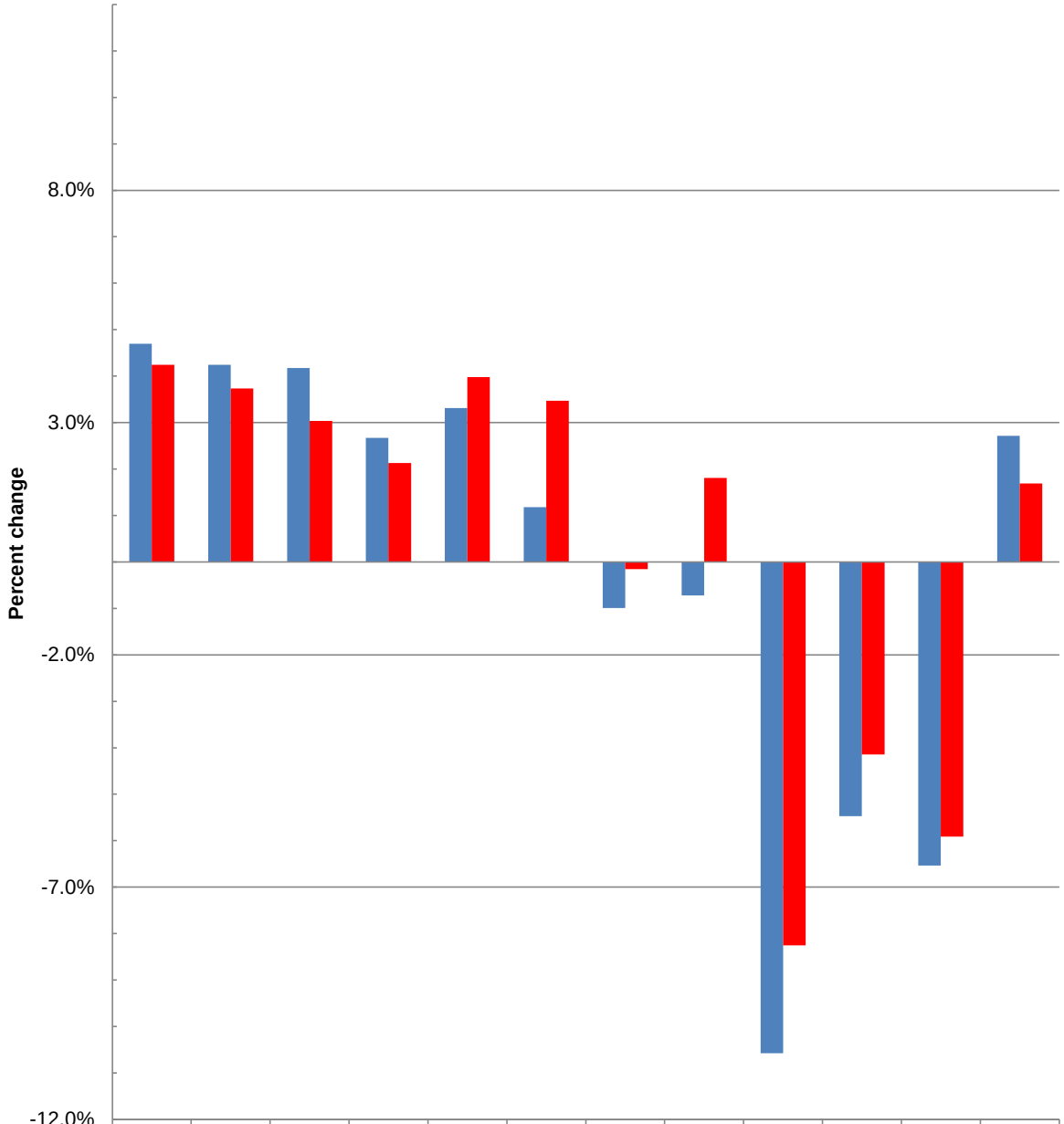
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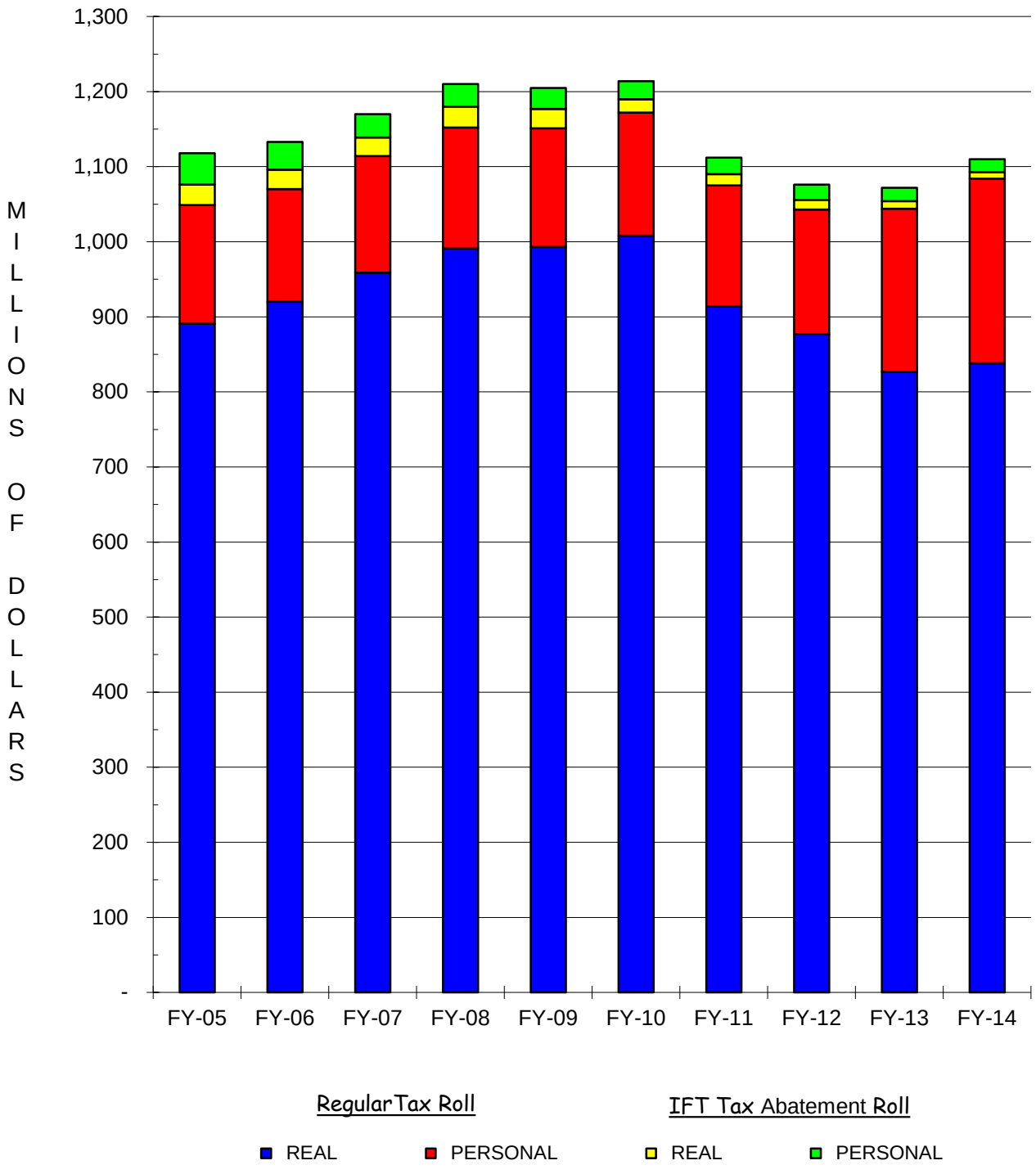
For tax year 2013 (fiscal year 2014), P.A. 376 Michigan Strategic Fund abatements amount to $94,814,100.

PERCENT CHANGE IN SEV & TAXABLE VALUE
TAX YEAR 2002-2013
(ad-valorem parcels not including LG & JCI Ren Zones)



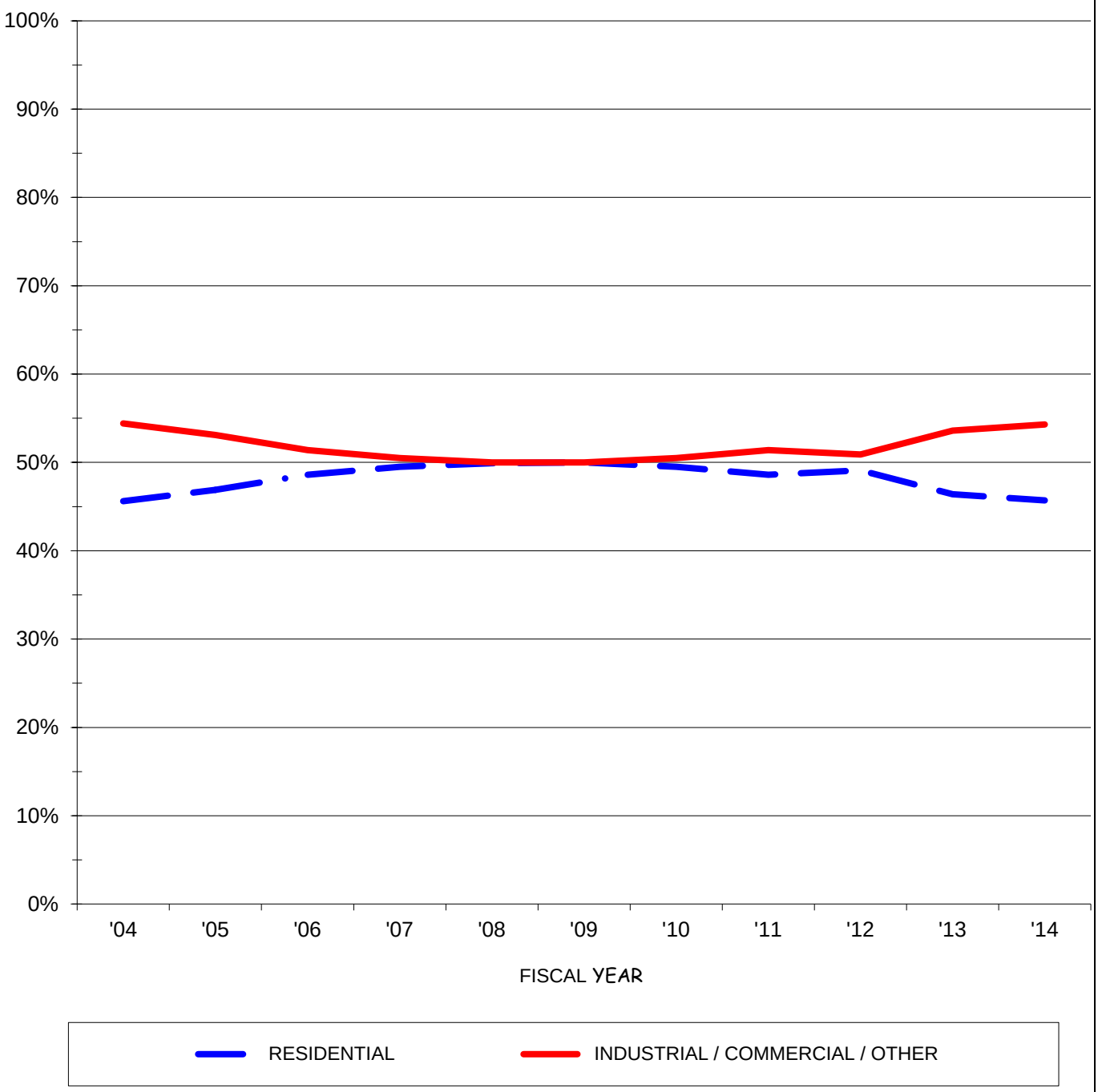
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Assessed Value	4.7%	4.2%	4.2%	2.7%	3.3%	1.2%	-1.0%	-0.7%	-10.6%	-5.5%	-6.5%	2.7%
Taxable Value	4.2%	3.7%	3.0%	2.1%	4.0%	3.5%	-0.2%	1.8%	-8.3%	-4.1%	-5.9%	1.7%

CITY OF HOLLAND
REGULAR/IFT ASSESSMENT COMPOSITION



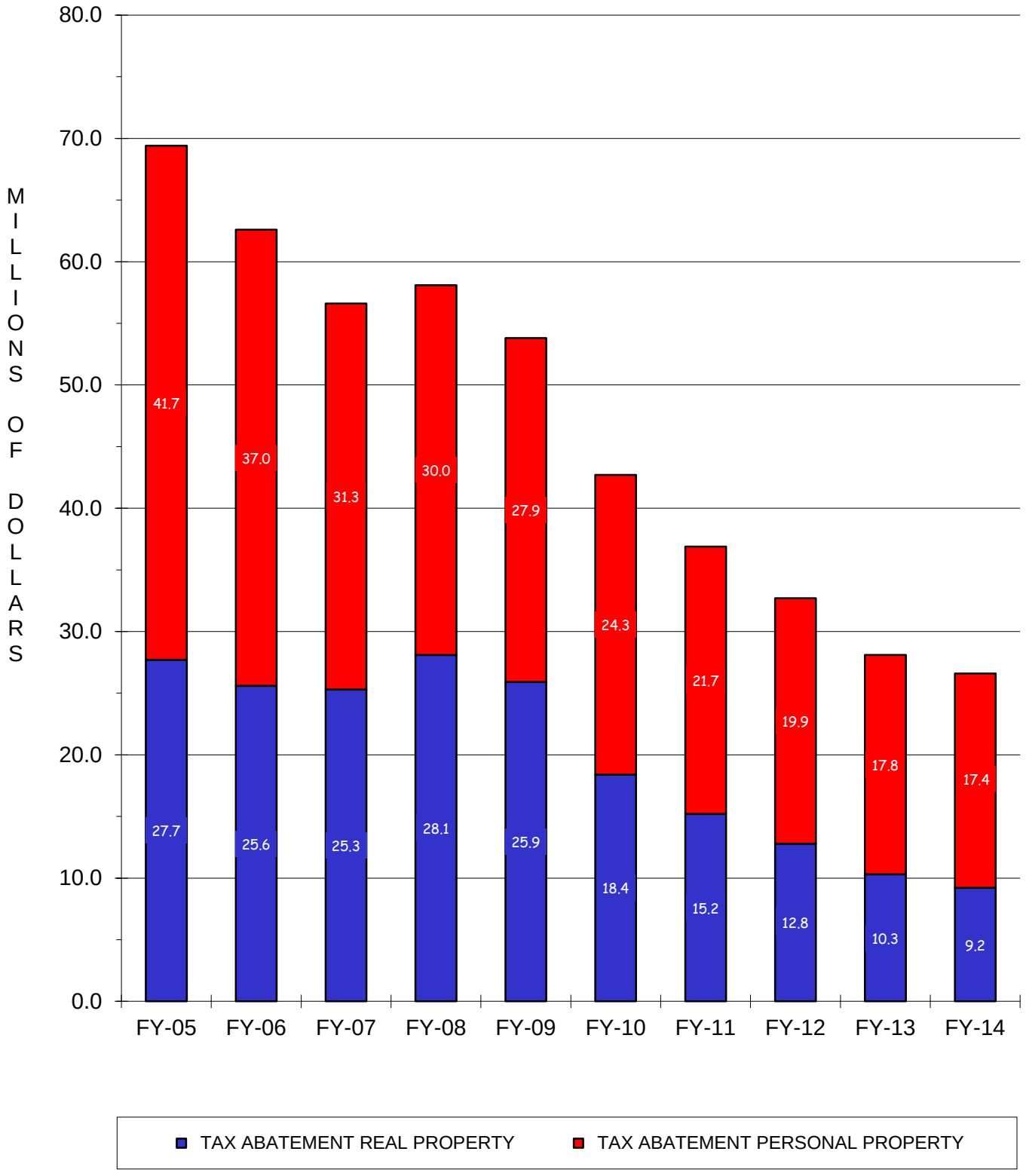
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND
PROPERTY CLASSIFICATION



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

CITY OF HOLLAND
IFT ABATED PROPERTY ASSESSMENTS



BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2013 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)		Crescent Shores (561 Crescent Dr)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
-Capital Levies:								
Property Acquisition	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
Street Improv.	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
Sidewalk Improv.	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
Municipal Cap.Improv.	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
-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 -
MACATAWA TRANS. AUTH.								
Operating	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
WEST MI AIRPOR AUTH.								
Operating	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	---	-----	Y	112,800
Road Improvements	---	-----	---	-----	---	-----	Y	112,800
Emergency 911	---	-----	---	-----	---	-----	Y	112,800
COUNTY OF OTTAWA								
Operating	Y	2,631,400	Y	3,126,725	Y	32,318	---	-----
Parks	Y	2,631,400	Y	3,126,725	Y	32,318	---	-----
Emergency 911	Y	2,631,400	Y	3,126,725	Y	32,318	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
Special Education	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
Vocational Education	Y	2,631,400	Y	3,126,725	Y	32,318	Y	112,800
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	660,400	N	- 0 -	Y	32,318	Y	112,800
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	2,631,400	N	- 0 -	Y	32,318	Y	112,800

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2013 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)		1110 Lincoln Ave. (Lincolnshire)		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
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
-Capital Levies:								
Property Acquisition	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
Street Improv.	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
Sidewalk Improv.	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
Municipal Cap.Improv.	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
-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 -
MACATAWA TRANS. AUTH.								
Operating	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
WEST MI AIRPOR AUTH.								
Operating	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
COUNTY OF ALLEGAN								
Operating	---	-----	Y	207,600	---	-----	---	-----
Road Improvements	---	-----	Y	207,600	---	-----	---	-----
Emergency 911	---	-----	Y	207,600	---	-----	---	-----
COUNTY OF OTTAWA								
Operating	Y	5,743,104	---	-----	Y	2,777,342	Y	- 0 -
Parks	Y	5,743,104	---	-----	Y	2,777,342	Y	- 0 -
Emergency 911	Y	5,743,104	---	-----	Y	2,777,342	Y	- 0 -
INTERMEDIATE SCHOOL								
General Education	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
Special Education	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
Vocational Education	Y	5,743,104	Y	207,600	Y	2,777,342	Y	- 0 -
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	4,302,398	N	- 0 -	N	2,777,342	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	5,743,104	N	- 0 -	Y	2,777,342	N	- 0 -

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2013 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)				Grand Totals
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation			Captured Taxable Valuation
CITY OF HOLLAND							
-Debt Service Levies:							
Gen.Obligation Debt	N	- 0 -	N	- 0 -			- 0 -
-Operating Levies:							
General	Y	582,618	Y	4,731,824			19,945,731
-Capital Levies:							
Property Acquisition	Y	582,618	Y	4,731,824			19,945,731
Street Improv.	Y	582,618	Y	4,731,824			19,945,731
Sidewalk Improv.	Y	582,618	Y	4,731,824			19,945,731
Municipal Cap.Improv.	Y	582,618	Y	4,731,824			19,945,731
-All Other:							
Special Assessments	N	- 0 -	N	- 0 -			- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -			- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -			- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -			- 0 -
MACATAWA TRANS. AUTH.							
Operating	Y	582,618	Y	4,731,824			19,945,731
WEST MI AIRPOR AUTH.							
Operating	Y	582,618	Y	4,731,824			19,945,731
DISTRICT LIBRARY							
Debt Service	N	- 0 -	N	- 0 -			- 0 -
Operating	Y	582,618	Y	4,731,824			19,945,731
COMMUNITY POOL							
Debt	N	- 0 -	N	- 0 -			- 0 -
Operating	Y	582,618	Y	4,731,824			19,945,731
COUNTY OF ALLEGAN							
Operating	---	-----	---	-----			320,400
Road Improvements	---	-----	---	-----			320,400
Emergency 911	---	-----	---	-----			320,400
COUNTY OF OTTAWA							
Operating	Y	582,618	Y	4,731,824			19,625,331
Parks	Y	582,618	Y	4,731,824			19,625,331
Emergency 911	Y	582,618	Y	4,731,824			19,625,331
INTERMEDIATE SCHOOL							
General Education	Y	582,618	Y	4,731,824			19,945,731
Special Education	Y	582,618	Y	4,731,824			19,945,731
Vocational Education	Y	582,618	Y	4,731,824			19,945,731
HOLLAND SCHOOL							
Debt	N	- 0 -	N	- 0 -			- 0 -
Operating	Y	582,618	Y	4,731,824			13,199,700
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -			- 0 -
STATE OF MICHIGAN							
State Education Tax	Y	582,618	Y	4,731,824			16,611,406

CITY OF HOLLAND

PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2012 FY 2012-13	Tax Year 2013 FY 2013-14	Change	
Regular Roll (Includes Frozen NEZ)	$ 1,043,782,378	$ 1,083,849,331	$ 40,066,953	3.84%
- Less Renaissance Zones and Known MTT Adjustments:				
- MTT Adjustment - JCI	- 0 -	- 0 -	- 0 -	
- LS Mold Tool & Die	(1,155,200)	(1,281,200)	(126,000)	
- STM Manufacturing Tool & Die	(719,800)	(600,600)	119,200	
- Buhler Prince	(2,734,900)	(2,727,140)	7,760	
- LG Chem/Compact Power	(54,944,200)	(70,683,500)	(15,739,300)	
- Johnson Controls - Saft APS	(19,166,500)	(24,130,600)	(4,964,100)	
Subtotal Renaissance Zones & MTT	(78,720,600)	(99,423,040)	(20,702,440)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,587,000)	(2,631,400)	(44,400)	
- 665 East 48th Street (Lifesavers)	(90,700)	(112,800)	(22,100)	
- 570 East 16th Street (GE)	(3,638,025)	(3,126,725)	511,300	
- 573 Columbia Ave (Baker-Lofts)	(2,604,446)	(5,743,104)	(3,138,658)	
- 99 East 8th Street (Plaza East)	(2,385,556)	(2,777,342)	(391,786)	
- 479 Columbia Ave (Purple House Productions)	- 0 -	- 0 -	- 0 -	
- 146 River Ave (Scrap Yard Lofts)	(627,262)	(582,618)	44,644	
- 7th Street Project (Parking Deck)	(4,211,168)	(4,731,824)	(520,656)	
- 1110 Lincoln Ave (Lincolnshire)	(152,400)	(207,600)	(55,200)	
- 561 Crescent Drive (Crescent Shores)	(61,602)	(32,318)	29,284	
Subtotal Brownfields	(16,358,159)	(19,945,731)	(3,587,572)	
Subtotal Regular Roll	**948,703,619**	**964,480,560**	**$ 15,776,941**	**1.66%**
Tax Abatement Roll (Expressed at Equivalency)	28,144,104	26,633,034	(1,511,070)	- 5.37%
- Less Renaissance Zones and Known MTT Adjustments:			- 0 -	
- MTT Adjustment - JCI	- 0 -	- 0 -	- 0 -	
- Buhler Prince	(290,250)	(855,650)	(565,400)	
- STM Manufacturing Tool & Die	(563,750)	(639,350)	(75,600)	
Subtotal Renaissance Zones & MTT	(854,000)	(1,495,000)	(641,000)	
Subtotal Abatement Roll	**27,290,104**	**25,138,034**	**$ (2,152,070)**	**- 7.89%**
Total - All Rolls Adjusted	$ 975,993,723	$ 989,618,594	$ 13,624,871	1.40%
Valuation to Add Back to Debt Levies	16,358,159	19,945,731	3,587,572	**21.93%**
Valuation of Brownfields/Renaissance Zones/MTT	95,932,759	120,863,771	24,931,012	**25.99%**

FY13 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $16,358,159 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies.

The total FY13 Taxable Valuation used for Debt Service computation is $992,351,882.

FY14 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $19,945,731 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies.

The total FY14 Taxable Valuation used for Debt Service computation is $1,009,564,325.

PROPERTY TAX LEVY

PROPOSED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2012-13 AND 2013-14

	Tax Year 2012 FY 2012-13	Tax Year 2013 FY 2013-14	Increase (Decrease) Amount	Percent
PROPERTY TAX MILLAGE RATES				
City of Holland				
- Operating Levies:				
General	9.6585	9.6585	0.0000	0.00%
Total Operating	9.6585	9.6585	0.0000	0.00%
- 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	0.1343 (1)	0.2351 (1)	0.1008	75.06%
Total Capital	1.1843	1.2851	0.1008	8.51%
- Debt Service Levies:				
General Obligation Debt	2.8936	2.8069	(0.0867)	- 3.00%
- Total City of Holland	13.7364	13.7505	0.0141	0.10%
Herrick District Library				
- Operating	1.1000	1.1000	0.0000	0.00%
- Debt Service	0.1721 (1)	0.1580 (1)	(0.0141)	- 8.19%
- Total Herrick District Library	1.2721	1.2580	(0.0141)	- 1.11%
Airport Authority	0.1000	0.1000	0.0000	0.00%
Total Millage Levy Rate	15.1085	15.1085	0.0000	0.00%
PROPERTY TAX MILLAGE AMOUNTS				
City of Holland				
- Operating Levies:				
General	9,426,635	9,558,231	131,596	1.40%
Total Operating	$ 9,426,635	$ 9,558,231	$ 131,596	1.40%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	975,994	989,619	13,625	1.40%
Sidewalk Improvement Projects	48,800	49,481	681	1.40%
Municipal Capital Projects	131,076	232,659	101,583	77.50%
Total Capital	$ 1,155,870	$ 1,271,759	$ 115,889	10.03%
- Debt Service Levies:				
General Obligation Debt *	2,871,469	2,823,676	(47,793)	- 1.66%
- Total City of Holland	$ 13,453,974	$ 13,653,666	$ 199,692	1.48%
Herrick District Library				
- Operating	1,073,593	1,088,580	14,987	1.40%
- Debt Service *	170,784	158,944	(11,840)	- 6.93%
- Total Herrick District Library	$ 1,244,377	$ 1,247,524	$ 3,147	0.25%
Airport Authority	97,599	98,962	1,363	1.40%
TotalMillageLevyAmount	$ 14,795,950	$ 15,000,152	$ 204,202	1.38%

* Brownfield Captures 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 2013-14

Taxing Jurisdiction	2013 Taxable Value Within City of Holland	2013-14 Millage Rates	2013-14 Millage Amounts	Projected 1% Administration Fee
City of Holland	$ 1,043,164,069	13.7505	$ 14,344,028	$ 143,440
- Unfrozen NEZ Property	$ 3,055,818	10.1145	$ 30,908	$ 309
Special Assessments/Operating Assessments			750,000	7,500
Downtown Development Authority	31,467,778	1.8333	57,690	577
Herrick District Library	1,046,219,887	1.2580	1,316,145	13,161
West Michigan Airport Authority	1,046,219,887	0.1000	104,622	1,046
State of Michigan	876,784,287	6.0000	5,260,706	52,607
- Commercial Personal Property	35,920,550	6.0000	215,523	2,155
- Industrial Personal Property	133,515,050	- 0 -	- 0 -	0
Holland Public School District:				
- Principal Residence Exempt Properties (a)	435,894,135	7.8300	3,413,051	34,131
- Non-Principal Residence Properties	366,707,309	25.8300	9,472,050	94,720
- Commercial Personal Property	32,274,500	13.8300	446,356	4,464
- Industrial Personal Property	86,992,850	7.8300	681,154	6,812
- Renaissance Zones - Debt Only	5,007,440	7.0800	35,453	355
Hamilton Community School District:				
- Principal Residence Exempt Properties (a)	15,074,497	5.3100	80,046	800
- Non-Principal Residence Properties	59,097,246	23.3100	1,377,557	13,776
- Commercial Personal Property	3,646,050	11.3100	41,237	412
- Industrial Personal Property	46,522,200	5.3100	247,033	2,470
- Renaissance Zones - Debt Only	97,476,700	5.3100	517,601	5,176
Zeeland Public School District:				
- Principal Residence Exempt Properties (a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Principal Residence Properties	11,100	26.0300	289	3
Ottawa Intermediate School District	1,046,219,887	5.5234	5,778,691	57,787
Holland Area Community Pool Authority	921,868,794	1.5700	1,447,334	14,473
MAX Authority	1,043,164,069	0.4000	417,266	4,173
County of Allegan	364,957,659	5.8975	2,152,338	21,523
County of Ottawa	537,500,608	4.3565	2,341,621	23,416
- Unfrozen NEZ Property	3,055,818	3.0065	9,187	92
Total			$ 50,528,697	$ 505,287

Additional Notes

(a) 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 2013. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

Valuations are adjusted downward by the LG Chem and Johnson Controls Renaissance Zones - school debt shown separat

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2012-13 AND FISCAL YEAR 2013-14

	Actual Tax Year 2012 FY 2012-13	Adopted Tax Year 2013 FY 2013-14	Increase (Decrease) Amount	Percent
PROPERTY TAXABLE VALUATION ROLL				
Regular Roll:				
- Real Property	$ 85,829,119	$ 87,058,469	$ 1,229,350	1.43%
- Personal Property	10,461,600	10,136,400	(325,200)	-3.11%
- Total	$ 96,290,719	$ 97,194,869	$ 904,150	0.94%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property (includes NEZ)	$ 27,975	$ 151,075	$ 123,100	440.04%
- Personal Property	926,650	2,907,700	1,981,050	213.79%
- Total	$ 954,625	$ 3,058,775	$ 2,104,150	220.42%
Total Assessment Rolls	$ 97,245,344	$ 100,253,644	$ 3,008,300	3.09%
PROPERTY TAX MILLAGE RATE LEVY				
Operating Rate				
- For Operations & Maintenance	1.8333	1.8333	- 0 -	0.00%
PROPERTY TAX MILLAGE AMOUNT LEVY				
Operating Levy				
- For Operations & Maintenance	$ 178,280	$ 183,795	$ 5,515	3.09%

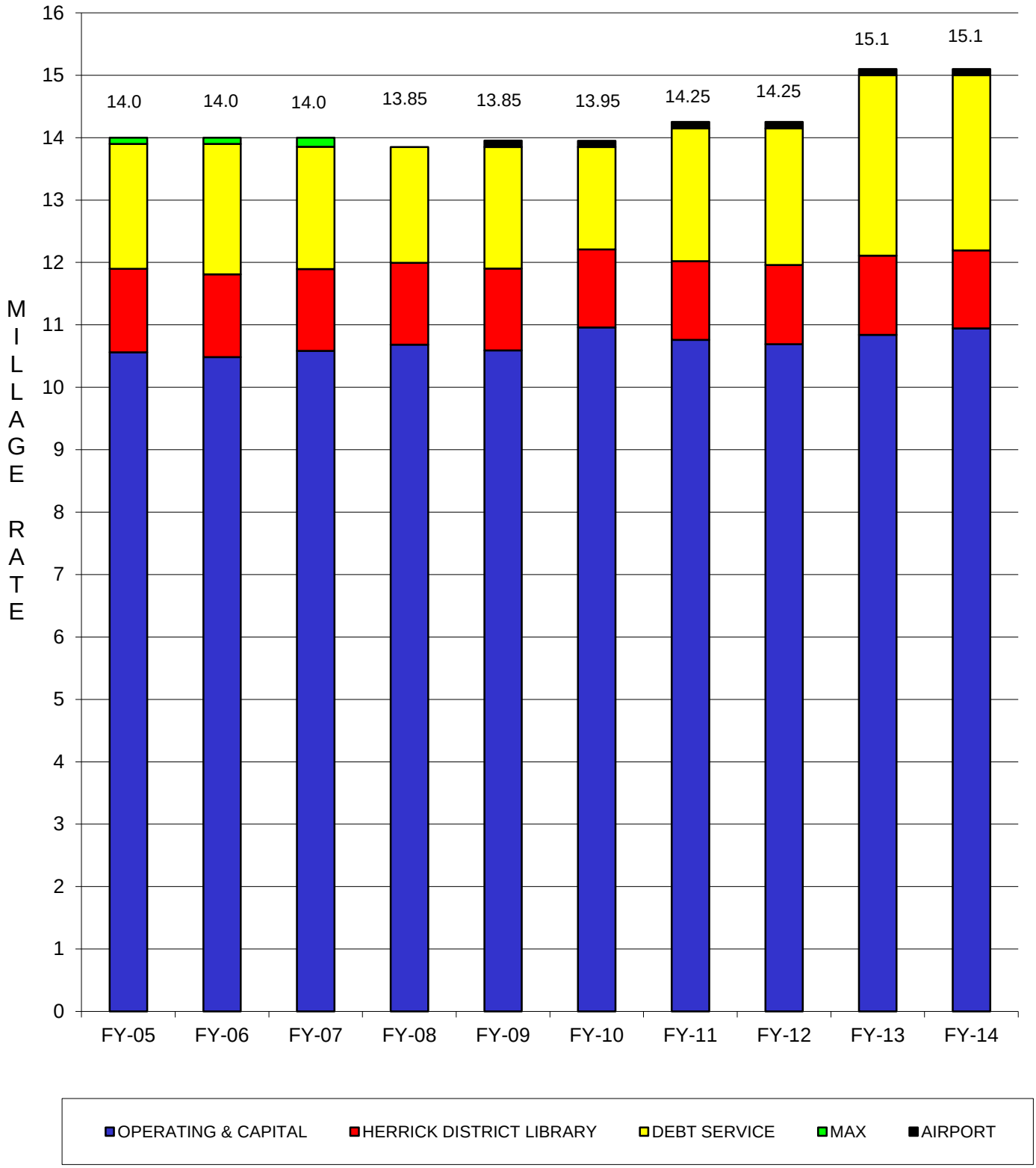
MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES

Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO Debt Service	General Operating	Capital Projects: Property Acquis.	Capital Projects: Street Improv.	Capital Projects: Sidewalk	Capital Projects: Municipal Projects	MAX Public Transit	West Michigan Airport Authority	Herrick District Library	Total	
1995	1.1216	9.1502	0.2496	0.2496	0.0000	1.2927	0.1000	0.0000	1.0485	13.2123	-2.37%
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%
2013	2.8936	9.6585	0.0000	1.0000	0.0500	0.1343	0.0000	0.1000	1.2721	15.1085	6.02%
2014	2.8069	9.6585	0.0000	1.0000	0.0500	0.2351	0.0000	0.1000	1.2580	15.1085	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



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

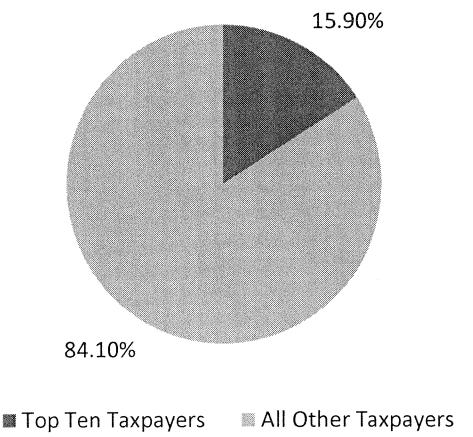
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2013 (FY2014)
CITY WIDE

	TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1.	Johnson Controls Inc	Automotive Parts Manufacturing	$ 29,541,781	2.93%
2.	Haworth Inc	Office Furniture Manufacturing	$ 28,700,371	2.85%
3.	JCIM US LLC	Automotive Parts Manufacturing	$ 21,283,900	2.11%
4.	American Retirement Corp	Retirement Village	$ 15,603,565	1.55%
5.	Lumir LLC	Real Estate Holdings	$ 13,592,102	1.35%
6.	H J Heinz Co LP	Misc Food Manufacturing	$ 12,304,746	1.22%
7.	Benteler Alum/Hydro Auto	Aluminum Extrusion Manf	$ 12,078,070	1.20%
8.	Challenge Mfg Company	Metal Stamping Manufacturing	$ 9,903,341	0.98%
9.	American Bottling/Brooks Bev	Soft Drink Manf/Distributor	$ 9,132,137	0.91%
10.	Jones & Jones/L & W Eng	Metal Stamping Manufacturing	$ 8,097,600	0.80%
		Totals	$ 160,237,613	15.90%

2013 Total Taxable Value is $1,007,998,225 which includes IFT's at equivalency valuation.
The abatements are taxed at approximately one-half the tax rate.
Taypayer valuations of Renaissance Zones are excluded.

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

FY2014 FUNDS BY TYPE
WITH ADOPTED APPROPRIATIONS
(Basis of Budgeting / Basis of Accounting Presented For Each Fund Type)

GENERAL OPERATING (Modified Accrual)	
General Fund	20,318,862
Budget Stabilization	50,000
	20,368,862

PERMANENT (Modified Accrual)	
Cemetery Perpetual Care	8,000

SPECIAL REVENUE (Modified Accrual)	
Street Funds	5,423,890
Downtown Funds	846,394
CATV-Public Access TV	418,064
Herrick District Library Taxation	1,262,613
Public Safety Grants	284,764
CDBG Entitlement Grant	476,035
MSHDA Grant	5,000
Revolving Cash Assistance	0
Dangerous Structures	10,200
8th St Market EBT Grant	4,320
	8,731,280

DEBT SERVICE (Modified Accrual)	
General Obligation LTGO	998,157
Building Authority	2,606,958
Special Assessment	108,680
	3,713,795

CAPITAL PROJECTS (Modified Accrual)	
Municipal Improvements	1,537,634
Street, Bridge, Signalization	3,232,438
Sidewalk Improvements	66,000
	4,836,072

ENTERPRISE (Full Accrual)	
Solid Waste Recycling	1,556,169
Windmill Island Gardens	702,851
Employees Benefit	11,025
Municipal Airport Facilities & Mgmt	98,984
Public Transit Facilities & Mgmt	318,850
Electric Utility	151,403,585
Water Utility	9,364,320
Wastewater Utility	11,376,787
	174,832,571

INTERNAL SERVICE FUNDS (Full Accrual)	
Technology Services	703,905
Communications Services	115,100
Postage Services	19,300
Centralized Vehicle/Equip	2,521,219
Fire Emergency Vehicle Pool	475,000
Fuel Dispensing	1,021,955
Compensated Absences	30,000
Risk Management	6,117,544
	11,004,023

COMPONENT UNITS (Modified Accrual)	
Downtown Development Auth.	209,668
Brownfield Redevel. Auth.	826,073
Holland Historical Trust	710,987
	1,746,728

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

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

The budget document includes all funds included in the audited financial statements (CAFR) except Agency Funds.

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF REVENUES

Fund	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL FUND				
General Fund	19,866,781	19,779,156	19,733,124	20,322,072
Budget Stabilization	0	0	300,000	69,000
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	2,152,221	2,210,254	2,172,000	2,186,000
MVH Local Street	1,192,318	1,112,071	1,256,533	1,263,965
Allegan County Road Tax	388,063	385,642	364,800	370,150
Street Improvement Reserve	1,153,122	1,279,870	1,166,435	1,095,600
Downtown Parking System	195,281	200,180	198,198	204,983
Downtown Snowmelt O&M	145,337	148,505	152,286	159,525
Principal Shopping District	332,988	381,190	368,765	379,100
CATV-Public Access TV	347,431	355,408	368,900	424,500
Herrick Dist Libr Taxation	1,384,634	1,336,645	1,245,376	1,262,613
C/J Police Training	11,352	10,792	11,000	11,000
Public Safety WEMET Grant	245,300	247,650	259,655	257,520
Law Enforcement Block Grant	88,654	43,559	17,787	0
MSHDA Grant	290,606	0	37,500	5,000
CDBG Entitlement Grant	498,816	480,600	515,613	476,035
Highway Safety Plan Grant	102,306	120,029	105,048	16,244
FEMA Firefighters Grant	136,429	0	5,665	0
Homeland Security Grant	9,475	5,476	0	0
8th St Market EBT Grant	0	1,481	7,000	4,320
Revolving Cash Assistance	136,315	222,059	185,060	136,065
Specified Donations	102,337	131,608	80,344	0
Dangerous Structures	9,227	14,765	2,800	15,000
Police Employees Benefit (1)	4,640	0	0	0
City Hall Employees Benefit (1)	4,644	0	0	0
Transportation Employees Ben. (1)	1,604	0	0	0
Park/Cemetery Employees Ben. (1)	476	0	0	0
DEBT SERVICE FUNDS				
General Obligation	2,604,484	2,551,765	3,115,420	3,085,086
Building Authority	10,308,223	2,522,921	2,595,346	2,607,008
Special Assessments	191,029	166,460	279,478	76,311
PERMANENT FUNDS				
Cemetery Perpetual Care	44,706	43,987	38,733	37,600
TOTAL	41,948,799	33,752,073	34,582,866	34,464,697
Removal of Interfund Transfers	4,739,814	5,196,333	6,326,983	6,050,362
NET REVENUES - GOVT FUNDS	37,208,985	28,555,740	28,255,883	28,414,335

(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-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL FUND				
General Fund	19,905,953	19,478,711	19,732,616	20,318,862
Budget Stabilization	0	215,149	110,000	50,000
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	1,798,179	1,764,875	2,085,989	2,195,535
MVH Local Street	1,192,318	1,112,071	1,256,533	1,263,965
Allegan County Road Tax	515,292	402,622	209,351	165,000
Street Improvement Reserve	2,305,871	1,608,366	1,622,000	1,799,390
Downtown Parking System	172,061	136,973	197,897	235,387
Downtown Snowmelt O&M	176,973	164,864	187,647	187,617
Principal Shopping District	319,481	373,423	391,258	423,390
CATV-Public Access TV	340,174	336,070	510,633	418,064
Budget Stabilization (now with Gen. Fund)	80,794	0	0	0
Herrick Dist Libr Taxation	1,385,199	1,335,386	1,242,684	1,262,613
C/J Police Training	11,650	11,111	11,000	11,000
Public Safety WEMET Grant	245,300	247,650	259,655	257,520
Law Enforcement Block Grant	86,887	43,439	19,774	0
MSHDA Grant	318,687	0	37,500	5,000
CDBG Entitlement Grant	498,816	480,600	515,613	476,035
Highway Safety Plan Grant	102,306	120,029	105,048	16,244
FEMA Firefighters Grant	136,429	0	5,665	0
Homeland Security Grant	9,475	5,576	0	0
8th St Market EBT Grant	0	1,481	7,000	4,320
Revolving Cash Assistance	214,225	525,865	337,182	0
Specified Donations	96,254	119,440	172,564	0
Dangerous Structures	9,021	16,021	2,800	10,200
Police Employees Benefit (1)	5,524	0	0	0
City Hall Employees Benefit (1)	4,011	0	0	0
Transportation Employees Ben. (1)	1,778	0	0	0
Park/Cemetery Employees Ben. (1)	419	0	0	0
DEBT SERVICE FUNDS				
General Obligation	2,329,642	2,927,739	3,022,995	3,075,476
Building Authority	10,307,890	2,522,741	2,595,278	2,606,958
Special Assessments	267,799	246,050	642,092	108,680
PERMANENT FUNDS				
Cemetery Perpetual Care	17,700	14,861	20,132	8,000
TOTAL	42,856,108	34,211,113	35,300,906	34,899,256
Less: Interfund Transfers	4,463,506	3,950,144	4,048,881	3,798,667
NET EXPENDITURES - GOVT FUNDS	38,392,602	30,260,969	31,252,025	31,100,589

(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 7/1/2013	Revenue Estimate FY-14	Expenditure Estimate FY-14	Change in Fund Balance	Estimated Balance 6/30/2014
GENERAL FUND					
General Fund	3,496,789	20,322,072	20,318,862	3,210	3,499,999
Budget Stabilization	910,877	69,000	50,000	19,000	929,877
SPECIAL REVENUE FUNDS					
MVH Major Street /Trunkline	2,469,441	2,186,000	2,195,535	(9,535)	2,459,906
MVH Local Street	2,000	1,263,965	1,263,965	0	2,000
Allegan County Road Tax	177,449	370,150	165,000	205,150	382,599
Street Improvement Reserve (1)	790,229	1,095,600	1,799,390	(703,790)	86,439
Downtown Parking System	168,703	204,983	235,387	(30,404)	138,299
Downtown Snowmelt O & M	105,140	159,525	187,617	(28,092)	77,048
Principal Shopping District	172,561	379,100	423,390	(44,290)	128,271
CATV-Public Access TV (4)	267,017	424,500	418,064	6,436	273,453
Herrick District Library Taxation	4,284	1,262,613	1,262,613	0	4,284
C/J Police Training	1,263	11,000	11,000	0	1,263
Public Safety WEMET Grant	0	257,520	257,520	0	0
MSHDA Grant	0	5,000	5,000	0	0
CDBG Entitlement Grant	0	476,035	476,035	0	0
Highway Safety Planning Grant	0	16,244	16,244	0	0
8th St Market EBT Grant	0	4,320	4,320	0	0
Revolving Cash Assistance	(391,506)	136,065	0	136,065	(255,441)
Specified Donations	8,429	0	0	0	8,429
Dangerous Structures	0	15,000	10,200	4,800	4,800
DEBT SERVICE FUNDS					
General Obligation	121,433	3,085,086	3,075,476	9,610	131,043
Building Authority	13,024	2,607,008	2,606,958	50	13,074
Special Assessments	115,351	76,311	108,680	(32,369)	82,982
PERMANENT FUNDS					
Cemetery Perpetual Care	1,567,943	37,600	8,000	29,600	1,597,543
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	10,000,427	34,464,697	34,899,256	(434,559)	9,565,868

(1) Street Improvements Reserve - planned reduction in support of street capital projects and reduced property tax revenues.

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

REVENUES	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
Downtown Development Authority	192,535	182,856	181,511	184,408
Brownfield Redevel. Authority	746,597	704,381	698,267	868,338
Holland Historical Trust	736,340	611,951	602,610	721,617
	1,675,472	1,499,188	1,482,388	1,774,363
Removal Of Interfund Transfers	235,239	271,591	174,902	155,656
NET REVENUES - COMPONENT UNITS	1,440,233	1,227,597	1,307,486	1,618,707
EXPENDITURES				
Downtown Development Authority	191,258	209,510	205,110	209,668
Brownfield Redevel. Authority	761,547	696,024	681,915	826,073
Holland Historical Trust	818,655	684,503	607,940	710,987
	1,771,460	1,590,037	1,494,965	1,746,728
Removal Of Interfund Transfers	235,239	272,570	306,418	304,658
NET EXPEND. - COMPONENT UNITS	1,536,221	1,317,467	1,188,547	1,442,070

FUND EQUITY	Estimated Balance 7/1/13	Revenue Estimate FY-14	Expenditure Estimate FY-14	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/14
Downtown Development Authority	105,903	184,408	209,668		80,643
Brownfield Redevel. Authority	48,657	868,338	826,073		90,922
Holland Historical Trust	2,508,701	721,617	710,987	(156,476)	2,362,855
EST. EQUITY - COMPONENT UNITS	2,663,261	1,774,363	1,746,728	(156,476)	2,534,420

CHANGE IN FUND EQUITY	Estimated Balance 7/1/13	Estimated Balance 6/30/14	Change in Fund Balance
Downtown Development Authority	105,903	80,643	(25,260)
Brownfield Redevel. Authority	48,657	90,922	42,265
Holland Historical Trust	2,508,701	2,362,855	(145,846)
EST. EQUITY - COMPONENT UNITS	2,663,261	2,534,420	(128,841)

PROPRIETARY-TYPE FUNDS
SUMMARY OF REVENUES

FUND	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,227,668	1,427,228	1,482,503	1,607,880
- Windmill Island Gardens	1,208,608	863,365	731,785	702,851
- Railroad Depot Operations	1	1	1	1
- Municipal Airport Facilities	111,109	103,436	97,572	98,984
- Public Transit Facilities & Mgmt	154,812	228,780	480,309	318,850
- Police Employees Benefit	0	4,872	4,444	4,400
- City Hall Employees Benefit	0	4,093	3,715	4,175
- Transportation Employees Ben.	0	1,545	1,443	1,475
- Park/Cemetery Employees Ben.	0	243	500	500
	2,702,198	2,633,563	2,802,272	2,739,116
Internal Services Funds				
- Technology Services	698,194	614,772	629,219	618,990
- Communications Services	108,799	112,974	116,200	117,200
- Postage Services	19,201	18,047	18,810	19,310
- Centralized Vehicle/Equipment	2,152,649	2,048,823	1,948,978	2,172,782
- Fire Emergency Vehicles Pool	78,865	78,126	2,000	87,390
- Fuel Dispensing	918,422	1,043,655	1,056,156	1,056,200
- Compensated Absences	36,250	(15,481)	10,000	30,000
- Risk Management:				
Workers Comp Insurance	304,197	370,899	346,358	298,500
Employee Disability Ins.	109,980	103,947	109,634	106,900
Health/Dental Insurance	5,493,880	5,442,961	6,688,640	5,414,500
Vehicle Insurance	124,686	121,849	128,850	134,400
Property Insurance	84,238	26,248	29,670	30,800
Liability Insurance	162,919	270,101	141,492	118,100
	10,292,280	10,236,921	11,226,007	10,205,072
Removal Of Interfund Transfers	(958,848)	(619,184)	(385,762)	(431,991)
General City Proprietary Revenues	12,035,630	12,251,300	13,642,517	12,512,197
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	85,135,035	90,535,440	94,110,336	97,597,519
- Water	7,699,124	7,437,907	11,535,965	8,724,640
- Wastewater	9,058,652	8,874,048	9,193,231	9,785,250
Removal Of Interfund Transfers	0	0	0	0
BPW Utility Revenues	101,892,811	106,847,395	114,839,532	116,107,409
NET REVENUES - PROPRIETARY FDS	113,928,441	119,098,695	128,482,049	128,619,606

PROPRIETARY-TYPE FUNDS
SUMMARY OF EXPENSES

FUND	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,437,684	1,382,182	1,540,761	1,556,169
- Windmill Island Gardens	1,208,608	863,365	734,304	702,851
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	111,110	103,343	97,194	98,984
- Public Transit Facilities & Mgmt	154,769	228,780	480,304	318,850
- Police Employees Benefit	0	4,418	4,600	4,600
- City Hall Employees Benefit	0	2,939	3,125	3,725
- Transportation Employees Ben.	0	1,761	2,200	2,200
- Park/Cemetery Employees Ben.	0	184	500	500
	2,912,171	2,586,972	2,862,988	2,687,879
Internal Services Funds				
- Technology Services	723,122	855,968	614,574	703,905
- Communications Services	107,906	113,977	116,400	115,100
- Postage Services	19,006	19,155	18,800	19,300
- Centralized Vehicle/Equipment	2,134,519	2,089,409	2,567,237	2,521,219
- Fire Emergency Vehicles Pool	0	0	0	475,000
- Fuel Dispensing	888,722	1,006,061	1,034,875	1,021,955
- Compensated Absences	36,250	(15,481)	10,000	30,000
- Risk Management:				
Workers Comp Insurance	269,326	363,688	341,450	325,100
Employee Disability Ins.	113,524	233,975	96,100	108,000
Health/Dental Insurance	5,463,168	5,754,789	6,162,661	5,275,644
Vehicle Insurance	113,243	127,361	118,400	153,000
Property Insurance	81,815	45,778	53,470	56,300
Liability Insurance	257,980	250,071	167,272	199,500
	10,208,581	10,844,751	11,301,239	11,004,023
Removal Of Interfund Transfers	(33,207)	(17,340)	(4,812)	0
Total General City Proprietary Expenses	13,087,545	13,414,383	14,159,415	13,691,902
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	78,847,915	77,294,522	89,067,028	151,403,585
- Water	7,554,181	10,931,458	8,619,300	9,364,320
- Wastewater	10,353,908	12,423,099	11,683,962	11,376,787
Removal Of Interfund Transfers	(4,001,600)	(4,307,040)	(4,651,200)	(4,990,800)
Total BPW Utility Expenses	92,754,404	96,342,039	104,719,090	167,153,892
NET EXPENSES-PROPRIETARY FDS	105,841,949	109,756,422	118,878,505	180,845,794

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 7/1/2013	Revenue Estimate FY-14	Expense Estimate FY-14	Capital & Debt Principal FY-14	Non-Cash Items/Eq Xfr FY-14	Estimated Balance 6/30/2014
GENERAL CITY						
Enterprise Funds						
- Solid Waste & Recycling	346,627	1,607,880	1,556,169		0	398,338
- Windmill Island Gardens	1,455,108	702,851	702,851	60,000	(112,300)	1,402,808
- Railroad Depot Operations	834,320	1	0		(37,015)	797,306
- Municipal Airport Facilities	11,078,397	98,984	98,984		(535,000)	10,543,397
- Public Transit Facilities & Mgmt	268,180	318,850	318,850		(11,700)	256,480
- Police Employees Benefit	457	4,400	4,600			257
- City Hall Employees Benefit	6,625	4,175	3,725			7,075
- Transportation Employees Ben.	1,858	1,475	2,200			1,133
- Park/Cemetery Employees Ben.	495	500	500			495
	13,992,067	2,739,116	2,687,879	60,000	(696,015)	13,407,289
Internal Services Funds						
- Technology Services	541,417	618,990	703,905	119,500	(50,000)	526,002
- Communications Services	20,005	117,200	115,100		(2,235)	19,870
- Postage Services	7,024	19,310	19,300			7,034
- Centralized Vehicle/Equipment	4,607,949	2,172,782	2,521,219	676,400	(597,000)	4,338,912
- Fire Emergency Vehicles Pool	1,424,163	87,390	475,000	475,000	(99,800)	1,411,753
- Fuel Dispensing	177,223	1,056,200	1,021,955		(2,545)	208,923
- Compensated Absences	0	30,000	30,000			0
- Risk Management:						
Workers Comp Insurance	543,255	298,500	325,100			516,655
Employee Disability Insurance	94,384	106,900	108,000			93,284
Health/Dental Insurance	1,392,361	5,414,500	5,275,644			1,531,217
Vehicle Insurance	236,454	134,400	153,000			217,854
Property Insurance	385,414	30,800	56,300			359,914
Liability Insurance	256,781	118,100	199,500			175,381
	9,686,430	10,205,072	11,004,023	1,270,900	(751,580)	9,406,799
Total General City Proprietary Equity	23,678,497	12,944,188	13,691,902	1,330,900	(1,447,595)	22,814,088
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:						
- Electric	196,313,941	97,597,519	151,403,585	71,003,020	(6,334,500)	207,176,395
- Water	30,987,756	8,724,640	9,364,320	3,982,012	(1,686,788)	32,643,300
- Wastewater	47,809,136	9,785,250	11,376,787	4,239,700	(1,961,319)	48,495,980
Total Holland BPW Utility Equity	275,110,833	116,107,409	172,144,692	79,224,732	(9,982,607)	288,315,675
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	298,789,330	129,051,597	185,836,594	80,555,632	(11,430,202)	311,129,763

NOTE:
Estimated Equity Balances at 7/1/13 & 6/30/14 Include Working Capital, Reserves, and Capital Assets.

PROPRIETARY-TYPE FUNDS
SUMMARY OF CHANGES IN FUND EQUITY

FUND	Estimated Balance 7/1/2013	Estimated Balance 6/30/2014	Change in Fund Equity
GENERAL CITY			
Enterprise Funds			
- Solid Waste & Recycling	346,627	398,338	51,711
- Windmill Island Gardens	1,455,108	1,402,808	(52,300)
- Railroad Depot Operations	834,320	797,306	(37,014)
- Municipal Airport Facilities	11,078,397	10,543,397	(535,000)
- Public Transit Facilities & Mgmt	268,180	256,480	(11,700)
- Police Employees Benefit	457	257	(200)
- City Hall Employees Benefit	6,625	7,075	450
- Transportation Employees Benefit	1,858	1,133	(725)
- Park/Cemetery Employees Benefit	495	495	0
	13,992,067	13,407,289	(584,778)
Internal Services Funds			
- Technology Services	541,417	526,002	(15,415)
- Communications Services	20,005	19,870	(135)
- Postage Services	7,024	7,034	10
- Centralized Vehicle/Equipment	4,607,949	4,338,912	(269,037)
- Fire Emergency Vehicles Pool	1,424,163	1,411,753	(12,410)
- Fuel Dispensing	177,223	208,923	31,700
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	543,255	516,655	(26,600)
Employee Disability Insurance	94,384	93,284	(1,100)
Health/Dental Insurance	1,392,361	1,531,217	138,856
Vehicle Insurance	236,454	217,854	(18,600)
Property Insurance	385,414	359,914	(25,500)
Liability Insurance	256,781	175,381	(81,400)
	9,686,430	9,406,799	(279,631)
Total General City Proprietary Equity	23,678,497	22,814,088	(864,409)
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:			
- Electric	196,313,941	207,176,395	10,862,454
- Water	30,987,756	32,643,300	1,655,544
- Wastewater	47,809,136	48,495,980	686,844
Total Holland BPW Utility Equity	275,110,833	288,315,675	13,204,842
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	298,789,330	311,129,763	12,340,433

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING RESERVES

FUND	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL CITY				
Enterprise Funds				
- 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
Internal Services Funds				
- Technology Services	275,000	180,000	180,000	180,000
- Communications Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipment	2,310,000	1,850,000	1,695,000	1,345,000
- Fire Emergency Vehicles Pool	389,590	467,716	471,945	546,945
- Fuel Dispensing	101,537	139,132	160,413	194,658
- 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	3,106,127	2,666,848	2,537,358	2,296,603
Total General City Proprietary	3,106,127	2,666,848	2,537,358	2,296,603
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	5,151,347	5,355,790	5,515,640	5,653,531
- Water	3,333,240	3,215,666	5,536,042	5,777,785
- Wastewater	4,356,643	5,136,663	5,315,165	5,539,659
Total Holland BPW Utility	12,841,230	13,708,119	16,366,847	16,970,975
NET RESERVES-PROPRIETARY	15,947,357	16,374,967	18,904,205	19,267,578

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-11	Actual FY-12	Revised Estimate FY-13	Adopted Budget FY-14
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	359,840	404,885	346,627	398,338
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	3	4	5	6
- Municipal Airport Facilities	0	0	3,378	0
- Public Transit Facilities & Mgmt	1,623	1,623	1,628	1,628
- Police Employees Benefit	0	613	457	257
- City Hall Employees Benefit	0	6,035	6,625	7,075
- Transportation Employees Ben.	0	2,615	1,858	1,133
- Park/Cemetery Employees Ben.	0	495	495	495
Total Enterprise	361,466	416,270	361,073	408,932
Internal Services Funds				
- Technology Services	5,483	3,730	18,375	(66,540)
- Communications Services	11,591	10,588	10,388	12,488
- Postage Services	8,123	7,014	7,024	7,034
- Centralized Vehicle/Equipment	4,366	464,686	1,427	2,990
- 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	521,135	528,347	533,255	506,655
Employee Disability Ins.	210,878	80,850	94,384	93,284
Health/Dental Insurance	1,178,210	866,382	1,392,361	1,531,217
Vehicle Insurance	231,515	226,004	236,454	217,854
Property Insurance	428,744	409,214	385,414	359,914
Liability Insurance	242,531	262,561	236,781	155,381
Total Internal Service	2,842,576	2,859,376	2,915,863	2,820,277
Total General City Proprietary	3,204,042	3,275,646	3,276,936	3,229,209
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	107,189,636	120,353,697	125,237,155	71,194,198
- Water	3,842,274	1,347,720	1,944,009	1,062,586
- Wastewater	13,922,904	8,954,565	6,285,332	4,469,301
Total Holland BPW Utility	124,954,814	130,655,982	133,466,496	76,726,085
NET WORKING CAPITAL-PROPRIETARY	128,158,856	133,931,628	136,743,432	79,955,294

CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
- - ACROSS ALL FUND TYPES - -
For Fiscal Year July 1, 2013 thru June 30, 2014

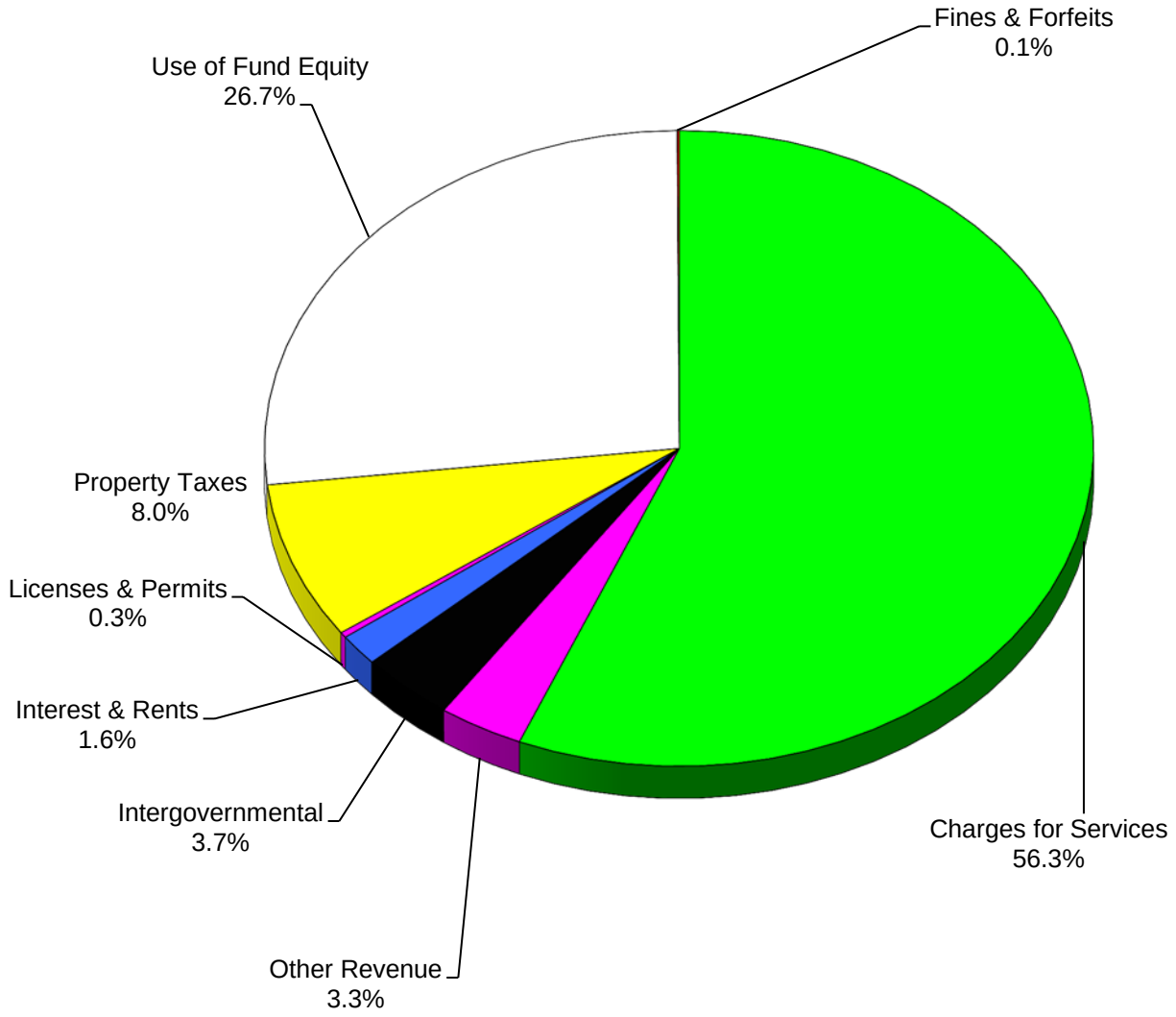
SOURCES	Approved Budget	Percent of Total Budget
Property Taxes & Special Assessments	17,288,462	8.0%
Licenses & Permits	597,800	0.3%
Intergovernmental	7,907,409	3.7%
Charges for Services	121,539,894	56.3%
Fines & Forfeits	181,500	0.1%
Interest & Rents	3,486,885	1.6%
Other Revenues	7,154,663	3.3%
Use of Fund Equity	57,742,771	26.7%
Total Sources	$215,899,384	100.0%

APPLICATIONS		
Management & Administrative Services	1,609,065	0.8%
Fiscal Services (Including Budget Stabilization)	1,284,949	0.6%
Public Safety Services	10,669,466	5.0%
Transportation System	4,637,949	2.1%
Community & Neighborhood Services	5,202,377	2.4%
Leisure & Cultural Services	6,022,345	2.8%
Utility Services	167,153,892	77.4%
Internal Service Funds	11,004,023	5.1%
Capital Projects (1)	4,601,524	2.1%
Debt Service	3,713,794	1.7%
Total Applications	$215,899,384	100.0%

Note: "APPLICATIONS", as delineated above, exclude the non-cash item, *Depreciation Expense,* but include 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.

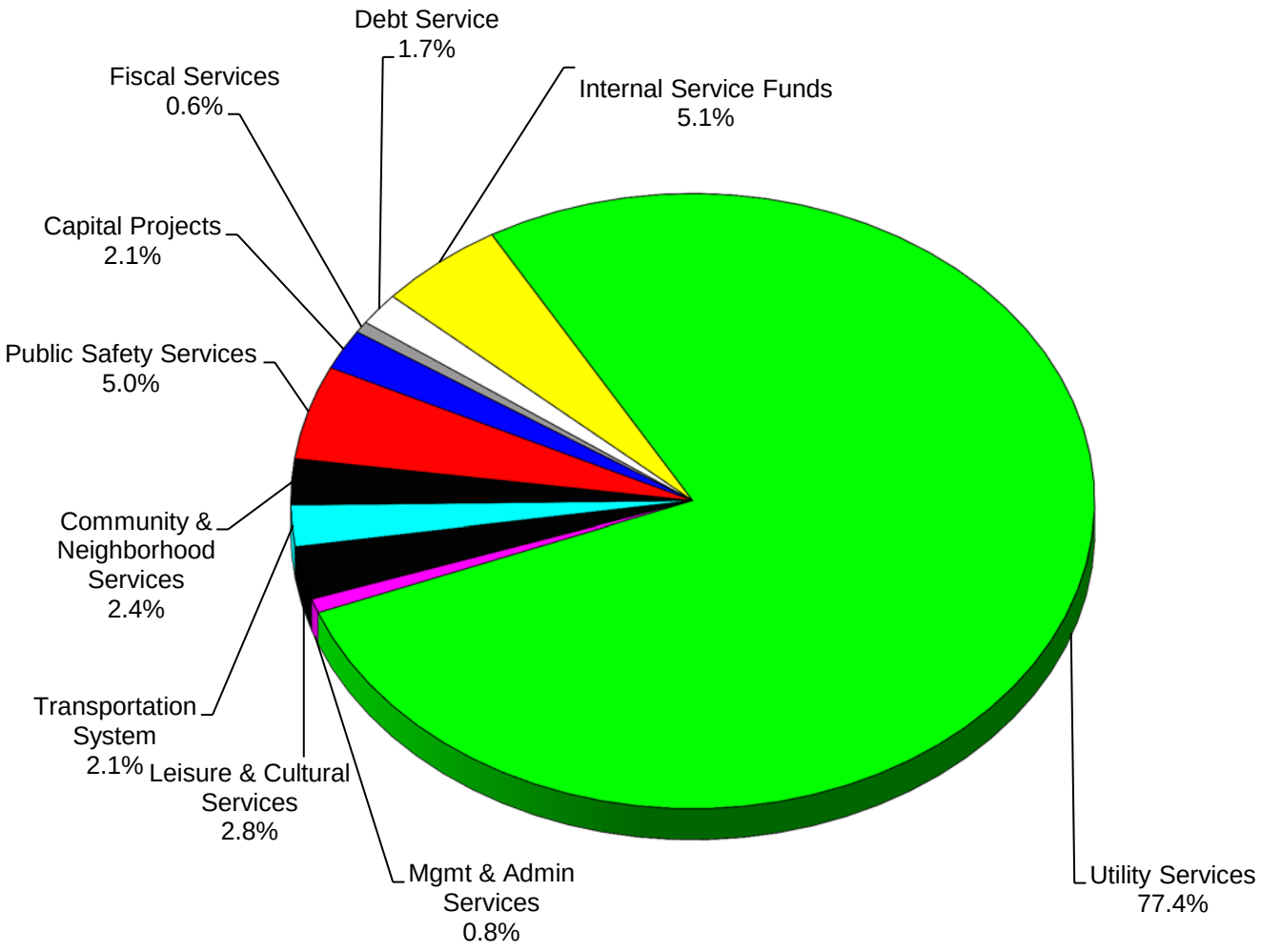
FISCAL YEAR 2014
SOURCES ACROSS ALL FUND TYPES



TOTAL $215,899,384

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

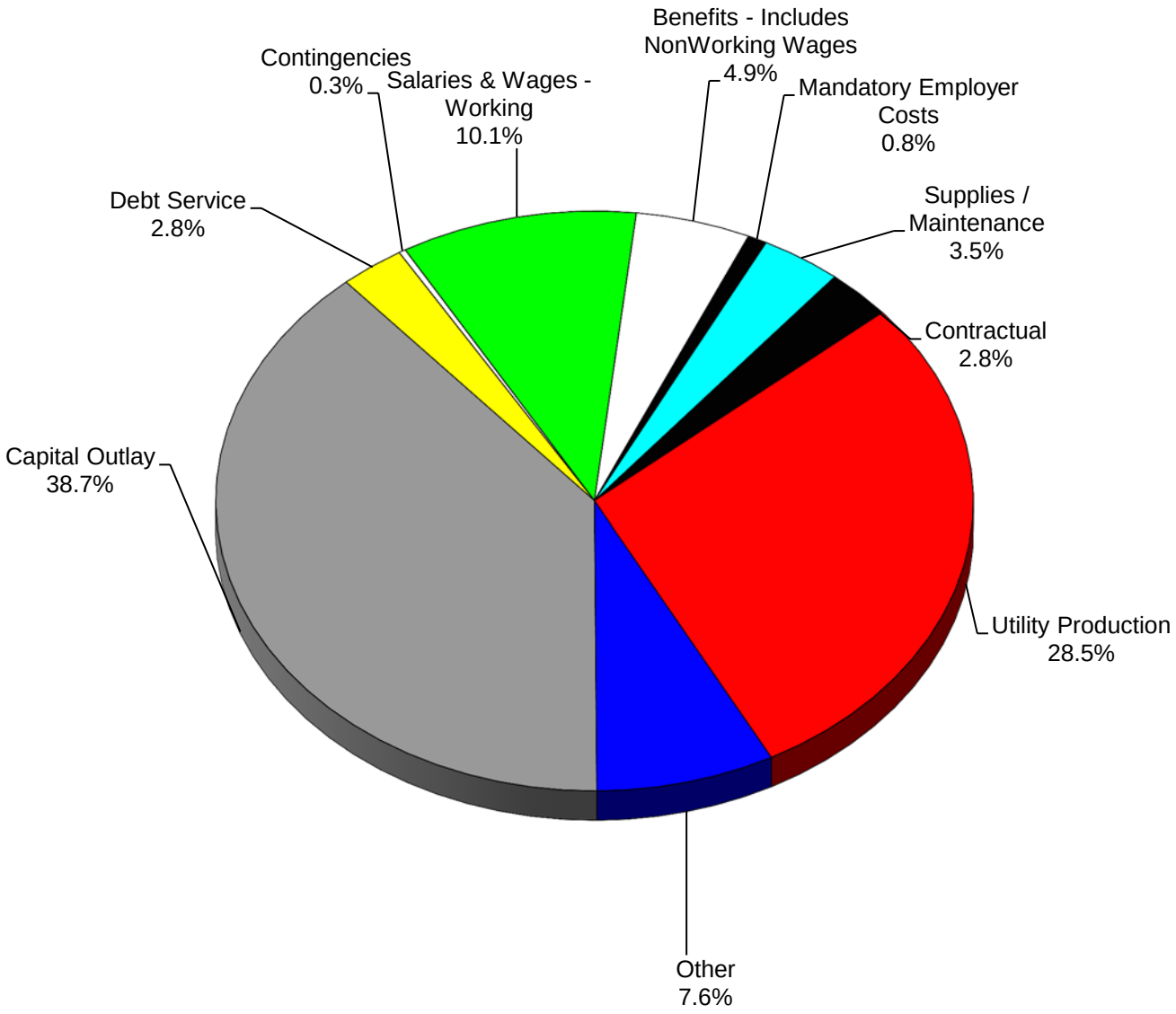
FISCAL YEAR 2014
APPLICATIONS ACROSS ALL FUND TYPES



TOTAL $215,899,384

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 2014
APPLICATIONS ACROSS ALL FUND TYPES



TOTAL $215,899,384

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.


SEAL OF THE CITY OF HOLLAND
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FINANCING SOURCES, USES AND ENDING FUND

	GOVERNMENTAL-TYPE FUNDS				
	GENERAL				
	GENERAL FUND	BUDGET STABILIZATION FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS
FINANCING SOURCES					
Taxes	$ 10,182,630	$ -	$ -	$ 2,252,213	$ 2,834,396
Special Assessments	-	-	-	587,383	66,253
Intergovernmental	2,925,310	-	-	3,519,599	-
Licenses and Permits	527,800	-	-	70,000	-
Charges for Services	1,436,745	-	29,600	621,850	-
Fines and Forfeits	181,500	-	-	-	-
Interest & Rents	307,501	-	8,000	51,590	541,646
Other	39,600	-	-	153,400	-
Transfers In - From Other Funds	4,720,986	69,000	-	1,011,585	248,791
TOTAL FINANCING SOURCES	20,322,072	69,000	37,600	8,267,620	3,691,086
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	15,601,086	-	37,600	7,256,035	3,442,295
FINANCING USES					
Service Group:					
Management & Administrative	1,405,701	-	-	418,064	-
Fiscal	2,087,735	50,000	-	-	-
Public Safety	10,380,102	-	-	284,764	-
Transportation	1,281,363	-	-	5,611,507	-
Community & Neighborhood	1,791,887	-	-	1,150,012	-
Leisure & Cultural	3,372,074	-	8,000	1,266,933	-
General Debt Service	-	-	-	-	3,713,795
Internal Service	-	-	-	-	-
Capital Projects (Transfers)	-	-	-	-	-
Utilities	-	-	-	-	-
TOTAL FINANCING USES	20,318,862	50,000	8,000	8,731,280	3,713,795
Less Transfers Out - To Other Funds	887,511	-	8,000	2,903,155	1
TOTAL FINANCING USES NET OF TRANSFERS OUT	19,431,351	50,000	-	5,828,125	3,713,794
FUND EQUITY					
Projected Fiscal Year Begin 7/01/13	$ 3,496,789	$ 910,877	$ 1,567,943	$ 3,775,010	$ 249,808
Projected Fiscal Year End 6/30/14	$ 3,499,999	$ 929,877	$ 1,597,543	$ 3,311,350	$ 227,099

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

EQUITY ACROSS ALL FUNDS

	PROPRIETARY-TYPE FUNDS				
CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL	
					FINANCING SOURCES
$ 283,913	$ 982,690	$ 98,984	$ -	$ 16,634,826	Taxes
-	-	-	-	653,636	Special Assessments
1,093,500	51,000	318,000	-	7,907,409	Intergovernmental
-	-	-	-	597,800	Licenses and Permits
-	49,400	117,434,059	1,968,240	121,539,894	Charges for Services
-	-	-	-	181,500	Fines and Forfeits
5,120	31,030	696,956	1,845,042	3,486,885	Interest & Rents
198,751	504,587	53,425	6,204,900	7,154,663	Other
2,703,938	155,656	245,101	186,890	9,341,947	Transfers In - From Other Funds
4,285,222	1,774,363	118,846,525	10,205,072	167,498,560	TOTAL FINANCING SOURCES
1,581,284	1,618,707	118,601,424	10,018,182	158,156,613	TOTAL FINANCING SOURCES NET OF TRANSFERS IN
					FINANCING USES
					Service Group:
-	-	-	-	1,823,765	Management & Administrative
-	-	3,725	-	2,141,460	Fiscal
17,269	-	4,600	-	10,686,735	Public Safety
3,251,790	-	420,034	-	10,564,694	Transportation
725,247	1,035,741	1,556,169	-	6,259,056	Community & Neighborhood
607,218	710,987	703,351	-	6,668,563	Leisure & Cultural
-	-	-	-	3,713,795	General Debt Service
-	-	-	11,004,023	11,004,023	Internal Service
234,548	-	-	-	234,548	Capital Projects (Transfers)
-	-	172,144,692	-	172,144,692	Utilities
4,836,072	1,746,728	174,832,571	11,004,023	225,241,331	TOTAL FINANCING USES
234,548	317,932	4,990,800	-	9,341,947	Less Transfers Out - To Other Funds
4,601,524	1,428,796	169,841,771	11,004,023	215,899,384	TOTAL FINANCING USES NET OF TRANSFERS OUT
					FUND EQUITY
$ 2,102,002	$ 2,663,261	$ 289,102,899	$ 9,686,430	$ 313,555,019	Projected Fiscal Year Begin 7/01/13
$ 1,551,152	$ 2,534,420	$ 301,722,964	$ 9,406,799	$ 324,781,203	Projected Fiscal Year End 6/30/14

(Concluded)

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget
FINANCING SOURCES						
Taxes	$ 10,468,953	$ 10,033,753	$ 10,182,630	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	2,762,980	2,823,060	2,925,310	- 0 -	- 0 -	- 0 -
Licenses and Permits	497,102	466,510	527,800	- 0 -	- 0 -	- 0 -
Charges for Services	1,424,747	1,438,301	1,436,745	30,285	29,600	29,600
Fines and Forfeits	205,665	181,500	181,500	- 0 -	- 0 -	- 0 -
Interest & Rents	348,156	298,401	307,501	11,349	8,202	8,000
Other	88,000	19,961	39,600	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	3,983,553	4,771,638	4,789,986	2,353	931	- 0 -
TOTAL FINANCING SOURCES:	$ 19,779,156	$ 20,033,124	$ 20,391,072	$ 43,987	$ 38,733	$ 37,600
FINANCING USES						
Service Group:						
Management & Administrative	$ 1,086,208	$ 1,129,995	$ 1,405,701	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	2,043,422	2,255,759	2,137,735	- 0 -	- 0 -	- 0 -
Public Safety	9,837,572	10,002,411	10,380,102	- 0 -	- 0 -	- 0 -
Transportation	1,283,936	1,264,240	1,281,363	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,915,324	1,782,890	1,791,887	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,527,398	3,407,321	3,372,074	14,861	20,132	8,000
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:	$ 19,693,860	$ 19,842,616	$ 20,368,862	$ 14,861	$ 20,132	$ 8,000
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 85,296	$ 190,508	$ 22,210	$ 29,126	$ 18,601	$ 29,600
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	3,983,553	4,771,638	4,789,986	2,353	931	- 0 -
Transfers Out	677,126	907,016	887,511	11,316	20,132	8,000
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (3,221,131)	$ (3,674,114)	$ (3,880,265)	$ 38,089	$ 37,802	$ 37,600
FUND EQUITY - Fiscal Year End	$ 4,217,158	$ 4,407,666	$ 4,429,876	$ 1,549,342	$ 1,567,943	$ 1,597,543

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget
$ 2,370,570	$ 2,221,311	$ 2,252,213	$ 2,312,351	$ 2,870,605	$ 2,834,396	$ 193,615	$ 180,015	$ 283,913
668,449	624,275	587,383	126,529	66,369	66,253	- 0 -	- 0 -	- 0 -
3,682,813	3,697,814	3,519,599	- 0 -	- 0 -	- 0 -	5,057,812	2,237,497	1,093,500
65,467	70,000	70,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
560,070	543,210	621,850	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
43,969	50,630	51,590	2,567,775	2,613,046	2,618,965	7,680	7,125	5,120
320,612	199,335	153,400	- 0 -	- 0 -	- 0 -	285,823	2,426,304	198,751
975,936	1,114,190	1,011,585	234,491	440,224	248,791	2,880,021	2,235,614	2,703,938
$ 8,687,886	$ 8,520,765	$ 8,267,620	$ 5,241,146	$ 5,990,244	$ 5,768,405	$ 8,424,951	$ 7,086,555	$ 4,285,222
$ 336,069	$ 510,633	$ 418,064	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
645,306	509,746	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
427,805	401,142	284,764	- 0 -	- 0 -	- 0 -	75,085	77,045	17,269
5,052,799	5,361,520	5,611,507	- 0 -	- 0 -	- 0 -	7,529,573	4,493,241	3,251,790
1,007,015	1,145,068	1,150,012	- 0 -	- 0 -	- 0 -	148,694	146,779	725,247
1,336,867	1,249,684	1,266,933	- 0 -	- 0 -	- 0 -	702,077	817,673	607,218
- 0 -	- 0 -	- 0 -	5,696,529	6,260,364	5,791,114	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	270,744	94,500	234,548
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
$ 8,805,861	$ 9,177,793	$ 8,731,280	$ 5,696,529	$ 6,260,364	$ 5,791,114	$ 8,726,173	$ 5,629,238	$ 4,836,072
$ (117,975)	$ (657,028)	$ (463,660)	$ (455,383)	$ (270,120)	$ (22,709)	$ (301,222)	$ 1,457,317	$ (550,850)
975,936	1,114,190	1,011,585	234,491	440,224	248,791	2,880,021	2,235,614	2,703,938
3,264,205	3,121,732	2,903,155	17,358	3,914	1	270,744	94,500	234,548
$ 2,170,294	$ 1,350,514	$ 1,427,910	$ (672,516)	$ (706,430)	$ (271,499)	$ (2,910,499)	$ (683,797)	$ (3,020,240)
$ 5,485,938	$ 3,775,010	$ 3,311,350	$ 519,930	$ 249,808	$ 227,099	$ 644,685	$ 2,102,002	$ 1,551,152

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget
FINANCING SOURCES						
Taxes	$ 15,345,489	$ 15,305,684	$ 15,553,152	$ 844,545	$ 982,690	$ 982,690
Special Assessments	794,978	690,644	653,636	- 0 -	- 0 -	- 0 -
Intergovernmental	11,503,605	8,758,371	7,538,409	15,000	51,000	51,000
Licenses and Permits	562,569	536,510	597,800	- 0 -	- 0 -	- 0 -
Charges for Services	2,015,102	2,011,111	2,088,195	47,550	49,400	49,400
Fines and Forfeits	205,665	181,500	181,500	- 0 -	- 0 -	- 0 -
Interest & Rents	2,978,929	2,977,404	2,991,176	19,698	31,030	31,030
Other	694,435	2,645,600	391,751	504,711	- 0 -	504,587
Transfers In - From Other Funds	8,076,354	8,562,597	8,754,300	271,591	155,656	155,656
TOTAL FINANCING SOURCES:	$ 42,177,126	$ 41,669,421	$ 38,749,919	$ 1,703,095	$ 1,269,776	$ 1,774,363
FINANCING USES						
Services Group:						
- Management & Administrative	$ 1,422,277	$ 1,640,628	$ 1,823,765	$ - 0 -	$ - 0 -	$ - 0 -
- Fiscal	2,688,728	2,765,505	2,137,735	- 0 -	- 0 -	- 0 -
- Public Safety	10,340,462	10,480,598	10,682,135	- 0 -	- 0 -	- 0 -
- Transportation	13,866,308	11,119,001	10,144,660	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,071,033	3,074,737	3,667,146	905,534	887,025	1,035,741
- Leisure & Cultural	5,581,203	5,494,810	5,254,225	684,503	607,940	710,987
- General Debt Service	5,696,529	6,260,364	5,791,114	- 0 -	- 0 -	- 0 -
- Capital Projects	270,744	94,500	234,548	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 42,937,284	$ 40,930,143	$ 39,735,328	$ 1,590,037	$ 1,494,965	$ 1,746,728
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ (760,158)	$ 739,278	$ (985,409)	$ 113,058	$ (225,189)	$ 27,635
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	8,076,354	8,562,597	8,754,300	271,591	155,656	155,656
Transfers Out	4,240,749	4,147,294	4,033,215	272,570	306,418	317,932
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (4,595,763)	$ (3,676,025)	$ (5,706,494)	$ 114,037	$ (74,427)	$ 189,911
FUND EQUITY - Fiscal Year End	$ 12,417,053	$ 12,102,429	$ 11,117,020	$ 2,831,014	$ 2,663,261	$ 2,534,420

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Proposed Budget
FINANCING SOURCES			
Taxes	$ 103,438	$ 97,572	$ 98,984
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	221,503	476,500	318,000
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	105,756,524	112,985,646	117,434,059
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	830,320	598,061	696,956
Other	2,131,295	3,198,263	53,425
Transfers In - From Other Funds	438,054	285,762	245,101
TOTAL FINANCING SOURCES:	$ 109,481,134	$ 117,641,804	$ 118,846,525
FINANCING USES			
Service Group:			
Management & Administrative	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	2,939	3,125	3,725
Public Safety	4,418	4,600	4,600
Transportation	333,884	576,698	420,034
Community & Neighborhood	1,382,182	1,540,761	1,556,169
Leisure & Cultural	863,550	734,804	703,351
Utilities	100,649,079	109,370,290	172,144,692
TOTAL FINANCING USES:	$ 103,236,052	$ 112,230,278	$ 174,832,571
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 6,245,081	$ 5,411,526	$ (55,986,046)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	438,054	285,762	245,101
Transfers Out	4,307,040	4,656,012	4,990,800
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 10,114,067	$ 9,781,776	$ (51,240,347)
FUND EQUITY - Fiscal Year End	$ 278,335,090	$ 289,102,899	$ 301,722,964

INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Proposed Budget
FINANCING SOURCES			
Taxes	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,943,490	1,966,343	1,968,240
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	1,777,172	1,662,020	1,845,042
Other	6,335,129	7,497,644	6,204,900
Transfers In - From Other Funds	181,130	100,000	186,890
TOTAL FINANCING SOURCES:	$ 10,236,921	$ 11,226,007	$ 10,205,072
FINANCING USES			
Type of Internal Service:			
Technology	$ 855,969	$ 614,574	$ 703,905
Communications	113,977	116,400	115,100
Photocopies	- 0 -	- 0 -	- 0 -
Postage	19,155	18,800	19,300
Centralized Vehicle & Equipment	2,089,409	2,567,237	2,521,219
Fire Emergency Vehicle Replacement	- 0 -	- 0 -	475,000
Fuel Dispensing	1,006,061	1,034,875	1,021,955
Compensated Absences	(15,481)	10,000	30,000
Risk Management - All Coverages	6,775,662	6,939,353	6,117,544
TOTAL FINANCING USES:	$ 10,844,752	$ 11,301,239	$ 11,004,023
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ (607,831)	$ (75,232)	$ (798,951)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	181,130	100,000	186,890
Transfers Out	17,340	- 0 -	- 0 -
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (409,361)	$ 24,768	$ (612,061)
FUND EQUITY - Fiscal Year End	$ 9,651,505	$ 9,686,430	$ 9,406,799

G E N E R A L F U N D

F I N A N C I A L S U M M A R Y

> FUND SUMMARY - COMBINED GENERAL FUND AND BUDGET STABILIZATION FUND

> FUND SUMMARY - GENERAL FUND

> FUNDING SOURCES - GENERAL FUND

> FUNDING USES - GENERAL FUND

> MISSION / ACTION PLAN - BUDGET STABILIZATION FUND

> FUND SUMMARY - BUDGET STABILIZATION FUND

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.

TOTAL GENERAL FUND
(GENERAL FUND AND BUDGET STABILIZATION COMBINED)
FUND SUMMARY

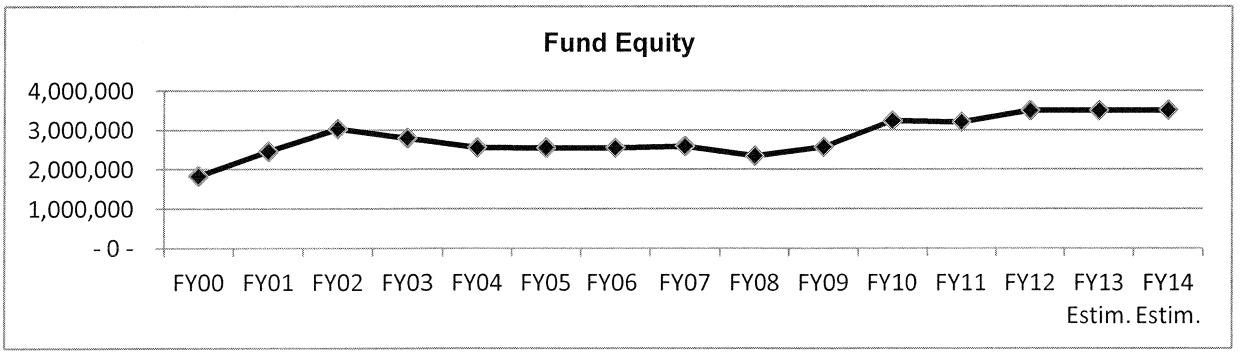
Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est. Amended Budget	FY-2014 Adopted Budget
Funding Sources:				
General Fund	$ 19,866,781	$ 19,779,156	$ 19,733,124	$ 20,322,072
Budget Stabilization Fund	- 0 -	- 0 -	300,000	69,000
TOTAL FUNDING SOURCES	19,866,781	19,779,156	20,033,124	20,391,072
Funding Uses:				
General Fund	19,905,953	19,478,711	19,732,616	20,318,862
Budget Stabilization Fund	- 0 -	215,149	110,000	50,000
TOTAL FUNDING USES	19,905,953	19,693,860	19,842,616	20,368,862
Net Increase (Decrease)				
From Operations	(39,172)	85,296	190,508	22,210
FUND EQUITY - June 30:				
Reserved:				
- Prepaids/NIP/MSHDA Devel. Fees	$ 66,790	$ 27,090	$ 21,269	$ 26,269
- Budget Stabilization	- 0 -	720,877	910,877	929,877
Unreserved:				
- Designated-Market Adj.	12,126	2,429	- 0 -	- 0 -
- Undesignated	3,116,920	3,681,911	3,475,520	3,473,730
Total Ending Fund Equity	$ 3,195,836	$ 4,217,158	$ 4,407,666	$ 4,429,876
Change from Prior Fiscal Year	-2.8%	32.0%	4.5%	0.5%
Fund Equity Expressed as A A Percentage of Expenditures	16.1%	21.4%	22.2%	21.7%

(Tax Rate 9.6585 mills)

GENERAL FUND

FUND SUMMARY

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est. Amended Budget	FY-2014 Adopted Budget
TOTAL FUNDING SOURCES	$19,866,781	$19,779,156	$19,733,124	$20,322,072
		-0.4%	-0.2%	3.0%
TOTAL FUNDING USES	19,905,953	19,478,711	19,732,616	20,318,862
		-2.1%	1.3%	3.0%
Net Increase (Decrease) From Operations	(39,172)	300,445	508	3,210
FUND EQUITY - June 30:				
Reserved:				
- Prepaids/NIP/MSHDA Devel. Fees	$ 66,790	$ 27,090	$ 21,269	$ 26,269
Unreserved:				
- Designated-Market Adj.	12,126	2,429	- 0 -	- 0 -
- Undesignated	3,116,920	3,466,762	3,475,520	3,473,730
Total Ending Fund Equity	$ 3,195,836	$ 3,496,281	$ 3,496,789	$ 3,499,999
Change from Prior Fiscal Year	9.8%	9.4%	0.0%	0.1%
Fund Equity Expressed as A A Percentage of Expenditures	16.1%	17.9%	17.7%	17.2%

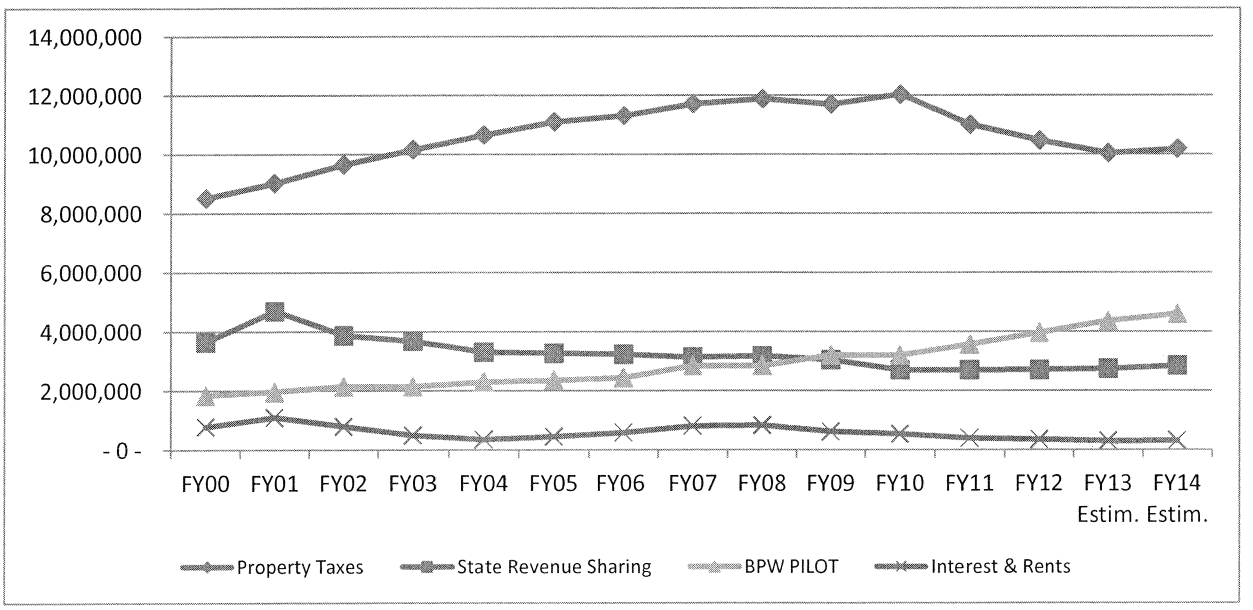


This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

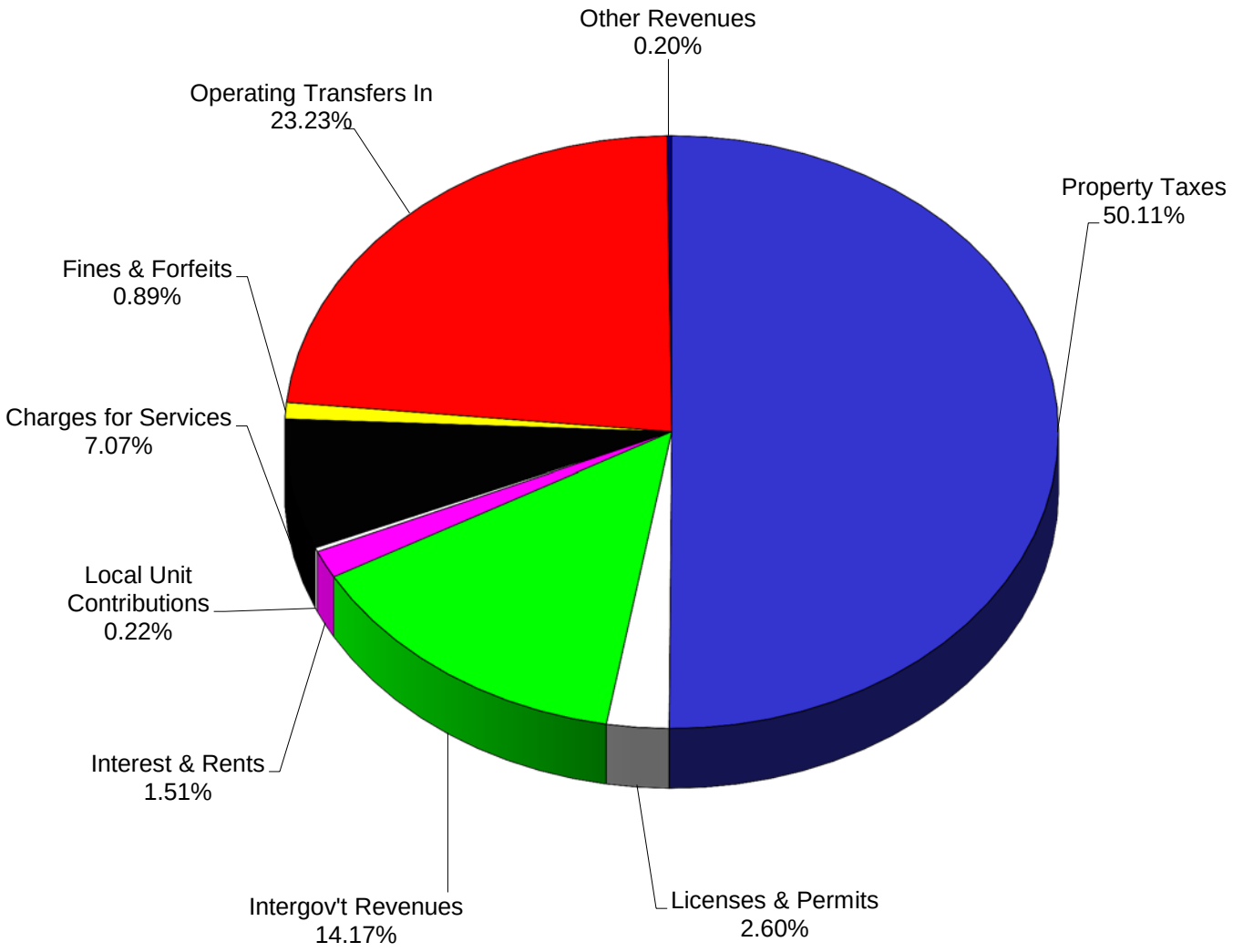
(Tax Rate 9.6585 mills)

GENERAL FUND
FUNDING SOURCES

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Adopted Budget	FY2013 to FY2014
FUNDING SOURCES -					
Taxes	$ 11,011,823	$ 10,468,953	$ 10,033,753	$ 10,182,630	1.5%
Licenses & Permits	551,739	497,102	466,510	527,800	13.1%
Federal Grants	15,580	18,343	36,280	40,000	10.3%
State Revenue Sharing	2,697,917	2,700,327	2,741,780	2,840,310	3.6%
Local Unit Contributions	43,842	44,310	45,000	45,000	0.0%
Charges for Services	1,264,798	1,424,747	1,438,301	1,436,745	-0.1%
Fines & Forfeits	205,498	205,665	181,500	181,500	0.0%
Interests & Rents	389,419	348,156	298,401	307,501	3.0%
Other Revenue	17,445	88,000	19,961	39,600	98.4%
Transfers from Other Funds	3,668,720	3,983,553	4,471,638	4,720,986	5.6%
TOTAL SOURCES	$ 19,866,781	$ 19,779,156	$ 19,733,124	$ 20,322,072	3.0%
		-0.4%	-0.2%	3.0%	



GENERAL FUND
FY-2014 ADOPTED REVENUES



TOTAL $20,322,072

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 2003-04, 2008-09 and 2013-14

Revenue Classification	2003-04		2008-09		2013-14	
Taxes	$10,652,471	57.44%	$11,685,411	54.93%	$10,182,630	50.12%
Licenses & Permits	482,532	2.60%	470,200	2.21%	527,800	2.60%
Intergovernmental	3,307,622	17.85%	3,216,400	15.12%	2,880,310	14.17%
Local Unit Contributions	33,828	0.18%	41,500	0.19%	45,000	0.22%
Charges for Services	881,803	4.75%	1,100,840	5.17%	1,436,745	7.07%
Fines & Forfeits	237,186	1.28%	240,000	1.13%	181,500	0.89%
Interest & Rents	349,250	1.88%	779,001	3.66%	307,501	1.51%
Other Revenue	7,416	0.04%	10,300	0.05%	39,600	0.19%
Operating Transfers In	2,355,239	12.70%	3,587,113	16.86%	4,720,986	23.23%
Use of Fund Balance	238,082	1.28%	143,400	0.68%	0	0.00%
TOTAL REVENUES	$18,545,429	100.00%	$21,274,165	100.00%	$20,322,072	100.00%

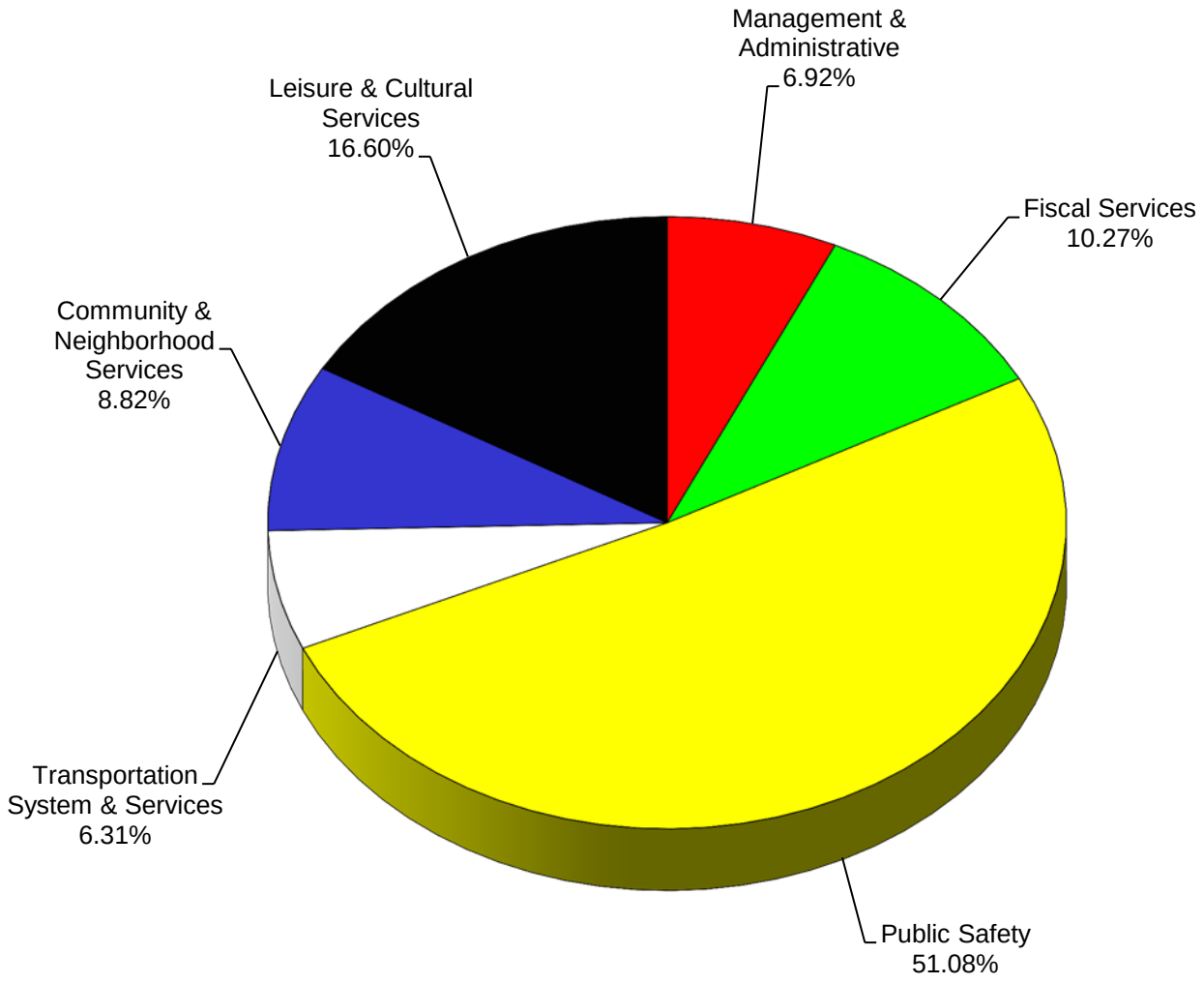
GENERAL FUND
FUNDING USES

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Approved Budget	FY-2013 to FY-2014
FUNDING USES BY FUNCTION					
Management & Administrative Services Group					
City Council	181,446	191,695	197,727	176,275	-10.8%
City Manager's Office	287,262	259,213	312,931	329,829	5.4%
Elections & Voter Registration	52,228	55,321	58,236	48,376	-16.9%
City Attorney Services	199,320	199,994	206,150	190,150	-7.8%
City Clerk's Office	165,074	161,380	175,375	174,524	-0.5%
Human Resources	298,539	212,837	150,694	197,335	31.0%
Volunteer Services	5,987	5,768	7,882	9,212	16.9%
Contingencies Appropriation	0	0	21,000	280,000	1233.3%
Total Management & Admin Services	1,189,856	1,086,208	1,129,995	1,405,701	24.4%
Fiscal Services Group					
Finance Office	560,939	564,674	515,391	512,384	-0.6%
Independent Audit	46,321	49,938	47,250	55,250	16.9%
Property Assessing Office	589,798	598,311	533,072	539,371	1.2%
Treasurer's Office	196,136	183,682	192,058	197,109	2.6%
Unallocated Insurance	69,432	64,781	68,572	72,000	5.0%
Transfers to Other Funds	255,387	366,887	789,416	711,621	-9.9%
Total Fiscal Services	1,718,013	1,828,273	2,145,759	2,087,735	-2.7%
Public Safety Services Group					
Combined Public Safety	0	9,837,572	10,002,411	10,380,102	3.8%
Police Department	7,094,178	0	0	0	0.0%
Fire Department	3,003,798	0	0	0	0.0%
Total Public Safety	10,097,976	9,837,572	10,002,411	10,380,102	3.8%
Transportation System & Services Group					
Street Division	1,113,386	1,157,456	1,113,862	1,151,376	3.4%
Transportation Mgmt/Engineering	154,109	126,480	150,378	129,987	-13.6%
Total Transportation System	1,267,495	1,283,936	1,264,240	1,281,363	1.4%

GENERAL FUND
FUNDING USES

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Approved Budget	FY-2013 to FY-2014
FUNDING USES BY FUNCTION					
Community & Neighborhood Services Group					
City Hall	210,688	210,031	198,472	199,967	0.8%
Planning & Zoning	283,839	320,705	308,844	263,082	-14.8%
Environmental Health & Inspections	446,968	425,520	433,196	358,434	-17.3%
Construction Inspections	377,328	394,785	409,651	443,763	8.3%
Community Social Svc Assist	130,123	98,385	0	0	0.0%
Ourstreet Program	141,371	138,865	137,740	0	100.0%
Housing & Neighborhoods	0	0	0	211,101	-100.0%
Human Relations Commission	156,610	139,248	105,753	96,973	-8.3%
Economic Devel. Assistance	180,392	187,785	189,234	218,567	15.5%
Total Community & Neighborhood	1,927,319	1,915,324	1,782,890	1,791,887	0.5%
Leisure & Cultural Services Group					
Cemeteries	422,453	460,611	488,951	448,233	-8.3%
Leisure/Cultural Svc Admin	60,014	55,552	37,637	26,426	-29.8%
Recreation Dept & Programs	844,528	731,995	847,189	850,357	0.4%
Parks	1,387,042	1,354,700	1,300,879	1,365,282	5.0%
Municipal Stadium	66,561	76,647	10,827	0	-100.0%
DeGraaf Nature Center	252,298	225,799	246,296	223,441	-9.3%
8th Street Market	107,559	110,261	128,538	133,792	4.1%
Cultural Activities Assistance	309,827	311,912	126,245	97,645	-22.7%
Civic Center	255,010	199,921	220,759	226,898	2.8%
Total Leisure & Cultural	3,705,292	3,527,398	3,407,321	3,372,074	-1.0%
TOTAL FUNDING USES	19,905,951	19,478,711	19,732,616	20,318,862	3.0%
		-2.1%	1.3%	3.0%	

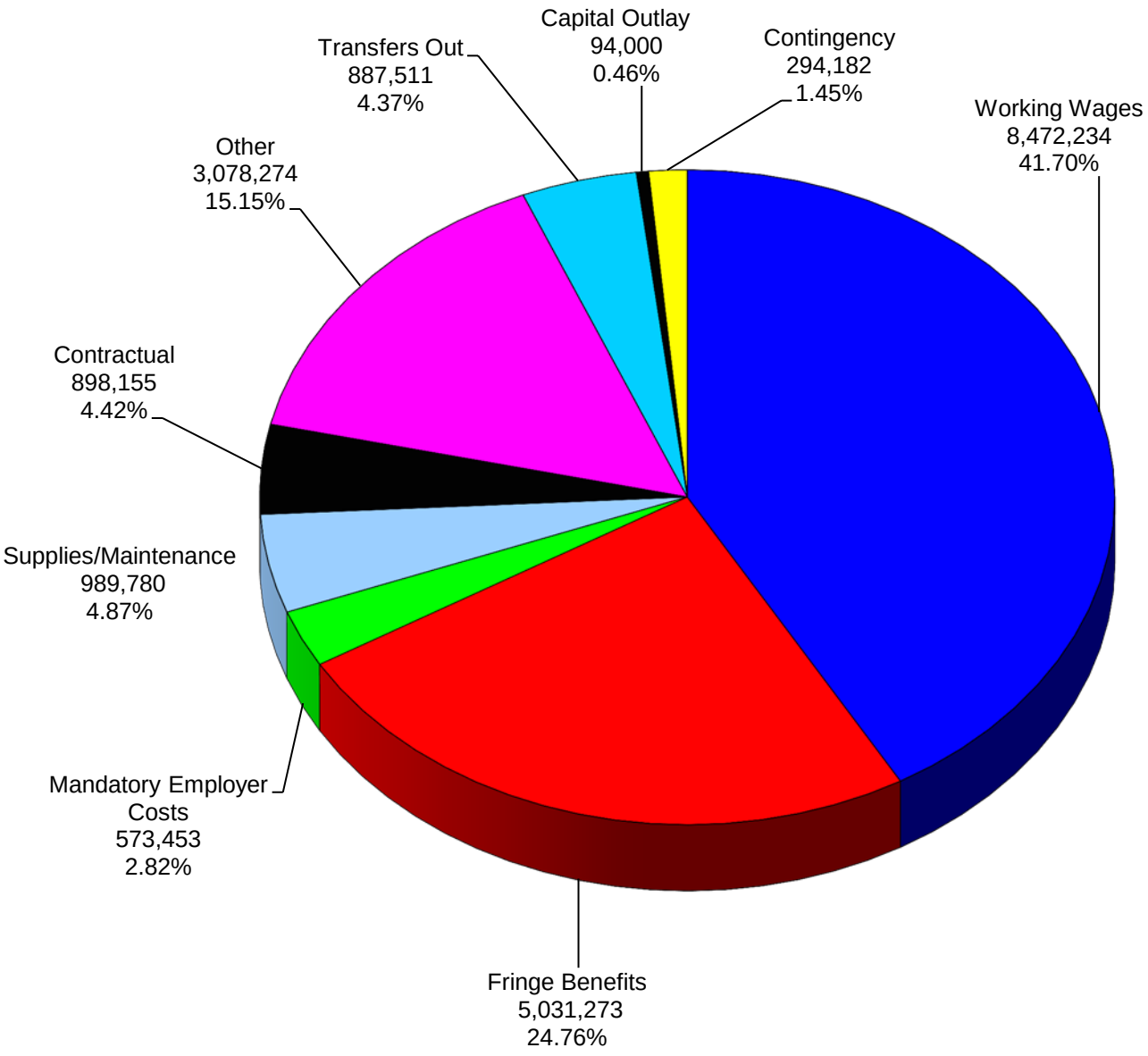
GENERAL FUND
FY-2014 ADOPTED EXPENDITURES BY FUNCTION



TOTAL $20,318,862

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-2014 ADOPTED EXPENDITURES BY TYPE



$20,318,862

GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 2003-04, 2008-09 and 2013-14

Service Group	2003-04		2008-09		2013-14	
Management & Administrative	$1,304,009	7.03%	$1,584,650	7.45%	$1,405,701	6.92%
Fiscal Services	1,879,496	10.12%	1,739,190	8.18%	2,087,735	10.27%
Public Safety	8,559,182	46.15%	10,282,038	48.33%	10,380,102	51.08%
Transportation System	1,173,146	6.34%	1,341,144	6.30%	1,281,363	6.31%
Community & Neighborhood	1,833,798	9.89%	2,067,902	9.72%	1,791,887	8.82%
Leisure & Cultural	3,795,618	20.47%	4,259,241	20.02%	3,372,074	16.60%
Total Appropriations	$18,545,249	100.00%	$21,274,165	100.00%	$20,318,862	100.00%

INTRODUCTION TO DEPARTMENT

A GENERAL FUND

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 2014

* **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 – FY12 as well as decreases in property valuations, draw downs occurred in FY05-12 to cover the cost of tax appeals/settlements including county charge backs (also planned for FY13). Other uses included a transfer of $250,000 to the General Fund in FY09 for operations, $150,000 in FY10. A General Fund transfer in FY 2013 of $300,000 is expected to bring the fund to approximately $900,000.**

* **To transfer $100,000 from the General Fund to the Budget Stabilization Fund in FY14.**

* **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.**

BUDGET STABILIZATION FUND
(A GENERAL FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Transfers In	$ - 0 -	$ - 0 -	$ 300,000	$ 69,000
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 300,000	$ 69,000
FUNDING USES -				
Other	$ - 0 -	$ 215,149	$ 110,000	$ 50,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ - 0 -	$ 215,149	$ 110,000	$ 50,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ (215,149)	$ 190,000	$ 19,000
BALANCE RECLASSIFED AS A GENERAL FUND		$ 720,877		
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	720,877	910,877	929,877
TOTAL FUND EQUITY	$ - 0 -	$ 720,877	$ 910,877	$ 929,877

- - STAFFING - -

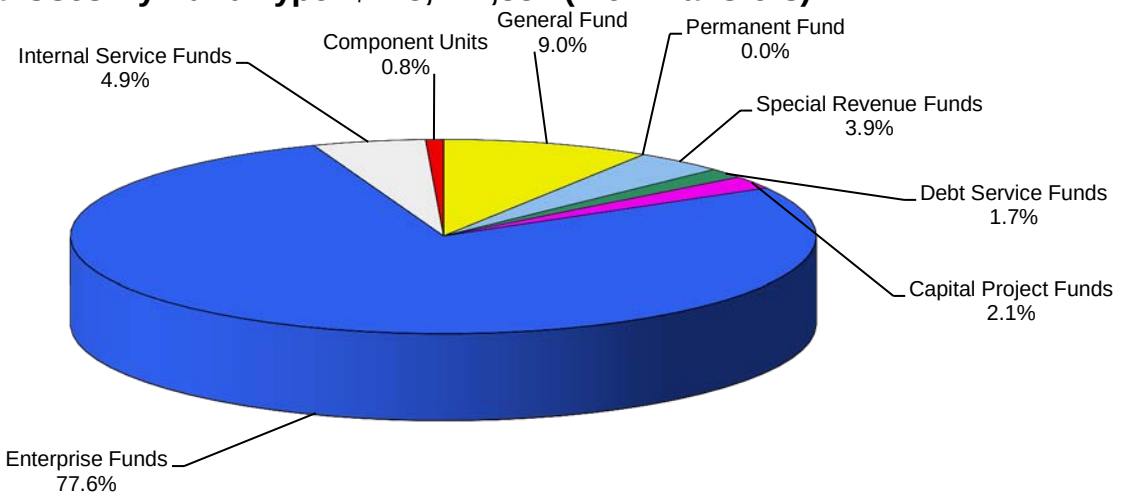
Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

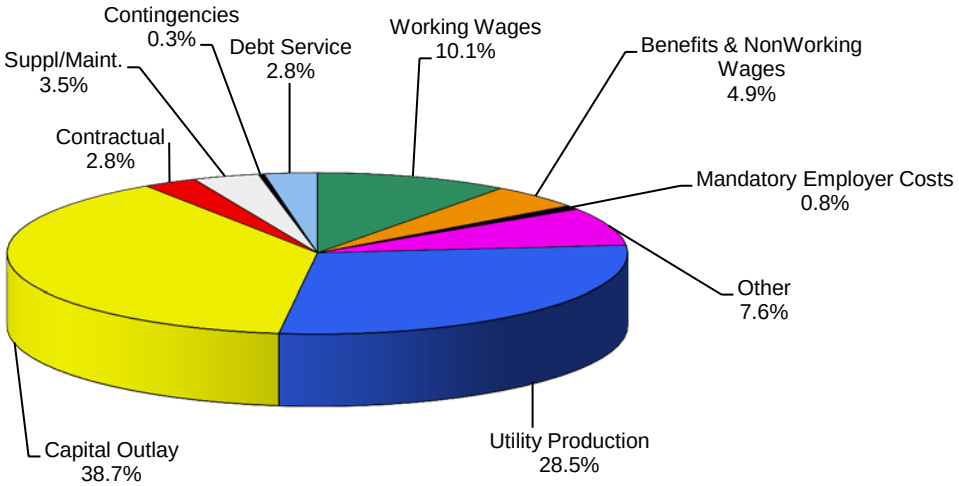
10% Target of General Fund Total Funding Uses	$ 2,031,886
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	(1,102,009)
Combined Ending FY2014 Fund Balance General Fund and Budget Stabilizaton Fund	4,429,876
Percentage of FY2014 General Fund Expenditures	21.80%

ALL SERVICE GROUPS

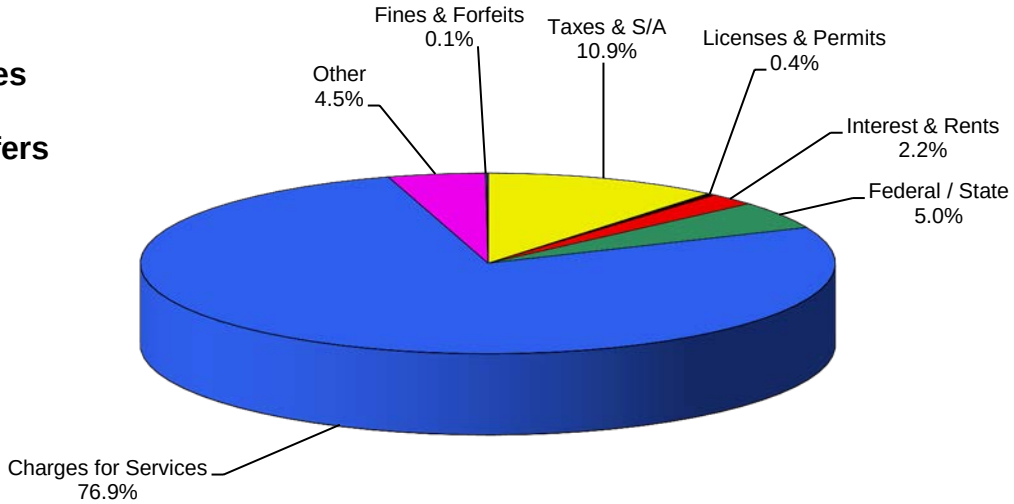
Total Uses By Fund Type $225,241,331 (Incl. Transfers)



Funding Uses $215,899,384 Excluding Transfers



Funding Sources $158,156,613 Excluding Transfers



ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description		FY-2014 Adopted Budget
- - GROUP FUNDING USES ACROSS FUNDS - -		
FUND TYPES -		
General	$	20,318,862
Permanent		8,000
Special Revenue		8,781,280
Debt Service		3,713,795
Capital Projects		4,836,072
Enterprise		174,832,571
Internal Service		11,004,023
Component Unit		1,746,728
FUND TYPE - TOTALS	$	225,241,331
- - GROUP FUNDING SOURCES & USES TOTALS - -		
FUNDING SOURCES -		
Taxes & Special Assessments	$	17,288,462
Licenses & Permits		597,800
Intergovernmental		7,907,409
Charges for Services		121,539,894
Fines & Forfeits		181,500
Interest & Rents		3,486,885
Other		7,154,663
Transfers In		9,341,947
TOTAL SOURCES	$	167,498,560
FUNDING USES -		
Personnel Services -		
* Salaries & Wages - Working	$	21,813,695
* Benefits - Includes NonWorking Wages		10,582,912
* Mandatory Employer Costs		1,769,129
Other Current Expenditures -		
* Supplies / Maintenance		7,450,030
* Contractual		6,049,165
* Utility Production		61,581,030
* Other		16,489,732
Capital Outlay		83,563,234
Debt Service Payments		
* Principal Maturities		4,536,924
* Interest & Fee Payments		1,436,351
Transfers Out		9,341,947
Contingencies		627,182
TOTAL USES	$	225,241,331
NON-CASH ITEMS - For Info Only		
Depreciation & Amortization Expense	$	115,866,878
- - GROUP STAFFING TOTALS - -		
Personnel Services Total Amount	$	34,165,736
* Full-Time Positions		353.70
* Part-Paid Fire Positions (Not @ F.T.E.)		30.00
* Part-Time Positons @ F.T.E.		58.01

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

FY-2014 Proposed Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
FUND TYPES -					
General (includes Budget Stabilization)			- 0 -	20,318,862	20,318,862
Permanent			- 0 -	8,000	8,000
Special Revenue			- 0 -	8,781,280	8,781,280
Debt Service		3,713,795	3,713,795	- 0 -	3,713,795
Capital Projects			- 0 -	4,836,072	4,836,072
Enterprise			- 0 -	174,832,571	174,832,571
Internal Service			- 0 -	11,004,023	11,004,023
Component Unit			- 0 -	1,746,728	1,746,728
FUND TYPE - TOTALS	$ - 0 -	$ 3,713,795	$ 3,713,795	$ 221,527,536	$ 225,241,331
FUNDING SOURCES -					
Taxes & Special Assessments	10,182,630	2,900,649	13,083,279	4,205,183	17,288,462
Licenses & Permits	1,800		1,800	596,000	597,800
Intergovernmental	2,840,310		2,840,310	5,067,099	7,907,409
Charges for Services	79,185		79,185	121,460,709	121,539,894
Fines & Forfeits	- 0 -		- 0 -	181,500	181,500
Interest & Rents	59,001	541,646	600,647	2,886,238	3,486,885
Other	1,300		1,300	7,153,363	7,154,663
Transfers In	4,707,986	248,791	4,956,777	4,385,170	9,341,947
TOTAL SOURCES	$ 17,872,212	$ 3,691,086	$ 21,563,298	$ 145,935,262	$ 167,498,560
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	21,813,695	21,813,695
* Benefits - Includes NonWorking Wages			- 0 -	10,582,912	10,582,912
* Mandatory Employer Costs			- 0 -	1,769,129	1,769,129
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	7,450,030	7,450,030
* Contractual			- 0 -	6,049,165	6,049,165
* Utility Production			- 0 -	61,581,030	61,581,030
* Other (incl. Budget Stab. Fd)	50,000	4,001	54,001	16,435,731	16,489,732
Capital Outlay			- 0 -	83,563,234	83,563,234
Debt Service Payments			- 0 -		
* Principal Maturities		2,794,000	2,794,000	1,742,924	4,536,924
* Interest & Fee Payments		915,793	915,793	520,558	1,436,351
Transfers Out		1	1	9,341,946	9,341,947
Contingencies			- 0 -	627,182	627,182
TOTAL USES	$ 50,000	$ 3,713,795	$ 3,763,795	$ 221,477,536	$ 225,241,331
NON-CASH ITEMS - For Info Only					
Depreciation & Amortization Expense					115,866,878

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of $2,077,319 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 (1)	BPW Utility Funds	All Other Funds	FY-2014 Adopted Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 10,182,630		$ 7,105,832	$ 17,288,462
Licenses & Permits	527,800		70,000	597,800
Intergovernmental	2,925,310		4,982,099	7,907,409
Charges for Services	1,436,745	115,452,809	4,650,340	121,539,894
Fines & Forfeits	181,500		- 0 -	181,500
Interest & Rents	307,501	604,600	2,574,784	3,486,885
Other	39,600	50,000	7,065,063	7,154,663
Transfers In	4,720,986	- 0 -	4,620,961	9,341,947
TOTAL SOURCES	20,322,072	116,107,409	31,069,079	$ 167,498,560
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 8,472,234	$ 10,756,708	$ 2,584,753	$ 21,813,695
* Benefits - Includes NonWorking Wages	5,031,273	4,466,807	1,084,832	10,582,912
* Mandatory Employer Costs	573,453	951,718	243,958	1,769,129
Other Current Expenditures -				- 0 -
* Supplies / Maintenance	989,780	3,598,865	2,861,385	7,450,030
* Contractual	898,155	3,343,553	1,807,457	6,049,165
* Utility Production	- 0 -	61,581,030	- 0 -	61,581,030
* Other	3,078,274	2,709,919	10,701,539	16,489,732
Capital Outlay	94,000	77,481,810	5,987,424	83,563,234
Debt Service Payments				- 0 -
* Principal Maturities	- 0 -	1,742,924	2,794,000	4,536,924
* Interest & Fee Payments	- 0 -	520,558	915,793	1,436,351
Transfers Out	887,511	4,990,800	3,463,636	9,341,947
Contingencies	294,182	- 0 -	333,000	627,182
TOTAL USES	20,318,862	172,144,692	32,777,777	$ 225,241,331
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense				$ 115,866,878
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 14,076,960	$ 16,175,233	$ 3,913,543	$ 34,165,736
* Full-Time Positions				353.70
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				58.01

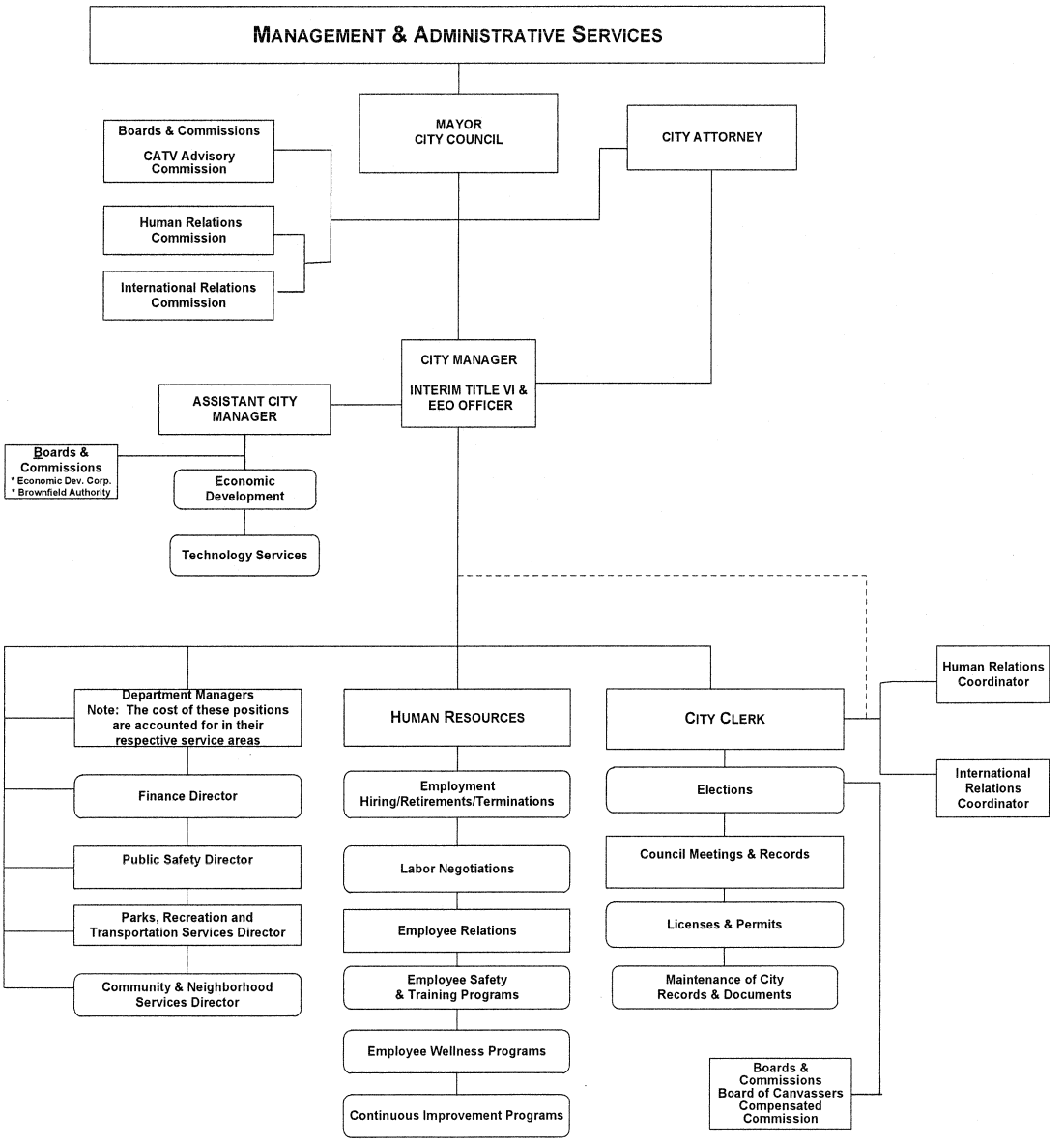
(1) General Fund includes the Budget Stabilization Fund.

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

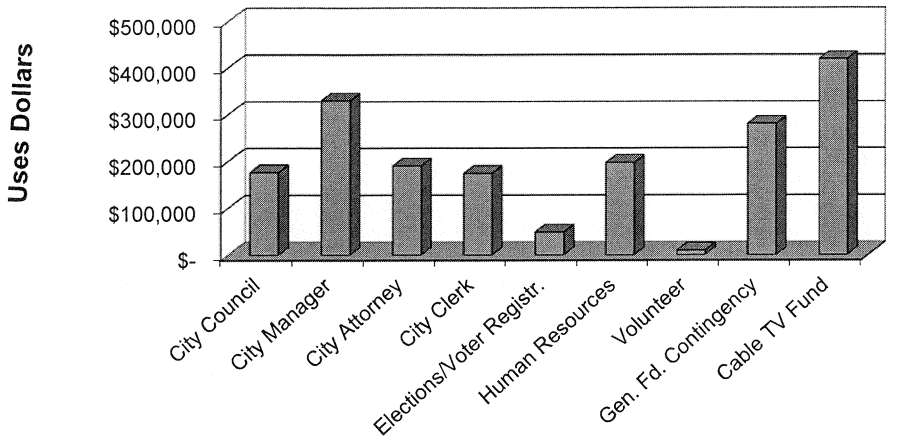
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and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

GROUP ORGANIZATIONAL STRUCTURE

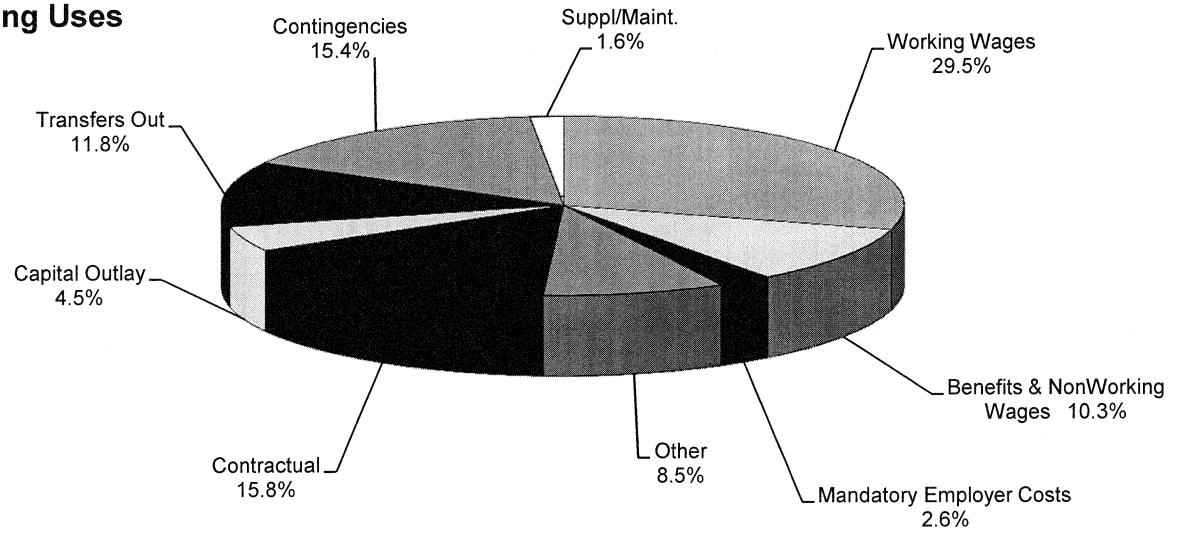


MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

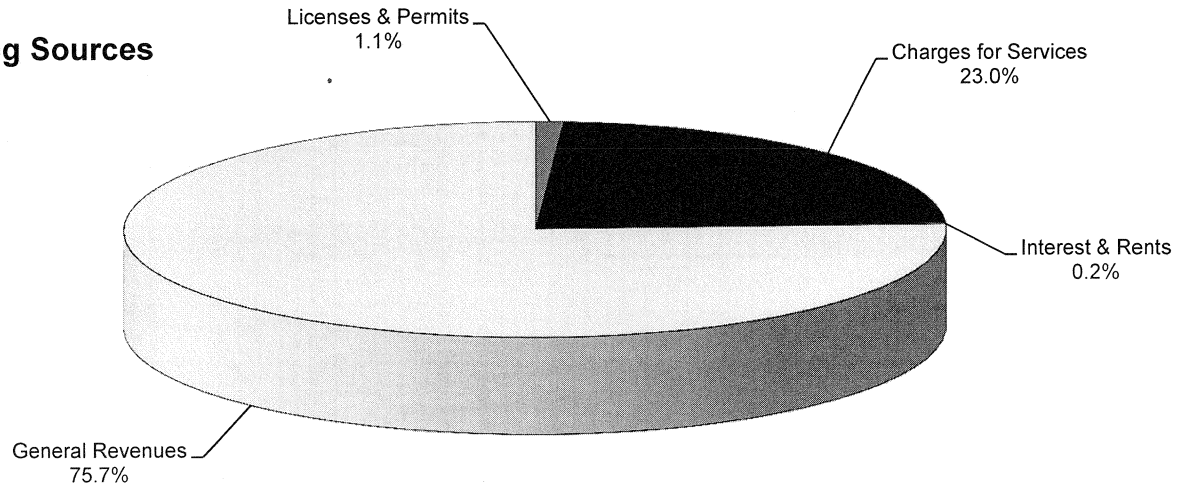
Total Uses By Department $1,823,765



Funding Uses



Funding Sources



MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,189,856	$ 1,086,209	$ 1,129,995	$ 1,405,701
Special Revenue	340,174	336,069	510,633	418,064
TOTAL FUND TYPE	$ 1,530,030	$ 1,422,278	$ 1,640,628	$ 1,823,765
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	25,316	25,102	20,000	20,000
Charges for Services	415,085	415,074	405,033	422,300
Interest & Rents	3,431	2,406	2,000	2,000
Other	- 0 -	- 0 -	300	1,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 443,832	$ 442,582	$ 427,333	$ 445,300
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 505,541	$ 411,842	$ 539,002	$ 537,774
* Benefits - Includes NonWorking Wages	198,569	154,369	186,161	187,849
* Mandatory Employer Costs	43,830	35,897	45,863	47,364
Other Current Expenditures -				
* Supplies / Maintenance	16,444	37,913	36,982	29,080
* Contractual Expenditures	489,119	521,150	274,965	288,875
* Other	146,196	153,976	145,405	156,123
Capital Outlay	55,331	7,131	190,000	82,000
Transfers Out	75,000	100,000	201,250	214,700
Contingencies	- 0 -	- 0 -	21,000	280,000
TOTAL USES	$ 1,530,030	$ 1,422,278	$ 1,640,628	$ 1,823,765
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 747,940	$ 602,108	$ 771,026	$ 772,987
* Full-Time Positions	7.36	7.37	6.30	6.15
* Part-Time Positions @ F.T.E.	0.45	0.50	1.95	2.30
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTIVITY MISSION STATEMENT

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

In order to identify action items to give direction to staff, Council members voted on their highest priorities for FY 14 at the February 2, 2013 Annual Retreat. Those items that received three or more votes via a "dotocracy" process were:

1. **Strategic City fiber optic network (6 votes)**
2. **Waterfront development (6 votes)**
3. **US-31 Corridor – land uses (32nd Street and others) (4 votes)**
4. **Neighborhood Commercial (3 votes)**
5. **Encourage public/private participation in neighborhoods (3 votes)**
6. **Parks and Recreation strategic planning (3 votes)**
7. **Diverse, inclusive, tolerant community (3 votes)**
8. **Improve communications "shop" (3 votes)**
9. **Neighborhood – transformation and everything else that went with it (3 votes)**

These priorities are therefore listed first under each appropriate category below.

A. ECONOMIC DEVELOPMENT STRATEGY STATEMENT

* **To foster an environment wherein businesses desire to locate, expand, and remain.**
* **To collaborate with other area organizations.**
* **To provide the infrastructure necessary to support the City's economic development mission.**

ACTION PLANS FOR FISCAL YEAR 2014

1. **Establish a Strategic City Fiber Optic Network Plan (6 votes). By December 2013 with BPW's help and implementation.**
2. **Waterfront development (6 votes). Request for Proposal for Machine Tool Works property in coordination with other waterfront uses and establish long-term infrastructure plans and implementation committee by 2014.**
3. **US-31 Corridor – land uses (32nd Street and others) (4 votes).**
4. **Neighborhood Commercial (3 votes).**
5. **To work with LG Chem Michigan to make batteries in Holland.**
6. **To work with the Community Energy Strategy Task Forces to make Holland the most cost effective energy community in the state.**
7. **To direct the Community and Neighborhood Services (CNS) Department to attempt to**

locate satellite principal shopping districts in the neighborhood commercial and commercial corridor areas in the City.

8. To work to redevelop the US-31 Corridor as the highest redevelopment target area via completion of brownfield assessments, a land use studies, marketing studies and at least three marketing efforts in collaboration with state and regional agencies.
9. To assist with a Commercial and Institutional Energy Conservation.

B. AREA COOPERATION STRATEGY STATEMENT

* To encourage innovation and risk-taking in the development of collaborative programs and cost-effective, shared services to meet the needs of the area.

ACTION PLANS FOR FISCAL YEAR 2014

1. Parks and Recreation strategic planning (3 votes). Do a Request for Qualifications and select a consultant for comprehensive planning for major facility upgrades as well as support the City Manager's succession planning and a Parks, Recreation and Transportation Strategic Plan.
2. To actively support incremental moves to collaborate with Holland Charter Township as per Fire Services' experimentation planned for FY 14 and Windmill Island Gardens non-motorized access grants/cost sharing in FY 15.
3. To actively merge administrative services where possible with other units of government via embracing the planning created by a Succession Plan being created with the Macatawa Area Coordinating Council's Service Delivery Team.

C. NEIGHBORHOODS STRATEGY STATEMENT

* To support the stability and development of all neighborhoods where:

1. Housing is attractive, well-maintained, and affordable;
2. Owner-occupied housing is encouraged, recognizing that rental housing may be the only option for some City households;
3. Neighborhoods are characterized by a diversity of economic, social, and racial factors;
4. Residents feel safe and affirmed by others;
5. A mix of uses, including neighborhood-supportive institutions, commerce, and industry are present.

ACTION PLANS FOR FISCAL YEAR 2014

1. Encourage public/private participation in neighborhoods (3 votes).
2. Improved Neighborhoods – extensive transformation and everything else that is associated (3 votes).

3. To support the Holland Advantage program to move some core blocks from 90% rental back to historic levels of 30% via kick-off of a ten-year program of acquisition, renovation, resale and revolving funds.
4. To collaborate with the Neighborhood Improvement Committee to implement implement their additional bold new efforts planned for FY 14 to strengthen City neighborhoods and truly make them "Neighborhoods of Choice."
5. To require a calendar year 2013 benchmark report that compares sales prices, percentage of rental housing, and crime in core neighborhoods to the rest of the City, to our neighboring governments, to Grand Rapids, and to the nation by January 2014.
6. To develop a new resident program for new core community residents – both rental and homeowners. Use the January 2013 neighborhood brochures and provide the same to Holland Advantage neighborhood residents, inclusive of web sites/phone apps, and other resources to strengthen neighborhoods.
7. To implement a Home Energy Retrofit program in FY 14.
8. To implement gang prevention strategies by January 2014.
9. To complete a Building Energy Labeling implementation process.

D. COMMUNITY AND FAMILY STRATEGY STATEMENT

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

ACTION PLANS FOR FISCAL YEAR 2014

1. Support a diverse, inclusive, tolerant community (3 votes).
2. Support the Human Relations Commission as they reinvent their goals to support inclusion and community team building in core areas to:

   - ✓ Produce more outcomes;
   - ✓ Use the authority of the City Manager's office;
   - ✓ Involve the entire team;
   - ✓ Critique the results by February 2014.

E. TRANSPORTATION STRATEGY STATEMENT

* To develop transportation services, systems and infrastructure that supports economic development and are compatible with long-term needs and area-wide programs.

ACTION PLANS FOR FISCAL YEAR 2014

1. Ramp up the annual Street Resurfacing Program to cover 25% more streets via experimentation on new methods with the intent to resurface at least 5% of the street system per year by October 2014.
2. To complete re-construction of Washington Avenue.

3. To develop design and funding plans for reconstructing Central Avenue from 8th Street to State Street which will include district heating piping (if determined feasible by the BPW).
4. To implement appropriate bicycle lanes/traffic calming and/or sidewalk safety initiatives on Washington Avenue.
5. To complete the Storm Water Master Plan by August 2013.

F. PUBLIC UTILITIES STRATEGY STATEMENT

* To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
* To maintain local control.
* To maintain a Holland citizen-focus in the administration of the utility operation.
* 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 2014

1. Strategic City Fiber Optic Network (6 votes). Specifically request a feasibility report and analysis by BPW in December 2013.
2. Locate an appropriate site for a gas-powered generation plant.
3. Establish a District Heating plan.
4. Request that BPW assist with key implementation steps of the Community Energy Strategies (CES).

G. PUBLIC SPACES STRATEGY STATEMENT

* To ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and well-maintained for use by residents, employees, and visitors to the City.
* To offer green spaces and blue edges where urban dwellers can enjoy the natural features of the community.

ACTION PLANS FOR FISCAL YEAR 2014

1. Waterfront development (6 votes).
2. Parks and Recreation strategic planning (3 votes).
3. To get the DeZwaan Windmill turning again by fall 2013.
4. To create a paradigm shift and develop a Financial and Management Plan for Windmill Island Gardens for implementation in March 2014.
5. To develop a proposal for the future use of the Western Tool Works property by October 2013.
6. To determine a funding strategy for the Civic Center, Bouws Pool, Fire Station(s) and 8th Street Waterfront Connections by June 2014.

7. To request that Paw Paw Park be accepted by Ottawa County. (October 2013)
8. To work on improving street end access to Lake Macatawa.
9. To develop a comprehensive plan for renovation, expansion, or elimination of one or two of the City greenhouses. (April 2014)
10. To implement various action items within the City's Energy Facilities and Operation plan to reduce energy use by 20%.
11. Restore street ends as mini-parks for public waterfront access.
12. Write and submit grants for connection of Windmill Island Gardens to Holland Charter Township.

H. ORGANIZATION STRATEGY STATEMENT

* 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.

ACTION PLANS FOR FISCAL YEAR 2014

1. Improve and/or build a communications "shop" (3 votes).
2. To enhance means for providing information to the public on City activities, breaking news, policy changes and other mutual items of interest. This could involve new contractual or part-time staff to address proactive public relations activities. Implementation steps.
3. Using would include Twitter and Facebook by all departments on a weekly basis and Constant Contact for general city functions monthly.
4. To prepare and implement staff succession planning to replace retiring staff with well-trained internal hires when possible.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Number of Regular Scheduled Legislative Sessions	24	22	22	24
Number of Special Called Legislative Sessions	8	6	6	4
Number of Study Sessions	20	20	20	18
Number of Council Actions (calendar year)	734	654	660	675
Number of Ordinances Adopted	19	22	20	20
City Calendar	1	1	1	1
Content Contact Issues	0	0	0	12
Facebook Posts	N/A	N/A	110	220

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	181,446	191,694	197,727	176,275
TOTAL SOURCES	$ 181,446	$ 191,694	$ 197,727	$ 176,275
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 67,075	$ 65,416	$ 74,688	$ 74,859
* Benefits - Includes NonWorking Wages	3,017	4,079	5,238	5,545
* Mandatory Employer Costs	5,548	5,091	5,881	6,071
Other Current Expenditures -				
* Supplies / Maintenance	2,088	1,522	1,200	1,300
* Contractual	12,279	28,264	28,100	8,000
* Other	91,439	87,322	82,620	80,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 181,446	$ 191,694	$ 197,727	$ 176,275
- - STAFFING - -				
Personnel Services Total Amount	$ 75,640	$ 74,586	$ 85,807	$ 86,475
* Full-Time Positions	0.25	0.25	0.25	0.25
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2014

* **Celebrate team success: Summer and Christmas events.**
* **Hire Human Relations Commission and International Relations Coordinator staff.**
* **Conduct and improve upon the Equal Opportunity Office annual activities and July report.**
* **Conduct Title VI investigations that arise – use City Clerk's office, if pertain to Manager's office.**
* **Conduct Title VI annual activities and September report.**
* **Communicate and implement Limited English Plan (LEP) required by Title VI and report in September.**
* **Maintaining fiscal integrity via the Five Year Financial Plan projections by Finance while getting back to business as usual with regular pay adjustments -- like many other communities are doing again.**
* **Comprehensively evaluate the pay and benefits via an objective, third party look/comparison with our benchmark communities ($40,000 in FY 14).**
* **Continue to look for continuous improvements in costs while not cutting services via Governor Snyder's mantra to never stop working toward "relentless positive action."**
* **Find resources for catching up with long-term deferred capital reinvestment: Civic Center, Fire Station(s), 30-year Street plan, Bouws Pool and Windmill Island Gardens.**
* **Ramp up core neighborhood investments via getting to the 95% backlog level in rental inspections; establish a patient-capital way to purchase rental property and convert to single-family in perpetuity, or cooperate with those who can do so via the private sector; find a way to motivate/incentivize redevelopment along US-31.**
* **To balance the FY 15 budget without raising taxes or layoffs. This will likely mean few full-time position replacements after retirements or resignations.**

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

* To conduct far-reaching, long-term service delivery strategic planning with the Park, Recreation and Transportation Departmental Team and key stakeholders to produce the same or better outcomes for less tax inputs in keeping with City Council's financial plan goals.

* To update the Five-Year Capital Improvement plan by January 1, 2014 with updated projects and cost estimates, including ways to achieve a 20 Year Street and Sidewalk Improvement programs.

* To get deZwaan Windmill turning again by January 2014 ($850,000 from Private donations and Legacy Funds in Municipal Capital Fund).

* To begin implementation a new long range strategic plan for deZwaan Windmill and the entire Windmill Island concept with key stakeholders by February 2014.

* To lead and direct the implementation of new ways to create geometric improvement in outcomes for core neighborhoods south of the Historic District and of Hope College (West Core and East Core) by the FY 15 Budget.

* To lead and bring new, non-tax resources into the community via grants, foundations, fund raisers, interns, volunteers, collaboration and cooperation prior to FY 15 Budget.

* Cross-train Office of City Management staff and Parks and Recreation staff on grantsmanship, especially as pertains to Natural Resources Trust Fund by April 1, 2014 ($3,000 of part-time assistance).

* Celebrate team success at the successful close of FY 14.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	287,262	259,213	312,931	329,829
TOTAL SOURCES	$ 287,262	$ 259,213	$ 312,931	$ 329,829
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 169,733	$ 139,744	$ 179,770	$ 194,968
* Benefits - Includes NonWorking Wages	92,537	70,807	99,571	97,079
* Mandatory Employer Costs	15,627	13,126	16,740	18,124
Other Current Expenditures -				
* Supplies / Maintenance	2,543	2,286	2,600	2,500
* Contractual	970	10,840	4,000	700
* Other	5,852	22,410	10,250	16,458
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 287,262	$ 259,213	$ 312,931	$ 329,829
- - STAFFING - -				
Personnel Services Total Amount	$ 277,897	$ 223,677	$ 296,081	$ 310,171
* Full-Time Positions	2.50	2.50	2.50	2.35
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.05	0.20

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 2014

* **To provide supplies, materials, voting machines and trained staff for polling places for the August 2013 Primary and November 2013 Local Elections, as well as process voters and tabulate results.**

* **To train all election inspectors on the use of E-Poll book for all polling locations in all elections. (July 2013)**

* **To purchase various updated equipment elections, i.e. voter booths (5 booths), ballot bags, signage, and for protection while equipment is stored. (July 2013)**

* **To work with League of Women Voters to help inform voters of various elections and procedures. (November 2013)**

* **To completely audit QVF voter list in comparison with voter registration card file. (July 2013)**

* **To relocate two (2) polling locations of Ward 2 (2-4 and 2-5) and Ward 3 (3-6 and 3-7). (August 2013 - January 2014)**

* **To request from State Bureau of Elections equipment and ballots that are used by the Allegan County portions of the City.**

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Number of Registered Voters for November Election	22,182	23,529	23,407	23,700
August Election	21,898	22,380	22,807	23,500
May Election	22,268	22,648	23,500	23,200
Number of Elections (Total)	3	4	2	2
Regular	3	3	2	2
Special	0	1	0	0
Average Number of Election Workers per Precinct	5	5	5	5
Voting Station Election Officials:				
- Chairperson	15	15	15	15
- Election Worker	60	60	60	60
Board of Canvassers:				
- Board Members	4	0	4	0
Voter Turnout:				
August	6,265	1,659	3,214	3,000
November	9,262	2,227	14,027	4,500
February	N/A	4,153	N/A	N/A
May	2,853	1,730	N/A	N/A
Absentee Voters:				
August	1,462	897	1,000	1,100
November	2,021	1,061	1,200	1,300
February	N/A	1,115	N/A	N/A
May	1,045	953	N/A	N/A
% Turnout per Election:				
August	28.61%	7.41%	14.09%	12.70%
November	41.90%	9.92%	59.93%	18.90%
February	N/A	18.42%	N/A	N/A
May	12.81%	7.64%	N/A	N/A

MANAGEMENT & ADMINISTRATIVE SERVICES

ELECTIONS / VOTER REGISTRATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 4,336	$ 19,690	$ 2,260	$ - 0 -
Funding Requirement - General Operating Revenues	47,892	35,631	55,976	48,376
TOTAL SOURCES	$ 52,228	$ 55,321	$ 58,236	$ 48,376
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 37,274	$ 26,901	$ 37,279	$ 28,031
* Mandatory Employer Costs	1,551	1,028	1,370	795
Other Current Expenditures -				
* Supplies / Maintenance	5,922	12,007	9,472	8,680
* Contractual	3,047	10,311	4,995	5,900
* Other	4,434	5,074	5,120	4,970
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 52,228	$ 55,321	$ 58,236	$ 48,376
- - STAFFING - -				
Personnel Services Total Amount	$ 38,825	$ 27,929	$ 38,649	$ 28,826
* 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 2014

* **To provide legal advice and assistance to the risk management program, especially in regard to the Michigan Municipal League's approach to liability defense and the risk retention exposures of self-funding for insurance coverages.**

* **To wrap up various contested commercial property tax assessments, heard before the Michigan Tax Tribunal and / or the State Court of Appeals.**

* **To provide the City Council with an annual review and status report on all pending litigations. (December 2013)**

* **To provide templates to enable greater customer service with less delay for re-occurring agreements.**

* **To approve re-occurring contracts as to form if minimal changes are made year-to-year.**

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY ATTORNEY
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	199,320	199,994	206,150	190,150
TOTAL SOURCES	$ 199,320	$ 199,994	$ 206,150	$ 190,150
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 199,166	$ 199,994	$ 205,750	$ 189,750
* Other	154	- 0 -	400	400
TOTAL USES	$ 199,320	$ 199,994	$ 206,150	$ 190,150

- - 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 2014

* **To collaborate with HBPW and implement an electronic retention policy for all City and HBPW documents.**
* **To implement and make available to City staff the rules and regulations of the Notary Policy. (April 2013)**
* **To enhance annual codification process with collaboration of various departments. (July 2013)**
* **To streamline new procedures/fees/chargebacks for Tulip Time. (December 2013)**
* **To send Deputy Clerk to conferences to obtain Masters Certification with the International Institute Municipal Clerks. (March-June 2015)**
* **To enhance the City Clerk's website with additional and informative information on a routine schedule. (August 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Licenses & Applications				
Business Licenses and Permits Issued	422	217	200	215
Zoning Board of Appeals Applications Processed	20	21	20	25
Ordinances				
Ordinance Adopted	19	24	25	25
Council - Regular, Special, Closed Meetings	33 / 19	33 / 20	33 / 15	33 / 15
Zoning Board of Appeals Meetings	8	N/A	N/A	N/A
Board of Review Meetings	10	8	8	8
Board of Canvassers Meetings	1	0	1	0
Compensation Commission Meetings	1	0	1	0
Board of Appeals effective : 03/2012 (replacing ZBA)	N/A	8	10	12

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 25,316	$ 25,102	$ 20,000	$ 20,000
Charges for Services	1,154	1,643	900	800
Funding Requirement - General Operating Revenues	138,604	134,636	154,475	153,724
TOTAL SOURCES	$ 165,074	$ 161,381	$ 175,375	$ 174,524
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 96,365	$ 94,409	$ 98,120	$ 97,202
* Benefits - Includes NonWorking Wages	41,285	39,827	44,847	46,978
* Mandatory Employer Costs	8,709	8,752	8,508	8,844
Other Current Expenditures -				
* Supplies / Maintenance	2,196	2,138	3,700	2,200
* Contractual	1,872	2,866	4,200	5,000
* Other	14,647	13,389	16,000	14,300
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 165,074	$ 161,381	$ 175,375	$ 174,524
- - STAFFING - -				
Personnel Services Total Amount	$ 146,359	$ 142,988	$ 151,475	$ 153,024
* Full-Time Positions	2.25	2.25	2.00	2.00
* Part-Time Positions @ F.T.E.	0.45	0.50	0.50	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 2014

* Resolve the Police Union contract through a negotiated settlement by June 2014.

* Develop a safety training plan for all departments by creating safety committees, conducting a gap analysis and purchasing online training videos. (September 2013) $2500

* Find ways to enhance the Employee Wellness program with increased focus on employee accountability. (October 2013)

* Evaluate the pay and benefits of City employees with the help of a third party consultant. (September 2013) $40,000

* 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. (October 2013)

* Improve whenever possible, the City's commitment to a diverse workforce that is representative of the community's 29.3% minority workforce. Currently the General City's minority percentage is 17%. (October 2013)

* Continue to look for ways of reducing costs in the health insurance and pension programs while maintaining a competitive level of quality in both areas. Specifically, look at how other communities are funding the Health Savings Account (H.S.A) and research the possibility of changing Dental plan provider in a manner which still provides competitive programs for City employees. (November 2013)

* Develop a new hire employee fringe benefit package. (November 2013)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Number of Employees (Full-Time and Part-Time A)	220	204	194	190
Number of New Hires (Full-time and Part-Time A)	6	1	2	2
Number of Reclassifications (Full-Time and Part-Time A)	3	3	5	5
Number of Labor Contract Settlements	0	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)	9	11	8	8
Number of Lost Time Accidents (Calendar Year)	2	0	0	0
Number of Lost Days (Calendar Year)	83	0	0	0
Participation in Wellness Program (% of average Participation)	89	89	89	89
Number of Training Participants - all classes - FT & PTA	67	63	70	100

MANAGEMENT & ADMINISTRATIVE SERVICES

HUMAN RESOURCES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-201 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 65,595	$ 40,739	$ 35,273	$ - 0 -
Funding Requirement - General Operating Revenues	232,944	172,099	115,421	197,335
TOTAL SOURCES	$ 298,539	$ 212,838	$ 150,694	$ 197,335
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 131,319	$ 78,609	$ 75,460	$ 64,469
* Benefits - Includes NonWorking Wages	61,024	38,746	28,659	29,848
* Mandatory Employer Costs	11,983	7,272	6,630	6,998
Other Current Expenditures -				
* Supplies / Maintenance	1,778	1,783	710	1,600
* Contractual	65,832	64,185	23,770	70,775
* Other	26,603	22,243	15,465	23,645
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 298,539	$ 212,838	$ 150,694	$ 197,335
- - STAFFING - -				
Personnel Services Total Amount	$ 204,326	$ 124,627	$ 110,749	$ 101,315
* Full-Time Positions	2.25	2.25	1.25	1.25
* 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 2014

* **To increase minority representation on City boards and commissions. The goal for FY2014 is 10% minority representation (23 of 223 people). This will be accomplished by utilizing the new Holland Sentinel Spanish newspaper Nuestra Comunidad, bringing the Volunteer Services website up to date and posting ads in minority business around the City of Holland. (June 2014)**

* **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.). (January 2014)**

* **To collaborate with the Human Relations Commission and staff to solicit more applications from minorities for board/commission vacancies. (July 2013)**

* **To work with staff liaisons on tracking of and communication with City volunteers to insure expectations and needs are clearly conveyed. (July 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
CVS Boards/Project/Program Volunteers				
Boards and Comissions Volunteers	216	211	223	223
Females	72 (33%)	74 (35%)	74 (33%)	80 (36%)
Minorities	23 (11%)	18 (12%)	18 (8%)	23 (10%)
DeGraaf Nature Center Volunteers	140	153	150	150
Teen Court Coordinator, Jurors and Assistants	68	70	70	70
Victims Services Unit	16	16	16	16
Recreation Dept. Volunteers	188	485	450	450
Youth Council Volunteers	50	81	50	50
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	440	2,245	2,300	2,300
Total	1,118	3,261	3,259	3,259
CVS/Boards/Project/Program Hours				
Boards and Commissions	4,308	4,237	5,906	4,700
DeGraaf Nature Center Volunteers	682	887	887	887
Teen Court Coordinator, Jurors and Assistants	196	200	200	200
Victims Services Unit Volunteers	157	555	400	400
Recreation Dept. Volunteers	2,260	7,512	7,500	7,500
Youth Council Volunteers	1,567	1,520	1,590	1,590
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	2,280	8,477	8,526	8,460
Total	11,450	23,388	25,009	23,737

MANAGEMENT & ADMINISTRATIVE SERVICES

VOLUNTEER SERVICES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	5,987	5,768	7,882	9,212
TOTAL SOURCES	$ 5,987	$ 5,768	$ 7,882	$ 9,212
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,242	$ 3,485	$ 3,885	$ 3,954
* Benefits - Includes NonWorking Wages	706	910	1,288	1,407
* Mandatory Employer Costs	336	281	309	351
Other Current Expenditures -				
* Supplies / Maintenance	332	20	200	400
* Contractual	118	- 0 -	650	1,250
* Other	1,253	1,072	1,550	1,850
TOTAL USES	$ 5,987	$ 5,768	$ 7,882	$ 9,212
- - STAFFING - -				
Personnel Services Total Amount	$ 4,284	$ 4,676	$ 5,482	$ 5,712
* Full-Time Positions	0.10	0.10	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 2014

* **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.**

* **Employee compensation adjustments are planned in FY 14 for the first time since FY 09 (July 1, 2008).**

MANAGEMENT & ADMINISTRATIVE SERVICES

CONTINGENCIES
(A GENERAL FUND ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	- 0 -	- 0 -	21,000	280,000
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 21,000	$ 280,000
FUNDING USES -				
Contingencies	$ - 0 -	$ - 0 -	$ 21,000	$ 280,000
TOTAL USES	$ - 0 -	$ - 0 -	$ 21,000	$ 280,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Technology Services - Community

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 2014

* **To increase support and viewership for public access and government produced television on television and the internet. Continue to improve the quality of content that is currently available. (June 2014)**

* **To explore opportunities for collaboration with Hope College on public television opportunities, including sharing of equipment, facilities and staff. Increase opportunities for Hope to play content they create on the Educational Channel. (December 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Sources of Content	N/A	N/A	41	44
Public Channel	N/A	N/A	25	26
Education Channel	N/A	N/A	5	6
Government Channel	N/A	N/A	11	12
Total Hours of Original Content	N/A	N/A	1,188	1,246
Public Channel	N/A	N/A	816	856
Education Channel	N/A	N/A	144	151
Government Channel	N/A	N/A	228	239
Number of CATV Created Programs and Promos (Staff & Volunteer)	N/A	N/A	50	53
Number of Volunteers Hours	N/A	N/A	238	250

MANAGEMENT & ADMINISTRATIVE SERVICES

CABLE TV PUBLIC ACCESS FUND
(A SPECIAL REVENUE FUND)

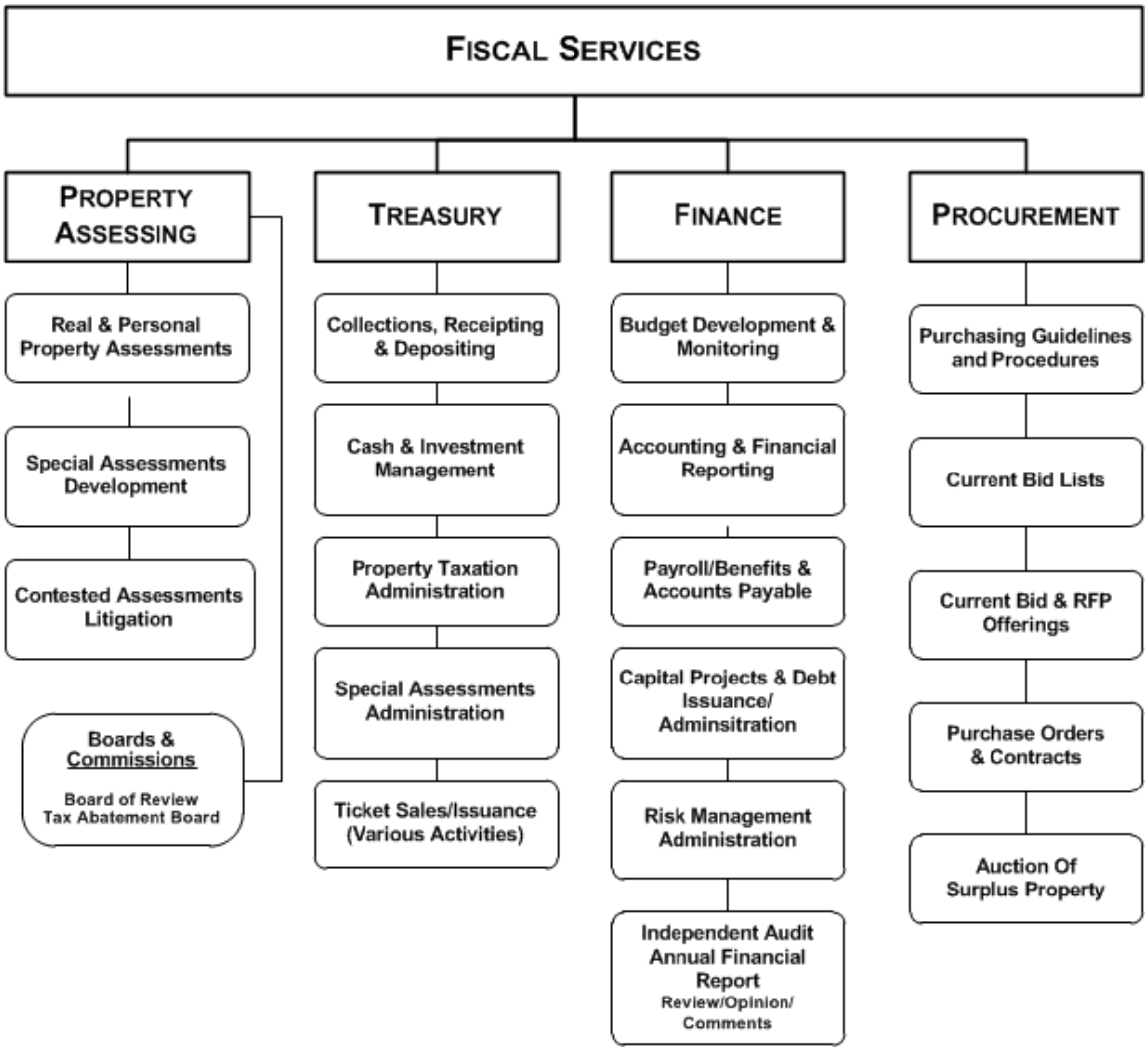
Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 344,000	$ 353,002	$ 366,600	$ 421,500
Interest & Rents	3,431	2,406	2,000	2,000
Other	- 0 -	- 0 -	300	1,000
TOTAL SOURCES	$ 347,431	$ 355,408	$ 368,900	$ 424,500
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 533	$ 3,278	$ 69,800	$ 74,291
* Benefits - Includes NonWorking Wages	- 0 -	- 0 -	6,558	6,992
* Mandatory Employer Costs	76	347	6,425	6,181
Other Current Expenditures -				
* Supplies / Maintenance	1,585	18,157	19,100	12,400
* Contractual	205,835	204,690	3,500	7,500
* Other	1,814	2,466	14,000	14,000
Capital Outlay	55,331	7,131	190,000	82,000
Transfers Out	75,000	100,000	201,250	214,700
TOTAL USES	$ 340,174	$ 336,069	$ 510,633	$ 418,064
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 7,257	$ 19,339	$ (141,733)	$ 6,436
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	389,411	408,750	267,017	273,453
TOTAL FUND EQUITY	$ 389,411	$ 408,750	$ 267,017	$ 273,453
- - STAFFING - -				
Personnel Services Total Amount	$ 609	$ 3,625	$ 82,783	$ 87,464
* Full-Time Positions	0.01	0.02	0.20	0.20
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	1.40	1.60

FISCAL SERVICES GROUP
INTRODUCTION

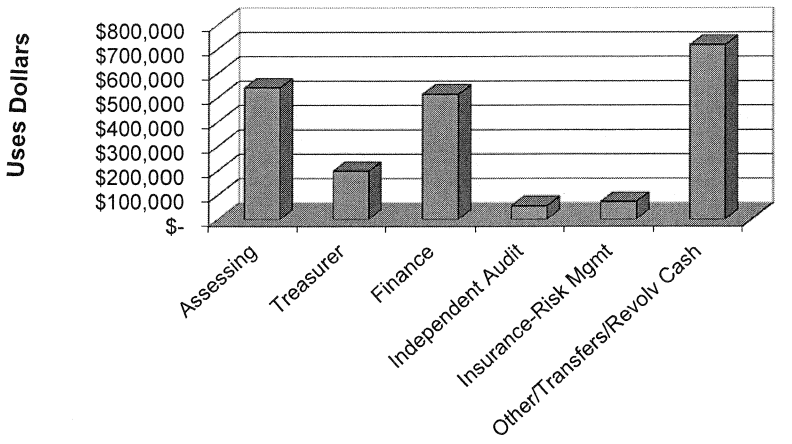
GROUP MISSION STATEMENT

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

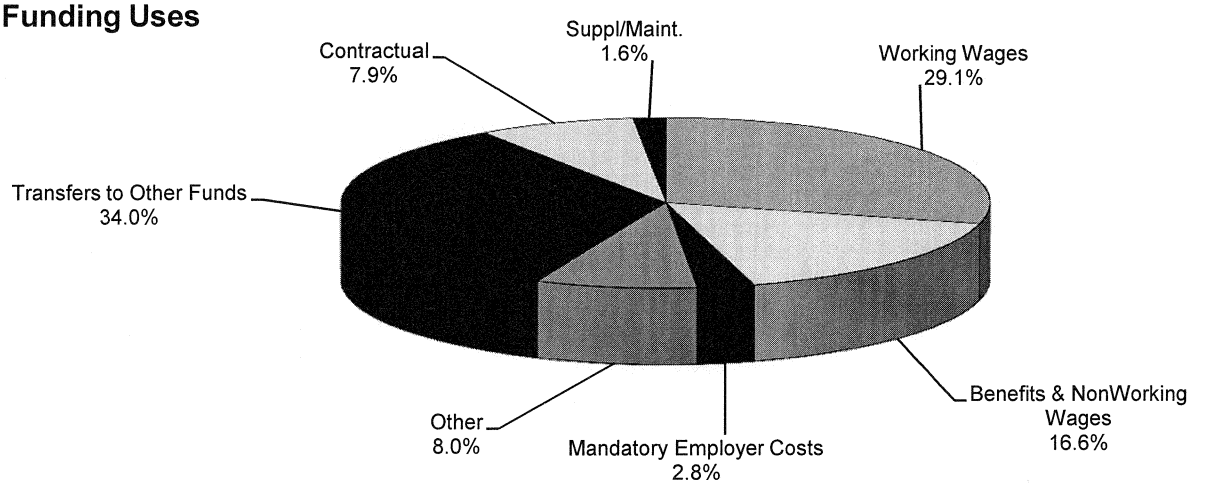
GROUP ORGANIZATIONAL STRUCTURE



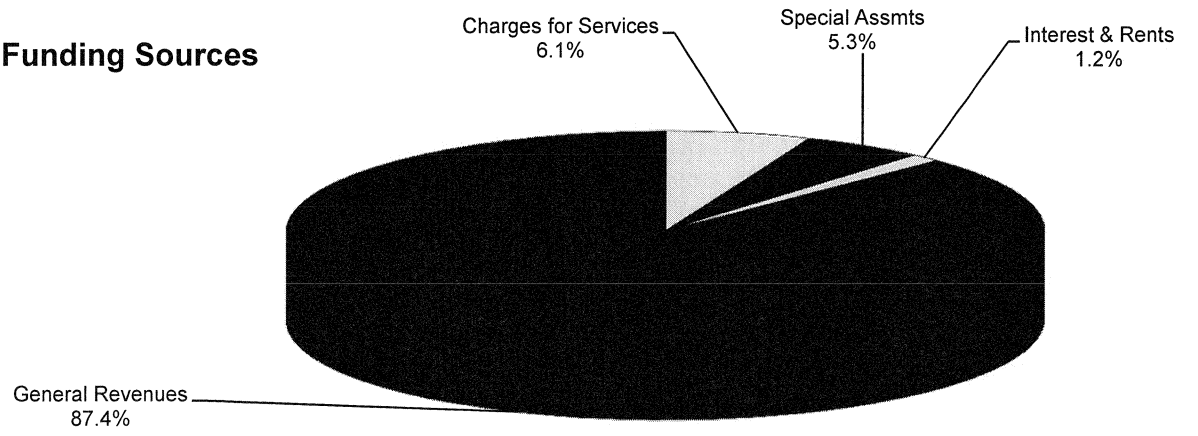
Total Uses By Department $2,091,460



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General Fund	$ 1,718,013	$ 1,828,275	$ 2,145,759	$ 2,087,735
Special Revenue Funds	391,273	860,455	509,746	- 0 -
Enterprise Funds	4,011	2,939	3,125	3,725
TOTAL - ALL FUND TYPES	$ 2,113,297	$ 2,691,669	$ 2,658,630	$ 2,091,460
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 112,205	$ 210,238	$ 157,637	$ 110,225
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	147,860	138,652	134,950	128,110
Interest & Rents	6,907	8,263	27,483	25,890
Other	102,240	131,756	75,737	225
Transfers In	17,357	3,626	4,812	- 0 -
TOTAL SOURCES	$ 386,569	$ 492,535	$ 400,619	$ 264,450
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 675,970	$ 667,981	$ 592,046	$ 608,388
* Benefits - Includes NonWorking Wages	321,638	330,817	357,958	346,192
* Mandatory Employer Costs	64,858	62,109	57,709	59,592
Other Current Expenditures -				
* Supplies / Maintenance	60,923	65,105	74,153	34,000
* Contractual Items	205,192	196,076	148,825	164,920
* Other	284,702	461,786	254,084	166,747
Capital Outlay	30,835	7,769	42,980	- 0 -
Transfers Out	469,179	900,026	1,130,875	711,621
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,113,297	$ 2,691,669	$ 2,658,630	$ 2,091,460
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,062,466	$ 1,060,907	$ 1,007,713	$ 1,014,172
* Full-Time Positions	13.15	13.15	12.15	12.15
* Part-Time Positions @ F.T.E.	1.50	1.30	1.35	1.30

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Fiscal Services Group Action Plans

DEPARTMENT MISSION STATEMENT

Provide accurate and equitable systems to account and budget for financial transactions, assess property, audit financial information, collect taxes and fees, evaluate risk and insure appropriately, invest surplus funds, oversee issuance of debt, pay invoices and compensation, and purchase equipment and services. Provide financial and other information to elected officials and staff to assist decision making, while delivering excellent service to both internal and external customers.

ACTION PLAN FOR FISCAL YEAR 2014

* **Address equitable Administrative cost share for all interagency Insurance Funds to begin on January 1, 2014.**

* **Evaluate Disability Insurance options. (January 1, 2014)**

* **Review the use of the competitive marketplace for liability and other insurances by January 1, 2014.**

* **Analyze alternatives to pay down the Michigan Employees Retirement System (MERS) unfunded liability by September 1, 2013.**

* **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. Emphasis will be to complete a minimum of 12 percent of commercial properties, 20 percent of Industrial properties and 10 percent of residential properties in the next year.**

* **Resolve Freedom Village and other Michigan Tax Tribunal (MTT) appeals.**

* **Measure impact of personal property legislation on revenues and operations, allocating appropriate staff resources accordingly.**

* **Finalize and implement Fraud and Financial Misuse Policy by September 30, 2013.**

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE & TREASURER - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
FINANCE				
RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES				
> Individual Funds - excluding Capital Project & Grant Funds	73	73	70	70
> Grant Funds - excluding Grants Not in Seperate Grant Funds	23	18	15	15
> Capital Projects with Financial Activity During Fiscal Year	56	51	50	50
PAYROLL AND FRINGE BENEFITS				
> Full-time and part-time "A" employees paid - City	220	204	194	190
> Part-time "B" employees paid - City	512	623	500	450
> Full-time and part-time "A" employees paid - as fiscal agent	107	102	100	98
> Part-time "B" employees paid - as fiscal agent	70	66	75	75
> Payroll cks issued & direct deposits made annual - City	9,958	9,171	9,000	8,800
> Payroll cks issued & direct deposits made annual - as fiscal agent	3,601	3,570	3,600	3,600
> Payroll dollars disbursed annually - City	13,043,000	13,037,300	13,940,000	13,780,000
> Payroll dollars disbursed annually - as fiscal agent	4,115,600	3,760,800	3,750,000	3,725,000
> Fringe benefit & mandatory benefit dollars disbursed annually - City	4,657,000	4,617,500	4,881,800	4,901,700
ACCOUNTS PAYABLE				
> No. of accounts payable checks issued annually - City	6,561	5,738	6,000	6,000
> No. of accounts payable checks issued annually - as fiscal agent	not available	2,158	2,260	2,260
> No. of accounts payable direct deposit (EFTs) - City	248	251	275	275
> No. of accounts payable direct deposit (EFTs) - as fiscal agent	not available	48	70	70
> Accounts payable dollars disbursed annually - City - including property tax distributions	64,796,456	63,313,105	67,500,000	67,500,000
> Accounts payable dollars disbursed annually - as fiscal agent - including property tax distributions	not available	5,634,061	6,154,736	6,154,736
PUBLIC DEBT (outstanding at fiscal year end)				
> Building Authority bond issues	5	5	4	4
> Act 34 Capital Improvement bond issues	2	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	5	5	4	3
> Installment Contracts / Drain issues	2	2	2	2
> Capital Lease Agreements	2	2	2	0
PROCUREMENT / PURCHASING				
> Purchase Orders Issued	838	935	900	950
> Bid Requests Issued	21	19	20	25
TREASURER				
ANNUAL VOLUME OF SELECTED TRANSACTIONS:				
> Utility Billings	4,456	4,225	4,300	4,350
> Property Tax Billings	25,520	25,597	25,611	25,611
> Dog Licenses	128	149	160	165
> Special Assessment (Full Payment) Receipts	46	83	35	35
> Other Licenses, Permits, & Misc. Invoices	8,020	7,062	7,200	7,300
> Pursuit of Delinquent Personal Property Taxes	165	150	165	175
> Credit Card Receipting Transaction Amounts City Hall	$183,786	$183,497	$195,000	$200,000
> Credit Card Receipting Transaction Amounts All Locations	$462,735	$455,791	$460,000	$465,000
> Credit Card Receipting - OPC (Taxes & Rental Housing)	$116,414	$141,749	$150,000	$155,000

FISCAL SERVICES GROUP

FINANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 101,660	$ 99,910	$ 104,990	$ 95,260
Funding Requirement - General Operating Revenues	459,279	464,764	410,401	417,124
TOTAL SOURCES	$ 560,939	$ 564,674	$ 515,391	$ 512,384
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 302,021	$ 296,546	$ 252,631	$ 261,096
* Benefits - Includes NonWorking Wages	170,032	171,711	181,171	174,022
* Mandatory Employer Costs	28,150	26,780	24,879	25,789
Other Current Expenditures -				
* Supplies / Maintenance	8,401	8,714	10,180	8,700
* Contractual	12,312	11,180	11,370	11,370
* Other	40,023	49,743	35,160	31,407
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 560,939	$ 564,674	$ 515,391	$ 512,384
- - STAFFING - -				
Personnel Services Total Amount	$ 500,203	$ 495,037	$ 458,681	$ 460,907
* Full-Time Positions	6.15	6.15	6.20	6.20
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.05	- 0 -

FISCAL SERVICES GROUP

TREASURER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 40,251	$ 33,081	$ 24,690	$ 27,030
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	155,885	150,601	167,368	170,079
TOTAL SOURCES	$ 196,136	$ 183,682	$ 192,058	$ 197,109
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 94,286	$ 82,500	$ 79,315	$ 80,587
* Benefits - Includes NonWorking Wages	34,476	29,923	35,995	38,817
* Mandatory Employer Costs	9,967	8,500	8,350	8,550
Other Current Expenditures -				
* Supplies / Maintenance	11,546	11,880	12,950	13,200
* Contractual	23,792	23,502	25,000	25,000
* Other	22,069	27,377	30,448	30,955
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 196,136	$ 183,682	$ 192,058	$ 197,109
- - STAFFING - -				
Personnel Services Total Amount	$ 138,729	$ 120,923	$ 123,660	$ 127,954
* Full-Time Positions	1.90	1.90	1.85	1.85
* Part-Time Positions @ F.T.E.	1.00	0.60	0.60	0.60

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 2014

* **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 2013)**

* **To present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements. (January 2014)**

* **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, 2013 by the December 31, 2013 deadline.**

* **Under contractual arrangement, facilitate the audits of the Macatawa Area Express Transportation Authority, the Herrick District Library 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, 2013 by the December 31, 2013 deadline.**

* **Hold meetings every 4-6 months with the audit committee and consider transition into a more self-directed audit committee approach.**

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
FUNDS AUDITED:				
General City	52	56	56	56
Board of Public Works	3	3	3	3
Downtown Development Authority	1	1	1	1
Holland Historical Trust	1	1	1	1
Brownfield Redevelopment Authority	1	1	1	1
COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:				
Comprehensive Annual Financial Report	60	60	60	45
Single Audit Report	60	60	60	45
Board of Public Works Component Unit Report	50	50	50	50
Holland Historical Trust Component Unit Report	30	25	25	25
Herrick District Library Report (Fiscal Agent)	30	30	30	15
Macatawa Area Express Transp. Authority Report (Fiscal Agent)	40	40	40	30
West Michigan Airport Authority Report (Fiscal Agent)	25	25	25	10
ALLOCATION OF ANNUAL AUDIT FEE*:				
General Fund	$ 44,200	$ 46,200	$ 46,200	$ 47,100
Principal Shopping District (PSD) Fund	500	500	500	500
Downtown Development Authority (DDA) Fund	500	500	500	500
Board of Public Works Utility Funds	12,200	12,400	12,400	12,700
Holland Historical Trust	4,900	5,100	5,100	5,300
Total Fee Paid By City Funds	$ 62,300	$ 64,700	$ 64,700	$ 66,100
ANNUAL AUDIT FEE (CITY IS FISCAL AGENT)*:				
West Michigan Airport Authority (WMAA)	$ 5,700	$ 5,900	$ 5,900	$ 6,100
Macatawa Area Express Transportation Authority (MAX)	6,600	6,800	6,800	7,000
Herrick District Library	7,400	7,600	7,600	7,800
Total Fee Paid By Other Entities, But City Staff Oversees Audit	$ 19,700	$ 20,300	$ 20,300	$ 20,900
TOTAL ANNUAL AUDIT FEE OVERSEEN BY CITY FINANCE*:	$ 82,000	$ 85,000	$ 85,000	$ 87,000

* Activity during fiscal year reflects the audit of the previous fiscal year.

FISCAL SERVICES GROUP

INDEPENDENT AUDIT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	46,321	49,940	47,250	55,250
TOTAL SOURCES	$ 46,321	$ 49,940	$ 47,250	$ 55,250
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 105	$ 100	$ 100	$ 100
* Contractual	45,018	48,690	45,950	53,950
* Other	1,198	1,150	1,200	1,200
TOTAL USES	$ 46,321	$ 49,940	$ 47,250	$ 55,250

- - 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 2014

* **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. Emphasis will be to complete a minimum of 12 percent of commercial properties, 20 percent of Industrial properties and 10 percent of residential properties in the next year.**

  2. **Defend Valuations before the Michigan Tax Tribunal (MTT). It is expected that less time and staff focus will be spent defending assessments before the MTT in the next fiscal year, including defending various full Tribunal Valuations. In turn, this will allow for the time necessary to reach a review level under achieved in FY 2013.**

  3. **This office will spend less time on auditing personal property until such time as more direct information effecting the valuation and reporting of personal property is forthcoming from the State Tax Commission.**

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 2014

* **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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Agricultural Improved Properties	7	7	7	6
Agricultural Vacant Properties	9	9	9	10
Commercial Improved Properties	693	693	685	673
Commercial Vacant Properties	125	125	126	172
Industrial Improved Properties	149	149	150	134
Industrial Vacant Properties	74	74	72	77
Residential Improved Properties	9,501	9,501	9,509	9,517
Residential Vacant Properties	437	437	435	409
Developmental Properties	7	7	7	7
Exempt Properties	486	486	504	518
Personal Property - Commercial	1,424	1,424	1,452	1,399
Personal Property - Industrial	144	144	134	162
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels & 328's	235	235	162	154
NEZ Special Acts Parcels	123	123	123	134
Dockominiums, Commercial Condominiums and Buildings on Leased Land	132	132	152	152
Total Properties	13,555	13,555	13,536	13,533
Special Assessment Projects	5	7	5	5
Board of Review Appeals				
Appointments *	280	310	55	50
Letters *	30	35	8	10
Recommendations *	30	35	11	10
Total Parcels Appealed	340	380	147	120
MTT Assessment Appeal Properties				
Full Tribunal	50	30	8	8
Small Claims Division	20	15	8	8

* May reflect more than one parcel being appealed.

FISCAL SERVICES GROUP

PROPERTY ASSESSING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,362	$ 1,784	$ 1,820	$ 1,920
Funding Requirement - General Operating Revenues	588,436	596,527	531,252	537,451
TOTAL SOURCES	$ 589,798	$ 598,311	$ 533,072	$ 539,371
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 279,663	$ 288,005	$ 259,750	$ 266,705
* Benefits - To Include NonWorking Wages	117,130	129,183	140,792	133,353
* Mandatory Employer Costs	26,741	26,758	24,480	25,253
Other Current Expenditures -				
* Supplies / Maintenance	8,756	9,331	9,400	9,800
* Contractual	124,070	112,704	65,600	74,600
* Other	33,438	32,330	33,050	29,660
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 589,798	$ 598,311	$ 533,072	$ 539,371
- - STAFFING - -				
Personnel Services Total Amount	$ 423,534	$ 443,946	$ 425,022	$ 425,311
* Full-Time Positions	5.10	5.10	4.10	4.10
* Part-Time Positions @ F.T.E.	0.50	0.70	0.70	0.70

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 2014

* **This activity includes an appropriation for the intent of charging premium costs associated with the liability commercial insurance policies.**

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised. Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	69,432	64,781	68,572	72,000
TOTAL SOURCES	$ 69,432	$ 64,781	$ 68,572	$ 72,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 69,432	$ 64,781	$ 68,572	$ 72,000
TOTAL USES	$ 69,432	$ 64,781	$ 68,572	$ 72,000

- - 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 2014

* **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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	255,387	366,887	789,416	711,621
TOTAL SOURCES	$ 255,387	$ 366,887	$ 789,416	$ 711,621
FUNDING USES -				
Transfers Out	$ 255,387	$ 366,887	$ 789,416	$ 711,621
TOTAL USES	$ 255,387	$ 366,887	$ 789,416	$ 711,621

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES GROUP

BUDGET STABILIZATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Transfers In	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Other	$ 80,794	$ 215,149	$ - 0 -	$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 80,794	$ 215,149	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (80,794)	$ (215,149)	$ - 0 -	$ - 0 -
BALANCE RECLASSIFIED AS A GENERAL FUND		$ (720,877)		
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	936,026	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 936,026	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

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 2014

* **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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Special Assessments	$ 112,205	$ 210,238	$ 157,637	$ 110,225
Interest & Rents	6,753	8,195	27,423	25,840
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	17,357	3,626	- 0 -	- 0 -
TOTAL SOURCES	$ 136,315	$ 222,059	$ 185,060	$ 136,065
FUNDING USES -				
Capital Outlay	$ 11,900	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	202,325	525,865	337,182	- 0 -
TOTAL USES	$ 214,225	$ 525,865	$ 337,182	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (77,910)	$ (303,806)	$ (152,122)	$ 136,065
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	64,422	(239,384)	(391,506)	(255,441)
TOTAL FUND EQUITY	$ 64,422	$ (239,384)	$ (391,506)	$ (255,441)

- - STAFFING - -

Positions: Not Applicable

Special Assessment Receivables/Deferred Revenue at the end of FY2013 are estimated to be $952,695.

Special Assessment Receivables/Deferred Revenue at the end of FY2014 are estimated to be $842,470.

The Michigan Department of Treasury allows a governmental fund to have a deficit balance if it is offset by deferred revenue.

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 2014

* **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 accordance with the donor's intended purpose.**

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

* **To account for donated funds for the Windmill repair project that will be transferred to the Windmill Island Fund as expenses are incurred.**

FISCAL SERVICES GROUP

SPECIFIED DONATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 102,240	$ 131,581	$ 75,512	$ - 0 -
Interest & Rents	97	27	20	- 0 -
Transfers In	- 0 -	- 0 -	4,812	- 0 -
TOTAL SOURCES	$ 102,337	$ 131,608	$ 80,344	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 930	$ 350	$ - 0 -
* Mandatory Employer Costs	- 0 -	71	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	29,623	33,522	39,823	- 0 -
* Contractual	- 0 -	- 0 -	905	- 0 -
* Other	36,229	69,875	84,229	- 0 -
Capital Outlay	18,935	7,769	42,980	- 0 -
Transfers Out	11,467	7,274	4,277	- 0 -
TOTAL USES	$ 96,254	$ 119,441	$ 172,564	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 6,083	$ 12,167	$ (92,220)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 3,570	$ 3,597	$ 8,429	$ 8,429
Undesignated / Unreserved	84,912	97,052	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 88,482	$ 100,649	$ 8,429	$ 8,429

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2014. Rather, Appropriations Are Established upon City Conc 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. In FY-2011 $5,000 of the Balance was used towards the Alburtus Van Raalte Bicentennial Celebration.

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 2014

* **To continue to monitor use of vending and coffee machines to adequately determine employee needs. (December 2013)**

* **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. (December 2013)**

* **To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability. (December 2013)**

* **To continue to be responsive to employee's needs within the framework of available funds and make improvements where possible with employee consensus. (December 2013)**

FISCAL SERVICES GROUP

CITY HALL EMPLOYEES BENEFIT FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 4,587	$ 3,877	$ 3,450	$ 3,900
Interest & Rents	57	41	40	50
Other	- 0 -	175	225	225
TOTAL SOURCES	$ 4,644	$ 4,093	$ 3,715	$ 4,175
FUNDING USES -				
Other Current Expenses -				
* Supplies / Maintenance	$ 2,492	$ 1,558	$ 1,700	$ 2,200
* Other	1,519	1,381	1,425	1,525
TOTAL USES	$ 4,011	$ 2,939	$ 3,125	$ 3,725
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 633	$ 1,154	$ 590	$ 450
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	4,881	6,035	6,625	7,075
TOTAL FUND EQUITY	$ 4,881	$ 6,035	$ 6,625	$ 7,075
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 1,154	$ 590	$ 450
ENDING BALANCE	$ 4,881	$ 6,035	$ 6,625	$ 7,075

- - STAFFING - -

Positions: Not Applicable

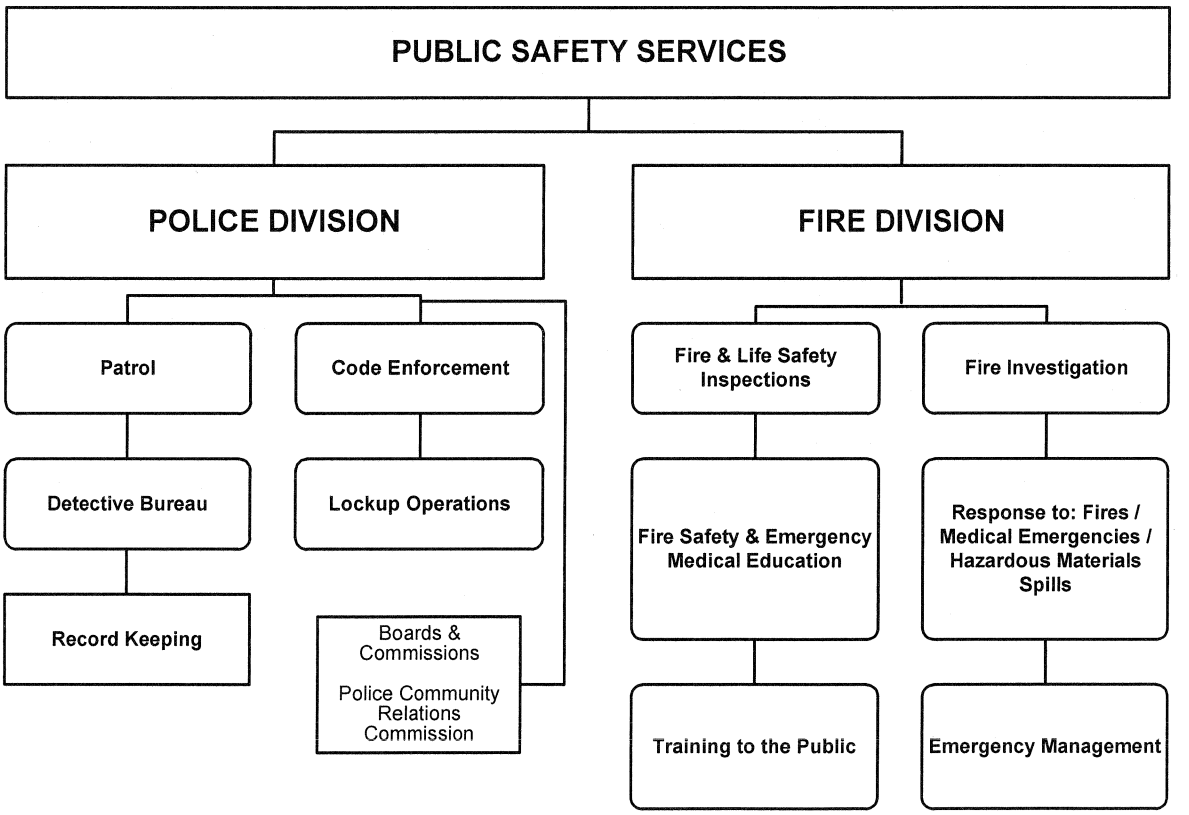
In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines.

PUBLIC SAFETY SERVICES GROUP
INTRODUCTION

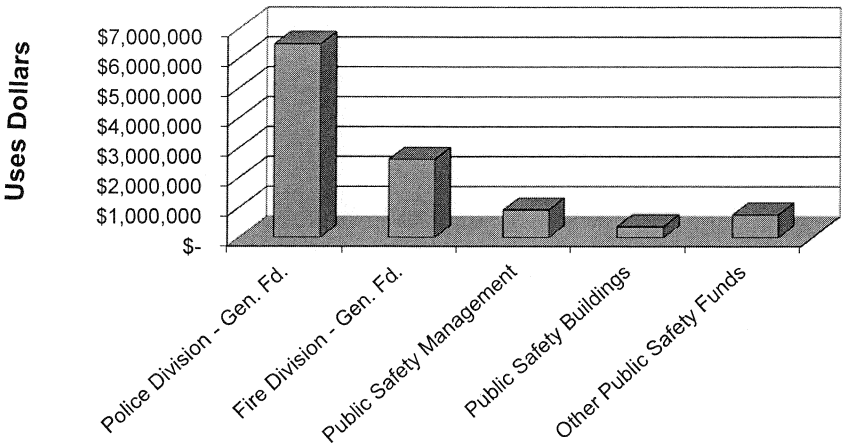
GROUP MISSION STATEMENT

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.

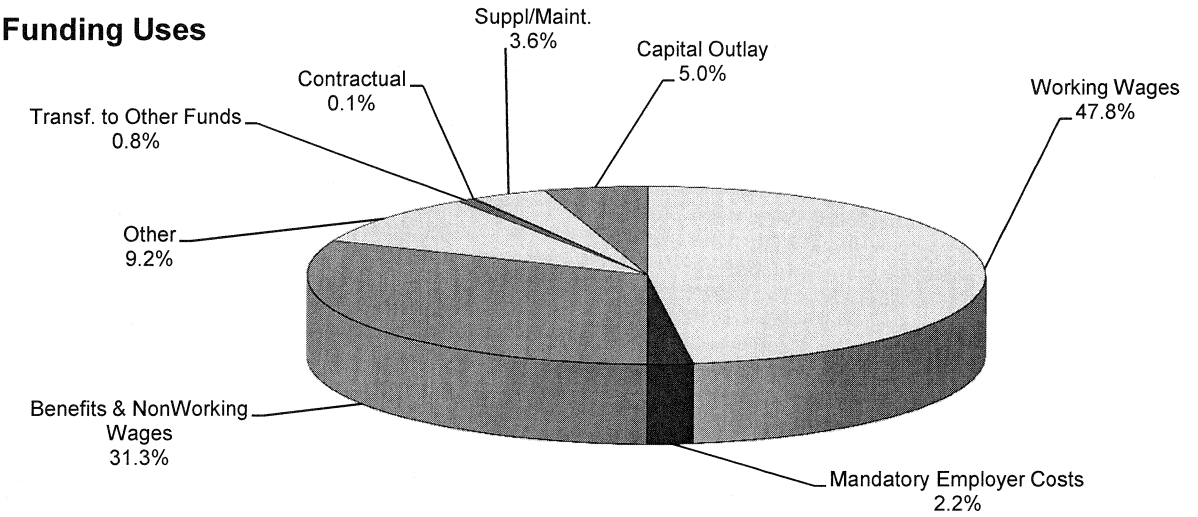
GROUP ORGANIZATIONAL STRUCTURE



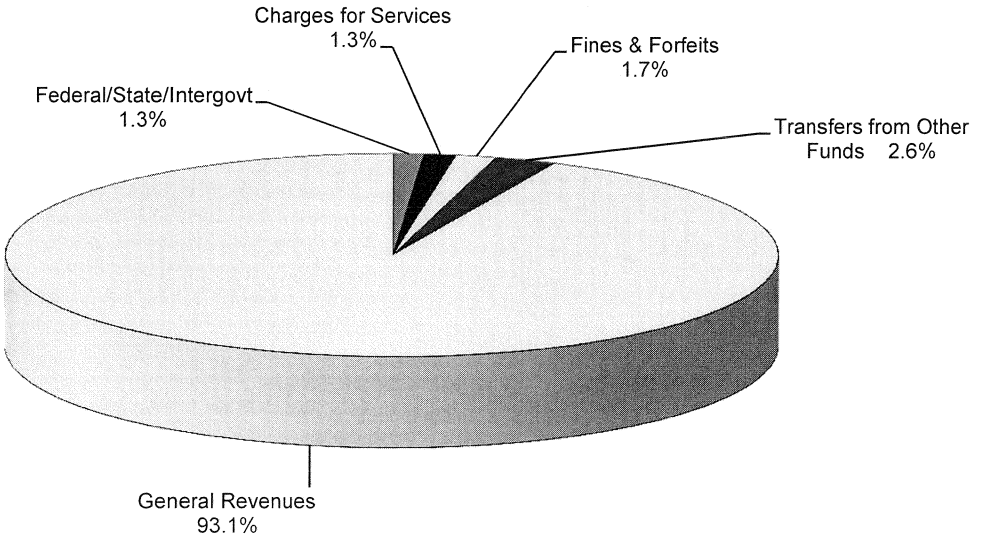
Total Uses By Department $11,144,466



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 10,097,976	$ 9,837,572	$ 10,002,411	$ 10,380,102
Special Revenue	592,047	427,805	401,142	284,764
Enterprise	5,524	4,418	4,600	4,600
Internal Service	- 0 -	- 0 -	- 0 -	475,000
TOTAL - ALL FUND TYPES	$ 10,695,547	$ 10,269,795	$ 10,408,153	$ 11,144,466
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 465,941	$ 307,625	$ 251,054	$ 137,244
Charges for Services	71,901	102,279	114,700	143,000
Fines & Forfeits	204,048	204,890	181,000	181,000
Interest & Rents	4,363	3,248	2,004	500
Other	1,763	1,155	1,240	1,200
Transfers In	245,931	239,172	193,201	279,410
TOTAL SOURCES	$ 993,947	$ 858,369	$ 743,199	$ 742,354
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,479,464	$ 5,394,845	$ 5,341,490	$ 5,328,285
* Benefits - Includes NonWorking Wages	3,229,611	3,114,585	3,395,023	3,487,913
* Mandatory Employer Costs	261,019	251,071	237,760	241,955
Other Current Expenditures -				
* Supplies / Maintenance	400,209	404,419	425,276	398,950
* Contractual Expenditures	17,156	16,667	14,850	14,850
* Other	1,000,707	939,751	935,204	1,031,223
Capital Outlay	232,381	67,327	58,550	554,400
Transfers Out	75,000	81,130	- 0 -	86,890
TOTAL USES	$ 10,695,547	$ 10,269,795	$ 10,408,153	$ 11,144,466
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 99,757	$ 91,219	$ 99,800	$ 99,800
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 8,970,094	$ 8,760,501	$ 8,974,273	$ 9,058,153
* Full-Time Positions	94.00	90.00	87.00	86.00
* Part-Time Positions @ F.T.E.	9.55	9.15	8.30	8.80
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Public Safety Operations

MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2014

OPERATIONAL OBJECTIVES

* **Establish and evaluate a volunteer program that would include eight to ten volunteers to assist with police and fire non-essential duties. (July 2013)**

* **Finalize the Public Safety Service Delivery Report and initiate recommendations. (July 2013)**

* **Review compensation for part-paid fire fighters and initiate new on-call strategies for fire suppression response. (July 2013)**

* **Establish a fire training curriculum and increase the number of hours provided for firefighter training. (July 2013) $8000**

* **Purchase necessary equipment and initiate e-ticketing and e-crash in all cruisers and other department computers. (July 2013) $10,800 – IT Budget**

* **Evaluate the already implemented expense recovery ordinance and establish an accurate revenue estimate to use toward Public Safety Service operations. (January 2014)**

* **Develop a comprehensive strategy for planning and funding improvements or reconstruction of fire service facilities. Included in this will be the evaluation of station locations with special attention afforded to the Kollen Park Fire Station. (April 2014)**

* **Develop and implement a comprehensive Firefighter wellness and fitness program that includes education, training, equipment and effective medical evaluations. (June 2014)**

* **To equip all police cruisers with L-3 in-car cameras. (October 2013) $40,000 – IT Budget**

* **Assist City Manager's Office with creating community relations opportunities to discuss the impact that gang activity & investigations have on the Holland community. (Throughout 2013)**

* **Evaluate the possibility of using part-paid staffing to minimize overtime expenses for fire operations. (July 2013)**

* **Continue to look at opportunities to work with area fire departments to promote a regional fire service delivery model. (July 2013)**

* **Evaluate and determine a replacement of a 23 year old Pumper/Engine. (July 2013) $440,000 - $500,000**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Police Calls:				
Total Police Calls	21,195	22,319	22,000	22,000
Part I Criminal Offenses	2,983	3,174	3,000	3,000
Part II Criminal Offenses	3,004	2,846	2,800	2,800
Service Calls	13,813	14,864	14,500	14,500
Accidents Reported:				
Total Crashes Investigated	1,395	1,435	1,425	1,425
Injury	187	187	185	185
Property Damage	1,208	1,248	1,225	1,225
Fatalities	0	2	1	1
Case Solvability Factor				
Part I Criminal Offenses	55.8%	53.3%	53.0%	53.0%
Part II Criminal Offenses	98.0%	98.2%	98.0%	98.0%
Call Response Time % on total Police Calls				
10 minutes & under	86.9%	86.0%	86.0%	86.0%
5 minutes & under	66.7%	63.8%	64.0%	64.0%
Lockup Report:				
Total Bookings	3,132	2,905	2,900	2,900
Adult Arrests	1,954	1,808	1,800	1,800
Juvenile Arrests	134	72	80	80
Court Commitments / Transfers	910	909	900	900
Police Vehicle Report:				
Total Miles Driven	437,178	437,538	437,500	437,500
Preventable Cruiser Accidents	4	4	4	4
Non-Preventable Accidents	5	1	2	2
Training:				
Total Hours-FTO, Reserve, & Regular Officers	9,724	9,858	9,900	9,900
Animal Complaints Investigated				
Domestic Animals	135	124	120	120
Wildlife Animals	2	4	3	3
Court Citations Issued	4,181	3,814	3,800	3,800
Parking Enforcement				
Overnight Violations	3,748	3,177	3,200	3,200
Handicapped Violations	65	29	75	75
Ordinance Violations	910	921	950	950
Parking Fines Collected	$59,350	$59,115	$62,000	$63,000
Park Patrol				
Total Incidents	34	26	30	30
Disorderly Arrests	0	0	0	0
Abandoned Vehicles - Total Processed	17	5	10	10
Found/Recovered Bicycles - Total Processed	155	208	180	180

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
School Programs				
College	1	9	5	5
High School	4	3	4	4
Middle & Elementary (K-7)	29	18	20	20
Community Programs				
Speaking Engagements	10	10	10	10
Canine	1	4	4	4
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	31	21	25	25
Call-out Hours	157	126	145	145
Meeting/Training Hours	451	428	430	430

PROGRAM MEASUREMENTS

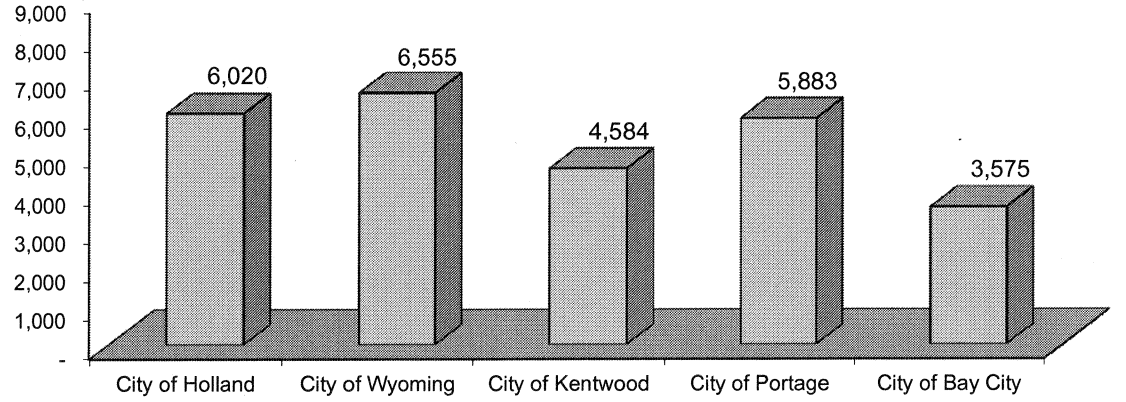
- - PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - FIRE - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total Fire Incidents	86	90	120	110
Structure Fires	45	58	63	60
Outside of Structure Fires	3	5	3	4
Vehicle Fires	17	10	18	15
Vegetation Fires	4	2	10	6
Refuse Fires	12	7	16	14
Explosion with no After-fire	4	5	8	8
Fire or Explosion not Otherwise Classified	1	3	2	3
Medical Emergencies	1,944	1,947	2,016	2,020
Flammable Liquid/Gas Emergencies & Hazardous Conditions	157	173	169	170
Service Calls	159	181	190	185
Good Intent Calls	115	170	200	161
False Alarms/Alarm Malfunctions	302	302	270	250
Other/Miscellaneous Calls	5	4	3	3
TOTAL INCIDENTS	2,768	2,867	2,968	2,899
Change from Previous Year	0.62%	3.58%	3.52%	-2.32%
Value of Property Exposed to Fire	$128,286,527	$29,196,725	$22,530,780	$25,500,000
Combined Real and Personal Property Lost	$1,588,766	$910,487	$840,514	$1,020,000
Percent of Exposed Property Saved	98.76%	96.88%	96.00%	96.00%
TRAINING AND SAFETY ACTIVITIES				
Total Personnel-Hours Spent in Training	4,483	3,053.89	3,000	3,000
Civilian Fire-Related Injuries	5	4	4	2
Firefighter Duty-Related Injuries	2	5	2	2
FIRE PREVENTION ACTIVITIES				
Fire Code Inspections Performed	82	98	150	200
Fire Investigations Conducted	9	15	10	10
Outside Fire Prevention Programs Presented	24	15	20	25
Shift Based Pre-Plans & Fire Code Inspections	74	*	*	*
Child Passenger Safety Seat Installations & Inspections	N/A	90	200	160
Insurance Service Office Rating	4	4	4	4
Number of fire stations	3	3	3	3
Fire Hydrant Maintenance & Flowing	0	0	1,739	1,739
EMERGENCY MANAGEMENT				
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	1	1	1	2
Plan and Implement City Emergency Plan Test Exercise	0	0	0	1

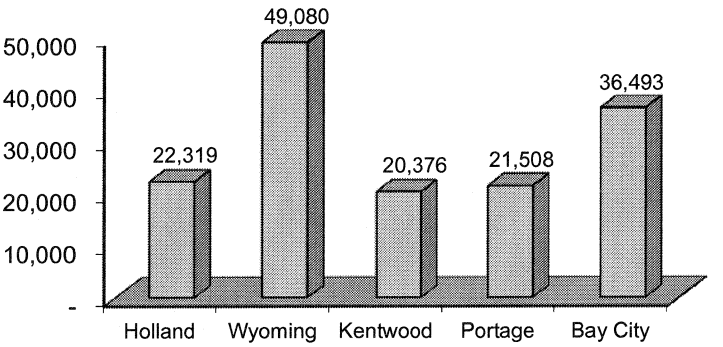
* Shift Based Pre Plans & Fire Code Inspections have been consolidated with "Fire Code Inspecitons" effective FY12.

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISON - COMPARABLES

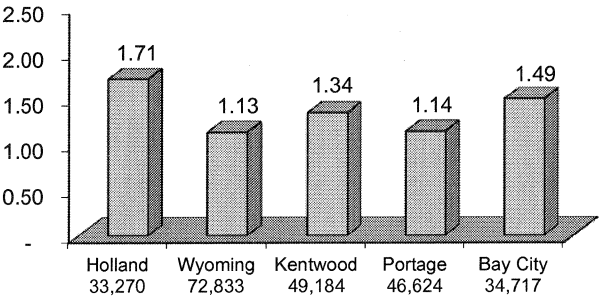
Crime Calls



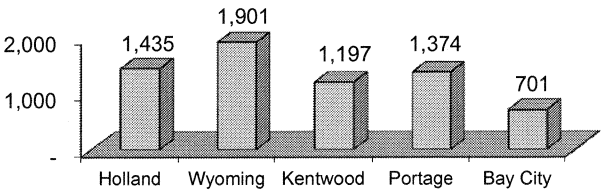
Total Calls



Sworn Officers Per 1,000 Population



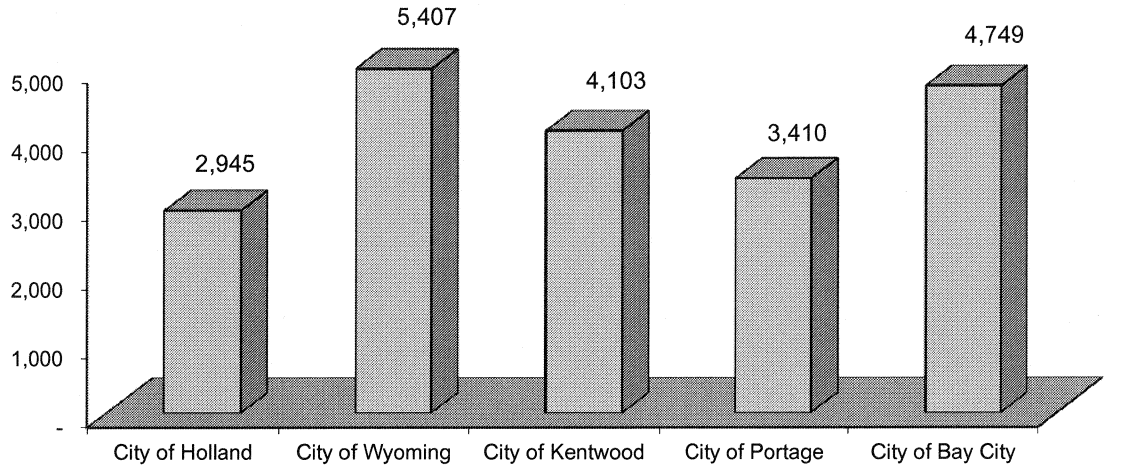
Accident Crashes



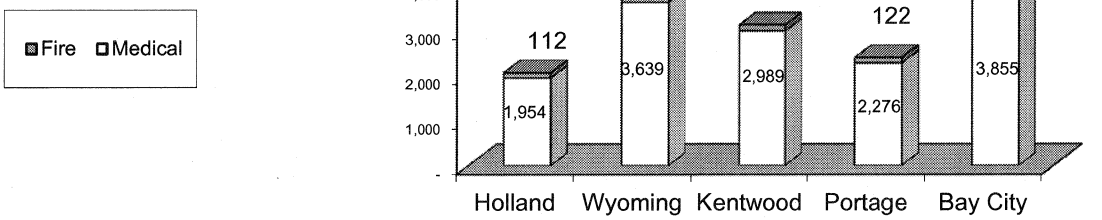
Note: Comparable Michigan Cities, Based on Calendar Year 2011 Data and 2010 Population Census.

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES

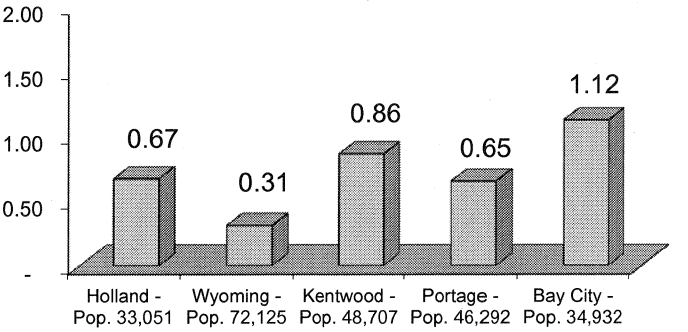
Total Incidents



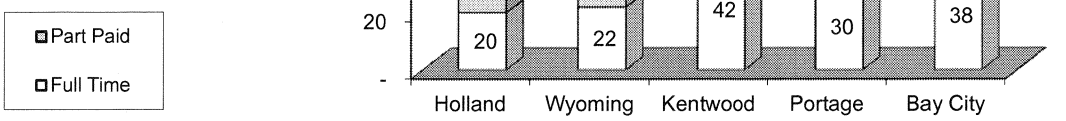
Fire and Medical Incidents



Full Time Firefighters Per 1,000 Population



Full Time Part Paid (Top) Firefighters



Note: Comparable Michigan Cities, Based on Calendar Year 2011 Data.

PUBLIC SAFETY SERVICES GROUP
POLICE & FIRE DIVISIONS

(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 43,842	$ 44,310	$ 45,000	$ 45,000
Charges for Services	69,036	98,564	111,500	139,800
Fines & Forfeits	204,048	204,890	181,000	181,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Required-General Operating Revenues	9,781,050	9,489,808	9,664,911	10,014,302
TOTAL SOURCES	$ 10,097,976	$ 9,837,572	$ 10,002,411	$ 10,380,102
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,238,449	$ 5,157,626	$ 5,101,362	$ 5,139,362
* Benefits - Includes NonWorking Wages	3,142,566	3,030,097	3,304,918	3,409,299
* Mandatory Employer Costs	250,880	240,917	230,290	235,728
Other Current Expenditures -			- 0 -	
* Supplies / Maintenance	387,901	383,175	409,521	396,150
* Contractual	17,156	16,667	14,850	14,850
* Other	986,024	926,860	922,404	1,018,423
Capital Outlay	- 0 -	7,230	19,066	79,400
Transfers Out	75,000	75,000	- 0 -	86,890
TOTAL USES	$ 10,097,976	$ 9,837,572	$ 10,002,411	$ 10,380,102
		-2.6%	1.7%	3.8%
- - STAFFING - -				
Personnel Services Total Amount	$ 8,631,895	$ 8,428,640	$ 8,636,570	$ 8,784,389
* Full-Time Positions	91.00	87.00	84.00	83.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.55	9.15	8.30	8.80

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 11,352	$ 10,792	$ 11,000	$ 11,000
TOTAL SOURCES	$ 11,352	$ 10,792	$ 11,000	$ 11,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 11,650	$ 11,111	$ 11,000	$ 11,000
Capital Outlay	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL USES	$ 11,650	$ 11,111	$ 11,000	$ 11,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (298)	$ (319)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,582	1,263	1,263	1,263
TOTAL FUND EQUITY	$ 1,582	$ 1,263	$ 1,263	$ 1,263

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Anti-Drug Abuse Act WEMET Grant Fund				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	1	1	1	1
WEMET Activity Report:				
Total Complaints Investigated	649	772	700	700
Holland Area Complaints	344	175	225	225
Arrests	401	77	250	250
Total Value of Drugs Seized	$303,562	$204,936	$250,000	$250,000

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 116,917	$ 86,183	$ 66,755	$ 65,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	128,383	161,467	192,900	192,520
TOTAL SOURCES	$ 245,300	$ 247,650	$ 259,655	$ 257,520
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 165,485	$ 168,986	$ 176,100	$ 175,530
* Benefits - To Include NonWorking Wages	73,234	72,346	77,305	75,800
* Mandatory Employer Costs	6,581	6,318	6,250	6,190
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 245,300	$ 247,650	$ 259,655	$ 257,520
- - 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	$ 245,300	$ 247,650	$ 259,655	$ 257,520
* 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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 102,306	$ 120,029	$ 105,048	$ 16,244
TOTAL SOURCES	$ 102,306	$ 120,029	$ 105,048	$ 16,244
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 75,530	$ 68,233	$ 64,028	$ 13,393
* Benefits - To Include NonWorking Wages	13,811	12,142	12,800	2,814
* Mandatory Employer Costs	3,558	3,836	1,220	37
Other Current Expenditures -				
* Supplies / Maintenance	9,407	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	35,818	27,000	- 0 -
TOTAL USES	$ 102,306	$ 120,029	$ 105,048	$ 16,244
- - 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	$ 92,899	$ 84,211	$ 78,048	$ 16,244

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-2014 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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 61,158	$ 40,735	$ 17,586	$ - 0 -
Interest & Rents	486	119	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	27,010	2,705	301	- 0 -
TOTAL SOURCES	$ 88,654	$ 43,559	$ 17,887	$ - 0 -
FUNDING USES -				
Capital Outlay	$ 86,887	$ 18,703	$ 12,484	$ - 0 -
Supplies and Maintenance	- 0 -	18,606	7,290	- 0 -
Transfers Out	- 0 -	6,130	- 0 -	- 0 -
TOTAL USES	$ 86,887	$ 43,439	$ 19,774	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,767	$ 120	$ (1,887)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,767	1,887	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 1,767	$ 1,887	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes the bulletproof vest and JAG program and various technology upgrades for the Police Division. For FY2011 this includes the $26,000 Camera Surveillance project which included a $16,000 transfer from the Municipal Capital Improvements Fund. For FY2012 this includes voice recorders, a digital microfilm scanner and rifles. FY2013 includes in-car video cameras.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
HOMELAND SECURITY GRANT FUND
- REFERENCE: OTTAWA COUNTY EMERGENCY MANAGEMENT
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 7,580	$ 5,576	$ - 0 -	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	1,895	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 9,475	$ 5,576	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Other	410	- 0 -	- 0 -	- 0 -
Capital Outlay	9,065	5,576	- 0 -	- 0 -
TOTAL USES	$ 9,475	$ 5,576	$ - 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 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 FY2011 grant included portable radios for the Fire Division. The FY2012 grant includes narrowband radios.

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 122,786	$ - 0 -	$ 5,665	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	13,643	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 136,429	$ - 0 -	$ 5,665	$ - 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	- 0 -	- 0 -	5,665	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay-Personal Protective Eqp.	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay-SCBA	130,522	- 0 -	- 0 -	- 0 -
Capital Outlay-Educ Trailer/Safety	5,907	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 136,429	$ - 0 -	$ 5,665	$ - 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 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).

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE EMPLOYEES BENEFIT FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,865	$ 3,715	$ 3,200	$ 3,200
Interest & Rents	12	3	4	- 0 -
Other	1,763	1,155	1,240	1,200
TOTAL SOURCES	$ 4,640	$ 4,873	$ 4,444	$ 4,400
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 2,901	$ 2,638	$ 2,800	$ 2,800
* Other	2,623	1,780	1,800	1,800
TOTAL USES	$ 5,524	$ 4,418	$ 4,600	$ 4,600
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (884)	$ 455	$ (156)	$ (200)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	158	613	457	257
TOTAL FUND EQUITY	$ 158	$ 613	$ 457	$ 257
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 455	$ (156)	$ (200)
ENDING BALANCE	$ 158	$ 613	$ 457	$ 257

- - 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

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 3,865	$ 3,126	$ 2,000	$ 500
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	75,000	75,000	- 0 -	86,890
TOTAL SOURCES	$ 78,865	$ 78,126	$ 2,000	$ 87,390
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	475,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ - 0 -	$ - 0 -	$ - 0 -	$ 475,000
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 99,757	$ 91,219	$ 99,800	$ 99,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (20,892)	$ (13,093)	$ (97,800)	$ (12,410)
ENDING BALANCE -				
Designated / Reserved - Vehicles	$ 389,590	$ 467,716	$ 469,716	$ 80,106
Undesignated / Unreserved	1,145,466	1,054,247	954,447	1,331,647
TOTAL FUND EQUITY	$ 1,535,056	$ 1,521,963	$ 1,424,163	$ 1,411,753
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

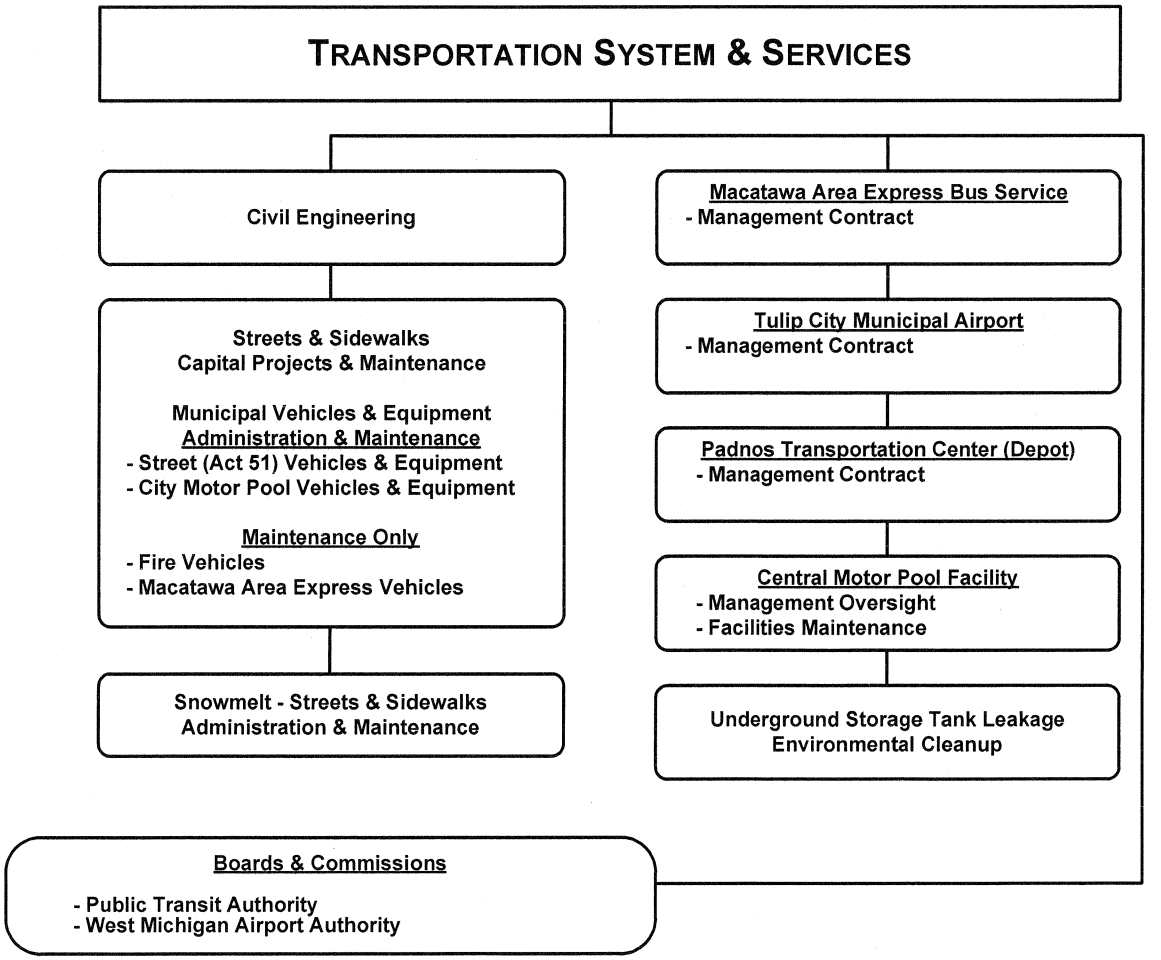
Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP
INTRODUCTION

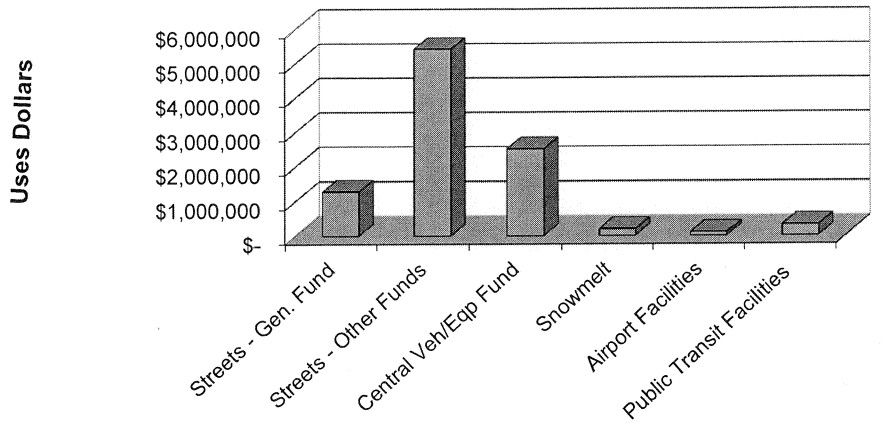
GROUP MISSION STATEMENT

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.

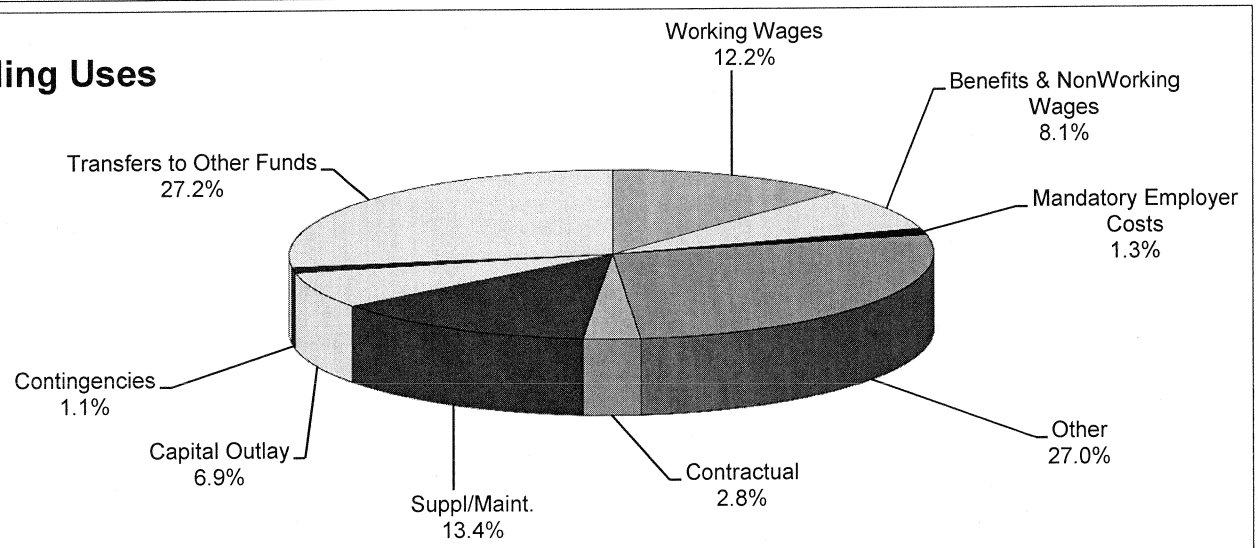
GROUP ORGANIZATIONAL STRUCTURE



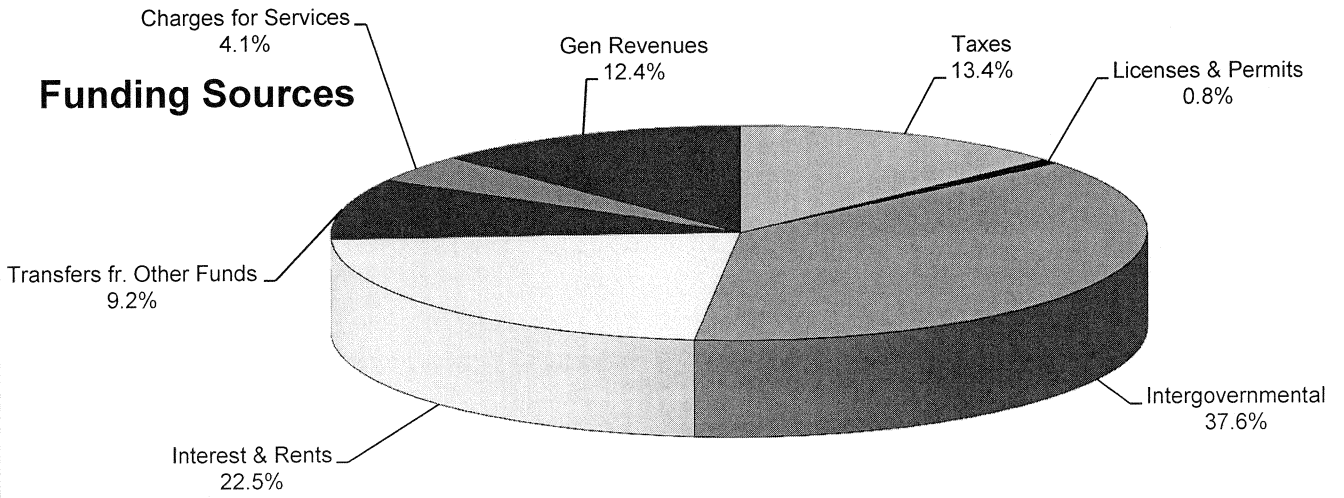
Total Uses By Department $9,834,123



Funding Uses



Funding Sources



TRANSPORTATION SYSTEM & SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,267,495	$ 1,283,935	$ 1,264,240	$ 1,281,363
Special Revenue	5,988,633	5,052,799	5,361,520	5,611,507
Enterprise	267,657	333,884	576,698	420,034
Internal Service	2,134,519	2,089,409	2,567,237	2,521,219
TOTAL - ALL FUND TYPES	$ 9,658,304	$ 8,760,028	$ 9,769,695	$ 9,834,123
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,312,864	$ 1,238,635	$ 1,177,817	$ 1,198,109
Licenses & Permits	86,875	65,842	70,400	70,400
Intergovernmental	3,227,323	3,305,582	3,503,100	3,365,000
Charges for Services	278,912	286,411	260,921	266,650
Fines & Forfeits	- 0 -	150	100	100
Interest & Rents	2,075,875	1,945,245	1,827,171	2,018,308
Other	3,243	45,450	73,236	102,500
Transfers In	630,632	803,371	897,333	819,065
TOTAL SOURCES	$ 7,615,724	$ 7,690,686	$ 7,810,078	$ 7,840,132
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,311,527	$ 1,323,355	$ 1,266,113	$ 1,202,118
* Benefits - Includes NonWorking Wages	656,054	711,840	783,980	803,221
* Mandatory Employer Costs	142,086	139,637	143,049	126,342
Other Current Expenditures -				
* Supplies / Maintenance	1,098,212	1,140,526	1,227,404	1,315,675
* Contractual	147,505	168,230	248,546	276,000
* Other	2,364,954	2,359,812	2,728,437	2,651,412
Capital Outlay	471,195	343,576	781,582	676,400
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	3,466,771	2,573,051	2,536,584	2,674,955
Contingencies	- 0 -	- 0 -	54,000	108,000
TOTAL USES	$ 9,658,304	$ 8,760,028	$ 9,769,695	$ 9,834,123
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,120,070	$ 1,167,569	$ 1,180,715	$ 1,180,715
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,109,667	$ 2,174,832	$ 2,193,142	$ 2,131,681
* Full-Time Positions	28.55	28.90	26.46	25.55
* Part-Time Positons @ F.T.E.	2.85	2.90	2.85	2.95

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Transportation Services

DEPARTMENT MISSION STATEMENT

Maintain and enhance the City's street system, alleys, sidewalks, and storm drain systems by providing street maintenance equipment and human resources, and provide design and construction administration services for City capital projects so as to provide a transportation network essential to maintain the commercial, industrial and residential base of the City. Represent the City's interest in road, sidewalk, drainage, and transportation matters as may be directed in metropolitan and regional planning forums, in the negotiation and administration of transportation contracts between the City and the Michigan Department of Transportation (MDOT), and in the administration of funding provided under county, state, and federal programs. Provide recordkeeping for the transit related facilities and capital assets owned by the City of Holland. Provide and maintain vehicles and equipment for use by various General City Departments and maintain a financing mechanism for the planned replacement of said vehicles and equipment.

ACTION PLAN FOR FISCAL YEAR 2014

* **To reduce leaf disposal costs by increasing composting opportunities and decreasing payments to outside companies for leaf disposal. The estimated cost savings is $5,000 over the amount included in the FY 2014 budget. (October 2013)**

* **Upgrade safety equipment and increase training for cement and drain crews with regard to confined space safety compliance. Estimated equipment costs are $8,500 and training costs are $500. (December 2013)**

* **Increase vehicle maintenance staff ability to complete more repairs in-house, and reduce reliance on outside contractors. (April 2014)**

* **Investigate ways to reduce heating costs in the vehicle maintenance garage. (December 2013)**

* **Work with Macatawa Area Express (MAX) Transit Authority as they transition to new facility, and as they begin to plan for future vehicle maintenance activities. (June 2014)**

* **Implement compaction testing requirement as part of the permit for work within the public right-of-way. (July 2013)**

* **Work through the Macatawa Area Coordinating Council (MACC) to create a regional forum where road agencies in the MACC area, including Michigan Department of Transportation (MDOT) Grand and Southwest regions, can meet to discuss and coordinate upcoming construction activities.**

* **Implement and carry out a strategic planning effort for the Parks, Recreation and Transportation Department, focusing on identifying opportunities for greater integration of staff within the department; more fully utilizing employees from all divisions in areas of operations where they may be most needed at a particular time or for a particular project;**

maximizing staff and equipment whenever and wherever possible; and continually working towards maintaining positive employee morale and pride in work performed.

* Prepare and implement a program to achieve high-priority street striping, including crosswalks, before Tulip Time (or as soon thereafter as possible) through use of a private contractor. The estimated amount to be added to the budget is $5,000. (Spring 2013)

* Utilize internal employees (interns/summer help who have worked in Engineering in previous years) for contract inspection on the South Washington Avenue project to reduce costs and achieve efficiencies. Estimated savings for the term of the project (May – October 2013) are $30,000.

* Begin implementation of recommendations to be received as a part of the Stormwater Master Plan Update; incorporating recommendations into new construction projects (Central Avenue), adopting areawide stormwater construction standards for new private development; and initiating planning for implementation of a maintenance plan.

* Pursue acquisition of a new plow truck with a slide-in salt box and wing plow, to achieve greater efficiencies in plowing and increase utilization of equipment throughout the year. Additional cost over a traditional plow is estimated to be $60,000.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Construction Projects in Process	7	7	5	6
Total Miles of Local and Major Streets (Does Not Include State Trunkline Miles)	148.55	149.05	149.40	149.40
Total Miles of Streets Reconstructed	1.82	1.81	0.96	1.00
Total Miles of Streets Resurfaced	3.070	5.412	3.07	3.000
Community Sidewalk Network in Miles of Walk	156.14	156.72	160.70	161.00
Sidewalk Repair Activities in Square Feet	10,942	13,000	12,500	12,500

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION MANAGEMENT & ENGINEERING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	154,109	126,480	150,378	129,987
TOTAL SOURCES	$ 154,109	$ 126,480	$ 150,378	$ 129,987
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 70,024	$ 55,207	$ 69,650	$ 58,452
* Benefits - To Include NonWorking Wages	42,046	29,284	40,287	28,277
* Mandatory Employer Costs	8,865	7,284	8,050	6,869
Other Current Expenditures -				
* Supplies / Maintenance	2,007	2,496	2,486	2,400
* Contractual	224	- 0 -	1,000	1,000
* Other	30,943	32,209	28,905	32,989
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 154,109	$ 126,480	$ 150,378	$ 129,987
- - STAFFING - -				
Personnel Services Total Amount	$ 120,935	$ 91,775	$ 117,987	$ 93,598
Full-Time Positions	2.90	2.60	2.58	2.35
Part-Time Positions @ F.T.E.	0.50	0.45	0.35	0.60

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total Mileage of Street System Maintenanced (Does Not Include State Trunkline Miles)	148.55	149.05	149.05	149.05
Mileage per MDOT Act 51 Approved Map				
Major Streets	56.88	56.88	56.88	56.88
Local Streets	91.63	91.86	91.86	91.86
Trunkline Mileage	11.20	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	319	284	300	300
Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. to Feb.)	827	1,114	1,150	1,150
Community Sidewalk Network in Miles of Walk	156.14	159.90	160	160
Amount of salt used for winter road maintenance (in tons)	2,493	1,867	1,900	1,900
Number of street sweeper hours operated (reflects Feb. to Feb.)	2,549.5	2,318.5	2,500	2,500
	CY2011 Actual	CY2012 Actual	CY 2013 Projected	CY 2014 Projected
Fall Leaf Pickup:				
Streets Division Costs (personnel and equipment)	$140,178	$117,615	$120,000	$120,000
Removal Costs	$22,661	$12,186	$15,000	$15,000
Number of hours worked by Streets Division personnel	2,457	2,076	2,100	2,100
Spring Cleanup:				
Streets Division Costs (personnel and equipment)	$53,561	$59,634	$55,000	$55,000
Removal Costs	$8,980	$6,996	$10,000	$10,000
Number of hours worked by Streets Division personnel	947	1,047	1,050	1,050

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS DIVISION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 13,163	$ 15,732	$ 9,221	$ 7,300
Licenses & Permits	325	375	400	400
Fines & Forfeits	- 0 -	150	100	100
Interest & Rents	151,000	155,500	160,000	165,000
Funding Requirement - General Operating Revenues	948,898	985,698	944,141	978,576
TOTAL SOURCES	$ 1,113,386	$ 1,157,455	$ 1,113,862	$ 1,151,376
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 229,845	$ 221,842	$ 169,256	$ 160,400
* Benefits - To Include NonWorking Wages	89,449	123,506	159,745	171,560
* Mandatory Employer Costs	44,100	48,203	38,282	24,176
Other Current Expenditures -				
* Supplies / Maintenance	18,699	26,987	37,662	45,950
* Contractual Expenditures	65,360	79,930	63,638	72,450
* Other	665,933	656,987	645,279	676,840
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 1,113,386	$ 1,157,455	$ 1,113,862	$ 1,151,376
- - STAFFING - -				
Personnel Services Total Amount	$ 363,394	$ 393,551	$ 367,283	$ 356,136
Full-Time Positions	17.90	18.50	16.10	15.65
Part-Time Positions @ F.T.E.	0.95	1.10	1.20	1.25

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

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 2,105,634	$ 2,160,560	$ 2,127,000	$ 2,139,000
Licenses & Permits	30,035	35,918	35,000	35,000
Interest & Rents	16,552	13,776	10,000	12,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 2,152,221	$ 2,210,254	$ 2,172,000	$ 2,186,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 279,780	$ 311,645	$ 300,226	$ 290,600
* Benefits-To Include NonWorking Wages	160,847	177,790	170,140	173,720
* Mandatory Employer Costs	21,835	20,974	26,015	26,410
Other Current Expenditures -				
* Supplies / Maintenance	166,326	159,482	212,325	230,000
* Contractual	49,419	60,259	111,125	134,300
* Other	474,364	472,662	506,925	521,940
Transfers Out	645,608	562,063	705,233	710,565
Contingencies	- 0 -	- 0 -	54,000	108,000
TOTAL USES	$ 1,798,179	$ 1,764,875	$ 2,085,989	$ 2,195,535
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 354,042	$ 445,379	$ 86,011	$ (9,535)
ENDING BALANCE -				
Designated / Reserved	$ 29,740	$ 9,904	$ 9,904	$ 9,904
Undesignated / Unreserved	1,908,311	2,373,526	2,459,537	2,450,002
TOTAL FUND EQUITY	$ 1,938,051	$ 2,383,430	$ 2,469,441	$ 2,459,906
- - STAFFING - -				
Personnel Services Total Amount	$ 462,462	$ 510,409	$ 496,381	$ 490,730

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

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 530,047	$ 538,176	$ 535,000	$ 538,000
Licenses & Permits	56,515	29,549	35,000	35,000
Interest & Rents	1,424	1,484	1,000	1,100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	604,332	542,863	685,533	689,865
TOTAL SOURCES	$ 1,192,318	$ 1,112,072	$ 1,256,533	$ 1,263,965
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 333,473	$ 336,155	$ 321,650	$ 302,250
* Benefits - To Include NonWorking Wages	194,449	182,348	184,730	182,090
* Mandatory Employer Costs	25,877	23,272	27,995	27,325
Other Current Expenditures -				
* Supplies / Maintenance	174,887	151,389	205,148	228,900
* Contractual	21,876	20,878	45,550	51,800
* Other	441,756	398,030	471,460	471,600
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	$ 1,192,318	$ 1,112,072	$ 1,256,533	$ 1,263,965
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 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	$ 553,799	$ 541,775	$ 534,375	$ 511,665

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

TRANSPORTATION SYSTEM & SERVICES GROUP

ALLEGAN COUNTY ROAD TAX FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 387,853	$ 385,343	$ 364,600	$ 370,000
Interest & Rents	210	299	200	150
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 388,063	$ 385,642	$ 364,800	$ 370,150
FUNDING USES -				
Transfers Out	$ 515,292	$ 402,622	$ 209,351	$ 165,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 515,292	$ 402,622	$ 209,351	$ 165,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (127,229)	$ (16,980)	$ 155,449	$ 205,150
ENDING BALANCE -				
Designated / Reserved	$ 18,510	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	20,470	22,000	177,449	382,599
TOTAL FUND EQUITY	$ 38,980	$ 22,000	$ 177,449	$ 382,599
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Street Improvements Reserve Fund

FUND MISSION STATEMENT

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

ACTION PLAN FISCAL YEAR 2014

* **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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,087,375	$ 1,033,925	$ 975,935	$ 989,600
Intergovernmental	57,338	- 0 -	- 0 -	- 0 -
Interest & Rents	8,409	12,538	6,500	6,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	233,408	184,000	100,000
TOTAL SOURCES	$ 1,153,122	$ 1,279,871	$ 1,166,435	$ 1,095,600
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	2,305,871	1,608,366	1,622,000	1,799,390
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,305,871	$ 1,608,366	$ 1,622,000	$ 1,799,390
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,152,749)	$ (328,495)	$ (455,565)	$ (703,790)
ENDING BALANCE -				
Designated / Reserved	$ 1,229,291	$ 1,126,120	$ - 0 -	$ - 0 -
Undesignated / Unreserved	344,998	119,674	790,229	86,439
TOTAL FUND EQUITY	$ 1,574,289	$ 1,245,794	$ 790,229	$ 86,439
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS

FUND SUMMARY - FY 2005 through FY 2020

At End of Fiscal Year	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	All Street Funds
- - - - ENDING FUND EQUITY - - - -					
FY2005 (Actual)	2,849,145	2,000	745,053	479,560	4,075,758
FY2006 (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 (Actual)	1,938,051	2,000	38,980	1,574,289	3,553,320
FY2012 (Actual)	2,383,430	2,000	22,000	1,245,794	3,653,224
FY2013 (Estimated)	2,469,441	2,000	177,449	790,229	3,439,119
FY2014	2,460,906	2,000	382,599	80,598	2,926,103
FY2015	809,461	2,000	228,999	(3,383,202)	(2,342,742)
FY2016	(125,272)	2,000	393,947	(2,703,484)	(2,432,809)
FY2017	(1,114,407)	2,000	716,594	4,637,773	(5,033,586)
FY2018	(2,160,133)	2,000	1,047,094	(6,270,419)	(7,381,458)
FY2019	(3,264,717)	2,000	1,385,604	(9,925,756)	(11,802,869)
FY2020	(4,430,504)	2,000	1,732,284	(8,778,101)	(11,474,321)

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

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

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 2014

* **To evaluate revenue and expenses in order to provide a sustainable snowmelt system budget until capital loan #1 is paid-off in fiscal year 2017. (September 2013)**

* **To complete 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. (August 2013)**

* **To continue to work with the BPW, as part of the James De Young Power Plant improvements, to evaluate alternatives for providing additional heat source for the system as approximately 93% is utilized. (December 2013)**

* **To consider a master loan agreement with the BPW for the intra fund loans between the BPW and the Snowmelt Fund for the three (3) transmission line extension loans including the following: (September 2013)**

    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).**

TRANSPORTATION SYSTEM & SERVICES GROUP

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 116,755	$ 101,272	$ 104,310	$ 109,525
Interest & Rents	2,282	1,151	600	300
Other	- 0 -	18,982	19,576	20,500
Transfers In	26,300	27,100	27,800	29,200
TOTAL SOURCES	$ 145,337	$ 148,505	$ 152,286	$ 159,525
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	176,973	164,864	187,647	187,617
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 176,973	$ 164,864	$ 187,647	$ 187,617
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (31,636)	$ (16,359)	$ (35,361)	$ (28,092)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	156,860	140,501	105,140	77,048
TOTAL FUND EQUITY	$ 156,860	$ 140,501	$ 105,140	$ 77,048
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Facilities & Management Fund

FUND MISSION STATEMENT

To provide recordkeeping for the airport related property tax levy and capital assets. The West Michigan Airport Authority (WMAA) receives a contributory payment for property taxes collected.

ACTION PLAN FOR FISCAL YEAR 2014

* **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 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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Aircraft Operations	32,250	31,000	30,250	31,000
Non-Scheduled Commercial Passenger Flights	21,250	400	525	650
Based Aircraft	50	50	52	52

Note: These figures are estimates (except for "based aircraft") provided by the Fixed Base Operator (FBO).

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 108,734	$ 103,438	$ 97,572	$ 98,984
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	2,318	- 0 -	- 0 -	- 0 -
Interest & Rents	57	(2)	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 111,109	$ 103,436	$ 97,572	$ 98,984
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - To Include NonWorking Wages	$ (3,567)	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	91	- 0 -	- 0 -	- 0 -
* Contractual	1,065	- 0 -	- 0 -	- 0 -
* Other	113,521	103,343	94,194	98,984
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 111,110	$ 103,343	$ 94,194	$ 98,984
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 544,815	$ 522,786	$ 535,000	$ 535,000

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (544,816)	$ (522,693)	$ (531,622)	$ (535,000)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	12,132,712	11,610,019	11,078,397	10,543,397
TOTAL FUND EQUITY	$ 12,132,712	$ 11,610,019	$ 11,078,397	$ 10,543,397
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ - 0 -	$ 3,378	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ 3,378	$ 3,378
- - STAFFING - -				
Personnel Services Total Amount	$ (3,567)	$ - 0 -	$ - 0 -	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 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.

PROGRAM MEASUREMENTS

- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
ANNUAL RIDERSHIP				
Amtrak Train	37,731	39,133	40,000	40,000
MAX (BUS TRANSIT) RIDERSHIP *				
Fixed Route	321,686	351,807	355,000	355,000
Demand Response	103,775	97,772	98,000	98,000
Trolley	14,428	446	0	0
Night Owl	2,895	2,343	4,600	4,600

Note: The Macatawa Area Express Transportation Authority fiscal year is October 1 - September 30.

TRANSPORTATION SYSTEM & SERVICES GROUP

DEPOT OPERATIONS FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	1	1	1	1
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1	$ 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	$ 55,228	$ 37,015	$ 37,015	$ 37,015
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (55,227)	$ (37,014)	$ (37,014)	$ (37,014)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	908,348	871,334	834,320	797,306
TOTAL FUND EQUITY	$ 908,348	$ 871,334	$ 834,320	$ 797,306
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 1	$ 1	$ 1
ENDING BALANCE	$ 3	$ 4	$ 5	$ 6
- - 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.

TRANSPORTATION SYSTEM & SERVICES GROUP

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 8,324	$ 7,277	$ 3,804	$ 850
Intergovernmental	146,451	221,503	476,500	318,000
Interest & Rents	37	- 0 -	5	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 154,812	$ 228,780	$ 480,309	$ 318,850
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 5,958	$ 6,006	$ 2,801	$ - 0 -
* Benefits - To Include NonWorking Wages	10	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	549	546	263	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	7	- 0 -	- 0 -	- 0 -
* Contractual	60	204	175	200
* Other	148,185	222,024	477,065	318,650
Subtotal Prior to Capital Outlay	154,769	228,780	480,304	318,850
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 154,769	$ 228,780	$ 480,304	$ 318,850
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 11,763	$ 11,711	$ 11,700	$ 11,700

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TRANSPORTATION SYSTEM & SERVICES GROUP

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

This Fund Continues From Previous Page

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (11,720)	$ (11,711)	$ (11,695)	$ (11,700)
ENDING BALANCE - (see note below)				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	291,586	279,875	268,180	256,480
TOTAL FUND EQUITY	$ 291,586	$ 279,875	$ 268,180	$ 256,480
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ - 0 -	$ 5	$ - 0 -
ENDING BALANCE	$ 1,623	$ 1,623	$ 1,628	$ 1,628
- - STAFFING - -				
Personnel Services Total Amount	$ 6,517	$ 6,552	$ 3,064	$ - 0 -
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.35	0.35	0.15	- 0 -

Effective 7/1/07 the transit operation was turned over to the MAX Transportation Authority. Vehicle and equipment capital assets were transferred from the City to the Authority, while the City retains ownership of the Building and Land Improvement capital assets. Administrative personnel 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.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
General Motor Pool:				
Vehicles	51	51	52	52
Equipment	60	57	58	59
Two Way Radios	34	34	34	34
Street:				
Vehicles	31	31	31	31
Equipment	63	68	70	72
Two Way Radios	47	47	47	47
Police:				
Vehicles	32	32	32	32
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund) (Note: surplus vehicles waiting to be disposed of)	39	30	30	27
Fire:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
Total:				
Vehicles (Not Including MAX or Fire)	114	114	115	142
Equipment	123	125	128	72
Two Way Radios	81	81	81	81

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 253,537	$ 261,878	$ 246,468	$ 257,050
Interest & Rents	1,895,869	1,760,477	1,648,850	1,833,732
Other	3,243	26,468	53,660	82,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 2,152,649	$ 2,048,823	$ 1,948,978	$ 2,172,782
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 392,447	$ 392,500	$ 402,530	$ 390,416
* Benefits - Includes NonWorking Wages	172,820	198,912	229,078	247,574
* Mandatory Employer Costs	40,860	39,358	42,444	41,562
Other Current Expenditures -				
* Supplies / Maintenance	735,541	799,466	769,183	807,825
* Contractual	9,501	6,959	27,058	16,250
* Other	312,155	308,638	315,362	341,192
Capital Outlay	471,195	343,576	781,582	676,400
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,134,519	$ 2,089,409	$ 2,567,237	$ 2,521,219
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 508,264	$ 596,057	$ 597,000	$ 597,000

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TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

This Fund Continues From Previous Page

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (18,939)	$ (293,067)	$ (433,677)	$ (269,037)
ENDING BALANCE -				
Designated / Reserved	$ 2,310,000	$ 1,850,000	$ 1,695,000	$ 1,345,000
Undesignated / Unreserved	3,024,693	3,191,626	2,912,949	2,993,912
TOTAL FUND EQUITY	$ 5,334,693	$ 5,041,626	$ 4,607,949	$ 4,338,912
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 460,320	$ (463,259)	$ 1,563
ENDING BALANCE	$ 4,366	$ 464,686	$ 1,427	$ 2,990
- - STAFFING - -				
Personnel Services Total Amount	$ 606,127	$ 630,770	$ 674,052	$ 679,552
Full-Time Positions	7.75	7.80	7.78	7.55
Part-Time Positions @ F.T.E.	1.05	1.00	1.15	1.10

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 Fund did not have to be made as previously budgeted.

	FY2012	FY2014
Amount fund temporarily reduced by:	- 0 -	- 0 -
Designated/Reserved Fund Equity without temporary transfer:	1,850,000	1,345,000

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 Reserves of $2,260,000.

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION EMPLOYEES BENEFIT FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,570	$ 1,524	$ 1,428	$ 1,450
Interest & Rents	34	21	15	25
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,604	$ 1,545	$ 1,443	$ 1,475
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 654	$ 706	$ 600	$ 600
* Other	1,124	1,055	1,600	1,600
TOTAL USES	$ 1,778	$ 1,761	$ 2,200	$ 2,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (174)	$ (216)	$ (757)	$ (725)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,831	2,615	1,858	1,133
TOTAL FUND EQUITY	$ 2,831	$ 2,615	$ 1,858	$ 1,133
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (216)	$ (757)	$ (725)
ENDING BALANCE	$ 2,831	$ 2,615	$ 1,858	$ 1,133

- - STAFFING - -

Positions: Not Applicable

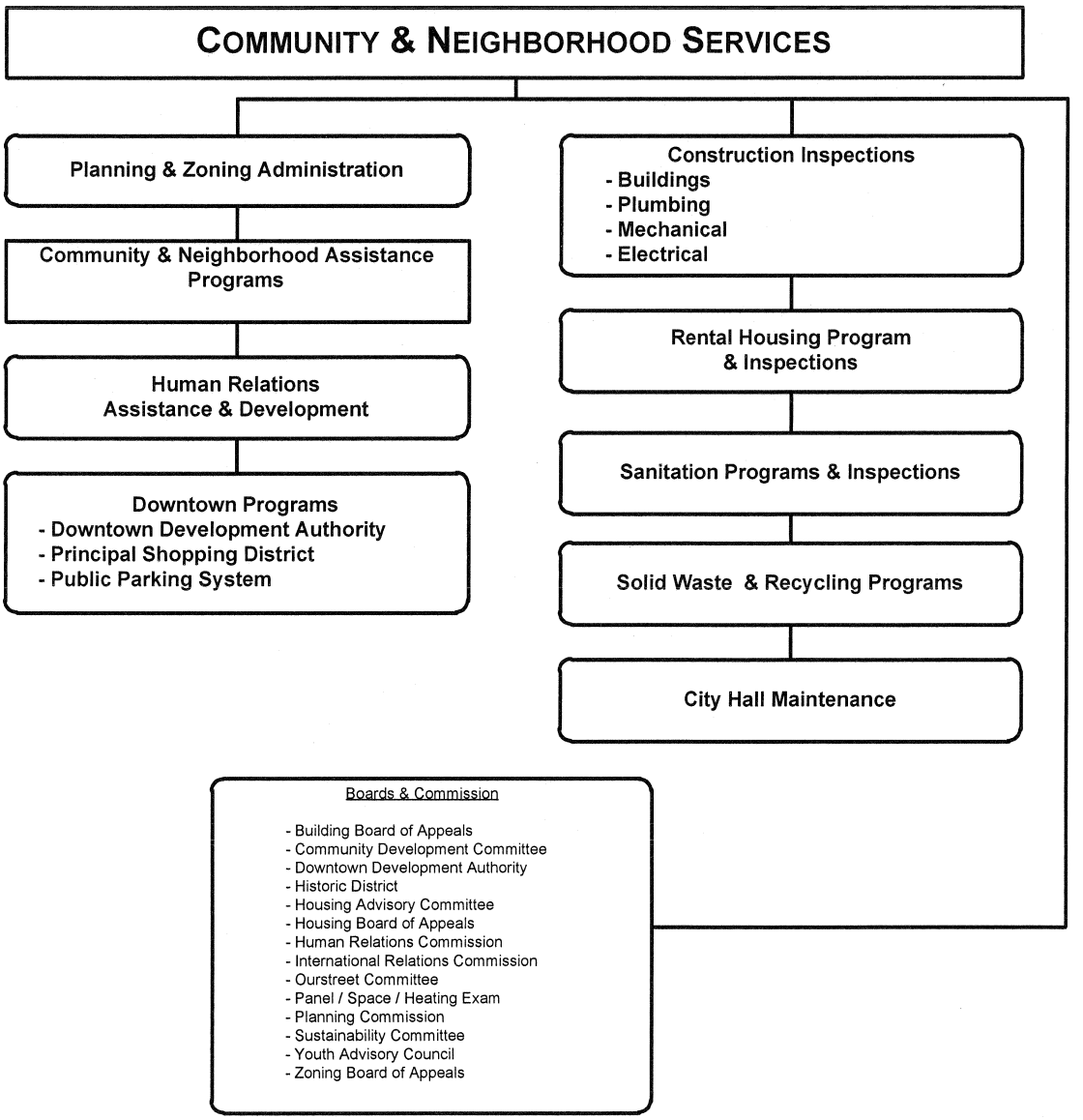
In FY2011 this fund was reclassified from a Special Revenue Fund to an Enterprise Fund due to new accounting guidelines. Activities reflected above for FY2009 and FY2010 took place when the fund was classified as a Special Revenue Fund.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP
INTRODUCTION

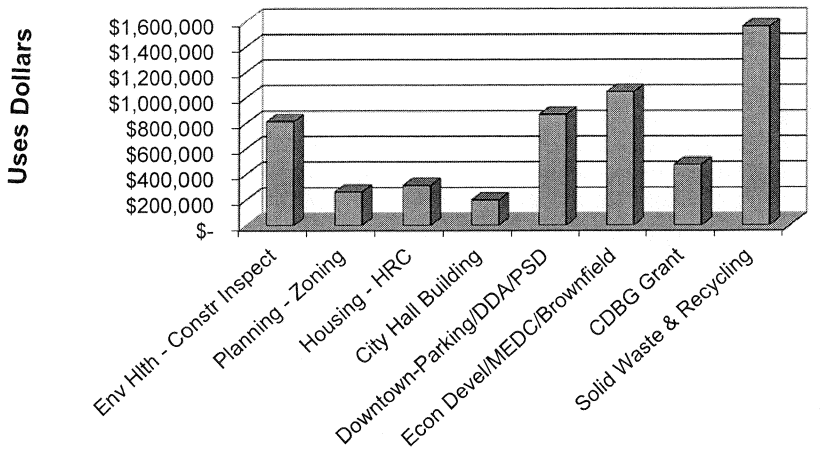
GROUP MISSION STATEMENT

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.

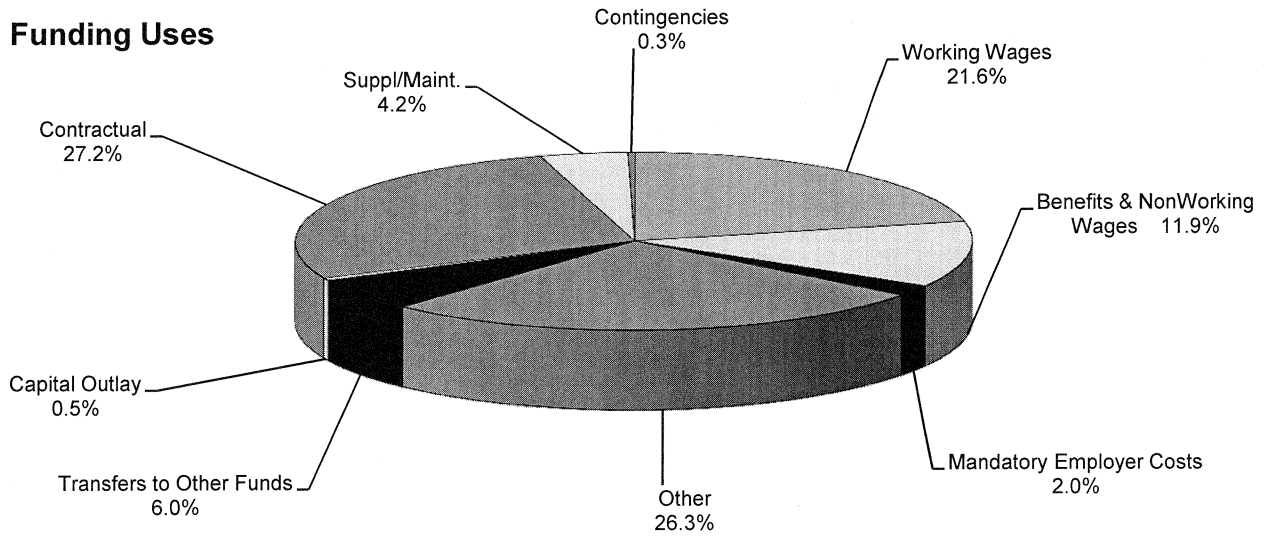
GROUP ORGANIZATIONAL STRUCTURE



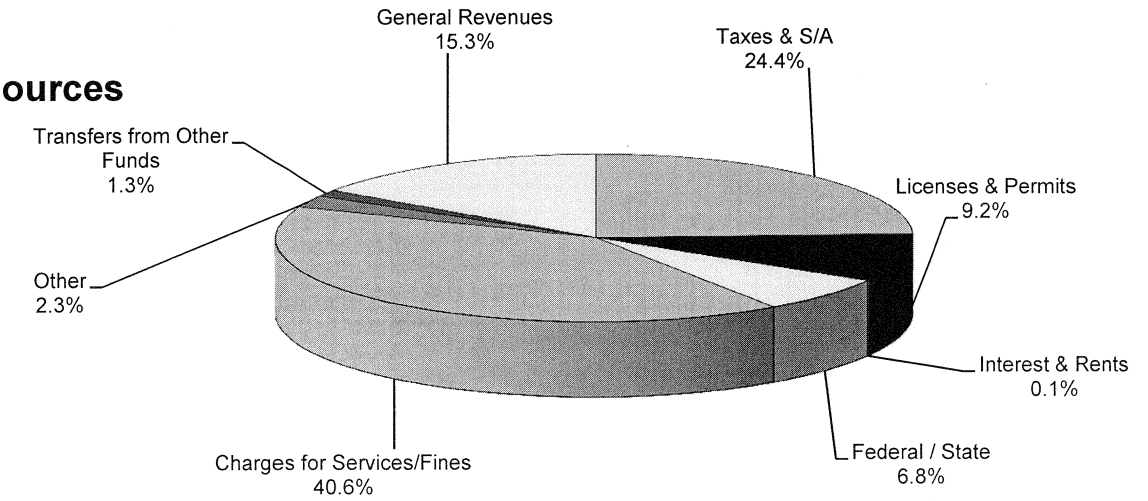
Total Uses By Department $5,533,809



Funding Uses



Funding Sources



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,927,319	$ 1,915,324	$ 1,782,890	$ 1,791,887
Special Revenue	1,318,066	1,007,015	1,145,068	1,150,012
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,437,684	1,382,182	1,540,761	1,556,169
Component Unit	952,805	905,534	887,025	1,035,741
TOTAL ACROSS FUND TYPES	$ 5,635,874	$ 5,210,055	$ 5,355,744	$ 5,533,809
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,283,029	$ 1,201,484	$ 1,180,404	$ 1,350,323
Licenses & Permits	524,279	469,265	444,100	505,600
Intergovernmental	606,895	333,938	458,260	376,035
Charges for Services	1,831,636	2,038,304	2,075,490	2,242,850
Fines & Forfeits	1,450	625	400	400
Interest & Rents	12,056	9,668	7,157	7,480
Other	5,477	171,173	107,090	131,900
Transfers In	116,621	42,847	87,334	71,656
TOTAL SOURCES	$ 4,381,443	$ 4,267,304	$ 4,360,235	$ 4,686,244
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,215,705	$ 1,231,223	$ 1,182,994	$ 1,194,755
* Benefits - Includes NonWorking Wages	584,561	577,924	647,215	659,544
* Mandatory Employer Costs	114,205	112,745	114,193	112,537
Other Current Expenditures -				
* Supplies / Maintenance	209,802	202,756	222,096	231,100
* Contractual	1,630,489	1,314,920	1,506,459	1,503,207
* Other	1,543,956	1,445,999	1,333,928	1,457,052
Capital Outlay	- 0 -	- 0 -	- 0 -	25,000
Debt Service Payments -				
* Interest & Fee Payments	73	33	2	- 0 -
Transfers Out	337,083	324,455	348,857	331,432
Contingencies	- 0 -	- 0 -	- 0 -	19,182
TOTAL USES	$ 5,635,874	$ 5,210,055	$ 5,355,744	$ 5,533,809
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 20	$ - 0 -	$ - 0 -	$ - 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,914,471	$ 1,921,892	$ 1,944,402	$ 1,966,836
Postions: Full-Time	20.65	20.65	18.90	17.05
Positions: Part-Time @ F.T.E.	4.75	5.25	8.20	8.30

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

City Hall and 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 2014

* **To monitor building energy usage to assist in determining the effectiveness of green changes. Target 20% reduction. (On-going)**
* **Perform an eddy / flow test on the chiller and repair water cooling tower. (July 2013) ($16,000 expense)**
* **Conduct comprehensive cleaning of windows. (Fall 2013)**
* **Undertake exterior painting and landscaping improvements if funding provided. (Fall 2013) ($7500 and $6000 respectively expense)**
* **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 2013) ($64,000 expense)**
* **Extend parking lot fence to the south. (Fall 2013) ($3,000 expense)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total Electrical Usage (Kilowatts)	661,200	660,000	630,000	600,000
Total Water Usage (CCF)	1,239	1,566	1,300	1,300
Total Gas Usage (CCF)	23,520	21,072	20,000	19,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CITY HALL & GROUNDS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	210,688	210,031	198,472	199,967
TOTAL SOURCES	$ 210,688	$ 210,031	$ 198,472	$ 199,967
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 38,383	$ 39,167	$ 36,500	$ 36,300
* Benefits - To Include NonWorking Wages	18,599	19,639	23,782	28,166
* Mandatory Employer Costs	4,281	4,162	4,250	4,283
Other Current Expenditures -				
* Supplies / Maintenance	24,695	26,304	12,772	8,150
* Contractual	42,788	42,297	47,600	47,650
* Other	81,942	78,462	73,568	75,418
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 210,688	$ 210,031	$ 198,472	$ 199,967
- - STAFFING - -				
Personnel Services Total Amount	$ 61,263	$ 62,968	$ 64,532	$ 68,749
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.05	0.05	0.10	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

PLANNING: Provide a coordinated, comprehensive approach to community planning and design. Focus on the needs and aspirations of the community to provide the best conditions for living, working, learning, and recreating 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 2014

* **Update the City's Master Plan for the City. (to City Council by Spring 2014) (budget includes $3,000 for contractual services)**

* **Engage the new Downtown Manager in planning and economic development activities Downtown and continue to refine the vision for redevelopment, additional land uses, infrastructure improvements, and public/private responsibilities in the following downtown areas:**

  - **north end of Downtown where the Park of Parks brings together Windmill Island, Window on the Waterfront, and Van Bragt Park, bridge and boardwalk connectors, and the downtown/greenway interface (Summer/Fall 2013);**
  - **along the waterfront, including the former Western Machine Tool Works property, other waterfront properties, and the West 8th Street corridor (Summer 2013);**
  - **the former Versandaal block in collaboration with Hope College (Fall/Winter 2013-14);**
  - **opportunities for a diversity of new housing development throughout downtown (Fall/Winter 2013)**
  - **with the consulting expertise of the Downtown office, explore opportunities for satellite "principal shopping districts" serving neighborhood commercial districts (Spring 2014).**

* **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. (Spring through Summer 2013)**

* **Working with the private sector, support a major new initiative to convert rental housing to owner-occupied housing in the central neighborhoods. (Spring/Summer 2013)**

* **Provide staff support to the Sustainability Committee, assist with implementation of the Community Energy Plan (CEP) in the areas of Building Labeling, Home Energy Retrofits, and District Heating and Cooling, and work collaboratively with the Planning Commission on the development of the City's Master Plan with a strong emphasis on sustainability issues and opportunities. (Spring 2013 through Spring 2014) ($2,000 misc. expenses)**

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

HISTORIC PRESERVATION: To work with residents, property owners, and the Historic District Commission to provide education and direction for continuing the preservation of significant architectural and historic resources throughout the City.

ACTION PLAN FOR FISCAL YEAR 2014

* **To present one educational program on best practices for exterior improvements to property owners in the central neighborhoods, including the historic districts. Collaborate with the Neighborhood Improvement Committee on a pattern book recommending such appropriate exterior improvements. (Spring 2014)**

* **Coordinate with the Holland Historic Neighborhood Association on Fall and Spring newsletters to be available in print and electronic format. (Fall 2013 and Spring 2014)**

* **Promote "preservation as the new green" in support of appropriate energy efficiency improvements and assist in the development of programs for Home Energy Retrofits (HER). In concert with other HER efforts, develop a one-day energy blitz program for residents to apply for and receive insulation in their homes. (Fall 2013)**

* **If private funding becomes available, coordinate a one-day planning session led by an architectural historian to explore the future of the Van Raalte Farm home-lot house and barns only. (Depends on funding availability)**

* **If funding becomes available (perhaps assisted by a Certified Local Government State Historic Preservation Office (CLG SHPO) grant), coordinate the repair of windows in the Museum with the Holland Historical Trust. (apply for CLG funding, complete by Fall 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	4	11	15	20
Extensions	1	1	1	1
Amendments	0	3	4	5
Approved Non-res Sq. Ft.	50,808	332,880	400,000	400,000
New construction	9,800	20,880	300,000	250,000
Additions	41,008	312,000	100,000	150,000
Approved residential units	0	5	9	12
Infill Review (Commission)	2	0	2	2
Infill Review (by Staff)	7	7	12	12
Recommendations to City Council:				
Rezonings	2	4	4	10
Text Amendments	14	6	4	6
Street Vacations	1	2	2	2
Master Plan Amendments	3	0	2	2
Other	7	2	2	2
Review of Zoning Board of Appeals Referrals	2	0	2	2
Study Session Items	31	33	30	30
Historic District Commission:				
Properties Surveyed	0	0	0	0
Community Education Sessions	2	1	2	2
Applications for Certif of Approvals Approved-Reviewed	34-34	32-32	30	28
Tax Credit Applications received	3	3	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

PLANNING & ZONING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 500	$ - 0 -	$ - 0 -	$ - 0 -
Charges for Services	2,320	6,117	14,650	5,900
Funding Requirement - General Operating Revenues	281,019	314,588	294,194	257,182
TOTAL SOURCES	$ 283,839	$ 320,705	$ 308,844	$ 263,082
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 158,309	$ 178,163	$ 151,220	$ 126,012
* Benefits - To Include NonWorking Wages	76,586	91,230	102,117	88,872
* Mandatory Employer Costs	16,294	18,002	15,690	12,178
Other Current Expenditures -				
* Supplies / Maintenance	2,471	3,400	5,967	3,450
* Contractual	9,388	6,030	6,450	7,750
* Other	20,791	23,880	27,400	24,820
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 283,839	$ 320,705	$ 308,844	$ 263,082
- - STAFFING - -				
Personnel Services Total Amount	$ 251,189	$ 287,395	$ 269,027	$ 227,062
Full-Time Positions	2.67	2.60	2.40	1.90
Part-Time Positions @ F.T.E.	0.20	0.20	1.00	0.30

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health and 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, 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 2014

ZONING

* **To identify obstacles to investment that may exist in the zoning ordinance. (Summer 2013)**
* **To provide inspection services for land use permits upon complaint only. (July 2013)**
* **To identify and implement appropriate zoning enforcement staff for land use permits. (July 2013)**
* **Promote purchase of General Code Software to replace Muni-Code for immediate access to correct and current ordinances. (Spring-Summer 2013)**

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

* **Amend the housing code rental inspection schedule to more closely align with the reality of staffing limitations. Formalize priority scheduling for rental properties. (July 2013)**
* **Consider point of sale inspections for all one and two family residential structures. (Council decision by January 2014)**
* **Collaborate with Public Safety to shift some inspections responsibilities to Fire Personnel to include Public Lodging inspections (alternate years- CNS/HPS), long grass and illegal sign enforcement. (Summer 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Rental Housing - Inspections	828	293	800	800
Vacant Recheck (rental and other than Vacant and Abandoned)	2,012	611	700	700
Public Lodging Facility * (includes complaints)	44	73	0	75
Housing Board of Appeals, Public Hearings	6	0	0	0
Land Use Permits	216	257	275	275
Food Licenses - Total Approved and issued (All for License year)	285	N/A	N/A	N/A
Food Service complaint investigations / reinspections	240	N/A	N/A	N/A
Food Licenses - church, non-profits - reduced fees	52	N/A	N/A	N/A
STFU / Vending	52	N/A	N/A	N/A
Inoperable Vehicles - Violations corrected	217	190	200	200
Garbage and Rubbish - Investigations	333	412	400	400
Weeds - Investigations	580	643	600	600
Point of Sale Smoke Detectors	424	473	475	475
Home Business Inspections	1	1	1	1
Home Business Type I Renewals	7	5	5	5
NEZ Inspections	5	3	5	5
Vacant and Abandoned Registration	N/A	247	190	150
Monthly Inspections (Fire) Vacant and Abandoned	N/A	962	800	700
Pre-Sale Inspections	N/A	160	140	120
Vacant Occupancy Inspections	N/A	74	120	100
Vacant Other Inspections	N/A	62	60	60

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ENVIRONMENTAL HEALTH & INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 88,383	$ 43,231	$ 21,100	$ 20,600
Charges for Services	174,210	285,323	287,310	316,500
Fines & Forfeits	1,450	475	200	200
Funding Requirement - General Operating Revenues	182,925	96,491	124,586	21,134
TOTAL SOURCES	$ 446,968	$ 425,520	$ 433,196	$ 358,434
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 225,582	$ 209,132	$ 199,523	$ 155,440
* Benefits - To Include NonWorking Wages	145,021	136,441	157,684	128,971
* Mandatory Employer Costs	26,147	24,171	20,575	15,270
Other Current Expenditures -				
* Supplies / Maintenance	6,138	6,070	5,700	5,700
* Contractual	9,904	17,908	21,550	21,750
* Other	34,176	31,798	28,164	31,303
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 446,968	$ 425,520	$ 433,196	$ 358,434
- - STAFFING - -				
Personnel Services Total Amount	$ 396,750	$ 369,744	$ 377,782	$ 299,681
Full-Time Positions	5.48	5.28	4.11	3.21
Part-Time Positions @ F.T.E.	0.10	0.10	0.35	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 2014

* **Evaluate opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur. (Fall 2013)**

* **Return Trunkage invoicing/permits to the BPW. (Summer 2013)**

* **Investigate service upgrades such as expedited permitting processes. (Summer 2013)**

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Plumbing - Permits	328	374	350	350
Mechanical - Permits	629	532	600	600
Electrical - Permits	747	761	775	775
Building - Permits	554	622	650	350
Building - Constuction Valuation	$78,889,889	$77,416,460	$80,000,000	$90,000,000
Holland Township Mechanical inspections contract	556	675	675	675
Zeeland City Mechanical inspections contract	155	150	150	150

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CONSTRUCTION INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 435,896	$ 426,034	$ 423,000	$ 485,000
Charges for Services	29,046	33,200	36,000	36,000
Fines & Forfeits	- 0 -	150	200	200
Funding Requirement - General Operating Revenues	(87,614)	(64,599)	(49,549)	(77,437)
TOTAL SOURCES	$ 377,328	$ 394,785	$ 409,651	$ 443,763
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 191,400	$ 207,851	$ 206,600	$ 210,667
* Benefits - To Include NonWorking Wages	104,812	106,811	117,657	141,986
* Mandatory Employer Costs	18,135	18,612	19,620	20,099
Other Current Expenditures -				
* Supplies / Maintenance	33,057	28,499	31,200	31,200
* Contractual	2,840	5,050	5,000	7,000
* Other	27,084	27,962	29,574	32,811
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 377,328	$ 394,785	$ 409,651	$ 443,763
- - STAFFING - -				
Personnel Services Total Amount	$ 314,347	$ 333,274	$ 343,877	$ 372,752
Full-Time Positions	3.17	3.37	3.37	3.42
Part-Time Positions @ F.T.E.	0.65	0.65	0.85	0.75

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Reports unduplicated clients served for FY09-12 funded programs: (Note: FY2012 projections = contract goal of clients to be served) (Note: FY2013 funded agencies to be determined {TBD}) * Funded with CDBG Funds				
Pathways - Parent Education	not funded	not funded	not funded	not funded
Pathways - Total Trek Quest	55	90	not funded	not funded
Pathways - CASA	16	15	not funded	not funded
Center for Women in Transition - Emergency Shelter	46	50	not funded	not funded
Center for Women in Transition - Transitional Housing	13	13	not funded	not funded
Center for Women in Transition - Children's Program	15	CDBG	not funded	not funded
Life Services Systems - Community in Schools* (Parent Outreach Center, Before School / In-School Support Program)	938	787	not funded	not funded
Evergreen Commons - Case Coordination	176	not funded	not funded	not funded
Evergreen Commons - Home maker Services	162	not funded	not funded	not funded
Evergreen Commons - Adult Day Care	63	not funded	not funded	not funded
Evergreen Commons - Senior Care Services	63	1,463	not funded	not funded
OAR Inc. - Outpatient Servcies	1,203	982	not funded	not funded
OAR Inc. - Womens Shelter (Harbor House)	13	25	not funded	not funded
Allegan/Ottawa County Dispute Resolution	182	240	not funded	not funded
American Red Cross - Disaster Relief (direct assistance & ed.)	not funded	50	not funded	not funded
Child Advocacy Center	55	CDBG	not funded	not funded
Boys and Girls Club - YES Youth Employment Program	not funded	not funded	not funded	not funded
Community Action House - Homeownership Education Program	24	TBD	not funded	not funded
Community Action House - Food Pantry	2,287	TBD	not funded	not funded
Community Action House - Foreclosure Prevention	not funded	65	not funded	not funded
West Michigan Fair Housing Center	CDBG*	CDBG*	not funded	not funded
LAUP - Youth Services	CDBG*	300	not funded	not funded
Hope College - CASA	CDBG*	95	not funded	not funded
Arbor Circle - Homeless Youth Services	not funded	25	not funded	not funded
Heights of Hope - Strengthening Holland Heights of Hope	119	70	not funded	not funded
Good Samaritan Ministries - Faith in Youth Program	380	300	not funded	not funded
Good Samaritan Ministries - Beyond the Walls	266	CDBG	not funded	not funded
Good Samaritan Ministries - Transitional Housing	CDBG*	96	not funded	not funded
Cornerstone - Parks Alive Program	1,500	not funded	not funded	not funded

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOCIAL SERVICES ASSISTANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 130,123	$ 98,385	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 130,123	$ 98,385	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,642	$ 932	$ - 0 -	$ - 0 -
* Benefits - To Include NonWorking Wages	870	374	- 0 -	- 0 -
* Mandatory Employer Costs	104	65	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	7	14	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	127,500	97,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 130,123	$ 98,385	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 2,616	$ 1,371	$ - 0 -	$ - 0 -
Full-Time Positions	0.05	0.05	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Housing and Neighborhoods

DEPARTMENT MISSION STATEMENT

The Housing and Neighborhood Division of Community and Neighborhood Services provides administration to improve the physical and social structures in Holland's Neighborhoods. This Division will facilitate communication and collaboration among neighborhood based groups and promote neighborhood improvement initiatives including, but not limited to, improvements to the physical environment (such as private homes and public spaces).

ACTION PLAN FOR FISCAL YEAR 2014

SOCIAL / HUMAN RELATIONS ACTIVITIES

* **Coordinate fair housing activities with the Fair Housing Center of West Michigan, including but not limited to education, testing, and advocacy of fair housing laws. Conduct the following:**

  1. **One Fair Housing Workshop Breakfast. (Fall 2013)**
  2. **Five Complaint Based or Survey Tests.**
  3. **One three hour class for industry personnel. (Fall 2013)**
  4. **One three hour class for protected classes or social service agencies. (Spring 2014)**

* **Provide assistance to and encourage the development of non-profit neighborhood groups including Good Samaritan Ministries Neighborhood Connections program as they work to build strong neighborhoods:**

  1. **Hold 12 monthly meetings with Good Samaritan Ministries and City staff regarding Neighborhood Connections activities.**
  2. **Work with Good Samaritan Ministries in identifying and starting two new Neighborhood Connection sites. (Spring 2014)**
  3. **Assist in obtaining funding to support these efforts.**

* **Serve as the City staff tenant/landlord liaison and provide information and guidance on tenant/landlord issues, including but not limited to receiving complaints/concerns, discerning appropriate action, and taking necessary steps to refer or resolve issues:**

  1. **Hold one tenant and one landlord workshop in the City in conjunction with the Ottawa Area Housing Coalition. (Fall 2013)**
  2. **Periodically reproduce and distribute the Landlord and Tenant Rights and Responsibilities Handbook. (Spring 2013)**

* **Provide neighborhood mini grants to encourage neighbor led initiatives, including but not limited to support for neighborhood activities, such as neighborhood movie nights, neighborhood focused celebrations, etc. Support three neighbor led initiatives. ($8,000 expense)**

* **Help organize and coordinate the annual National Night Out Celebration in August 2013, with a goal of reducing city staff time in overseeing this celebration. Help plan and support four neighborhood park parties during the summer leading up to National Night Out. ($1,800 expense)**

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Housing and Neighborhoods

* Collaborate with local community organizations to hold a Neighborhood Leadership Academy and recruit 15 residents to participate to help build and recruit additional people for City and Neighborhood Volunteer opportunities. (April 2014) ($1,800 expense)

* Serve as a liaison for the Neighborhood Commercial Districts, beginning with Washington Square and South Shore Village. Host quarterly (4) business meetings in both Washington Square and South Shore Village.

* Oversee the marketing efforts of the City which promote the benefits of living in the City of Holland, utilizing the City's website www.enjoyhollandmichigan.com as well as print materials:

    1. Create a Welcome to the Neighborhood Folder/Program. (Fall 2013)
    2. Create a Preferred Realtor program. (Summer 2013)

PHYSICAL OUTREACH ACTIVITIES

* Provide Community Development Block Grant (CDBG) funding for repairs/improvements to single family homes. Assist 85 single family owner occupied homes. ($183,000 expense)

* Provide local general funding for enhancements to owner occupied homes. Assist 25 owner occupied homes. ($50,000 expense)

* Provide neighborhood mini grants to encourage neighbor led beautification projects.
    - Assist five neighborhood beautification projects. ($8,000 expense)

* Work with Macatawa Bank to assist low/moderate income home owners with home repair grants to make repairs / improvements on their homes in targeted City neighborhoods. Assist five homes through the Federal Home Loan Bank of Indianapolis Neighborhood Improvement Program (NIP).

* Provide down payment assistance to homebuyers in targeted neighborhoods. Assist four homes through MSHDA's Home Purchase and Rehab Program. ($6,600 projected revenue)

* Research outside public and private funding sources to support neighborhood improvement initiatives.

* Provide funding to residents in targeted neighborhoods for architectural and landscape design services. Assist three properties. ($800 expense)

* Assist in the implementation of a new Home Energy Retrofit program. Assist 90 homes in energy audits and energy efficiency home repairs.

* Work with the private sector to implement a concentrated effort to convert multiple family rental properties to single family owner-occupied homes in the central neighborhoods.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Housing and Neighborhoods

ADMINISTRATION ACTIVITIES

* **Prepare and administer sub-recipient agreements and Consolidated Plan for FY 2014 Community Development Block Grant (CDBG) funding.**

* **Provide staff support to the Neighborhood Improvement Committee.**

* **Continue 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 2013)**

* **Prepare the annual Neighborhood Outcomes Report, which will highlight a variety of data points to better monitor the success of each neighborhood as they work towards becoming neighborhoods of choice. (December 2013)**

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HOUSING & NEIGHBORHOODS

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Social/Human Relations Activites				
Coordinate Fair Housing Activites	See CDBG	See CDBG	See CDBG	
Fair Housing Workshop Breakfast				1
Complaint Based or Survey Tests				5
Three Hour class for industry personnel				1
Three Hour Class for Protected Classes or Social Service Agencies				1
Coordinate with and Promote Visibility of Good Samaritan Ministries				
Neighborhood Connections	See CDBG	See CDBG	See CDBG	
Hold monthly meetings with Good Sam & City Staff				12
Work with Good Sam in identifying & starting neighborhood connection sites				2
City Staff Landlord/Tenant Liaison				
Hold 1 Tenant Workshop with Ottawa Area Housing Coalition	See Human	See Human	See Human	1
Hold 1 Landlord Workshop with Ottawa Area Housing Coalition	Relations	Relations	Relations	1
Reproduce and distribute the Landlord and Tenant Rights and Responsibilities Handbook				200
Provide neighborhood mini grants	See	See	See	
Neighbor led initiative	Ourstreet	Ourstreet	Ourstreet	3
Neighborhood Celebrations (Including NNO)	See	See	See	2
Annual National Night Out Celebration	Ourstreet	Ourstreet	Ourstreet	1
Neighborhood Blocks Organized (Cumulative)				82
New Blocks Organized	See	See	See	2
Neighborhood Representatives (Formerly Block Captains)	Ourstreet	Ourstreet	Ourstreet	82
Neighborhood Meetings				2
Hold a Neighborhood Leadership Academy	See	See	See	1
Recruit residents to participate	Ourstreet	Ourstreet	Ourstreet	15
Serve as a liaison for the Neighborhood Commercial Districts				
Host quarterly business meetings	See Ourstreet	See Ourstreet	See Ourstreet	4
Marketing efforts promote the benefits of living in the City				
Create a Welcome to the Neighborhood Folder / Program				1
Create a Preferred Realtor Program	See Planning	See Planning	See Planning	1
Grafitti Complaints				70
Promotional Projects - Media/Internet	See Ourstreet	See Ourstreet	See Ourstreet	12

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Social/Human Relations Activites				
Coordinate Fair Housing Activites	See CDBG	See CDBG	See CDBG	
Fair Housing Workshop Breakfast				1
Physical Outreach				
CDBG funding for repairs/improvements	See CDBG	See CDBG	See CDBG	
Assist single family owner occupied homes				85
General funding for enhancements	N/A	N/A	N/A	
Assist owner-occupied homes				25
Neighborhood mini grants for beautification projects	See Ourstreet	See Ourstreet	See Ourstreet	
Assist in neighbor led beautification projects				5
Home repair grants with Macatawa Bank and NIP	See Ourstreet	See Ourstreet	See Ourstreet	
Assist homes with home repair projects				5
Down payment assistance to homebuyers	See Ourstreet	See Ourstreet	See Ourstreet	
Assist homes through MSHDA's Home Purchase and Rehab Program				4
Funding for design services	See Ourstreet	See Ourstreet	See Ourstreet	
Architectural and landscape design services in target area				4
Home Energy Retrofit program	N/A	N/A	N/A	
Assist homes in energy audits and energy efficiency home repairs				90
Help convert multiple family rental properties to single family owner-occupied homes	See Ourstreet	See Ourstreet	See Ourstreet	24
Administrative Activites				
Staff support to the Neighborhood Improvement Committee	N/A	N/A	N/A	12 monthly meetings
Prepare the annual Neighborhood Outcomes Report	N/A	N/A	N/A	1 report
Better monitor the success of each neighborhood as they work towards becoming neighborhoods of choice				
Collaboration Meetings-Police/Community/CNS				15 staff meetings

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HOUSING AND NEIGHBORHOODS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	5,000
Funding Requirement - General Operating Revenues	- 0 -	- 0 -	- 0 -	206,101
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ 211,101
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ 95,719
* Benefits - To Include NonWorking Wages	- 0 -	- 0 -	- 0 -	63,090
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	9,223
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	1,500
* Contractual	- 0 -	- 0 -	- 0 -	1,800
* Other	- 0 -	- 0 -	- 0 -	25,587
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	14,182
TOTAL USES	$ - 0 -	$ - 0 -	$ - 0 -	$ 211,101
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ 168,032
Full-Time Positions	- 0 -	- 0 -	- 0 -	1.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	0.60

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
ORGANIZATION				
Neighborhood Blocks Organized (Cumulative)	83	90	92	now
New Blocks Organized	2	7	2	combined
Neighborhood Representatives (formerly Block Captains)	91	98	100	with
Neighborhood Meetings	5	2	2	Housing
Graffiti Complaints	123	124	124	&
Neighborhood Leadership Academy participants	15	12	15	Neighborhoods
Neighborhood Mini-grants	0	1	3	
PROMOTION				
Promotional Projects - Media/Internet	15	12	12	
Neighborhood Celebrations (including NNO)	3	3	3	
DESIGN				
Design Assistance				
Ourstreet Target Area	5	1	3	
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	8	0	0	
Paint Siding Blitz				
Ourstreet Target Area	7	7	0	
Materials Rebate				
Ourstreet Target Area	39	30	30	
Conversion Program				
Ourstreet Target Area	1	1	1	
Neighborhood Impact Program Imporvement Projects	1	3	3	
Garage Program - New Garages	0	3	3	
Referrals/Collaborations with other housing agency or bank	N/A	20	20	
Homeownership Program:				
NSP Homeownership Projects	3	3	0	
Home Purchase & Rehabilitation Projects	2	3	2	
$1.00 Homes	0	1	1	
NEIGHBORHOOD STRUCTURING				
Collaboration Meetings - Police / Community / CNS	0	18	20	
Private Investment				
Ourstreet Target Area	$900,000	$795,804	$500,000	
Building Permits Ourstreet Target Area	127	128	104	

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 1,592	$ 1,000	$ 3,080	$ - 0 -
Transfers In	89,898	- 0 -	7,300	- 0 -
Funding Requirement - General Operating Revenues	49,881	137,865	127,360	- 0 -
TOTAL SOURCES	$ 141,371	$ 138,865	$ 137,740	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 66,975	$ 64,257	$ 66,400	$ - 0 -
* Benefits - To Include NonWorking Wages	48,799	38,343	42,009	- 0 -
* Mandatory Employer Costs	7,091	6,178	6,085	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	1,282	887	1,400	- 0 -
* Contractual	941	584	1,800	- 0 -
* Other	16,283	28,616	20,046	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 141,371	$ 138,865	$ 137,740	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 122,865	$ 108,778	$ 114,494	$ - 0 -
Full-Time Positions	1.05	1.05	1.05	- 0 -
Part-Time Positions @ F.T.E.	0.65	0.65	0.40	- 0 -

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 2014

* The Lakeshore Advantage Advanced Energy Storage (AES) Task Force will be developing initiatives to promote the manufacturing of batteries in this area for various applications. The initiatives are in the development stage and the City will be part of this discussion due to the presence of manufacturers and suppliers in the City. (December 2013)

* To engage with Lakeshore Advantage and at least five (5) major employers in the City to discuss business conditions and how the City may be of assistance. (December 2013)

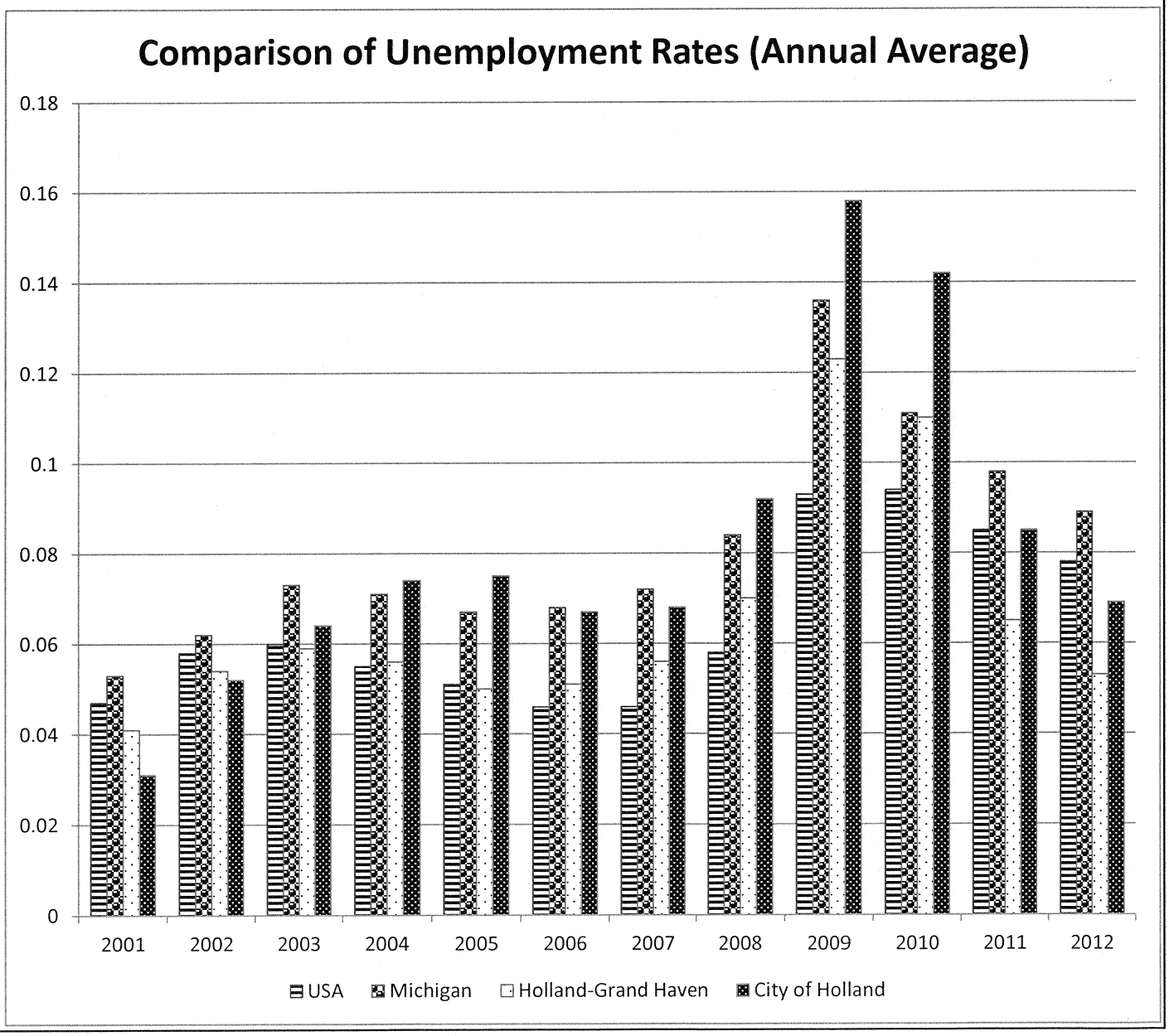
* To work with the Community & Neighborhood Services (CNS) Department as it addresses improvements to and redevelopment of commercial corridor areas in the City. (October 2013)

* To develop the next phase of the City marketing strategy and establish the means to aggressively implement it. (December 2013)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Brownfield Projects Adopted / Amended	4	0	1	1
Brownfield Projects Actively Capturing Tax Dollars	11	9	9	10
Tax Abatement Projects	8	16	15	15
Neighborhood Enterprise Zones Created	0	0	0	1



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ECONOMIC DEVELOPMENT ASSISTANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 61,683	$ 78,638	$ 78,250	$ 76,000
Transfers In	2,290	1,728	3,888	- 0 -
Funding Requirement - General Operating Revenues	116,419	107,419	107,096	142,567
TOTAL SOURCES	$ 180,392	$ 187,785	$ 189,234	$ 218,567
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 66,158	$ 84,369	$ 77,230	$ 89,740
* Benefits - To Include NonWorking Wages	32,756	35,532	39,669	50,276
* Mandatory Employer Costs	6,141	7,285	7,120	8,431
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	100	200
* Contractual	19,938	5,615	11,500	13,000
* Other	55,399	54,984	53,615	56,920
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 180,392	$ 187,785	$ 189,234	$ 218,567
- - STAFFING - -				
Personnel Services Total Amount	$ 105,055	$ 127,186	$ 124,019	$ 148,447
Full-Time Positions	0.90	0.90	0.90	1.10
Part-Time Positions @ F.T.E.	0.20	0.45	0.60	0.65

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 2014

HOUSING

* **To distribute Fair Housing information to all new and renewing rental property owners.**

* **To publish/disseminate a report on change in Holland demographics 2000-2010 with regard to race, ethnicity, income, employment, and housing.**

* **To review the City's compliance with Fair Housing laws. (June 2014)**

EMPLOYMENT

* **To study Human Resources recruiting and recommend at least one new recruiting method.**

* **To distribute available guide on immigration and employment.**

* **To educate the Human Relations Commission on Deferred Action for Childhood Arrivals (DACA) law and to help answer questions about what this all means, who is eligible, and what eligible youth can do next.**

* **To monitor the City's Equal Employment Opportunity (EEO) progress for its Title VI and Title VII programs. (October 2013)**

EDUCATION

* **To issue the Human Relations Commission Social Justice Award in all categories. (January 2014)**

* **To explore ways to increase voter participation and educate the public on their voting rights. August (2012)**

* **To promote anti-bullying and anti-discrimination policies for all area schools via collaboration with the Holland Youth Area Council (HYAC). (June 2014)**

* **To continue the Community Network for Education to support area programs. (June 2013)**

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

GOVERNMENT/COMMUNITY RELATIONS

* To identify and co-sponsor multi-cultural events.

* To assign a Human Relations Commission member to attend the Police/Community Relations Commission meetings.

* To research Advocates and Leaders for Police and Community Trust (ALPCT) with the intent of bringing the program to the Holland community.

* To collaborate with local agencies to hold at least one community meeting on Medicaid/insurance exchange with new health care law.

YOUTH SERVICES

* Advocate for the Youth Runaway/Homeless Campus by providing an annual fund-raising event. (March 2014)

* Sponsor the Raise Your Voice program and Peer Refusal Skills Training among middle-school-aged students, in conjunction with Pathways, Michigan. (February 2014)

* Show-case youth talent with a Holland's Got Talent show in the Holland area. (January 2014)

* Co-sponsor the Run of the Mill and project restoration as an annual event for DeZwaan and Windmill Island Gardens. (April 2014)

* Establish communication with youth in the Sister-City Queretaro, Mexico. (December 2013)

* Plan an all-HYAC event mid-year to continue the team building & bonding started at the August orientation. (December 2013)

* To hold a HYAC Alumni reunion event. (January 2014)

INTERNATIONAL RELATIONS COMMISSION:

The International Relations Commission promotes international and cross-cultural knowledge, awareness, understanding, and sensitivity through interactions within the community and across borders.

* Design larger Sister-City signs to be placed at the City limits and relocate the current signs in pedestrian areas. (June 2014)

* Establish a closer working relationship with the Michigan West Coast Chamber of Commerce and the Holland Area Convention and Visitors Bureau. (June 2014)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

* Finalize a Friendship City relationship between the City of Holland and the City of Nagahama, Japan. (June 2014)

* Increase the visibility of the International Relations Commission by utilizing radio, newspapers, City television, and social media. (June 2014)

* Participate in the 2013 Tulip Time Parades. (May 2013)

* Have two (2) International Relations Commission members attend the Governor's Luncheon as Tulip Time Ambassadors. (May 2013)

* Improve the City's website for the International Relations Commission and include related links. (June 2014)

* Update the International Relations Commission brochure. (June 2014)

* Establish a relationship with the Consuls General of Mexico and Japan. (June 2014)

* Request an update on Parque Holland in Queretaro, Mexico and facilitate a conversation with the City of Queretaro on the upkeep of the park. (June 2014)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total Complaints and Request for Information	1,791	1,775	1,347	1,500
Total Requests for Information and Assistance	1,768	1,747	1,326	1,475
By Service Area:				
Education	92	114	77	80
Employment	121	173	134	150
Housing	577	595	490	550
Government/Community:				
Consumer	369	167	44	75
Public Services	608	697	576	610
Welfare Eligibility	1	1	5	10
HRC Complaints	23	28	21	25
By Service Area:				
Education	3	1	2	4
Employment	3	9	4	5
Housing	9	9	7	8
Government/Community:				
Consumer	1	3	2	2
Public Services	6	6	6	5
Welfare Elgibility	1	0	0	1
Teen Court	10	19	10	12

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HUMAN RELATIONS COMMISSION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 220	$ 209	$ 100	$ 100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	156,390	139,039	105,653	96,873
TOTAL SOURCES	$ 156,610	$ 139,248	$ 105,753	$ 96,973
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 94,416	$ 83,832	$ 52,492	$ 58,780
* Benefits - To Include NonWorking Wages	39,768	34,958	34,369	5,400
* Mandatory Employer Costs	8,270	7,430	4,692	5,143
Other Current Expenditures -				
* Supplies / Maintenance	1,509	1,141	1,050	1,550
* Contractual	164	51	200	10,400
* Other	12,483	11,836	12,950	15,700
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 156,610	$ 139,248	$ 105,753	$ 96,973
- - STAFFING - -				
Personnel Services Total Amount	$ 142,454	$ 126,220	$ 91,553	$ 69,323
Full-Time Positions	1.75	1.75	1.00	- 0 -
Part-Time Positions @ F.T.E.	0.50	0.50	0.50	1.40

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Downtown Parking System Fund

FUND MISSION STATEMENT

To create and maintain a viable downtown area for the greater Holland community by providing 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 2014

* **Continue to focus on Downtown Parking Strategic Plan (DPSP) education programs.**

* **Monitor scheduling of the Central Avenue project and assure the proposed sharrow program is fully considered and included in the finalization of plans. (Fall 2013)**

* **Working with the part-time Downtown Parking Officer, consider additional part-time staffing that could supplement enforcement particularly with time-limited parking expanding downtown. (Summer 2013)**

* **Undertake another round of parking deck joint maintenance. (Summer 2013) ($10,000 expense)**

* **Evaluate storm drainage structures in all public downtown parking lots and develop a plan for making any necessary drainage or surface repairs. Initiate additional parking lot repairs/improvements. (Summer 2013) ($25,000 expense)**

* **Evaluate revenue generating opportunities for the Deck in order to support its' maintenance. (Spring-Summer 2013)**

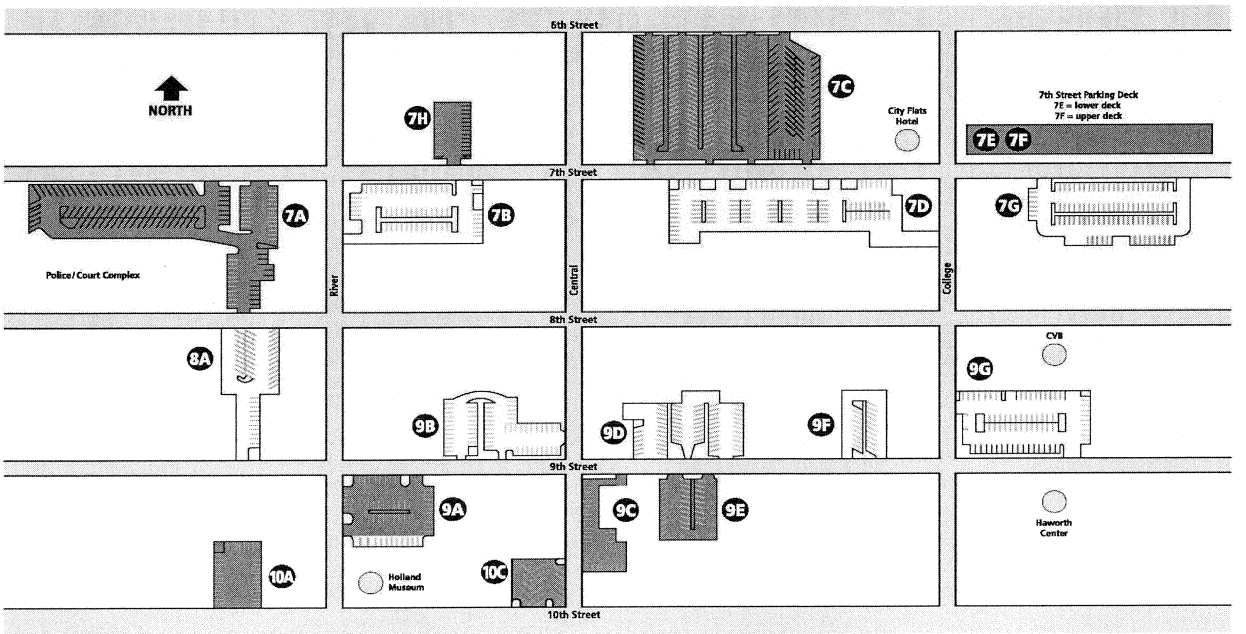
* **Consider potential parking lot changes in Lot 9G in concert with changes at New Holland Brewery and with interest in a mid-block east-west pedestrian walkway. (Spring Summer 2013)**

* **Continue to assist trash dumpster users in all lots with consolidation and revisit the opportunity for securing a single hauler. (Fall 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Overnight Parking Permits Issued				
Lots				
Number	229	321	300	300
Revenue	$14,659	$13,307	$11,000	$11,000
Deck				
Number	2	7	7	9
Revenue	$700	$1,800	$1,800	$3,000
Public Off-Street Parking Supply Downtown				
Lots	16	17	17	17
Spaces	997	1,011	1,011	1,011
Deck Spaces	256	256	256	256
Spaces Available 24/7	10	10	10	10



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PUBLIC PARKING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 170,830	$ 175,820	$ 181,248	$ 186,433
Charges for Services	23,663	20,147	14,450	14,850
Interest & Rents	951	2,806	2,500	3,700
Other	39	1,407	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 195,483	$ 200,180	$ 198,198	$ 204,983
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 51,408	$ 39,652	$ 61,030	$ 62,325
* Benefits - To Include NonWorking Wages	5,817	4,148	5,781	7,852
* Mandatory Employer Costs	4,616	3,099	5,400	5,850
Other Current Expenditures -				
* Supplies / Maintenance	42,544	24,547	50,450	60,250
* Contractual	6,243	5,041	6,052	4,500
* Other	51,798	50,198	60,151	61,110
Capital Outlay	- 0 -	- 0 -	- 0 -	25,000
Debt Service Payments -				
* Interest & Fee Payments	73	33	2	- 0 -
Transfers Out	9,562	10,253	9,031	8,500
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 172,061	$ 136,971	$ 197,897	$ 235,387
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 23,422	$ 63,209	$ 301	$ (30,404)
ENDING BALANCE -				
Designated / Reserved (Deck O&M)	$ 15,000	$ 20,000	$ 25,000	$ 30,000
Undesignated / Unreserved	90,193	148,402	143,703	108,299
TOTAL FUND EQUITY	$ 105,193	$ 168,402	$ 168,703	$ 138,299
- - STAFFING - -				
Personnel Services Total Amount	$ 61,841	$ 46,899	$ 72,211	$ 76,027
Full-Time Positions	0.20	0.20	0.30	0.30
Part-Time Positions @ F.T.E.	0.60	0.60	0.75	0.70

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 (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 2014

* **Convene the Downtown Development Authority (DDA) and Principal Shopping District Boards to develop a three to five year strategic work program that adds specificity to expectations and further detail to action plans in light of the Downtown Services staffing addition and organizational changes. (Spring- Summer 2013)**

* **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. Continue work outlined in the Downtown Operations and Maintenance Manual, Downtown business orientation efforts, and special planning projects. (Fall 2013)**

* **Convene the Downtown Strategic Planning Committee in order to contribute to the update of the City's overall Master Plan and contribute to broad sustainability planning, with specific attention focused on updating as needed portions of Sharpening the Vision plan. (Summer 2013)**

* **Evaluate the strength and necessity of the Tourism Initiative with the other nine participating entities. Continue participation on the Holland Area Convention and Visitors Bureau Board and in its mission. (Spring 2013)**

* **Initiate a comprehensive review of the overall streetscape plan and future improvements therewith. Identify any substantial costs that may be associated with new or significant changes to streetscape, snowmelt, or other infrastructure that might seek possible inclusion in a TIF or other larger funding effort. (Fall 2013)**

* **Repair, additions to, and/or replacement of holiday décor. (Fall 2013)**

* **Upon hiring of vacant personnel positions, work with Board to review budget, prioritize expenditures, identify new revenues, and balance budget. (Fall 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Building Improvement Expenditures	$800,000	$1,200,000	$1,200,000	$500,000
Net New Downtown Businesses Recruited	9	9	5	4
Number of Designs Prepared (Design Assistance)	1	PROJECT TERMINATED		
Number of Loan Program Projects	0	PROJECT TERMINATED		
Street Performer Permits	192	216	220	220
Number of businesses Downtown	165	168	170	170
Square Footage Total *	1,384,667	1,248,667	1,248,667	1,267,090
Square Footage Use:				
Office	707,330	669,204	669,204	657,239
Retail	441,154	425,529	425,529	419,756
Vacant / Storage / Other / Hotel	263,193	153,934	153,934	190,095
(FY10 & FY11 reflect entire SF of district; beginning with FY12, SF will reflect commercial uses only.)				
Amenities:				
Public Benches (Victor Stanley & Porter)	34	36	38	40
Private Benches	25	25	25	25
Trash Cans	50	50	50	50
Trees total in tree management district	205	205	205	205
Trees replaced	0	2	9	2
Bike Racks	9	10	10	11
Bikes Accommodated	74	76	76	80
* Square footage reflects the C-3 district.				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 187,186	$ 178,462	$ 178,098	$ 181,008
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	2,366	2,638	2,350	2,400
Interest & Rents	2,983	1,632	1,000	1,000
Other	- 0 -	124	63	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 192,535	$ 182,856	$ 181,511	$ 184,408
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 76,979	$ 78,560	$ 88,550	$ 81,613
* Benefits - Includes NonWorking Wages	28,153	24,513	29,349	34,172
* Mandatory Employer Costs	7,337	7,322	8,290	7,491
Other Current Expenditures -				
* Supplies / Maintenance	34,484	34,888	34,000	38,500
* Contractual	11,452	4,827	4,800	7,800
* Other	32,853	59,400	40,121	40,092
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 191,258	$ 209,510	$ 205,110	$ 209,668
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,277	$ (26,654)	$ (23,599)	$ (25,260)
ENDING FUND EQUITY -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	156,156	129,502	105,903	80,643
TOTAL FUND EQUITY	$ 156,156	$ 129,502	$ 105,903	$ 80,643
- - STAFFING - -				
Personnel Services Total Amount	$ 112,469	$ 110,395	$ 126,189	$ 123,276
Full-Time Positions	1.10	1.10	1.45	1.325
Part-Time Positions @ F.T.E.	0.40	0.40	0.45	0.45

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

DEPARTMENT MISSION STATEMENT

To increase the awareness and overall appeal of Downtown Holland locally, regionally, and nationally to benefit Principal Shopping District (PSD) members.

ACTION PLAN FOR FISCAL YEAR 2014

* **Assist in bringing the new Downtown Manager up to speed, eliminate any internal silos, and continue to build on our current strengths and relationships while exceeding the membership and community's expectations. (Spring/Summer 2013)**

* **To foster leadership and creativity in our staff for the benefit of the organization and Downtown Holland as a whole through mentoring, training, workshops and seminars. (Summer/Fall 2013)**

* **To determine ways to capitalize on the crowds that are here for events to translate their presence downtown into dollars for all of our businesses, but with a specific focus on our retailers. (Summer 2013)**

* **To create a detailed plan and budget for implementing a new, revenue-generating event, keeping in mind our goal of fostering a unique and vibrant atmosphere in Downtown Holland. (Summer 2013) ($9,000 revenue/$3,000 costs projected)**

* **Upon hiring of vacant personnel positions, work with Board to review budget, prioritize expenditures, identify new revenues, and balance budget. (Fall 2013)**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP-PRINCIPAL SHOPPING DISTRICT FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Additional Revenue Sources				
Associate Membership	1	3	2	2
Corporate Sponsorship	6	9	8	8
Grants Awarded *	1	1	1	1
Revenue-Generating Events & Programs *	5	5	6	5
Marketing & Promotion Initiatives				
Calendar of Events	3	3	3	3
Downtown Holland Magazine Spreads *	3	3	3	3
Downtown Holland Map & Directories	413	8	8	8
Social Media Accounts *	11	13	16	19
Event Posters *	1	10	10	10
Installation of Seasonal Décor	72	1	1	1
Press Releases *	0	71	75	80
Restaurant Guide	1	1	1	1
Visiting Groups Coupon Booklet	1	1	1	1
Events Organized	15	16	16	16
Ice Sculpting Competition				
Girlfriend Weekend				
Groovewalk (Spring)				
Farmer's Market				
Chef Series				
Kids Activities				
Downtown Holland Ambassador Program				
Street Performer Series				
Sidewalk Sales				
Salsa Showdown				
Live Mannequin Night				
The Carve				
Groovewalk (Fall)				
Holland Open House				
Parade of Lights				
Up on the Rooftops				
Business Advocacy				
D-Coffee	6	6	6	6
Member Newsletters	6	12	12	12
Additional Workshops and Seminars *	0	0	5	3
* = New Program Measurement Added for FY14				

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 181,836	$ 181,119	$ 181,080	$ 181,200
Charges for Services	134,087	172,844	162,335	170,500
Interest & Rents	1,755	1,168	387	500
Other	15,310	26,060	24,963	26,900
TOTAL SOURCES	$ 332,988	$ 381,191	$ 368,765	$ 379,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 99,207	$ 110,038	$ 130,250	$ 158,653
* Benefits - To Include NonWorking Wages	27,168	32,294	30,413	41,416
* Mandatory Employer Costs	8,609	10,065	12,300	14,621
Other Current Expenditures -				
* Supplies / Maintenance	9,404	12,090	8,725	8,000
* Contractual	13,187	11,056	12,575	15,700
* Other	161,906	197,880	196,995	180,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 319,481	$ 373,423	$ 391,258	$ 423,390
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 13,507	$ 7,768	$ (22,493)	$ (44,290)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	187,286	195,054	172,561	128,271
TOTAL FUND EQUITY	$ 187,286	$ 195,054	$ 172,561	$ 128,271
- - STAFFING - -				
Personnel Services Total Amount	$ 134,984	$ 152,397	$ 172,963	$ 214,690
Full-Time Positions	1.90	1.90	1.45	1.575
Part-Time Positions @ F.T.E.	0.70	0.95	2.50	2.65

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 2014

Respond per state statute.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
- - DANGEROUS STRUCTURES - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Number of Dangerous Structures Public Hearings	2	4	3	3
Number of Housing Board of Appeals Public Hearings	2	2	2	2
Number Repaired by the Owner	1	1	1	1
Number Repaired by the City	1	1	1	1
City Cost of Repairs/Demolition	$7,400	$11,352	$10,000	$7,500
Number of Vacant Properties	2	3	2	2
Non-Rental Properties	2	3	2	2
Residential	2	4	3	3

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DANGEROUS STRUCTURES FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 9,227	$ 14,077	$ (175)	$ 15,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	687	2,975	- 0 -
TOTAL SOURCES	$ 9,227	$ 14,764	$ 2,800	$ 15,000
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 319	$ 296	$ 200	$ 200
* Contractual	1,302	6,225	2,600	2,500
* Other	7,400	9,500	- 0 -	7,500
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 9,021	$ 16,021	$ 2,800	$ 10,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 206	$ (1,257)	$ - 0 -	$ 4,800
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,257	- 0 -	- 0 -	4,800
TOTAL FUND EQUITY	$ 1,257	$ - 0 -	$ - 0 -	$ 4,800

- - 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 2014

* **To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.**

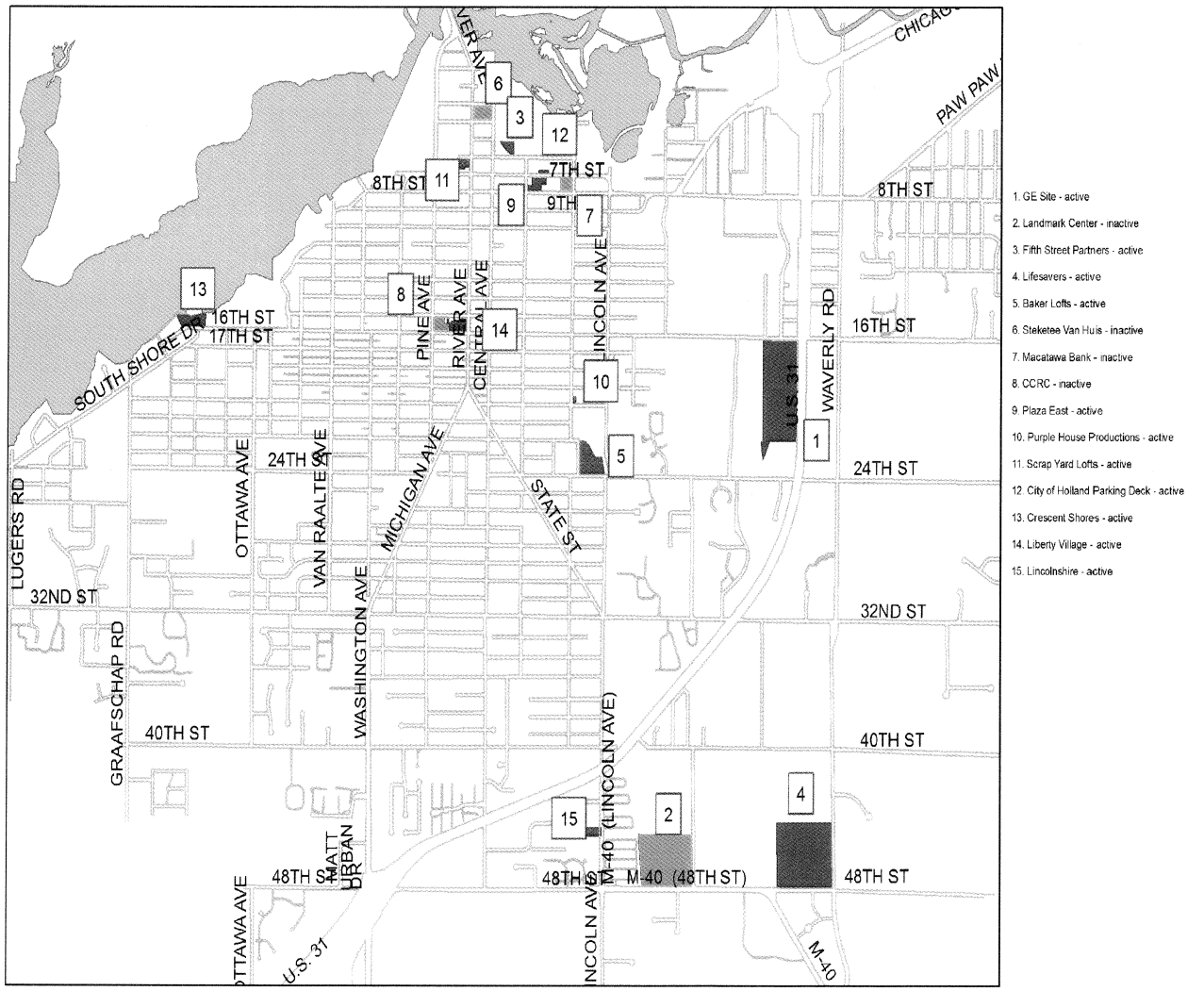
* **To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - BROWNFIELDS - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Number of Active Projects (Capturing Taxes)	11	10	9	11
Number of Active Projects (Not Capturing Taxes)	1	1	1	1
Total number of Active Projects	12	11	10	12
Taxable Valuation Capture (IFT at Equivalency)	$21,520,573	$19,572,024	$16,358,159	$19,945,731

City of Holland - Brownfields



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

BROWNFIELD REDEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 743,177	$ 666,083	$ 639,978	$ 801,682
Interest & Rents	3,420	1,946	987	- 0 -
Transfers In	- 0 -	36,352	57,302	66,656
TOTAL SOURCES	$ 746,597	$ 704,381	$ 698,267	$ 868,338
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	533,380	423,454	375,497	508,141
Transfers Out	228,167	272,570	306,418	317,932
TOTAL USES	$ 761,547	$ 696,024	$ 681,915	$ 826,073
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (14,950)	$ 8,357	$ 16,352	$ 42,265
ENDING FUND EQUITY -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	23,948	32,305	48,657	90,922
TOTAL FUND EQUITY	$ 23,948	$ 32,305	$ 48,657	$ 90,922

- - STAFFING - -

Positions: Not Applicable

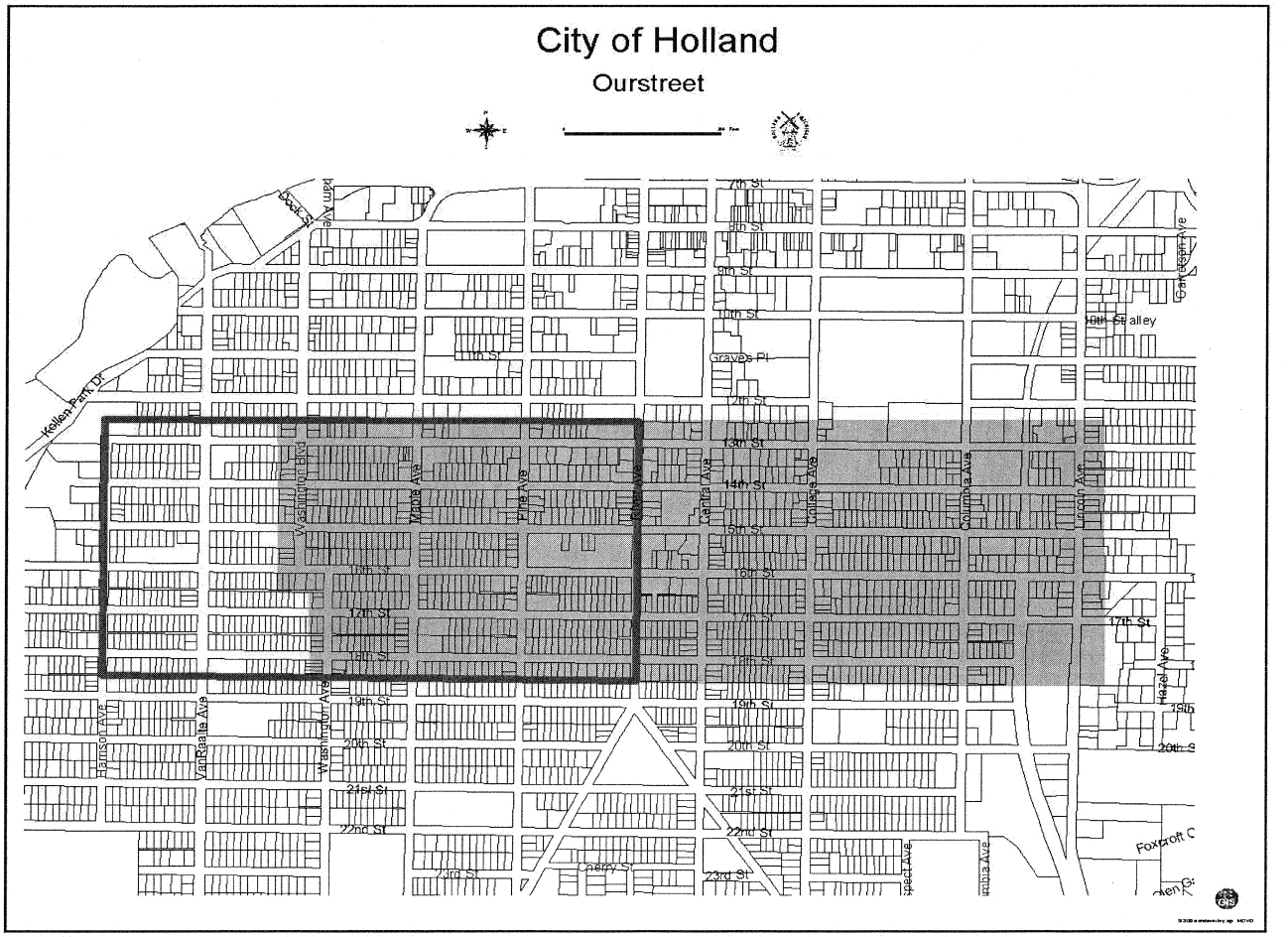
PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - GRANT FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
MSHDA Grant Home Purchase Projects	0	0	1	1
Neighborhood Impact Program (NIP Grant) Projects *	1	4	4	4

*moved to general fund for FY 11 and beyond

The Oursteet District is bordered by 13th Street on the North, 19th Street on the South, Harrison Avenue on the West, and Lincoln Avenue on the East.



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MSHDA - HOME/NSP (AND NIP) GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 290,606	$ - 0 -	$ 37,500	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	5,000
TOTAL SOURCES	$ 290,606	$ - 0 -	$ 37,500	$ 5,000
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 -				
* Contractual	243,766	- 0 -	30,200	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	74,921	- 0 -	7,300	5,000
TOTAL USES	$ 318,687	$ - 0 -	$ 37,500	$ 5,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (28,081)	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - 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 -

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 - NSP (Mich State Housing Development Authority - Neighborhood Stabilization Program) funding Grant funding period was 07/01/09 to 06/30/10 in the multi-year amount of $404,000. This included Developer Fees of $51,699.

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 (one year extension to 6/30/13 has been granted).

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 – 30th 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 2014

* **To prepare and administer sub-recipient agreements with agencies and organizations for programs, services and activities selected for FY 2014 Community Development Block Grant (CDBG) funding. Complete agreements by August 2013 with on-going administration.**

* **To continue 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 2013)**

* **To assist the Neighborhood Improvement 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. (December to February 2014)**

* **Select activities for CDBG Funding which help meet identified community needs. (May 2014) (overall funding available to allocate estimated at $266,737, down from $372,214 last year)**

* **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 2013 and 2014.**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
- - COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM - 30TH ENTITLEMENT YEAR - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Housing Mission				
Homeownership				
Lakeshore Habitat for Humanity	not funded	1	2	TBD
$1 HUD Home Acquisition	0	not funded	not funded	TBD
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	83	60	85	TBD
Resthaven Maplewood Facility	not funded	not funded	not funded	TBD
Holland ALANO	not funded	not funded	not funded	TBD
Housing Accessibility				
Disability Network - Project Ramp	not funded	not funded	not funded	TBD
Fair Housing Center of West Michigan	2,400	1,060	1,000	TBD
Housing Sustainability - No direct activities under this mission.	0	0	0	TBD
Housing the Homeless				
Community Action House - Guaranteed Security Deposit Program	not funded	not funded	not funded	TBD
Good Samaritan Ministries - Transitional Housing Program	40 (HH)	CSSA	40 (HH)	TBD
Center for Women in Transition - Emergency Shelter	N/A	CSSA	50	TBD
People, Neighborhoods, and Economy				
Sustainable Youth				
Boys and Girls Club - Youth Programs	1,400	not funded	not funded	TBD
Hope College - Children's After School Programs (CASA)	95	not funded	not funded	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	not funded	not funded	not funded	TBD
Heights of Hope - Strengthening Youth	not funded	not funded	not funded	TBD
Children's Advocacy Center	CSSA	66	not funded	TBD
Child & Family Services - CWIT	CSSA	11	not funded	TBD
Pathways - CASA	CSSA	15	not funded	TBD
Sustainable Neighborhoods				
Community Action House - Foreclosure Program	55 (HH)	not funded	not funded	TBD
Alley Improvement Program	0	not funded	100	TBD
South Shore Island Project	not funded	1	not funded	TBD
Park Theatre Renovation	1	not funded	1	TBD
Community Navigator	N/A	9	not funded	TBD
Neighborhood Connections	N/A	12,650	12,650	TBD
3-Sixty Neighbor LED Development	not funded	151	not funded	TBD
Heights of Hope Community Development	not funded	250	not funded	TBD
Sustainable Economies				
City of Holland - Neighborhood Commerical Revitalization Prog.	not funded	not funded	not funded	TBD
Heights of Hope - Employment Program	not funded	not funded	not funded	TBD
LAUP - Steps to Success	150	not funded	not funded	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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 315,789	$ 333,938	$ 420,760	$ 376,035
Other	158,594	142,582	78,984	100,000
Transfers In	24,433	4,080	15,869	- 0 -
TOTAL SOURCES	$ 498,816	$ 480,600	$ 515,613	$ 476,035
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 60,808	$ 57,286	$ 45,749	$ 49,650
* Benefits - To Include NonWorking Wages	28,988	27,275	27,092	27,050
* Mandatory Employer Costs	4,165	4,093	4,471	4,400
Other Current Expenditures -				
* Supplies / Maintenance	1,484	1,336	2,000	1,700
* Contractual	4,238	4,702	4,500	4,500
* Other	374,700	344,276	405,693	388,735
Transfers Out	24,433	41,632	26,108	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 498,816	$ 480,600	$ 515,613	$ 476,035
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 93,961	$ 88,654	$ 77,312	$ 81,100
Full-Time Positions	1.18	1.25	1.00	0.95
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: FY2011 = $385,012, FY2012 = $290,563, FY2013 = $290,563.

The FY2014 federal grant is estimated at $276,035 (FY2014 column includes $100,000 carry-over from prior year grants).

FY2011 include an additional ARRA Recovery federal grant for a weatherization program.

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 2014

RESIDENTIAL SERVICES

* **Complete the transition for customer service and billing from the BPW to Chef for an annual savings of approximately $56,000.**

* **Review the refuse/recycling, Project Pride, yard waste program, leaf pickup, and spring cleanup programs to improve efficiency and effectiveness and convenience to property owners. (December 2013)**

* **Evaluate options available as alternatives to curb-side pickup for Spring/Fall clean up debris. (December 2013)**

* **Conduct "celebrity garbage inspector" education program throughout the summer. (July through September 2013)**

* **To publish and distribute refuse and recycling information through the City calendar. (October 2013)**

NON-RESIDENTIAL

* **To work with Chef Container to add additional "acceptable" items to the yellow recycle bag collection. (September 2013)**

* **Re-bid/renew commercial refuse contract.**

* **Revive the single hauler concept for the Downtown merchants. (October 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
PROJECT PRIDE				
Pounds of trash collects at Project Pride site	850	1,123	1,300	1,339
Estimated Pounds of trash collected through coupons redeemed	861,660	926,840	950,000	978,500
Coupons redeemed				
Pounds of scrap metal collected by Padnos Co.	10,000	10,000	10,000	10,000
Freon appliances collected	35	8,575	8,600	8,625
CURB SIDE RECYCLING				
Type of Waste Recycles - In Pounds				
Total Fiber	1,278,913	1,835,827	1,872,853	1,910,310
Newsprint	839,218	1,223,987	1,116,296	1,138,622
Corrugated	439,695	1,083,411	1,136,531	1,159,261
Total Commingle	308,618	776,197	815,006	831,306
Dairy plastic / #1 & #2 Colored	106,606	308,652	317,911	324,269
Aluminum	12,429	11,898	12,254	12,499
Tin	70,606	125,409	129,171	131,754
Glass	118,977	351,653	362,202	369,446
Total Pounds Collected Curbside	1,587,531	2,612,024	2,687,859	2,741,616
REFUSE				
1 Bag/month	246	236	240	245
2 Bag/month	125	152	155	160
32 Gallon weekly	2,701	2,799	2,850	2,900
65 Gallon weekly	3,353	3,391	3,450	3,500
90 Gallon weekly	2,367	2,375	2,400	2,450
Subtotal Recycle	8,792	8,953	9,095	9,255
Multi Family - 2 Yard	2	5	5	6
Multi Family - 4 Yard	2	1	1	2
Multi Family - 6 Yard	1	0	0	
Subtotal Multi-Family	5	6	6	8
Multi Family - 4 Units	3	2	2	3
Multi Family - 8 Units	1	3	3	4
Multi Family - 16 Units	1	1	1	1
Subtotal Multi-Family	5	6	6	8

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,394,814	$ 1,425,111	$ 1,480,220	$ 1,605,600
Interest & Rents	2,947	2,116	2,283	2,280
Other	(170,058)	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,227,703	$ 1,427,227	$ 1,482,503	$ 1,607,880
FUNDING USES -				
Personnel Service Expenses				
* Salaries & Wages - Working	$ 84,438	$ 77,984	$ 67,450	$ 69,856
* Benefits - Includes NonWorking Wages	27,224	26,366	37,293	42,293
* Mandatory Employer Costs	3,015	2,261	5,700	5,548
Other Current Expenses				
* Supplies / Maintenance	52,408	63,284	68,532	70,700
* Contractual	1,264,338	1,205,534	1,351,632	1,358,857
* Other	6,261	6,753	10,154	8,915
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 1,437,684	$ 1,382,182	$ 1,540,761	$ 1,556,169
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 20	$ - 0 -	$ - 0 -	$ - 0 -

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)

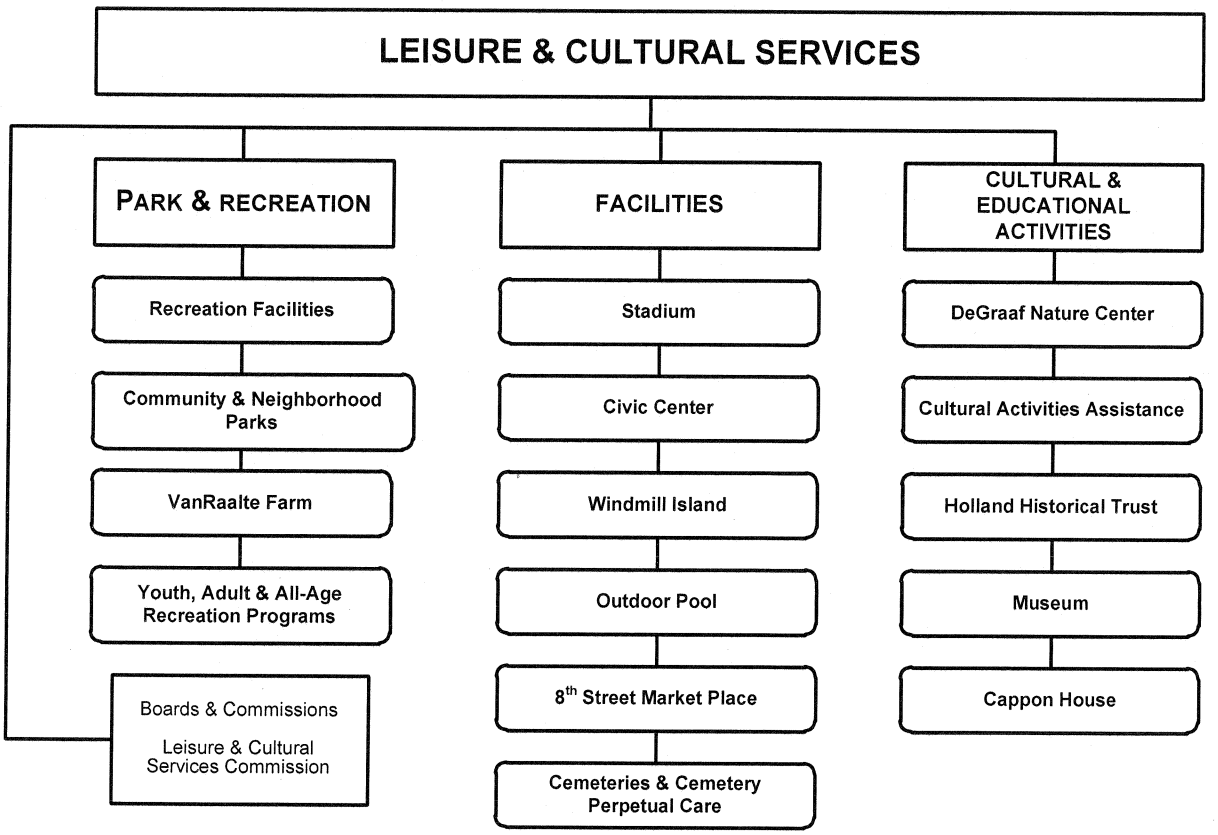
Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
(This Fund Continues From Previous Page)				
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (210,001)	$ 45,045	$ (58,258)	$ 51,711
ENDING BALANCE -				
Designated / Reserved:	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	359,840	404,885	346,627	398,338
TOTAL FUND EQUITY	$ 359,840	$ 404,885	$ 346,627	$ 398,338
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ (39,924)	$ 45,045	$ (58,258)	$ 51,711
ENDING BALANCE	$ 359,840	$ 404,885	$ 346,627	$ 398,338
- - STAFFING - -				
Personnel Services Total Amount	$ 114,677	$ 106,611	$ 110,443	$ 117,697
Full-Time Positions	0.20	0.20	0.87	0.77
Part-Time Positions @ F.T.E.	0.70	0.70	0.70	0.70

LEISURE & CULTURAL SERVICES GROUP
INTRODUCTION

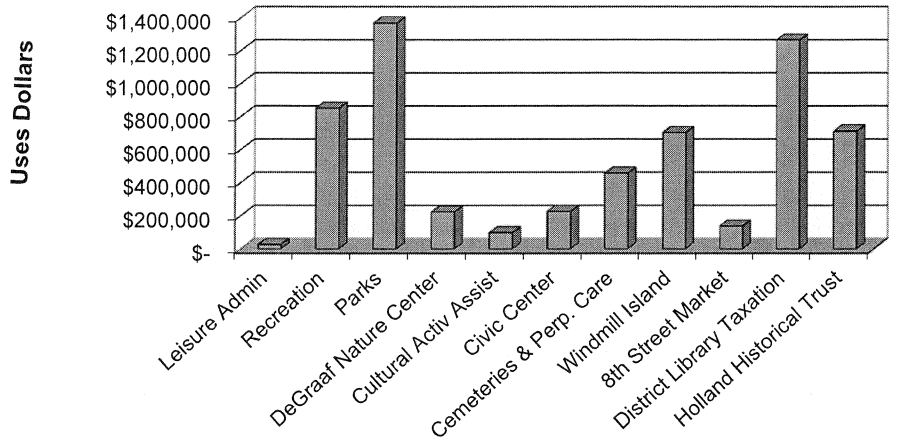
GROUP MISSION STATEMENT

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.

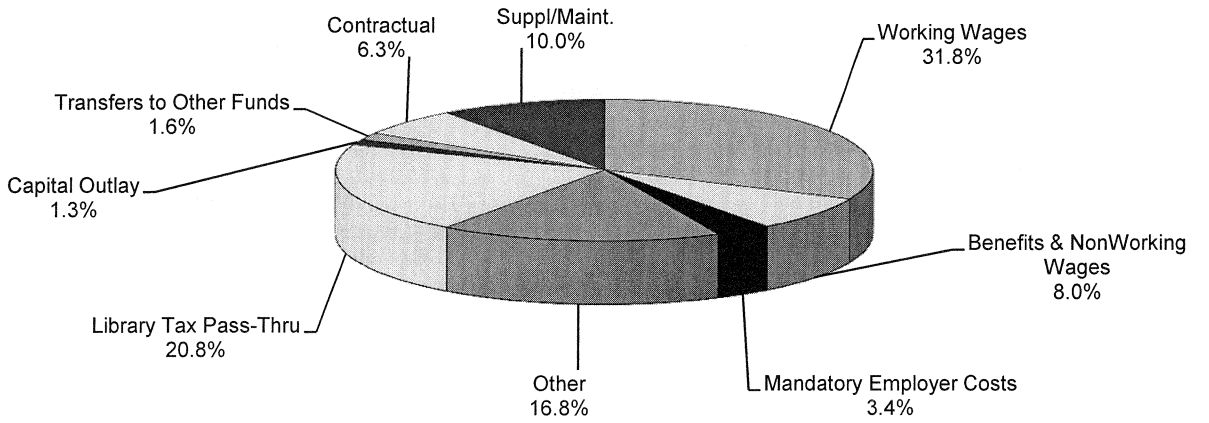
GROUP ORGANIZATIONAL STRUCTURE



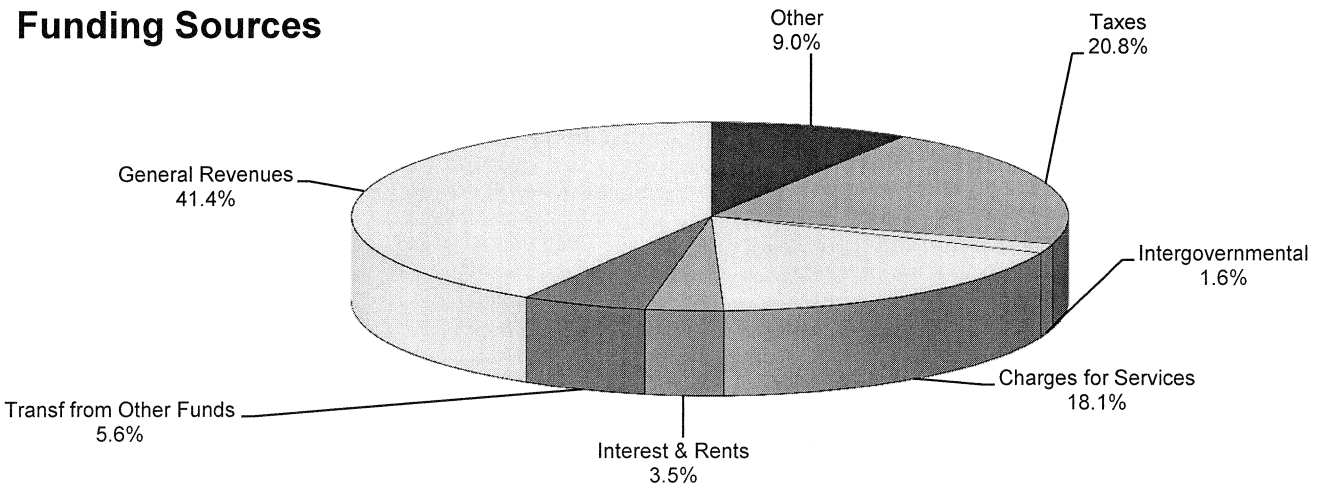
Total Uses By Department $6,061,345



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 3,705,292	$ 3,527,398	$ 3,407,321	$ 3,372,074
Permanent	17,700	14,861	20,132	8,000
Special Revenue	1,385,199	1,336,867	1,249,684	1,266,933
Enterprise	1,209,027	863,550	734,804	703,351
Component Unit	818,655	684,503	607,940	710,987
TOTAL - ALL FUND TYPES	$ 7,135,873	$ 6,427,179	$ 6,019,881	$ 6,061,345
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,384,634	$ 1,336,645	$ 1,245,376	$ 1,262,613
Intergovernmental	22,080	34,824	94,280	95,320
Charges for Services	1,090,458	1,035,166	1,079,773	1,093,800
Interest & Rents	327,844	229,017	203,429	211,530
Other	351,603	312,703	383,816	544,887
Transfers In	962,029	686,962	412,293	342,101
TOTAL SOURCES	$ 4,138,648	$ 3,635,317	$ 3,418,967	$ 3,550,251
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,080,209	$ 1,892,210	$ 1,820,585	$ 1,927,557
* Benefits - Includes NonWorking Wages	465,177	436,267	498,069	479,135
* Mandatory Employer Costs	227,701	223,350	197,809	206,467
Other Current Expenditures -				
* Supplies / Maintenance	618,713	534,447	576,382	604,160
* Contractual	270,057	302,314	473,280	384,160
* Other	2,630,567	2,552,720	2,203,778	2,282,266
Capital Outlay	590,810	239,316	107,434	80,600
Transfers Out	252,639	246,555	142,544	97,000
TOTAL USES	$ 7,135,873	$ 6,427,179	$ 6,019,881	$ 6,061,345
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 214,554	$ 266,176	$ 267,476	$ 268,776
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,773,087	$ 2,551,827	$ 2,516,463	$ 2,613,159
* Full-Time Positions	26.00	25.00	23.09	25.00
* Part-Time Positions @ F.T.E.	35.86	35.06	35.63	34.36

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation/Civic Center/Farmers Market

MISSION STATEMENT

Provide diverse and coordinated recreational, cultural and leisure time activities which appeal to and are enjoyed by citizens of all ages and interests; assure outdoor recreation facilities are properly and adequately supervised and maintained in good working condition; and provide an indoor facility which accommodates the residents of Holland for recreational and leisure time activities and special community events, along 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 2014

* **Develop a Civic Center handbook to include an operational plan. (December 2013)**
* **Review and update job descriptions. (September 2013)**
* **Build a recreation sponsorship plan for programs. (July 2013)**
* **Review/create and update recreation policies and procedures. (December 2013)**
* **Continue to work on a capital plan for the Civic Center. (December 2013)**
* **Develop a financing strategy for the continued usage of EBT cards following the expiration of the grants that end in September 2013. (September 2013)**
* **Evaluate certain programs and determine if programs can be contracted out to a private organization to reduce costs while maintaining quality services.**
* **Participate in the Service Delivery Committee working through the Macatawa Area Coordinating Council to continue the evaluation of regional collaboration for recreation opportunities.**
* **Implement and carry out a strategic planning effort for the Parks, Recreation and Transportation Department, focusing on identifying opportunities for greater integration of staff within the Department; more fully utilizing employees from all divisions in areas of operations where they may be most needed at a particular time or for a particular project; maximizing staff and equipment whenever and wherever possible; and continually working towards maintaining positive employee morale and pride in work performed.**

LEISURE & CULTURAL SERVICES GROUP

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

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	60,014	55,552	37,637	26,426
TOTAL SOURCES	$ 60,014	$ 55,552	$ 37,637	$ 26,426
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 34,411	$ 26,657	$ 19,037	$ 10,890
* Benefits - To Include NonWorking Wages	15,211	20,160	7,403	3,250
* Mandatory Employer Costs	3,327	3,361	1,887	1,036
Other Current Expenditures -				
* Supplies / Maintenance	3,534	1,588	2,650	2,650
* Other	3,531	3,786	6,660	8,600
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 60,014	$ 55,552	$ 37,637	$ 26,426
- - STAFFING - -				
Personnel Services Total Amount	$ 52,949	$ 50,178	$ 28,327	$ 15,176
Full-Time Positions	0.60	1.25	0.39	0.30
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
YOUTH ATHLETIC PROGRAMS				
Boys Basketball	147	216	225	250
Boys Soccer	346	337	308	325
Girls Basketball	63	102	115	125
Girls Soccer	0	255	300	300
Gymnastics (Youth)	194	158	150	150
Little Peoples Olympics	72	92	100	100
Smart Start Basketball	25	25	15	25
Smart Start Football	23	23	14	20
Start Smart Multi-Sports	27	15	14	20
Start Smart Soccer - Fall	30	30	31	30
Start Smart Soccer - Spring	50	61	50	60
Swimming Lessons (Youth)	837	809	850	875
Tennis Lessons/Clinic (Youth)	679	653	700	750
Tiny Tikes Football (Youth)	44	44	48	60
Track Camp (2011 Last Season)	15	0	0	0
Tulip City Triathalon	58	65	0	0
Youth Golf Lessons	29	41	50	50
Youth Table Tennis Tourney	30	36	50	50
Youth T-Ball	171	162	200	200
ADULT ATHLETIC PROGRAMS				
Adult Basketball (Summer)	168	154	225	250
Adult Basketball (Winter)	146	176	264	275
Adult Fall Softball	253	270	435	450
Adult Flag Football	156	156	160	175
Adult Golf Lessons	20	17	12	20
Adult Sand Volleyball	40	30	40	40
Adult Soccer League	86	105	110	120
Adult Summer Co-Ed Softball	222	405	425	450
Adult Summer Mens Softball	416	570	600	650
Adult Summer Womens (High School) Fastpitch Softball	144	180	200	225
Adult Summer Womens Softball	0	0	60	60
Adult Table Tennis Tourney	76	85	150	150
Adult Tennis Lessons	39	50	75	75
Adult Winter Volleyball	0	33	40	50
Adult Yoga at Kollen Park	225	225	0	0

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
NON-ATHLETIC EVENTS				
FAMILY SPECIAL EVENTS				
Concerts at Kollen Park (FREE)	1,200	1,200	1,500	1,500
Dad/Daughter Dance	135	169	175	175
Kollen Park Friday Night Concert Series (FREE)	4,000	5,000	6,000	6,000
Labor Day Boardwalk (FREE)	250	125	150	175
Mom/Son Event	121	105	100	100
Noon Basketball	502	1,056	1,100	1,200
Party in the Park (FREE)	3,500	5,500	6,000	6,000
Santa's Work Shop	97	0	0	0
Sunday Open Pickle Ball, Table Tennis, & Volleyball	596	574	600	625
YOUTH PROGRAMS				
Junior Adventure Club (Youth)	115	155	160	160
Playground (FREE) - Visits	1,672	2,055	2,200	2,300
Playground - Free Swimming (Weekly Event)	125	125	125	125
BOUWS POOL ATTENDANCE				
Adults	3,117	3,819	3,900	4,000
Children	11,026	14,353	14,500	15,000
Families (Est. 5/family)	2,523	59	0	0
Other	558	387	400	450
Totals	17,224	18,618	18,800	19,450

LEISURE & CULTURAL SERVICES GROUP

RECREATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 231,576	$ 254,562	$ 268,372	$ 278,650
Interest & Rents	11,155	8,483	11,000	11,000
Other	- 0 -	- 0 -	5,000	10,000
Funding Requirement - General Operating Revenues	601,797	468,950	562,817	550,707
TOTAL SOURCES	$ 844,528	$ 731,995	$ 847,189	$ 850,357
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 404,706	$ 358,276	$ 368,951	$ 341,016
* Benefits - To Include NonWorking Wages	73,892	55,081	78,054	82,224
* Mandatory Employer Costs	43,762	38,450	38,660	34,739
Other Current Expenditures				
* Supplies / Maintenance	121,281	98,902	125,106	130,900
* Contractual	54,106	46,209	86,078	120,010
* Other	146,781	135,077	150,340	141,468
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 844,528	$ 731,995	$ 847,189	$ 850,357
- - STAFFING - -				
Personnel Services Total Amount	$ 522,360	$ 451,807	$ 485,665	$ 457,979
Full-Time Positions	4.00	3.50	3.45	3.45
Part-Time Positions @ F.T.E.	0.95	0.70	0.90	1.15

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks and Cemeteries

MISSION STATEMENT

Enhance the community by providing outstanding services and safe, functional, beautiful parks and cemeteries facilities as efficiently as possible; continue development of facilities for the preservation of the natural beauty of the City and the enjoyment of all age groups; and pursue excellence in all areas of facilities and services.

ACTION PLAN FOR FISCAL YEAR 2014

* To reduce maintenance at Prospect Park by planting native hardwood grasses throughout the park. This will eliminate some mowing and upkeep. Anticipated short-term cost for materials is $3500, with longer-term maintenance savings yet to be determined. (June 2014)

* Continue to make boardwalk improvements at Window on the Waterfront by replacing sections and securing the overlook/pump house. Anticipated cost is $8,600. (October 2013)

* Reroof the old cemetery office; it is currently in disrepair and leaking. Anticipated cost is $11,000. (August 2013)

* Collaboratively work with the MACC Watershed to develop an Urban Tree Canopy Assessment. Grant-funded, no dollars to be expended. (Summer 2013)

* Continue to work on the tree replacement program, in order to make certain that at least one tree is planted for every tree taken down, and develop a long-term goal of replacing two trees for every one tree taken down.

* Achieve a top ranking in the City's population category in the America in Bloom competition for a third year, and take a top ranking in at least one of the categories. To be funded with private donations and in-kind staff support. (September 2013)

* Begin the process of acquiring and determining the use/costs of the building currently housing the Macatawa Area Express operation. (October 2013)

* In conjunction with the Community Parks and Recreation Plan, and in consultation with the Parks and Recreation Advisory Commission, pursue the development of street ends at Lake Macatawa for community purposes. First project to be completed by May 2014.

* Implement and carry out a strategic planning effort for the Parks, Recreation and Transportation Department, focusing on identifying opportunities for greater integration of staff within the Department; more fully utilizing employees from all divisions in areas of operations where they may be most needed at a particular time or for a particular project; maximizing staff and equipment whenever and wherever possible; and continually working towards maintaining positive employee morale and pride in work performed.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Forestry Activities				
Trees Planted	96	113	102	100
Trees Planted by Contract	97	120	112	50
Trees Trimmed	1,990	2,000	1,800	1,500
Trees Removed	153	213	300	200
Trees Removed by Contract	1	1	10	20
Stump Removal	131	200	300	200
Tulip Beds & Lanes				
Annual Tulip Plantings	304,000	304,000	315,000	300,000
Greenhouse Plantings (Greenhouse is currently at capacity.)				
Start-Up Summer Flowers and Winter Flowers * Greenhouse is currently at capacity.	95,000	100,000	100,000	100,000
Area Maintained by Park Personnel:				
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	318.5 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	8 acres
Total Area Maintained by Park Personnel	403.75 acres	403.75 acres	403.75 acres	389.65 acres
Number of Events in Park Facilities:				
Kollen Park	47	52	27	45
Centennial Park	28	23	25	25
Smallenburg	4	4	3	3
Window on the Waterfront	0	2	1	1
VanRaalte Farm	3	3	1	1
Rosa Parks Green	3	1	1	1
Other Services:				
Election Day Services, Winter Sidewalk Plowing, Maintenace on Park Buildings, Project Pride, Repair Playground Equipment, Repair Equipment, Remove Vandalism Problems				

LEISURE & CULTURAL SERVICES GROUP

PARKS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 20,577	$ 27,760	$ 20,000	$ 20,000
Interest & Rents	7,146	7,791	6,700	6,700
Funding Requirement - General Operating Revenues	1,359,319	1,319,149	1,274,179	1,338,582
TOTAL SOURCES	$ 1,387,042	$ 1,354,700	$ 1,300,879	$ 1,365,282
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 532,313	$ 515,980	$ 460,700	$ 487,312
* Benefits - To Include NonWorking Wages	183,765	161,713	187,000	176,255
* Mandatory Employer Costs	58,750	56,160	49,600	51,644
Other Current Expenditures				
* Supplies / Maintenance	165,915	170,312	190,329	206,700
* Contractual	46,229	65,466	75,100	68,800
* Other	400,070	379,074	332,150	359,971
Capital Outlay	- 0 -	5,995	6,000	14,600
TOTAL USES	$ 1,387,042	$ 1,354,700	$ 1,300,879	$ 1,365,282
- - STAFFING - -				
Personnel Services Total Amount	$ 774,828	$ 733,853	$ 697,300	$ 715,211
Full-Time Positions	9.15	8.20	7.00	7.00
Part-Time Positions @ F.T.E.	10.95	11.15	11.35	12.25

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

Small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Services Gr

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	77	78	100	70
Graafschap Cemetery	35	38	26	35
Accumulated	39,040	39,156	39,282	39,387
Burials:				
Pilgrim Home Cemetery - Annual	203	183	176	166
Graveside Services	106	108	114	94
Percent of Burials	52%	59%	65%	57%
Graafschap Cemetery - Annual	64	46	48	52
Graveside Services	26	30	28	32
Percent of Burials	41%	65%	58%	62%
Marker Foundation Installations:				
Pilgrim Home Cemetery	115	136	156	115
Graafschap Cemetery	40	41	28	40
Certificates of Transfer	12	13	14	15
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	6,009	5,931	5,831	5,761
- Plotted, Sold, and Available for Burials	7,861	7,861	7,755	7,755
- Unplotted (future expansion)	3,845	3,845	3,846	3,846
Total Unoccupied Inventory	17,715	17,637	17,432	17,362
Graafschap Cemetery				
- Plotted and Available for Sale	589	551	525	490
- Plotted, Sold, and Available for Burials	2,944	2,944	2,932	2,897
Total Unoccupied Inventory	3,533	3,495	3,457	3,387
Niche Sales				
Pilgrim Home Cemetery	1	3	3	5
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	490	487	484	479

LEISURE & CULTURAL SERVICES GROUP

CEMETERIES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 211,361	$ 217,408	$ 216,200	$ 214,700
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	17,332	11,316	8,000	8,000
Funding Requirement - General Operating Revenues	193,760	231,887	264,751	225,533
TOTAL SOURCES	$ 422,453	$ 460,611	$ 488,951	$ 448,233
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 160,137	$ 173,365	$ 192,975	$ 175,584
* Benefits - To Include NonWorking Wages	53,485	61,173	70,246	45,232
* Mandatory Employer Costs	17,812	18,776	20,975	18,242
Other Current Expenditures -				
* Supplies / Maintenance	34,032	30,175	40,700	38,900
* Contractual	49,263	53,289	57,850	57,850
* Other	107,724	123,833	106,205	112,425
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 422,453	$ 460,611	$ 488,951	$ 448,233
- - STAFFING - -				
Personnel Services Total Amount	$ 231,434	$ 253,314	$ 284,196	$ 239,058
Full-Time Positions	2.40	2.90	2.90	1.90
Part-Time Positions @ F.T.E.	2.80	2.80	2.95	3.10

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Farmers Market				
Wednesday Market (Markets held each season)	28	28	28	29
Saturday Market (Markets held each season)	31	30	31	31
Total daily stalls rented (calendar year)	1,530	1,563	1,562	1,570
Total number of seasonal stalls rented	80	80	80	80
Project Fresh coupon program	6,663	6,675	6,808	6,850
External events held in tandem with Market	1	1	1	1
Saturday Market Demos	16	16	17	16
Wednesday Children's Activities	13	13	13	13
Seasonal Special Event Days	2	2	2	2
Other Activities (without Estimates)	too many to estimate			
Taste of Holland				
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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 15,080	$ 18,343	$ 36,280	$ 40,000
Interest & Rents	13,305	16,967	13,300	13,800
Charges for Services	69,059	71,441	70,711	75,000
Other	4,965	3,000	3,300	5,000
Funding Requirement - General Operating Revenues	5,150	510	4,947	(8)
TOTAL SOURCES	$ 107,559	$ 110,261	$ 128,538	$ 133,792
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 35,465	$ 37,282	$ 32,860	$ 36,843
* Benefits - To Include NonWorking Wages	1,578	1,859	2,740	2,391
* Mandatory Employer Costs	3,521	3,755	3,415	3,408
Other Current Expenditures				
* Supplies / Maintenance	4,555	1,995	4,900	4,900
* Contractual	5,734	4,521	5,250	5,300
* Other	56,706	60,849	79,373	80,950
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 107,559	$ 110,261	$ 128,538	$ 133,792
- - STAFFING - -				
Personnel Services Total Amount	$ 40,564	$ 42,896	$ 39,015	$ 42,642
Full-Time Positions	0.10	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.85	0.90	0.90	1.00

LEISURE & CULTURAL SERVICES GROUP

8TH ST MARKET ELECTRONIC BENEFIT TRANSFER (EBT) GRANT FUND
- REFERENCE: U.S. DEPT OF AGRICULTURE
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 1,481	$ 7,000	$ 4,320
TOTAL SOURCES	$ - 0 -	$ 1,481	$ 7,000	$ 4,320
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 1,330	$ 6,500	$ 4,320
* Mandatory Employer Costs	- 0 -	151	500	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ - 0 -	$ 1,481	$ 7,000	$ 4,320
- - 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 - -				
Personnel Services Total Amount	$ - 0 -	$ 1,330	$ 6,500	$ 4,320
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	0.05	0.25	0.25

ADDITIONAL INFORMATION:
This federal grant is for a two year period beginning May 16, 2012 through contract with Ottawa County. Low income residents can use their Bridge Card to purchase produce at the Farmer's Market. The grant will cover wages of a part-time coordinator and equipment.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Civic Center Building Use				
Entire Facility	318	315	325	325
Gymnasium Only	336	350	385	385
Exhibition Room Only	45	52	45	45

LEISURE & CULTURAL SERVICES GROUP

CIVIC CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 551	$ 326	$ 500	$ 500
Interest & Rents	50,627	48,716	50,000	52,000
Funding Requirement - General Operating Revenues	203,832	150,879	170,259	174,398
TOTAL SOURCES	$ 255,010	$ 199,921	$ 220,759	$ 226,898
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 119,315	$ 88,431	$ 83,549	$ 87,162
* Benefits - To Include NonWorking Wages	32,278	23,532	35,173	37,604
* Mandatory Employer Costs	12,871	9,652	8,940	9,104
Other Current Expenditures -				
* Supplies / Maintenance	39,182	31,057	41,672	41,900
* Contractual	1,600	1,263	1,600	1,600
* Other	49,764	45,986	49,825	49,528
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 255,010	$ 199,921	$ 220,759	$ 226,898
- - STAFFING - -				
Personnel Services Total Amount	$ 164,464	$ 121,615	$ 127,662	$ 133,870
Full-Time Positions	1.50	1.30	1.30	1.30
Part-Time Positions @ F.T.E.	2.00	1.90	1.90	1.85

LEISURE & CULTURAL SERVICES GROUP

CEMETERY PERPETUAL CARE FUND
(A PERMANENT FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 25,140	$ 30,285	$ 29,600	$ 29,600
Interest & Rents	17,404	11,349	8,202	8,000
Transfers In	1,862	2,353	931	- 0 -
TOTAL SOURCES	$ 44,406	$ 43,987	$ 38,733	$ 37,600
FUNDING USES -				
Other Current Expenditures				
* Other	$ 300	$ 3,545	$ - 0 -	$ - 0 -
Transfers Out	17,400	11,316	20,132	8,000
TOTAL USES	$ 17,700	$ 14,861	$ 20,132	$ 8,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 26,706	$ 29,126	$ 18,601	$ 29,600
ENDING BALANCE -				
Designated / Reserves	$ 1,464,842	$ 1,488,522	$ 1,516,522	$ 1,544,522
Undesignated / Unreserved	55,374	60,820	51,421	53,021
TOTAL FUND EQUITY	$ 1,520,216	$ 1,549,342	$ 1,567,943	$ 1,597,543

- - STAFFING - -

Positions: Not Applicable

LEISURE & CULTURAL SERVICES GROUP

PARK AND CEMETERY EMPLOYEES BENEFIT FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 473	$ 240	$ 500	$ 500
Interest & Rents	3	3	- 0 -	- 0 -
TOTAL SOURCES	$ 476	$ 243	$ 500	$ 500
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 419	$ 184	$ 500	$ 500
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 419	$ 184	$ 500	$ 500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 57	$ 59	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	436	495	495	495
TOTAL FUND EQUITY	$ 436	$ 495	$ 495	$ 495
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	- - - - - -	$ 59	$ - 0 -	$ - 0 -
ENDING BALANCE	$ 436	$ 495	$ 495	$ 495
- - 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.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Football Games:	16	16	16	N/A
Hope College - Varsity	5	5	5	N/A
Hope College - Junior Jarsity	5	5	5	N/A
Holland High School - Varsity	3	3	3	N/A
Holland High School - Junior Varsity	3	3	3	N/A
Holland High School - Freshman	0	0	0	N/A
Church Services and/or Religious Events	1	1	0	N/A
Commencement - Hope College	1	1	0	N/A
Other	5	5	0	N/A
TOTAL	23	23	16	N/A

Note: The Municipal Stadium was sold to Hope College in Jan. 2013.

LEISURE & CULTURAL SERVICES GROUP

MUNICIPAL STADIUM
(A GENERAL FUND ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 687	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	21,540	24,680	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	44,334	51,967	10,827	- 0 -
TOTAL SOURCES	$ 66,561	$ 76,647	$ 10,827	$ - 0 -
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 18,635	$ 32,869	$ 941	$ - 0 -
* Benefits - To Include NonWorking Wages	6,355	11,897	834	- 0 -
* Mandatory Employer Costs	2,114	3,428	97	- 0 -
Other Current Expenditures				
* Supplies / Maintenance	19,148	12,297	- 0 -	- 0 -
* Contractual	1,373	1,109	462	- 0 -
* Other	18,936	15,047	8,493	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 66,561	$ 76,647	$ 10,827	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 27,104	$ 48,194	$ 1,872	$ - 0 -
Full-Time Positions	0.30	0.75	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.50	0.40	0.05	- 0 -

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 2014

* **Create new tree and shrub sale for wildlife habitat by pre-order and drive in to be held first week of April each year.**

* **Create a new natural events calendar for sale in the Holland area. (August 2013)**

* **Develop new education schedule format that is more easily understood by teachers and made available on the internet. (July 2013)**

* **Develop fun run for the VanRaalte Farm as a benefit for the DeGraaf Nature Center. (June 2013)**

* **Install new wildlife graphics for the entrance area with donated funds. (July 2013)**

* **Rebuild a 40-50 foot trail section with labor from local Eagle Scout project. (July/August 2013)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
ATTENDANCE				
Summer Recreation Department Classes	671	488	700	700
School Classroom Programs	8,746	8,297	8,200	8,500
Public Program (special events, classes, etc)	3,809	5,515	5,000	5,000
After school Programs (birthday parties, Scouts, etc.)	95	150	200	250
Outside Groups Utilizing the Nature Center: Holland Garden Club Holland Horticulture Club Gem and Mineral, Energy Group, etc.	300	300	300	300
Note: Public Program numbers took a big jump when we teamed up with the Holland Museum and the Civil War Muster.				

LEISURE & CULTURAL SERVICES GROUP

DE GRAAF NATURE CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 84,135	$ 60,989	$ 77,600	$ 62,100
Other	5,088	5,862	6,000	23,300
Funding Requirement - General Operating Revenues	163,075	158,948	162,696	138,041
TOTAL SOURCES	$ 252,298	$ 225,799	$ 246,296	$ 223,441
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 136,055	$ 138,656	$ 134,396	$ 130,684
* Benefits - To Include NonWorking Wages	34,917	34,640	42,880	41,371
* Mandatory Employer Costs	14,112	13,472	13,125	13,105
Other Current Expenditures				
* Supplies / Maintenance	23,466	18,307	22,325	19,100
* Contractual	27,244	4,884	17,650	650
* Other	16,504	15,840	15,920	18,531
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 252,298	$ 225,799	$ 246,296	$ 223,441
- - STAFFING - -				
Personnel Services Total Amount	$ 185,084	$ 186,768	$ 190,401	$ 185,160
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	2.15	2.20	2.20	1.95

LEISURE & CULTURAL SERVICES GROUP

CULTURAL ACTIVITIES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	309,827	311,912	126,245	97,645
TOTAL SOURCES	$ 309,827	$ 311,912	$ 126,245	$ 97,645
FUNDING USES -				
Other Current Expenditures				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	74,588	76,673	8,645	8,645
Transfers Out	235,239	235,239	117,600	89,000
TOTAL USES	$ 309,827	$ 311,912	$ 126,245	$ 97,645

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Gardens

FUND MISSION STATEMENT

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

ACTIONS PLAN FOR FISCAL YEAR 2014

* **To work closely with the Holland area tourism organizations, including the Tulip Time Festival and the Holland Area Convention and Visitors Bureau, to continue to promote and increase attendance at Windmill Island Gardens by 10% over FY 2013.**

* **To increase group advertising efforts by placement of ads in magazines and newspapers, hotel guest directories, campgrounds, and State Park publications, and to explore ways to continue joint billboard advertising effort with the Holland Area Convention and Visitors Bureau.**

* **To work with the Fund Raising Committee to accomplish the repairs necessary to get the windmill turning again. (December 2013)**

* **To begin the process of writing grants and seeking sources of funding for the north side pedestrian bridge and the south side pedestrian walkway. (April 2014)**

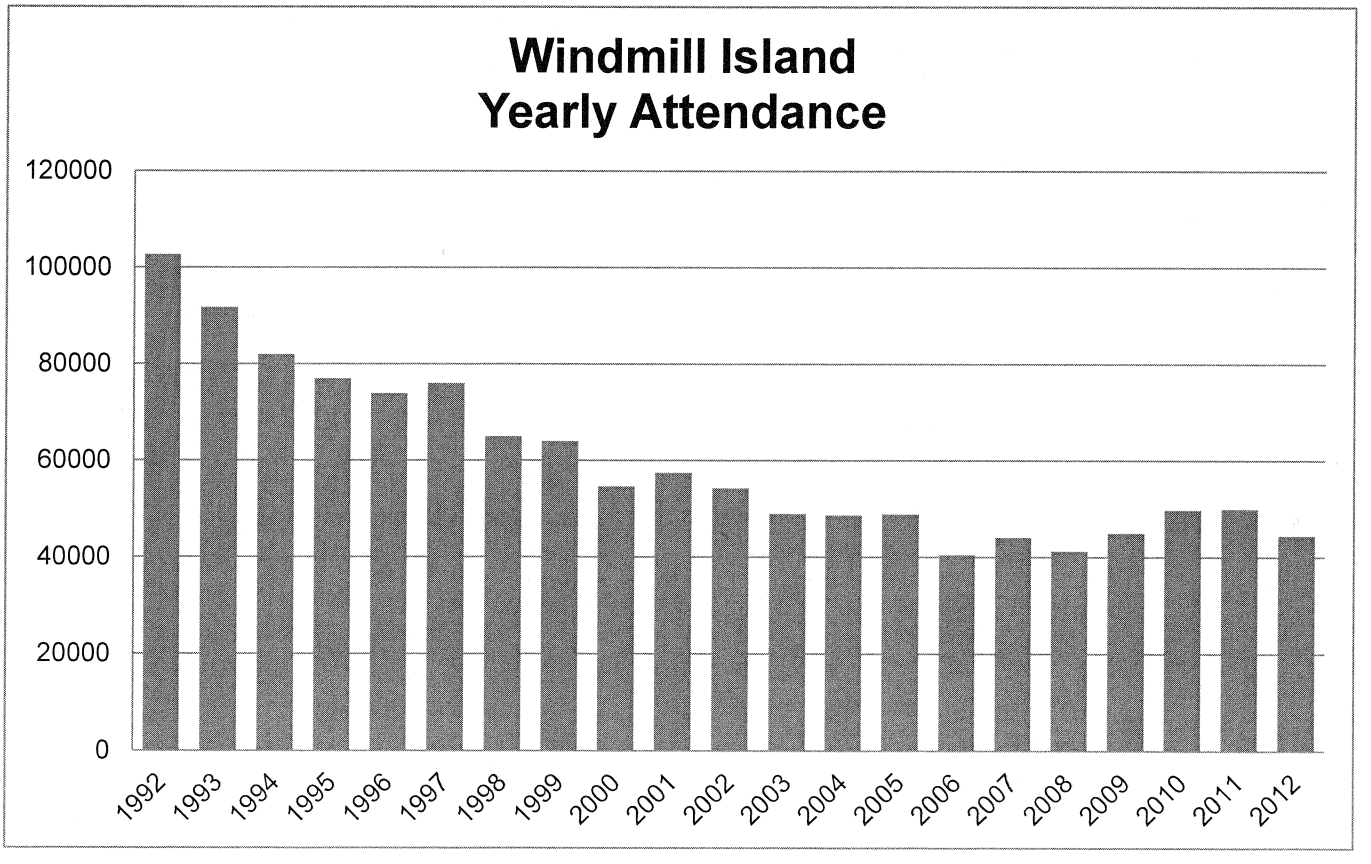
* **With the assistance of the City Manager's Office, to complete an analysis of management and finance opportunities that represent a paradigm shift to assist in implementation of the Vision for Windmill Island Gardens as prepared by the Strategic Planning Committee.**

* **To review concession operations and negotiate agreements for the 2014 season. (February 2014)**

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
REGULAR PAID VISITORS				
Total number of paid visitors (excluding spec. events)	50,013	44,492	50,500	51,000
Percentage of visitors from Michigan	50%	50%	50%	50%
Percentage fo visitors from out of State	50%	50%	50%	50%
Total number of bus group	155	129	150	155
Visitors during Tulip Time dates only (including above)	21,362	8,278	22,500	22,500
UNPAID VISITORS				
Total local visitors, free admission during opening hours	4,739	6,541	6,500	7,000
Visitors Community Day (Venue site rotates between Hope College & Windmill Island)	2,000	200	2,000	200
WEDDING & FACILITY RENTAL				
Number of weddings	29	32	28	27
Number of events	7	5	4	7
Number of guess visited Windmill Island through rentals	6,909	7,200	6,500	6,500



LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND GARDENS FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 398,425	$ 327,243	$ 351,290	$ 365,750
Interest & Rents	92,727	94,908	90,000	90,000
Other	9,860	3,161	4,733	2,000
Transfers In - Capital Project Funds	581,845	233,321	94,500	60,000
Transfers In - General Fund	125,751	204,733	191,262	185,101
TOTAL SOURCES	$ 1,208,608	$ 863,366	$ 731,785	$ 702,851
FUNDING USES -				
Personnel Services:				
* Salaries & Wages - Working	$ 329,541	$ 322,673	$ 330,176	$ 326,746
* Benefits - Includes NonWorking Wages	40,863	50,927	54,739	54,706
* Mandatory Employer Costs	35,554	35,324	34,210	33,289
Other Current Expenses:				
* Supplies / Maintenance	95,354	96,383	81,700	88,850
* Contractual	42,163	54,680	51,750	53,450
* Other	74,323	70,058	79,483	85,810
Capital Outlay	590,810	233,321	97,434	60,000
Transfers Out	- 0 -	- 0 -	4,812	- 0 -
TOTAL USES	$ 1,208,608	$ 863,366	$ 734,304	$ 702,851
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 61,931	$ 112,300	$ 112,300	$ 112,300

(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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 528,879	$ 121,021	$ (17,385)	$ (52,300)
ENDING BALANCE -				
Designated / Reserved:	$ - 0 -	$ 2,519	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	1,351,472	1,469,974	1,455,108	1,402,808
FUND EQUITY - END OF YEAR	$ 1,351,472	$ 1,472,493	$ 1,455,108	$ 1,402,808
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 405,958	$ 408,924	$ 419,125	$ 414,741
Full-Time Positions	2.00	2.05	2.00	2.00
Part-Time Positions @ F.T.E.	11.55	11.10	11.10	10.95

LEISURE & CULTURAL SERVICES GROUP

HERRICK DISTRICT LIBRARY TAXATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 1,384,634	$ 1,336,645	$ 1,245,376	$ 1,262,613
TOTAL SOURCES	$ 1,384,634	$ 1,336,645	$ 1,245,376	$ 1,262,613
FUNDING USES -				
Other Current Expenditures -				
* Other - Tax Payments to Library	$ 1,385,199	$ 1,335,386	$ 1,242,684	$ 1,262,613
TOTAL USES	$ 1,385,199	$ 1,335,386	$ 1,242,684	$ 1,262,613
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (565)	$ 1,259	$ 2,692	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	333	1,592	4,284	4,284
TOTAL FUND EQUITY	$ 333	$ 1,592	$ 4,284	$ 4,284

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total attendance at museums	17,764	20,514	21,000	23,000
Education tours participation	3,338	2,263	2,500	3,500
Memberships	598	523	575	750

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 7,000	$ 15,000	$ 51,000	$ 51,000
Charges for Services	48,474	44,912	45,000	47,000
Rental Income:				
* Armory	6,980	9,177	5,000	10,000
* Other Than Armory	11,070	9,385	10,400	11,400
Investment Income (Net of Market)	95,887	(2,442)	8,827	8,630
Other:				
* Capital Campaign Contributions	430	- 0 -	- 0 -	- 0 -
* Other Private Contributions	331,260	300,680	364,783	504,587
* Armory Renovation Contributions	- 0 -	- 0 -	- 0 -	- 0 -
* Recovery Insurance Settlement	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	235,239	235,239	117,600	89,000
TOTAL SOURCES	$ 736,340	$ 611,951	$ 602,610	$ 721,617
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 309,631	$ 196,691	$ 190,500	$ 327,000
* Benefits - To Include NonWorking Wages	22,833	15,285	19,000	36,102
* Mandatory Employer Costs	35,878	40,821	26,400	41,900
Other Current Expenditures -				
* Supplies / Maintenance	111,827	73,247	66,500	69,760
* Contractual	42,345	70,893	177,540	76,500
* Other	296,141	287,566	124,000	153,725
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Armory Renovations	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Cappon House	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	4,000	6,000
TOTAL USES	$ 818,655	$ 684,503	$ 607,940	$ 710,987
ALTERNATIVE PRESENTATION OF FUNDING USES				
CURRENT OPERATIONS:				
* Holland Historical Trust	$ 712,782	$ 599,579	$ 580,440	$ 685,487
* Armory	31,973	25,587	27,500	25,500
OTHER APPLIED PURPOSES:				
* Conservation/Acquisition	- 0 -	- 0 -	- 0 -	- 0 -
* Capital / Collections / Donated Facil.	73,900	59,337	- 0 -	- 0 -
TOTAL USES	$ 818,655	$ 684,503	$ 607,940	$ 710,987

(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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 152,623	$ 153,876	$ 155,176	$ 156,476
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (234,938)	$ (226,428)	$ (160,506)	$ (145,846)
ENDING BALANCE -				
Non-Expendable	$ 50,000	$ 110,000	$ 110,000	$ 110,000
Investment in Fixed Assets	2,073,157	1,919,281	1,764,105	1,607,629
Expendable:				
* Designated Restrictions -				
Permanent	- 0 -	- 0 -	- 0 -	- 0 -
Temporary (Legal Restrictions)	357,610	286,288	237,763	227,083
Board of Directors (Board Action)	389,722	362,704	359,631	356,905
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	25,146	(9,066)	37,202	61,238
TOTAL FUND EQUITY	$ 2,895,635	$ 2,669,207	$ 2,508,701	$ 2,362,855
- - STAFFING - -				
Personnel Services Total Amount	$ 368,342	$ 252,797	$ 235,900	$ 405,002
Full-Time Positions	4.00	3.00	4.00	7.00
Part-Time Positions @ F.T.E.	4.11	3.86	4.03	1.86

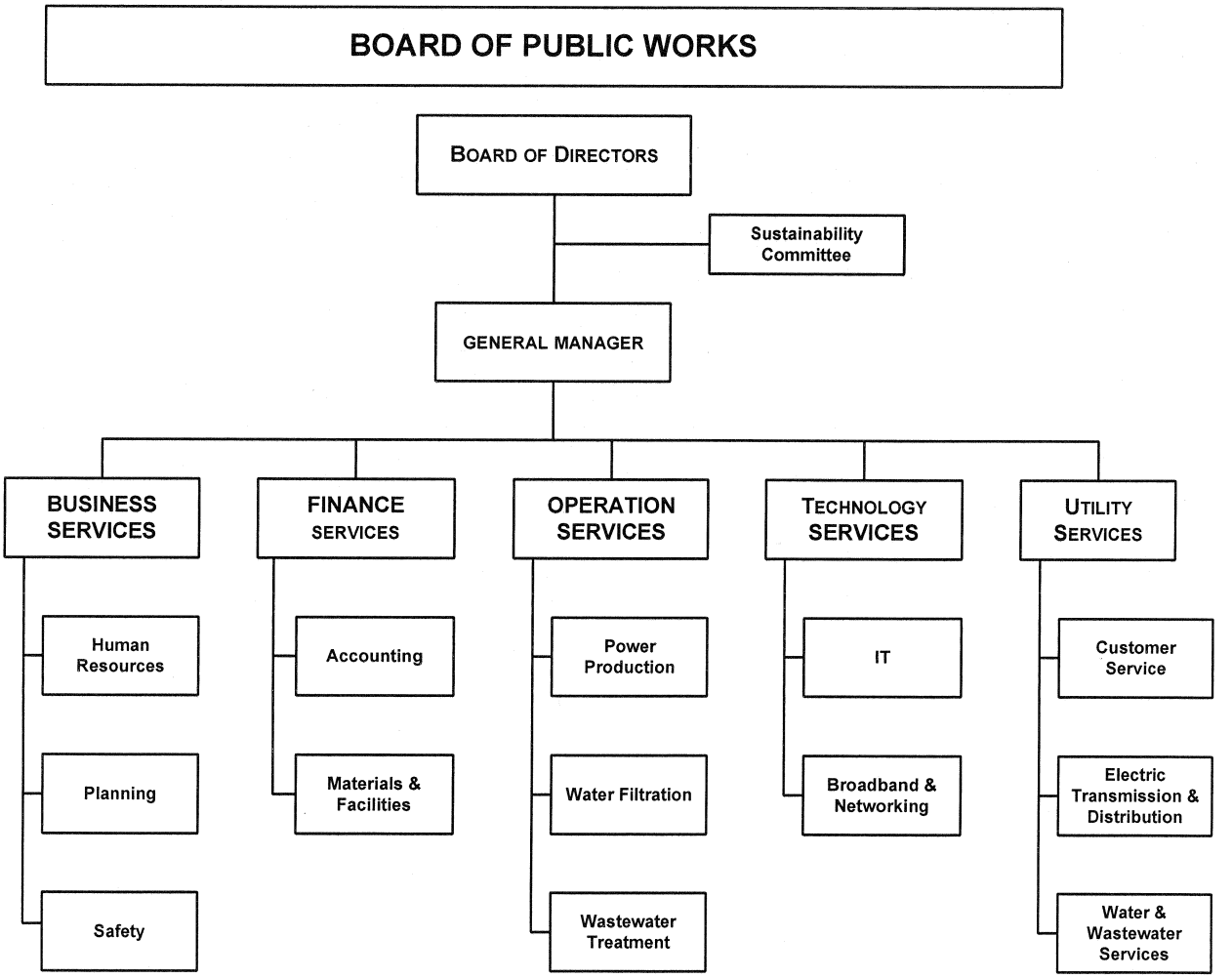
The expendable Fund Equity entitled "Board of Directors" is the main endowment of which 5% is drawn upon annually. The projected 5% drawdown is $18,400 for FY2013. This endowment also receives a $10,000 private donation annually. In addition interest earnings of $12,467 are projected for FY2013.

UTILITY SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

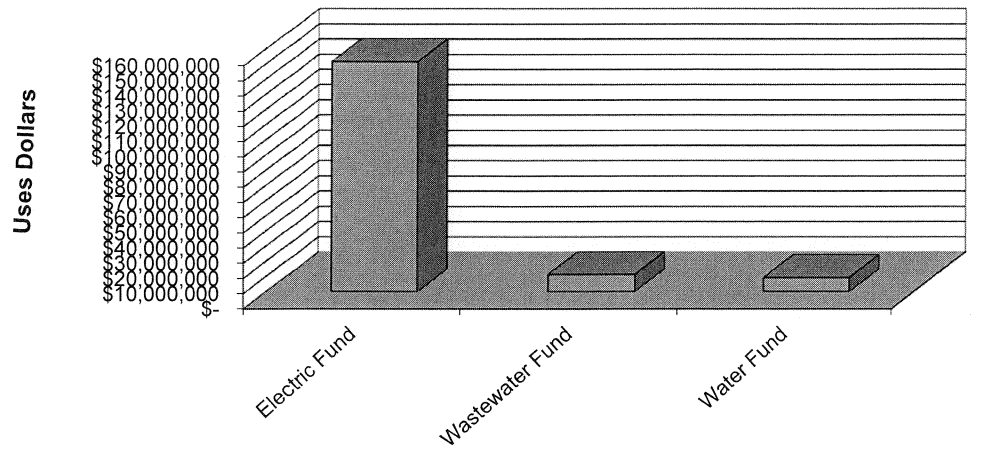
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

GROUP ORGANIZATIONAL STRUCTURE

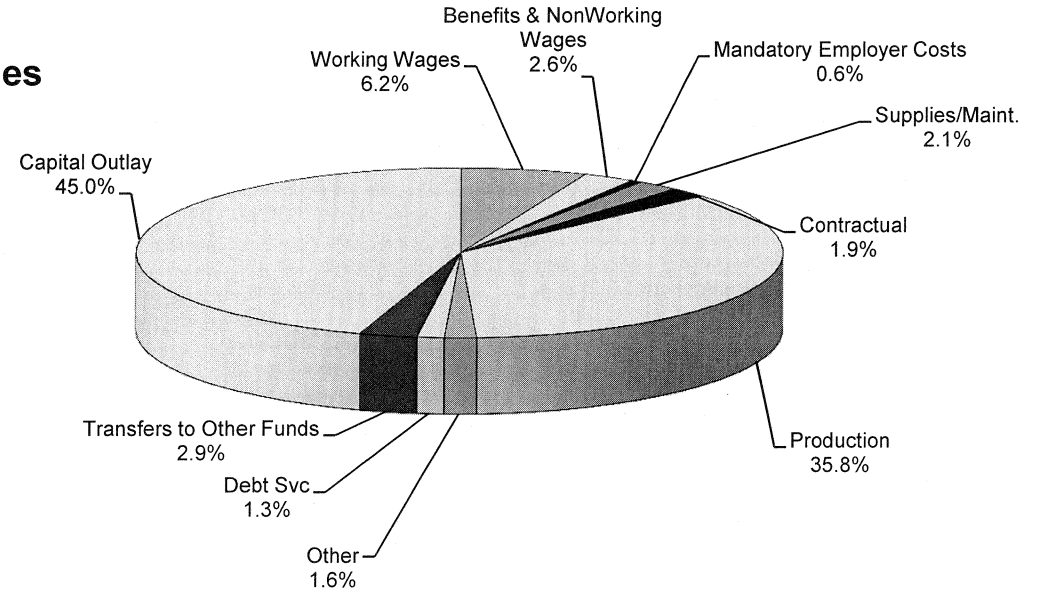


BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

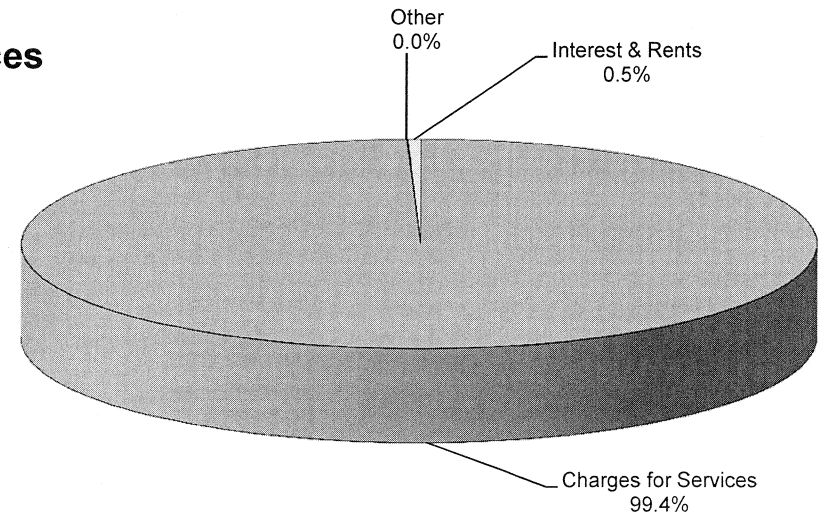
Total Uses By Department $172,144,692



Funding Uses



Funding Sources



UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	$ 96,756,004	$ 100,649,079	$ 109,370,290	$ 172,144,692
FUND TYPE - TOTALS	$ 96,756,004	$ 100,649,079	$ 109,370,290	$ 172,144,692
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	$ 100,341,047	$ 103,987,537	$ 111,141,754	$ 115,452,809
Interest & Rents	809,955	733,229	505,713	604,600
Other	741,809	2,126,629	3,192,065	50,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 101,892,811	$ 106,847,395	$ 114,839,532	$ 116,107,409
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,505,740	$ 9,440,455	$ 10,146,354	$ 10,756,708
* Benefits - Incl NonWorking Wages	4,498,033	4,372,076	4,582,933	4,466,807
* Mandatory Employer Costs	882,684	934,545	907,084	951,718
Other Current Expenses -				
* Supplies / Maintenance	3,389,363	3,866,095	3,203,873	3,598,865
* Contractual	4,774,616	3,786,092	3,481,076	3,343,553
* Utility Production	51,552,605	55,114,536	60,615,661	61,581,030
* Other	1,598,927	2,061,464	2,049,622	2,709,919
Capital Outlays	14,326,634	14,574,722	17,393,219	77,481,810
Debt Service Payments -				
* Principal Maturities	1,464,223	1,529,500	1,690,615	1,742,924
* Interest & Fee Payments	761,579	662,554	648,653	520,558
Transfers Out	4,001,600	4,307,040	4,651,200	4,990,800
TOTAL USES	$ 96,756,004	$ 100,649,079	$ 109,370,290	$ 172,144,692
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 10,824,222	$ 10,501,909	$ 9,906,306	$ 9,911,228
Amortization Expense	$ 68,254	$ 77,895	$ 73,217	$ 71,379
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	$ 14,886,457	$ 14,747,076	$ 15,636,371	$ 16,175,233
* Full-Time Positions	182.00	179.00	177.00	178.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
ELECTRIC PRODUCTION AND DISTRIBUTION				
Peak kW	225,140	225,141	225,805	226,934
Total Number of Customers	27,572	27,637	27,710	27,715
kWh Sales Total	980,180,155	1,014,398,131	1,029,785,468	1,045,755,576
Revenue per unit	0.0860	0.0869	0.0909	0.0928
Cost per unit	0.0749	0.0750	0.0779	0.0782
Res. Avg.usage - kWh per month	646.2	629.7	645.4	636.1
KWH Sales				
Residential	178,418,470	174,263,250	179,340,225	176,773,339
Commercial	328,676,284	337,300,321	339,638,866	339,317,593
Industrial	469,518,208	499,131,028	507,323,156	525,923,156
Street Lighting	3,567,193	3,703,532	3,483,221	3,741,488
Total	980,180,155	1,014,398,131	1,029,785,468	1,045,755,576

	FY-13 Projected			FY-14 Projected			PERCENT DIFFERENCE		
Operational Activity	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
ENERGY									
JDY	67,709	$ 3,939,098	$58.18	26,023	$ 1,534,459	$ 58.97	-61.57%	-61.05%	1.36%
Purchases									
Renewable	64,799	$4,139,084	$63.88	97,969	$6,789,925	$69.31	51.19%	64.04%	8.50%
Non-Renewable	579,434	$26,254,155	$45.31	560,912	$26,067,092	$46.47	-3.20%	-0.71%	2.57%
CT #6, 7,8,9	53,783	$2,478,891	$46.09	43,968	$2,530,691	$57.56	-18.25%	2.09%	24.89%
Belle River	214,864	$8,621,395	$40.12	259,043	$8,700,032	$33.59	20.56%	0.91%	-16.28%
Campbell	86,750	$2,828,102	$32.60	76,104	$2,639,728	$34.90	-12.27%	-6.66%	7.06%
Freemont	22,684	$736,255	$32.46	20,364	$639,231	$31.39	-10.23%	-13.18%	-3.30%
Subtotal	1,090,023	$ 48,996,980	$ 44.95	1,084,383	$ 48,901,158	$ 45.10	-0.52%	-0.20%	0.32%
CAPACITY									
Belle River		$ 4,929,934			$ 6,484,780			31.54%	
Campbell		2,701,715			2,382,698			-11.81%	
Freemont		523,470			523,120			-0.07%	
TOTAL	1,090,023	$ 57,152,099	$ 52.43	1,084,383	$ 58,291,756	$ 53.76	-0.52%	1.99%	2.52%

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 84,492,421	$ 88,149,535	$ 93,646,396	$ 97,058,919
Interest & Rents	681,160	622,775	463,940	538,600
Other	(38,546)	1,763,130	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 85,135,035	$ 90,535,440	$ 94,110,336	$ 97,597,519
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,835,853	$ 5,666,638	$ 6,295,632	$ 6,571,260
* Benefits - Incl NonWorking Wages	2,741,201	2,685,437	2,844,559	2,728,722
* Mandatory Employer Costs	537,636	559,972	550,825	571,857
Other Current Expenses -				
* Supplies / Maintenance	2,118,363	2,602,520	1,940,435	2,241,206
* Contractual	4,201,102	3,171,090	2,816,536	2,478,327
* Electric Utility Production	48,825,150	52,320,121	57,570,078	58,644,875
* Other	1,256,282	1,691,728	1,668,760	2,173,518
Capital Outlays	9,330,728	4,289,976	10,729,003	71,003,020
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	4,001,600	4,307,040	4,651,200	4,990,800
TOTAL USES	$ 78,847,915	$ 77,294,522	$ 89,067,028	$ 151,403,585
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 7,813,259	$ 7,410,180	$ 6,537,996	$ 6,334,500
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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 7,804,589	$ 10,120,714	$ 9,234,315	$ 10,862,454
ENDING BALANCE -				
Designated / Reserved	$ 5,151,347	$ 5,355,790	$ 5,515,640	$ 5,653,531
Undesignated / Unreserved	171,806,745	181,723,835	190,798,301	201,522,864
TOTAL FUND EQUITY	$ 176,958,092	$ 187,079,625	$ 196,313,941	$ 207,176,395
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ 13,036,475	$ 4,883,458	$ (53,943,957)
ENDING BALANCE	$ 107,317,222	$ 120,353,697	$ 125,237,155	$ 71,293,198
- - STAFFING - -				
Personnel Services Total Amount	$ 9,114,690	$ 8,912,047	$ 9,691,016	$ 9,871,839
* Full-Time Positions	101.00	102.00	99.00	100.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Total gallons treated (mg)	3,267	3,242	3,200	3,250
Total number of customers	12,202	12,214	12,172	12,215
CCF Sales (Retail only)	1,496,784	1,571,607	1,602,981	1,571,607
Revenue per unit (Retail)	2.815	2.681	2.724	3.061
Cost per unit (All units)	2.257	2.217	2.228	2.351
Res. Avg. usage - CCF per month	5.4	5.3	5.3	5.3
CCF Sales (Wholesale)	2,099,417	2,088,456	2,098,643	2,088,456
Revenue per unit (Wholesale)	1.198	1.204	1.263	1.210
CCF Sales				
Residential	671,561	668,017	666,851	668,017
Commercial	623,062	660,825	699,241	660,825
Industrial	202,161	242,765	236,889	242,765
Wholesale	2,099,417	2,088,456	2,098,643	2,088,456
Total	3,596,201	3,660,063	3,701,624	3,660,063

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 8,794,134	$ 8,559,235	$ 9,128,412	$ 9,706,550
Interest & Rents	94,136	82,060	27,169	38,700
Other	170,382	232,753	37,650	40,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 9,058,652	$ 8,874,048	$ 9,193,231	$ 9,785,250
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,953,290	$ 2,080,785	$ 2,071,583	$ 2,244,388
* Benefits - Incl NonWorking Wages	949,042	893,459	939,719	918,742
* Mandatory Employer Costs	187,076	204,795	188,479	200,474
Other Current Expenses -				
* Supplies / Maintenance	733,252	759,693	688,332	779,944
* Contractual	297,520	313,203	331,040	448,619
* Wastewater Utility Production	2,127,809	2,147,915	2,338,639	2,233,750
* Other	200,966	213,492	222,959	297,520
Capital Outlays	3,199,676	5,107,728	4,193,700	3,557,200
Debt Service Payments -				
* Principal Maturity Payments	619,223	654,500	665,000	682,500
* Interest & Fee Payments	86,054	47,529	44,511	13,650
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 10,353,908	$ 12,423,099	$ 11,683,962	$ 11,376,787
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,668,564	$ 1,699,376	$ 1,840,692	$ 1,907,922
Amortization Expense	$ 31,231	$ 43,035	$ 43,035	$ 53,397

(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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 823,848	$ 470,766	$ 484,242	$ 686,844
ENDING BALANCE -				
Designated / Reserved	$ 3,435,108	$ 5,136,663	$ 5,315,165	$ 5,539,659
Undesignated / Unreserved	43,419,019	44,475,836	42,493,971	42,956,321
FUND EQUITY - END OF YEAR	$ 46,854,127	$ 47,324,893	$ 47,809,136	$ 48,495,980
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (5,250,606)	$ (2,669,233)	$ (1,816,031)
ENDING BALANCE	$ 14,205,171	$ 8,954,565	$ 6,285,332	$ 4,469,301
- - STAFFING - -				
Personnel Services Total Amount	$ 3,089,408	$ 3,179,039	$ 3,199,781	$ 3,363,604
* Full-Time Positions	46.00	43.00	43.00	43.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Peak (MG)	24,947	29,111	35,033	31,000
Gallons Treated (MG)	3,966	4,409	4,629	4,321
Total number of customers	13284	13235	13260	13273
CCF Sales (Retail only)	2,557,676	2,734,618	3,139,619	2,734,618
Revenue per unit (Retail only)	1.598	1.792	1.892	2.234
Cost per unit	1.059	0.994	0.959	1.150
RES. Avg.usage - CCF per month	8.04	8.39	9.71	8.38
CCF Sales (Wholesale)	2,239,990	2,958,122	3,120,913	2,958,122
Revenue per unit (Wholesale)	0.751	0.660	0.615	0.719
CCF Sales				
Residential	1,007,952	1,050,844	1,216,202	1,050,844
Commercial/Industrial	1,114,277	1,207,216	1,373,685	1,207,216
Industrial	435,447	476,558	549,732	476,558
Resales	2,424,879	2,958,122	3,120,913	2,958,122
Total	4,982,555	5,692,740	6,260,532	5,692,740

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 7,054,492	$ 7,278,767	$ 8,366,946	$ 8,687,340
Interest & Rents	34,659	28,394	14,604	27,300
Other	609,973	130,746	4,966	10,000
Other - Bond Proceeds	- 0 -	- 0 -	3,149,449	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 7,699,124	$ 7,437,907	$ 11,535,965	$ 8,724,640
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,716,597	$ 1,693,032	$ 1,779,139	$ 1,941,060
* Benefits - Incl NonWorking Wages	807,790	793,180	798,655	819,343
* Mandatory Employer Costs	157,972	169,778	167,780	179,387
Other Current Expenses -				
* Supplies / Maintenance	537,748	503,882	575,106	577,715
* Contractual	275,994	301,799	333,500	416,607
* Water Utility Production	599,646	646,500	706,944	702,405
* Other	141,679	156,244	157,903	238,881
Capital Outlays	1,796,230	5,177,018	2,470,516	2,921,590
Debt Service Payments -				
* Principal Maturity Payments	845,000	875,000	1,025,615	1,060,424
* Interest & Fee Payments	675,525	615,025	604,142	506,908
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 7,554,181	$ 10,931,458	$ 8,619,300	$ 9,364,320
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,342,399	$ 1,392,353	$ 1,527,618	$ 1,668,806
Amortization Expense	$ 37,023	$ 34,860	$ 30,182	$ 17,982

(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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,406,751	$ 1,131,254	$ 1,705,547	$ 1,655,546
ENDING BALANCE -				
Designated / Reserved	$ 3,333,240	$ 3,215,666	$ 5,536,042	$ 5,777,785
Undesignated / Unreserved	24,437,820	26,066,543	25,451,714	26,865,516
TOTAL FUND EQUITY	$ 27,771,060	$ 29,282,209	$ 30,987,756	$ 32,643,301
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (3,375,977)	$ 596,289	$ (881,423)
ENDING BALANCE	$ 4,723,697	$ 1,347,720	$ 1,944,009	$ 1,062,586
- - STAFFING - -				
Personnel Services Total Amount	$ 2,682,359	$ 2,655,990	$ 2,745,574	$ 2,939,790
* Full-Time Positions	35.00	34.00	35.00	35.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

	FY-2012 Final Actual	FY-2013 Approved Budget	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
Fuel & Purchased Power	51,917,387	58,640,437	57,152,097	58,291,756
Wages & Benefits	14,587,717	15,999,887	15,489,418	16,175,851
Interest on Bonds	740,481	833,247	721,872	591,938
Contribution to City	4,307,040	4,651,200	4,651,200	4,990,800
Depreciation	10,501,910	9,136,280	9,906,306	9,911,228
Remaining Expenses	13,070,126	13,249,637	12,345,084	12,940,993
Total BPW	95,124,661	102,510,688	100,265,977	102,902,566
Detail of Remaining Expenses				
Maintenance Supplies / Services	2,479,160	1,985,703	1,655,570	2,007,126
Property / Liability Insurance	882,468	960,247	946,147	1,022,898
Chemicals - WWTP/ PP/ WTP	986,135	1,065,302	1,044,421	1,023,566
Production Electricity - WWTP/ WTP	968,633	939,651	1,016,996	960,144
Bio-Solids Disposal - WWTP	744,295	832,500	884,283	834,000
Electric Subs O & M	178,816	249,700	264,299	210,000
Computer Software / Service Fees	308,788	411,114	296,331	378,269
Education, Training and Safety	397,017	540,282	482,125	628,105
Flyash Disposal - PP	152,592	130,805	97,791	52,974
Electric System Supplies / Maintenance	243,530	274,670	234,760	286,800
Legal / Professional / Consulting	1,717,478	1,225,646	1,318,384	757,970
Tree Trimming	383,310	433,000	421,085	433,000
Facilities Electricity	178,250	203,820	216,310	186,720
Other Outside Services	372,645	362,724	365,603	540,820
Vehicles	337,626	317,323	284,890	332,264
Facilities Gas Heating	63,899	118,182	98,346	100,933
Computer Hardware / Maintenance	142,575	213,304	159,871	186,149
Pollution Control - PP	35,298	112,850	61,192	47,560
Production Water - WWTP/ PP	126,903	151,000	145,749	96,153
Postage	195,537	190,970	193,216	185,664
Uncollectables	86,433	110,000	99,167	100,000
Other Electric Production - PP	68,408	158,180	72,245	93,325
Conservation Programs - Electric	880,563	1,241,720	1,077,512	1,398,000
Operating Permits and Fees	107,165	129,785	151,893	148,515
Advertising	66,223	108,398	81,509	73,400
Telephone	93,588	85,843	98,632	109,202
Corporate Memberships	90,505	83,692	80,614	91,850
Other Expenses	782,286	613,226	496,143	655,586
Total Remaining Expenses	13,070,126	13,249,637	12,345,084	12,940,993

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 2014

POWER SUPPLY

* **To continue the design of the new natural gas fired combined cycle power plant to meet the growth of customers' load.**

* **Upgrade control systems on two of the peaking duty combustion turbine generators to improve reliability and efficiency of the units.**

* **Optimize the workforce, dispatching of internal generation sources, and maintenance/capital expenses to reflect the changing market supplied power prices.**

BROADBAND

* **To provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.**

* **To reach out to the business community and provide broadband services where needed such as the downtown district and 16th St.**

* **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 transmission 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-2012 Final Actual	FY-2013 Approved Budget	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
Payroll	4,404,338	5,008,338	4,638,837	4,550,811
Benefits	1,699,716	1,922,533	1,886,441	1,926,402
Subtotal	6,104,054	6,930,871	6,525,278	6,477,213
Purchased Power	45,462,343	47,755,941	50,734,109	54,226,606
Production and Supplies	6,903,428	11,492,955	6,842,593	4,412,480
Other Operating Expense	4,292,722	3,797,187	3,779,161	3,600,496
Maintenance Supplies	2,140,924	1,774,163	1,506,562	1,743,999
Vehicle Expense	217,583	205,794	185,876	221,113
Other Employee Costs	93,563	150,703	151,815	186,452
Facilities Expense	42,160	60,646	60,864	76,406
Subtotal	59,152,723	65,237,389	63,260,980	64,467,552
Allocated Labor	(259,832)	(311,175)	(269,600)	(311,179)
Subtotal w/ Allocated Labor	64,996,945	71,857,085	69,516,658	70,633,586
Depreciation	7,410,180	6,106,274	6,537,996	6,334,500
Interest Expense	31	0	1	0
Contribution to the City	4,307,040	4,651,200	4,651,200	4,990,800
Total	76,714,196	82,614,559	80,705,855	81,958,886

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 2014

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 promote a safe and healthy environment through asbestos removal.**

* **To increase plant efficiencies by replacing variable speed drives and installing new transfer pump variable frequency drive.**

WATER TRANSMISSION AND DISTRIBUTION

* **To replace water mains in coordination with City street improvements.**
  - **Central, 7th to State Street, 19th, Central, Columbia;**
  - **Hope. Paw Paw, 12th and Paw Paw, 8th to Hope;**
  - **24th, Lincoln to Hastings.**

* **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 water mains where corrosive soils have caused deterioration.**

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WATER - -

	FY-2012 Final Actual	FY-2013 Approved Budget	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
Payroll	988,325	1,017,365	984,392	1,046,038
Benefits	446,849	446,468	456,624	490,907
Subtotal	1,435,174	1,463,833	1,441,016	1,536,945
Production and Supplies	663,101	660,392	709,684	699,980
Maintenance Supplies	190,847	223,340	211,783	261,248
Other Operating Expense	229,790	285,068	286,885	274,404
Facilities Expense	38,848	36,119	34,398	33,266
Vehicle Expense	15,640	21,240	18,531	22,908
Other Employee Costs	85,017	111,234	118,092	104,370
Subtotal	1,223,243	1,337,393	1,379,373	1,396,176
Allocated Labor	(14,849)	(15,969)	(21,862)	(15,973)
Subtotal w/ Allocated Labor	2,643,568	2,785,257	2,798,527	2,917,148
Depreciation	1,392,353	1,354,935	1,527,618	1,668,806
Interest Expense	649,885	738,502	634,325	524,890
Total	4,685,806	4,878,694	4,960,470	5,110,844

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 2014

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 upgrade the current software to improve the controls of the treatment processes.**

WASTEWATER COLLECTION

* **To replace sanitary sewer mains in coordination with City street improvements.**
  - **South Shore, Old Orchard - Goldenrod;**
  - **33rd, Millridge to Pioneer, Pioneer 32nd – 33rd;**
  - **Lincoln, 24th to 32nd.**

* **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-2012 Final Actual	FY-2013 Approved Budget	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
Payroll	1,279,658	1,312,131	1,303,716	1,350,213
Benefits	516,063	582,317	582,253	615,661
Subtotal	1,795,721	1,894,448	1,885,969	1,965,874
Production and Supplies	2,166,887	2,265,500	2,341,437	2,231,240
Maintenance Supplies	221,127	281,672	246,026	329,400
Other Operating Expense	393,043	373,349	327,238	393,640
Facilities Expense	47,337	47,509	46,586	48,274
Vehicle Expense	15,909	27,015	34,650	28,985
Other Employee Costs	138,372	169,800	167,012	167,708
Subtotal	2,982,675	3,164,845	3,162,949	3,199,247
Allocated Labor	(7,110)	(15,347)	(7,997)	(15,347)
Subtotal w/ Allocated Labor	4,771,286	5,043,946	5,040,921	5,149,774
Depreciation	1,699,376	1,675,071	1,840,692	1,907,922
Interest Expense	90,564	94,745	87,546	67,048
Total	6,561,226	6,813,762	6,969,159	7,124,744

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 2014

* **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.**
* **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 efficiency and service to external and internal 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.**
* **To remodel the Service Center to provide better service to our customers, and provide added security.**

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2012 Final Actual	FY-2013 Approved Budget	FY-2013 Final Revised Estimate	FY-2014 Approved Budget
Payroll	4,014,324	4,279,012	4,155,750	4,485,898
Benefits	1,521,536	1,775,072	1,781,296	2,053,280
Subtotal	5,535,860	6,054,084	5,937,046	6,539,178
Other Operating Expense	633,141	1,026,527	760,799	1,045,763
Office Supplies	245,405	263,687	257,935	254,251
Other Employee Costs	271,905	341,324	277,131	389,760
Facilities Expense	164,272	200,215	186,172	172,355
Maintenance Supplies	280,324	290,793	193,815	278,032
Vehicle Expense	33,858	27,901	18,029	29,611
Subtotal	1,628,905	2,150,447	1,693,881	2,169,772
Allocated Labor	(1,301)	(858)	(432)	(858)
Total	7,163,464	8,203,673	7,630,495	8,708,092
	95,124,692	102,510,688	100,265,979	102,902,566
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		8,673,506		
Wastewater Fund		909,840		
Water Fund		706,909		

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -

FIVE-YEAR PROJECTION SUMMARY

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	10,862,454	6,720,027	8,088,567	10,827,760	14,736,851
Financed from Cash Reserves	60,140,566	(44,673,300)	40,738,433	3,232,876	(10,916,851)
Bond Issue Proceeds	- 0 -	143,495,000		- 0 -	- 0 -
	71,003,020	105,541,727	48,827,000	14,060,636	3,820,000
Financing Applications:					
Power Resources	64,897,620	91,976,727	45,562,000	10,305,636	880,000
Electric Transmission and Distribution & Allocated Admin Projects	6,105,400	13,565,000	3,265,000	3,755,000	2,940,000
	71,003,020	105,541,727	48,827,000	14,060,636	3,820,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	1,655,545	1,955,692	2,047,748	2,191,939	2,402,139
Financed from Cash Reserves	1,266,045	1,838,308	900,252	646,061	346,861
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	2,921,590	3,794,000	2,948,000	2,838,000	2,749,000
Financing Applications:					
Water Plant	833,890	1,348,500	370,000	441,000	200,000
Water Distribuiton & Allocated Admin	2,087,700	2,445,500	2,578,000	2,397,000	2,549,000
	2,921,590	3,794,000	2,948,000	2,838,000	2,749,000
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	686,844	910,336	1,086,990	1,033,064	1,290,860
Financed from Cash Reserves	2,920,356	4,908,664	5,028,010	1,381,936	1,306,140
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	3,607,200	5,819,000	6,115,000	2,415,000	2,597,000
Financing Applications:					
Wastewater Plant	630,000	3,782,350	3,974,750	1,569,750	1,688,050
Wastewater Collection & Allocated Admin	2,765,200	2,036,650	2,140,250	845,250	908,950
	3,395,200	5,819,000	6,115,000	2,415,000	2,597,000

ADDITIONAL COMMENT:

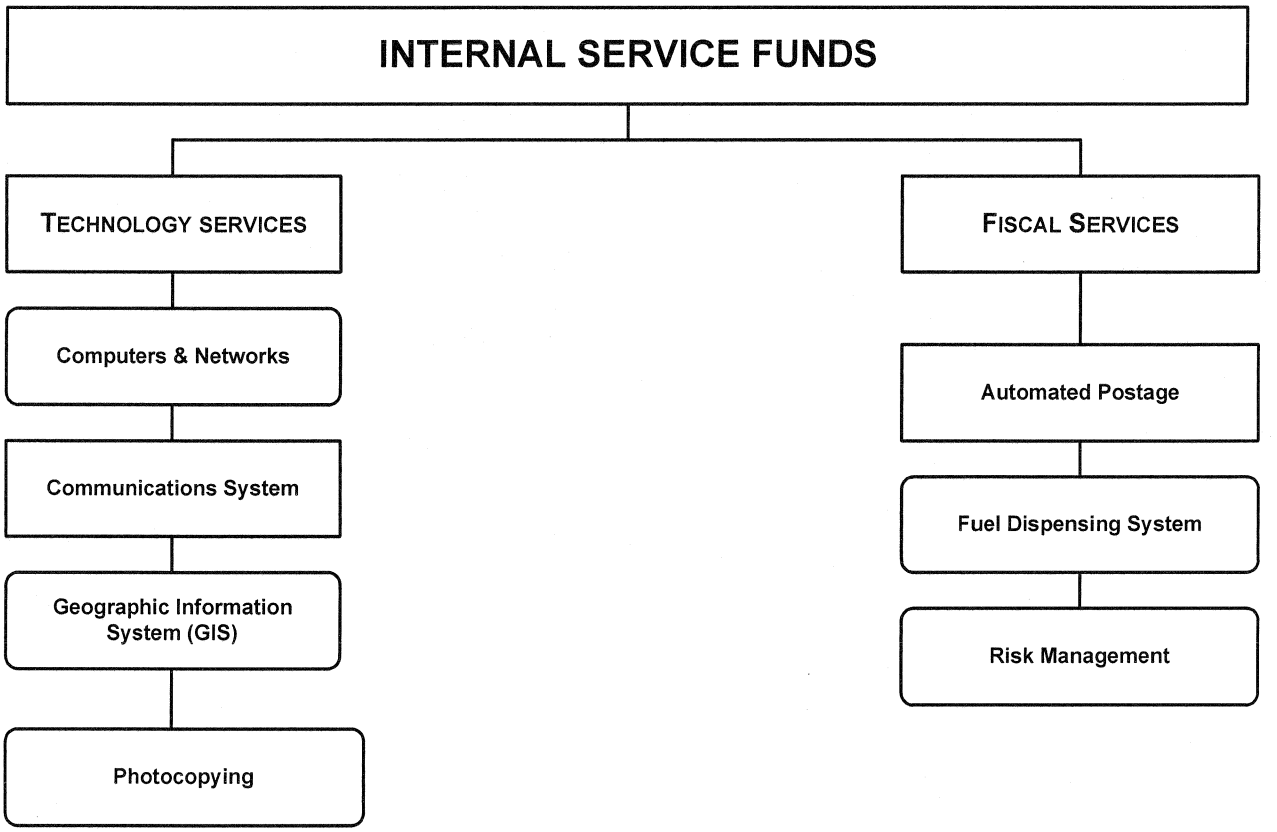
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES GROUP
INTRODUCTION

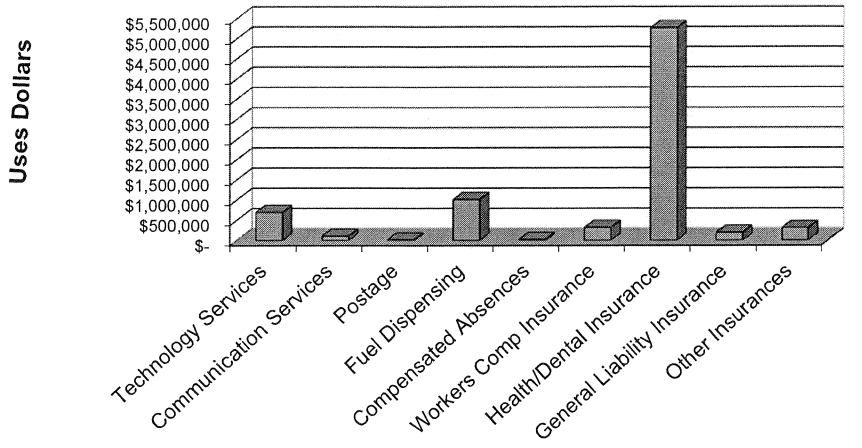
GROUP MISSION STATEMENT

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 an accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

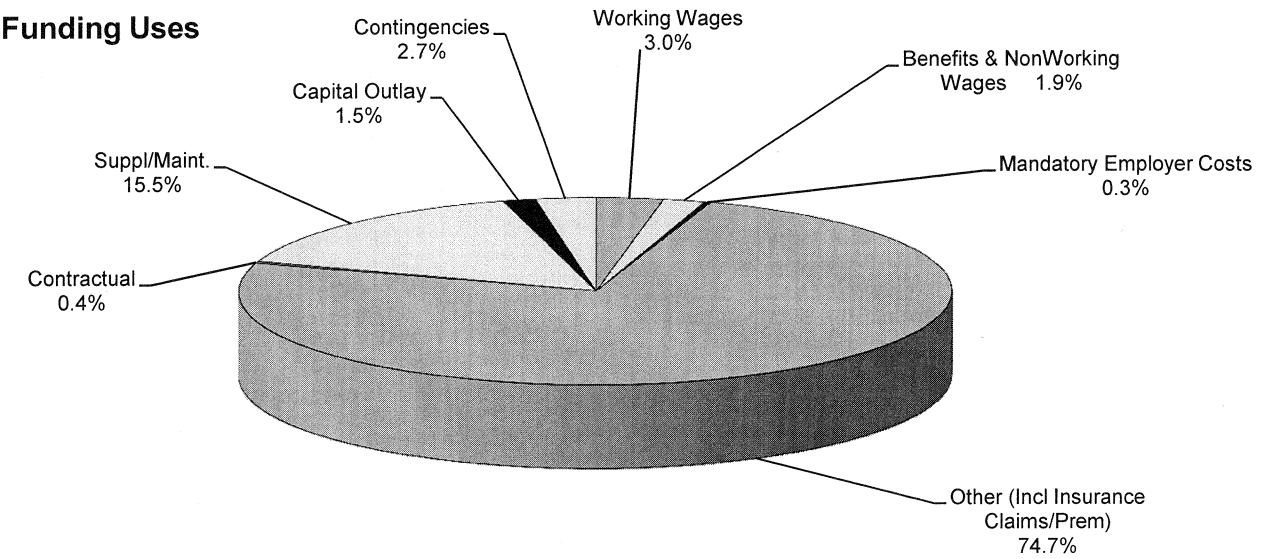
GROUP ORGANIZATIONAL STRUCTURE



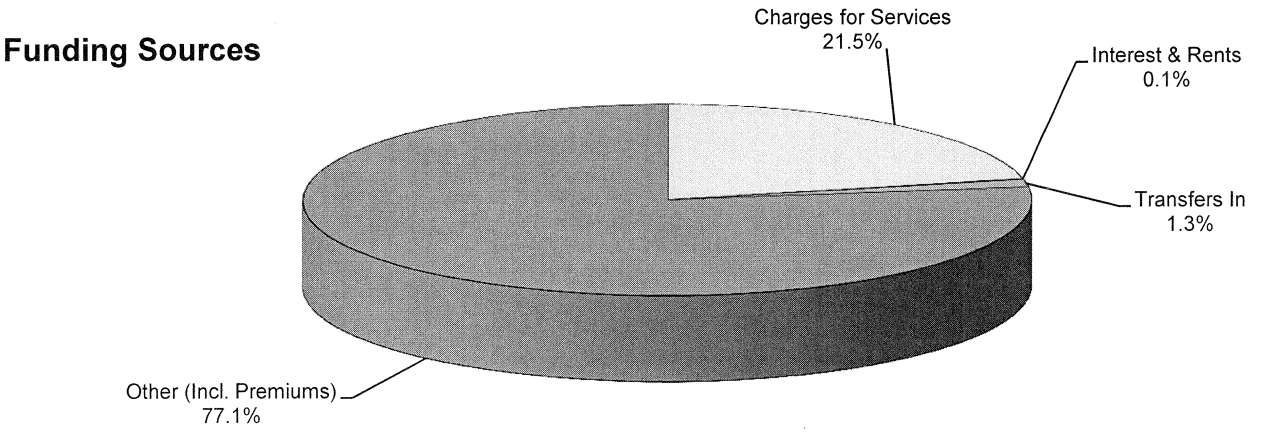
Total Uses By Department $8,007,804



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	$ 8,074,062	$ 8,755,343	$ 8,734,002	$ 8,007,804
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	$ 1,565,239	$ 1,681,612	$ 1,719,875	$ 1,711,190
Interest & Rents	28,088	13,569	11,170	10,810
Other	6,291,187	6,308,661	7,443,984	6,122,900
Transfers In	176,252	106,130	100,000	100,000
TOTAL SOURCES	$ 8,060,766	$ 8,109,972	$ 9,275,029	$ 7,944,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 224,848	$ 232,987	$ 233,810	$ 244,110
* Benefits - Includes NonWorking Wages	127,356	78,798	116,411	152,251
* Mandatory Employer Costs	25,745	31,287	23,495	23,154
Other Current Expenditures -				
* Supplies / Maintenance	1,083,037	1,304,829	1,228,629	1,238,200
* Contractual Expenditures	192,440	150,833	68,400	29,600
* Other	6,207,391	6,707,059	6,975,102	5,980,989
Capital Outlay	180,038	232,210	80,155	119,500
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	33,207	17,340	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	8,000	220,000
TOTAL USES	$ 8,074,062	$ 8,755,343	$ 8,734,002	$ 8,007,804
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 39,440	$ 38,451	$ 54,780	$ 54,780
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 377,949	$ 343,072	$ 373,716	$ 419,515
* Full-Time Positions	3.99	3.98	3.80	3.80
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Technology Services - Communications

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 2014

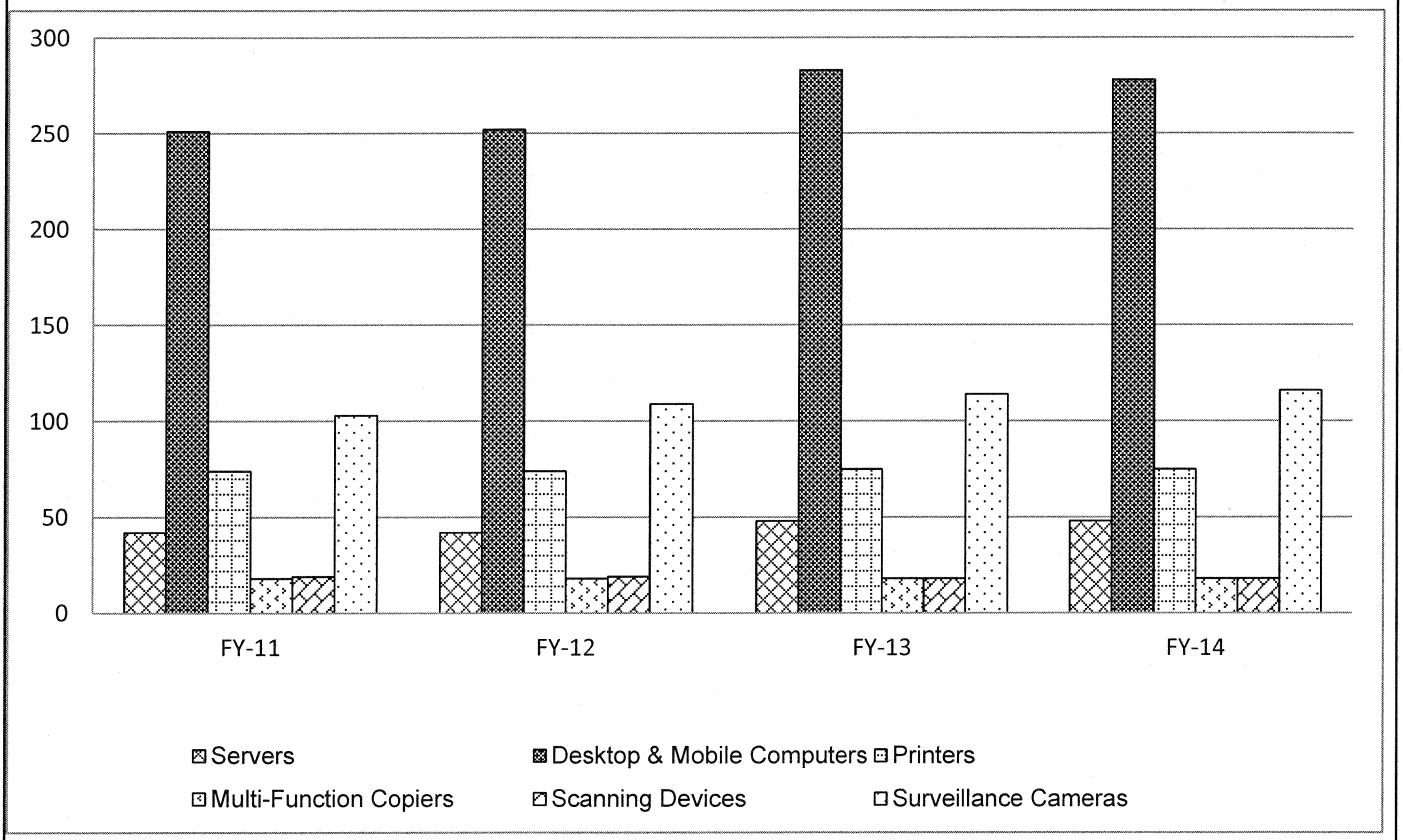
* **To complete telephony upgrade and necessary networking upgrades to bring state of the art communications technology to the City. This will leverage land-line, cellular, and videoconferencing to improve efficiencies City-wide. (June 2014)**

* **To complete website re-design to improve the functionality of the City's website. (December 2013) ($4,000)**

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Servers	42	42	48	48
Desktop & Mobile Computers	251	252	283	278
Printers	74	74	75	75
Multi-Function Copiers	18	18	18	18
Scanning Devices	19	19	18	18
Surveillance Cameras	103	109	114	116
Copies (made on copiers & multifunction copiers)	947,381	925,762	930,000	936,000
Assessment Fee per Copy for All Sites	$0.023	$0.023	$0.023	$0.023



INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 519,129	$ 507,278	$ 528,519	$ 518,290
Interest & Rents	2,813	1,364	700	700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	176,252	106,130	100,000	100,000
TOTAL SOURCES	$ 698,194	$ 614,772	$ 629,219	$ 618,990
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 219,516	$ 225,959	$ 219,300	$ 219,053
* Benefits - Includes NonWorking Wages	88,235	90,495	101,654	109,248
* Mandatory Employer Costs	20,178	20,194	20,020	20,004
Other Current Expenditures -				
* Supplies / Maintenance	161,415	241,277	155,200	174,700
* Contractual	18,929	14,950	9,000	9,000
* Other	34,811	30,884	37,400	37,400
Capital Outlay	180,038	232,210	64,000	119,500
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	8,000	15,000
TOTAL USES	$ 723,122	$ 855,969	$ 614,574	$ 703,905
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 33,258	$ 33,688	$ 50,000	$ 50,000
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

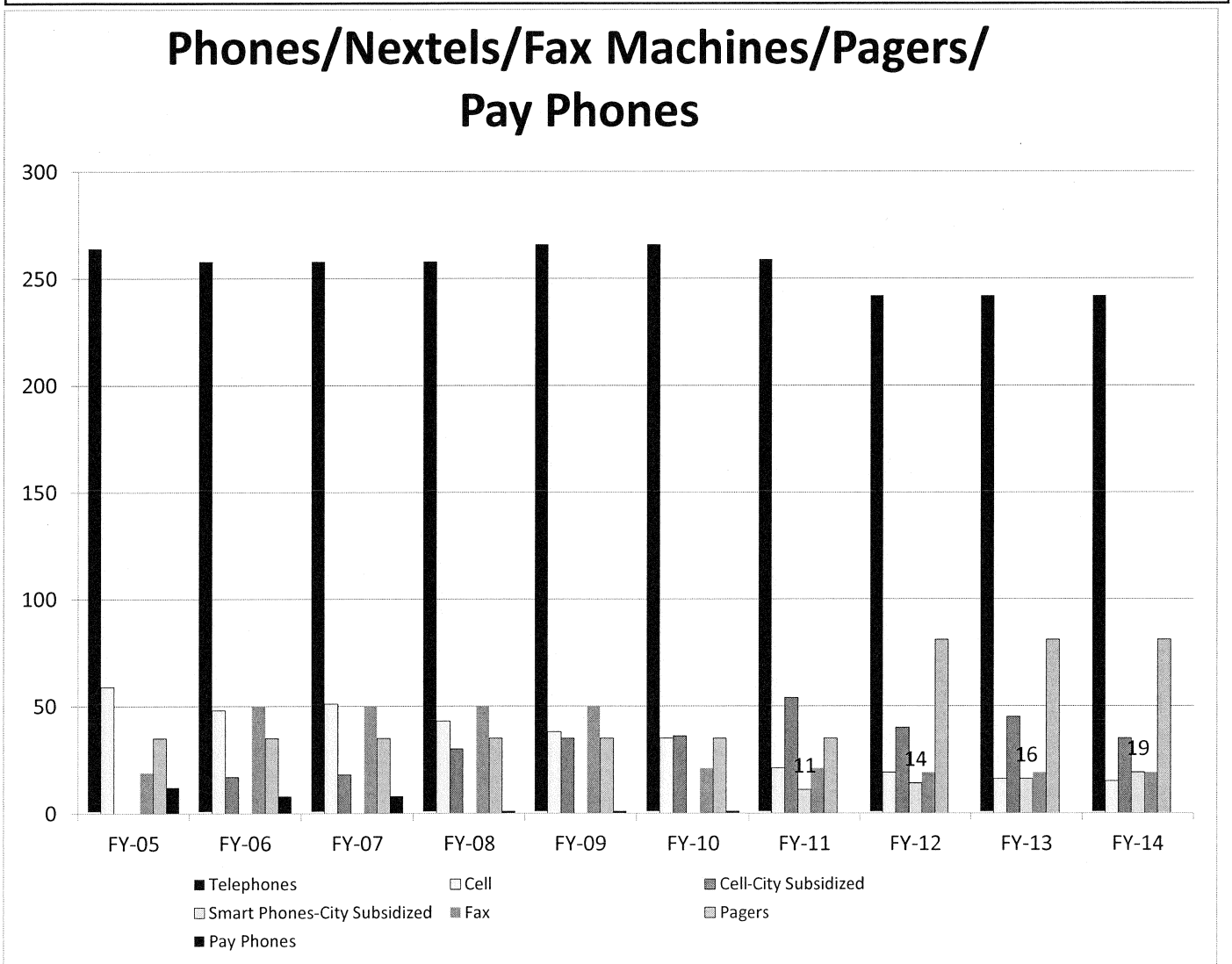
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Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 121,852	$ (42,675)	$ 28,645	$ (15,415)
ENDING BALANCE -				
Designated / Reserves	$ 245,000	$ 150,000	$ 150,000	$ 150,000
Designated/Reserves-Copiers/Printers	30,000	30,000	30,000	30,000
Undesignated / Unreserved	280,447	332,772	361,417	346,002
TOTAL FUND EQUITY	$ 555,447	$ 512,772	$ 541,417	$ 526,002
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (1,753)	$ 14,645	$ (84,915)
ENDING BALANCE	$ 5,483	$ 3,730	$ 18,375	$ (66,540)
- - STAFFING - -				
Personnel Services Total Amount	$ 327,929	$ 336,648	$ 340,974	$ 348,305
* Full-Time Positions	3.99	3.98	3.80	3.80
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Regular Phones	259	242	242	242
Cell Phones	21	19	16	15
City-Subsidized Cell Phones	65	54	61	54
DSL Lines	1	1	0	0
FAX Machines	21	19	19	19
Pagers	35	81	81	81
Credit Card Validation Machines	9	9	9	9



INTERNAL SERVICE FUNDS GROUP

COMMUNICATION SERVICES FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 108,799	$ 112,960	$ 116,200	$ 117,200
Interest & Rents	- 0 -	14	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 108,799	$ 112,974	$ 116,200	$ 117,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 15,815	$ 17,363	$ 19,000	$ 16,100
* Other	92,091	96,614	97,400	99,000
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	$ 107,906	$ 113,977	$ 116,400	$ 115,100
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 3,636	$ 2,234	$ 2,235	$ 2,235
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (2,743)	$ (3,237)	$ (2,435)	$ (135)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	25,677	22,440	20,005	19,870
TOTAL FUND EQUITY	$ 25,677	$ 22,440	$ 20,005	$ 19,870
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	- - - - - -	$ (1,003)	$ (200)	$ 2,100
ENDING BALANCE	$ 11,591	$ 10,588	$ 10,388	$ 12,488
- - 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 2014

* **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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
Postage and Service Charge Cost				
City Council	$ 265	$ 73	$ 100	$ 100
City Manager	305	107	500	500
Elections	2,131	2,298	2,100	2,100
Finance Office	4,985	5,012	5,000	5,000
Independent Audit	68	0	0	0
Property Assessing Office	1,041	1,209	1,100	1,100
City Clerk	862	1,027	1,000	1,000
Personnel Office	15	54	60	100
Treasurer's Office	564	501	500	500
Volunteer Services	0	0	0	0
Planning Office	617	1,469	1,000	1,000
Fire	64	124	150	150
Environmental Health/Inspections	1,234	1,642	1,500	1,500
Environmental Health/Rental Housing	1,826	1,357	1,900	1,900
Environmental Health/Construction Inspections	840	484	600	600
Community Services	0	0	0	0
Human Relations Office	285	214	200	200
Ourstreet/Neighborhood Liaison Program	213	141	100	100
Historic District Commission	140	46	50	50
Parks	198	73	100	100
Brownfield	131	76	100	100
Mainstreet/DDA	0	17	0	0
Principal Shopping District	112	70	100	100
Dangerous Structures	283	269	200	200
Solid Waste Recycling	911	74	100	100
Municipal Airport	12	24	20	20
Technology Services	0	0	10	0
CDBG-Administration	329	101	100	100
CDBG-Rehab	420	469	200	200
Windmill Island	358	426	300	300
Transportation Facility	959	669	800	800
Total	$ 19,167	$ 18,026	$ 17,890	$ 17,920
Mail Piece Count				
City Hall *	35,840	33,757	33,000	33,000
Transportation Center	2,061	1,374	1,100	1,100
Total	37,901	35,131	34,100	34,100
*eff. mid FY11 machines located at Parks & Fire Svcs were removed and pieces processed through the City Hall machine				

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 19,168	$ 18,027	$ 18,800	$ 19,300
Interest & Rents	33	19	10	10
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 19,201	$ 18,046	$ 18,810	$ 19,310
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 17,085	$ 16,235	$ 16,800	$ 17,300
* Other	1,921	2,920	2,000	2,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 19,006	$ 19,155	$ 18,800	$ 19,300
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 195	$ (1,109)	$ 10	$ 10
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	8,123	7,014	7,024	7,034
TOTAL FUND EQUITY	$ 8,123	$ 7,014	$ 7,024	$ 7,034
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (1,109)	$ 10	$ 10
ENDING BALANCE	$ 8,123	$ 7,014	$ 7,024	$ 7,034

- - STAFFING - -

Positions: Not Applicable

Note - A portion of the working capital is Postage Inventory. At the close of FY2011 this amount was $2,419.

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Fuel Dispensing Fund

FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispension system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and school buses.

ACTION PLAN FOR FISCAL YEAR 2014

* **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 FY 14.**

* **To provide timely and informational reporting on fuel consumption and charges to all participating departments.**

* **Per gallon overhead charge established at $0.069329 throughout FY 14 which will be adjusted to final actual overhead costs at fiscal year end.**

* **Historical actual per gallon overhead charge:**

FY13	$0.069329 (estimated)				
FY12	$0.051511	FY06	$0.033134	FY00	$0.056438
FY11	$0.068885	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

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected		FY-14 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	2,119.8	1,085.5	1,109.7		1,109.7	
Board of Public Works	26,445.2	22,702.7	23,717.9		23,717.9	
Street Vehicle & Equipment	5,941.1	6,268.6	on new software combined w/ centralized			
Centralized Vehicle & Equipment	68,436.1	66,608.0	66,700.7		66,700.7	
Windmill Island	360.0	654.3	on new software combined w/ centralized			
Subtotal City of Holland	103,302.2	97,319.1	91,528.3		91,528.3	
MAX Transportation Authority	52,641.7	58,426.1	58,706.0		58,706.0	
Holland Public Schools	9,534.4	9,815.7	9,650.4		9,650.4	
Total Combined Gallons of Gasoline Dispensed	165,478.3	165,560.9	159,884.6	100.00%	159,884.6	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	3,581.3	5,653.5	7,224.7		7,224.7	
Board of Public Works	10,854.0	11,030.7	11,719.1		11,719.1	
Street Vehicle & Equipment	31,089.3	28,575.5	on new software combined w/ centralized			
Centralized Vehicle & Equipment	4,644.9	5,573.7	36,249.8		36,249.8	
Windmill Island	412.1	248.4	on new software combined w/ centralized			
Subtotal City of Holland	50,581.6	51,081.8	55,193.6		55,193.6	
MAX Transportation Authority	74,398.7	72,954.0	72,254.5		72,254.5	
Holland Public Schools	31,256.5	32,702.1	31,594.4		31,594.4	
Total Combined Gallons of Diesel Dispensed	156,236.8	156,737.9	159,042.6	100.00%	159,042.6	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	1,848.1	1,483.8	program			
Board of Public Works	1,265.4	1,033.0	ended			
Street Vehicle & Equipment	2,819.7	2,114.8	March'2012			
Subtotal City of Holland	5,933.2	4,631.6				
MAX Transportation Authority	8,475.2	5,525.5	0.0			
Holland Public Schools	0.0	0.0	0.0			
Total Combined Gallons of Biodiesel Dispensed	14,408.4	10,157.1	0.0	100.00%	0.0	100.00%
Total City of Holland Gallons	159,817.0	153,032.5	146,721.9	46.00%	146,721.9	46.00%
Total MAX Transportation Authority Gallons	135,515.6	136,905.6	130,960.5	41.06%	130,960.5	41.06%
Total Holland Public Schools Gallons	40,790.9	42,517.8	41,244.9	12.93%	41,244.9	12.93%
Combined Total Gallons	336,123.5	332,455.9	318,927.2	100.00%	318,927.2	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected		FY-14 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	2,119.8	1,085.5	1,109.7		1,109.7	
Board of Public Works	26,445.2	22,702.7	23,717.9		23,717.9	
Street Vehicle & Equipment	5,941.1	6,268.6	on new software combined w/ centralized			
Centralized Vehicle & Equipment	68,436.1	66,608.0	66,700.7		66,700.7	
Windmill Island	360.0	654.3	on new software combined w/ centralized			
Subtotal City of Holland	103,302.2	97,319.1	91,528.3	0.00%	91,528.3	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	3,581.3	5,653.5	7,224.7		7,224.7	
Board of Public Works	10,854.0	11,030.7	11,719.1		11,719.1	
Street Vehicle & Equipment	31,089.3	28,575.5	on new software combined w/ centralized			
Centralized Vehicle & Equipment	4,644.9	5,573.7	36,249.8		36,249.8	
Windmill Island	412.1	248.4	on new software combined w/ centralized			
Subtotal City of Holland	50,581.6	51,081.8	55,193.6	100.00%	55,193.6	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	1,848.1	1,483.8	program			
Board of Public Works	1,265.4	1,033.0	ended			
Street Vehicle & Equipment	2,819.7	2,114.8	March'2012			
Subtotal City of Holland	5,933.2	4,631.6	0.0	100.00%	0.0	100.00%
Total City of Holland Gallons	159,817.0	153,032.5	146,721.9	100.00%	146,721.9	100.00%
Gallons of Fuel (All Types) Dispensed:						
Fire Department	7,549.2	8,222.8	8,334.4	5.68%	8,334.4	5.68%
Board of Public Works	38,564.6	34,766.4	35,437.0	24.15%	35,437.0	24.15%
Street Vehicle & Equipment	39,850.1	36,958.9	0.0	0.00%	0.0	0.00%
Centralized Vehicle & Equipment	73,081.0	72,181.7	102,950.5	70.17%	102,950.5	70.17%
Windmill Island	772.1	902.7	0.0	0.00%	0.0	0.00%
Total City of Holland Gallons	159,817.0	153,032.5	146,721.9	100.00%	146,721.9	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 918,143	$ 1,043,347	$ 1,056,356	$ 1,056,400
Interest & Rents	279	309	(200)	(200)
TOTAL SOURCES	$ 918,422	$ 1,043,656	$ 1,056,156	$ 1,056,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,301	$ 3,410	$ 3,958	$ 6,400
* Benefits - Includes NonWorking Wages	1,239	1,836	2,133	2,955
Other Current Expenditures -				
* Supplies / Maintenance	872,382	995,779	1,005,129	1,005,100
* Contractual	1,649	1,571	1,800	1,800
* Other	11,151	3,465	5,700	5,700
Capital Outlay	- 0 -	- 0 -	16,155	- 0 -
TOTAL USES	$ 888,722	$ 1,006,061	$ 1,034,875	$ 1,021,955
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 2,546	$ 2,529	$ 2,545	$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 27,154	$ 35,066	$ 34,891	$ 31,700
ENDING BALANCE -				
Designated / Reserves	$ 101,537	$ 139,132	$ 160,413	$ 194,658
Undesignated / Unreserved	5,729	3,200	16,810	14,265
TOTAL FUND EQUITY	$ 107,266	$ 142,332	$ 177,223	$ 208,923
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	- - - - - -	- 0 -	- 0 -	- 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE:

The time of certain positions listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is charged, in small part, to this fund.

INTERNAL SERVICE FUNDS GROUP

- SUMMARY OF RISK MANAGEMENT -

SUMMARY OF ALL FUNDS WHICH FOLLOW

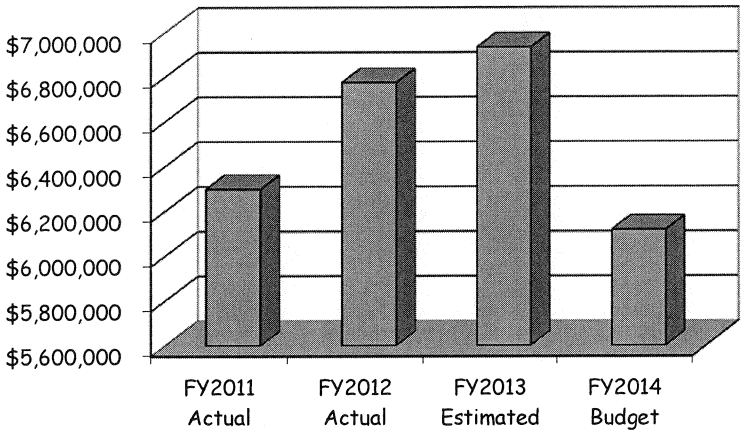
Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 24,963	$ 11,863	$ 10,660	$ 10,300
Other	6,254,937	6,324,142	7,433,984	6,092,900
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 6,279,900	$ 6,336,005	$ 7,444,644	$ 6,103,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,031	$ 3,618	$ 4,852	$ 18,657
* Benefits - Includes NonWorking Wages	1,632	1,948	2,614	10,048
* Mandatory Employer Costs	5,567	11,093	2,925	3,150
Other Current Expenditures -				
* Supplies / Maintenance	16,340	34,175	32,500	25,000
* Contractual	171,862	134,312	57,600	18,800
* Other	6,067,417	6,573,176	6,832,602	5,836,889
Transfers Out	33,207	17,340	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	205,000
TOTAL USES	$ 6,299,056	$ 6,775,662	$ 6,933,093	$ 6,117,544
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (19,156)	$ (439,657)	$ 505,291	$ (14,344)
ENDING BALANCE -				
Designated / Reserves	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Undesignated / Unreserved	2,813,015	2,373,358	2,878,649	2,864,305
TOTAL FUND EQUITY	$ 2,843,015	$ 2,403,358	$ 2,908,649	$ 2,894,305
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (439,657)	$ 505,291	$ (14,344)
ENDING BALANCE	$ 2,813,015	$ 2,373,358	$ 2,878,649	$ 2,864,305
- - STAFFING - -				

Positions: Not Applicable

INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

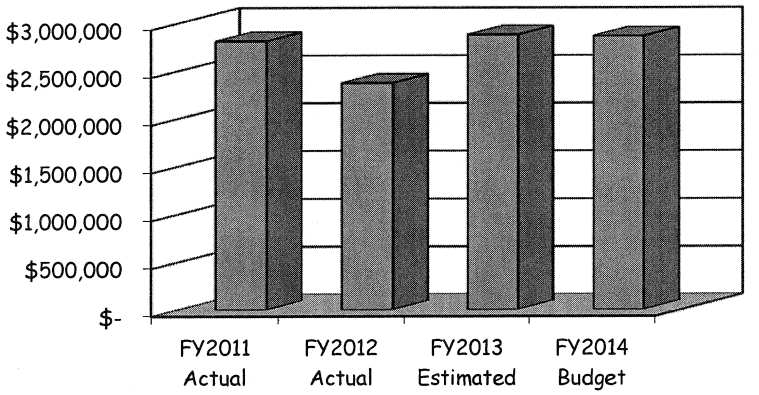
Total Uses

FY2014 Budget - $6,117,544



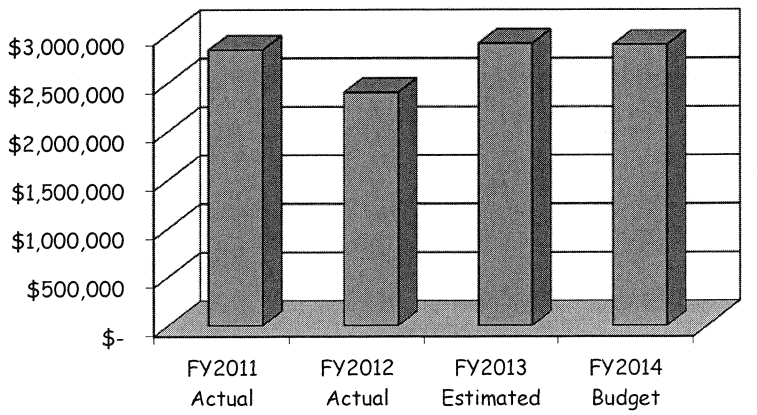
Ending Working Capital

FY2014 Budget $2,864,305



Ending Fund Equity/Reserves

FY2014 Budget $2,894,305



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 2014

* **The Self-Funded Workers Compensation Fund will assess premiums to individual departmental budgets using rates provided by Accident Fund.**

* **Maintain a self-funded reserve balance that provides sufficient financial coverage to meet the cost of commercial insurance premiums and medical bills related to employee on-the-job injuries or illness while the City was self-insured.**

* **Continue the contractual arrangement with the current local insurance agency and with a third party administrator to provide claims services for claims that occurred while self-insured.**

* **Strive for a positive safety record to reduce workers compensation rates.**

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - WORKERS COMP INSURANCE - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
WORKER COMP CLAIMS				
- Number of Claims Filed	50	43	40	50
- Number of Claims Filed Resulting In Lost Work Days	2	1	2	2
- Number of Scheduled Work Days Paid	84	47	110	40
COMMERCIAL INSURANCE PREMIUM EXPERIENCE:				
Insurance Premiums Paid	$ 242,209	$ 243,047	$ 241,000	$ 260,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(10,548)	- 0 -	(6,318)	(4,000)
Net Commercial Policy Premiums Payment Experience	$ 231,661	$ 243,047	$ 234,682	$ 256,000
PAYMENT EXPERIENCE ON FORMER SELF-FUNDED CARRYOVERS:				
(THE FOLLOWING REPRESENTS PAYMENTS & STOP-LOSS RECOVERIES ON LINGERING WORKERS COMP CLAIMS THAT WERE INITIALLY FILED PRIOR TO FY-99, DURING WHICH TIME THE CITY OF HOLLAND ADMINISTERED A SELF-FUNDED WORKERS COMP PLAN):				
Claims Paid:				
- for Medical	$ 26,124	$ 120,641	$ 100,000	$ 55,000
- for Indemnity				
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(24,981)	(113,961)	(100,000)	(55,000)
Net Self-Funded Claims Payment Experience	$ 1,143	$ 6,680	$ - 0 -	$ - 0 -
TOTAL PREMIUMS & SELF-FUNDED CLAIMS EXPERIENCE	$ 232,804	$ 249,727	$ 234,682	$ 256,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 5,120	$ 3,515	$ 2,500	$ 2,500
Other	299,077	367,384	343,858	296,000
TOTAL SOURCES	$ 304,197	$ 370,899	$ 346,358	$ 298,500
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	269,326	363,688	341,450	315,100
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 269,326	$ 363,688	$ 341,450	$ 325,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 34,871	$ 7,211	$ 4,908	$ (26,600)
ENDING BALANCE -				
Designated / Reserves	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Undesignated / Unreserved	521,136	528,347	533,255	506,655
TOTAL FUND EQUITY	$ 531,136	$ 538,347	$ 543,255	$ 516,655
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 7,211	$ 4,908	$ (26,600)
ENDING BALANCE	$ 521,136	$ 528,347	$ 533,255	$ 506,655

- - 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 2014

* **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.**

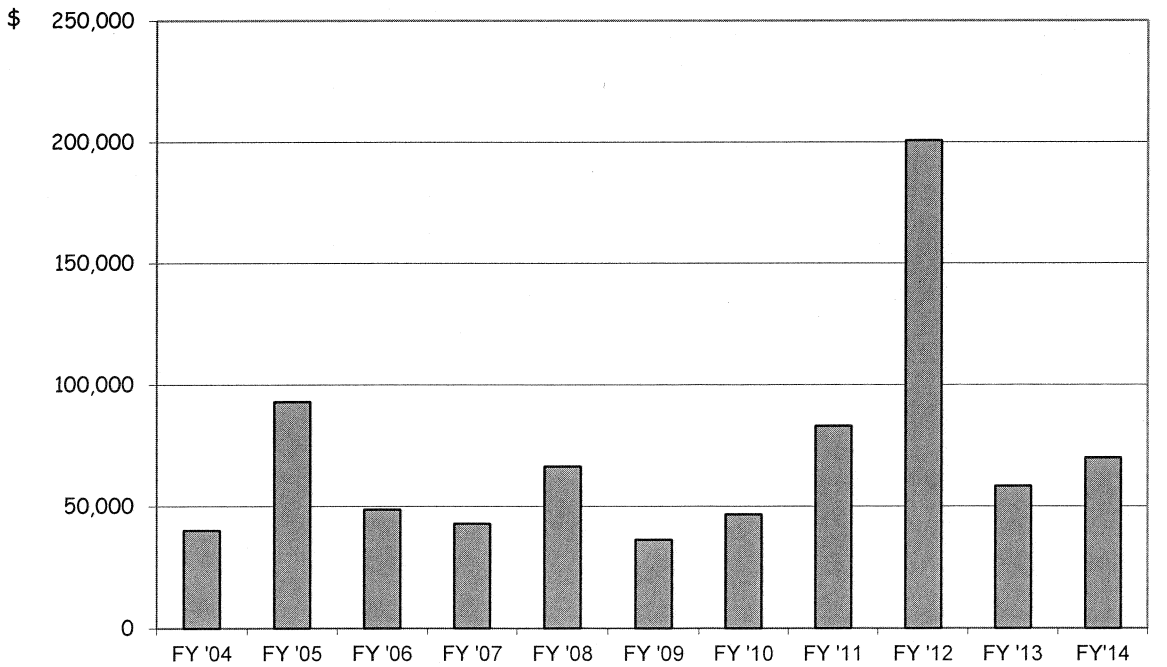
* **To purchase a commercial insurance policy that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.**

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS				
* Short-term Disability - Self-Funded	13	21	14	15
* Long-term Disability - Commercial Policy	0	0	0	0
DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID				
* Short-term Disability - Self-Funded Plan	780	2,060	1,100	900
* Long-term Disability - Commercial Policy	0	0	0	0
DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE				
* Short-term Disability - Self-Funded Claims Payments	$ 83,024	$ 200,628	$ 58,300	$ 70,000
* Long-term Disability Premiums - Commercial Policy	24,988	22,313	35,000	35,000
	$ 108,012	$ 222,941	$ 93,300	$ 105,000

Short Term Disability Payments



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 2,591	$ 1,129	$ 400	$ 400
Other	107,389	102,818	109,234	106,500
TOTAL SOURCES	$ 109,980	$ 103,947	$ 109,634	$ 106,900
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 5,513	$ 11,034	$ 2,800	$ 3,000
Other Current Expenditures -				
* Other	108,011	222,941	93,300	105,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 113,524	$ 233,975	$ 96,100	$ 108,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (3,544)	$ (130,028)	$ 13,534	$ (1,100)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	210,878	80,850	94,384	93,284
TOTAL FUND EQUITY	$ 210,878	$ 80,850	$ 94,384	$ 93,284
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (130,028)	$ 13,534	$ (1,100)
ENDING BALANCE	$ 210,878	$ 80,850	$ 94,384	$ 93,284

- - 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 2014

* **To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by City of Holland, Board of Public Works and Macatawa Area Express Transportation Authority employees, retirees, and family members.**

* **To provide for specific and aggregate stop-loss commercial insurance coverage when claims exceed the designated risk retention thresholds.**

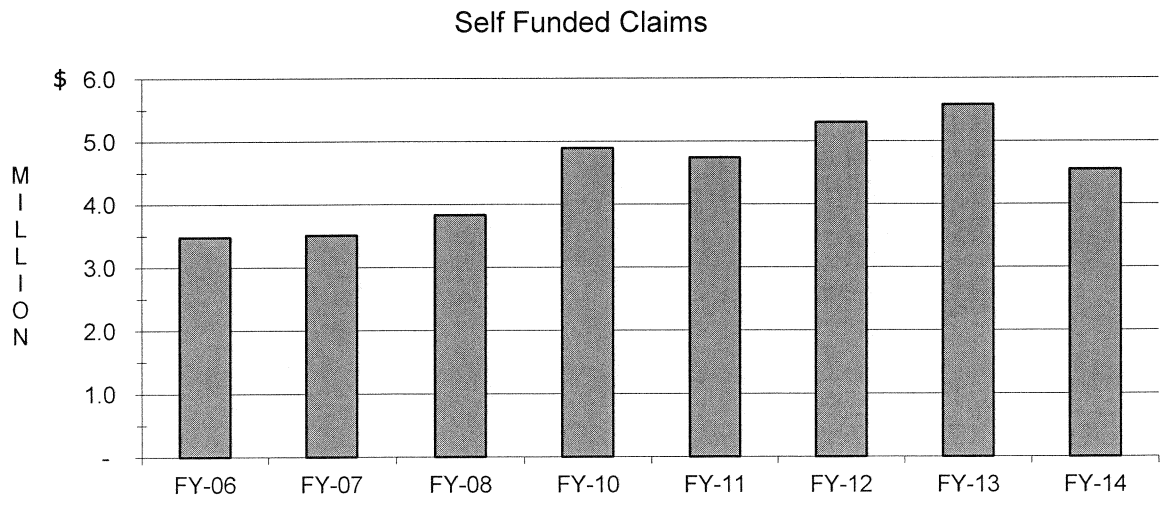
* **To provide for a contractual arrangement with an insurance agent and/or third-party claims administrator to provide claims services on behalf of the City.**

* **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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
NUMBER OF INDIVIDUAL CONTRACTS	458	453	435	400
- Herrick District Library Employess no longer insured by the City of Holland plan as of January 1, 2013				
SELF-FUNDED RETENTION LIMITS:				
- for Specific (each individual contract)	$ 100,000	$ 100,000	$ 100,000	$ 100,000
- for Aggregate (combined total for all contracts)	3,632,539	4,553,027	4,820,593	4,600,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	$ 321,990	$ 287,968	$ 307,710	$ 312,000
- for Claims Administration Fees	277,626	206,310	256,274	252,000
- Total Payments for Premiums and Fees	$ 599,616	$ 494,278	$ 563,984	$ 564,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	$ 4,736,340	$ 5,297,119	$ 5,575,372	$ 4,551,500
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(682,149)	(433,104)	(1,500,000)	(300,000)
- Total Payments for Self-Funded Claims	$ 4,054,191	$ 4,864,015	$ 4,075,372	$ 4,251,500
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	$ 40,773	$ 20,435	$ 22,275	$ 23,000
Total Net Payment Experience	$ 4,694,580	$ 5,378,728	$ 4,661,631	$ 4,838,500



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 9,769	$ 3,523	$ 5,500	$ 4,500
Other	5,484,111	5,439,438	6,683,140	5,410,000
TOTAL SOURCES	$ 5,493,880	$ 5,442,961	$ 6,688,640	$ 5,414,500
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,031	$ 3,618	$ 4,852	$ 18,657
* Benefits-Includes NonWorking Wages	1,632	1,948	2,614	10,048
* Mandatory Employer Costs	54	59	125	150
Other Current Expenditures -				
* Contractual	27,558	13,907	18,300	8,500
* Other	5,430,893	5,735,257	6,136,770	5,138,289
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	$ 5,463,168	$ 5,754,789	$ 6,162,661	$ 5,275,644
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 30,712	$ (311,828)	$ 525,979	$ 138,856
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,178,210	866,382	1,392,361	1,531,217
TOTAL FUND EQUITY	$ 1,178,210	$ 866,382	$ 1,392,361	$ 1,531,217
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	- - - - - -	$ (311,828)	$ 525,979	$ 138,856
ENDING BALANCE	$ 1,178,210	$ 866,382	$ 1,392,361	$ 1,531,217
- - 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 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 2014

* 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 2013 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.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - VEHICLE INSURANCE - -

Administrative and Operational Activities	FY-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES				
Number of Vehicles Insured for Liability	190	182	185	185
COMMERCIAL INSURANCE LIABILITY LIMITS				
Bodily Injury & Property Damage	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Personal Injury Protection	Statutory	Statutory	Statutory	Statutory
Property Protection	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Mini Tort	$ 500	$ 500	$ 500	$ 500
Non-Owned & Hired Auto Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Uninsured / Underinsured Motorists	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
COST OF REPAIRS / REPLACEMENTS TO CITY-OWNED VEHICLES				
Self-Funded Retention (Per Vehicle - Per Occurence)	100% of Cost	100% of Cost	100% of Cost	100% of Cost
Exceptions for Fire Dept Vehicles and BATMOBILE:				
- Comprehensive Deductible (Retention)	$ 1,000	$ 1,000	$ 1,000	$ 1,000
- Collision Deductible (Retention)	$ 1,000	$ 1,000	$ 1,000	$ 1,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Commercial Insurance Premiums				
General City	$ 96,903	$ 95,162	$ 103,400	$ 108,000
Board of Public Works	34,862	37,425	37,412	38,000
Total Commercial Insurance Premiums	131,765	132,587	140,812	146,000
Self Funded Claims Paid	16,340	32,199	15,000	25,000
Total	$ 148,105	$ 164,786	$ 155,812	$ 171,000
Number of Vehicles Repaired	9	12	5	10

Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

VEHICLE INSURANCE FUND

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 1,783	$ 937	$ 850	$ 800
Other	122,903	120,912	128,000	133,600
TOTAL SOURCES	$ 124,686	$ 121,849	$ 128,850	$ 134,400
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 16,340	$ 32,199	$ 15,000	$ 25,000
* Other	96,903	95,162	103,400	108,000
Contingencies	- 0 -	- 0 -	- 0 -	20,000
TOTAL USES	$ 113,243	$ 127,361	$ 118,400	$ 153,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 11,443	$ (5,512)	$ 10,450	$ (18,600)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	231,516	226,004	236,454	217,854
TOTAL FUND EQUITY	$ 231,516	$ 226,004	$ 236,454	$ 217,854
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (5,512)	$ 10,450	$ (18,600)
ENDING BALANCE	$ 231,516	$ 226,004	$ 236,454	$ 217,854

- - 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 2014

* 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 2013 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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
SELF-FUNDED INSURANCE - RETENTION LIMITS				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate	372,500	346,250	375,000	375,000
COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS				
BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -				
Insurable Value - All Buildings and Other Property Items (Blanket)	$ 522,299,483	$ 430,414,853	$ 426,068,721	$ 428,000,000
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	5,000,000	5,000,000	5,000,000	5,000,000
- Communication Towers	100,000	100,000	100,000	100,000
BOILER UNITS				
Self-Funded Retention Limits-Non-Elec Utility Units	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Commercial Insurable Limits - All Boiler Units	75,000,000	100,000,000	100,000,000	100,000,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Self-Funded Claims Paid	$ 6,474	$ 950	$ 1,000	$ 1,500
Commercial Insurance Premiums				
General City	31,060	25,512	27,410	28,500
Board of Public Works	579,870	541,771	588,143	600,000
Total Commercial Insurance Premiums	610,930	567,283	615,553	628,500
Property Appraisals for Insurance Valuation Purposes	11,000	- 0 -	1,300	1,300
Total	$ 628,404	$ 568,233	$ 617,853	$ 631,300
SELF-FUNDED CLAIMS				
Number of Claims Paid	3	2	3	3

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 4,800	$ 516	$ 2,060	$ 2,100
Other	79,438	25,732	27,610	28,700
TOTAL SOURCES	$ 84,238	$ 26,248	$ 29,670	$ 30,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ 5,700	$ - 0 -
* Benefits-Includes NonWorking Wages	- 0 -	- 0 -	10	- 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	550	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ 1,976	$ 17,500	$ - 0 -
* Contractual	11,074	- 0 -	1,300	1,300
* Other	37,534	26,462	28,410	30,000
Transfers Out	33,207	17,340	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 81,815	$ 45,778	$ 53,470	$ 56,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 2,423	$ (19,530)	$ (23,800)	$ (25,500)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	428,744	409,214	385,414	359,914
TOTAL FUND EQUITY	$ 428,744	$ 409,214	$ 385,414	$ 359,914
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (19,530)	$ (23,800)	$ (25,500)
ENDING BALANCE	$ 428,744	$ 409,214	$ 385,414	$ 359,914
- - 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 for 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 2014

* **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 2013 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 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-11 Actual	FY-12 Actual	FY-13 Projected	FY-14 Projected
SELF-FUNDED INSURANCE RETENTION LIMITS - APPLICABLE TO ALL LIABILITY COVERAGES				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate (All-Lines Aggregate Insurance Program - Loss Fund)	372,500	346,250	375,000	375,000
COMMERCIAL INSURANCE COVERAGES -				
GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, LAW ENFORCEMENT -				
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
CRIME AND FIDELITY -				
Self-Funded Retetion Limits / Commercially Insured Limits				
- Public Employee Dishonesty Bond	$250 / $500,000	$250 / $500,000	$250 / $500,000	$250 / $500,000
- Forgery, Theft, Disappearance, Destruction	250 / 350,000	251 / 500,000	252 / 500,000	253 / 500,000
- Treasurer and Deputy Treas. Bond	250 / 100,000	251 / 100,000	252 / 100,000	253 / 100,000
- Tax Collection Time Increase	250 / 350,000	251 / 350,000	252 / 500,000	253 / 500,000
PAYMENT EXPERIENCE SUMMARY:				
Self-Funded Claims Paid to Claimant	$ 438	$ 9,226	$ 5,000	$ 10,000
Legal Fees - City Attorney	31,634	13,694	8,000	8,000
Legal Fees - Labor Attorney	101,596	96,361	30,000	1,000
Commercial Insurance Premiums				
General City	124,312	120,440	124,272	130,500
Board of Public Works *	281,589	277,598	453,080	280,000
Total for Commercial Premiums	405,901	398,038	577,352	410,500
Total	$ 539,569	$ 517,319	$ 620,352	$ 429,500
* Pollution Policy purchased in FY13 insures BPW for 3 years.				
SELF-FUNDED CLAIMS				
Number of Claims Paid	4	6	3	5

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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 900	$ 2,243	$ (650)	$ - 0 -
Other	162,019	267,858	142,142	118,100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 162,919	$ 270,101	$ 141,492	$ 118,100
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 133,230	$ 120,405	$ 38,000	$ 9,000
* Other	124,750	129,666	129,272	140,500
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 257,980	$ 250,071	$ 167,272	$ 199,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (95,061)	$ 20,030	$ (25,780)	$ (81,400)
ENDING BALANCE -				
Designated / Reserves	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Undesignated / Unreserved	242,531	262,561	236,781	155,381
TOTAL FUND EQUITY	$ 262,531	$ 282,561	$ 256,781	$ 175,381
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 20,030	$ (25,780)	$ (81,400)
ENDING BALANCE	$ 242,531	$ 262,561	$ 236,781	$ 155,381
- - 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 2014

* **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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 36,250	$ (15,481)	$ 10,000	$ 30,000
TOTAL SOURCES	$ 36,250	$ (15,481)	$ 10,000	$ 30,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - Includes NonWorking Wages	36,250	(15,481)	10,000	30,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 36,250	$ (15,481)	$ 10,000	$ 30,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - CASH AND OFFSET LIABILITY - -				
ENDING BALANCE	$ 1,574,744	$ 1,559,263	$ 1,569,263	$ 1,599,263
- - STAFFING - -				

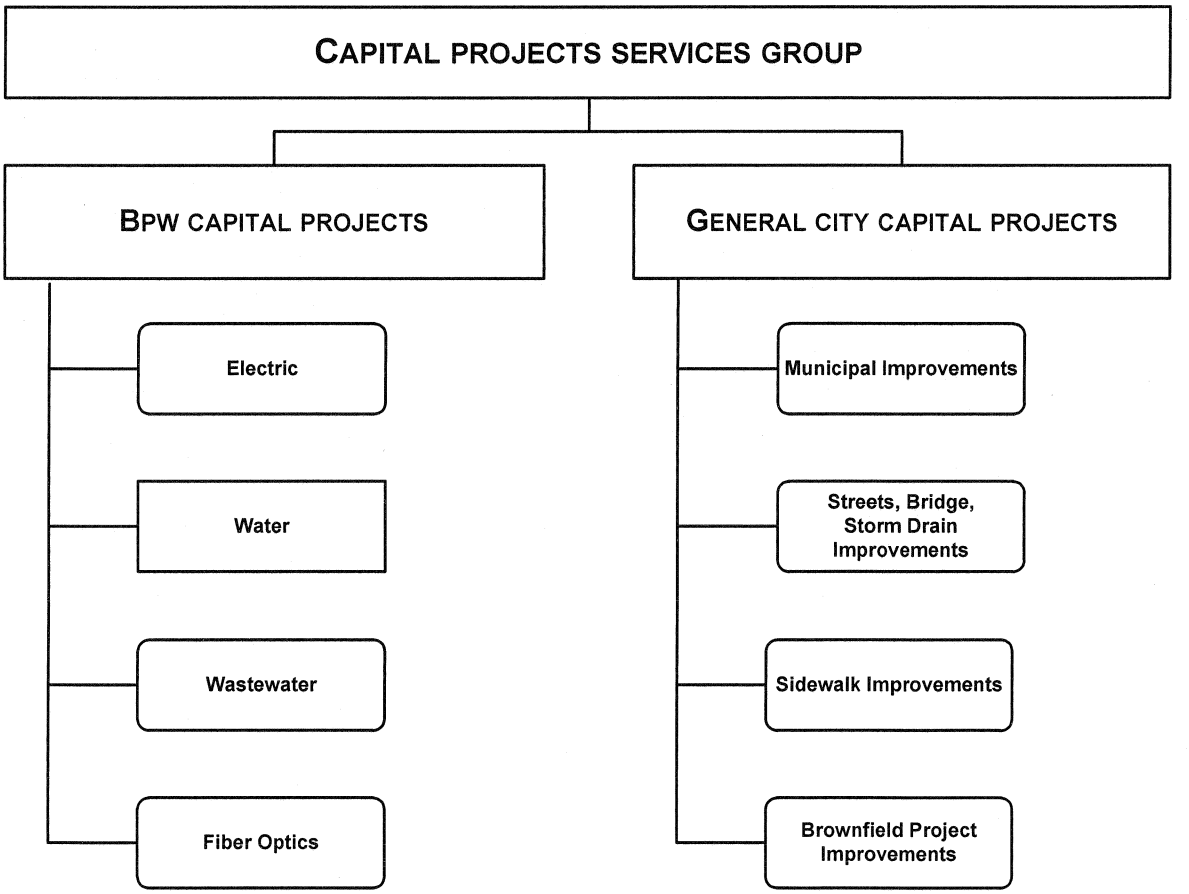
Positions: Not Applicable

CAPITAL PROJECTS SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

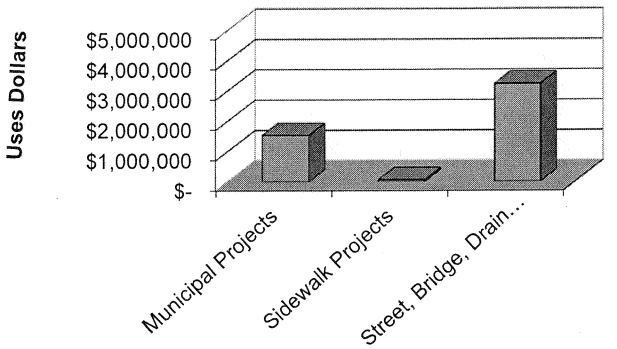
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over $25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

GROUP ORGANIZATIONAL STRUCTURE

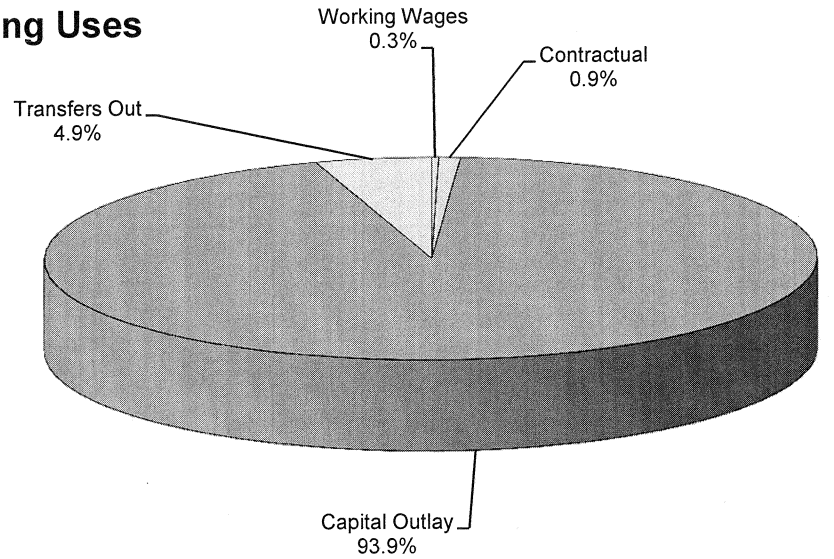


CAPITAL PROJECTS SERVICES GROUP

Total Uses By Department $4,836,072

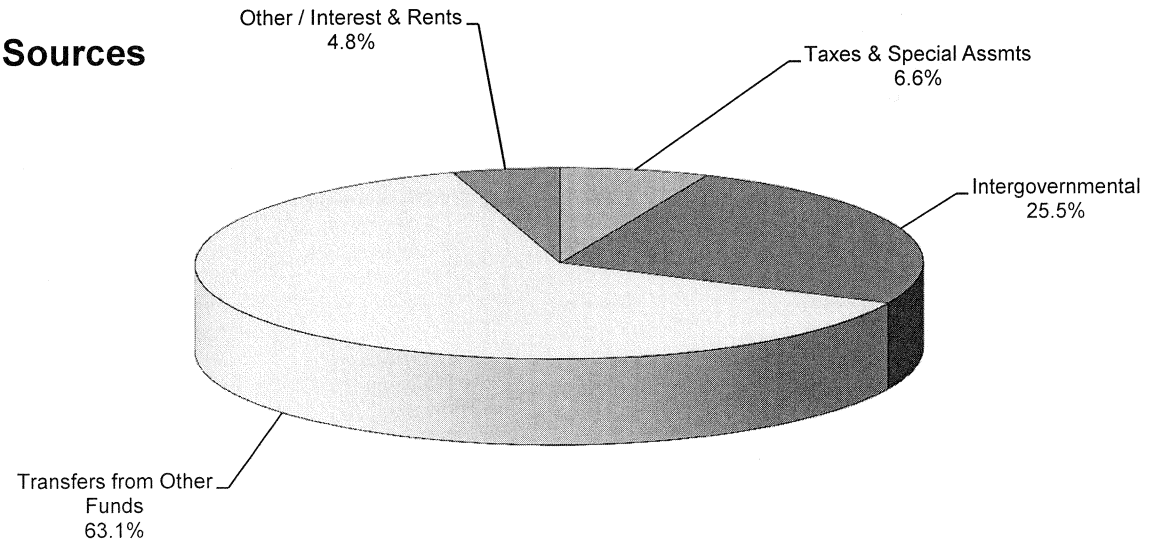


Funding Uses



This presentation excludes activity in the Enterprise and Internal Service Funds. Only activity in the governmental Capital Projects Funds are included.

Funding Sources

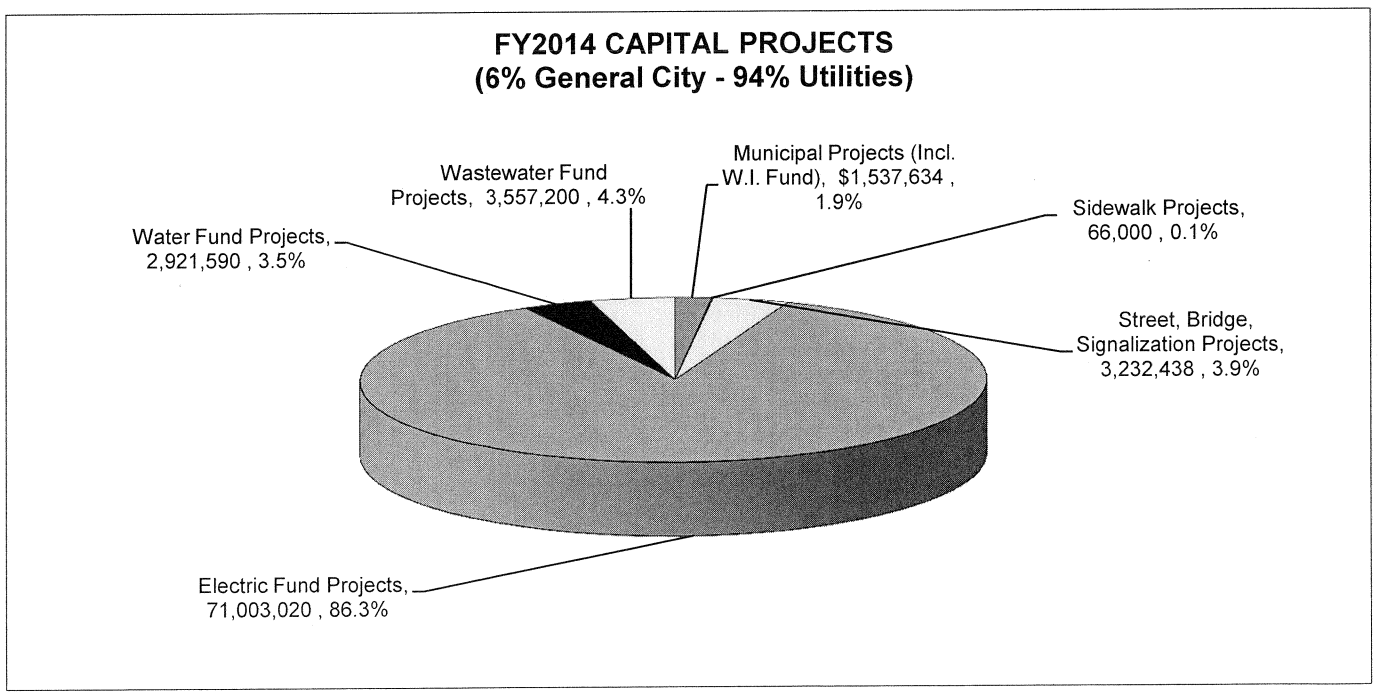


OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented or Continued During Fiscal Year 2014

GOVERNMENTAL-TYPE FUNDS	
Municipal Improvements Projects:	
See Capital Projects Section	$1,477,634
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	2,138,938
See Capital Projects Section - MDOT, Grants, and Private Share	1,093,500
Sidewalk Improvements Projects	66,000
PROPRIETARY-TYPE FUNDS	
Enterprise-Fund Capital Projects:	
See Windmill Island Fund	60,000
See Electric Utility Fund	71,003,020
See Water Utility Fund	2,921,590
See Wastewater Utility Fund	3,557,200
TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	$82,317,882

Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.



DEVELOPMENT OF CAPITAL IMPROVEMENT PROGRAM

Street Projects:

As part of the annual budget process for the past several years, the City of Holland prepared a long-term Capital Improvement Plan for Streets, identifying projects and cash flows for a five-year period beyond the proposed annual budget under consideration. These plans were based on criteria listed below, and subject to change based on road conditions and availability of funding, and were approved as part of the annual budget process.

The list of street projects is developed using an asset management plan as a guide. Careful consideration is given the application of the right pavement treatment for specific conditions. Annually a visual rating of the City road network is performed and each road segment is given a PASER condition rating. The rating is used to help determine how best to invest available resources. PASER ratings are defined in the tables below.

Asphalt

PASER Rating	Condition	Treatment
9 & 10	Excellent	No maintenance required
8	Very Good	Little or no maintenance
7	Good	Crack sealing and minor patching
5 & 6	Fair – Good	Preservative treatments (non-structural)
3 & 4	Poor – Fair	Structural renewal (overlay)
1 & 2	Failed	Reconstruction

Concrete

PASER Rating	Condition	Treatment
9 & 10	Excellent	No maintenance required
7 & 8	Very Good	Routine maintenance
5 & 6	Fair – Good	Surface repairs, sealing, partial-depth patching
3 & 4	Poor – Fair	Extensive slab or joint rehabilitation
1 & 2	Failed	Reconstruction

Additionally, City staff meets with BPW staff each November in an attempt to match pavement investment dollars with utility improvements being considered. Using these methods a Five Year Street Improvement Plan is developed.

Municipal Capital Improvement Projects:
Although other (non-street) capital improvement projects were discussed and prioritized in the annual budget process in the past, a detailed listing of projects was compiled and ranked in order of priority by staff based on need, financial resources, historical value and grant availability, as part of the FY2013-14 budget. This document included funding sources and uses over a five year period. This was also distributed and discussed with the City Council and staff at their annual retreat, which took place on February 1-2, 2013. Council members ranked their priorities at their Saturday session, which does not include Department Directors.

Public Input:
Coffee with Council (& BPW) was held on January 19, 2013 to provide citizens with an opportunity for share ideas, remarks and concerns regarding current issues relating to the City of Holland with elected and appointed officials as well as longer-term capital needs and projects; during an interactive and relaxed open house. In addition three budget study sessions open to the public with the City Council were conducted in April (8,10,11), as well as the budget Public Hearing on May 1, 2013.

Approval of the Capital Improvement Plan:
The Street Projects and Municipal Capital Improvement Plans were approved on May 1, 2013 as part of the annual budget.

CAPITAL PROJECTS SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Capital Projects	$ 9,365,723	$ 8,726,173	$ 5,629,238	$ 4,836,072
TOTAL - ALL FUND TYPES	$ 9,365,723	$ 8,726,173	$ 5,629,238	$ 4,836,072
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 272,440	$ 193,615	$ 180,015	$ 283,913
Intergovernmental	4,176,167	5,057,812	2,237,497	1,093,500
Interest & Rents	13,042	7,680	7,125	5,120
Other	311,034	285,823	2,426,304	198,751
Transfers In	4,247,798	2,880,021	2,235,614	2,703,938
TOTAL SOURCES	$ 9,020,481	$ 8,424,951	$ 7,086,555	$ 4,285,222
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,654	$ 5,596	$ 14,000	$ 14,000
Other Current Expenditures -				
* Contractual Items	32,454	35,653	43,777	44,000
Capital Outlay	7,889,731	8,414,180	5,476,961	4,543,524
Transfers Out	1,377,145	270,744	94,500	234,548
TOTAL USES	$ 9,303,984	$ 8,726,173	$ 5,629,238	$ 4,836,072
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 4,654	$ 5,596	$ 14,000	$ 14,000

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Municipal Improvements Cash Control Fund

FUND MISSION STATEMENT

To develop a comprehensive capital improvement budget to address both short- and long-term improvements to the City's infrastructure and public facilities and buildings, in order to assure the City will maximize its return on its investment and provide its citizens with an infrastructure and public facilities to improve the economic, social, and environmental quality of life in the City.

ACTION PLAN FOR FISCAL YEAR 2014

* **To levy a .2351 millage to fund new municipal capital projects as approved by City Council.**
* **To complete the design and / or construction of all capital projects outlined in the section of the Municipal Capital Projects Fund by June 2014.**
* **To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2014.**
* **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 2014.**
* **To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2014.**

CAPITAL PROJECTS GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 217,853	$ 141,702	$ 130,997	$ 232,659
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	171,219	- 0 -	- 0 -	- 0 -
Interest & Rents	10,355	5,785	6,750	4,750
Other	310,254	285,748	2,127,077	198,751
Transfers In	1,139,894	454,164	349,489	565,000
TOTAL SOURCES	$ 1,849,575	$ 887,399	$ 2,614,313	$ 1,001,160
FUNDING USES -				
Capital Outlay	$ 856,904	$ 925,856	$ 1,041,497	$ 1,477,634
Transfers Out	1,377,145	266,953	94,500	60,000
TOTAL USES	$ 2,234,049	$ 1,192,809	$ 1,135,997	$ 1,537,634
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (384,474)	$ (305,410)	$ 1,478,316	$ (536,474)
ENDING BALANCE -				
Designated / Reserved	$ 595,835	$ 115,631	$ 1,331,249	$ 1,200,000
Undesignated / Unreserved	61,961	236,755	499,453	94,228
TOTAL FUND EQUITY	$ 657,796	$ 352,386	$ 1,830,702	$ 1,294,228

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS SUMMARY

Detailed Analysis of Anticipated Available Funding for New Projects During Fiscal Year 2013
Based Upon Actual Balances at July 1, 2012 and Anticipated Balances at June 30, 2013

FY-2012 Ending Cash Control Balances - Actual		
Unreserved:		
- Undesignated		352,386
FY-2013 Anticipated Revenues		
Property Taxation @ 0.1343 mills	130,997	
Federal Grants:		
None	-	
State Grants:		
None	-	
Transfers from Other Funds:		
From BPW Electric Fund - Unallocated	300,000	
From BPW Electric Fund - Centennial Park Lighting	25,040	
From Cemetery Perpetual Care Fund-Pilgrim Home Road Surfacing	4,932	
From Cemetery Perpetual Care Fund-Pilgrim Home Roof	7,000	
From General Fund - Waverly Fire Station Driveways / Approaches	2,279	
From CDBG Year 28 Grant Fund (Ferris Building Demolition)	10,238	
Private Donations and Other:		
Rent-Agricultural Land Lease	750	
Sale of Stadium & Hope College Property	1,331,249	
Sale of Property to 3-Sixty	3,618	
Hope College - Stadium Turf	791,292	
Recovery of Costs - AMR (Damage at Kollen Park Planks)	918	
Investment Income	6,000	2,614,313
FY-2013 Projected Outlays for Previously Approved Projects In-Progress		(1,135,997)
FY-2014 Anticipated Cash Control Balances - Estimated		
Reserved:		
- Various Projects In-Progress	364,134	
- Legacy Funds	1,331,249	
Unreserved:		
- Undesignated	135,319	
Sub-total - Anticipated Outlays of Previously Approved Projects	1,830,702	1,830,702
Anticipated Revenues FY2014:		
Property Taxation @ 0.2210 mills	232,659	
Transfers from Other Funds:		
From BPW Electric Fund (Based on $4,990,800 Total, $4,690,800 to GF)	400,000	
From General Fund	165,000	
Sale of 9th Street Property (Legacy Funds)	198,751	
Investment Income	4,000	
Rent-Agricultural Land Lease	750	
Anticipated Outlays of Previously Approved Projects	(364,134)	637,026
FY-2014 Total Anticipated Financing Available for New Projects		
- Reserved: Legacy Funds	1,530,000	
- Undesignated	937,728	2,467,728

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress
Appropriations for New Projects for Fiscal Year July 1, 2013 - June 30, 2014

Project Designation	Projected Appropriations Carried-Forward at July 1, 2013	New Appropriations FY-2014	Combined Carryover and New Appropriations FY-2014
Parks & Recreation			
Bouws Pool Renovation	3,059		3,059
Temporary Ice Rink	5,000		5,000
Miscellaneous Repairs	3,266		3,266
Moran Park Improvements		10,000	10,000
Tennis Court Resurfacing		46,000	46,000
Matt Urban Concession Building Roof Repairs		16,000	16,000
Riverview Park Improvements		15,000	15,000
Cultural Activities			
Windmill Island - Various Projects	25,050		25,050
Windmill Island - Paving		10,000	10,000
Windmill Island - Cooler/Freezer		9,000	9,000
Windmill Island - Post House Brick Repair		19,000	19,000
Windmill Island - Post House Window Replacement		22,000	22,000
Museum Miscellaneous Projects	3,000	26,500	29,500
Cappon & Settlers Homes Improvements	35,261	12,000	47,261
Museum Building - Roof Repair	8,000		8,000
Museum Building - Dutch Gallery Attic	20,000		20,000
Museum Building - Basement Water Valve	4,500		4,500
Streets, Parking, and Pedestrian Walkways			
Downtown Sidewalk/Snowmelt Improvements		50,000	50,000
City-Wide Tree Planting		20,000	20,000
Public Safety			
Waverly Station Replace Driveways/Approaches	(1,231)		(1,231)
Police Building Additional Customer Service Window		18,500	18,500
Energy & Sustainability			
Energy Upgrades to City Facilities	49,132	50,000	99,132
Energy Sustainability Projects	68,631	60,000	128,631
Planning & Neighborhood Improvements			
Ourstreet	101,896		101,896
Property Acquisition	220		220
Central Neighborhoods Enhancement Program		50,000	50,000
Central Planning (City Share)		75,000	75,000
Redevelopment Planning		75,000	75,000
Facilities			
Depot Detectable Warning System (City Share Only)	2,400		2,400
City Hall - Landscaping, Painting, Hardware	16,000	6,000	22,000
City Hall - Parking Lot Repair & Resurfacing		64,000	64,000
City Hall - Air Leakage Repair & Improvements		68,000	68,000
City Hall - Chiller Improvements		16,000	16,000
Transportation Services:			- 0 -
Transportation Services - Exterior Wall Sealing		10,000	10,000
Transportation Services - Vehicle Mntc - Ceiling Fans		15,000	15,000
Transportation Services - Interior Painting - Mntc Garage		20,500	20,500
Transportation Services - Carpeting		10,000	10,000
Civic Center - Renovation Study	19,950		19,950
Civic Center - Maintenance		50,000	50,000
Total Municipal Capital Projects Recommendation	364,134	843,500	909,125
Transfer to Windmill Island Fund			170,100
Capital Outlay in the Municipal Capital Project Funds			739,025
			909,125

MUNICIPAL CAPITAL PROJECTS SUMMARY

Legacy Projects Proposed by City Manager
Fiscal Year July 1, 2013 - June 30, 2017

Project Designation	Proposed Costs		Available Funding
Legacy Funding Designated for Projects			$ 1,331,249
Fiscal Year 2014			
Additional Funding - Sale of 9th St surplus land			198,751
Parks & Recreation			
Lakeview Property Purchase	135,200		
Lakeview Property Upgrades	194,800	330,000	
Cultural Activities			
Windmill Island Repairs		TBD	
Available Funding on June 30, 2014			$ 1,200,000
Fiscal Year 2015			
Parks & Recreation			
Land Acquisition & Improvements	100,000		
VanRaalte Farm Improvements	150,000	250,000	
Available Funding on June 30, 2015			$ 950,000
Fiscal Year 2016			
Parks & Recreation			
VanRaalte Farm Improvements		150,000	
Available Funding on June 30, 2016			$ 800,000
Fiscal Year 2017			
Parks & Recreation			
Land Acquisition & Improvements		100,000	
Available Funding on June 30, 2017			$ 700,000

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 2014 FOR ENGINEERING OFFICE

* **To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2013 construction season:**
  - **South Wasington, 32nd to Matt Urban**
  - **Michigan Ave, 27th to 32nd**

* **To develop a resurfacing program for the summer of 2013 and 2014, using street ratings developed through asset management techniques.**

* **To develop a crack sealing program for the summer of 2013 and 2014, using street ratings developed through asset management techniques.**

* **To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2013 or 2014.**
  - **Central Avenue, 8th Street to State Street**
  - **11th & Van Raalte Ave Traffic Signal**
  - **Miscellaneous Drainage projects**

* **To identify planning needs for identified projects in future years (2015-2019).**

* **Implementation of City's Stormwater Management Master Plan and to begin moving forward with development; 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-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	4,004,948	5,057,812	2,237,497	1,093,500
Interest & Rents	2,229	1,438	- 0 -	- 0 -
Other	- 0 -	- 0 -	299,227	- 0 -
Transfers In	3,026,165	2,425,857	1,886,125	2,138,938
TOTAL SOURCES	$ 7,033,342	$ 7,485,107	$ 4,422,849	$ 3,232,438
FUNDING USES -				
Capital Outlay	$ 7,031,109	$ 7,479,878	$ 4,422,849	$ 3,057,890
Transfers Out	- 0 -	3,791	- 0 -	174,548
TOTAL USES	$ 7,031,109	$ 7,483,669	$ 4,422,849	$ 3,232,438
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 2,233	$ 1,438	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	247,789	249,227	249,227	249,227
TOTAL FUND EQUITY	$ 247,789	$ 249,227	$ 249,227	$ 249,227

- - 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

Proposed Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2012 - June 30, 2013 (2012 Construction Season)

Prepared 03/28/2013

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Grant Funds	Total
Road and Street Construction:						
Summer 2012 Resurfacing Program			70,000 A	445,000 B		515,000
Summer 2012 Crack Sealing Program				25,000 B		25,000
Matt Urban & 48th, Wash-Limits, 4R01-R01-406				4,975 A		4,975
Lincoln, 16th to 24th, 4R01-R01-414				381,216 B		381,216
(Less $391,518 FY12, City $371146 / BPW $20,372)						
Special Assessments	138,774					
City Share	752,362					
BPW	542,560					
Federal STP FY12	1,257,070					
Federal STP FY13	300,000					
Total Project Cost	2,990,766					
7th Street Resurfacing, River to Lincoln, 4R01-R01-412				11,723 B		11,723
40th Street, Washington to Lincoln, 4R01-R01-413					3,713 S	3,713
South Washington Ave Tunnel Lighting Improvements, 4R01-R01-416				49,991 B		49,991
Railroad Crossing Closing, 4R86-R01-402				53,773 B		53,773
11th Street	9,528					
12th Street	8,898					
17th Streeet	35,347					
Traffic Loops				12,000 B		12,000
11th St, Columbia to Lincoln				50,000 E		50,000
Resurfacing - MDOT Economic Development Grant:						
Closed Projects - Waitig for MDOT settlement:						
West 48th St, Regent to Lincoln					36,276 S	36,276
Washington Avenue (48th St) Bridge					34,044 S	34,044
East 48th Street, M-40 to Waverly Rd					103,282 S	103,282
Waverly Rd, M-40 to 48th St					8,968 S	8,968
Open Projects:						
Lincoln Ave, 64th to M-40, 4RE1-RE1-4EA (City Share only)			55,351 B			55,351
Geurink Blvd, Washington Ave to 1650' East, 4RE1-RE1-4E6 (City Share only)				65,073 B		65,073

STREET CAPITAL PROJECTS SUMMARY

Proposed Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2012 - June 30, 2013 (2012 Construction Season)

	MVH Major Street Fund	MVH Local Street Fund	County Road Tax Fd	Improvements Reserve Fd		Grant Funds	Total
Drains:							
40th St Ditch Encl, 4D01-D01-502				56	A		56
City Wide Drainage Study / Master Plan, 4D01-D01-503				104,313	B		104,313
($202,888 project less $98,575 spent in FY12)							
Azalea Storm Outlet, 4D01-D01-504				19,902	B		19,902
Small Drain Projects, 4D01-D01-506				4,038	B		4,038
East End Drive Culvert, 4D01-D01-507				41,300	A		41,300
Lugers Road, North to 32nd St, 4D01-D01-508				33,060	B		33,060
27th Street Ditch Scour				15,000	E		15,000
32nd Street Branch of Maplewood Cleaning				30,000	E		30,000
Intercounty Drain Study, 4D01-D01-510				14,481	A		14,481
MACC Watershed Project, 4D01-D01-511				30,000	B		30,000
Traffic Signal:							
8th St & Pine, 4T01-T01-802				8,832	B		8,832
7th & 9th at Columbia, 4T01-T01-803				5,000	B		5,000
Allegan Co Signal Optimization, 4T01-T01-804				4,786	A		4,786
Pine Avenue Traffic Signal Improvements, 4T01-T01-805				25,460	B		25,460
(Less $1,826 spent FY12)				47,714	E		47,714
Total	-	-	125,351	1,482,693		186,283	1,794,327

A transfer from the Allegan County Road Tax Fund to the Street Improvements Reserve Fund is proposed to partially pay back for the FY2011 West 48th St, Regent to Lincoln & East 48th, M-40 to E. City Limit projects 84,000 (84,000)

A = Actual B = Budgeted E = Estimated S = Open Projects, Settlement Pending

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2013 - June 30, 2014 (2013 Construction Season)

Prepared 03/18/2013

		MVH Major Street Fund	Washington Av Turnback Fd	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Total
Road and Street Construction:						
Summer 2013 Resurfacing Program				50,000	465,000	515,000
Summer 2013 Crack Sealing Program					25,000	25,000
South Washington, 32nd to Matt Urban, 4R93 and Michigan Ave, 27th to 32nd			174,548	115,000	166,952	456,500
Federal STP FY13	1,093,500					
BPW Share	100,000					
City Share	456,500					
	1,650,000					
33rd & Pioneer (City Share)					65,000	65,000
11th St, Kollen Park Drive to VanRaalte (City Share Only)					55,000	55,000
16th Street, Resurfacing Waverly to City Limits					155,000	155,000
PE / Permitting for South Shore Drive					25,000	25,000
Traffic Studies Project (16th St; 11th & V.R.; 8th & Lincoln; Midblocks)					75,000	75,000
Lite Pavement Maintenance (Graafschap; 10th St; Central)					75,000	75,000
Brick Paver Cross Walk @ Columbia & 8th / Midblock					10,000	10,000
Energy Conservation Improvements					5,000	5,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000	30,000
Drain Improvements					342,438	342,438
Maplewood Drainage Regional Pond					25,000	25,000
Alden Court Drainage Issues					110,000	110,000
Traffic Signals:						
Left Turn Signal at 40th & Washington					25,000	25,000
11th & VanRaalte Traffic Signal					100,000	100,000
Miscellaneous Traffic Signal Work					20,000	20,000
Bridges:						
River Ave Pedestrian Bridge Lighting					25,000	25,000
Total		-	174,548	165,000	1,799,390	2,138,938

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2014 - June 30, 2015 (2014 Construction Season)

Prepared 03/18/2013		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd		Total
Road and Street Construction:							
Summer 2014 Resurfacing Program				70,000	445,000		515,000
Summer 2014 Crack Sealing Program					25,000		25,000
MDOT I-196 EB & Loop Ramp				200,000			200,000
Total Project Cost	$14 million						
Central Avenue, 3rd to State, (4R01-R01-408)		760,000			2,279,069		3,039,069
(less $40,802 City & $31,665 BPW spent in FY11)					110,931	B	110,931
BPW	1,250,000						
City Share	3,150,000						
Total Project Cost	4,400,000						
(Includes $250,000 for base snowmelt work in downtown area & significant drain work)							
Hope Ave					1,250,000		1,250,000
BPW	500,000						
Special Assessments	77,000						
City Share	1,173,000						
Total Project Cost	1,750,000						
M40 Multi-Use Path, Waverly - 40th/Lincoln, 4W01-W01-902				85,000	20,000		105,000
(plus $2,730 Payroll spent in FY2011, $18,968 spent in FY2012)							
Federal-CMAQ	260,000						
City Share	105,000						
Total Project Cost	365,000						
Drains:							
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000		30,000
Drain Project					50,000		50,000
Total		760,000	-	355,000	4,210,000		5,325,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2015 - June 30, 2016 (2015 Construction Season)

Prepared 03/18/2013		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Total
Road and Street Construction:						
Summer 2015 Resurfacing Program				70,000	445,000	515,000
Summer 2015 Crack Sealing Program					25,000	25,000
9th Street					600,000	600,000
Grant Funding	1,000,000					
BPW	300,000					
City Share	600,000					
Total Project Cost	1,900,000					
Shore Shore Drive					700,000	700,000
BPW	125,000					
City Share	700,000					
Total Project Cost	825,000					
Columbia Ave, 7th to 16th St					1,125,000	1,125,000
BPW	500,000					
City Share	1,125,000					
Total Project Cost	1,625,000					
MDOT I-196 WB				150,000		150,000
16th St & Waverly Safety Project					250,000	250,000
(Applying for safety grant funds)						
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000	30,000
Drain Project					500,000	500,000
Traffic Signals:						
16th St & Columbia					175,000	175,000
Total		-	-	220,000	3,850,000	4,070,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2016 - June 30, 2017 (2016 Construction Season)

Prepared 03/18/2013

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Total
Road and Street Construction:						
Summer 2016 Resurfacing Program				70,000	445,000	515,000
Summer 2016 Crack Sealing Program					25,000	25,000
19th Street					1,025,000	1,025,000
BPW	1,100,000					
City Share	1,025,000					
Total Project Cost	2,125,000					
20th Street					250,000	250,000
BPW	250,000					
City Share	250,000					
Total Project Cost	500,000					
MDOT US-31 NB & SB, I-196 split to Central Ave					200,000	200,000
MDOT US-31 NB & SB Resurfacing, 32nd St to 8th St					50,000	50,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000	30,000
Drain Project					500,000	500,000
Total		-	-	70,000	2,525,000	2,595,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2017 - June 30, 2018 (2017 Construction Season)

Prepared 03/18/2013

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Total
Road and Street Construction:						
Summer 2017 Resurfacing Program				70,000	445,000	515,000
Summer 2017 Crack Sealing Program					25,000	25,000
13th Street					1,300,000	1,300,000
BPW	1,300,000					
City Share	1,300,000					
Total Project Cost	2,600,000					
40th Street					425,000	425,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000	30,000
Drain Project					500,000	500,000
Total		-	-	70,000	2,725,000	2,795,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2018 - June 30, 2019 (2018 Construction Season)

Prepared 03/18/2013

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fd	Street Improvements Reserve Fd	Total
Road and Street Construction:						
Summer 2018 Resurfacing Program				70,000	445,000	515,000
Summer 2018 Crack Sealing Program					25,000	25,000
Graafschap Road (multiple year project)					2,500,000	2,500,000
BPW	500,000					
City Share	2,500,000					
Total Project Cost	3,000,000					
Seek STP federal funding						
Columbia, 16th to 24th St					1,275,000	1,275,000
BPW	925,000					
City Share	1,275,000					
Total Project Cost	2,200,000					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D01-D01-511					30,000	30,000
Drain Project					500,000	500,000
Total		-	-	70,000	4,775,000	4,845,000

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 2014

* **To continue the annual Sidewalk Repair program in a selected area of the City. (October 2013)**
* **To develop plans for sidewalk construction to support 2013 and 2014 street construction projects. (On-going)**
* **To develop a plan for the repair and / or replacement of existing asphalt walkways. (June 2014).**
* **To review the City's sidewalk network and determine whether there are gaps that need attention over the next several years. (February 2014)**

CAPITAL PROJECTS GROUP

SIDEWALK IMPROVEMENTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 54,587	$ 51,913	$ 49,018	$ 51,254
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	458	457	375	370
Other	780	75	- 0 -	- 0 -
Transfers In	20,000	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 75,825	$ 52,445	$ 49,393	$ 51,624
FUNDING USES -				
SIDEWALKS - REPAIRS				
Personnel Services -				
* Salaries & Wages - Working	$ 4,654	$ 5,596	$ 14,000	$ 14,000
Other Current Expenditures -				
* Contractual	32,454	35,653	43,777	44,000
SIDEWALKS - ASPHALT WALKS				
Capital Outlay	- 0 -	2,863	9,615	- 0 -
SIDEWALKS - BRICK MAINT/REPAIRS				
Capital Outlay	1,718	5,583	3,000	3,000
SIDEWALKS - PROJECTS				
Capital Outlay	- 0 -	- 0 -	- 0 -	5,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 38,826	$ 49,695	$ 70,392	$ 66,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 36,999	$ 2,750	$ (20,999)	$ (14,376)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	40,322	43,072	22,073	7,697
TOTAL FUND EQUITY	$ 40,322	$ 43,072	$ 22,073	$ 7,697

- - STAFFING - -

Positions: Not Applicable

SIDEWALK CAPITAL PROJECTS LISTING

FY-2011 Actual / FY-2012 Actual / FY-2013 Estimated / FY-2014 Budget

Project and Financing Mechanisms	Actual FY-2011	Actual FY-2012	Final Revised Estimate FY-2013	Approved Budget FY-2014
Sidewalk Repair Program - Property Taxation, Investment Income, MVH Transfer	37,108	41,249	57,777	63,000
Asphalt Walk Repair - Property Taxation and Investment Income	0	2,863	9,615	0
Streetscape Sidewalk Improvements - Property Taxation and Investment Income - Transfer from General Fd	0	0	0	0
Brick Maintenance / Repairs - Property Taxation and Investment Income	1,718	5,583	3,000	3,000
Fill-in-the-Gaps - Special Assessments and Investment Income	0	0	0	0
Transfer Out to College Ave, 8th-9th (Fireplace) - Property Taxation and Investment Income	0	0	0	0
Transfer Out to Central Ave, 7th-8th (Resthaven) - Property Taxation and Investment Income	0	0	0	0
Project Areas To Be Identified - Property Taxation and Investment Income	0	0	0	0
Totals	38,826	49,695	70,392	66,000

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
FINANCING SOURCES:					
Proceeds from Bond Issue	-	-	20,300,000	3,500,000	2,300,000
Private Sector Contributions	2,462,000	2,274,500	2,521,500	6,558,000	2,931,000
Municipal Capital Improvements Fund	843,500	575,000	697,500	800,000	900,000
Municipal Capital Improvements Fund - Legacy Funds	730,000	200,000	100,000	100,000	-
	4,035,500	3,049,500	23,619,000	10,958,000	6,131,000
MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:					
Financing Applications -					
Planning Funds	75,000	60,000	70,000	80,000	90,000
Redevelopment Funds	75,000	20,000	15,000	10,000	-
	150,000	80,000	85,000	90,000	90,000
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Financing Applications -					
Downtown Sidewalk Snowmelt Pavers	100,000	100,000	250,000	250,000	250,000
Downtown Celebration Plaza	-	-	-	-	-
Downtown Parking Repairs	25,000	25,000	25,000	25,000	25,000
Downtown New Parking	50,000	50,000	50,000	50,000	50,000
Wayfinding Signage	25,000	-	25,000	-	25,000
Central Neighborhoods Enhancement Program	50,000	50,000	50,000	50,000	50,000
Citywide Public Art Program	25,000	-	25,000	-	25,000
Museum Repairs / Maintenance	26,500	101,500	6,000	-	-
Cappon & Settlers Homes Improvements	12,000	4,000	4,000	4,000	4,000
Holland Heights / Wellness Trail	-	75,000	-	-	-
Railroad Crossing Gates - Quiet Zones	-	-	-	-	-
Downtown Visitor & Welcome Center	-	-	-	-	-
Downtown Boat Slips	-	-	-	-	-
City Hall Parking Lot Repair	64,000	-	-	-	-
City Hall Upgrades	90,000	-	50,000	-	50,000
Holland Advantage Holland Heights Neighborhood Initiative	-	-	-	-	50,000
	467,500	405,500	485,000	379,000	529,000
COMMUNITY ENERGY STRATEGIES PROJECTS:					
Financing Applications -					
Energy Upgrades for Existing City Facilities	50,000	40,000	30,000	20,000	10,000
Community Energy Strategies	50,000	25,000	25,000	25,000	25,000
Home Energy Retrofits	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Building Energy Performance Labeling	10,000	20,000	20,000	10,000	10,000
	1,910,000	1,885,000	1,875,000	1,855,000	1,845,000

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
PARKS, RECREATION & TRANSPORTATION SERVICES PROJECTS:					
Financing Applications -					
Bouws Pool Renovations	-	-	4,000,000	2,000,000	-
Civic Center Maintenance	50,000	50,000	50,000	25,000	25,000
Civic Center Renovations	-	-	7,000,000	1,000,000	-
Downtown Connection to Kollen Park/Waterfront	-	-	900,000	-	-
Citywide Tree Planting Program	20,000	15,000	15,000	15,000	20,000
Community Park, East Side	-	-	390,000	-	-
Moran Park Improvements	10,000	20,000	-	-	-
Tennis Court Resurfacing	46,000	24,000	-	-	70,000
Dog Park	-	25,000	-	25,000	-
Riverview Park Improvements	15,000	-	-	-	-
Heinz Boardwalk - New Pier	-	-	-	-	250,000
Holland Heights School Park Improvements	-	-	15,000	-	-
Kollen Park Outdoor Performing Arts Facility	-	-	-	-	500,000
Kollen Park Picnic Shelter	-	75,000	-	-	-
Kollen Park Storage Building	-	25,000	-	-	-
Parks/Recreation Land Acquisition & Improvements	-	100,000	-	100,000	-
Matt Urban & Maplewood Storage Buildings	16,000	20,000	20,000	-	-
Greenhouse Renovation	-	100,000	-	150,000	-
Acquisition/Modification of 24th St MAX Building	-	100,000	-	-	-
Lakeview Property Purchase & Upgrades	330,000	-	-	-	-
Pilgrim Homes Outdoor Niches	-	-	75,000	75,000	-
Lake Macatawa Street Ends	-	25,000	-	25,000	-
VanRaalte Farm Improvements	-	100,000	100,000	150,000	-
Western Machine Site Seawall - Landing & Walkway	-	-	350,000	350,000	-
Windmill Repairs	750,000	-	-	-	-
Windmill Island Carousel/Organ Restoration	125,000	-	-	-	-
Windmill Island Infrastructure	50,000	-	600,000	-	-
Windmill Island Gardens Strategic Plan Amenities	-	-	-	1,000,000	500,000
Windmill Island Paving	10,000	-	-	-	-
Windmill Island Bridge to North	-	-	600,000	250,000	-
Windmill Island Connection to South	-	-	300,000	150,000	-
Window-on-the-Waterfront Renovation Phase I	-	-	1,000,000	-	-
Depot Detectible Warning	12,000	-	-	-	-
Depot Replace HVAC System	-	-	150,000	-	-
Downtown Trolley	-	-	50,000	800,000	240,000
Transportation Services Building Carpet Replacement	10,000	-	-	-	-
Transportation Services Building Sealing	10,000	-	-	-	-
Transportation Services Building Painting	20,500	-	9,000	-	-
Transportation Services Building Exterior Painting	-	-	-	7,000	-
Transportation Services Lighting Improvements	-	-	-	12,000	-
Transportation Services Building Upgrades	15,000	-	-	-	-
Transportation Services Building Interior Cleaning	-	-	-	-	12,000
Macatawa Greenway	-	-	-	-	1,500,000
	1,489,500	679,000	15,624,000	6,134,000	3,117,000

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
PUBLIC SAFETY PROJECTS:					
Financing Applications -					
Waverly Fire Station Renovation	-	-	-	-	550,000
Police Building Customer Window	18,500	-	-	-	-
Kollen Park Fire Station Renovation/Relocation	-	-	5,550,000	2,500,000	-
	18,500	-	5,550,000	2,500,000	550,000
ALL FINANCING APPLICATIONS	4,035,500	3,049,500	23,619,000	10,958,000	6,131,000

ADDITIONAL COMMENT:

Financing Sources and Applications reflect projections at the date the annual budget was adopted. Projects 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

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	-	760,000	-	-	-
- Allegan Road Tax Shared Revenue Fund	165,000	355,000	220,000	70,000	70,000
- Washington Avenue Turnback Fund	174,548	-	-	-	-
- Street Improvements Fund	1,799,390	4,133,000	3,850,000	2,525,000	2,725,000
City of Holland Utility Funds	100,000	1,750,000	925,000	1,350,000	1,300,000
Special Assessments to Benefitting Properties	-	77,000	-	-	-
Capital Grants					
- State MDOT and Federal Agencies	1,093,500	14,060,000	1,000,000	-	-
Other Sources	-	-	-	-	-
	3,332,438	21,135,000	5,995,000	3,945,000	4,095,000
FINANCING APPLICATIONS					
Road & Street Projects					
- Resurfacings	1,005,000	540,000	540,000	540,000	540,000
- New Construction and/or Re-Construction	1,650,000	20,515,000	4,750,000	2,875,000	3,025,000
Traffic Signal Projects	145,000	-	175,000	-	-
Bridge Projects	25,000	-	-	-	-
Drainage System Projects	507,438	80,000	530,000	530,000	530,000
	3,332,438	21,135,000	5,995,000	3,945,000	4,095,000

ADDITIONAL COMMENT:

Financing Sources and Applications reflect projections at the date the annual budget was adopted. Projects are adjusted frequently throughout the year as each individual project is modified, updated and actually contracted.

SIDEWALK CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
FINANCING SOURCES					
Property Taxes	51,000	52,200	53,500	54,800	56,100
Special Assessments	254	-	-	-	-
Investment Income	370	-	-	-	-
Tramsfers In MVH Major Street Fund	-	-	-	-	-
Sidewalk Fund Cash Balance	14,376	-	-	-	-
	66,000	52,200	53,500	54,800	56,100
FINANCING APPLICATIONS					
Sidewalk Repairs Program	63,000	52,200	53,500	54,800	56,100
Brick Maintenance/Repairs	3,000	-	-	-	-
	66,000	52,200	53,500	54,800	56,100

ADDITIONAL COMMENT:

Financing Sources and Applications reflect projections at the date the annual budget was adopted. Projects 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

	FY2014 Budgeted	FY2015 Projected	FY2016 Projected	FY2017 Projected	FY2018 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	10,862,454	6,720,027	8,088,567	10,827,760	14,736,851
Financed from Cash Reserves	60,140,566	(44,673,300)	40,738,433	3,232,876	(10,916,851)
Bond Issue Proceeds	- 0 -	143,495,000		- 0 -	- 0 -
	71,003,020	105,541,727	48,827,000	14,060,636	3,820,000
Financing Applications:					
Power Resources	64,897,620	91,976,727	45,562,000	10,305,636	880,000
Electric Transmission and Distribution & Allocated Admin Projects	6,105,400	13,565,000	3,265,000	3,755,000	2,940,000
	71,003,020	105,541,727	48,827,000	14,060,636	3,820,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	1,655,545	1,955,692	2,047,748	2,191,939	2,402,139
Financed from Cash Reserves	1,266,045	1,838,308	900,252	646,061	346,861
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	2,921,590	3,794,000	2,948,000	2,838,000	2,749,000
Financing Applications:					
Water Plant	833,890	1,348,500	370,000	441,000	200,000
Water Distribuiton & Allocated Admin	2,087,700	2,445,500	2,578,000	2,397,000	2,549,000
	2,921,590	3,794,000	2,948,000	2,838,000	2,749,000
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	686,844	910,336	1,086,990	1,033,064	1,290,860
Financed from Cash Reserves	2,920,356	4,908,664	5,028,010	1,381,936	1,306,140
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	3,607,200	5,819,000	6,115,000	2,415,000	2,597,000
Financing Applications:					
Wastewater Plant	630,000	3,782,350	3,974,750	1,569,750	1,688,050
Wastewater Collection & Allocated Admin	2,765,200	2,036,650	2,140,250	845,250	908,950
	3,395,200	5,819,000	6,115,000	2,415,000	2,597,000

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.

APPENDIX A

PERSONNEL

> FULLTIME EMPLOYEE TRENDS

> PART TIME EMPLOYEE TRENDS

> FTE SUMMARY BY DEPARTMENT

> FTE SUMMARY BY SERVICE GROUP AND FUND

> PART TIME SUMMARY BY DEPARTMENT

> PART TIME SUMMARY BY SERVICE GROUP AND FUND

> FTE DETAIL BY POSITION WITHIN DEPARTMENT

PERSONNEL SUMMARY

The City of Holland continues to experience budget concerns but is seeing signs of an improving economy. State Revenue Sharing increased 4.7% and the tax base 1.4% however; interest earnings continued to decline while costs associated with employee benefits, especially health insurance and pension, increased. Despite changes to the fringe benefit programs positions were eliminated through attrition to help balance the budget.

The net change to the number of full-time employees is a decrease of 1.0 FTE in FY-14. Below is a summary of the departments/funds that will experience a change in staff.

General Fund Departments	Positions
Cemetery	- 1.00
Public Safety – Police Division	- 1.00
Environmental Health	- 1.00
Streets Division	- 0.45
Engineering Management	- 0.23
Human Relations	- 1.00
Leisure & Cultural Services	- 0.09
Other Funds	
Centralized Vehicle/Equipment	- 0.23
Utilities	+ 1.00
Holland Historical Trust (component unit)	+ 3.00

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

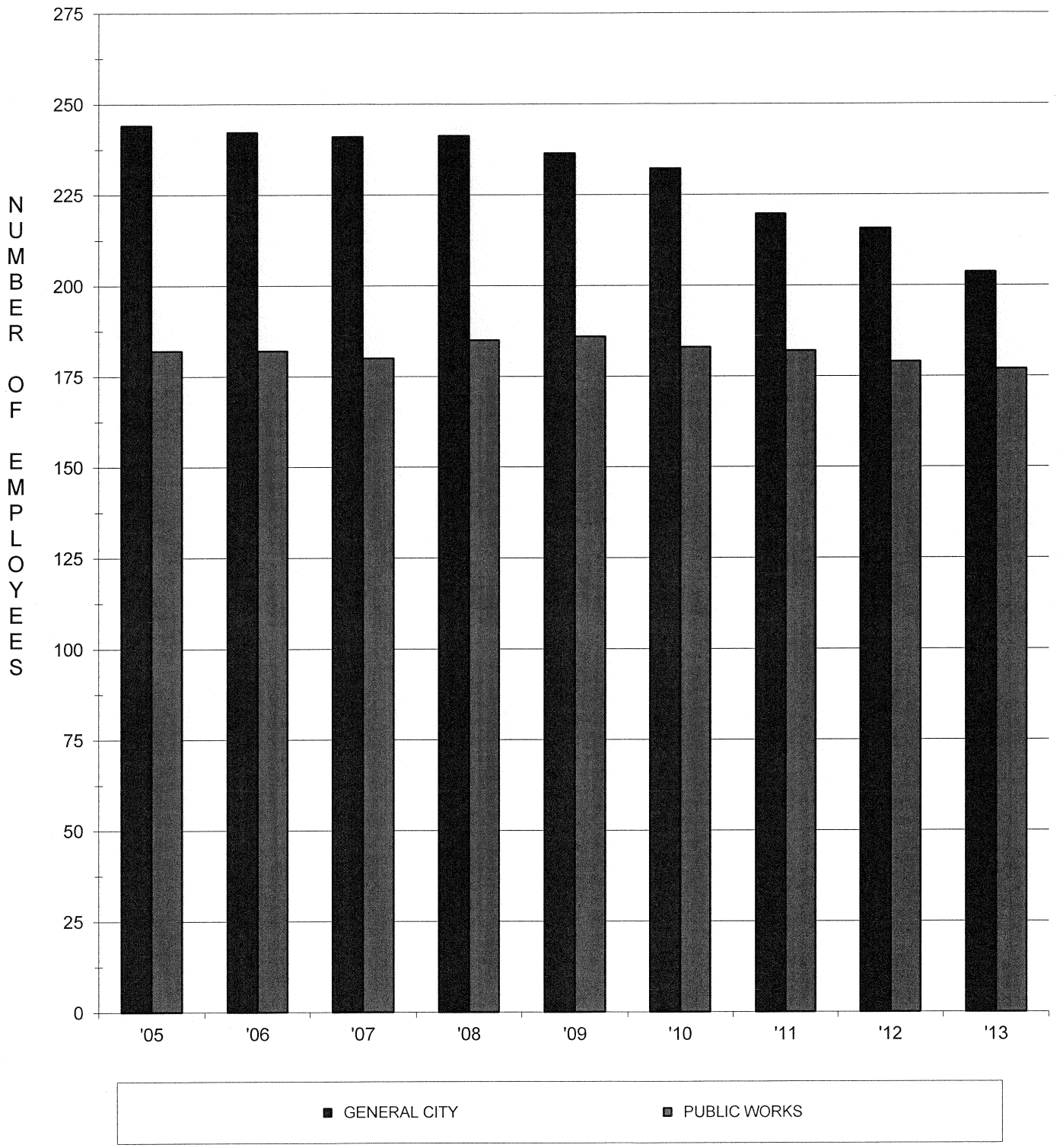
Full-Time Employee Trends
General Fund

	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13	FY-14
City Council	0.25	0.25	0.25	0.25	0.24	0.24	0.25	0.25	0.25	0.25
City Manager	2.75	2.70	2.70	2.70	2.60	2.60	2.50	2.50	2.50	2.35
Finance	6.00	6.00	6.00	6.00	5.90	5.90	6.15	6.15	6.20	6.20
Property Assessing	6.05	5.05	5.05	5.05	5.10	5.10	5.10	5.10	4.10	4.10
City Clerk	3.00	3.00	3.25	3.25	2.25	2.25	2.25	2.25	2.00	2.00
Human Resources	2.25	2.25	2.25	2.25	2.24	2.24	2.25	2.25	1.25	1.25
Procurement (Purchasing)	0.40	0.40	0.45	0.45	0.45	0.45	0.00	0.00	0.00	0.00
Treasurer	2.85	2.85	2.85	2.85	2.85	1.90	1.90	1.90	1.85	1.85
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cemeteries	4.15	4.15	4.15	4.15	3.15	3.15	2.40	2.90	2.90	1.90
Volunteer Services	0.25	0.25	0.25	0.25	0.24	0.24	0.10	0.10	0.10	0.10
Planning & Zoning	3.50	3.50	3.30	3.10	3.20	3.20	2.67	2.60	2.40	1.90
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.00	6.00	6.00
Public Safety - Police Division	71.50	71.50	71.50	71.50	69.50	67.00	66.00	59.00	59.00	58.00
Public Safety - Fire Division	28.00	28.00	28.00	28.00	27.00	26.00	25.00	22.00	19.00	19.00
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	6.48	6.16	6.08	5.48	5.38	5.38	5.48	5.28	4.11	3.21
Construction Inspections	5.02	5.02	5.02	4.62	4.62	4.57	3.17	3.37	3.37	3.42
Streets Division	19.73	19.73	19.73	19.81	19.90	19.90	17.90	18.15	16.10	15.65
Transp. Mgmt & Engineering	2.90	2.90	2.90	2.90	3.00	3.00	2.90	2.60	2.58	2.35
Community Social Services	0.07	0.07	0.12	0.05	0.05	0.05	0.05	0.05	0.00	0.00
Ourstreet/Neighborhood Liaison	2.05	2.05	2.05	2.05	2.05	2.05	1.05	1.05	1.05	0.00
Housing & Neighborhood Svcs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50
Economic Development	0.75	0.75	0.75	0.50	0.44	0.44	0.90	0.90	0.90	1.10
Human Relations	2.00	2.00	1.75	1.75	1.75	1.75	1.75	1.75	1.00	0.00
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.60	0.60	0.60	1.25	0.39	0.30
Recreation Programs	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.50	3.45	3.45
Parks	11.40	10.40	10.40	10.40	10.40	9.40	9.15	8.20	7.00	7.00
Municipal Stadium	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.75	0.00	0.00
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	0.25	0.25	0.25	0.15	0.10	0.10	0.10	0.10	0.10	0.10
Civic Center	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.30	1.30	1.30
General Fund Total	220.95	218.58	218.40	216.86	211.76	206.26	198.37	194.20	181.85	177.23

Full-Time Employee Trends
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13	FY-14
Downtown Public Parking	0.50	0.50	0.50	0.30	0.30	0.20	0.20	0.20	0.30	0.30
Downtown Develop. Authority	0.80	0.80	0.80	1.00	1.00	1.10	1.10	1.10	1.45	1.325
Principal Shopping District	0.75	0.75	0.75	0.85	0.90	0.90	1.90	1.90	1.45	1.575
CATV Public Access Television	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.20	0.20
Solid Waste Recycling	0.00	0.32	0.10	0.10	0.20	0.20	0.20	0.20	0.87	0.77
Windmill Island Gardens	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.05	2.00	2.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.24	0.24	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.98	0.83	1.58	2.75	2.75	4.50	0.00	0.00	0.00	0.00
Technology Services	5.00	5.00	4.00	4.00	4.00	4.00	3.99	3.98	3.80	3.80
Centralized Vehicle / Equipment	8.78	8.93	8.93	8.93	8.94	8.44	7.75	7.80	7.78	7.55
CDBG Entitlement Grant	1.28	1.48	1.93	1.45	1.35	1.35	1.18	1.25	1.00	0.95
MSHDA Rental Housing Grant	1.00	1.00	0.00	0.00	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	23.10	23.62	22.60	24.39	24.69	25.94	21.33	21.50	21.85	21.47
General City Total	244.05	242.20	241.00	241.25	236.45	232.20	219.70	215.70	203.70	198.70
Board of Public Works	182.00	182.00	180.00	185.00	186.00	183.00	182.00	179.00	177.00	178.00
Holland Historical Trust	4.00	5.00	6.00	6.00	6.00	6.00	4.00	3.00	4.00	7.00
Grand Total	430.05	429.20	427.00	432.25	428.45	421.20	405.70	397.70	384.70	383.70

CITY OF HOLLAND
EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

CITY OF HOLLAND

Part-Time Employee Trends

	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10	FY-11	FY-12	FY-13	FY-14
City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.20
Finance	0.00	0.00	0.10	0.05	0.10	0.00	0.00	0.00	0.05	0.00
Property Assessing	0.50	0.50	0.60	0.50	0.50	0.50	0.50	0.70	0.70	0.70
City Clerk	0.30	0.25	0.63	0.55	0.50	0.40	0.45	0.50	0.50	0.50
Treasurer	0.00	0.05	0.20	0.10	0.50	1.00	1.00	0.60	0.60	0.60
City Hall & Grounds	0.10	0.10	0.10	0.10	0.05	0.05	0.05	0.05	0.10	0.00
Cemeteries	1.30	1.60	1.50	1.60	1.95	2.25	2.80	2.80	2.95	3.10
Planning & Zoning	0.30	0.30	0.30	0.30	0.25	0.20	0.20	0.20	1.00	0.30
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.65	0.65
Public Safety - Police Division	7.60	8.00	8.55	8.85	9.45	9.60	9.55	8.50	7.65	8.15
Environmental Health & Insp.	0.10	0.10	0.10	0.05	0.20	0.10	0.10	0.10	0.35	0.10
Construction Inspections	0.05	0.05	0.05	0.05	0.10	0.15	0.65	0.65	0.85	0.75
Streets Division	0.60	0.15	0.15	0.05	0.45	1.15	0.95	1.10	1.20	1.25
Transp. Mgmt & Engineering	0.55	0.55	0.15	0.10	0.10	0.10	0.50	0.45	0.35	0.60
Ourstreet/Neighborhood Liaison	0.45	0.70	0.70	0.05	0.60	0.60	0.65	0.65	0.40	0.00
Housing & Neighborhoods	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60
Economic Development	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.45	0.60	0.65
Human Relations	0.20	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	1.40
Leisure & Cultural Services	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Programs	1.05	1.10	1.05	0.95	0.95	0.95	0.95	0.70	0.90	1.15
Parks	9.40	9.60	10.35	10.35	10.75	10.95	10.95	11.15	11.35	12.25
Municipal Stadium	0.70	0.35	0.35	0.35	0.50	0.50	0.50	0.40	0.05	0.00
DeGraaf Nature Center	1.70	1.70	2.30	2.30	2.30	2.25	2.15	2.20	2.20	1.95
Kollen Park Boat Launch	0.25	0.50	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8th Street Market	0.65	0.85	0.85	0.85	0.80	0.80	0.85	0.90	0.90	1.00
Civic Center	1.75	2.30	2.00	2.00	2.00	2.00	2.00	1.90	1.90	1.85
General Fund Total	27.60	29.25	30.88	29.65	32.55	34.05	35.50	35.15	35.80	37.75
Downtown Public Parking	0.55	0.55	0.55	0.55	0.75	0.55	0.60	0.60	0.75	0.70
Downtown Develop. Authority	0.15	0.15	0.15	0.15	0.25	0.40	0.40	0.40	0.45	0.45
CATV Public Access Television	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	1.60
Principal Shopping District	0.30	0.60	0.70	0.70	1.15	1.20	0.70	0.95	2.50	2.65
Solid Waste Recycling	0.80	0.80	0.80	0.80	0.80	0.70	0.70	0.70	0.70	0.70
Windmill Island Gardens	12.85	13.10	11.45	11.95	12.15	12.15	11.55	11.10	11.10	10.95
Railroad Depot	0.20	0.20	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.55	1.00	0.50	2.10	2.85	1.85	0.35	0.35	0.15	0.00
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.00	1.00	1.05	1.00	1.15	1.10
8th Street Market EBT Grant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.25	0.25
IMLS Grant	0.90	0.90	1.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Funds Total	17.30	18.30	16.65	17.25	18.95	17.85	15.35	15.15	18.45	18.40
General City Total	44.90	47.55	47.53	46.90	51.50	51.90	50.85	50.30	54.25	56.15
Holland Historical Trust	7.01	4.39	2.73	2.23	2.23	2.23	4.11	3.86	4.03	1.86
Grand Total	51.91	51.94	50.26	49.13	53.73	54.13	54.96	54.16	58.28	58.01

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

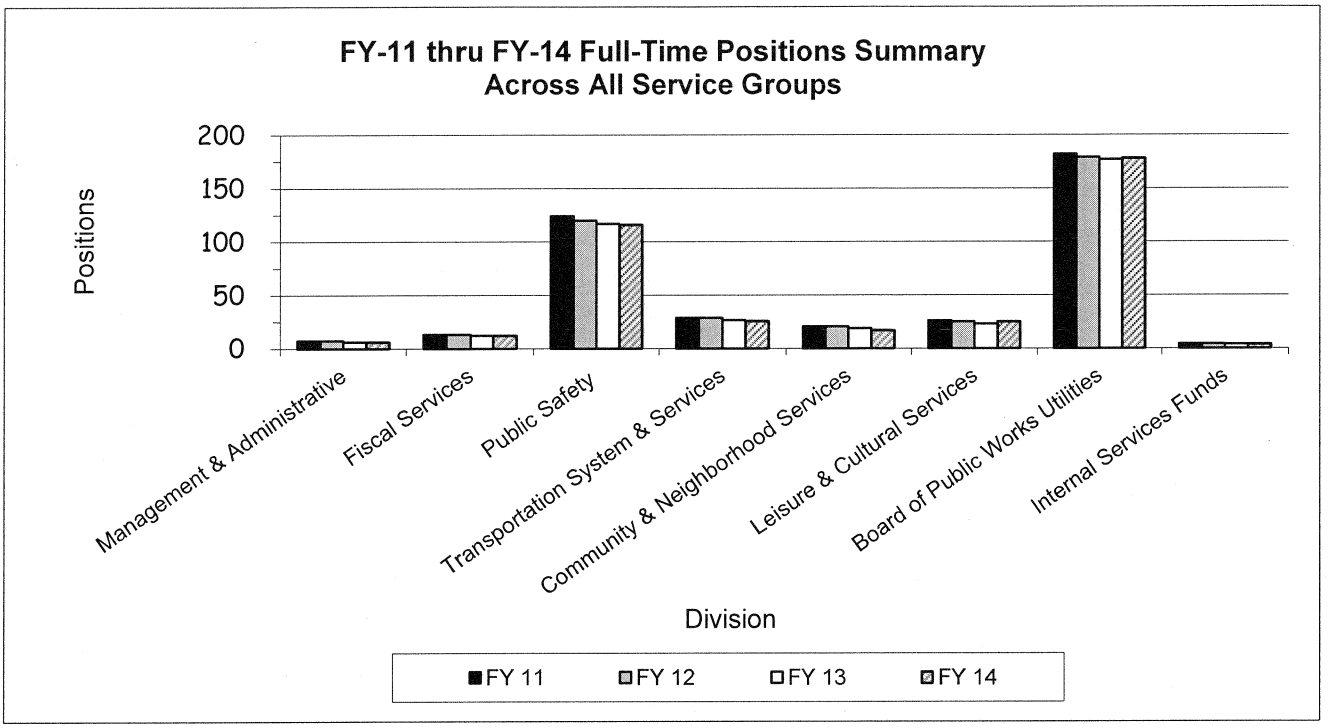
SERVICE GROUP	POSITIONS FY 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
Management & Administrative	7.36	7.37	6.30	6.15	1.60%
Fiscal Services	13.15	13.15	12.15	12.15	3.17%
Public Safety	124.00	120.00	117.00	116.00	30.23%
Transportation System & Services	28.55	28.55	26.46	25.55	6.66%
Community & Neighborhood Services	20.65	20.65	18.90	17.05	4.44%
Leisure & Cultural Services	26.00	25.00	23.09	25.00	6.52%
Board of Public Works Utilities	182.00	179.00	177.00	178.00	46.39%
Internal Services Funds	3.99	3.98	3.80	3.80	0.99%
TOTAL	405.70	397.70	384.70	383.70	100.00%

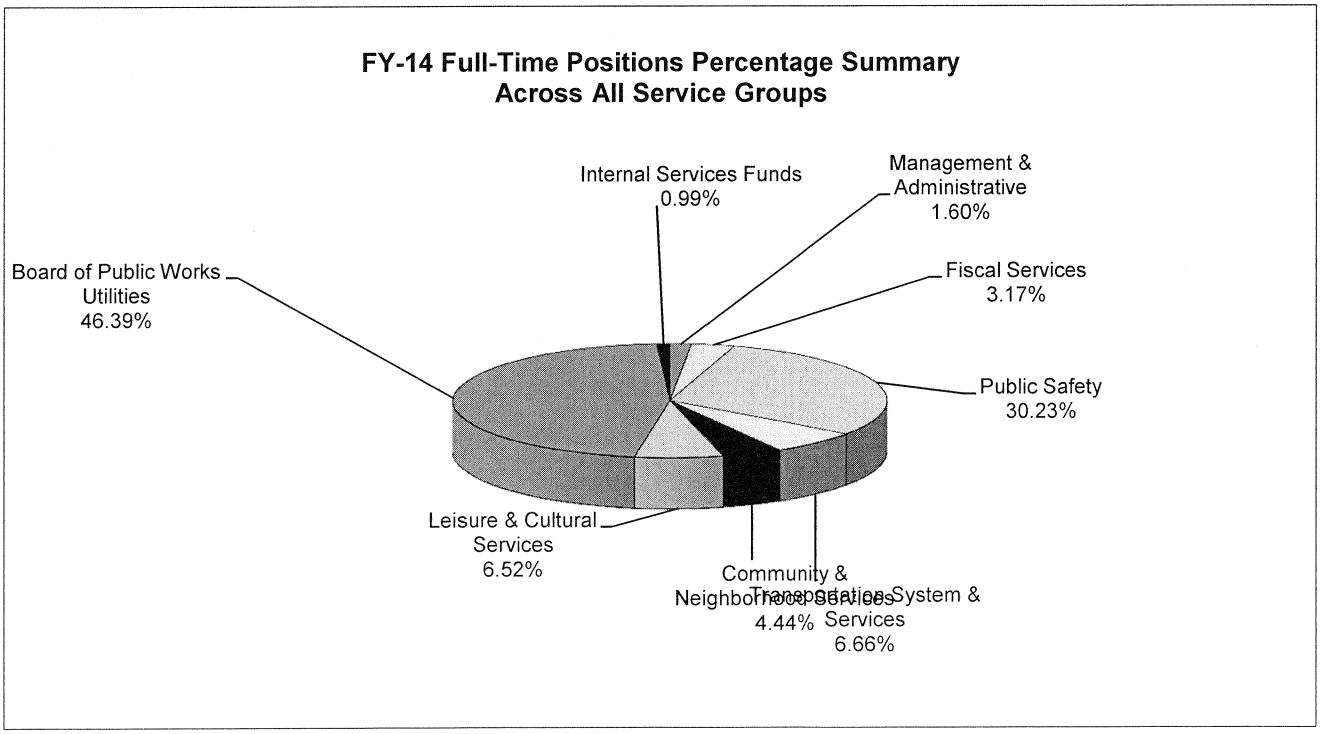
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
General Operating	198.37	194.20	181.85	177.23	46.19%
Downtown Public Parking	0.20	0.20	0.30	0.30	0.08%
Mainstreet/DDA	1.10	1.10	1.45	1.325	0.35%
Principal Shopping District	1.90	1.90	1.45	1.575	0.41%
CATV Public Access Television	0.01	0.02	0.20	0.20	0.05%
Solid Waste Recycling	0.20	0.20	0.87	0.77	0.20%
Windmill Island Gardens	2.00	2.05	2.00	2.00	0.52%
Board of Public Works Utilities	182.00	179.00	177.00	178.00	46.39%
Technology Services	3.99	3.98	3.80	3.80	0.99%
Centralized Vehicle / Equipment	7.75	7.80	7.78	7.55	1.97%
CDBG Entitlement Grant	1.18	1.25	1.00	0.95	0.25%
Public Safety Grants	3.00	3.00	3.00	3.00	0.78%
Holland Historic Trust	4.00	3.00	4.00	7.00	1.82%
TOTAL	405.70	397.70	384.70	383.70	100.00%

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE





PART-TIME POSITIONS - @ Full-Time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

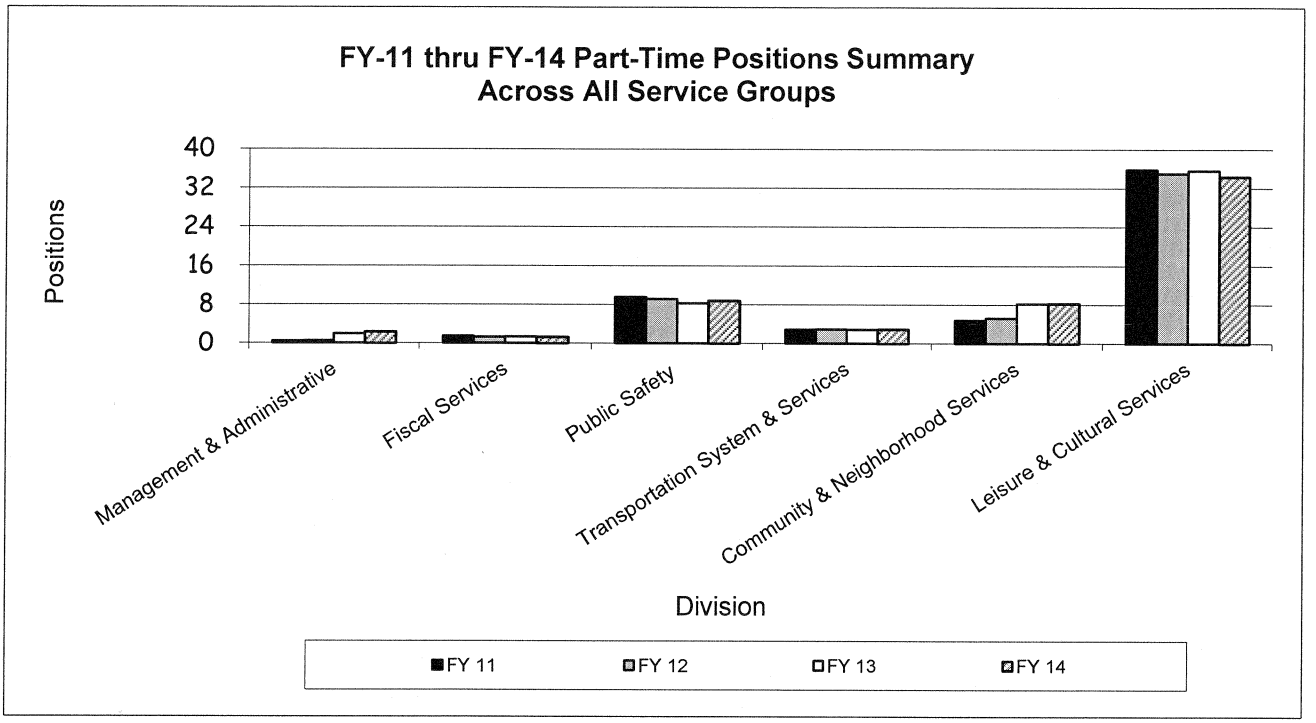
SERVICE GROUP	POSITIONS FY 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
Management & Administrative	0.45	0.50	1.95	2.30	3.96%
Fiscal Services	1.50	1.30	1.35	1.30	2.24%
Public Safety	9.55	9.15	8.30	8.80	15.17%
Transportation System & Services	2.85	2.90	2.85	2.95	5.09%
Community & Neighborhood Services	4.75	5.25	8.20	8.30	14.31%
Leisure & Cultural Services	35.86	35.06	35.63	34.36	59.23%
TOTAL	54.96	54.16	58.28	58.01	100.00%

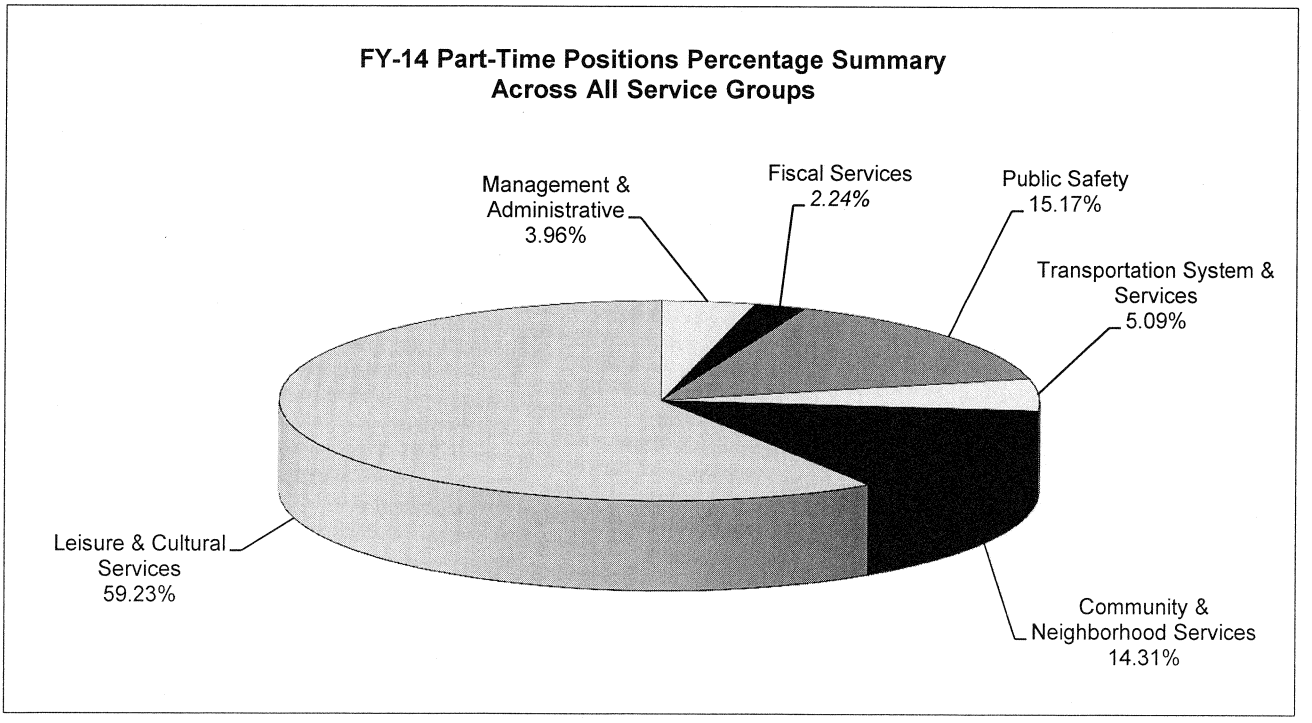
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
General Operating	35.50	35.15	35.80	37.75	65.05%
Downtown Public Parking	0.60	0.60	0.75	0.70	1.21%
Downtown Development Authority	0.40	0.40	0.45	0.45	0.78%
Downtown Principal Shopping District	0.70	0.95	2.50	2.65	4.57%
CATV Public Access Television	0.00	0.00	1.40	1.60	2.76%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.21%
Windmill Island Gardens	11.55	11.10	11.10	10.95	18.88%
Public Transportation Facilities & Mgmt	0.35	0.35	0.15	0.00	0.00%
Centralized Vehicle / Equipment	1.05	1.00	1.15	1.10	1.90%
8th St Market EBT Grant	0.00	0.05	0.25	0.25	0.43%
Holland Historic Trust	4.11	3.86	4.03	1.86	3.21%
TOTAL	54.96	54.16	58.28	58.01	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 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
City Council	0.25	0.25	0.25	0.25	0.07%
City Manager	2.50	2.50	2.50	2.35	0.61%
Finance	6.15	6.15	6.20	6.20	1.62%
Property Assessing	5.10	5.10	4.10	4.10	1.07%
City Clerk	2.25	2.25	2.00	2.00	0.52%
Human Resources	2.25	2.25	1.25	1.25	0.33%
Treasurer	1.90	1.90	1.85	1.85	0.48%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.26%
Cemeteries	2.40	2.90	2.90	1.90	0.50%
Volunteer Services	0.10	0.10	0.10	0.10	0.03%
Planning & Zoning	2.67	2.60	2.40	1.90	0.50%
Public Safety - Management	0.00	6.00	6.00	6.00	1.56%
Public Safety - Police Division	66.00	59.00	59.00	58.00	15.12%
Public Safety Fire Division	55.00	52.00	49.00	49.00	12.77%
Environmental Health & Inspections	5.48	5.28	4.11	3.21	0.84%
Construction Inspections	3.17	3.37	3.37	3.42	0.89%
Streets Division	17.90	18.15	16.10	15.65	4.08%
Transportation Management & Engineering	2.90	2.60	2.58	2.35	0.61%
Community Social Services	0.05	0.05	0.00	0.00	0.00%
Ourstreet / Neighborhood Liaison	1.05	1.05	1.05	0.00	0.00%
Housing & Neighborhoods	0.00	0.00	0.00	1.50	0.39%
Economic Development	0.90	0.90	0.90	1.10	0.29%
Human Relations	1.75	1.75	1.00	0.00	0.00%
Leisure & Cultural Services	0.60	1.25	0.39	0.30	0.08%
Recreation Programs	4.00	3.50	3.45	3.45	0.90%
Parks	9.15	8.20	7.00	7.00	1.82%
Municipal Stadium	0.30	0.75	0.00	0.00	0.00%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.51%
8th Street Market	0.10	0.10	0.10	0.10	0.03%
Civic Center	1.50	1.30	1.30	1.30	0.34%
Downtown Public Parking	0.20	0.20	0.30	0.30	0.08%
Downtown Development Authority	1.10	1.10	1.45	1.325	0.35%
Downtown Principal Shopping District	1.90	1.90	1.45	1.575	0.41%
CATV Public Access Television	0.01	0.02	0.20	0.20	0.05%
Solid Waste Recycling	0.20	0.20	0.87	0.77	0.20%
Windmill Island Gardens	2.00	2.05	2.00	2.00	0.52%
Board of Public Works:					
- Power Supply	44.00	46.00	44.00	43.00	11.21%
- Electric Transmission & Distribution	27.00	27.00	26.00	27.00	7.04%
- Wastewater Treatment	21.00	20.00	19.00	19.00	4.95%
- Water Treatment	10.00	10.00	11.00	11.00	2.87%
- Water Distribution / Wastewater Collection	20.00	19.00	19.00	19.00	4.95%
- Administration & Human Resources	8.00	8.00	9.00	9.00	2.35%
- Accounting & Collections	12.00	11.00	11.00	11.00	2.87%
- Information Technology	12.00	11.00	11.00	11.00	2.87%
- Marketing & Customer Service	12.00	12.00	12.00	13.00	3.39%
- Purchasing, Facilities, Warehousing & Meters	10.00	9.00	9.00	9.00	2.35%
- Planning	6.00	6.00	6.00	6.00	1.56%
Technology Services	3.99	3.98	3.80	3.80	0.99%
Centralized Vehicle / Equipment	7.75	7.80	7.78	7.55	1.97%
CDBG Entitlement Grant	1.18	1.25	1.00	0.95	0.25%
Public Safety Grants	3.00	3.00	3.00	3.00	0.78%
Holland Historic Trust	4.00	3.00	4.00	7.00	1.82%
TOTAL	405.70	397.70	384.70	383.70	100.05%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS FY 11	POSITIONS FY 12	POSITIONS FY 13	FY 14 POSITIONS	FY 14 PERCENT
City Manager	0.00	0.00	0.05	0.20	0.34%
Finance	0.00	0.00	0.05	0.00	0.00%
Property Assessing	0.50	0.70	0.70	0.70	1.21%
Clerk	0.45	0.50	0.50	0.50	0.86%
Treasurer	1.00	0.60	0.60	0.60	1.03%
City Hall & Grounds	0.05	0.05	0.10	0.00	0.00%
Cemeteries	2.80	2.80	2.95	3.10	5.34%
Planning & Zoning	0.20	0.20	1.00	0.30	0.52%
Public Safety - Management	0.00	0.65	0.65	0.65	1.12%
Public Safety - Police Division	9.55	8.50	7.65	8.15	14.05%
Environmental Health & Inspections	0.10	0.10	0.35	0.10	0.17%
Construction Inspections	0.65	0.65	0.85	0.75	1.29%
Streets Division	0.95	1.10	1.20	1.25	2.16%
Transportation Management & Engineering	0.50	0.45	0.35	0.60	1.03%
Ourstreet / Neighborhood Liaison	0.65	0.65	0.40	0.00	0.00%
Housing & Neighborhoods	0.00	0.00	0.00	0.60	1.03%
Economic Development	0.20	0.45	0.60	0.65	1.12%
Human Relations	0.50	0.50	0.50	1.40	2.41%
Recreation Programs	0.95	0.70	0.90	1.15	1.98%
Parks	10.95	11.15	11.35	12.25	21.12%
Municipal Stadium	0.50	0.40	0.05	0.00	0.00%
DeGraaf Nature Center	2.15	2.20	2.20	1.95	3.36%
8th Street Market	0.85	0.90	0.90	1.00	1.72%
Civic Center	2.00	1.90	1.90	1.85	3.19%
Downtown Public Parking	0.60	0.60	0.75	0.70	1.21%
Downtown Development Authority	0.40	0.40	0.45	0.45	0.78%
Downtown Principal Shopping District	0.70	0.95	2.50	2.65	4.57%
CATV Public Access Television	0.00	0.00	1.40	1.60	2.76%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.21%
Windmill Island Gardens	11.55	11.10	11.10	10.95	18.88%
Public Transportation Facilities & Mgmt	0.35	0.35	0.15	0.00	0.00%
Centralized Vehicle / Equipment	1.05	1.00	1.15	1.10	1.90%
8th Street Market, EBT Grant	0.00	0.05	0.25	0.25	0.43%
Holland Historic Trust	4.11	3.86	4.03	1.86	3.21%
TOTAL	54.96	54.16	58.28	58.01	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
CITY COUNCIL				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.25
*** ELECTED OFFICIALS ***				
Mayor	1.00	1.00	1.00	1.00
Council Member:				
At-Large Representatives	2.00	2.00	2.00	2.00
Ward Representatives	6.00	6.00	6.00	6.00
Total Elected Officials	9.00	9.00	9.00	9.00
Total Full Time & Elected Officials	9.25	9.25	9.25	9.25
CITY MANAGER				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	0.95
Assistant City Manager	0.35	0.35	0.35	0.35
Executive Assistant II	1.00	1.00	1.00	0.90
Executive Assistant I	0.15	0.15	0.15	0.15
Total Full Time	2.50	2.50	2.50	2.35
*** PART TIME ***				
Technical Assistant	0.00	0.00	0.05	0.20
Total Full & Part Time FTE	2.50	2.50	2.55	2.55
CITY CLERK				
*** FULL TIME ***				
Acting Deputy City Clerk	1.00	0.00	0.00	0.00
Deputy City Clerk	0.00	1.00	1.00	1.00
Administrative Aide I	0.25	0.25	0.00	0.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	2.25	2.25	2.00	2.00
*** PART TIME ***				
Clerical Assistant	0.45	0.50	0.50	0.50
Total Full & Part Time FTE	2.70	2.75	2.50	2.50

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
HUMAN RESOURCES				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	0.00	1.00
Human Resources Coordinator	1.00	1.00	1.00	0.00
Executive Assistant I	0.25	0.25	0.25	0.25
Total Full Time	2.25	2.25	1.25	1.25
VOLUNTEER SERVICES				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
CATV PUBLIC ACCESS TELEVISION				
*** FULL TIME ***				
Interim Technology Services Coordinator	0.01	0.00	0.00	0.00
Technology Services Coordinator	0.00	0.02	0.20	0.20
Television Producer	0.00	0.00	0.00	0.00
Total Full Time	0.01	0.02	0.20	0.20
*** PART TIME ***				
Clerical Assistant	0.00	0.00	1.40	1.60
Total Full & Part Time FTE	0.01	0.02	1.60	1.80
MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL				
Full Time	7.36	7.37	6.30	6.15
Part Time	0.45	0.50	1.95	2.30
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	16.81	16.87	17.25	17.45

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
FINANCE				
*** FULL TIME ***				
Finance Director	0.80	0.80	0.80	0.80
Assistant Finance Officer	0.90	0.90	0.95	0.95
Sr. Municipal Accountant	1.00	1.00	0.00	0.00
Municipal Accountant I	0.50	0.50	0.00	0.00
Assistant Treasurer	0.00	0.00	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.00	0.00
Accountant / Special Projects	0.00	0.00	0.50	0.50
Account Clerk / Payables	1.00	1.00	2.00	2.00
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	0.20	0.20	0.20	0.20
Total Full Time	6.15	6.15	6.20	6.20
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.05	0.00
Total Full & Part Time FTE	6.15	6.15	6.25	6.20
TREASURER				
*** FULL TIME ***				
Finance Director	0.10	0.10	0.10	0.10
Assistant Finance Officer	0.10	0.10	0.05	0.05
Assistant Treasurer	0.00	0.00	0.50	0.50
Municipal Accountant I	0.50	0.50	0.00	0.00
Collections Supervisor & Acct Assistant	0.50	0.50	0.00	0.00
Accountant / Special Projects	0.00	0.00	0.50	0.50
Account Clerk / Cashier	0.70	0.70	0.70	0.70
Total Full Time	1.90	1.90	1.85	1.85
*** PART TIME ***				
Clerical Assistant	1.00	0.60	0.60	0.60
Total Full & Part Time FTE	2.90	2.50	2.45	2.45

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
PROPERTY ASSESSING				
*** FULL TIME ***				
Finance Director	0.10	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	0.00	0.00	1.00	1.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser II	2.00	2.00	1.00	1.00
Departmental Assistant I	1.00	1.00	0.00	0.00
Total Full Time	5.10	5.10	4.10	4.10
*** PART TIME ***				
Clerical Assistant	0.50	0.70	0.70	0.70
Total Full & Part Time FTE	5.60	5.80	4.80	4.80
FISCAL SERVICES TOTAL				
Full Time	13.15	13.15	12.15	12.15
Part Time	1.50	1.30	1.35	1.30
Total Full & Part Time FTE	14.65	14.45	13.50	13.45

PUBLIC SAFETY SERVICES

PUBLIC SAFETY MANAGEMENT

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
POLICE				
*** FULL TIME ***				
Director of Public Safety	0.00	1.00	1.00	1.00
Public Safety Captain	0.00	4.00	4.00	4.00
Department Assistant	0.00	1.00	1.00	1.00
Total Full Time	0.00	6.00	6.00	6.00
*** PART TIME ***				
Police Desk Assistant	0.00	0.65	0.65	0.65
Total Full & Part Time FTE	0.00	0.65	0.65	0.65

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
POLICE				
*** FULL TIME ***				
Director of Public Safety	1.00	0.00	0.00	0.00
Police Captain	2.00	0.00	0.00	0.00
Acting Police Captain	1.00	0.00	0.00	0.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	5.00	5.00	5.00	5.00
Computer Crimes investigator	0.00	1.00	1.00	1.00
Police Officer	39.00	36.00	36.00	36.00
Departmental Assistant III	1.00	0.00	0.00	0.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	6.00	6.00	6.00	5.00
Civilian Jailer	1.00	1.00	1.00	1.00
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	66.00	59.00	59.00	58.00
*** PART TIME ***				
Police Desk Assistant	0.50	0.50	0.00	0.50
Police Cadet	4.70	4.40	4.50	4.50
Police Reserve Officer	2.25	1.95	1.95	1.95
School Crossing Guards	1.20	1.10	0.60	0.60
General Maintenance Worker	0.90	0.55	0.60	0.60
Total Part Time	9.55	8.50	7.65	8.15
Total Full & Part Time FTE	75.55	67.50	66.65	66.15
PUBLIC SAFETY GRANTS				
*** FULL TIME ***				
Police Officer	3.00	3.00	3.00	3.00
Police Division Total				
Full Time	69.00	62.00	62.00	61.00
Part Time	9.55	8.50	7.65	8.15
Total Full & Part Time FTE	78.55	70.50	69.65	69.15

PUBLIC SAFETY SERVICES

FIRE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
FIRE				
*** FULL TIME ***				
Public Safety Captain	1.00	0.00	0.00	0.00
Fire Marshal	1.00	0.00	0.00	0.00
Fire Captain	3.00	0.00	0.00	0.00
Fire Lieutenant	5.00	0.00	0.00	0.00
Acting Fire Lieutenant	1.00	0.00	0.00	0.00
Fire Sergeant	0.00	7.00	7.00	7.00
Firefighter	11.00	13.00	12.00	12.00
Community Firefighter	2.00	2.00	0.00	0.00
Part-Paid Firefighter	29.00	29.00	29.00	27.00
Part-Paid Firefighter Sergeant	1.00	1.00	1.00	3.00
Departmental Aide II	1.00	0.00	0.00	0.00
Total Full Time	55.00	52.00	49.00	49.00
PUBLIC SAFETY SERVICES TOTAL				
Full Time	124.00	120.00	117.00	116.00
Part Time	9.55	9.15	8.30	8.80
Total Full & Part Time FTE	133.55	129.15	125.30	124.80

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
STREETS DIVISION				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.50	0.45	0.00
Departmental Assistant II	0.50	0.65	0.65	0.65
Street Superintendent	1.00	1.00	1.00	1.00
Supervisor	2.00	2.00	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	8.00	8.00
Equipment Operator	3.00	3.00	2.00	2.00
Total Full Time	17.90	18.15	16.10	15.65
*** PART TIME ***				
Maintenance	0.95	1.10	1.20	1.25
Total Full & Part Time FTE	18.85	19.25	17.30	16.90
TRANSPORTATION MANAGEMENT & ENGINEERING				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.25	0.23	0.00
Civil Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.50	0.35	0.35	0.35
Total Full Time	2.90	2.60	2.58	2.35
*** PART TIME ***				
Technical Assistant	0.50	0.45	0.35	0.60
Total Full & Part Time FTE	3.40	3.05	2.93	2.95

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
PUBLIC TRANSPORTATION FACILITIES & MGMT				
*** PART TIME ***				
Security	0.35	0.35	0.15	0.00
Total Part Time	0.35	0.35	0.15	0.00
CENTRALIZED VEHICLE / EQUIPMENT FUND				
*** FULL TIME ***				
Director of Transportation Services	0.20	0.25	0.23	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	4.00	4.00	4.00	4.00
Department Assistant	0.55	0.55	0.55	0.55
Total Full Time	7.75	7.80	7.78	7.55
*** PART TIME ***				
Mechanic Assistant	1.05	1.00	1.15	1.10
Total Full & Part Time FTE	8.80	8.80	8.93	8.65
TRANSPORTATION SYSTEM & SERVICES TOTAL				
Full Time	28.55	28.55	26.46	25.55
Part Time	2.85	2.90	2.85	2.95
Total Full & Part Time FTE	31.40	31.45	29.31	28.50

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
CITY HALL & GROUNDS				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.000
*** PART TIME ***				
Custodian	0.05	0.05	0.10	0.000
Total Full & Part Time FTE	1.05	1.05	1.10	1.000
PLANNING & ZONING				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.70	0.70	0.70	0.700
Municipal Planner II	1.00	1.00	1.00	1.000
Com Develop Coord / Municipal Planner II	0.50	0.50	0.50	0.000
Neighborhood Commercial Specialist	0.27	0.20	0.00	0.000
Departmental Assistant II	0.20	0.20	0.20	0.200
Total Full Time	2.67	2.60	2.40	1.900
*** PART TIME ***				
Preservation Planner	0.20	0.20	0.20	0.200
Clerical Assistant	0.00	0.00	0.30	0.000
Intern	0.00	0.00	0.50	0.100
Total PartTime	0.20	0.20	1.00	0.300
Total Full & Part Time FTE	2.87	2.80	3.40	2.200
ENVIRONMENTAL HEALTH & INSPECTIONS				
*** FULL TIME ***				
Director of Environmental Health	0.70	0.70	0.55	0.500
Chief Sanitarian	1.00	1.00	0.75	0.000
Building Inspector / Zoning Administrator	0.10	0.10	0.10	0.100
Plumbing & Mechanical Inspector	0.20	0.00	0.00	0.000
Housing Inspector II	0.90	0.90	1.88	1.880
Housing Enforcement Inspector I	0.98	0.98	0.00	0.000
Neighborhood Commercial Specialist	0.50	0.50	0.00	0.000
Departmental Assistant I	0.40	0.40	0.33	0.330
Departmental Assistant II	0.40	0.40	0.20	0.200
Community Development Planner I	0.30	0.30	0.30	0.200
Total Full Time	5.48	5.28	4.11	3.210
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.35	0.100
Total Full & Part Time FTE	5.58	5.38	4.46	3.310

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
CONSTRUCTION INSPECTIONS				
*** FULL TIME ***				
City Manager	0.00	0.00	0.00	0.050
Director of Environmental Health	0.30	0.30	0.30	0.300
Building Inspector/Zoning Administrator	0.90	0.90	0.90	0.900
Plumbing & Mechanical Inspector	0.80	1.00	1.00	1.000
Housing Inspector II	0.10	0.10	0.12	0.120
Housing Enforcement Inspector I	0.02	0.02	0.00	0.000
Departmental Assistant I	0.60	0.60	0.60	0.600
Departmental Assistant II	0.40	0.40	0.40	0.400
Account Clerk / Cashier	0.05	0.05	0.05	0.050
Total Full Time	3.17	3.37	3.37	3.420
*** PART TIME ***				
Electrical Inspector	0.50	0.50	0.50	0.500
Clerical Assistant	0.10	0.10	0.30	0.200
Account Clerk / Cashier	0.05	0.05	0.05	0.050
Total Part-Time	0.65	0.65	0.85	0.750
Total Full & Part Time FTE	3.82	4.02	4.22	4.170
COMMUNITY SOCIAL SERVICES ASSISTANCE				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.05	0.05	0.00	0.000
Total Full Time	0.05	0.05	0.00	0.000
OURSTREET / NEIGHBORHOOD LIAISON				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.05	0.05	0.05	0.000
Ourstreet Coordinator	1.00	1.00	1.00	0.000
Total Full Time	1.05	1.05	1.05	0.000
*** PART TIME ***				
Clerical Assistant	0.55	0.55	0.30	0.000
Graffiti Removal	0.10	0.10	0.10	0.000
Total Part-Time	0.65	0.65	0.40	0.000
Total Full & Part Time FTE	1.70	1.70	1.45	0.000

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
HOUSING & NEIGHBORHOODS				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.00	0.00	0.00	0.050
Com Develop Coord / Municipal Planner II	0.00	0.00	0.00	0.450
Ourstreet Coordinator	0.00	0.00	0.00	1.000
Departmental Assistant II	0.00	0.00	0.00	0.000
Total Full Time	0.00	0.00	0.00	1.500
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.00	0.500
Graffiti Removal	0.00	0.00	0.00	0.100
Total Part-Time	0.00	0.00	0.00	0.600
Total Full & Part Time FTE	0.00	0.00	0.00	2.100
ECONOMIC DEVELOPMENT				
*** FULL TIME ***				
Assistant City Manager	0.65	0.65	0.65	0.650
Com Develop Coord / Municipal Planner II	0.00	0.00	0.00	0.100
Executive Assistant II	0.00	0.00	0.00	0.100
Executive Assistant I	0.25	0.25	0.25	0.250
Total Full Time	0.90	0.90	0.90	1.100
*** PART TIME ***				
Communications Assistant	0.20	0.45	0.60	0.650
Total Full & Part Time FTE	1.10	1.35	1.50	1.750
HUMAN RELATIONS				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	0.000
Administrative Aide I	0.75	0.75	0.00	0.000
Total Full Time	1.75	1.75	1.00	0.000
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.50	0.500
International Relations Coordinator	0.00	0.00	0.00	0.300
Human Relations Coordinator	0.00	0.00	0.00	0.600
Total Part-Time	0.50	0.50	0.50	1.400
Total Full & Part Time FTE	2.25	2.25	1.50	1.400

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
DOWNTOWN PUBLIC PARKING				
*** FULL TIME ***				
Downtown Manager	0.00	0.00	0.10	0.100
Downtown Development Coordinator	0.15	0.15	0.15	0.000
Streetscape / Infrastructure Coordinator	0.00	0.00	0.00	0.150
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.050
Total Full Time	0.20	0.20	0.30	0.300
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.35	0.350
Parking Enforcement	0.25	0.25	0.25	0.250
Maintenance	0.10	0.10	0.10	0.100
Tulip Time Help - Parking Deck	0.10	0.10	0.05	0.000
Total Part-Time	0.60	0.60	0.75	0.700
Total Full & Part Time FTE	0.80	0.80	1.05	1.000
DOWNTOWN DEVELOPMENT AUTHORITY				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.25	0.25	0.25	0.125
Downtown Manager	0.00	0.00	0.35	0.350
Downtown Development Coordinator	0.85	0.85	0.85	0.000
Streetscape / Infrastructure Coordinator	0.00	0.00	0.00	0.850
Total Full Time	1.10	1.10	1.45	1.325
*** PART TIME ***				
Clerical Assistant	0.30	0.30	0.35	0.350
Maintenance	0.10	0.10	0.10	0.100
Total Part-Time	0.40	0.40	0.45	0.450
Total Full & Part Time FTE	1.50	1.50	1.90	1.775

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
DOWNTOWN PRINCIPAL SHOPPING DISTRICT				
*** FULL TIME ***				
Dir of Community & Neighborhood Svcs	0.00	0.00	0.00	0.125
Downtown Manager	0.00	0.00	0.55	0.550
Marketing & Promotions Coordinator	0.90	0.90	0.90	0.900
Event Coordinator	1.00	1.00	0.00	0.000
Total Full Time	1.90	1.90	1.45	1.575
*** PART TIME ***				
Clerical Assistant	0.15	0.30	0.15	0.150
Event Coordinator	0.00	0.00	1.20	1.200
Event Employees	0.10	0.20	0.45	0.450
Social Media Coordinator	0.00	0.00	0.50	0.550
Intern	0.45	0.45	0.20	0.300
Total Part-Time	0.70	0.95	2.50	2.650
Total Full & Part Time FTE	2.60	2.85	3.95	4.225
SOLID WASTE RECYCLING				
*** FULL TIME ***				
Director of Environmental Health	0.00	0.00	0.15	0.200
Chief Sanitarian	0.00	0.00	0.25	0.000
Community Development Planner I	0.20	0.20	0.20	0.200
Departmental Assistant I	0.00	0.00	0.07	0.070
Departmental Assistant II	0.00	0.00	0.20	0.300
Total Full Time	0.20	0.20	0.87	0.770
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.70	0.70	0.70	0.700
Total Full & Part Time FTE	0.70	0.70	0.70	0.700
CDBG ENTITLEMENT GRANT				
*** FULL TIME ***				
Com Develop Coord / Municipal Planner II	0.45	0.45	0.50	0.450
Neighborhood Commercial Specialist	0.23	0.30	0.00	0.000
Community Development Planner I	0.50	0.50	0.50	0.500
Total Full Time	1.18	1.25	1.00	0.950

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
COMMUNITY & NEIGHBORHOOD SERVICES TOTAL				
Full Time	20.65	20.65	18.90	17.050
Part Time	4.75	5.25	8.20	8.300
Total Full & Part Time FTE	25.40	25.90	27.10	25.350

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
LEISURE/CULTURAL SERVICES ADMINISTRATION				
*** FULL TIME ***				
Transportation Service Director	0.00	0.00	0.09	0.00
Leisure & Cultural Director	0.30	0.95	0.00	0.00
Departmental Assistant II	0.30	0.30	0.30	0.30
Total Full Time	0.60	1.25	0.39	0.30
RECREATION PROGRAMS				
*** FULL TIME ***				
Leisure & Cultural Director	0.50	0.00	0.00	0.00
Recreation & Civic Center Manager	0.00	0.00	1.00	1.00
Youth/General Recreation Coordinator	1.00	1.00	0.00	0.00
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	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	4.00	3.50	3.45	3.45
*** PART TIME ***				
Maintenance/Grounds	0.35	0.35	0.35	0.35
Recreation Program Assistant	0.00	0.00	0.25	0.35
Recreation Officials Assistant	0.00	0.00	0.00	0.35
Clerical Assistant	0.60	0.35	0.30	0.10
Total Part Time	0.95	0.70	0.90	1.15
Total Full & Part Time FTE	4.95	4.20	4.35	4.60

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
PARKS				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.75	0.75	0.75	0.75
Supervisor	2.00	2.00	2.00	2.00
Tree Trimmer I	2.00	1.00	0.00	0.00
Skilled Maintenance Technician	0.70	0.25	0.00	0.00
Greenhouse Operator	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.70	0.70	0.75	0.75
Laborer II	0.00	0.50	0.50	0.50
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Total Full Time	9.15	8.20	7.00	7.00
*** PART TIME ***				
Grounds Maintenance	9.80	10.00	9.50	10.40
Tree Trimmer	0.00	0.00	0.70	0.70
Gardener	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.45	0.45
Total Part Time	10.95	11.15	11.35	12.25
Total Full & Part Time FTE	20.10	19.35	18.35	19.25
MUNICIPAL STADIUM				
*** FULL TIME ***				
Skilled Maintenance Technician	0.25	0.70	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.05	0.00	0.00
Total Full Time	0.30	0.75	0.00	0.00
*** PART TIME ***				
Maintenance/Grounds	0.50	0.40	0.05	0.00
Total Full & Part Time FTE	0.80	1.15	0.05	0.00

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
DEGRAAF NATURE CENTER				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	1.95	1.95	1.95	1.95
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.35	0.30
Educational Intern	0.55	0.55	0.00	0.00
Educational Assistant	0.60	0.65	0.65	0.65
Outdoor Assistant	0.60	0.60	1.20	1.00
Total Part Time	2.15	2.20	2.20	1.95
Total Full & Part Time FTE	4.10	4.15	4.15	3.90
8th STREET MARKET				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
*** PART TIME ***				
Market Master	0.75	0.80	0.50	0.50
Event Coordinator	0.00	0.00	0.20	0.25
Intern	0.00	0.00	0.05	0.10
Event Maintenance	0.10	0.10	0.15	0.15
Total Part Time	0.85	0.90	0.90	1.00
Total Full & Part Time FTE	0.95	1.00	1.00	1.10

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
CIVIC CENTER				
*** FULL TIME ***				
Leisure & Cultural Director	0.20	0.00	0.00	0.00
Departmental Assistant II	0.30	0.30	0.30	0.30
Sr Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	1.50	1.30	1.30	1.30
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.65	1.55	1.55	1.50
Total Part Time	2.00	1.90	1.90	1.85
Total Full & Part Time FTE	3.50	3.20	3.20	3.15
CEMETERIES				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Supervisor	1.00	1.00	1.00	0.00
Skilled Plumber/Irrigation Technician	0.15	0.15	0.15	0.15
Cemetery Maintenance II	1.00	1.00	1.00	1.00
Laborer II	0.00	0.50	0.50	0.50
Total Full Time	2.40	2.90	2.90	1.90
*** PART TIME ***				
Clerical Assistant	1.50	1.30	1.35	1.40
Grounds Maintenance	1.30	1.50	1.60	1.70
Total Part Time	2.80	2.80	2.95	3.10
Total Full & Part Time FTE	5.20	5.70	5.85	5.00

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
WINDMILL ISLAND GARDENS				
*** FULL TIME ***				
Leisure & Cultural Director	0.00	0.05	0.00	0.00
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	2.05	2.00	2.00
*** PART TIME ***				
Tulip Time Worker	0.65	0.60	0.60	0.60
Klompen Dancer/Tour Guide	2.40	2.50	2.50	2.50
Ticket Taker	0.70	0.70	0.70	0.70
Tour Guide	0.80	0.80	0.80	0.80
Miller/Event Organizer	0.20	0.20	0.20	0.20
Grounds Maintenance	5.60	5.30	5.30	5.25
Clerical Assistant	1.20	1.00	1.00	0.90
Total Part Time	11.55	11.10	11.10	10.95
Total Full & Part Time FTE	13.55	13.15	13.10	12.95
8th STREET MARKET EBT GRANT				
*** PART TIME ***				
EBT Coordinator	0.00	0.05	0.25	0.25

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
HOLLAND HISTORIC TRUST				
*** FULL TIME ***				
Director	0.00	0.00	0.00	1.00
Registrar	1.00	0.00	0.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Education Director	0.00	0.00	0.00	1.00
Facilities Manager	0.00	0.00	1.00	1.00
Museum and Gallery Manager	1.00	1.00	1.00	1.00
Archivist	1.00	1.00	1.00	1.00
Total Full Time	4.00	3.00	4.00	7.00
*** PART TIME ***				
Media Relations	0.75	0.75	0.75	0.75
Development Director/Membership	0.50	0.00	0.00	0.00
Director	0.75	0.75	0.75	0.00
Museum Attendant	0.86	0.86	0.86	0.86
Facility Manager	0.50	0.50	0.00	0.00
Facility Cordinator	0.00	0.25	0.25	0.25
Registrar	0.75	0.75	0.75	0.00
Education Coordinator	0.00	0.00	0.67	0.00
Total Part Time	4.11	3.86	4.03	1.86
Total Full & Part Time FTE	8.11	6.86	8.03	8.86
LEISURE & CULTURAL SERVICES TOTAL				
Full Time	26.00	25.00	23.09	25.00
Part Time	35.86	35.06	35.63	34.36
Total Full & Part Time FTE	61.86	60.06	58.72	59.36

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
POWER SUPPLY				
*** FULL TIME ***				
Electric Production Superintendent	1.00	1.00	1.00	1.00
Electric Production Services Supervisor	0.00	0.00	1.00	1.00
Operations Planner	1.00	1.00	0.00	0.00
Maintenance Planner	1.00	1.00	1.00	1.00
Operations Supervisor - PP	1.00	1.00	1.00	1.00
Maintenance Supervisor - PP	1.00	1.00	1.00	1.00
Lead Plant Operator - PP	4.00	4.00	4.00	4.00
Mechanical Maintenance A	1.00	1.00	1.00	1.00
Plant Operator - PP	8.00	8.00	8.00	8.00
Mechanical Maintenance B	3.00	3.00	3.00	2.00
Mechanical Maintenance C	1.00	1.00	0.00	1.00
Instrumentation & Controls Technician	1.00	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	0.00
Utility Operator	2.00	2.00	2.00	1.00
Coal & Ash Handler	2.00	2.00	2.00	3.00
Utility II - PP	2.00	2.00	2.00	4.00
Utility I - PP	2.00	4.00	4.00	2.00
Clerk Typist II - PP	1.00	1.00	0.00	0.00
Electric Production Engineer	2.00	2.00	2.00	2.00
Electric Instrumentation & Controls Lead	1.00	1.00	1.00	1.00
Electric Production Mechanical Lead	1.00	1.00	1.00	1.00
Instrumentation & Controls Technician - Operator	1.00	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	46.00	44.00	43.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
ELECTRIC TRANSMISSION & DISTRIBUTION				
*** 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	3.00	5.00	6.00	6.00
Lineworker B	4.00	2.00	2.00	2.00
Lineworker B - Non-Certified	2.00	2.00	0.00	0.00
System Operations Technician	4.00	4.00	4.00	5.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
Electric Distribution Technician II	2.00	2.00	2.00	1.00
Electric Distribution Technician I	1.00	1.00	1.00	2.00
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	1.00	1.00	1.00	0.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Electric Distribution Engineering Specialist	1.00	1.00	1.00	1.00
Electric Distribution Specialist	0.00	0.00	0.00	1.00
Total Full Time	27.00	27.00	26.00	27.00
ELECTRIC UTILITY TOTAL	71.00	73.00	70.00	70.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
WASTEWATER TREATMENT				
*** FULL TIME ***				
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor - WWTP	1.00	1.00	0.00	1.00
Plant Operator - WWTP	5.00	5.00	6.00	6.00
Laboratory Analyst	2.00	2.00	1.00	1.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician	2.00	2.00	1.00	1.00
Maintenance II - WWTP	2.00	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	0.00
Administrative Assistant	0.00	0.00	0.00	1.00
Lead Maintenance - WWTP	1.00	1.00	1.00	1.00
Maintenance Supervisor - WWTP / WTP	1.00	0.00	1.00	0.00
Total Full Time	21.00	20.00	19.00	19.00
WATER TREATMENT				
*** FULL TIME ***				
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Industrial Electrician	0.00	0.00	1.00	1.00
Operations Supervisor - WTP	1.00	1.00	1.00	1.00
Plant Operator - WTP	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	11.00	11.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
WATER DISTRIBUTION / WASTEWATER COLLECTION				
*** FULL TIME ***				
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	4.00	5.00	6.00	6.00
Service and Maintenance I	3.00	2.00	1.00	1.00
Scheduler	1.00	1.00	1.00	1.00
Engineering Field Technician	4.00	3.00	3.00	2.00
W / WW Engineering Specialist	1.00	1.00	1.00	2.00
W / WW Civil Engineer	0.00	0.00	0.00	1.00
Water & Wastewater Services Superintendent	1.00	1.00	1.00	1.00
Water & Wastewater Engineering Supervisor	1.00	1.00	1.00	0.00
GIS / CAD Specialist	1.00	1.00	1.00	1.00
Total Full Time	20.00	19.00	19.00	19.00
WATER & WASTEWATER UTILITY TOTAL	51.00	49.00	49.00	49.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
ADMINISTRATION & HUMAN RESOURCES				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.00	1.00
Operations Director	1.00	1.00	1.00	1.00
Utility Services Director	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Total Full Time	8.00	8.00	9.00	9.00
ACCOUNTING & COLLECTIONS				
*** 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	0.00	0.00	0.00
Finance System Specialist	0.00	1.00	1.00	1.00
General Accountant II	1.00	0.00	0.00	0.00
Senior Accountant	0.00	1.00	1.00	1.00
General Accountant I	1.00	1.00	1.00	1.00
Payroll Specialist	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounting Systems Specialist	1.00	0.00	0.00	0.00
Utility Rates Accountant	1.00	1.00	1.00	1.00
Total Full Time	12.00	11.00	11.00	11.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
INFORMATION TECHNOLOGY				
*** 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	2.00	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
GIS Specialist	1.00	0.00	0.00	0.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	2.00	2.00	2.00	2.00
Database Administrator	1.00	1.00	1.00	1.00
Total Full Time	12.00	11.00	11.00	11.00
MARKETING & CUSTOMER SERVICE				
*** FULL TIME ***				
Communications Specialist	1.00	1.00	1.00	0.00
Customer Communications Specialist	0.00	0.00	0.00	1.00
Conservation Programs Specialist	0.00	0.00	0.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Conservation Programs Manager	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	5.00	5.00	7.00	7.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Customer Service Representative - Cashier	2.00	2.00	0.00	0.00
Total Full Time	12.00	12.00	12.00	13.00
PURCHASING, FACILITIES, WAREHOUSING AND METER-READING				
*** FULL TIME ***				
Lead Meter Reader	1.00	0.00	0.00	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
Procurement Specialist	1.00	1.00	1.00	1.00
Total Full Time	10.00	9.00	9.00	9.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & MARKETING

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
PLANNING				
Business Services Director	1.00	1.00	1.00	1.00
Planning Engineering Manager	1.00	1.00	1.00	1.00
Regulatory Specialist	1.00	1.00	1.00	0.00
Regulatory Compliance Program Manager	0.00	0.00	0.00	1.00
Planning Engineer I	2.00	2.00	2.00	2.00
Planning Specialist	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00
ADMIN & MARKETING TOTAL	60.00	57.00	58.00	59.00
BOARD OF PUBLIC WORKS UTILITY SERVICES TOTAL	182.00	179.00	177.00	178.00

DEPARTMENT / POSITION	ACTUAL FY 11	ACTUAL FY 12	ACTUAL FY 13	APPROVED FY 14
TECHNOLOGY SERVICES				
*** FULL TIME ***				
Interim Technology Services Coordinator	0.99	0.00	0.00	0.00
Technology Services Coordinator	0.00	0.98	0.80	0.80
Network Systems Specialist	1.00	1.00	1.00	1.00
Web Specialist	1.00	1.00	1.00	1.00
Technical Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	3.99	3.98	3.80	3.80

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 Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
CATV - PUBLIC ACCESS MULTI-MEDIA FUND					
Machinery & Equipment					
Council Chambers Phase 4 Microphones & Titler	Replace	1	36,000	36,000	36,000
Canon XF305 package	New	2	8,000	16,000	16,000
Live U streaming video system	New	1	30,000	30,000	30,000
Total - Machinery & Equipment				82,000	82,000
TOTAL CATV FUND				82,000	82,000
TOTAL MANAGEMENT & ADMINISTRATIVE SERVICES				82,000	82,000

CAPITAL OUTLAY

- - PUBLIC SAFETY SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
POLICE & FIRE DIVISIONS (GENERAL FUND)					
Machinery & Equipment					
Tactical Bullet Proof Vests for Tactical Team	Replace	4	1,865	7,460	7,460
E/Z Rider K-9 Platform, rubber mat, and Vault for Chevy Tahoe	Replace	2	2,720	5,440	5,440
Less Lethal Sage Impact Package	Replace	1	5,860	5,860	- 0 -
Structural Firefighting Hose- Various Sizes	Replace	1	6,000	6,000	6,000
Personal Protective Equipment Ensembles NFPA Compliant Turnout Coats & Pants	Replace	10	2,100	21,000	21,000
Fire Ground Portable Radios - 16 Channel	Replace	18	750	13,500	13,500
Total - Machinery & Equipment				59,260	53,400
Land Improvements					
Completion of Rear Driveway Replacement at the Waverly Station	Replace	1	35,000	35,000	- 0 -
Replace Underground Irrigation System- Waverly Road Station	Replace	1	10,000	10,000	10,000
Kollen Park Station Front Driveway Approach & Departure Angle Corrections	Replace	1	12,000	12,000	- 0 -
Total - Land Improvements				57,000	10,000
Buildings & Additions					
Exhaust Capture System- Repair and Replacement of Old and Damaged Components - Kollen Park & Waverly Stations	Replace	1	9,000	9,000	9,000
Miscellaneous Interior Painting and Improvements at the Virginia Park Fire Station - Shared Costs with Park Township 50/50 (Per PTFD CapImp_	Replace	1	7,000	7,000	7,000
Total - Buildings & Additions				16,000	16,000
TOTAL POLICE & FIRE DIVISIONS (GENERAL FUND)				132,260	79,400
TOTAL PUBLIC SAFETY SERVICES				132,260	79,400

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND					
Machinery & Equipment					
"Z" Mower 60' #473, #373, #380	Replace	2	10,300	30,900	20,600
XUV Gator #629, #630	Replace	2	13,000	26,000	26,000
Stump Router #328	Replace	1	40,000	40,000	- 0 -
Brush Clipper	Replace	1	60,000	60,000	- 0 -
Total - Machinery & Equipment				156,900	46,600
Vehicles					
Salt Truck # 137 Rollover from FY2013	Replace	1	110,000	110,000	110,000
Addition Components			80,000	80,000	80,000
Refurbish 2 Dump Trucks	New/Replace	2	5,000	10,000	10,000
SUV #102 Street Supt Rollover from FY2013	Replace	1	18,500	18,500	18,500
Additional funds required			6,500	6,500	6,500
Marked Police Vehicles (Tahoe) #2, #17, #18	Replace	3	27,000	81,000	81,000
Marked Police Sedan (Caprice) #32	Replace	1	27,500	27,500	27,500
Change Over for Vehicles #17, #18, #28, #32	Replace	4	2,300	9,200	9,200
Unmarked 4 x 4 Pickup w/Lift gate #240	Replace	1	27,500	27,500	- 0 -
Code Enforcement Truck #220	Replace	1	21,000	21,000	21,000
Unmarked Sedans #233, #241	Replace	1	18,500	37,000	18,500
Bucket Truck #311	Replace	1	183,000	183,000	183,000
Hybrid Option- Additional			114,000	114,000	- 0 -
15,000 GVW Dump Truck #305	Replace	1	32,300	32,300	32,300
15,000 GVW Stake Body with Tailgate #318	Replace	1	32,300	32,300	32,300
Total - Vehicles				789,800	629,800
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				946,700	676,400
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				946,700	676,400

CAPITAL OUTLAY

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

	New or Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
CITY HALL & GROUNDS (GENERAL FUND)					
Building & Additions					
HVAC System, Chiller, Cooling Tower *	Replace	1	16,000	16,000	16,000
Repair major leakage, tighten windows, etc. * Per TREMCO recommendations	Replace	1	68,000	68,000	68,000
Total - Building & Additions				84,000	84,000
Land Improvements					
City Hall Parking Lot- Resurfacing and manhole/catch basin repairs *	Replace	1	64,000	64,000	64,000
Revitalize and replace landscaping around City Hall *	Replace	1	6,000	6,000	6,000
Total - Land Improvements				70,000	70,000
TOTAL CITY HALL & GROUNDS (GENERAL FUND)				154,000	154,000
* These items will be funded from the Municipal Capital Improvements Fund					
DOWNTOWN PARKING SYSTEMS FUND					
Land Improvements					
Parking Lot Maintenance	New/Replace	1	25,000	25,000	25,000
Drainage/sewer repair					
Total - Land Improvements				25,000	25,000
TOTAL DOWNTOWN PARKING SYSTEMS FUND				25,000	25,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				179,000	179,000

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - -

	New or Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
PARKS DEPARTMENT					
Land Improvements					
Miscellaneous treated lumber and fasteners	Replace	1	8,600	8,600	8,600
Replace playground mulch at various playgrounds Watertower Park, Smallenburg Park, Matt Urban, Maplewood etc.	Replace	1	6,000	6,000	6,000
Total - Land Improvements				14,600	14,600
TOTAL PARKS DEPARTMENT (GENERAL FUND)				14,600	14,600
WINDMILL ISLAND FUND					
Buildings & Additions					
Repair Corners of Posthouse (Bricks)	Replace	1	19,000	19,000	19,000
Replacing all windows in the Post Hose	Replace	1	22,000	22,000	22,000
Total - Buildings & Additions				41,000	41,000
Land Improvements					
Paving	New	1	10,000	- 0 -	10,000
Total Land Improvements				-	10,000
Machinery & Equipment					
Walk in cooler/freezer for flour produced by our mill	Replace	1	9,000	9,000	9,000
Total - Machinery & Equipment				9,000	9,000
TOTAL WINDMILL ISLAND FUND				50,000	60,000
Note - All Windmill Island Capital Outlay items, except the Chairs for Weddings, will be offset by an incoming transfer from the MCIF.					
HOLLAND HISTORICAL TRUST FUND					
Machinery & Equipment					
Miscellaneous software upgrades	New	1	2,200	2,200	2,200
Miscellaneous hardware	New	1	3,800	3,800	3,800
TOTAL HOLLAND HISTORICAL TRUST FUND				6,000	6,000
TOTAL LEISURE & CULTURAL SERVICES				70,600	80,600

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Orgn Unit Proposed Amount	Amount
TECHNOLOGY SERVICES FUND					
Machinery & Equipment					
Transportation Multifunction Color	Replace	1	10,000	10,000	10,000
Server BS&A Suite	Replace	1	23,000	23,000	23,000
Jail Cameras	Replace/New	1	8,000	8,000	8,000
Police in Car Camera	New	8	4,500	36,000	36,000
Training Center LCD HPD	Replace	1	8,000	8,000	8,000
E-Ticketing Software	New	1	10,000	10,000	10,000
CNS Tablets	New	2	5,000	10,000	10,000
Police Multifunction	Replace	1	7,000	7,000	7,000
BS&A .net Business licensing	Replace	1	7,500	7,500	7,500
Total - Machinery & Equipment				119,500	119,500
TOTAL TECHNOLOGY SERVICES FUND				119,500	119,500
TOTAL - INTERNAL SERVICES FUNDS				119,500	119,500

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
POWER RESOURCES		
Unit 10 combined cycle	60,700,000	192,000,000
Unit 7 and 8 control systems upgrade	1,750,000	1,750,000
Unit 8 generator rotor repair	1,000,000	1,000,000
Unit 5 stack gunnite and inlet breech repairs	200,000	200,000
Repair Unit 4 generator hydrogen leak	178,000	178,000
Replace one air conditioner chiller	175,000	175,000
Smart pig for testing pipeline	150,000	150,000
Paint unit 9	100,000	100,000
Repair 48th Street cathodic protection beds	92,000	92,000
New inlet filters for units 7 and 8	75,000	75,000
Replace JDY boilers unit 4 and 5 short term storage	75,000	75,000
Stabilize existing pilings or remove	75,000	75,000
Paving at 48th Street Substation	65,000	65,000
Replace unit 3 generator winding	55,620	55,620
Replace ash pond weir outlet pipe to lake	50,000	50,000
Re-engineer pipeline supports	50,000	50,000
Fire detection system unit 4 and 5	40,000	40,000
Replace Vehicle 59	30,000	30,000
Unit 5 NOX analyzers	25,000	25,000
Unit 4 battery enclosure	12,000	12,000
TOTAL POWER RESOURCES	64,897,620	196,197,620

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
ELECTRIC TRANSMISSION AND DISTRIBUTION		
Distribution system lines and equipment new and replacements	1,700,000	1,700,000
New and replacement metering	500,000	500,000
Smart grid upgrades - distribution automation	500,000	500,000
Static VAR compensator for circuit 54	400,000	400,000
Replace differential relay breakers in various substations	300,000	300,000
Pine Avenue substation engineering	300,000	300,000
Off site operations center per reliability standards	250,000	250,000
Replace oil breakers at industrial substation	200,000	200,000
Capacitor automation	100,000	100,000
Replace engineering software	100,000	100,000
JDY T2 bushing replacement and repairs	100,000	100,000
Replace porcelain cutouts	100,000	100,000
SCADA switching plan and web view	80,000	80,000
Repair rusty bins on vehicles 65 and 67	60,000	60,000
Replace triple reel trailer	55,000	55,000
Waverly substation pavement and drainage repairs	50,000	50,000
Replace T1 bushing	35,000	35,000
System operations console expansion	30,000	30,000
Replace vehicle 43	30,000	30,000
New vehicle for electrical engineering	30,000	30,000
Arc flash blanket	30,000	30,000
Substation relay equipment	30,000	30,000
Substation test equipment	25,000	25,000
Spare recloser breaker	20,000	20,000
New box for vehicle 47	20,000	20,000
Replace pole trailers	20,000	20,000
TOTAL ELECTRIC TRANSMISSION AND DISTRIBUTION	5,065,000	5,065,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
WASTEWATER COLLECTION SERVICES		
Sewer Lining 24" concrete sewers	1,000,000	1,000,000
Replace vactor truck	375,000	375,000
Azalea, Myrtle and Goldenrod lift station improvements	350,000	350,000
Sewer Main replacement South Shore, Old Orchard - Goldenrod	176,000	702,000
Sewer Main replacement Lincoln 24th - 32nd	163,000	163,000
Sewer Main replacement 33rd, Millridge - Pioneer, Pioneer 32nd - 33rd	162,000	209,000
Various sanitary sewer improvements	150,000	150,000
Sewer Main replacement Central, 19th - State	50,000	325,000
Street resurfacing manhole adjustments	50,000	50,000
SCADA upgrades	50,000	50,000
Crossover sewer Washington and 33rd	21,000	21,000
New and replacement meters	20,000	20,000
Replace vehicle 85 (1/2 Water 1/2 Wastewater)	15,000	15,000
TOTAL WASTEWATER COLLECTION SERVICES	2,582,000	3,430,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
WATER DISTRIBUTION SERVICES		
Water Main replacement 24th, Lincoln - Hastings	535,000	650,000
Interior coating M-40 water tower	300,000	300,000
Water Main replacement Central, 7th - State, 19th, Central, Columbia	250,000	1,000,000
Eliminate parallel mains Lincoln, 24th - 32nd	186,000	186,000
Various water system improvements	125,000	125,000
Water Man replacement Hope, Paw Paw, 12th and Paw Paw, 8th to Hope	96,000	96,000
Replace vehicle 71	32,000	32,000
Hydrant replacement	30,000	30,000
Construct bypass 33rd and Pioneer	28,500	38,500
Rebuild or replace pump Waverly pump station	25,000	25,000
Rebuild overflow Southside pump station	20,000	20,000
New and replacement water meters	20,000	20,000
Replace vehicle 85 (1/2 Water 1/2 Wastewater)	15,000	15,000
Roof replacement Waverly pump station	15,000	15,000
Rebuild or replace motor Waverly pump station	15,000	15,000
Replace valves at Southside and Waverly pump stations	10,000	10,000
Replace motor control center Waverly pump station	10,000	10,000
Replace motor control center Southside pump station	10,000	10,000
Replace or repair tanks	10,000	10,000
Rebuild pump	5,000	5,000
Programmable logic control upgrade	5,000	5,000
TOTAL WATER DISTRIBUTION SERIVCES	1,742,500	2,617,500
ADMINISTRATIVE		
Website Design and SharePoint 13	100,000	100,000
NorthStar Add-Ons and Module	75,000	75,000
Energy reduction air system garage and warehouse	60,000	60,000
Vendor Invoice processing	33,000	33,000
Data collectors	32,000	32,000
Replace forklift	30,000	30,000
Replace vehicle 22	30,000	30,000
Harris 6.4 upgrade	25,800	25,800
Fall arrest system for garage	20,000	20,000
Customer Service Remodel/Expansion	975,000	
TOTAL ADMINISTRATIVE	1,380,800	405,800

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP- -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
WATER TREATMENT PLANT		
Paint high service transfer filter piping	273,000	273,000
Asbestos abatement	190,000	190,000
Wonderware software	138,000	178,000
Basin rehabilitation	100,000	100,000
Variable frequency drives	50,000	50,000
Lot paving and modification	27,300	27,300
Low service driveway	14,850	14,850
Variable frequency drive transfer pump	10,000	10,000
Chemical transfer pump	10,000	10,000
Cathodic protection rectifier	8,740	8,740
PH meter switch box	6,000	6,000
Breaker replacement low service	6,000	6,000
TOTAL WATER TREATMENT PLANT	833,890	873,890
WASTEWATER TREATMENT PLANT		
Wonderware software upgrade	215,000	275,000
Replace air line to aeration basin #3	90,000	90,000
Replace or repair joy aftercooler	65,000	65,000
Replace Motor control center 1	50,000	50,000
Improvements to final clarifier number 2	48,000	48,000
Replace odor control chemical feeds and pumps	36,000	36,000
Recoat 2 final clarifiers	34,000	34,000
Rebuild raw sewage pump	28,000	28,000
Replace variable frequency drives and controls on raw pumps	20,000	20,000
East plant piping improvements	16,000	16,000
East administrative building renovations	14,000	14,000
Replace tractor	14,000	14,000
TOTAL WASTEWATER TREATMENT PLANT	630,000	690,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	FY 14 Projected Cash Outlay	Total Projected Project Cost
BROADBAND		
Fiber 16th Street between Waverly and Country Club	75,000	75,000
Fiber downtown distribution (8th Street and River Avenue)	50,000	50,000
Fiber Zeeland distribution	50,000	50,000
Crosstown fiber path between service center and JDY	30,000	30,000
Fiber Quincy from substation to 136th Avenue	25,000	25,000
Backbone splice shelves	20,000	20,000
Corporate Wireless Network	100,000	
TOTAL BROADBAND	350,000	250,000
TOTAL BOARD OF PUBLIC WORKS	77,481,810	209,529,810

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)
- 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, 2013

DEBT LIMITATION AT JULY 1, 2013

Total Taxable Value Across All Property Classfications	$	1,110,482,365
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)		10%
Debt Limitation	$	111,048,237

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2013

Total Bonded Debt at July 1, 2013 (excludes Capital Leases)	**$**	**44,010,500**
Less the Following:		
- Debt Items Not Subject to Limitation :		
Special Assessment Bonded Debt		(275,000)
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)		(19,831,879)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2013:		
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds		**(144,517)**
Debt Amount Applicable to Debt Limitation	$	23,759,104

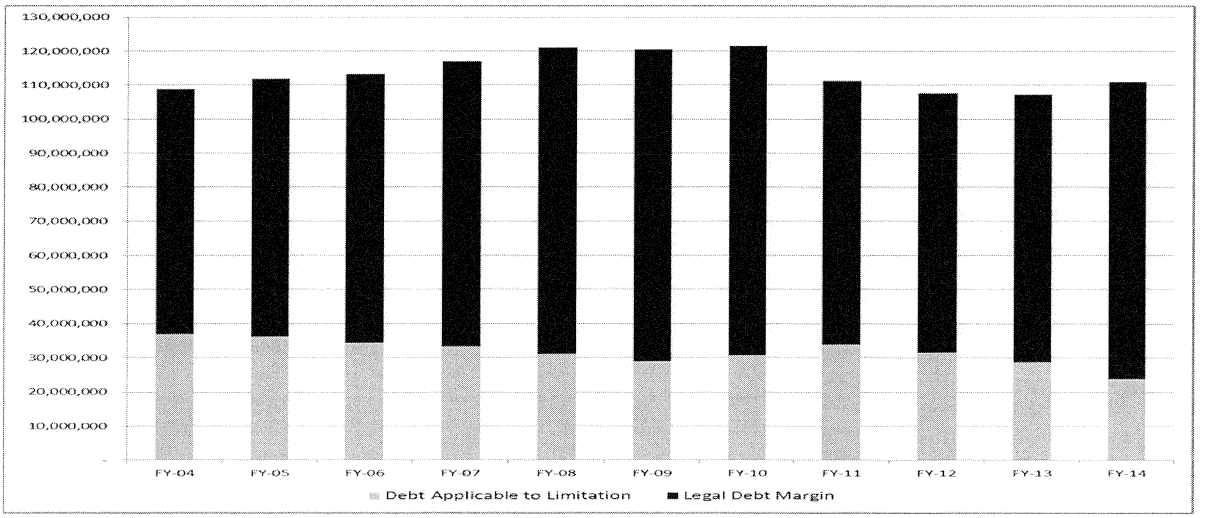
ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2013

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	**$**	**87,289,133**

ADDITIONAL NOTE:

The City of Holland is legally indebted for the $1.780.000 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 $1,780,000, or $1,105,380, should be added to the Legal Debt Margin shown above.



PROGRAM MEASUREMENTS

- - DEBT SERVICE - -

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of Debt Issuance	Date Of Final Maturity	Net Effective Interest Rate	Original Issuance Debt Principal Amount	Original Issuance Debt Interest Total	Remaining @ 07/01/13 Debt Principal Amount	Remaining @ 07/01/13 Debt Interest Total
Act 34 Capital Improvements Bond Issues								
2008 Parking Deck	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	3,760,000	2,132,515
2010 Street Improvements	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	4,440,000	477,538
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	8,200,000	2,610,053
Ottawa County Drain Commission Loans								
2010 Holland Heights Drain	Property Taxation	05-05-10	04-15-15	4.38000%	170,000	21,946	68,000	4,467
2010 No. 24 Drain	Property Taxation	05-05-10	04-15-15	4.38000%	150,000	19,400	60,000	3,942
Total Drain Loans					320,000	41,346	128,000	8,409
Building Authority Bond Issues								
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	0	0
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,055,000	1,969,550
2010 Refunding Police/Transp/W.G.	Property Taxation	09-09-10	10-01-18	2.39586%	7,425,000	1,204,325	6,405,000	601,263
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	1,375,000	116,062
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	1,780,000	185,175
Total Building Authority Bond Issues					43,750,000	19,072,387	16,615,000	2,872,050
Special Assessment Issues								
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	25,000	1,462
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	170,000	15,180
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	80,000	17,457
Total Special Assessment Issues					1,305,000	483,403	275,000	34,099
Total Governmental Funds					54,875,000	23,362,861	25,218,000	5,524,611
Board of Public Works Issues								
Series 2011 Refunding	Wastewater Fund	03-17-11	06-01-14	2.65267%	2,935,000	127,266	682,500	13,650
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	4,195,000	426,175
Series 2005-B (see 2012-A Series)	Water Fund	02-01-05	07-01-14	4.40777%	330,000	11,551	165,000	2,888
Series 2012-A Refunding	Water Fund	06-06-12	07-01-24	2.81250%	9,740,000	2,813,060	9,740,000	304,013
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	5,790,000	133,745
Total Board of Public Works Issues					26,666,500	6,655,606	20,572,500	880,471
Total Enterprise Funds					26,666,500	6,655,606	20,572,500	880,471
Grand Total					81,541,500	30,018,467	45,790,500	6,405,082

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 2,365,508	$ 2,312,351	$ 2,870,605	$ 2,834,396
Special Assessments	139,462	126,529	66,369	66,253
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,918,877	1,950,702	2,026,638	2,077,319
from Herrick District Library	576,395	572,037	568,638	529,638
* Special Assesssment Interest	43,649	35,810	13,942	9,508
* Investment Income	21,349	9,226	3,828	2,500
Other	7,812,617	- 0 -	- 0 -	- 0 -
Transfers In	225,879	234,491	440,224	248,791
TOTAL SOURCES	$ 13,103,736	$ 5,241,146	$ 5,990,244	$ 5,768,405
FUNDING USES -				
Other Current Expenditures -				
* Other Miscellaneous	$ 7,811,932	$ 1,813	$ 4,001	$ 4,001
* Building Authority Rental Payments	1,918,877	1,950,702	2,026,638	2,077,319
Debt Service Payments -				
* Principal	1,981,963	2,631,963	3,218,225	2,794,000
* Interest	1,200,081	1,105,602	1,009,548	913,842
* Agent Fees	2,852	2,822	1,951	1,951
Transfers Out	17,358	3,627	1	1
TOTAL USES	$ 12,933,063	$ 5,696,529	$ 6,260,364	$ 5,791,114
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 170,673	$ (455,383)	$ (270,120)	$ (22,709)
ENDING BALANCE -				
- for General Municipal Long-term Debt	$ 417,760	$ 41,965	$ 134,458	$ 144,117
- for Special Assessment Long-term Debt	557,554	477,965	115,351	82,982
TOTAL FUND EQUITY	$ 975,314	$ 519,930	$ 249,809	$ 227,099

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

TAXATION & CASH CONTROL

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
FUNDING SOURCES -				
Taxes	$ 2,365,508	$ 2,312,351	$ 2,870,605	$ 2,834,396
Investment Income	13,098	4,924	3,000	1,900
Transfers In	225,878	234,490	241,815	248,790
TOTAL SOURCES	$ 2,604,484	$ 2,551,765	$ 3,115,420	$ 3,085,086
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	$ 955	$ 1,812	$ 4,000	$ 4,000
- Principal - Land Contract	12,500	12,500	12,500	- 0 -
- Interest - Land Contract	1,875	1,250	625	- 0 -
- Principal - Act 34 Capital Improvement	55,000	65,000	75,000	85,000
- Interest - Act 34 Capital Improvement	170,478	168,690	166,415	163,790
- Fees - Act 34 Capital Improvement	400	400	400	400
- Principal - Act 34 Streets	- 0 -	520,000	540,000	560,000
- Interest - Act 34 Streets	92,072	132,040	124,605	114,960
- Fees - Act 34 Streets	200	100	400	400
- Principal-Ottawa County Drain	64,000	64,000	64,000	64,000
- Interest-Ottawa County Drain	13,284	11,244	8,410	5,606
- Building Auth. Lease Payments	1,918,877	1,950,703	2,026,639	2,077,320
Transfers Out	1	1	1	1
TOTAL USES	$ 2,329,642	$ 2,927,740	$ 3,022,995	$ 3,075,477
SOURCES OVER (UNDER) USES	$ 274,842	$ (375,975)	$ 92,425	$ 9,609
ENDING FUND EQUITY	$ 404,984	$ 29,009	$ 121,434	$ 131,043

2.8069 mills
Taxable Value
of $1,011,059,325
(excludes Ren. Zones, includes Brownfields)

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

BUILDING AUTHORITY CONSTRUCTION BONDS (SUMMARY OF FOUR OUTSTANDING ISSUES)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	$ 1,918,877	$ 1,950,702	$ 2,026,638	$ 2,077,319
- from Herrick District Library	576,395	572,037	568,638	529,638
* Investment Earnings	333	181	69	50
* Other	7,812,617	- 0 -	- 0 -	- 0 -
* Transfers In	1	1	1	1
TOTAL SOURCES	$ 10,308,223	$ 2,522,921	$ 2,595,346	$ 2,607,008
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 7,810,977	$ 1	$ 1	$ 1
Debt Service Payments -				
* Principal	1,635,000	1,780,000	1,915,000	1,990,000
* Interest	861,238	741,825	679,651	616,331
* Agent Fees	675	915	626	626
TOTAL USES	$ 10,307,890	$ 2,522,741	$ 2,595,278	$ 2,606,958
SOURCES OVER (UNDER) USES	$ 333	$ 180	$ 68	$ 50
ENDING FUND EQUITY	$ 12,776	$ 12,956	$ 13,024	$ 13,074

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SPECIAL ASSESSMENT BONDS (SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2011 Final Actual	FY-2012 Final Actual	FY-2013 Final Revised Est.	FY-2014 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	$ 139,462	$ 126,529	$ 66,369	$ 66,253
Interest & Rents:				
* Special Assessment Interest	43,649	35,810	13,942	9,508
* Investment Income	7,918	4,121	759	550
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	198,408	- 0 -
TOTAL SOURCES	$ 191,029	$ 166,460	$ 279,478	$ 76,311
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 215,463	$ 190,463	$ 611,725	$ 95,000
* Interest	61,134	50,553	29,842	13,155
* Agent Fees	1,577	1,407	525	525
Transfers Out	17,357	3,626	- 0 -	- 0 -
TOTAL USES	$ 295,531	$ 246,049	$ 642,092	$ 108,680
SOURCES OVER (UNDER) USES	$ (104,502)	$ (79,589)	$ (362,614)	$ (32,369)
ENDING FUND EQUITY	$ 557,554	$ 477,965	$ 115,351	$ 82,982

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)
$5,500,000 Non-Voted Bond Issue dated May 26, 2010
Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
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	4,440,000	477,538	4,917,538

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

Fiscal Year	Principal	Interest	Total Requirements
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	0	0	0

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1996 City Hall Bond Issue)
$4,170,000 Non-Voted Bond Issue dated May 13, 2004
Total Original Bond Issue: 12 Annual Serial Maturities from May 1, 2005 to May 1, 2016
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
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	1,375,000	116,062	1,491,062

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Library Bond Issue)
$5,400,000 Non-Voted Bond Issue dated May 13, 2004
Total Original Bond Issue: 13 Annual Serial Maturities from May 1, 2005 to May 1, 2017
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
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	1,780,000	185,175	1,965,175

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2006

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

$7,255,000 Non-Voted Bond Issue dated April 13, 2006

Total Original Bond Issue: 16 Annual Serial Maturities from October 1, 2006 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2013-14	35,000	281,094	316,094
2014-15	35,000	279,781	314,781
2015-16	35,000	278,469	313,469
2016-17	35,000	277,156	312,156
2017-18	40,000	275,750	315,750
2018-19	1,450,000	246,000	1,696,000
2019-20	1,735,000	182,300	1,917,300
2020-21	1,810,000	111,400	1,921,400
2021-22	1,880,000	37,600	1,917,600
Total	7,055,000	1,969,550	9,024,550

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

Fiscal Year	Principal	Interest	Total
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	3,760,000	2,132,515	5,892,515

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

Fiscal Year	Principal	Interest	Total
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	6,405,000	601,263	7,006,263

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

Fiscal Year	Principal	Interest	Total
2013-14	34,000	2,978	36,978
2014-15	34,000	1,489	35,489
Total	68,000	4,467	72,467

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

Fiscal Year	Principal	Interest	Total
2013-14	30,000	2,628	32,628
2014-15	30,000	1,314	31,314
Total	60,000	3,942	63,942

SPECIAL ASSESSMENT BOND ISSUE, Series 1999 (Annexed from Fillmore Twp)

With Limited Tax General Obligation Pledge
$1,395,000 Non-Voted Bond Issue dated March 1, 1999
Total Original Bond Issue: 19 Annual Serial Maturities from April 1, 2000 to April 1, 2018
City of Holland Share of Issue is 93.95% - Fillmore Township Share of Issue is 6.05%
Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2013-14	Pre-Paid August 2012	0	0
2014-15	0	0	0
2015-16	0	0	0
2016-17	0	0	0
2017-18	0	0	0
Total	0	0	0

SPECIAL ASSESSMENT BOND ISSUE, Series 2000-A

With Limited Tax General Obligation Pledge
$350,000 Non-Voted Bond Issue dated June 1, 2000
Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2001 to June 1, 2014
Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2013-14	25,000	1,462	26,462
Total	25,000	1,462	26,462

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

SPECIAL ASSESSMENT BOND ISSUE, Series 2002-A

With Limited Tax General Obligation Pledge

$800,000 Non-Voted Bond Issue dated June 1, 2002

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2003 to June 1, 2016

Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
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	170,000	15,180	185,180

SPECIAL ASSESSMENT BOND ISSUE, Series 2006-A

With Limited Tax General Obligation Pledge

$155,000 Non-Voted Bond Issue dated June 1, 2006

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2007 to June 1, 2020

Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
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	80,000	17,457	97,457

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

Fiscal Year	Principal	Interest	Refunding Amortization	Total Requirements
2013-14	682,500	13,650	24,560	720,710
Total	682,500	13,650	24,560	720,710

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2005-A

Without Limited Tax General Obligation Pledge

$7,635,000 Non-Voted Bond Issue dated February 1, 2005 with 13 Annual Serial Maturities from July 1, 2005 to July 1, 2017

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
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	4,195,000	426,175	65,327	4,686,502

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY SYSTEM REVENUE BOND ISSUE, Series 2005-B

Without Limited Tax General Obligation Pledge

$11,200,000 Non-Voted Bond Issue dated June 15, 2005 with 18 Annual Serial Maturities from January 1, 2006 to July 1, 2024

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2013-14	165,000	2,888	9,377	177,265
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
2022-23	- - - Refunded - To Be Called - - -			0
2023-24	- - - Refunded - To Be Called - - -			0
2024-25	- - - Refunded - To Be Called - - -			0
Total	165,000	2,888	9,377	177,265

Note: In June 2012 this bond issue was refunded.
Reference the detail on the Series 2012-A Water Supply Refunding Bond Issue which follows.

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2012-A

Without Limited Tax General Obligation Pledge

$9,740,000 Non-Voted Bond Issue dated June 6, 2012 with 11 Annual Serial Maturities

from July 1, 2014 to July 1, 2024

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2013-14	0	304,013	(7,114)	296,899
2014-15	195,000	302,062	(7,023)	490,039
2015-16	190,000	298,212	(6,934)	481,278
2016-17	190,000	294,413	(6,845)	477,568
2017-18	190,000	290,613	(6,756)	473,857
2018-19	1,145,000	275,831	(6,153)	1,414,678
2019-20	1,185,000	245,175	(5,321)	1,424,854
2020-21	1,235,000	208,875	(4,454)	1,439,421
2021-22	1,280,000	171,150	(3,556)	1,447,594
2022-23	1,325,000	132,075	(2,626)	1,454,449
2023-24	1,375,000	84,700	(1,339)	1,458,361
2024-25	1,430,000	28,600	0	1,458,600
Total	9,740,000	2,635,719	(58,121)	12,317,598

Note - This bond issue refinances the Series 2005-B Water Supply System Revenue Bond Issue.

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY DRINKING BOND (with City of Wyoming)

Without Limited Tax General Obligation Pledge
$6,026,500 Non-Voted Bond Issue dated September 23, 2011 with 20 Annual Serial Maturities
from April 1, 2013 to April 1, 2032
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2013-14	240,000	133,745		373,745
2014-15	250,000	127,483		377,483
2015-16	255,000	121,233		376,233
2016-17	260,000	114,858		374,858
2017-18	265,000	108,358		373,358
2018-19	275,000	101,733		376,733
2019-20	280,000	94,858		374,858
2020-21	290,000	87,858		377,858
2021-22	295,000	80,608		375,608
2022-23	300,000	73,233		373,233
2023-24	310,000	65,733		375,733
2024-25	315,000	57,983		372,983
2025-26	325,000	50,108		375,108
2026-27	335,000	41,983		376,983
2027-28	340,000	33,608		373,608
2028-29	350,000	25,108		375,108
2029-30	360,000	16,358		376,358
2030-31	370,000	7,358		377,358
2031-32	375,000	(1,892)	0	373,108
Total	5,790,000	1,340,313	0	7,130,313

Note - BPW makes entire debt payment and is reimbursed in part by the City of Wyoming.
BPW anticipated percentage of the project for FY14 is 52.26%

GLOSSARY OF FINANCIAL TERMS

" A "

Accounting System

The total structure of records and procedures which discover, record, classify, summarize and report upon results of transactions and operations, as well as financial condition/status.

Accrual Basis of Accounting

Recognition of transaction when they occur, regardless of the timing of related cash flows. Accrual accounting techniques prevents fiscal period distortions in financial statement presentations that result the timing of cash flows and related economic events near the conclusion of a fiscal period.

Accumulated Depreciation

The cumulative charges against the fixed assets for wear and tear or obsolescence.

Adopted Budget

The final operating and capital budget, as approved by the City Council following public hearings and amendments to the proposed budget; that then becomes the legal guidance of the ensuing fiscal year for management and departments.

Appropriation

A formally approved and adopted authorization to incur obligations and generate the expenditure of government resources for either a specific item or for a general class of objects. Appropriations for operations and smaller capital outlay items typically relate to a specific fiscal year. Appropriations for grant items most often relate to the specific period as specified by terms of the grant. Appropriations for very large capital outlays and capital projects most often are designated for the projected term of the capital item or capital project.

" B "

Balance Sheet

The Balance Sheet, also referred to as a Statement of Financial Condition, presents a financial status snapshot of an entity's assets, liabilities, and equity, as of a specific date in time (usually the end of a fiscal period). It is considered to be the most basic of financial statements; and is normally accompanied by 'appropriate disclosures' describing the basis of accounting used in its presentation.

Balanced Budget

For a fiscal year, the total appropriated expenditures & outlays may not exceed total projected financing sources (i.e., estimated revenues plus anticipated drawdown of Reserves and/or Fund Balance).

Basis of Accounting

Refers to specific timing methodology for recognition of transactions or events:

Accrual Basis (the methodology used for Proprietary-Type Funds) –
recognition of a revenues in the accounting period in which earned and incurred, and recognition of expenses when obligated and incurred (for expenses). Accrued items include conditions in which the actual exchange of cash has not yet taken place, but where a legally binding agreement has occurred.

Modified Accrual Basis (the methodology used for Governmental-Type Funds) –
recognition of revenues in the accounting period in which they become available and measurable; and recognition of expenditures in the accounting period in which the liability is incurred, if measurable (exceptions include 'unmatured interest on long-term debt' and 'certain similar accrued obligations', which are to be recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions, in turn, reflects the desired 'measurement focus' presented on the financial statement.

Bonded Debt Instrument

A written promise to pay a specified sum of money (called 'principal' or 'face value') at a specified future date (called 'maturity date'), and periodically paying interest (most frequently at a specified 'fixed rate', or infrequently at a determinable 'variable rate').

Bond Ratings

A measure of the quality and safety of a bond, based on the issuer's (City's) financial condition. More specifically, an evaluation from an independent rating service indicating the likelihood that a debt issuer will be able to meet scheduled interest and principal repayments. Typically, 'AAA' is the highest (best), and 'D' is the lowest (worst).

BPW (also referred to as 'HBPW')

An acronym or shortened name referencing the Holland Board of Public Works. The BPW is a separately managed and operated municipal multi-utility organization, but ultimately responsible to the Holland City Council. The BPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Brownfield Redevelopment Authority

By authorization of Michigan Public Act 381 of 1996, as amended, a local governmental unit may create a Brownfield Redevelopment Authority. Such an authority provides the opportunity to provide a local financing resource for eligible Brownfield activities, to enhance local economic development capabilities, and to market difficult abandoned sites based on the private investment incentives.

Through redevelopment, a municipality can:

- focus redevelopment in existing service areas that have become abandoned and/or contaminated
- receive participation of multiple taxing units to financially contribute towards redevelopment
- enhance the local tax base through private sector redevelopment
- provide financial reimbursement to private sector developers for eligible Brownfield activities thru State of Michigan Single Business Tax credits and local property taxes 'captured' using tax increment financing packages.

The City of Holland established a local Brownfield Redevelopment Authority in 2001.

Budget

A fiscal year plan, adopted by the City Council, outlining targeted goals and objectives for the ensuing fiscal period; together with estimates of financial resources and expenditure authorization parameters to carry-out and meet those targets. However, the adopted plan is subject to modifications and adjustments throughout the fiscal year, at the desire and will of the Council.

Budget Calendar

A schedule of key dates or milestones that the City follows in the process of preparing and adopting the ensuing fiscal year budget.

Budget Resolution

A formal legislative enactment by the City Council that adopts the budget plan for the ensuing fiscal year.

" C "

Capital Assets

Also referred to as 'fixed assets', consist of items acquired and owned that will bring future economic benefit in the normal conduct of business, and which will not be converted into cash during the ensuing fiscal period. Examples include, furniture, fixtures, land, buildings, etc. Each governmental unit establishes its own policies and guidelines regarding minimum capitalization thresholds for asset values and estimated economic life of individual assets. Most capitalized assets are subject to annualized depreciation write-down to reflect reduction in economic value from physical deterioration and/or functional obsolescence.

Capital Expenditures / Capital Outlay

Expenditures which result in acquisition, expansion or substantial rehabilitation of capital asset items.

Capital Improvement / Capital Project

Major capital outlays related to the acquisition, expansion, development, and/or substantial rehabilitation to an element of the City's physical plant; to include land, buildings, facilities, and infrastructure.

Capital Improvement Plan (CIP)

A multi-year plan, updated annually, that outlines and schedules all of the known major capital projects to be implemented; with each capital project to include a description and anticipated financing sources, and projected cost elements.

Capitalized Lease

A capitalized lease is - in substance - a purchase to the lessee. An asset is recorded equal to the present value of the lease payments, which is also recorded as a liability. Payments, partly interest and partly principal, are made on the lease liability. The lease asset is depreciated by the lessee as though it were legally owned by the lessee.

Charges for Services

Fees assessed by the City to users of various defined government services, such as recreation fees, license fees, permit fees, special agreement fees, admission fees, etc.

Component Unit

A legally separate organization for which the elected officials of the primary government are financially accountable. (As a corollary, see Primary Government Unit).

Comprehensive Annual Financial Report (CAFR)

The CAFR is the governmental unit's official annual report, containing *general financial statements* (and supplemental information), *combining statements* (providing further information to support the general financial statements) and *individual funds statements* (as considered necessary).

The three essential sections of any CAFR include:

- an *Introductory Section* that typically provides unaudited general information regarding the governmental unit's structure, personnel, and various other information to assist the reader in assessing the governmental unit's financial condition.
- a *Financial Section* that contains the independent auditor's report, financial statements, and required supplementary information.
- a *Statistical Section* that provides a broad range of trend data covering key financial indicators from the past ten years; together with demographic and other miscellaneous data.

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.

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 "

Economic Vitality Incentive Program (EVIP)

Public Act 63 of 2011 included the creation of the Economic Vitality Incentive Program (EVIP) that replaced statutory Revenue Sharing that had been in place for many years. The three components of the program include Accountability and Transparancy – Dashboard and Citizens Guide (10/1/11), Consolidation of Services Plan (1/1/12) and Employee Compensation Plan (5/1/12). Local units of government must comply with certain specified requirements under the program in order to receive the additional authorized revenue sharing payments.

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.

Exchange Transactions

A transaction in which a governmental unit either gives value (benefit) to another party and directly receiving equal value in exchange; or receives value (benefit) from another party and directly gives equal value in exchange. The exchange is essentially of equal value to both parties.

Extraordinary Item

A nonrecurring occurrence of significant materiality that requires explanation in the notes to a financial report.

Expenditure / Expense

Similar in nature, but distinguishable in governmental accounting, as follows:

- Expenditure – represents a decrease in a government's current financial resources due to the immediate or near-term outlay of cash for goods and/or services
  - measurement focus application = current financial resources
  - basis of accounting application = modified accrual (combination of cash & accrual accounting)
- Expense - represents charges incurred, whether paid immediately or not, for operations, maintenance, interest, or other purposes.
  - measurement focus application = flow of economic resources
  - basis of accounting application = full accrual

" F "

FAIR MARKET VALUE

The price at which a willing seller will sell and a willing buyer will buy, in an arms-length transaction, when neither is under compulsion to sell or buy and both have reasonable knowledge of relevant facts.

FASB

Financial Accounting Standards Board. A non-government private organization that sets GAAP in the United States for profit making entities and not-for-profit non-governmental organizations.

Full Faith and Credit

A pledge by the governmental unit of its full general taxing power toward payment of a specific debt obligation. A full faith and credit pledge by the City of Holland requires approval of a specific ballot proposal by the general electorate.

Fixed Assets

Assets of a longer-term nature that are required for normal conduct of business, and which will not be converted into cash during the ensuring fiscal period. Examples include, furniture & fixtures, machinery & equipment, vehicles, land, facilities, and major improvements to land or facilities.

The City of Holland's current policy indicates that the initial of value, individually (or collectively for certain multiple items that are identical) should be at least $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.

Fund

A segregated accounting entity with self-balancing accounts to record assets, liabilities, and equity balances; together with changes resulting from revenues and expenditures/expenses. The intent and purpose for establishment of a separate fund is normally to carry on with specific activities or to attain specific objectives. Accounting and reporting by funds is utilized primarily by governments and not-for-profit entities.

Fund Balance (Deficit)

Fund balance represents the excess of a fund's assets over its liabilities. As a general rule, fund deficits are not allowed but, in certain cases, sometimes might exist for short and temporary periods of time pending some additional occurrence that eliminates the shortage.

Fund Classifications

For governmental purposes, funds generally fall into one of three classifications:

- GOVERNMENTAL FUNDS
- PROPRIETARY FUNDS
- FIDUCIARY FUNDS

Fund Types

Within classifications, funds are further categorized into the fund types; to include:

- GOVERNMENTAL FUNDS
  - General Fund
  - Special Revenue Funds
  - Debt Service Funds
  - Capital Projects Funds
  - Permanent Funds
- PROPRIETARY FUNDS
  - Enterprise Funds
  - Internal Service Funds
- FIDUCIARY FUNDS
  - Pension (or other entrusted employee benefits) Trust Funds
  - Investment Trust Funds
  - Private-Purpose Trust Funds
  - Agency Funds

Funding Excess

Most frequently used in reference to pension funds, this term describes the actuarially-determined value of assets that are in excess of actuarially-determined accrued liabilities. In such cases, the net positive value is expressed as a 'Funding Excess'. (Also, see Unfunded Actuarial Accrued Liabilities).

" G "

General Fund

One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA – represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB)

The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds

An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting *near-term* inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

Government-Mandated Nonexchange Transactions

Transactions that occur when a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purposes (as an example, federal programs that state or local governments are mandated perform).

Government-Wide Financial Statements

A government unit's financial statements that incorporate all governmental activities and business-like activities, as well as non-fiduciary component units. There are two basic government-wide statements:

- Statement of Net Assets
- Statement of Activities

" H "

HBPW (also referred to as 'BPW')

An acronym or shortened name referencing the Holland Board of Public Works. The HBPW is a separately managed and operated multi-utility organization, but ultimately responsible to the Holland City Council. The HBPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

" I "

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.

Industrial Facilities Tax (IFT) Abatement (continued)

Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure

Public domain capital assets that that are stationary in nature and normally can be preserved over a significant number of years. Examples include roads, bridges, tunnels, sidewalks, drainage systems, water and sewer systems, lighting systems, etc.

Intergovernmental Revenues

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Funds

Proprietary fund type used to record and report upon activities that provide goods and/or services to other funds, departments, or agencies of the primary government and its component units; or to other governmental units, on a cost-reimbursement basis.

" J "

Joint Venture

A separate legal entity resulting from a contractual arrangement and jointly owned, operated, or governed by two or more participating governmental agencies for a specific purpose, in which the participants retain both:

- an ongoing financial interest
- an ongoing responsibility.

Generally, a joint venture pools resources and shares costs, risks, and rewards by providing goods or services to the joint venture participants and/or to the public.

" K "

None

" L "

Legal Debt Margin

The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

Lien Date

For property taxes, an annual date when an enforceable legal claim to taxable property arises. In this respect, the property taxes lien date is the same as the official property assessment date, namely December 31. The lien then applies to all property taxes for the calendar year that immediately precedes December 31, regardless of the date the taxes are actually levied.

" M "

MACC

An acronym that references a Metropolitan Planning Organization composed of nine adjacent local-area governments under the title 'Macatawa Area Coordinating Council' (MACC). This association was established in 1993, to encourage area-wide planning for topics of mutual concerns. This organization meets monthly to discuss and vote upon various agenda items, especially such items as transportation and watersheds. The MACC applies for and receives several federal and state grants for streets & highway construction, engineering and environmental studies, public transportation items, and watershed improvements.

Major Fund

A governmental fund or enterprise fund that is reported as a separate column in the basic fund financial statements. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds, and at least 5% of the aggregate amount for all governmental and enterprise funds for the same item. The General Fund is always classified as a major fund; and any other governmental or enterprise fund may be reported as a major fund if government officials believe it to be particularly important to financial statement users.

Management Discussion and Analysis

A component part of the Comprehensive Annual Financial Report (CAFR) that provides supplemental information used in introducing the basic financial statements, and expressing an analytical overview of the government's financial activities.

Management Letter

A formal communication by the independent auditor to the management that focuses primarily on internal control weaknesses discovered during the course of the audit process.

Management Representation Letter

A formal communication by the management to the independent auditor in which the management takes responsibility for the fair presentation of the financial statements, as well as making representations regarding open and full disclosures of all financial issues that would materially or significantly impact the financial statements and/or notes to the statements.

Mark-to-Market

Method of valuing assets – especially investment assets – that results in reporting of the specific assets at market value rather than at the current adjusted cost or carrying amount reflected on the accounting records. Any such adjustments to market also impact the Investment Income (revenues) being reported for the fiscal period.

Materiality

Materiality indicates the financial magnitude of specific accounting information, making it probable that the judgement of a reasonable person - relying on the information - would be altered or otherwise influenced by its omission or misstatement. Closely related to financial magnitude is accountability, which reflects the manner in which the government has conducted its affairs during the fiscal period; and if such conduct would have an influence upon the judgements made by a reasonable person.

Measurement Focus

The objective of what is being expressed in the reporting of an entity's financial performance and financial position. A particular measurement focus considers not only which resources are measured, but also when the effects of transactions or events that involve those resources are recognized.

The specific methodology of financial reporting that places emphasis upon the types of transactions and events reflected in the operating statement of a fund:

For Governmental-Fund types -
the focus is upon current financial resources.

For Proprietary-Fund types -
the focus is upon total economic resources.

Modified Accrual Basis of Accounting

A methodology used for accounting and financial reporting of Governmental Type Funds whereby revenues are recognized in the accounting period in which they become available and measurable; and expenditures are recognized in the accounting period in which the liability is incurred, if measurable (exceptions include: unmatured interest on long-term debt and certain similar accrued obligations, which are recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions will, in turn, reflect the desired 'measurement focus' on the financial statement.

" N "

Negligence

The omission of doing something which a reasonable person, guided by those ordinary considerations which regulate human affairs, would do; or the doing of something which a reasonable and prudent person would not do. The doctrine of negligence rests on duty of every person to exercise reasonable conduct and reasonable due care toward others from which injury may result. It is characterized chiefly by inadvertence, inattention, and the like; as opposed to a wanton recklessness or a willful act to do harm.

Neighborhood Enterprise Zone (NEZ)

The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

Net Cost

Terminology used in the context of government-wide Statement of Activities, representing the difference between program revenues and expenses.

Noncapital Financing Activities

As relates to cash flows reporting, noncapital financing activities refer to money borrowed for purposes other than to acquire, construct or improve capital assets; and the repayment of amounts borrowed (with interest). Generally, it also includes certain inter-fund receipts and payments.

NonExchange Transaction

A transaction in which a governmental unit either gives value (benefit) to another party without directly receiving equal value in exchange; or receives value (benefit) from another party without directly giving equal value in exchange. The exchange is essentially not of equal value to both parties.

NonFinancial Assets

A term used in connection with the current financial resources measurement focus and the modified accrual basis of accounting; and refers to assets used to provide goods & services rather than to be converted into cash. Examples include 'Inventory of Supplies' and 'Prepaid Items'.

NonOperating Revenues and Expenses

Frequently reflected on the 'Statement of Revenues, Expenses, and Changes in Net Assets', this term reflects those revenue and expense items that are incidental to operations...not having a direct impact upon the statement's 'operating income'. However, nonoperating revenues and expenses do directly impact the statement's 'net income'.

NonReciprocal Interfund Activity

Similar to nonexchange transactions, except that nonreciprocal interfund activities are a reference to interfund transfers and interfund reimbursements.

" O "

Objectives

A statement that quantifies the desired outcome of an activity or policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

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.

" O " - (Continued)

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).

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.

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.

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