



**Holland**  
MICHIGAN



**Annual Budget**  
**Fiscal Year 2015**

# CITY OF HOLLAND, MICHIGAN

## ANNUAL BUDGET

For the Fiscal Year  
July 1, 2014 – June 30, 2015

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

### 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 Vande Vusse	Council Member, Fourth Ward
Todd Whiteman	Council Member, Fifth Ward
David Hoekstra	Council Member, Sixth Ward



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# BUDGET OVERVIEW

## INTRODUCTORY

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## **Organizational Vision and 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.

#### **Holland City Hall**

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## Action Plan Process

To implement the Vision and Mission Statements, the City Council is asked to develop seven (7) goal strategies for the City as follows:

### ECONOMIC DEVELOPMENT:

1. To foster an environment that supports the **retention** and growth of commercial and industrial businesses.
2. To **collaborate** with other area organizations in order to provide a region that is strong and dynamic.
3. To utilize the **incentives** available to the City to retain and attract business.
4. To provide the **infrastructure** necessary to support the City's economic development mission.
5. To work with **area organizations** on providing a quality workforce for area employers.

### AREA COOPERATION:

1. To **partner** in the development of a common vision for the greater Macatawa area.
2. To look for opportunities to create efficiency and **economies of scale** through collaboration.

### NEIGHBORHOODS:

1. To develop **mixed income** neighborhoods that are a synergy of people, activities, facilities, and investment.
2. To target **no more than 30%** of the housing stock to be rentals on any given block.
3. To encourage **green space** and leisure opportunities within or near all neighborhoods.

### COMMUNITY AND FAMILY:

1. To **develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
2. To focus on issues that are important to **senior citizens**.
3. 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.
4. To promote personal and community **health**.

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### **TRANSPORTATION:**

1. To develop a multi-modal transportation system and **complete street** support services for the City which offer efficient, safe, affordable, and cost-effective transportation for all.
2. To ensure that all transportation infrastructures are **well-maintained**.

### **PUBLIC SPACES:**

1. To ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
2. To emphasize **environmental stewardship** in the construction, maintenance and operation of all public spaces.
3. To support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

### **IMPLEMENTATION:**

1. To support a culture of **continuous innovation**.
2. To **support the team**.

## **ANNUAL ACTION PLAN PROCESS**

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

The City Council with the City Manager then holds a day-long retreat. The City Council reviews the seven (7) goal statements and the status of the Action Plan for each goal. During the process, the City Council develops a new action plan.

The updated City Council Goals and Action Plan are then distributed to each Department Director. This document then serves as a guide for developing the individual action in developing the annual budget.

#### **Holland City Hall**

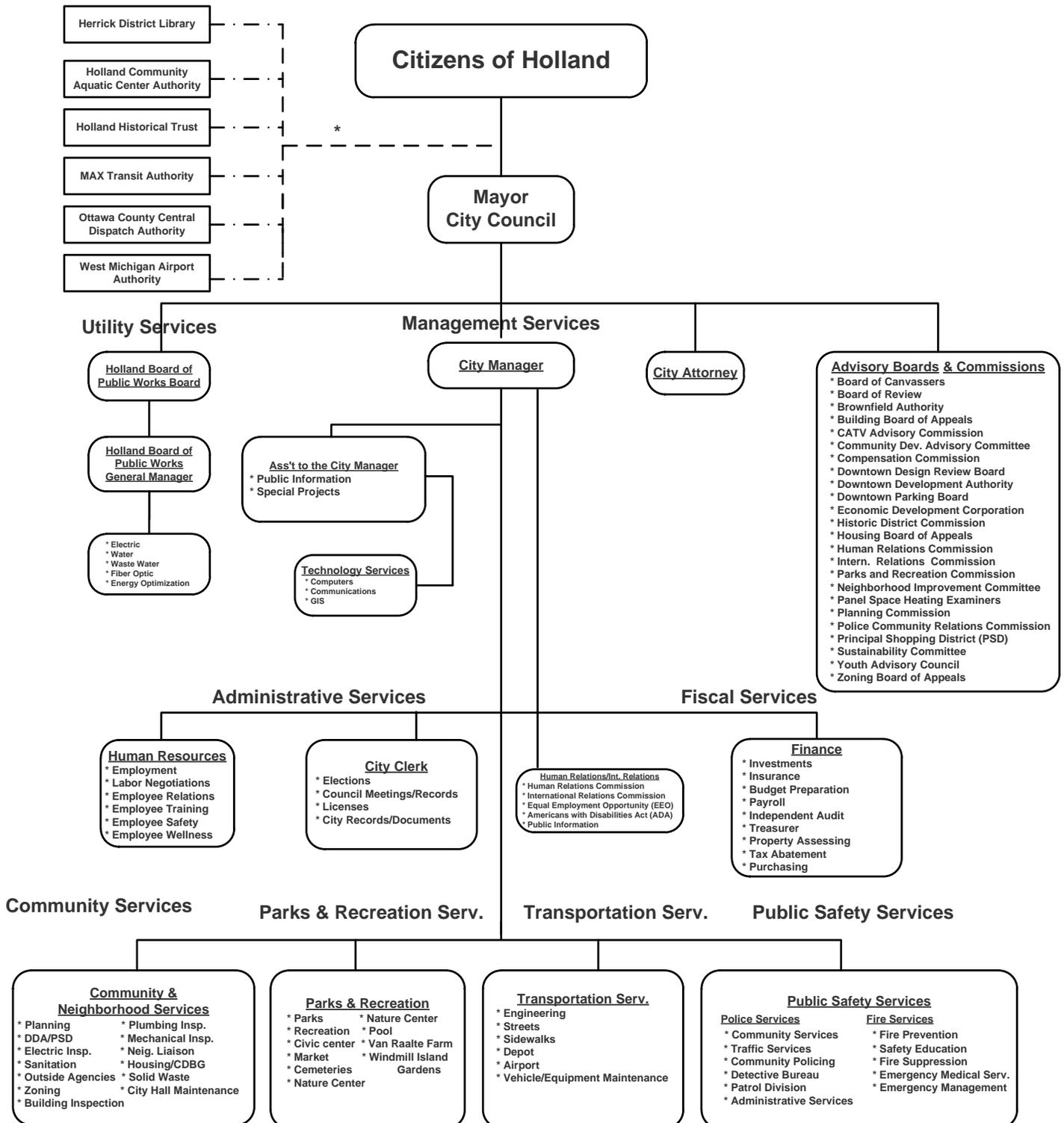
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# City of Holland

## Organizational Chart



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

# **CITY MANAGER BUDGET MESSAGE:**

May 14, 2014

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

It is my pleasure to submit the FY 15 Budget the City Council for your consideration (July 1, 2014 to June 30, 2015). This budget and multi-year financial plan would not have been possible without the help of Finance Director Vagle and his Finance Team; the entire Leadership Team serving as the Budget Team (a budget think-tank); and the City's dedicated and professional staff.

The overall intent of this budget 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.

The recommended FY 15 budget is balanced with small General Fund contribution to surplus of \$598 while maintaining a required fund balance (\$3.3 million). Total General Fund revenue is up 1.6% inclusive of state statutory revenue sharing, the ownership dividends from Holland Board of Public Works (HBPW), and a 1.0% growth in new taxable value.

Despite this year's loss statutory of personal property taxable value from small business exemptions, and continued low interest rates on reserves, the City's finances are stable. The intent of prior year's budgets was to accept the economic challenges, recommend some hard decisions, and then get back to business as usual as soon as possible according to a new normal. Now that economic conditions are improved, the City can reinvest in infrastructure again and establish this new normal. These capital needs do not go away and are a vital foundation of the City of Holland's services. This year's budget theme therefore adopts the theme of the Council's February Retreat: **Capital Reinvestment**.

### **A. Summary:**

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

This year's financial improvement is possible partly due to the financial restructuring over the last five years – 55 positions no longer exist for a savings of nearly \$3 million per year and a list of 50 additional savings/changes were addressed for an additional fiscal improvement of \$516,000. See *Attachment A*.

The FY 15 Budget is best summarized by way of the budget highlight below and as noted in the Action Plans that precede each of the departmental budgets:

### **B. FY 2020 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. Unexpected depletion of the General Fund balance can be avoided thereby. A 15% fund balance minimum needs to be maintained 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 below and also itemized on *Attachment C*:

- Assumes a 1.4% increase overall in the revenue base (1.0% for taxable value) in FY 15;
- Assumes 2.5% increases in taxable value in FY 16, 17, 18 & 19;
- Assumes no personal property tax losses of in future years due to a current State promise to hold locals harmless via payments from the State Use tax;
- Assumes 10% health insurance rate increases annually;

- Assumes defined benefit retirement plan increases tempered with the increased employee pension contributions recommended elsewhere (13% average increase for next four years, then a decline to 5% per year);
- Assumes continuation of the FY 13 debt millage of 0.7 mills -- rather than sunsetting in FY 18 as intended. The reason is to re-deploy this debt millage to be **re-directed to the Streets Improvement Fund** (0.3669 mill) as per the staff report from the Reinvestment Committee at the Council Retreat in February, 2014 and also 0.1 mill to a new **Fire Station Debt Service Fund**.
- Recommends that the additional 0.1585 mills authorized in FY 13 by the City Council for firefighter/EMT job preservation is also re-directed to a new Fire Station Debt Service Fund consistent with the theme of Capital Reinvestment.
- Assumes continuation of the positions laid-off and the positions not replaced over the last decade;
- Assumes filling of fire and police sworn staff as these positions become vacant so as to keep to the 18 Firefighter/EMT and 57 sworn officer minimums contained in the five-year Public Safety Service Delivery Report of 2013;
- Assumes a stable reinvestment in replacement capital assets and capital projects each year, based on the \$756,000 recommended for FY15.

**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. If the assumptions hold up, the City's fiscal situation will continue to get back to a new normal.

"New normal" is defined as annual taxable value growth, annual adjustments to pay, re-investments in equipment, maintenance of stable staffing levels, infrastructure and constant innovation similar to Governor Snyder's "relentless positive action" approach.

### **FY 2020 Projections**

	<b>FY 12 Final 9.5 Mills</b>	<b>FY 13 Actual 9.6585 Mills</b>	<b>FY 14 Adopted 9.6586 Mills</b>	<b>FY 15 Recommended 9.5 Mills</b>	<b>FY 16 Projected 9.5 Mills</b>	<b>FY 17 Projected 9.5 Mills</b>	<b>FY 18 Projected 9.5 Mills</b>	<b>FY 19 Projected 9.5 Mills</b>	<b>FY 20 Projected 9.5 Mills</b>
<b>Total Funding Sources</b>	\$19,779,156	\$19,819,734	\$20,322,072	\$20,645,436	\$21,389,699	\$22,098,116	\$22,831,402	\$23,615,554	\$24,426,614
<b>Total Expenses</b>	\$19,478,711	\$19,273,977	\$20,318,862	\$20,644,838	\$21,333,141	\$22,283,249	\$23,159,811	\$23,917,035	\$24,714,161
<b>Net Increase or (Decrease)</b>	\$300,445	\$545,757	(\$3,210)	\$598	\$56,558	(\$185,133)	(\$328,409)	(\$301,480)	(\$287,546)
<b>Gen Fund Equity</b>	\$3,496,281	\$4,042,038	\$4,045,248	\$3,332,909	\$3,389,467	\$3,204,335	\$2,875,926	\$2,574,445	\$2,286,899

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

The City Council held its annual City Council Retreat on Saturday, February 1, 2014. These goals are both contained in the budget or are discussed in a status report provided below. Some carryovers from FY 13 and FY 14 are included:

#### **Retreat Goals and Rankings**

1. Waterfront Redevelopment (20)
2. Civic Center Renewal (19)
3. Street and Sidewalks (17)
4. Trees and Tree Canopy (12)
5. Pension Solutions (10)
6. Neighborhood Residential Improvements (9)
7. Neighborhood Commercial (8)
8. Washington School Block Redevelopment (8)
9. K-9 Funding (Third unit)(6)
10. Bouws Pool (5)
11. Dog Park (5)
12. Holland Youth Connections for At-Risk Youth (4)
13. Regionalization (4)
14. DeGraaf Nature Center (3)

- 15. Fire Station Replacements (2)
- 16. City Regulatory Reform (1)
- 17. Bicycle Highways (1)
- 18. Windmill Island Gardens and Greenhouses (1)

**More Detail on the Rankings (Inclusive of Action Plans from Former Years Still In Progress)**

1. **Waterfront Redevelopment:** The Ad Hoc Task Force on Lake Macatawa Waterfront will work on transitional planning. Waterfront Conceptual Redevelopment funds are included in the Municipal Capital Improvement Fund for FY 15 (\$25,000). The intent is to facilitate land use ownership changes, organize a Tax Increment Financing District, and develop a form-based code to ensure the necessary public access and economic investment. Project Clarity is funded (first out of ten years).
2. **Civic Center Renewal/Recreation Center:** It is unlikely that Holland Christian will use the facility five years from now. The building functions primarily as both a **recreation center** and **event space now**. This budget contains \$20,000 for a pool replacement study; the recommendation is this study be expanded to review sites and costs for a **dedicated recreation center** not located Downtown on the corridor to the waterfront. If these recreation functions could be moved it would remove the barriers to creation of a replacement event space in the Civic Center block that would be consistent with the planned redevelopment all around it. Such event space could be owned and operated either privately or publically.
3. **Street and Sidewalks:** The City is touching every street on a 35-year cycle now, extended beyond the former 20-year cycle. The Reinvestment Staff Task Force recommends use of the City's declining debt payments to increase street resurfacing and reconstructions to three lane miles per year (\$500,000 more per year eventually by FY 22) to seven lane miles as well as one major reconstruction per year for a cost of roughly \$1 million more each per year. Re-direction of **0.3669** of debt paid off last year to the Street Reinvestment Fund in FY 15 will start this new program. The next major infusion to complete the program will await further debt paybacks in FY 21 and 22 (A total of 2.34 more mills will be invested in the streets for a 20-year cycle of renewal for all fiscal years thereafter).

Quality streets are a pre-condition for quality neighborhoods. Quality neighborhoods are a pre-condition for a world-class community. Quality infrastructure is a pre-condition for industrial development. Industrial development is a pre-condition for community financial stability.

Sidewalks will be addressed starting with \$40,000 to re-surface the **pathways along 32<sup>nd</sup> Street and Lugers Road**. A new-multi-purpose pathway will be constructed along Lincoln and M-40 with \$205,000 of City funds and a \$260,000 federal Congestion Mitigation Air Quality (CMAQ) grant.

4. **Trees and Tree Canopy:** An increase in replacement trees is recommended (\$50,000, up from \$10,000 last year). A total of \$250,000 is needed over the long-term to replace the 2,500 Ash trees removed. This replacement budget will be increased each year as resources permit. Meanwhile, a program to pay for half of trees placed inside yards and front yards visible from the street will be instituted in the fall of 2014.
5. **Pension Solutions:** A comprehensive report is being developed to assist Council and staff in weathering these continued high increases of 13% per year and to reduce unfunded liability (about 70% funded now). This report will be reviewed in May 2014. The Pay and Benefit Study documented increased employee share amounts in nearly every other comparable community. Firefighter/EMT's will increase their employee shared premium by 2% over the next two years (1% in FY 15 & 1% in FY16). A 1% increase in defined benefit share is therefore recommended for all other employees for FY 15.
6. **Neighborhood Residential Improvements:** Private and public sector efforts to encourage owner-occupied home ownership are supported in this budget. Part of the proposed \$50,000 in the Downtown Neighborhoods Enhancement Program is intended to assist in funding new garages for redeveloped parcels and conversions from rental to owner-occupied on a 50% grant basis up to \$4,000 per project. The Home Energy Retrofit and Building Energy Labeling efforts (\$50,000 total) will aid Downtown neighborhood improvements. The City's rental inspections will achieve the 100% annual goal. The Neighborhood Improvement Committee is examining measurement criteria to aid in determining the on-going success of neighborhood initiatives.

Edgewater Resources studied ways to better connect Kollen Park to nearby neighborhoods for pedestrians. An experimental narrowing of Van Raalte travel lanes to permit on-street parking and a shorter pedestrian crossing is recommended. This experiment is scheduled after Tulip Time, with construction possible before next Tulip Time, via \$50,000 in the current Community and Neighborhood Services Department budget designated for General Neighborhood Public Improvements in FY 14.

7. **Neighborhood Commercial:** The most active commercial areas currently have city staff assigned 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 signage funds are included in the Municipal Capital Improvement Fund for FY 15, although this amount may be able to just fund two entry signs for starters (\$35,000).

The other major initiative is the US-31 Corridor and improved land uses (32<sup>nd</sup> Street to 16<sup>th</sup> Street). A multi-phased approach to land use review, marketing studies, brownfield tools, and a commercial corridor district is needed to encourage redevelopment along this corridor. Explosive commercial growth in the 1990's makes this goal harder to achieve given the resultant over-supply of commercial vacancies. Developers will need to be incentivized as a result, starting with a realistic land use plan and marketing study. Redevelopment planning funds are included in the Municipal Capital Improvement Fund for FY 15 (\$15,000).

8. **Washington School Block Redevelopment:** Cost sharing feasibility research with Superintendent Brian Davis so as to return mixed income housing to this area via school site redevelopment is recommended for calendar year 2014 (\$2,500). This feasibility study will focus on the new residential potential to attract young professionals needed by major employers interested in recruiting talent that otherwise would live closer to Grand Rapids.

9. **K-9 Funding (Third unit):** Adjustments were made after the Council budget sessions to include this expense for \$9,000 starting mid-year. Cuts were needed to balance the recommendations contained herein.

10. One third of the force's cruisers is being outfitted with **Automatic defibrillators** and is included instead (\$17,095). This goal was recommended in the Public Safety Service Delivery Study of 2013. This expenditure will result in 37% of the cruisers containing this life-saving tool.

11. **Bouws Pool, Civic Center and Recreation Center:** A comprehensive planning and feasibility report for Bouws Pool redevelopment, transformation into a splash pad(s), or expansion is funded in this budget (\$20,000). The intent is to explore options regarding the Aquatic Center, splash pads, siting and/or reconstruction/expansion in place of its location at Smallenburg Park.

Further, a corollary study is recommended to combine this pool/splash pad feasibility analysis with location possibilities for a new Recreation facility. If adopted, the Civic Center could be dedicated to **event uses** when opportunities arise. Its current multi-purpose function is holding back Holland's recreation possibilities and potential other funding streams. In the meantime, the Civic Center would continue to serve as an auxiliary gym and large event space/back-up rain location for summer outdoor events.

12. **Dog Park:** Use of a large wooded location off of 24<sup>th</sup> Street is recommended by this budget. An Ad Hoc group on the west side is working to make the City's cost nominal. This site is already fenced. This area was reviewed on the Trolley Tour last summer (\$5,000 is recommended in the Municipal Capital Improvement Fund).

13. **Holland Youth Connections for At-Risk Youth:** Gang prevention is a key goal. Greater efforts to recruit a diverse seasonal, part-time and full-time work force are planned. The Holland Youth Connections program will be expanded five-fold given this budget and other monetary contributions and employment opportunities achieved. Funds for this summer youth employment (under 18) are included in the FY 15 budget for Fire, Streets and Parks (\$30,000 total).

14. The following priorities also received Council Retreat support and are being addressed in a variety of ways as opportunities arise.

- a. Regionalization (4): *Continue above efforts.*
- b. DeGraaf Nature Center (3): *Support over the long-term.*

- c. Fire Station Replacements (2): *Looking at land acquisition and using funding streams noted above.*
- d. City Regulatory Reform (1): *A more user-friendly forms to be developed along with a Customer Service Center in the City Hall ground floor.*
- e. Bicycle Highways (1). *Macatawa Area Coordinating Council is working on from a regional perspective.*
- f. Windmill Island Gardens and Greenhouses (1): *A Greenhouse consolidation study is planned. A step-by-step process will be recommended by mid-year. No net budgetary impact expected. Implementation of the Business Plan is included in this budget via partial funding of a transition staff member starting April 2015 (\$25,000).*

**Former Priorities from FY 13 and FY 14**

**Community Energy Plan:** Implementation of community energy planning was the highest goal in 2013.

- a. The City and HBPW staffs and the two community Steering Committee members will work on pilot projects in 1) home energy retrofits, 2) building energy labeling, 3) commercial/institutional energy retrofits and 4) initial funding for a new grant-supported creation of Sustainability Institute. The HBPW also intends to conduct prospective customer marketing for a potential District Heat utility and field trip(s). The HBPW budget contains over \$35,000 for such initiatives on top of the \$192 million being invested in the new plant to be fueled by cleaner-burning natural gas.

The City's Municipal Capital Improvements Fund contains \$142,000 to support Community Energy Plan pilot projects; multi-year grants totaling \$140,000 were awarded to the City in 2014 to assist. The long-term payoff from these strategies is increased energy competency in the City, reinforcement of the City's reputation as being a choice place to live, and increased taxable value.

- b. Meanwhile, the City staff will work toward greater city facility energy savings. The goal is a 20% reduction from FY12 via selective conservation efforts for buildings, streetlights (5% savings from last year), park lights, and other energy-efficient practices and reinvestments (10% savings from last year) as well as winning the Georgetown Energy Prize of \$5 million (kicks off January 1, 2016).
- c. Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes.

**Strategic Broadband Fiber Optic Utility/Network:** The current HBPW budget includes continued investment in broadband infrastructure improvements. The Holland Board of Public Works will be conducting additional feasibility work for a new utility focusing on customers located in close proximity to others, like Holland's Downtown, in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council.

**Parks, Recreation & Transportation Strategic Planning:** This strategic planning was started via a Five-Year Recreation Plan in 2014. More is needed involving visits to other communities, a SWOT analysis, comparative analyses and multi-year efficiency and effectiveness goals in ways that will maximize public resources, facilities and talents.

**Be a diverse, inclusive, and tolerant community:** The Human Relations Commission and International Relations Commission's support services were reconfigured to become an extension of the City Manager's office so as to enable more measurable goal completion, better coordination and more flexibly-provided outcomes in FY 14. This happened via new professional staff, as well as greater partnering with state and regional agencies. Realignment of existing staff's duties to export these "best practices" throughout the organization is supported by the City Manager's line authority. The follow-up report deadline on these administrative changes was extended to September 2014 to enable sufficient time to evaluate this new approach.

**Improve the City's communications "shop:"** A proactive approach to public policy knowledge, inclusion and public relations is needed to conduct proactive, consistent, purposeful public messaging, communications, marketing, social networking, other internet, cable television and other technology. 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 Plan was approved by Council and a job description developed for a 16 hour-a week position. This budget expands the function to 20 hours per week to make recruitment and potential job sharing more successful. A share of benefits is budgeted as well. A total of \$26,936 from the CATV Fund is transferred into the General Fund in the Manager's line-item to provide the necessary resources.

**Implement the Public Safety Service Delivery Study of 2013:** This study will continue to be implemented pertaining to non-sworn staff reductions, part-paid support/recruitment, as well as voluntary cross-training, part-paid staff station duty, joint training, and police AED cross-training/devices in squad car trunks (7 each year for \$17,095 in FY 15) as well as continued Holland Charter Township collaboration via auto aid, coordinated training/recruitment of part-paid firefighters, etc.

**CONCLUSION AND SUMMARY OF CHANGE IN OVERALL FISCAL HEALTH FOR FY 15**

The table below summarizes the long-term financial goal for major reserves and capital funds, as well as indicating progress being made given the improved revenues and expenditure controls. All Funds are operating as intended in a financially sustainable manner and will end the year as planned for fiscal stability.

Fund Transfer	Highest Point & Year	Transfers in FY 11	Transfers in FY 12	Actual Transfers in FY 13	Estimated Transfers in FY 14	Estimated Fund Balance at 6/30/14	Estimated Transfers/ Use of Fund Balance in FY 15	Estimated Fund Balance at 6/30/15	Dashboard
Budget Stabilization Fund	\$1,872,659 in 2003	(\$81,794)	(\$215,149)	\$300,000	\$69,000	\$983,936	(\$10,000)	\$973,936	↔
Municipal Capital Improvement Fund	1,400,000 in 2004	\$1,139,894	\$454,164	\$310,238	\$565,000	\$571,918	\$410,000	\$820	↓
Extra Streets Fund Transfers form General Revenues	\$ -0-	\$ -0-	\$ -0-	\$100,000	\$100,000	*\$191,403	\$ -0-	\$956,203	↑
Legacy Funds	NA	NA	NA	NA	\$198,751	\$1,195,866	(\$277,000)	\$1,044,459	↓
General Fund	\$4,042,039	(\$39,172)	\$300,345	\$545,758	(\$709,727)	\$3,332,312	\$598	\$3,332,910	↔
* Saving up. Will get used in FY 16 due to Central Avenue reconstruction									

## **OTHER FY 15 BUDGET HIGHLIGHTS** **(Not otherwise covered above)**

### **TOTAL BUDGET SOURCES AND USES**

The total budget sources and uses are \$223,481,120. This is a balanced budget, yet \$61,013,760 of various fund balances are recommended. These funds will primarily support numerous capital improvement projects, yet several will balance operating budgets. The General City operations account for \$41,811,216 in sources, excluding use of fund balances, and \$46,629,133 in uses. The City's HBPW utility funds account for \$120,662,144 in sources excluding use of fund balances, and \$176,857,987 in uses.

### **TAX BASE AND TAX OUTLOOK**

For FY 15, the taxable value increased 1.0% from \$989,618,594 to \$1,000,246,452, resulting in a gain of \$10,627,858, and partly generated a City-wide tax revenue improvement of \$161,385 (a loss of \$ 6 million in taxable value was sustained due to the new state exemption of business personal property under \$40,000 in value.)

The annual inflationary rate established by the state of Michigan through Proposal A for all property was 1.6%. In other words, in inflationary times if the tax rate remained the same, most residential property owners would see a 1.6% increase in their City taxes. The City's growth did not keep up with this change due to reductions in personal property taxable value due to state law changes and the brownfield and renaissance zones.

The future is optimistic given the two new lithium-ion battery plants that are in place and the Downtown Courtyard Marriott hotel announced building on East 8<sup>th</sup> Street. Both of battery plant projects were required by the state of Michigan to be granted Renaissance Zones which will exempt them from local property taxes for the next 12 years. These projects generated new jobs which stabilize and grow the economy.

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 that shows the change in debt service over time*. A significant reduction of 0.55 mills was paid off in FY 14 from accumulated reserves. The entire remaining amount of 2.234 mills comes off by FY 22. This millage is proposed to be re-directed to streets and fire building reinvestments as it is paid off.

Significantly, I promised that the extra 0.7 mills added to address the debt service from 2012 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)*.

Given the report of the Reinvestment Task Force at the February 2014 Retreat, it is recommended this millage be redirected to the Street Improvement Fund and a new Fire Station Reinvestment Debt Service Fund instead.

The City Council increased the millage by 0.1585 in 2012 to preserve two firefighter positions while long-term alternative, fire safety cost measures were researched. Given the completion of the Public Safety Service Delivery Study of 2013, a minimum level of 18 firefighters was accepted by the City Council on March 20, 2013. This budget recommends re-directing these funds to replacement fire station (s) instead.

### **FY 15 TAX RATE**

The operating millage is recommended to decline from 9.6585 to 9.5 mills. The total tax rate for FY 15 will remain the same; however, given that the 0.1585 difference will be re-directed to a Fire Station Reinvestment Debt Service Fund. The distribution of the tax rate is indicated below:

<b>PROPERTY TAX LEVY MILLAGE RATES</b>					
<b><u>CITY OF HOLLAND</u></b>	<b><u>FY 12</u></b>	<b><u>FY 13</u></b>	<b><u>FY 14</u></b>	<b><u>FY 15</u></b>	<b><u>Percent Change</u></b>
<b>Operating Levies:</b>				<i>(proposed)</i>	
General	<u>9.5089</u>	<u>9.6585</u>	<u>9.6585</u>	<u>9.5000</u>	<u>(1.64)</u>
Total Operating	<b><u>9.5089</u></b>	<b><u>9.6585</u></b>	<b><u>9.6585</u></b>	<b><u>9.5000</u></b>	<b><u>(1.64)</u></b>
<b>Capital Levies:</b>					
Property Acquisition	0.0000	0.0000	0.0000	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000	1.0000	1.3669	36.6900
Sidewalk Improve. Projects	0.0500	0.0500	0.0500	.0500	0.0000
Municipal Capital Projects**	<u>0.2004</u>	<u>0.1343</u>	<u>0.2360</u>	<u>.4945</u>	<u>109.5300</u>
<b>Total Capital</b>	<b><u>1.2504</u></b>	<b><u>1.1843</u></b>	<b><u>1.2860</u></b>	<b><u>1.9114</u></b>	<b><u>48.6300</u></b>
Debt Service Levies:					
Fire Station Reinvestment Fund					
General Obligation Debt	<u>2.1277</u>	<u>2.8936</u>	<u>2.8069</u>	<u>2.340</u>	<u>(16.6300)</u>
<b>Total City of Holland</b>	<b><u>12.8870</u></b>	<b><u>13.7364</u></b>	<b><u>13.7514</u></b>	<b><u>13.7514</u></b>	<b><u>0.0000</u></b>
<b>HERRICK DISTRICT LIBRARY</b>					
Operation Levy *	1.1000	1.1000	1.1000	1.1000	0.0000
Debt Service Levy *	<u>0.1630</u>	<u>0.1721</u>	<u>0.1571</u>	<u>.1571</u>	<u>0.0000</u>
<b>Total Herrick District Library</b>	<u>1.2634</u>	<u>1.2721</u>	<u>1.2571</u>	<u>1.2571</u>	<u>0.0000</u>
<b>Airport Authority *</b>	0.1000	0.1000	0.1000	.1000	0.0000
<b>TOTAL MILLAGE RATES</b>	<b><u>14.2500</u></b>	<b><u>15.1085</u></b>	<b><u>15.1085</u></b>	<b><u>15.1085</u></b>	<b><u>0.0000</u></b>
* May be adjusted before final approval of budget.					
** Includes Fire Station reinvestment of 0.2585 mills in FY15					

A review of City tax rates in comparable communities in West Michigan is shown below. Holland is ranked 11<sup>th</sup> highest out of 36 i.e. in the bottom one-third of Michigan mid-size communities. See below. Communities with a local option income tax are also shown in the second table below.

**2013 MUNICIPAL TAX RATE SURVEY**

<b>Responding City</b>	<b>Parcel Count 2013</b>	<b>(Estimated) Population 2012 Census</b>	<b>Income Tax<sup>2</sup> City</b>	<b>Total City Millage Rate 2013</b>	<b>Rate Rank City Millage</b>	<b>Property Taxes<sup>3</sup> 2013 (City Only)</b>
Ferndale	11,124	20,053	No	31.0883	36	\$2,317
Warren	59,412	134,141	No	27.8656	35	\$2,076
Eastpointe	14,857	32,411	No	25.9612	34	\$1,934
Dearborn	37,513	96,474	No	25.9000	33	\$1,930
Southfield	34,210	72,507	No	24.0138	32	\$1,789
Roseville	20,318	47,321	No	22.8494	31	\$1,703
Taylor	25,807	62,114	No	22.5690	30	\$1,682
Madison Heights	13,341	29,985	No	22.4250	29	\$1,671
Southgate	11,640	29,585	No	22.3556	28	\$1,666
Wyandotte	12,828	25,485	No	22.2500	27	\$1,658
Garden City	12,631	27,235	No	22.1495	26	\$1,650
East Lansing	9,275	48,518	No	21.4946	25	\$1,602
Kalamazoo	26,859	75,092	No	21.4205	24	\$1,596
Saint Clair Shores	28,915	59,749	No	20.5388	23	\$1,530
Dearborn Heights	25,633	56,838	No	18.3416	22	\$1,367
Allen Park	13,638	27,732	No	18.0400	21	\$1,344
Bay City	16,718	34,521	No	16.9615	20	\$1,264
Monroe	9,306	20,535	No	16.5867	19	\$1,236
Ann Arbor	36,316	116,121	No	16.4501	18	\$1,226
Mount Pleasant	6,696	26,183	No	15.7500	17	\$1,174
Marquette	7,769	21,532	No	15.2725	16	\$1,138
Midland	18,605	42,020	No	15.0800	15	\$1,124
Adrian	8,766	20,842	No	14.6039	14	\$1,088
Westland	30,800	82,883	No	14.3913	13	\$1,072
Livonia	44,878	95,586	No	13.8879	12	\$1,035
<b>Holland</b>	<b>13,443</b>	<b>33,279</b>	<b>No</b>	<b>13.7364</b>	<b>11</b>	<b>\$1,126</b>
Sterling Heights	47,380	130,410	No	12.6858	10	\$945
Royal Oak	27,641	58,410	No	11.6902	9	\$871
Wyoming	25,561	73,371	No	11.6573	8	\$869
Romulus	11,829	23,592	No	11.2560	7	\$839
Portage	18,916	47,126	No	10.7778	6	\$803
Norton Shores	12,080	23,870	No	10.5500	5	\$786
Novi	20,644	56,912	No	10.2000	4	\$760
Kentwood	18,334	49,694	No	9.7064	3	\$723
Rochester Hills	27,407	72,283	No	9.7060	2	\$723
Burton	14,602	29,432	No	7.6946	1	\$573

<sup>1</sup>This report was prepared by the City of Portage Assessor's Office using (survey) information received from selected Michigan cities. The primary selection criterion was a population of at least 20,000 people. Estimated population provided by the 2012 US Census Bureau.

<sup>2</sup>Cities with an income tax, except Grand Rapids and Saginaw reportedly levy 1.00 percent for residents and 0.50 percent for non-residents. Grand Rapids & Saginaw reportedly levies 1.50 percent for residents and 0.75 percent for non-residents. Muskegon, Port Huron, Battle Creek, Jackson & Flint reportedly levies 1.00 percent for residents and 0.50 for non-residents.

<sup>3</sup>These taxes are based on a taxable value of **\$74,074**, which is the average taxable value of a single-family residence in the City of Portage for 2013.

## Comparable Cities With Local Income Tax

2013 MUNICIPAL TAX RATE SURVEY						
Responding City	Parcel Count 2013	(Estimated) Population 2012 Census	Income Tax <sup>2</sup> City	Total City Millage Rate 2013	Rate Rank City Millage	Property Taxes <sup>3</sup> 2013 (City Only)
Flint	59,536	100,515	Yes	18.5000	7	\$1,379
Port Huron	13,821	29,684	Yes	16.0869	6	\$1,199
Jackson	16,182	33,411	Yes	15.0889	5	\$1,124
Saginaw	28,010	50,790	Yes	14.8830	4	\$1,109
Battle Creek	24,414	51,911	Yes	14.7360	3	\$1,098
Muskegon	16,934	37,046	Yes	12.0865	2	\$901
Grand Rapids	68,713	190,411	Yes	8.1719	1	\$609

<sup>1</sup>This report was prepared by the City of Portage Assessor's Office using (survey) information received from selected Michigan cities. The primary selection criterion was a population of at least 20,000 people. Estimated population provided by the 2012 US Census Bureau.

<sup>2</sup>Cities with an income tax, except Grand Rapids and Saginaw reportedly levy 1.00 percent for residents and 0.50 percent for non-residents. Grand Rapids & Saginaw reportedly levies 1.50 percent for residents and 0.75 percent for non-residents. Muskegon, Port Huron, Battle Creek, Jackson & Flint reportedly levies 1.00 percent for residents and 0.50 for non-residents.

<sup>3</sup>These taxes are based on a taxable value of **\$74,074**, which is the average taxable value of a single-family residence in the City of Portage for 2013.

## GENERAL FUND

A small growth in the tax base, statutory revenue sharing, and the amount of the owner's dividend from the HBPW electric utility helped cover the reduction in interest earnings and continued increases in defined benefit pension costs. The reserves remain in good shape and progress can now be made on capital reinvestment in the City's infrastructure.

The total General Fund Revenues are recommended to become \$20,855,436, which is a 2.6% increase from the original budget in FY 14 of \$20,322,072. Expenditures are budgeted at \$20,854,838, or a 1.6% increase from the original budget in FY 14 of \$20,318,862. A surplus of \$598 is projected as of June 30, 2015. An estimated fund balance of \$3,332,910 represents 16% of FY 15 recommended expenditures (15% is the auditor's recommended minimum).

In addition, the Budget Stabilization Fund for the General Fund is estimated to end the year at \$973,936 compared to \$1,016,820 in FY 10. This fund traditionally addresses unforeseen losses created by appeals to the Michigan Tax Tribunal; it was also used for operating expenses in the recession years.

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. The ordinance 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.*

An operating transfer of \$126,936 from the Cable Television (CATV) Fund will be made to the General Fund in FY 15, this compares to \$114,700 in FY14. The difference is for the Public Information Officer changes.

## STATE REVENUE SHARING

It is estimated state revenue sharing and state liquor tax funds will increase slightly to \$2,941,150 in FY 15 (up \$101,340 from \$2,839,810 in FY 14). This includes \$354,165 of Economic Vitality Incentive Program funds intended by the legislature to stimulate local government:

- Accountability and transparency
- Consolidation of services
- Employee compensation restrictions

In 2001, the City received \$4,000,044 from this source, or 24% of General Fund Revenues. For FY 15, this amount is estimated to equal 14% of revenues.

**DIVIDEND AS OWNER OF THE HOLLAND BOARD OF PUBLIC WORKS(HBPW) ELECTRIC SERVICE**

The City of Holland owns the HBPW. The City is entitled to a dividend on its risk and investment under terms of the Charter. An increase in General Fund revenues was realized in FY 09 when 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 of dividends that municipal owned electric utilities paid to their City governments – The City of Holland voluntarily under-realized its return on the utility investment for many years prior.

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 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. 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; for FY 14, \$4,990,800. For FY 15, \$5,344,000 is estimated to be received. Included in the FY-15 dividend is an additional one-time \$250,000 contribution to be used by the Holland Historical Trust (HHT), until a millage to provide the needed funding can be established and implemented.

It is recommended that \$440,000 be transferred to the MunicipalCapital Improvement Fund from this total.

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%	HBPW FY 15 5.5% (PROPOSED)	HBPW FY 15 (ADOPTED)
GENERAL FUND	\$3,059,390	\$3,195,400	\$3,950,000	\$4,351,200	\$4,590,800	\$4,694,000	\$4,904,000
MCIF	\$578,410	\$603,800	\$357,040	\$300,000	\$400,000	\$400,000	\$440,000
TOTAL	\$3,637,800	\$3,799,200	\$4,307,040	\$4,651,200	\$4,990,800	\$5,094,000	\$5,344,000

**TOTAL STAFF POSITIONS, PAY, AND BENEFITS**

Approximately 70% percent of City costs are related to employees providing services – primarily in the form of wages and benefits.

You can see on the attached list (*Attachment D* that lists positions that no longer exist) that from FY 03 through FY 15, fifty-five (55) full-time equivalent positions were eliminated from the General City workforce. Not filling these positions with full-time staff reduced expenditures by approximately \$2.8 million. (This savings is the net of partial backfilling from part-time and contractual services.)

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

Other positions will remain vacant; however, until such time as health and pension increases are able to be absorbed; strategic plans are completed for all departments; and the capital and infrastructure reinvestments are fully funded. Since these efforts are all works-in-progress, this budget continues to focus on strategic cost containment.

Last year’s budget included the cost to conduct 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 Holland City did was in 2001.

The intent of this study was to ensure competitive pay and cost-effective benefits and to position the City’s wage and benefit levels properly. The goal was to ensure that Holland can attract and retain excellent talent.

The conclusion reached by Rahmberg Stover consultants was that very few marketplace adjustments are needed totaling only \$13,044 in FY 15.

The study looked at benefit adjustments as well. Defined benefit employee cost shares range from 1.75% to 21% in comparable communities. The average for non-public safety positions in comparable communities is 3.5%. The City of Holland's defined benefit share is thereby recommended to increase by 1% for FY 15-- from 2% to 3%. No change in deferred compensation contributions is recommended for employees that are - not part of the defined benefit plan.

Meanwhile, the recommended FY 15 Budget continues the recent trend of providing annual base pay wage increases. The actual amount will depend upon the FY 14 year-end estimated fund balances and acted upon by the City Council in early July.

Any vacancies experienced during the year will not be replaced until justified via an Administrative Plan (recent or new).

### **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 for up to \$100,000/employee and also has a group aggregate umbrella which is established each year by Priority Health as the program administrator. (A stop loss of \$4,722,500 is expected for FY 15, 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. The City pays 80% of the premium if the employee meets all of the requirements. 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 \$5,440,600 in FY 15. The reasons for relatively little change are the staff reductions and the City's decision to separate from the Herrick District Library as a large user. These costs cover all General City and HBPW employees and retiree costs of a fixed amount per month until age 65.

The fund balance in the Health Insurance fund for June 2011 was \$1,178,210; it declined to \$866,382 in June 2012; and is now estimated to be \$1,732,647 by June 2015. The lowest fund balance was experienced in year 2000 at \$783,013. A 12.7% premium rate increase was implemented for January 1, 2013 along with employee prescription drug cost increases. Minimal rate changes were necessary in FY 14 (2%). A 10% rate change is budgeted for FY 15.

Several further adjustments are likely in calendar year 2015 based on the Pay and Benefit 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 expense challenges is how to stabilize 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 as of January 2003. The defined contribution plan includes all new non-union employees and those who converted to a defined contribution plan. These employees account for 26% of the workforce. The remaining 74% of staff are in the Defined Benefit pension plan. There are seven different groups in the City's Defined Benefit program. These overall contribution rates range from 14% to 47% of payroll, yet the employees pay between 2% and 6.23% in all cases. In FY 15, it is expected that General fund pension costs will increase 12.3% above the current FY 14 employer contributions. The aggregate of all non-union pension costs amount to 16.6% of payroll, up from 12.8% in FY 07.

Alternatives to contain these cost increases are being prepared for review by the City Council. Firefighter/EMT's will increase their employee shared premiums by 1% in FY 15 and 1% in FY 16 for a total of 8.23% by July 2015, for example. The City will also be making a token extra payment of \$39,000 in FY 15 to help buy down the unfunded liability.

Additional alternatives for the City Council to consider long-term include payment of the unfunded liabilities outright (about 30% remains unfunded); accelerated payments of the unfunded liability as recommended by MERS; or slower payments of the unfunded liability to smooth out and extend the responsibility for this liability (a good analogy is going from a 20-year to a 30-year mortgage essentially.)

Another alternative is to borrow to pay off the unfunded liability. This alternative could be problematic if the stock market were to experience periodic "correction;" the City's extra funds could be marginalized thereby. There are also equity reasons to consider: Should older taxpayers pay extra for retirements that may not occur until long after they are gone? Please know that 85% of MERS municipalities have similar unfunded liabilities that are being addressed over time.

Staff recommends further Council discussions in June/July after more scenarios are run with the Michigan Employee Retirement System (MERS) and the HBPW administration.

Those employees not covered by the defined benefit program receive a 6 to 8% defined contribution by the City. This program is 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 8% possible from the employer

The General City total pension costs are projected at \$2,665,412 in FY15, or \$300,795 above the FY 14 amount of \$2,364,617, for a 12.7% increase. This represents about 18% of the total City's total payroll – expense (In FY 06, this cost was \$1,045,716, which is an increase of \$1,619,696, or 155% more, in nine years. At the same time the City reduced its workforce by 9.8% -- an approximate equal savings. In relative terms, this amount went from approximately 7% in FY06 to 21% of the City's payroll in FY15).

**OUTSIDE AGENCIES**

No requests were asked by Outside Agencies except for the CDBG program and Lakeshore Advantage. Creating bridge funding for the Holland Historic Trust in keeping with an area-wide effort involving Park Township and Holland Charter Township additional funding as well is recommended for one year. An election in all benefiting communities is planned for the fall of 2014.

<b>FY 12 Request</b>	<b>Agencies</b>	<b>Funding Category</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
\$160,750	17	Social Services	\$97,000	\$0	\$0	\$0
\$124,080	15	Cultural Activities (4 <sup>th</sup> of July Fireworks)	\$73,600	\$8,045	\$8,045	\$8,200
\$235,239	1	Holland Historical Trust	\$235,239	\$117,600	\$89,000	\$250,000*
\$47,000	1	Economic Dev. – Lakeshore Advantage	\$47,000	\$47,000	\$50,000	\$50,000
\$85,940	9	CDBG – Outside Agencies	\$56,250	\$48,500	\$50,000	\$52,200
<b>\$653,009</b>	<b>43</b>	<b>Total</b>	<b>\$509,089</b>	<b>\$221,145</b>	<b>\$197,045</b>	<b>\$360,400</b>

\*One Time bridge funding pending an area-wide millage vote in November 2014.

**FIVE YEAR CAPITAL IMPROVEMENT PROGRAMS**

This is the second year where the City's, multi-year Municipal Capital Improvement Fund project recommendations have been put on paper in a potential sequential ordering. The purpose is to facilitate realistic reinvestment planning, financing and coordination.

The attached program shows an average of \$756,000 per year of operating revenues being dedicated to capital improvements. This compares to only \$464,031 in FY 13 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, outside sources of funding may be available for some of the City's specific purpose and new capital plans. The amount is \$31 million. Staff will need to organize these investments in the time frames shown on *the Capital Projects Fund section* of the document to make these projects happen.

The current major capital reinvestment needs are: Street reconstructions, Fire Station renovation/relocation, and Civic Center/Recreation, Bouws Pool, and Window-on-the-Waterfront reinvestment. The table below summarizes the funding alternatives and the recommendations (**Listed in priority order**):

Project	Potential Cost	Optional Approaches	Recommendation
<p><b>Street Reconstruction and Resurfacing Reinvestment</b> (20 year plan from 35 year plan now)</p>	<p>\$1.6 million more per year</p>	<p>No change – stay on 35 year plan and wait on lower volume streets like Graafschap and Hope Avenue into the second decade of the millennium; or</p> <p>Bond for reconstructions— Package the 11 major street reconstructions needed for about \$21 million; or</p> <p>Re-direct millage from paid off bonds in FY 14 and in FY 22 to the Street Improvement Fund and conduct twice the resurfacing projects as well (0.45 mills in FY 15 and roughly 2.0 mills more (\$2 million) more per year in FY 22)</p>	<p><b>Re-direct millage</b> from paid off bonds in FY 14 and in FY 22 to the Street Improvement Fund and conduct twice the resurfacing projects as well (0.3669 mills in FY 15 and roughly 2.0 mills more (\$2 million) more per year in FY 22)</p>
<p><b>Fire Station(s)</b></p>	<p>\$6.0 million</p>	<p>Increase millage and bond; or</p> <p>Request voter approval and bond; or</p> <p>Re-direct existing millage to a debt repayment fund and bond; or</p> <p>Create a sinking fund and save up.</p>	<p><b>Re-direct existing millage</b> to a debt repayment fund and then do a ten year short-term borrow from the so-called firefighter millage from FY 13 (0.1585) and 0.1 mill from the pre-paid debt for a total of 0.2585 mills in FY 14.</p>
<p><b>Civic Center Renovation or Recreation Center</b></p>	<p>\$200,000 to \$13 million</p> <p>(The lower cost is to make the minimum safety improvements only. The \$13 million cost would be to make more multi-purpose and include an auxiliary gym and rooftop receptions).</p> <p>Recent developments reveal no Holland Christian use expected beyond five years and relocation of the Nykerk Cup to DeVos Hall next year.</p> <p>Recent waterfront visioning demonstrates the need to not make major public reinvestments at this location at this time.</p>	<p>Increase millage and bond; or</p> <p>Request voter approval and bond; or</p> <p>Re-direct existing millage to a debt repayment fund and bond; or</p> <p>Use other existing revenue streams and outside donations; or</p> <p>Create a sinking fund and save up; or</p> <p>Work on alternative recreation locations.</p>	<p>Make safety improvements only. <b>Work on alternative recreation locations</b> by combining this charge with the Pool Study above. (Make budget adjustments mid-year to accomplish minimum safety improvements needed. New recreation center should be designed now. Place on the ballot for a voter approved bond in August of 2016 and be opened in 2017. A Recreation Center is estimated to cost less if built new.</p> <p>Meanwhile, <b>create a short-term Tax Increment Financing District</b> from Boatwerks to River to help pay for whatever public improvements may be desired on 8th between</p>

			River and Maple someday or 8 <sup>th</sup> Street to the waters' edge.
<b>Bouws Pool</b>	\$4.0 million	Conduct a feasibility study of alternatives, including location alternatives and estimate costs	Budget a \$20,000 <b>feasibility study</b> from the MCIF and request a voter approved bond in August of 2016.
<b>Window on the Waterfront Renovation</b>	\$100,000 to \$200,000	Part of the Windmill Island Gardens Strategic Plan. Fund by donations or the Municipal Capital Improvement Fund.	Continue the fund raising and save up to accomplish when the bridge to Holland Charter Township is done with grants.

### **WASTE HEAT TRANSMISSION MAIN CHANGES NEEDED**

Any cost via change of transmission mains necessitated by the plant re-location is an expense that needs more discussion. The total needed is **\$3.5 million**. The City continues to pay back the investments of former transmission mains which will no longer be in the correct places to serve the new plant's desired waste heat dispersal in 2017. These former transmission mains will continue to provide a loop in the system; however, and should not be abandoned.

### **SNOWMELT EXTENSIONS AND POSSIBLE DISTRICT HEAT UTILITY CREATION**

Major city funding is needed for new snowmelt distribution extensions. The initial proposed extensions are to:

- Fill current gaps in the system (8<sup>th</sup> to 9<sup>th</sup> on College for example);
- 8<sup>th</sup> Street extension to Lincoln;
- 8<sup>th</sup> Street sidewalks to Fairbanks;
- 9<sup>th</sup> Street sidewalks;
- Central Avenue sidewalks from Window-on-the-Waterfront south to 13<sup>th</sup> Street; and
- Under the new trail to Windmill Island Gardens.

An internal borrow and/or a special assessment of **over \$5 million** will be needed to make all of the above happen.

Any special assessment on Downtown users would be split with the City's Municipal Capital Improvement Fund, except for parking lots. (Parking lot snowmelt is recommended to be borne 100% by the benefiting businesses, after offsetting their current plowing and salting expenditures.)

Relatedly, a final capital project needing funding are two potential District Heat lines under Central Avenue (both a hot water supply and cold water return line). If there is found to be a customer base, the transmission cost for this new venture is suggested to be split between the HBPW and City with reimbursement from each new customer signs on, at which point they will pay a pro-rated new connection trunkage fee spread out over a long-term.

Current pipe costs from 4<sup>th</sup> Street to 13<sup>th</sup> Street under Central are included in the Street project estimates. If snowmelt is desired at Evergreen Commons someday, these costs will need to be calculated and institutional cost sharing discussed since the pipes would need to be larger than currently planned.

## **SUMMARY OF ACTION PLANS: NEW PROGRAMS, SERVICES AND EXPENDITURES IN FY 15**

*What follows is a summary of key Departmental 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:*

- Work to implement the City Council goals from February 2014.
- Fund Project Clarity for a cleaner Lake Macatawa via wetland creation, improved agricultural practices and enhanced storm water management. The ten-year formula requested of all municipalities is funded in the City Council's budget (\$65,000). More research into partially spreading this cost to the principal beneficiaries via a special assessment will occur by December 2014.
- Work with experts to complete the Waterfront Visioning and begin implementation of a multi-year redevelopment outcome determined by the City Council. (\$25,000 in the Municipal Capital Improvement Fund.)
- Create a plan for a new Recreation Center that is separate from the Civic Center given the long-term deferred capital reinvestment and possibilities for an improved location (Possible vote in August 2016.)
- Reinvest in Fire Station(s) via establishment of a debt service fund from re-directed millage (0.2585 mills)
- Study the proper reinvestment in Bouws Pool via a community review of alternatives (\$20,000 in the Municipal Capital Improvement Fund).
- Reinvest in Streets to attempt a once every 20 years reconstruction/resurfacing/crack sealing program initiation (via conversion of paid-off debt and redirection of millage to the Street Reinvestment funds).
- Complete a 50-home Home Energy Retrofit Pilot project, inclusive of Building Energy Labeling, and include rental conversions tackled by Jubilee Ministries and Homecor (approximately \$25,000 in the Municipal Capital Improvement Fund).
- Complete a Building Energy Labeling Pilot project (\$25,000 in the Municipal Capital Improvement Fund budget) for 100 homes and 10 commercial/institutional buildings.
- Participate in the cost and supervision of an Energy Manager to be housed at the HBPW (\$15,000) in City Manager Temporary Help budget yet supervised jointly.
- Recruit, hire and help supervise a Sustainability Institute Director housed at Hope College (\$10,000 in the Municipal Capital Improvement Fund and HBPW budgets).
- Implement the Communications Plan and evaluate the success of the new part-time Public Information Officer position.
- Grow the Holland Youth Connections Program geometrically (60 to 120 positions) so as to fully integrate At-Risk Youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$10,000 each in the Fire, Streets and in the Parks budgets, plus multiple donations).
- Implement the new Windmill Island Gardens Business Plan by experimenting with moving of the ticket booth, conduct recruitment for a non-profit manager, secure a five-year contract, and pay for a transitional staff member to be hired by the non-profit by April 2015 (\$25,000).
- Coordinate efforts to win the Georgetown Energy Prize (\$5 million and change).

- Develop a plan for City Hall physical refinements (City Council Chambers west wall, windows in City Hall meeting room doors, lobby calendar visible to outside viewers when doors are locked, less lights, heat and cooling during off hours, lobby customer service/Community & Neighborhood Services work station). Consider a budget adjustment mid-year once costs are estimated.
- To provide supplies, materials, voting machines and trained staff for polling places for the August 2014 Primary and November 2014 Gubernatorial Elections, as well as process the voter and tabulate results.
- To relocate two (2) polling locations of Ward 2 (2-4 and 2-5) and Ward 3 (3-6 and 3-7). (to formalize by April 2014).
- To have all election equipment testing be completed in its new location (MAX) by July 2014.
- To collaborate and assist all departments implementation of an electronic retention schedule/policy procedure for all City and HBPW documents with City Clerk staff and HBPW Records Coordinator. (December 2014)
- To enhance the City Clerk's website with additional information on a routine schedule. (July 2014)
- To introduce automated agenda/packet software for use by all council, board and commissions of the City and HBPW. (July 2014, \$9,000 to be funded by the Technology Services Dept.)
- Standardize department guidelines for recording the hours worked by part time employees to satisfy the Affordable Care Act Employer health insurance mandate which will begin January 1, 2015. (July 2014)
- Update the Employee Handbook and ensure that all employees are on an "at will" status. (July 2014)
- To collaborate with the Human Relations Coordinator and Commission to increase minority representation on City boards and commissions. The goal for FY 15 is 15% minority representation (29 of 196 positions). (December 2014)
- To increase continuous awareness of volunteers opportunities by posting specific vacancies in the City by using social media, the City's website, public TV, local English and Spanish language periodicals, local radio stations, e-newsletter, etc. (July 2014)
- Research and develop an operating model to ensure the sustainability of the International Relations Commission (IRC) and its programs in the long term.
- Educate the Human Relations Commission on wage standards (minimum) for Michigan Ottawa/Allegan counties. (update June 2015)
- Examine City's posting, recruitment, retention, and recruitment process and outcomes. (June 2015, on-going)
- Educate the Human Relations Commission about affordable housing in the City of Holland (What is it?; Do we have it?; and, Benchmark other communities).
- Design larger Sister-City signs to be placed at the City limits and relocate the current signs in pedestrian areas.
- Phone System Upgrade. Replace both PBX's and all phones with a single, modern IP phone system. (May 2015. This will require a future budget amendment to transfer from Tech Reserves.)
- Reinvigorate training efforts for Technology Services staff and for departmental staff. (November 2014, \$2,000)
- Provide \$10,000 toward an experimental project supervisor/owner's representative approach toward facility maintenance projects (HVAC, small renovations, etc.)

## **FISCAL SERVICES GROUP**

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

- Recommend action plan for pension and Other Post-Employment Benefits (OPEB) liabilities. (December 2014)
- Review the use of the competitive marketplace for liability and other insurances by January 2014.
- Implement Personal Property Tax legislation changes. (January 2015)
- Implement long-term capital investments and funding strategies.
- Expand use of technology to deliver better service including use of tablets for assessing site inspections (\$4,500).
- Increase staff productivity utilizing techniques such as training, motivation and incentives.

## **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 and eliminating gang-related police calls.

The Public Safety Service Delivery Study of 2013 was completed for the purpose of moving toward a district fire service potential. 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, the Holland Youth Connection jobs mentoring program is expanded multifold in FY 15 from significant outside funding as well as \$30,000 of public funds in Streets, Fire and Parks. With success, will come a large reduction in police calls over the next generation.

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

- To complete a five-year comprehensive public safety strategic plan. (January 2015)
- Establish an improved fire training curriculum and increase the number of hours provided for firefighter training. (July 2014)
- Develop a comprehensive strategy for planning and funding improvements or reconstruction of fire service facilities. (August 2014, \$6 million)
- Assist City Manager's Office with creating community relations opportunities to discuss the impact that gang activity and investigations have on the Holland community. (Throughout 2014-15)
- To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants. (Throughout 2014-15, Fire Budget \$10,000)
- Meet annually to look at opportunities to work with area fire departments to promote auto-aid opportunities,

increased collaboration and regionalization between departments. (July 2014)

- Install Automatic Defibrillators in each squad car trunk over the next three years. (\$17,950 in FY 15)
- Add an additional K-9 unit (\$9,000) for a total of three (3).

## **TRANSPORTATION SERVICES GROUP**

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

- Increase the size and scope of our resurfacing program to more closely achieve our goal of resurfacing or reconstructing at least 7.5 miles of streets every year.
- Aggressively pursue additional funding sources for street resurfacing and reconstruction, target grant money.
- Complete construction of the M-40 Multi-use Path.
- Review staffing levels of the department to optimize resources and maintain existing level of service.
- Reduce street lighting costs by reviewing mid-block lighting and alternate lighting technologies for street lighting, target \$24,000 in savings.
- To identify the most efficient and effective manner to provide new snowmelt transmission lines to the downtown system due to the new location of the power plant. (July 2014)
- To complete an understanding with the HBPW between the HBPW and the Snowmelt Fund for the new transmission lines due to the new power plant and the three (3) former transmission line extension loans as follows: (December 2014)
  1. The 2004 extension from Pine to 4<sup>th</sup> to Central Avenue to 8<sup>th</sup> Street (\$950,000);
  2. The 2007 extension on 8<sup>th</sup> Street from mid-block east of College to Columbia Avenue (\$157,736); and
  3. The 2008-9 extension from 8<sup>th</sup> Street north on Columbia to 7<sup>th</sup> and on 7<sup>th</sup> Street from Columbia to College (\$150,000).
- Discuss District Heat and Snowmelt on Central. The distribution system to snowmelt sidewalks from Window on the Waterfront to 13<sup>th</sup> Street is approximately \$1.3 million.

## **COMMUNITY & NEIGHBORHOOD SERVICES**

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

- To monitor building energy usage to assist in determining the effectiveness of green changes. Target 20% reduction after attic insulation installed. (On-going)
- Repair major air leakage and tighten windows per TREMCO recommendations. (Fall 2014, \$68,000)
- Complete the update to the City's Master Plan and initiate update to Subdivision and Zoning Ordinance (plan to City Council by Summer 2014) (budget includes \$4,000 for services to produce final document)
- Working with the Downtown staff, adopt the Master Plan and begin implementing the priorities identified in the Downtown Strategic Plan update:
  - finalize a vision along the waterfront from Kollen Park to the River Avenue Bridge (Summer 2014);

- complete the PlacePlans Western Gateway Study and move toward implementation of its vision and recommendations (Summer/Fall 2014);
  - examine specific opportunities for a diversity of new housing development throughout downtown (Summer/Fall 2014); and
  - support redevelopment of the former Versandaal block by (Winter 2014-15).
- Working with the private sector, support the initiative to convert rental housing to owner-occupied housing in the Downtown neighborhoods. (Spring/Summer 2014)
  - 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; (on-going)
    - Work collaboratively with the Planning Commission on the development of the City's Master Plan with a strong emphasis on sustainability issues and opportunities. (through Summer 2014)
  - Collaborate in a thoughtful process considering future re-use of Washington School. (Spring/Summer/Fall 2014, \$2,500)
  - For FY 15 work with the four existing Neighborhood Connection Sites (\$500 each) to host Neighborhood Events, including, neighborhood parties, reoccurring events such as movie nights, etc.
  - For FY 15 update [www.enjoyhollandmichigan.com](http://www.enjoyhollandmichigan.com) with new photographs and pursue the creation of short video showing the different locations of Holland, Michigan set to music. (Spring 2015; Total Budget 2,000).
  - Establish a closer working relationship with the Michigan West Coast Chamber of Commerce and the Holland Area Convention and Visitors Bureau. (June 2014)
  - 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. (Spring-Summer 2014, \$9,000 revenue/\$3,000 costs projected)
  - Assume responsibility for the Farmer's Market when most strategic.
  - Implement a three percent fee increase to cover the three percent cost increase in the Solid Waste/Recycling contract. (July 2014)
  - Promote the Pick-It-Up Club (PUT) for cleaner neighborhoods.

## **PARKS AND RECREATION GROUP**

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

- Develop an Indoor Farmers Market for year round market activities in conjunction with Downtown Holland (September 2014)
- Develop a policy and procedures for permits to serve alcohol in the Civic Center. (December 2014)
- Hire a Part-Time "B" Event Coordinator to assist in Civic Center/8<sup>th</sup> Street Market rentals. \$6,500 has been budgeted for FY 15.
- Develop a tree planting program that will combine private/public partnerships. Includes a 50/50 cost share with residents; trees to be planted in front yards or right of ways. Our goal is to begin at a 1:1 removal to plant ratio, and transition over time to a 2:1 plant to removal ratio. \$50,000 is budgeted for FY 15 (\$40,000 more than last year in the Municipal Capital Improvement Fund).

- Design and implement landscaping changes to the recently purchased Lakeview School property located at Lugers Road. Approximately \$200,000 of Municipal Capital Improvement Fund budget is available for this project.
- Develop a new dog park. Work with volunteer groups to design pathways, seating areas, and a maintenance plan. \$5,000 is designated in the Municipal Capital Improvement Fund budget.
- 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. Staff will recommend hiring a consultant to design these street ends at an approximate cost of \$20,000 starting with survey work in FY 15 (\$5,000).
- Replace an 8-inch water line to Windmill Island Gardens when the path connections to downtown are built is needed. The total is estimated at \$350,000. Funding for this improvement is uncertain at this time and will be worked out before FY 16 and the pathway from Downtown is constructed.

## **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.*

- Work out a feasible 50-home pilot project for Home Energy Retrofits with Schneider Electric or a like energy service company (ESCO) provider. Holland Board of Public Works and City seed money will be necessary. \$25,000 is expected from both the Holland Board of Public Works and SEMCO each for this pilot. A total of \$74,000 is available from past budgets. \$25,000 more is budgeted in FY 15.
- Include the Building Energy Labeling pilot project in the above program(\$25,000).
- Fund a District Heating transmission main and distribution system for snowmelt (\$1.3 million) from 9<sup>th</sup> to 13<sup>th</sup> Street if the marketing study warrants; meanwhile, have the Engineering Division bid it out as an alternate.
- Develop a pilot project for Commercial and Institutional energy retrofits for \$20,000 (\$12,000 new in FY 15).
- Support the effort to kick off a City of Holland/Hope College Sustainability Institute that achieved grant funds of \$140,000 with a \$10,000 contribution from the City that has been pledged to be matched by the Holland Board of Public Works. (A total of \$37,000 is needed by each over three (3) years).

## **OTHER FUNDS**

*The following is a brief overview of other important funds within the budget:*

### **CABLE TELEVISION (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 15, the franchise fees are estimated at \$332,000 and the PEG fees at \$92,000 for a total of \$424,000. Of this amount, \$126,936 is proposed to be transferred to the General Fund and \$100,000 to the Technology Services Fund for General City technology equipment and communication services. The balance is used to fund the staff and equipment to operate the public television services.

Most other communities use the cable franchise fees similarly: for technology and rights-of- way use costs.

## **TRANSPORTATION SERVICES AND STREET FUNDS**

The key project for FY 15 (construction year 2014) is the summer resurfacing program (\$480,000) and the non-motorized trail along Lincoln (\$100,000) while the Street Improvement Fund continues to grow to enable Central Avenue in FY 16 (construction year 2015, \$3.2 million city share).

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 slightly in FY 15 to \$2,582,592, compared to \$2,817,378 in FY 08, a decrease of \$234,786 or 9%.

This budget maintains the 1.0 mill property tax to assist with the continued upgrading of the City's street system. An addition of 0.3669 mill is suggested from freed-up millage given the pre-payment of debt service last year. The 0.3669 mill in FY 15 will generate an additional \$431,000.

The *Capital Projects Fund* section of this document shows the results of additional road funding recommended by the Capital Reinvestment staff team. This assumes no appreciable new state funds and an eventual catch up to the 20-year plan of touching streets every 20 years (FY 23). Significantly, Central Avenue may need to be funded from a two-year internal borrow from other accrued funds (\$27 million approximately).

## **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 2014 is estimated at \$61,113 due to a 5% increase from the 2013 operating and special assessment rates. A 4% increase is recommended for FY 15. This increase is primarily used to cover the increased charges from the Holland Board of Public Works. The FY 15 annual operating budget is \$206,167, with revenues of \$165,960 and \$40,267 of fund balance. **This is not sustainable**; restructuring and/or successive increases will therefore be recommended for future fiscal years until no use of fund balance is necessary.

## **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 15 will generate \$99,992. 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 \$101,680 for FY 15. All Airport grants and assets, except the airport land, were turned over to the Authority and are being governed by the Airport Authority Board.

## **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 15. The City previously had a 0.6 mills voted limit for public transportation. The current FY 14 MAX Authority levy is 0.40 mills.

## **CENTRALIZED VEHICLE/EQUIPMENT FUND**

This is the tenth (10) 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 accounts for all vehicle and equipment maintenance and replacements in the City except the replacement of fire vehicles and public transit buses.

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 15 rental rates were not discounted.

The FY 15 budget includes \$626,500 for equipment and vehicle replacement. The equipment reserve balance by June 2014 is estimated at \$1,345,000. 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 second wing plow at a cost increase of \$80,000 is recommended if the upcoming Strategic Plan justifies its use. This wing plow will enable reduced staff through attrition for greater financial stability.

### **FIRE DIVISION REPLACEMENT VEHICLES AND STATION REPLACEMENT OR RENOVATION**

This Centralized Vehicle/Equipment fund above 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. A FY 14 contribution of \$86,890 was made. FY15 will see a transfer of \$90,000.

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

A \$505,000 possible expenditure is included in the FY 14 budget. Although a reduced cost vehicle was researched by Chief Messer and his team, it was found to be unsuitable. The fire equipment reserve balance by June 2014 is estimated at \$558,700.

The 0.1585 millage added in FY 13 is recommended to be redirected toward the fire station replacement/reconstruction debt service fund (\$158,500) and be supplemented by 0.1 mill of the paid off debt service millage for a grand total available of \$258,564 in FY 15.

### **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, major staff reallocations were made to improve these downtown operations.

The PSD is fully staffed and also assists in staffing and promoting the 8<sup>th</sup> Street Market. Revenues in FY 15 are budgeted at \$371,450, expenses at \$405,095 and a fund balance of \$112,947. Since this fund balance is \$33,555 less than last year, the new Downtown Manager is creating a new revenue generating activity and is charged with implementing a deficit reduction plan.

The DDA tax levy will be maintained at 2.0 mills, required to be rolled back in FY 15 to 1.8333 Mills. Revenues in FY 15 are \$185,355 with expenses of \$163,730 (an improvement on last year of \$45,000 due to the combined Downtown Manager position). This was essential due to running a \$25,000 annual deficit before). This fund has therefore recovered nicely given the combination of the DDA Coordinator's position with the Principal Shopping District Coordination for one Downtown Manager. The DDA Fund will end FY15 with a projected fund balance of \$171,773. Major maintenance is needed to eliminate ponding on 8<sup>th</sup> Street east of Pine and for painting ornamental street light poles. This funding will come from the DDA fund.

The parking special assessments are recommended to be increased by 3% in FY 15. Revenues for FY 15 are projected at \$208,133 with expenses of \$212,350 and a fund balance of \$134,034. The Downtown Parking Deck will be in the fifth year of operation for FY 15. Creation of this deck is making parking for the new Courtyard Marriott on East 8<sup>th</sup> Street possible.

### **CDBG PROGRAM**

The regular FY 15 allocation for the federal CDBG program will be an estimated \$300,452, down from \$306,031 last year. The CDBG funds have been in a decline since 1995 when the City received a high of \$452,000.

The Neighborhood Improvement Committee recommends specific allocations to support administration, the Home Repair Program, Fair Housing, 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 2014.

**SOLID WASTE PROGRAM AND 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.

<b>TYPE OF SERVICE</b>	<b>2008 RATES</b>	<b>2009 RATES</b>	<b>2010–2013 RATES</b>	<b>2014 RATES (3%)</b>
<b>1 bag / month</b>	\$5.27	\$5.53	\$5.70	\$5.90
<b>2 bags / months</b>	6.84	7.18	7.40	7.65
<b>32 gallons</b>	10.00	10.50	10.82	11.15
<b>65 gallons</b>	12.62	13.25	13.65	14.15
<b>90 gallons</b>	14.72	15.46	15.92	16.40
<b>Additional bags</b>	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 new seven (7) year contract was bid in 2010 with Chef Container the low bidder and 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, with surcharges built into the contract for fuel cost increases. As a result rates were retained at 2010 levels for four years but need to be increased in 2014 by 3% to cover the increased contractual costs.

The annual cost of this operation is estimated at \$1,670,847,169 in FY 15, with revenues of \$2,062,650. The working capital in June 2014 is estimated at \$751,390.

**CEMETERY PERPETUAL CARE**

The fund balance by June 2014 is estimated at \$1,591,053. The amount of \$58,441 is available for Cemetery improvements with the remaining \$1,532,612 to be retained in the fund. Although a cemetery position was not slated for full-time replacement in FY 14, a Tree Trimmer was added instead so as to enable borrowing from the main Parks crew when needed.

**WINDMILL ISLAND GARDENS**

This fund is again unable to support the full operation from fees based on anticipated admissions in FY 15, yet last year’s good weather and billboard/playground changes is making the gap narrower.

The General Fund subsidy for operations in FY 12 was \$204,732. In FY13 it was only \$116,354. A subsidy of \$198,634 is estimated for FY 14. The General City also allocates funds for capital projects at the Island. In FY15, this allocation is anticipated to be \$210,675 now that the DeZwaan restoration is completed and a lull in capital projects will exist until sufficient grants are raised for the organ repair (\$25,000) in FY 15, the carousel repainting (\$100,000) and the non-motorized path and bridge in FY 16. Holland Charter Township is a partner in the trail collaboration and cost-sharing. Donations will likely continue for the other capital repairs and improvements noted above and will likely continue until the 50<sup>th</sup> Anniversary Celebration planned for April 11, 2015. Such improvements include carousel restoration, organ repairs, and repairs to the Window-on-the-Waterfront trails.

It is proposed the current admission fee at the tourist attraction increased slightly. The rates were last adjusted in 2009 as follows:

	<b>2006</b>	<b>2009</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Adults</b>	\$7.00	\$7.50	\$7.50	\$7.50	\$8.00
<b>Children</b>	4.00	4.50	4.50	4.50	5.00

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 and FY 15);
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. The Business Plan to implement the Strategic Plan was approved by the Council in February 2014. The goal is 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 cultural, historical, natural, tourist and wedding destination. Three management options were reviewed by the Task Force and Council.

The conclusion is to contract with a related non-profit agency and budget for transitional staffing, interpretive plan and landscape plan. Three months of a transitional staff member is recommended to be budgeted in FY 15 in the amount of \$25,000 in the Windmill Island Gardens budget.

### **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 14 amount was reduced to \$89,000. Museums are funded regionally elsewhere.

Meanwhile, the City's operating contribution was increased to \$250,000 as bridge funding to an area-wide vote.

When approved on the ballot in Holland and elsewhere, the Museum will be in a stronger position than ever. This area-wide millage request is scheduled for November, 2014.

Capital replacement needs for the Museum repairs and Cappon/Settler's properties of \$70,000 cannot be put on hold, however, and are funded in FY 15.

### **CAPITAL EQUIPMENT**

The top priorities for capital equipment were funded. The annual fire truck replacement payment is continued this year (\$90,000).

The total recommended funding in the General Fund is \$47,500. The total recommended funding in the Vehicle Maintenance Fund is \$626,500. This amount is 49,900 less than FY14.

## **UTILITY SERVICES**

### **HOLLAND BOARD OF PUBLIC WORKS FY 15 BUDGET AND RATE ADJUSTMENTS**

*(Excerpted from communication from Dave Koster, General Manager, on March 7, 2014 from the Minutes of the March 10, 2014 Holland BPW Board Meeting)*

The budget for Fiscal Year 2015 was prepared by the Board of Public Works staff and reviewed in detail by the HBPW Board of Directors' Budget Subcommittee and Board on March 10, 2014. The water and wastewater budgets include proposed rate increases. The broadband/fiber optics rates remain the same at this time. Rate adjustments in the electric utility were previously approved during the fiscal year 2014 budget process.

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.

### **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 new gas-fired combined cycle facility planned to be online in FY 2017. The planning for this unit has positioned the utility to handle the capital cost and the debt requirement with minimal impact on ratepayers. The Board of Public Works and Council approved rate adjustments for this year as part of a three year plan of adjustments in preparation for the new plant. No additional electric rate increases are requested at this time. The five-year projection estimates modest annual increases for FY 2017-FY 2019 of less than 2.4%.

This year's adjustment is approximately 3.3%. Next year is 3.2%, followed by estimated 2.4% for the remainder of the five year plan. This proactive approach was very well received by Moody's and Standard & Poor's during their rating process. After this year's rate adjustment, about \$2.14 per month, Holland's average residential electric customers' total bill will be at 11.8 cents per kWh, or \$71.01 per month. Consumers Energy's average residential rates will still be greater than 20% higher than the HBPW.

Capital items planned are \$245,054,266 of which \$66,884,448 is anticipated to be expended during fiscal year 2015.

### **WATER AND SEWER UTILITIES**

Along with this budget are a set of proposed rate changes in the water and wastewater utilities. For the water utility, the capital investment in replacing aging distribution infrastructure remains a large cash demand. There is also a planned refurbishment of the filter pipe gallery at the filtration plant. The water unit growth is expected to be flat. Although cash position is improving, meeting all capital and debt obligations requires planned rate increases. Currently the plan is a 6.7% increase in FY 2015, then somewhat reduced rate increases in the next four years.

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 handling of the bio solids project is planned to begin construction during FY 2015. Also planned are plant optimization and chlorine contact and plant effluent projects. It is anticipated these major capital projects will be funded through a bond issue. The rate requirements to meet the ongoing capital needs and the debt obligations are estimated to average 6.3% for the next five years.

If approved by the Board and City Council, these rates would go into effect for bills issued on or after July 1, 2014. The amount of the proposed increase in those two utilities is less than the plan that was presented last year.

Two years ago, it was forecast that **water** would need five years of 13% rate adjustments and wastewater would need five years of 10% adjustments. We have completed two years of those adjustments. Now, due in part to bond refunding in the water utility, controlled expenses and somewhat higher sales volume than anticipated, the outlook is better for water. This year, we are recommending an average 6.7% increase in that utility. The next few years should be lower than that and much lower than the original plan. We are recommending an average 6.3% increase in retail wastewater rates and adjustments to the treatment portion of the surcharge rates for high-strength industrial customers. Future years in wastewater will depend greatly on the sharing formula between the retail and wholesale areas for new debt in the treatment plant. We are facing a \$17M bond issue for bio solids and East Plant treatment optimization. With the changes planned this year, we are still very competitive with water and sewer rates in the area.

Capital items planned are replacing aging distribution infrastructure remains a large cash demand. There is also a planned refurbishment of the filter pipe gallery at the filtration plant, replacement of water and sewer mains, lift station improvements and treatment plant process equipment and replacement by way of these adjustments which create this additional revenue.

Further, the handling of the bio solids project is planned to begin construction during FY 2015. Also planned are plant optimization and chlorine contact and plant effluent projects. It is anticipated these major capital projects will be funded through a bond issue.

**BROADBAND/FIBER OPTIC**

The broadband/fiber optics rates remain the same at this time.

**SUMMARY**

Overall, these changes, including the previously approved electric adjustments, amount to approximately \$5.50 per month, or 18 cents per day, for an average residential customer receiving all three utilities from the HBPW. The HBPW still provides a considerable value in providing all three utility services for approximately \$4.08 per day. These regular adjustments will provide the revenues needed for reinvestment in infrastructure and improve already high reliability. The proposed rates remain competitive compared to the surrounding communities

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 new gas-fired combined cycle facility planned to be online in FY 2017. The planning for this unit has positioned the utility to handle the capital cost and the debt requirement with minimal impact on rate payers. The revenue requirements were previously approved for fiscal years 2015 and 2016. No additional electric rate increases are requested at this time. The five-year projection estimates modest annual increases for FY 2017-FY 2019 of less than 2.4%.

**BOARD OF PUBLIC WORKS DETAIL**

Following are additional highlights of the proposed budget:

- The electric utility reflects operating revenues of \$100,948,479 with a projected net income of \$11,038,754.
- The water utility reflects operating revenues of \$9,033,235 with a projected net income of \$2,125,127.
- The wastewater utility reflects operating revenues of \$10,058,731 with a projected net income of \$1,049,531.
- Fuel and purchased power is anticipated to be \$60,670,812 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 \$5,094,000, 5.5% of calendar year 2013 actual sales revenue from the electric utility, plus \$250,000 as bridge funding for an area-wide millage vote.
- Wages and benefits represent approximately 15.8% of total expense budget which is consistent with previous years.
- The capital budget cash outlay for FY 2015 is projected to be \$83,734,448 with a related multiple year total project cost of \$276,674,766. The budget includes the projects listed below and improvements for each utility with \$228,884,766 representing anticipated capital budget for the gas fired combined cycle generating unit.

▪ Various electric production related repairs	\$3,502,500
▪ Distribution upgrades and replacements	\$6,267,000
▪ Broadband improvements and extensions	\$265,000
▪ Water Treatment Plant capital improvements	\$1,548,000
▪ Water distribution improvements	\$1,910,000
▪ Wastewater Treatment Plant capital improvements	\$10,374,500
▪ Wastewater collection improvements	\$2,619,000
▪ Administrative Capital for all utilities combined	\$1,133,500

Wages and benefits represent approximately 15.8% of total expense budget which is consistent with previous years. The capital budget cash outlay for FY 15 is projected to be \$83,734,448 with a related multiple year total project cost of \$276,674,766. The largest project is \$228,884,766 for the gas fired combined cycle generating unit.

<b>FY 15 PROPOSED</b>		
	<b>EXPENSES</b>	<b>REVENUES</b>
<b>Electric Utility</b>	\$151,589,260	\$101,437,429
<b>Water</b>	\$10,010,366	\$9,084,235
<b>Wastewater</b>	\$20,352,361	\$10,140,480
<b>Total</b>	\$181,951,987	\$120,662,144

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 = \$276,674,766 (Total Anticipated Project Costs with \$84,734,448 Cash Outlay in FY 15). \$57,114,948 of the \$228,884,766 estimated total cost for the new power plant is included in the FY 15 budget.

## **INTERNAL SERVICE FUNDS**

### **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 15 are estimated at \$655,093, including \$94,500 in Capital Outlay and \$45,650 in Controlled Capital Outlay.

The fund includes all new and replacement equipment for FY 15 to assure all City technology equipment is up to date and will allow all City employees to perform their tasks efficiently. (A total of \$15,000 is budgeted to upgrade the Council Chamber lighting as a public meeting studio via the Cable TV (CATV) fund).

### **RISK MANAGEMENT/HEALTH INSURANCE FUNDS**

The City is 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; the same funds are estimated to end the year at \$3,107,916 by June 30, 2014. The City's health insurance fund took a precipitous drop in FY 13 to \$777,260 yet stabilized after a significant stop loss payment was received. The rates were adjusted by 12.7% in January 2013 and by 2% in January 2014. The expected fund balance by June 2015 is \$1,732,647 due partly to settlement of the Blue Cross/Blue Shield lawsuit in an amount resulted in a significant payment to the City.

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

Bidding out property and liability insurance marketing services is recommended for April 2015.

## **CAPITAL IMPROVEMENTS**

### **MUNICIPAL CAPITAL IMPROVEMENTS FUND (MCIF)**

As a result of a small tempering of fiscal improvements, the capital reinvestment is recommended to be about \$87,500 less than last year at \$756,000, rather than the \$843,500 in FY 14 from a \$400,000 transfer and a 0.2460 millage allocation, yet this amount is still a vast improvement over the all-time low of \$464,000 in FY 13.

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 each year. It was reduced to 0.1343 for FY 13 and was 0.2351 for FY 14 while

still staying within the 15.1085 total mills like last year. It is recommended to remain flat at 0.2360 mills for FY 15 while being supplemented by another 0.2585 mills to go into a Fire Station Debt Service Fund.

An average of approximately \$500,000 more is needed each year to meet projected needs (a total of \$1,250,000 is needed for each of the next four fiscal years). This equates to having another 0.5 mill dedicated to this fund. The former amount dedicated for municipal capital projects was 1.4 mills (about \$1.4 million from 1988 to 2004).

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 transfer amount was \$442,400; in FY 12 it was \$357,040; in FY 13 it was \$300,000; in FY 14, there was a \$400,000 transfer. In FY15, \$440,000 is budgeted as a transfer into the Municipal Capital Improvement Fund.

The complete list of capital projects for FY 15 is shown in the *Capital Projects Fund section* of this document and range from a high of \$210,000 for facilities to a low of \$90,000 for Planning and Neighborhood Improvements.

## **STREETS AND SIDEWALKS**

The Street and Sidewalk Capital Project funds include resurfacing, crack sealing and reconstruction expenditures of \$2,449,030 in FY 15 and will be funded from a combination of local, state and federal funds. The bulk of the local funding comes from a 1.3669 millage recommended to be dedicated to Streets (\$1,366,784).

Major pavement maintenance is included for Graafschap in summer 2015 for \$75,000. Engineering for the Central Avenue project is included for \$206,428. Painting of rusted traffic signal poles is included for \$20,000. Replacement ornamental lights are included for Kollen Park Drive near Boatwerks Restaurant. Resurfacing of 32<sup>nd</sup> Street and Lugers asphalt sidewalks is included for \$40,000 in the Sidewalk Fund.

The majority of the long-term needed costs are for reconstructions. Central Avenue is projected for FY 16. The City's share is estimated to be \$3,207,000 in FY 16. Reconstruction of a portion of 8<sup>th</sup> Street associated with the new power plant construction is needed in FY 16 (summer 2015) for \$100,000 and a share of snowmelt to be determined. 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 with a share of snowmelt transmission main costs to be determined via a policy discussion (\$3.5 million).

Resurfacing is budgeted for \$550,000 for three miles of work in FY 15. Experimentation with a new micro-surfacing technique will continue so as to perhaps get 25% more mileage in the future. Sidewalks are budgeted for \$62,000. The M-40 Multi-Use Path along Lincoln and 40<sup>th</sup> will be done for \$185,000 of local share and \$260,000 federal.

**Note:** This capital program is derived from pooling Allegan County Road taxes, the Major Street Funds and the Street Improvement Reserve fund after deductions for operating costs (plowing, sweeping, repairs, etc.). See *Capital Projects Fund section* of this document.

## **LEGACY FUNDS**

A second year addition to the budget is a requested review of the Legacy Capital Fund program. A draft policy was provided during the Retreat that suggested that these funds be reserved for capital projects related to parks and recreation in a way that leverages further funds with specific Council approval in advance. Use in small increments is expected. See *Attachment E*.

This fund is made possible by the one-time sale of assets last year totaling \$1,321,459 (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 the Lakeview Park upgrade (\$200,000); Van Raalte Farm improvements (\$47,000); and DeGraaf Nature Center Property acquisition (\$30,000) are recommended for FY 15. This fund will end the year with a balance of \$1,044,459.

## CLOSING COMMENTS

### LONG-TERM CAPITAL REINVESTMENT NEEDED

Holland is an historic, vibrant, world-class community. Several major reinvestments are still needed; however. Some are unique (restoring single family home ownership levels to pre-1990 levels) as well as fostering economic development (Streets), greater safety (Fire Stations), improved recreation (Bouws pool, post-Civic Center and park reinvestment), and strategically-timed (waterfront.)

### **APPRECIATION**

In addition to the Finance staff and the Leadership Team sitting as the Budget Team, this document could not have been produced without the greater team and without the special help of Tim Vagle, Greg Robinson, Michelle Price and Sinka Babinec.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Ryan Cotton". The signature is stylized and cursive.

Ryan Cotton  
City Manager

**ATTACHMENT A**

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

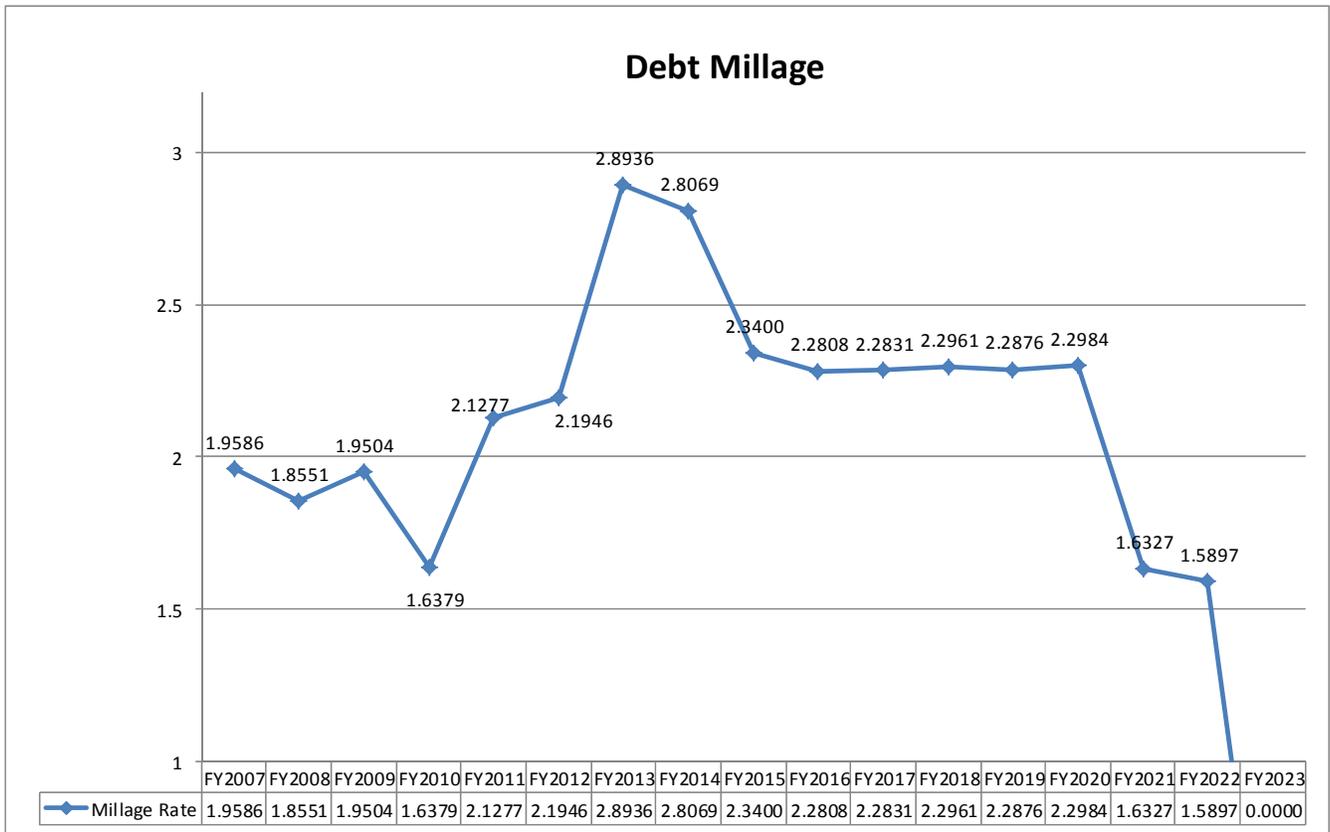
Five-year budget balancing ideas were suggested by employees and the Budget Team in 2012 to find more efficiency. Listed below are 50 of the most feasible ideas, out of 65 total suggested, and the results to-date:

<b>Cost Saving Actions Investigated in FY 12-14</b>	<b>Outcomes or Status Report</b>	<b>Outcomes/Savings</b>
1. Offer Police Protection services to South Park Township.	A proposal was invited by the Park Township Supervisor. Initial data provided. Pending.	Pending a formal response
2. Study cross-training Parks Team on irrigation and contract out major repairs.	Investigation pending as part of the Strategic Plan for completion by 12/1/14	Pending
3. Study DeGraaf Nature Center consolidation (look at scheduling savings in the interim).	Strategic plan concluded with a 9% reduction in General Fund expenditures. Increased collaboration until consolidation review rather than fill the next vacancy	\$23,000
4. Reduce from five (5) to four (4) FTE in Manager's / Human Resources / Mayor's office in next few years.	Within 2-year plan period	TBD
5. Achieve a goal of 20% greater energy reductions.	City Hall Attic Insulation & Georgetown Energy Prize competition will assist(July 2015 to June 2017)	TBD
6. Reduce pool car fleet/sell surplus vehicles/trucks.	Three cars eliminated from the City Hall supply. Completed	\$10,000
7. No unauthorized overtime.	Implemented	\$10,000
8. New employee fringe benefit contribution differentials.	Pay and Benefit Study in FY 15 provided data on increased employee share. Being partially implemented/negotiated	TBD
9. Discuss share with HBPW on administrative costs.	Admin costs were re-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 unfeasible 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 were reviewed for December 2013 renewal and modest changes made	Partially completed; More 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.	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 used yet. Gotten off the truck several times.	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 Fund cost savings possible.	Discarded at this time
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 was replaced in 2013. Electrical contracting out is being considered with HCT. Fire is picking up commercial Inspections in FY 15.	\$40,000
22. Investigate "auto aid" possibilities for public safety emergencies, especially fire.	A collaboration plan is in place with Holland Charter Township. Auto aid on east side of town completed. Other 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 building is big enough for both, plus the need to take advantage of the sunk costs.	Total consolidation discarded. Strategic plan will look at partial changes
24. Investigate greenhouse consolidations on Windmill Island.	Plan started. Will be concluded 12/1/14.	Pending
25. Investigate greenhouse privatization in the face of capital maintenance needed.	Report coming by 8/1/14	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 is one idea.	Complete plan by 7/01/15
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 <u>Public Service Delivery Study Report of 2013</u> ; Implementation expected by 12/1/14	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. Study concluded \$100,000 more cost.	\$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 2014 with Strategic Plan conclusion and possible Facility Director.	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 was mutually agreed upon yet not done. Information Technology was under review yet not done by HBPW. Communications staff sharing under review.	Pending. \$0
34. Windmill Island entrance fee adjustment.	Investigated in strategic and business plan terms. Small adjustment to \$8 done for 4/14; non-profit to be contracted with by	\$30,000

	12/1/14.	
35. Seek additional sponsorships for Farmers Market.	Postponed.	Pending
36. Review Civic Center Master Plan.	Goal shifted to a new Recreation Center after intensive review in 2013/2014. Recreation Center plans will be ramped up for voter bond approval for Council financing in May or August of 2016 for construction in FY 17	NA
37. Investigate health opt-out payments and effectiveness as an incentive.	Investigated in Pay and Benefit Plan. Increases planned based on outcomes elsewhere. (12/31/14)	\$30,000 pending 12/1/14
38. Investigate bringing more mechanical repair work in-house or contracting out mechanic services in Transportation and Engineering Department. 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.	Re-named to the Neighborhood Improvement Program and committees consolidated in 2012. Holland Advantage and fees increased for rental inspections in 2013. Administrative Plan completed in 2014. Staff to be re-deployed, inclusive of lobby customer service center in 2014.	Effectiveness and efficiencies. No general fund savings
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.	Holland Advantage implemented in 2013 and 2014 by both private and public sectors	Launched. Annual Report to track progress. No general fund savings.
41. Explore spring and fall clean-Up funding on a User Fee basis instead.	Report coming in late 2014 with the Strategic Plan.	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 11/30/14	Pending
44. Evaluate MERS contributions and predictions for cost changes long-term and in conjunction with contracts	Investigate options by of 12/30/14	Pending
45. Review the use of the competitive marketplace for liability and other insurances.	MERS and other providers failed to provide a better, cheaper outcome in 2013. Bidding out agents will occur by 2/1/15	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 and a water recreation feasibility report budgeted for completion by 1/15/15	Pending
47. Look for ways to acquire a new phone system in a cost-effective manner (grants via homeland security for example).	The Country-wide "telephone" study is done; acquisition expected in FY15.	Pending
48. Review long-term ways of addressing long-term DeZwaan Windmill	Strategic plan completed 2/1/13. Business Plan completed by 12/30/13.	Completed. No immediate General

needs/costs.	Implementation proceeding. Stable funding of \$150,000 per year and transitional emergency reserves.	Fund savings.
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 source of funding for critical infrastructure and public safety?	Policy judgment call. Issues abound.	Recommend deferral
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 7/30/14. Issues abound.	Pending
51. Miscellaneous	Various actions over the last two years	Fire, police and general cost improvements (\$100,000)
<b>TOTAL TO-DATE</b>		<b>\$516,000</b>





**ATTACHMENT C**  
**CITY OF HOLLAND - GENERAL FUND SUMMARY -**

Description	FY-2012		FY-2013		FY-2014		FY-2014	
	Final		Final		Adopted		Estimated	
	Actual		Actual		Budget		Budget	
<b>FUNDING SOURCES</b>								
Taxes	\$ 10,468,953	-4.9%	\$ 10,033,822	-4.2%	\$ 10,182,630	1.5%	\$ 10,161,980	1.3%
Intergovernmental	2,762,979	0.2%	2,848,093	3.1%	2,925,310	2.7%	2,922,200	2.6%
Licenses & Permits	497,102	-9.9%	484,785	-2.5%	527,800	8.9%	527,300	8.8%
Charges for Services	1,424,747	12.7%	1,490,139	4.6%	1,436,745	-3.6%	1,517,514	1.8%
Fines & Forfeits	205,665	0.1%	191,233	-7.0%	181,500	-11.8%	187,150	-2.1%
Interest & Rents	348,157	-10.6%	285,575	-18.0%	307,501	7.7%	308,101	7.9%
Other Revenue	88,000	385.1%	18,996	-78.4%	39,600	108.5%	26,917	41.7%
Transfers from Other Funds	<u>3,983,553</u>	8.7%	<u>4,467,091</u>	12.1%	<u>4,720,986</u>	5.7%	<u>4,707,653</u>	5.4%
<b>TOTAL SOURCES</b>	<u>\$ 19,779,156</u>	-0.4%	<u>\$ 19,819,734</u>	0.2%	<u>\$ 20,322,072</u>	2.5%	<u>\$ 20,358,815</u>	2.7%
<b>FUNDING USES</b>								
Personnel Services -								
* Salaries & Wages - Working	\$ 8,749,502	-2.8%	\$ 8,216,491	-6.1%	\$ 8,472,234	3.1%	\$ 8,470,826	3.1%
* Benefits								
- Health Insurance	1,522,465	-4.1%	1,595,655	4.8%	1,769,580	10.9%	1,625,079	1.8%
- Pension	1,747,562	3.1%	2,166,549	24.0%	2,189,867	1.1%	2,213,796	2.2%
- Other	1,231,473	-10.8%	1,313,585	6.7%	1,071,826	-18.4%	1,028,311	-21.7%
* Mandatory Employer Costs	626,909	-4.3%	554,376	-11.6%	573,453	3.4%	582,507	5.1%
Other Current Expenditures -								
* Supplies / Maintenance	893,387	-4.2%	909,813	1.8%	989,780	8.8%	996,861	9.6%
* Contractual Expenditures	863,409	2.5%	778,706	-9.8%	898,155	15.3%	894,909	14.9%
* Other	3,153,653	-2.8%	2,890,762	-8.3%	3,078,274	6.5%	3,155,578	9.2%
Capital Outlay	13,225	-100.0%	15,829	100.0%	94,000	493.9%	124,468	686.3%
Transfers Out	677,126	19.7%	832,211	22.9%	887,511	6.6%	1,869,624	124.7%
Contingencies	<u>- 0 -</u>	0.0%	<u>- 0 -</u>	0.0%	<u>294,182</u>		<u>106,583</u>	
<b>TOTAL USES</b>	<u>\$ 19,478,711</u>	-2.2%	<u>\$ 19,273,977</u>	-1.1%	<u>\$ 20,318,862</u>	5.4%	<u>\$ 21,068,542</u>	9.3%
Net Increase (Decrease) from Operations	<u>300,445</u>		<u>545,757</u>		<u>3,210</u>		<u>(709,727)</u>	
<b>FUND EQUITY - June 30</b>	<u>\$ 3,496,281</u>		<u>\$ 4,042,038</u>		<u>\$ 4,045,248</u>		<u>\$ 3,332,311</u>	

**ASSUMPTIONS**

Tax Revenues	Assumes 2.5% growth in Property tax in FY2016 and thereafter
Millage Rate	Assumes operating millage rate of 9.5 in FY15 and same millage rates thereafter
Transfers from Other Funds	Assumes increase in HBPW return on investment to General Fund of 7% in FY 14-15 and 5% thereafter
Salaries and Wages	Assumes 2.5% pay increases in 2016 and beyond consistent with growth in tax base
Health Insurance	Assumes 10% increases in annual health insurance costs each year
Pension	Assumes 15% increases in annual pension costs until FY2017 then slight decreases due to actuarial projections
Other	Most other revenues and expenditures are assumed to be flat

## FIVE-YEAR PROJECTIONS WITH HISTORY FROM FY2012

FY-2015 Projected		FY-2016 Projected		FY-2017 Projected		FY-2018 Projected		FY-2019 Projected		FY-2020 Projected	
\$ 10,113,595	-0.5%	\$ 10,366,435	2.5%	\$ 10,625,596	2.5%	\$ 10,891,236	2.5%	\$ 11,163,517	2.5%	11,442,605	2.5%
3,025,950	3.6%	3,101,599	2.5%	\$ 3,179,139	2.5%	\$ 3,258,617	2.5%	\$ 3,340,082	2.5%	3,423,584	2.5%
558,300	5.9%	580,632	4.0%	603,857	4.0%	628,012	4.0%	653,132	4.0%	679,257	4.0%
1,567,365	3.3%	1,630,060	4.0%	1,695,262	4.0%	1,763,072	4.0%	1,833,595	4.0%	1,906,939	4.0%
175,200	-6.4%	175,200	0.0%	175,200	0.0%	175,200	0.0%	175,200	0.0%	175,200	0.0%
327,401	6.3%	350,000	6.9%	375,000	7.1%	400,000	6.7%	450,000	12.5%	500,000	11.1%
49,800	85.0%	20,000	-59.8%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
<u>4,827,825</u>	2.6%	<u>5,165,773</u>	7.0%	<u>5,424,062</u>	5.0%	<u>5,695,265</u>	5.0%	<u>5,980,028</u>	5.0%	<u>6,279,029</u>	5.0%
<u>\$ 20,645,436</u>	1.4%	<u>\$ 21,389,699</u>	3.6%	<u>\$ 22,098,116</u>	3.3%	<u>\$ 22,831,402</u>	3.3%	<u>\$ 23,615,554</u>	3.4%	<u>24,426,614</u>	3.4%
\$ 8,850,021	4.5%	9,071,272	2.5%	9,298,054	2.5%	9,530,505	2.5%	9,768,768	2.5%	10,012,987	2.5%
1,732,236	6.6%	1,905,460	10.0%	2,096,006	10.0%	2,305,607	10.0%	2,536,168	10.0%	2,789,785	10.0%
2,485,567	12.3%	2,858,402	15.0%	3,287,162	15.0%	3,615,878	10.0%	3,796,672	5.0%	3,986,506	5.0%
1,018,631	-0.9%	1,043,196	2.4%	1,069,276	2.5%	1,096,008	2.5%	1,123,408	2.5%	1,151,494	2.5%
619,052	6.3%	634,528	2.5%	650,391	2.5%	666,651	2.5%	683,317	2.5%	700,400	2.5%
1,002,415	0.6%	1,022,463	2.0%	1,042,913	2.0%	1,063,771	2.0%	1,085,046	2.0%	1,106,747	2.0%
867,055	-3.1%	875,000	0.9%	875,000	0.0%	875,000	0.0%	875,000	0.0%	875,000	0.0%
3,131,504	-0.8%	3,162,819	1.0%	3,194,447	1.0%	3,226,391	1.0%	3,258,655	1.0%	3,291,242	1.0%
47,500	-61.8%	35,000	-26.3%	45,000	28.6%	55,000	22.2%	65,000	18.2%	75,000	15.4%
419,675	-77.6%	625,000	48.9%	625,000	0.0%	625,000	0.0%	625,000	0.0%	625,000	0.0%
<u>471,182</u>	342.1%	<u>100,000</u>	-78.8%	<u>100,000</u>	0.0%	<u>100,000</u>	0.0%	<u>100,000</u>	0.0%	<u>100,000</u>	0.0%
<u>\$ 20,644,838</u>	-2.0%	<u>\$ 21,333,141</u>	3.3%	<u>\$ 22,283,249</u>	4.5%	<u>\$ 23,159,811</u>	3.9%	<u>\$ 23,917,035</u>	3.3%	<u>24,714,161</u>	3.3%
<u>\$ 598</u>		<u>56,558</u>		<u>(185,133)</u>		<u>(328,409)</u>		<u>(301,480)</u>		<u>(287,546)</u>	
<u>\$ 3,332,909</u>		<u>\$ 3,389,467</u>		<u>\$ 3,204,335</u>		<u>\$ 2,875,926</u>		<u>\$ 2,574,445</u>		<u>2,286,899</u>	

**CITY OF HOLLAND**  
**POSITIONS ELIMINATED**

Department	Position	Percentage of		Fiscal Years
		General Fund	Positions Eliminated	2002-2015 Total (1)
<b>Management Services</b>				
Clerk	Clerk			1.00
Human Resources	HR Coordinator			1.00
	Sub-total	6.92%	3.64%	<u>2.00</u>
<b>Fiscal Services</b>				
Assessor	Departmental Assistant I			2.00
Finance	Purchasing Agent			0.20
Treasurer	Account Clerk / Cashier			1.00
	Sub-total	10.43%	5.82%	<u>3.20</u>
<b>Public Safety</b>				
Police	Police Chief			1.00
	Police Officer			3.00
	Code Enforcement			1.00
	Maintenance Supervisor			0.50
	Police Desk Assistant			3.00
	Department Assistant			1.00
Fire	Fire Chief			1.00
	Training Officer			1.00
	Fire Marshal			1.00
	Community Involvement Lt			1.00
	Firefighter			5.00
	Sub-total	51.08%	33.64%	<u>18.50</u>
<b>Transportation</b>				
Street/Engineering	Transportation Director			0.68
Street	Storekeeper Dispatcher			0.50
	Equipment Operator			2.00
	Street Supervisor			1.00
	Heavy Equipment Operator			1.00
Centralized Veh/Equip	Transportation Director			0.23
	Welder			1.00
	Storekeeper Dispatcher			0.50
	Maintenance Supervisor - Police			0.50
	Vehicle Maintenance Supervisor			1.00
	Purchasing Agent			0.80
	Sub-total	6.31%	16.75%	<u>9.21</u>

**CITY OF HOLLAND**  
**POSITIONS ELIMINATED**

Department	Position	Percentage of		Fiscal Years
		General Fund	Positions Eliminated	2002-2015 Total (1)
<u>Community &amp; Neighborhood Services</u>				
Community Develop	Community Dev Supervisor			1.00
Env Health	Housing Inspector			1.00
	Clerical Specialist			1.00
	Electrical Inspector			1.00
	Chief Sanitarian			1.00
	Volunteer Coordinator			1.00
HRC	Administrative Assistant I			1.00
	Human Relations Coordinator			1.00
Ourstreet	Neighborhood Liaison Officer			1.00
Planning/CDBG	Nghbr Commercial Dist Spec			1.00
Sub-total		8.82%	18.18%	<u>10.00</u>
<u>Parks &amp; Recreation Services</u>				
L&CS	L&CS Director			1.00
	Transportation Director			0.09
Civic Center	Custodian			1.00
Parks	Laborer II			1.00
	Grounds Keeper			1.00
	Equipment Operator			1.00
	Tree Trimmer I			1.00
	Skilled Maintenance Tech			1.00
Cemetery	Cemetery Maintenance II			1.00
	Supervisor			2.00
Sub-total		16.44%	18.35%	<u>10.09</u>
<u>Internal Service Funds</u>				
Tech Svcs	Director			1.00
	Sr. Programmer/Analyst			1.00
Sub-total		<u>0.00%</u>	<u>3.63%</u>	<u>2.00</u>
Total Positions not included from FY02 - FY15 Budget		<u>100.00%</u>	<u>100.01%</u>	<u>55.00</u>

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



## USE OF LEGACY FUNDS POLICY

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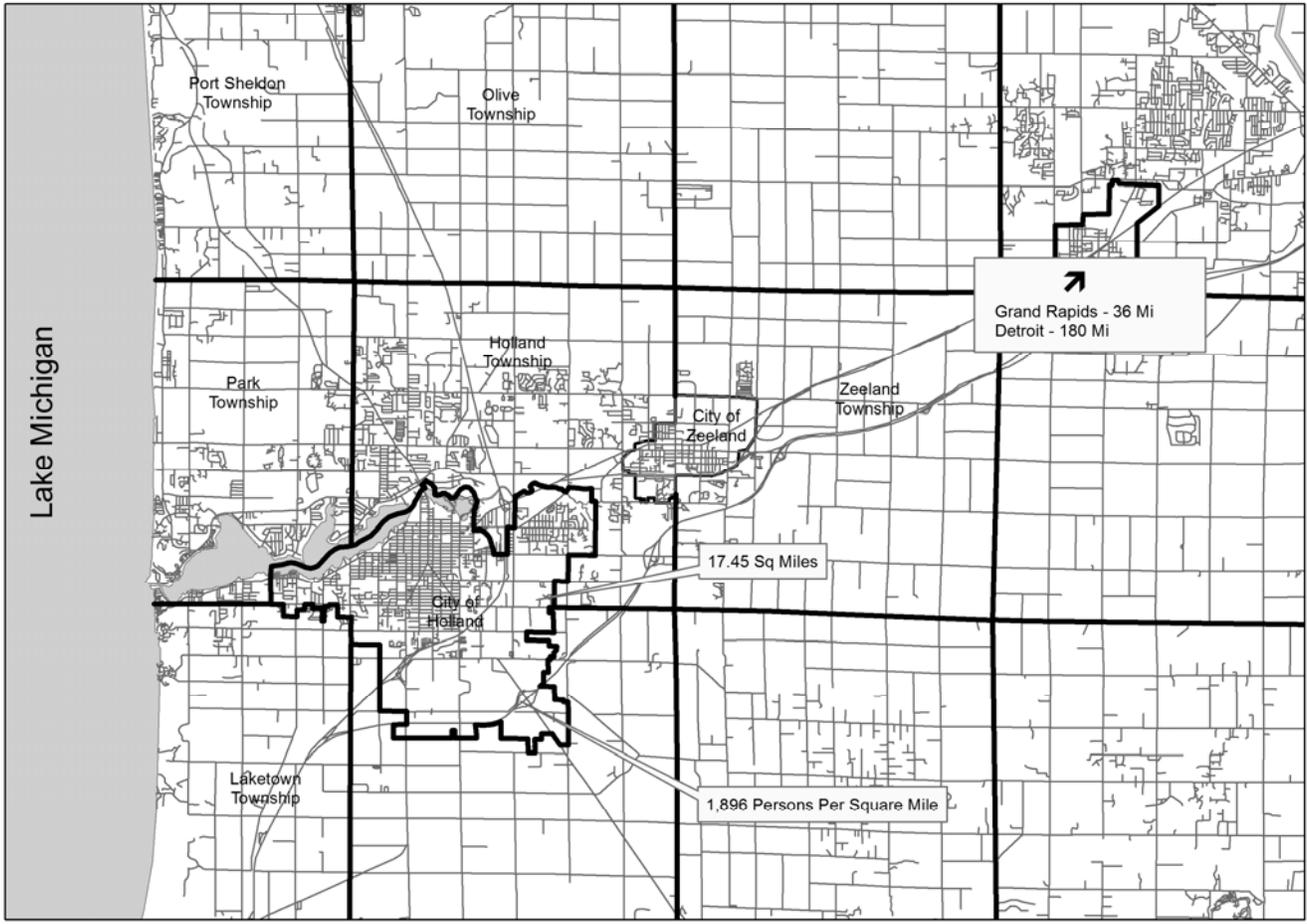
In 2012-13 the City of Holland sold various assets to Hope College, including the Municipal Stadium (\$947,000) as well as a parcel located in front of DeVos Field House (\$384,000) after a Council decision was made not to pursue a proposed roundabout that had been considered for a number of years. A third parcel near the Field House will be sold in 2014 (approximately \$300,000) for an approximate total of \$1,631,000. About \$167,000 of these funds were spent on acquiring the Lakeview School property and improvements to the skate park leaving a balance of about \$1,454,000.

The proceeds from the sale of these city assets have been described as “Legacy Funds” and the desire of Council is that they will be reinvested in community projects/facilities for the long-term benefit of the public. The attached policy addresses how “Legacy Funds” will be spent:

1. Legacy Funds will be invested in capital projects, not operational expenditures.
2. Primary use of Legacy Funds will be for Parks and Recreation projects.
3. Whenever possible, use of Legacy Funds will leverage other funding sources such as grants.
4. Use of Legacy Funds requires specific Council approval.
5. Legacy Funds are considered “assigned fund balance” in the Municipal Capital Improvements Fund.



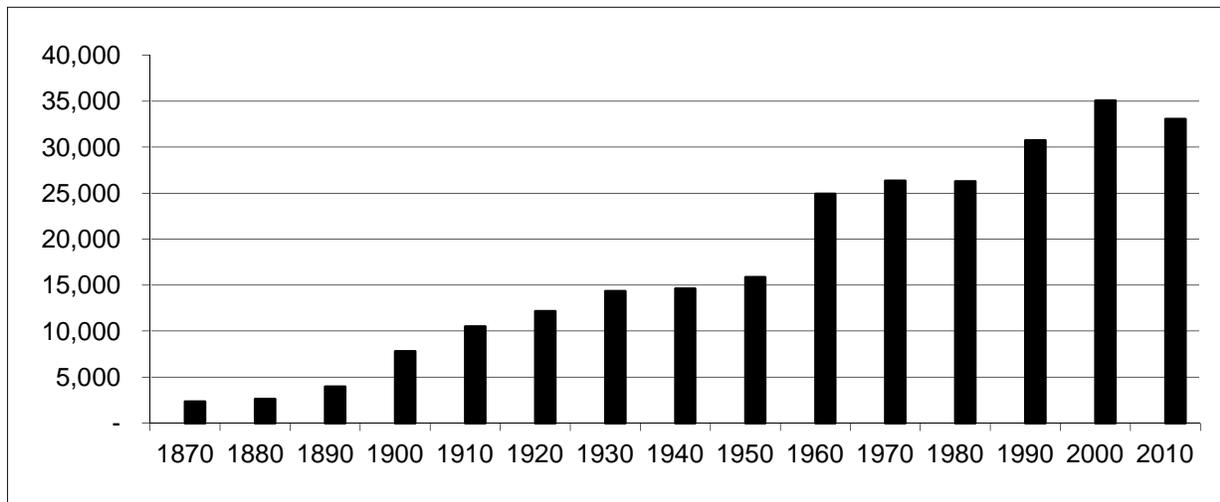
Macatawa Area Coordinating Council Participants



**CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION**

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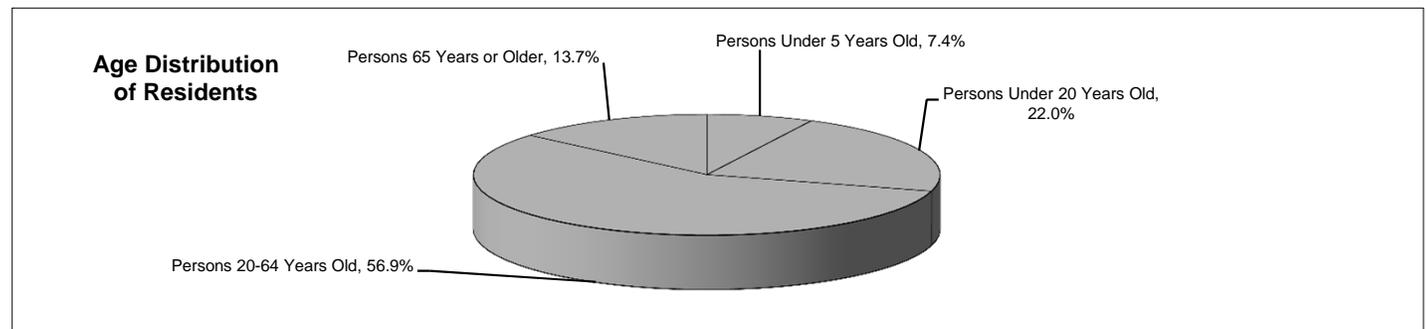
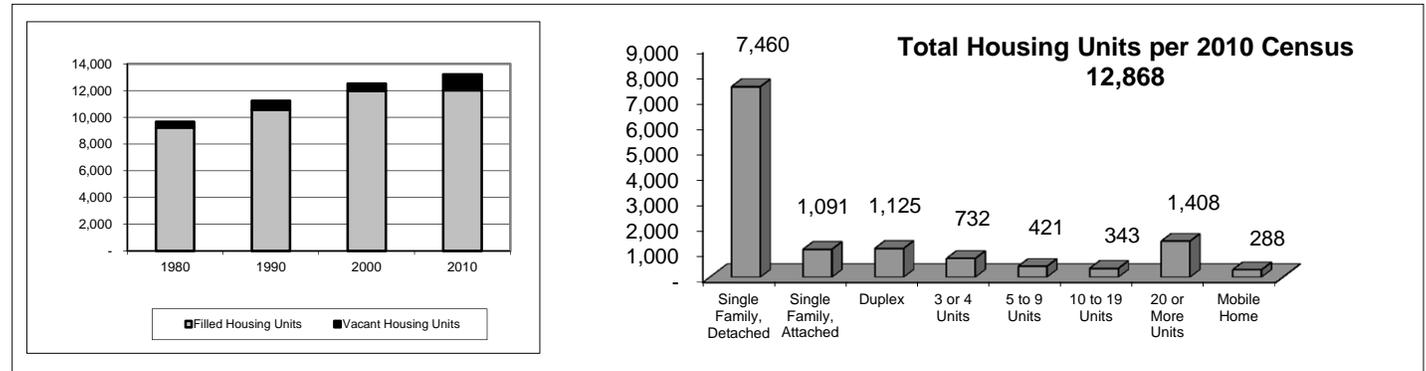
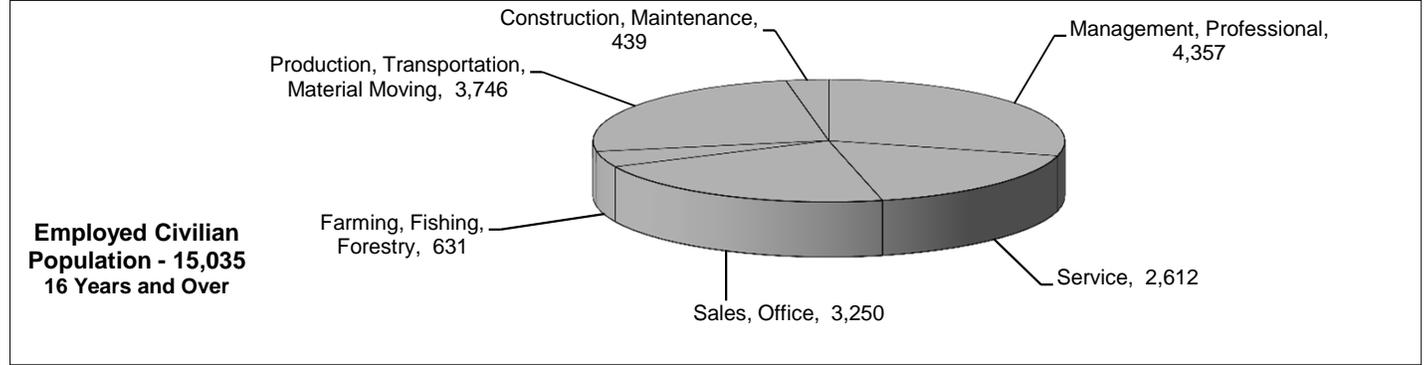
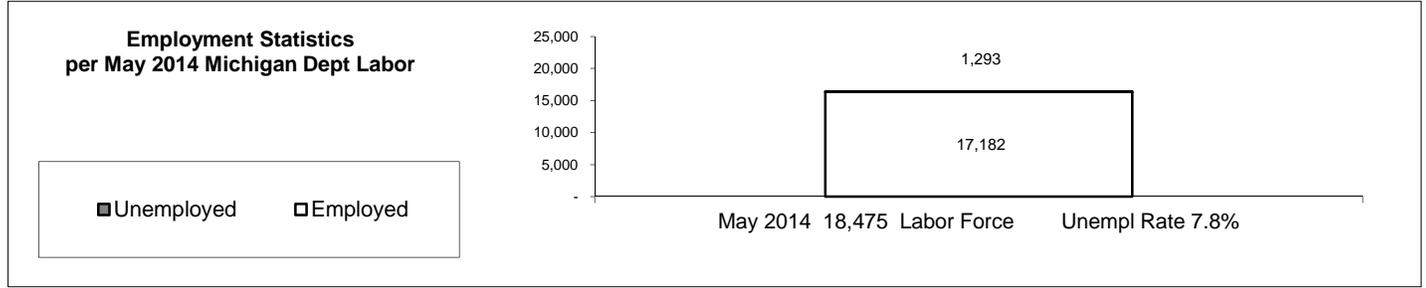
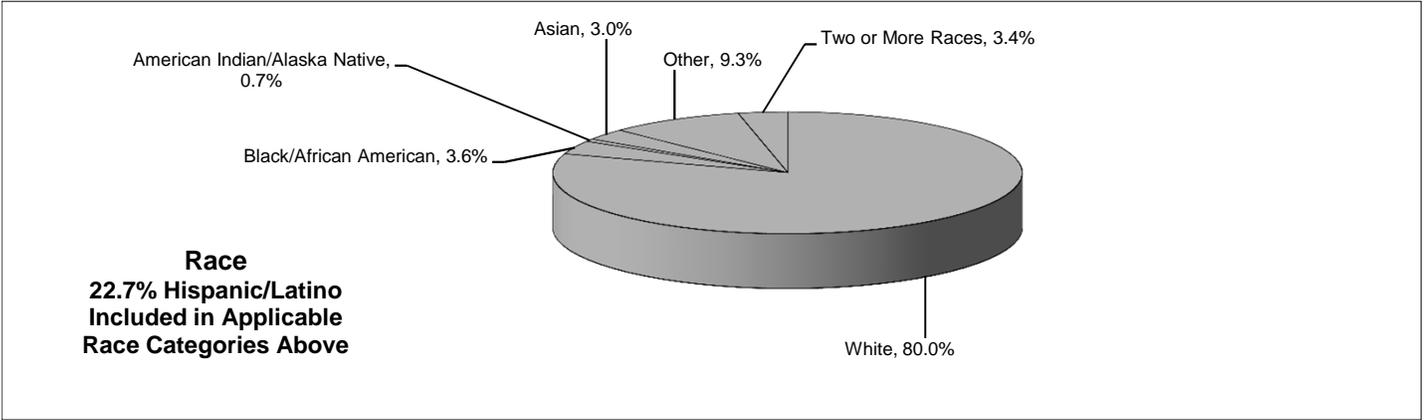
DECADE	OFFICIAL POPULATION *	PERCENTAGE INCREASE ( DECREASE )
1867	Incorporated as a City	-----
1870	2,324	-----
1880	2,620	12.74
1890	3,956	50.99
1900	7,790	96.92
1910	10,490	34.66
1920	12,166	15.98
1930	14,346	17.92
1940	14,616	1.88
1950	15,858	8.50
1960	24,916	57.12
1970	26,337	5.70
1980	26,281	(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



Source for Information:

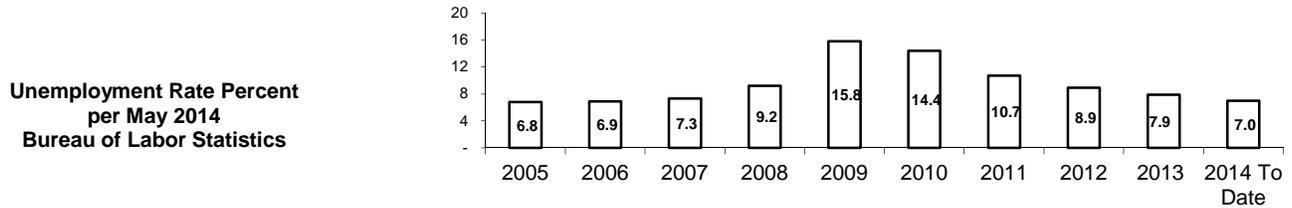
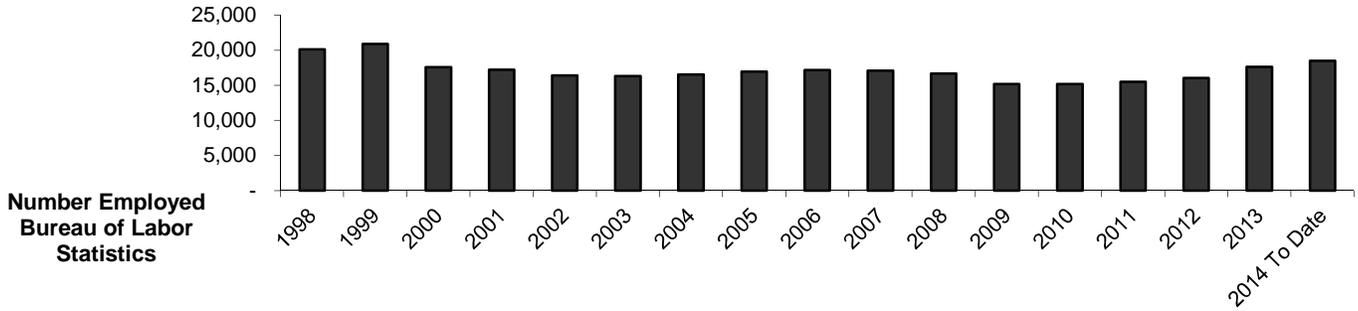
\* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

# DEMOGRAPHICS

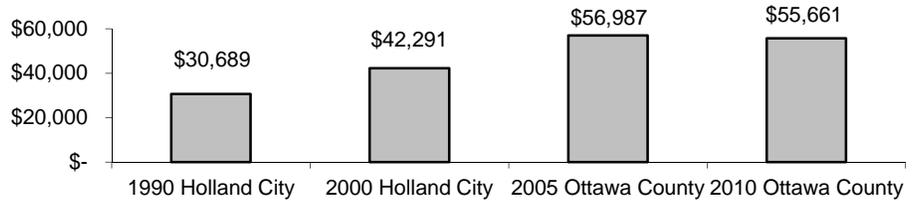


Source: Information is based on 2010 U.S. Census data, unless otherwise noted.

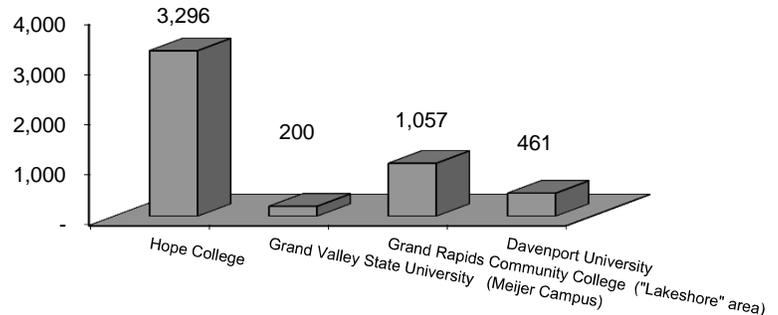
## DEMOGRAPHICS



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



**2013 Higher Education Enrollment**  
Total of 5,014 Degree Seeking



### Miscellaneous Statistics

Fire Stations	3	2010 City Population	33,051
Police Patrol Units	19	Public Libraries	1
Parks	23	Higher Education Institutions	4
Cemeteries (City Owned)	2	Streets (miles)	149.1
Sports Complexes	2	Sanitary Sewers (miles)	182.76
Community Centers	1	Water Mains (miles)	245.78
Nature Centers	1		
Community Pools	2		
Downtown Occupancy Rate	93.9%		

## HISTORY OF THE CITY OF HOLLAND

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

## HISTORY OF THE CITY OF HOLLAND (continued)

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

## HISTORY OF THE CITY OF HOLLAND (continued)

- |   |  |
|---|--|
| <p>1983 City purchases Van Raalte Farm.</p> <p>1984 Mainstreet designation for downtown Holland.</p> <p>1985 Evergreen Commons (Senior Center).</p> <p>1988 Westshore Mall (in Holland township). Snowmelt system installed downtown.</p> <p>1990 Area population over 70,000 including surrounding townships. Holland declared Urban Center.</p> <p>1991 Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office).</p> <p>1992 Holland Museum (in renovated former U.S. Post Office).</p> <p>1993 Weed &amp; Seed program.</p> <p>1995 Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted.</p> <p>1996 Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased.</p> <p>1997 Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award.</p> <p>1998 City Hall renovation completed. Johnson Controls Interiors (JCI) assumes ownership of Prince Corporation.</p> <p>1999 Holland Area Community Swimming Pool Authority Aquatic Center expansion completed. 1,100 acres annexed from Fillmore Township.</p> | <p>2000 Herrick District Library facility expansion completed.</p> <p>2002 Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant.</p> <p>2003 City Transportation Facility constructed.</p> <p>2004 City Police Facility Expansion completed. Western Gateway &amp; 8th Street Market area construction completed. Challenge Manufacturing moves into former Herman Miller plant. Baker Furniture vacates Holland City manufacturing plant.</p> <p>2005 Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building.</p> <p>2006 Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township.</p> <p>2007 Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant.</p> <p>2008 Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp &amp; roadway entrance.</p> <p>2008 Voters approve West Michigan Airport Authority 0.10 millage area-wide across Holland City, Park Township and City of Zeeland. Even though Holland Township voters failed to approve the tax levy, the area wide Authority will proceed.</p> <p>2009 Downtown 7th Street Parking Deck constructed.</p> <p>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%.</p> |
|---|--|

## HISTORY OF THE CITY OF HOLLAND (concluded)

- |   |  |
|---|--|
| <p>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.</p>  | <p>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.</p> |
| <p>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.</p>  | <p>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).</p>        |
| <p>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.</p>            | <p>2013    City Council approved a Community Energy Plan and several committees were formed to create implementation strategies.</p>   |
| <p>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.</p>                     |  |
| <p>2011    Several electric charging stations for electric vehicles installed around the City.</p>  |  |
| <p>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.</p>           |  |
| <p>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.</p> |  |

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

# **FINANCIAL POLICIES & GUIDELINES**

## **INTRODUCTION**

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

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

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

## **PLANNING PROCESS**

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

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

### **OPERATING SERVICES**

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

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

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

## **CAPITAL PROJECTS**

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

## **FINANCIAL POLICIES**

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

### **BUDGETING**

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

# **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 disbursements of funds. The internal controls shall take into consideration various methods and media of disbursements, to include:

- issuance of petty cash
  - checks
  - charge cards
  - electronic transfers (EFT's & ACH's)
- To the extent possible, the City shall pool its cash / investments across all of its funds; for purposes of operating efficiency and maximizing investment earnings.
  - Maintain a system of on-going cash-flow projections across all funds, using prior experience, current and anticipated cash inflows, and projected cash outflow requirements.
  - On-going analysis of market conditions to maximize investment yields, while giving due consideration to safety of investment principal.

# BUDGET EVENTS BY CALENDAR MONTH (page 1 of 3)

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## JULY

### **Maintain & Monitor Current Fiscal Year Budgets -**

- Implement new fiscal year budgets amounts for individual line-item accounts.
  - Update line-item accounts for authorized budget adjustments.
  - Financial reports to management, including comparison of actual to budget.
- 

## AUGUST

### **Maintain & Monitor Current Fiscal Year Budgets -**

- Update line-item accounts for authorized budget adjustments.
  - Financial reports to management, including comparison of actual to budget.
- 

## SEPTEMBER

### **Maintain & Monitor Current Fiscal Year Budgets -**

- Update line-item accounts for authorized budget adjustments.
  - Financial reports to management, including comparison of actual to budget.
- 

## OCTOBER

### **Maintain & Monitor Current Fiscal Year Budgets -**

- Update line-item accounts for authorized budget adjustments.
  - Financial reports to management, including comparison of actual to budget.
- 

## NOVEMBER

### **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)

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### 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)

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### 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, 2014 - JUNE 30, 2015**

May 14, 2014

**W**HEREAS, notification of a public hearing on the annual budget for fiscal year 2014-15 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 14, 2014 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, 2014 through June 30, 2015; 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, and that individual appropriation transfer adjustments from a *Contingencies* account or within organizational units which exceed \$10,000 may be authorized only by action of the City Council; and

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 2013-14, to the extent that such adjustments do not exceed the *2013-14 Revised Estimates*, as outlined in the fiscal year 2014-15 annual budget; and

## ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2014 will be liquidated and re-established as of July 1, 2014. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2014-15, 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, 2014 - June 30, 2015 is adopted as follows:

<u>Designated Purpose</u>	<u>Property Tax Millage</u>	
	<u>Rate</u>	<u>Amount</u>
<b>CITY OF HOLLAND</b>		
<u>Operating:</u>		
– General Government Operations	9.5000	\$ 9,499,195
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement Projects	0.0500	49,996
– Street Development & Improvement Projects	1.3669	1,366,784
– Municipal Capital Projects	0.4945	494,458
<u>Debt Service Obligations:</u>		
– General Obligation Debt	2.3400	2,390,688
<u>Total Property Tax Millage Levy</u>	<u>13.7514</u>	<u>13,801,121</u>
<b>HERRICK DISTRICT LIBRARY</b>		
– Library Operating	1.1000	1,099,907
– Library Debt Service Obligation	0.1571	160,503
<u>Total Property Tax Millage Levy</u>	<u>1.2571</u>	<u>1,260,410</u>
<b>WEST MICHIGAN AIRPORT AUTHORITY</b>		
	0.1000	99,992
<b>GRAND TOTAL - TAX MILLAGE LEVY</b>		
	<u>15.1085</u>	<u>\$ 15,161,523</u>
<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>		
	<u>1.8333</u>	<u>\$ 184,799</u>

BE IT FURTHER RESOLVED, that the 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 Herrick District Library or WMAA rates are revised by County Equalization or board action prior to July 1, 2014, then the City of Holland – Municipal Capital Projects rate will also be revised an equal amount; the total millage rate will remain at 15.1085 mills.

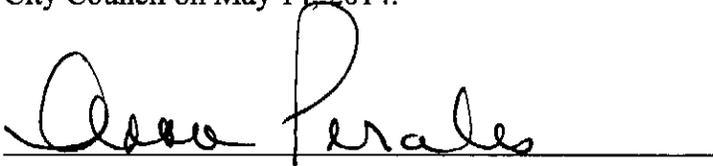
**ANNUAL BUDGET RESOLUTION - Continued**

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

Fiscal Year 2013-14: \$3,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2013).

Fiscal Year 2014-15: \$10,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2014).

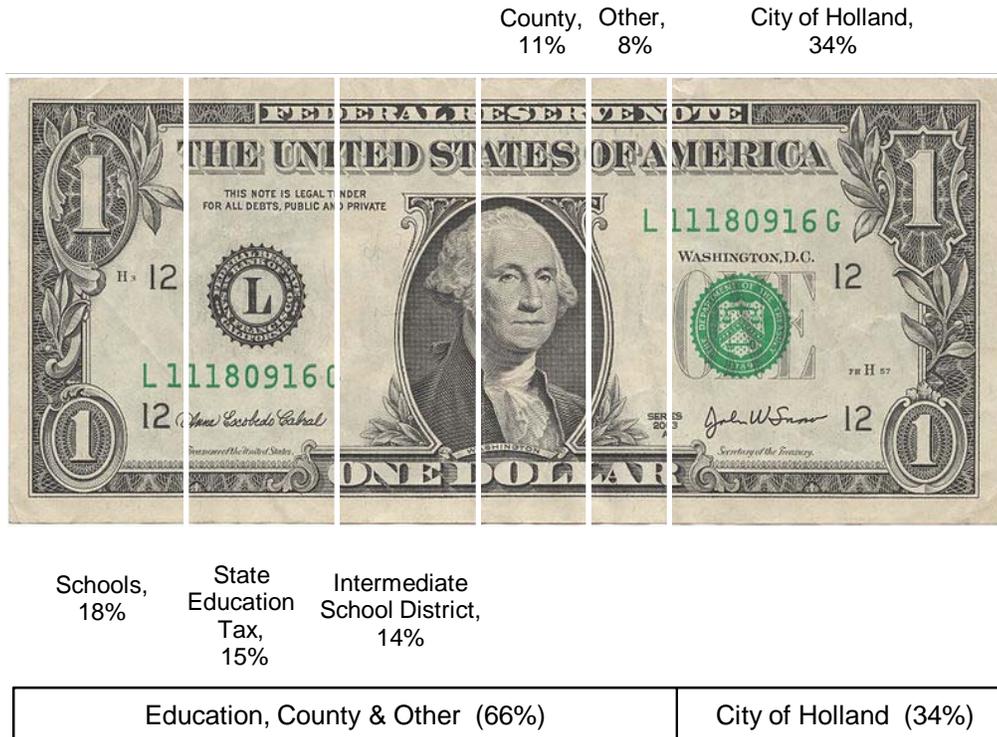
I hereby certify that this is a summarization of the Fiscal Year 2015 budget as adopted by the Holland City Council on May 14, 2014.

A handwritten signature in cursive script, reading "Anna Perales", written over a horizontal line.

Anna Perales  
Deputy City Clerk

# City of Holland

## Average Property Tax Distribution Principal Resident Properties



Property taxes account for 49% of General Fund revenues. Only \$0.34 of every tax dollar paid stays with the City of Holland, to fund the services provided to citizens. The above graph shows the distribution of the City's property tax dollars.

"Other" includes distribution to: Macatawa Area Express Transportation Authority, West Michigan Regional Airport Authority, Herrick District Library and the Holland Area Community Swimming Pool Authority.

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2013 AND 2014**

**-- BY PROPERTY CLASSIFICATION --**

	Tax Year		Increase ( Decrease )	
	2013	2014	\$	%
<b>REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION</b>				
<b><u>Residential</u></b>				
Real Property + NEZ (\$5,156,463)	\$ 508,185,259	\$ 523,937,525	\$ 15,752,266	3.10%
<b><u>Business</u></b>				
<b><u>Real Property:</u></b>				
- Industrial	\$ 109,291,140	\$ 113,200,491	\$ 3,909,351	3.58%
- Commercial	218,334,547	220,869,959	2,535,412	1.16%
- Agricultural	1,394,191	1,416,489	22,298	1.60%
- Developmental	623,494	632,761	9,267	1.49%
- <u>Total Business Real Property</u>	\$ 329,643,372	\$ 336,119,700	\$ 6,476,328	1.96%
<b><u>Personal Property:</u></b>				
- Industrial	\$ 203,911,600	\$ 220,096,300	\$ 16,184,700	7.94%
- Commercial	35,505,100	29,977,100	(5,528,000)	-15.57%
- Utilities	6,604,000	6,304,700	(299,300)	-4.53%
- <u>Total Business Personal Property</u>	\$ 246,020,700	\$ 256,378,100	\$ 10,357,400	4.21%
<b><u>Total Business Property</u></b>	\$ 575,664,072	\$ 592,497,800	\$ 16,833,728	2.92%
<b><u>Total Regular Assessment Roll</u></b>	\$ 1,083,849,331	\$ 1,116,435,325	\$ 32,585,994	3.01%

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

<b><u>@ Regular Valuations</u></b>				
<b><u>Real Property:</u></b>				
- New	\$ 17,231,787	\$ 17,254,182	\$ 22,395	0.13%
- Rehabilitated	578,040	578,040	-	0.00%
- <u>Total Real Property</u>	\$ 17,809,827	\$ 17,832,222	\$ 22,395	0.13%
<b><u>Personal Property:</u></b>				
- New	\$ 34,878,200	\$ 37,439,300	\$ 2,561,100	7.34%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	\$ 34,878,200	\$ 37,439,300	\$ 2,561,100	7.34%
<b><u>Total Real and Personal Property</u></b>	\$ 52,688,027	\$ 55,271,522	\$ 2,583,495	4.90%
<b><u>@ Taxable Valuation Equivalency</u></b>	\$ 26,633,034	\$ 27,924,781	\$ 1,291,748	4.85%

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

<b>Regular Assessment Roll + NEZ</b>	\$ 1,083,849,331	\$ 1,116,435,325	\$ 32,585,994	3.01%
<b>Tax Abatement Assessment Roll (IFT)</b>	26,633,034	27,924,781	\$ 1,291,748	4.85%
<b><u>Grand Total</u></b>	\$ 1,110,482,365	\$ 1,144,360,106	\$ 33,877,742	3.05%

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

For tax year 2014 (fiscal year 2015), 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 2014 (fiscal year 2015) amount to \$21,746,141.

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2014 (fiscal year 2015), P.A. 376 Tool & Die abatements amount to \$8,544,086.  
 For tax year 2014 (fiscal year 2015), P.A. 376 Michigan Strategic Fund abatements amount to \$114,154,666.

**SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2014**

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

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<b><u>REGULAR ASSESSMENT ROLL:</u></b>				
Real Property + NEZ (\$5,156,463)	\$ 778,187,626	\$ 81,866,599	\$ 3,000	\$ 860,057,225
Personal Property	109,359,700	147,010,400	8,000	256,378,100
<b>Total</b>	<b>\$ 887,547,326</b>	<b>\$ 228,876,999</b>	<b>\$ 11,000</b>	<b>\$ 1,116,435,325</b>
<b><u>IFT ABATEMENT ASSESSMENT ROLL:</u></b>				
New Property	\$ 31,001,769	\$ 23,691,713	\$ - 0 -	\$ 54,693,482
Rehabilitated Property	578,040	- 0 -	- 0 -	578,040
<b>Total</b>	<b>\$ 31,579,809</b>	<b>\$ 23,691,713</b>	<b>\$ - 0 -</b>	<b>\$ 55,271,522</b>
<u>Valuation for Budgeting Purposes</u>	\$ 16,078,925	\$ 11,845,857	\$ - 0 -	\$ 27,924,781
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b><u>\$ 903,626,251</u></b>	<b><u>\$ 240,722,856</u></b>	<b><u>\$ 11,000</u></b>	<b><u>\$ 1,144,360,106</u></b>

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

	<u>County Of</u>		
	<u>Ottawa</u>	<u>Allegan</u>	<u>Combined</u>
<b><u>REGULAR ASSESSMENT ROLL:</u></b>			
Real Property + NEZ (\$5,156,463)	\$ 591,473,494	\$ 268,583,731	\$ 860,057,225
Personal Property	60,116,100	196,262,000	256,378,100
<b>Total</b>	<b>\$ 651,589,594</b>	<b>\$ 464,845,731</b>	<b>\$ 1,116,435,325</b>
<b><u>IFT ABATEMENT ASSESSMENT ROLL:</u></b>			
New Property	\$ 9,874,372	\$ 44,819,110	\$ 54,693,482
Rehabilitated Property	244,900	333,140	578,040
<b>Total</b>	<b>\$ 10,119,272</b>	<b>\$ 45,152,250</b>	<b>\$ 55,271,522</b>
<u>Valuation for Budgeting Purposes</u>	\$ 5,182,086	\$ 22,742,695	\$ 27,924,781
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b><u>\$ 656,771,680</u></b>	<b><u>\$ 487,588,426</u></b>	<b><u>\$ 1,144,360,106</u></b>

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

For tax year 2014 (fiscal year 2015), 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 2014 (fiscal year 2015) amount to \$21,746,141.

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2014 (fiscal year 2015), P.A. 376 Tool & Die abatements amount to \$8,544,086.

For tax year 2014 (fiscal year 2015), P.A. 376 Michigan Strategic Fund abatements amount to \$114,154,666.

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2013 AND 2014**

-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2013		TAX YEAR 2014	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
<b>TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>				
<b><u>Residential Property</u></b>				
Regular Assessment Roll:				
- Real Property + NEZ (\$291,091)	\$ 508,185,259		\$ 523,937,525	
<b>Total - All Residential Property</b>	<b>\$ 508,185,259</b>	45.76%	<b>\$ 523,937,525</b>	45.78%
<b><u>Business Property</u></b>				
Regular Assessment Roll:				
- Real Property	\$ 329,643,372		\$ 336,119,700	
- Personal Property	246,020,700		256,378,100	
- Total	\$ 575,664,072		\$ 592,497,800	
IFT Abatement Assessment Roll:				
- Real Property	\$ 9,193,934		\$ 9,205,131	
- Personal Property	17,439,100		18,719,650	
- Total	\$ 26,633,034		\$ 27,924,781	
<b>Total - All Business Property</b>	<b>\$ 602,297,106</b>	54.24%	<b>\$ 620,422,581</b>	54.22%
<b><u>Grand Total - All Property</u></b>	<b>\$ 1,110,482,365</b>	<b>100.00%</b>	<b>\$ 1,144,360,106</b>	<b>100.00%</b>
<b>TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY</b>				
<b>Total - All Real Property</b>	<b>\$ 847,022,565</b>	<b>76.28%</b>	<b>\$ 869,262,356</b>	<b>75.96%</b>
<b>Total - All Personal Property</b>	<b>263,459,800</b>	<b>23.72%</b>	<b>275,097,750</b>	<b>24.04%</b>
<b>Grand Total - All Property</b>	<b>\$ 1,110,482,365</b>	<b>100.00%</b>	<b>\$ 1,144,360,106</b>	<b>100.00%</b>
<b>TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS</b>				
<p>For tax year 2014 (fiscal year 2015), 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 2014 (fiscal year 2015) amount to \$21,746,141.</p>				
<b>TAXABLE VALUATIONS ABATED FOR TOOL &amp; DIE RENAISSANCE RECOVERY ZONE</b>				
<p>For tax year 2014 (fiscal year 2015), P.A. 376 Tool &amp; Die abatements amount to \$8,544,086.</p> <p>For tax year 2014 (fiscal year 2015), P.A. 376 Michigan Strategic Fund abatements amount to \$114,154,666.</p>				

**COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2014**

**-- BY PROPERTY TYPE --**

<u>Property Type</u>	<u>Assessed Valuation</u>	<u>Taxable Valuation</u>	<u>Difference</u>
<b>VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>			
<b><u>Residential Property</u></b>			
Regular Assessment Roll + NEZ:	\$ 570,071,500	\$ 523,937,525	\$ 46,133,975
<b><u>Business Property</u></b>			
Regular Assessment Roll:	\$ 633,165,400	\$ 592,497,800	\$ 40,667,600
IFT Abatement Assessment Roll:			
- Real Property	\$ 10,426,250	\$ 9,205,131	\$ 1,221,119
- Personal Property	18,719,650	18,719,650	\$ -
- Total	<u>\$ 29,145,900</u>	<u>\$ 27,924,781</u>	<u>\$ 1,221,119</u>
<b>Total - All Business Property</b>	<b><u>\$ 662,311,300</u></b>	<b><u>\$ 620,422,581</u></b>	<b><u>\$ 41,888,719</u></b>
<b><u>Grand Total - All Property</u></b>	<b><u>\$ 1,232,382,800</u></b>	<b><u>\$ 1,144,360,106</u></b>	<b><u>\$ 88,022,694</u></b>
			Reduction Percentage 7.14%

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

For tax year 2014 (fiscal year 2015), 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 2014 (fiscal year 2015) amount to \$21,746,141.

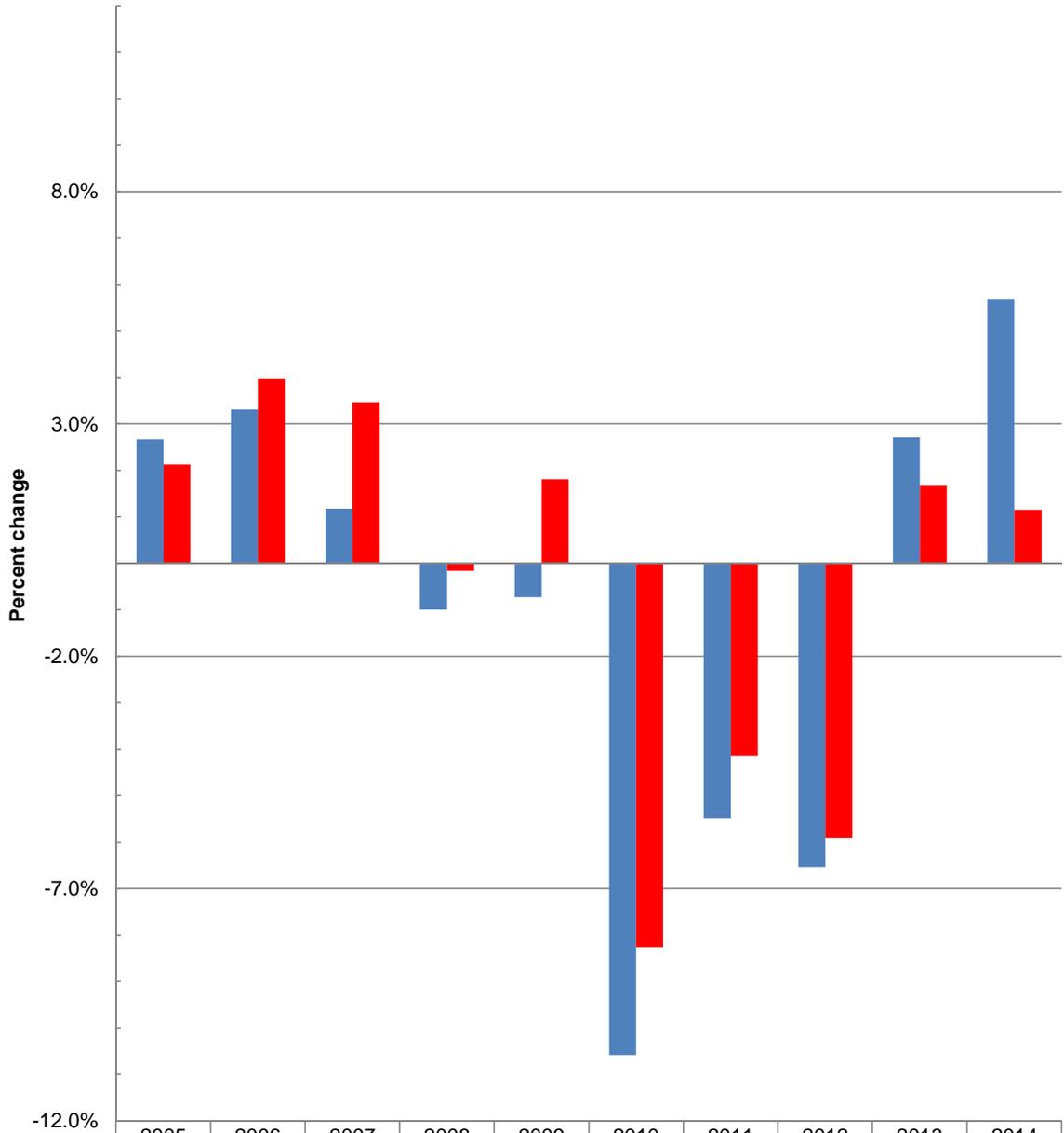
**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

For tax year 2014 (fiscal year 2015), P.A. 376 Tool & Die abatements amount to \$8,544,086.

For tax year 2014 (fiscal year 2015), P.A. 376 Michigan Strategic Fund abatements amount to \$114,154,66.

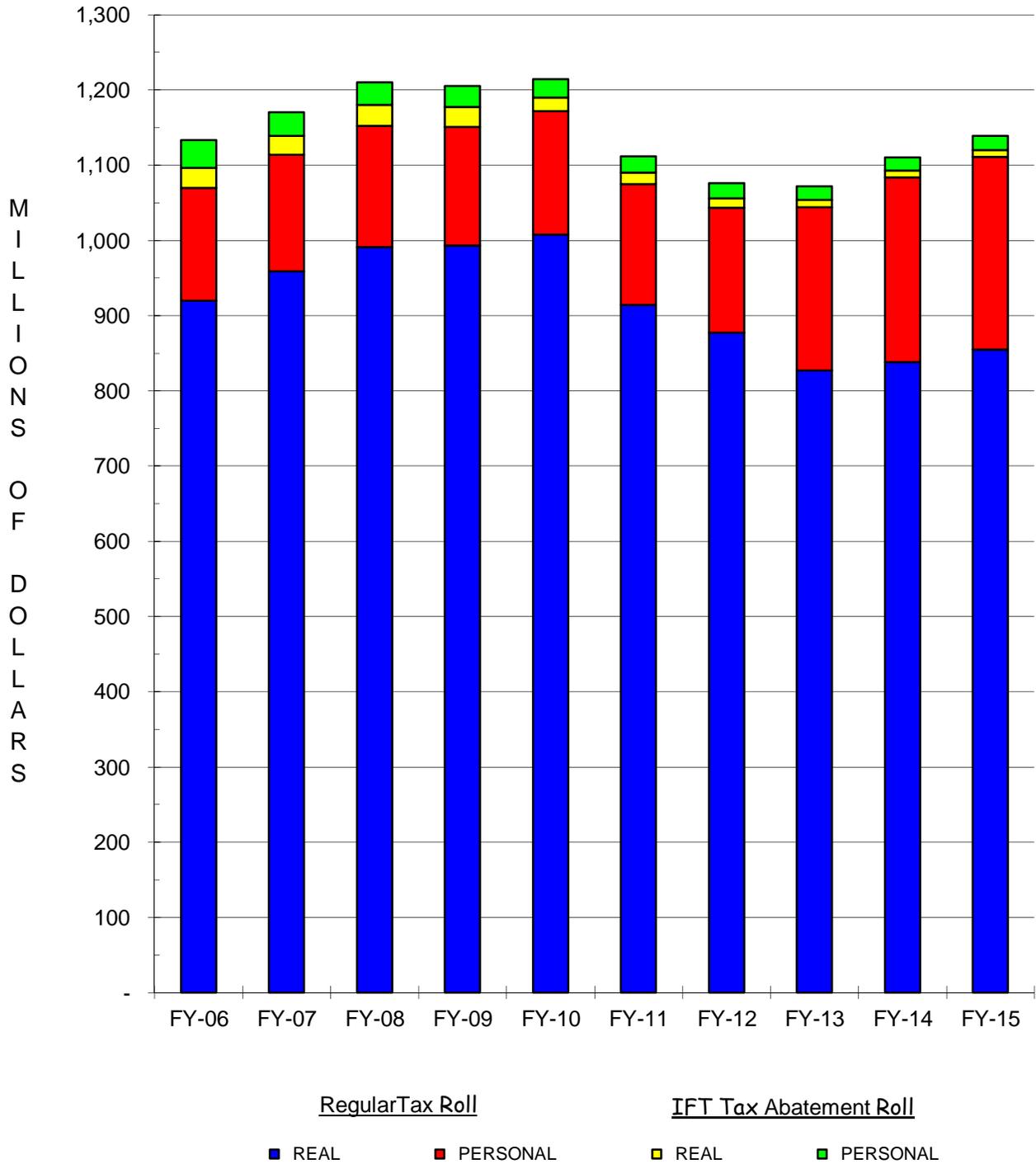
## PERCENT CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2005-2014

(ad-valorem parcels not including LG & JCI Ren Zones)



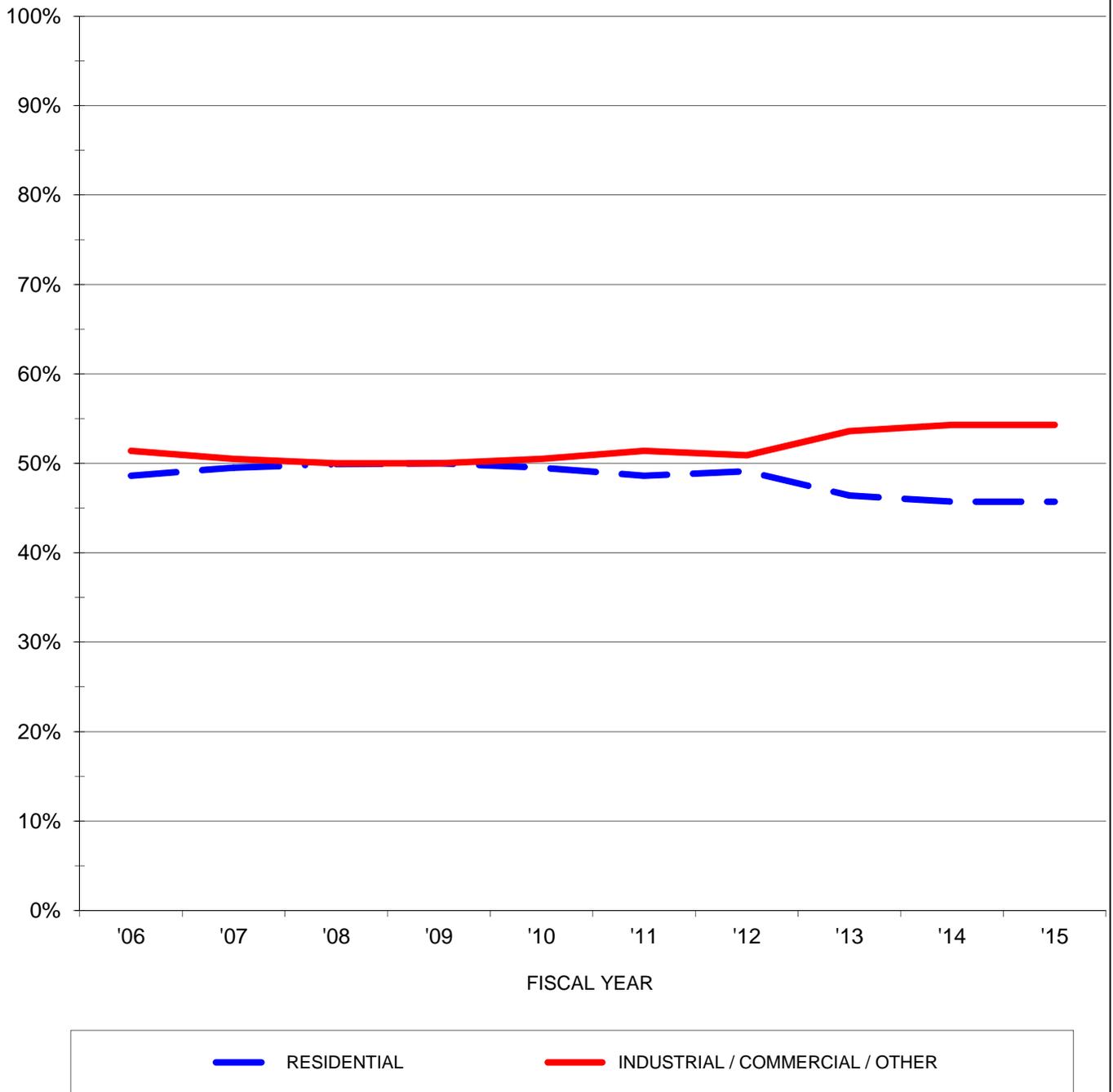
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
■ Assessed Value	2.7%	3.3%	1.2%	-1.0%	-0.7%	-10.6%	-5.5%	-6.5%	2.7%	5.7%
■ Taxable Value	2.1%	4.0%	3.5%	-0.2%	1.8%	-8.3%	-4.1%	-5.9%	1.7%	1.2%

# CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



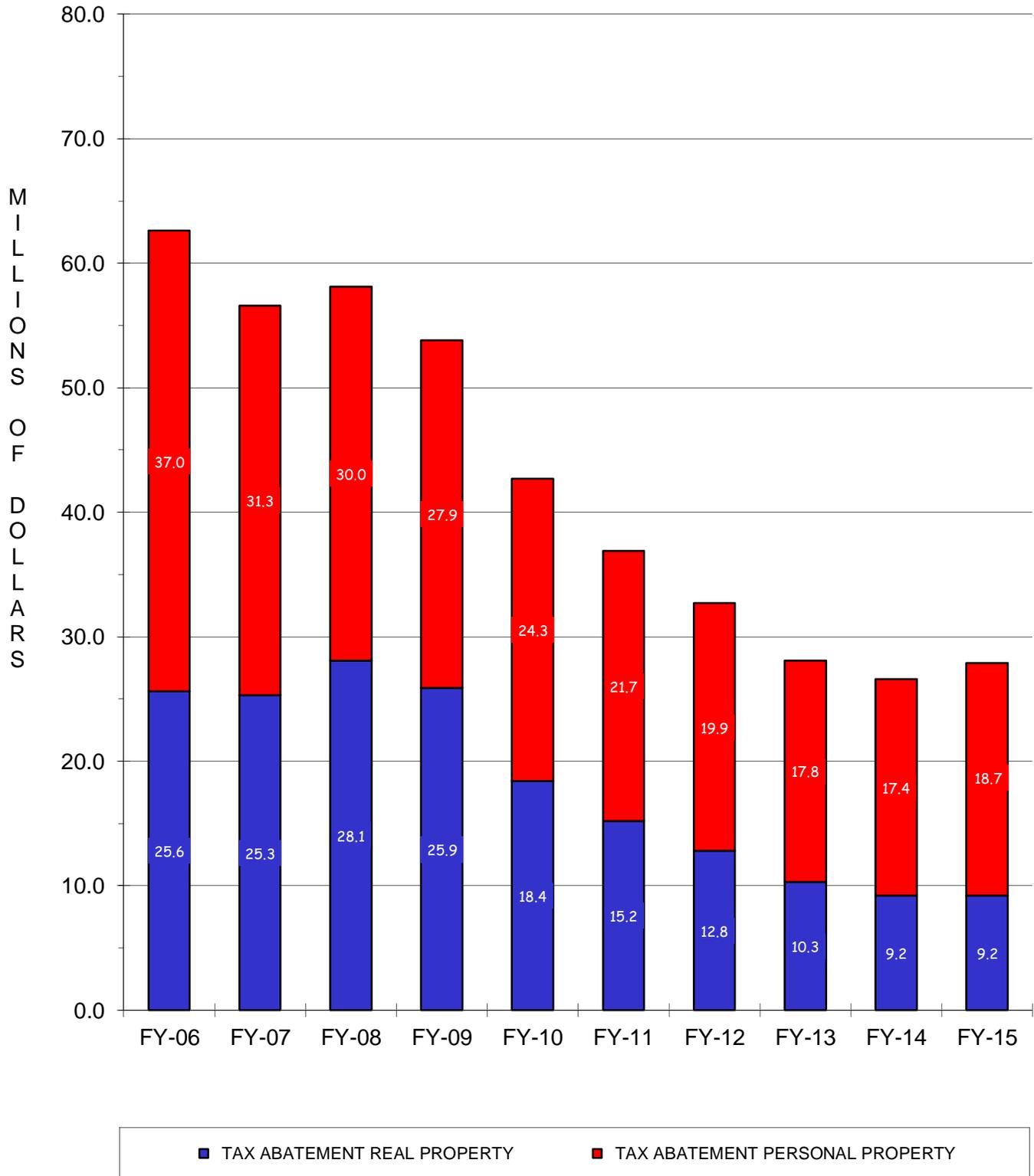
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

## 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 2014 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
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
-Capital Levies:								
Property Acquisition	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
Street Improv.	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
Sidewalk Improv.	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
Municipal Cap.Improv.	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	Y	72,278
Road Improvements	---	-----	---	-----	---	-----	Y	72,278
Emergency 911	---	-----	---	-----	---	-----	Y	72,278
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,686,409	Y	3,079,025	Y	37,401	---	-----
Parks	Y	2,686,409	Y	3,079,025	Y	37,401	---	-----
Emergency 911	Y	2,686,409	Y	3,079,025	Y	37,401	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
Special Education	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
Vocational Education	Y	2,686,409	Y	3,079,025	Y	37,401	Y	72,278
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	506,724	N	- 0 -	Y	37,401	Y	3,978
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	2,686,409	N	- 0 -	Y	37,401	Y	3,978

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2014 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
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
-Capital Levies:								
Property Acquisition	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
Street Improv.	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
Sidewalk Improv.	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
Municipal Cap.Improv.	Y	7,425,889	Y	155,900	Y	2,820,990	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 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	Y	155,900	---	-----	---	-----
Road Improvements	---	-----	Y	155,900	---	-----	---	-----
Emergency 911	---	-----	Y	155,900	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	7,425,889	---	-----	Y	2,820,990	Y	- 0 -
Parks	Y	7,425,889	---	-----	Y	2,820,990	Y	- 0 -
Emergency 911	Y	7,425,889	---	-----	Y	2,820,990	Y	- 0 -
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
Special Education	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
Vocational Education	Y	7,425,889	Y	155,900	Y	2,820,990	Y	- 0 -
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	4,370,077	N	- 0 -	N	2,820,990	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	7,425,889	N	- 0 -	Y	2,820,990	N	- 0 -

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2014 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	
<u>CITY OF HOLLAND</u>					
-Debt Service Levies:					
Gen.Obligation Debt	N	- 0 -	N	- 0 -	- 0 -
-Operating Levies:					
General	Y	582,509	Y	4,885,740	21,746,141
-Capital Levies:					
Property Acquisition	Y	582,509	Y	4,885,740	21,746,141
Street Improv.	Y	582,509	Y	4,885,740	21,746,141
Sidewalk Improv.	Y	582,509	Y	4,885,740	21,746,141
Municipal Cap.Improv.	Y	582,509	Y	4,885,740	21,746,141
-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 -
<u>MACATAWA TRANS. AUTH.</u>					
Operating	Y	582,509	Y	4,885,740	21,746,141
<u>WEST MI AIRPOR AUTH.</u>					
Operating	Y	582,509	Y	4,885,740	21,746,141
<u>DISTRICT LIBRARY</u>					
Debt Service	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	582,509	Y	4,885,740	21,746,141
<u>COMMUNITY POOL</u>					
Debt	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	582,509	Y	4,885,740	21,746,141
<u>COUNTY OF ALLEGAN</u>					
Operating	---	-----	---	-----	228,178
Road Improvements	---	-----	---	-----	228,178
Emergency 911	---	-----	---	-----	228,178
<u>COUNTY OF OTTAWA</u>					
Operating	Y	582,509	Y	4,885,740	21,517,963
Parks	Y	582,509	Y	4,885,740	21,517,963
Emergency 911	Y	582,509	Y	4,885,740	21,517,963
<u>INTERMEDIATE SCHOOL</u>					
General Education	Y	582,509	Y	4,885,740	21,746,141
Special Education	Y	582,509	Y	4,885,740	21,746,141
Vocational Education	Y	582,509	Y	4,885,740	21,746,141
<u>HOLLAND SCHOOL</u>					
Debt	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	582,509	Y	4,885,740	13,207,419
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>					
State Education Tax	Y	582,509	Y	4,885,740	18,442,916

**PROPERTY TAX LEVY**  
**PROPOSED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2013-14 AND 2014-15**

	Tax Year 2013	Tax Year 2014	Increase ( Decrease )	
	FY 2013-14	FY 2014-15	Amount	Percent
<b>PROPERTY TAX MILLAGE RATES</b>				
<b>City of Holland</b>				
- Operating Levies:				
General	9.6585	9.5000	(0.1585)	-1.64%
Total Operating	9.6585	9.5000	(0.1585)	-1.64%
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
Street Improvement Projects	1.0000	1.3669	0.3669	36.69%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.2360 (1)	0.4945 (1)	0.2585	109.53%
Total Capital	1.2860	1.9114	0.6254	48.63%
- Debt Service Levies:				
General Obligation Debt	2.8069	2.3400	(0.4669)	-16.63%
- Total City of Holland	13.7514	13.7514	(0.0000)	0.00%
<b>Herrick District Library</b>				
- Operating	1.1000	1.1000	0.0000	0.00%
- Debt Service	0.1571 (1)	0.1571 (1)	0.0000	0.00%
- Total Herrick District Library	1.2571	1.2571	0.0000	0.00%
<b>Airport Authority</b>	0.1000	0.1000	0.0000	0.00%
<b>Total Millage Levy Rate</b>	15.1085	15.1085	(0.0000)	0.00%

<b>PROPERTY TAX MILLAGE AMOUNTS</b>				
<b>City of Holland</b>				
- Operating Levies:				
General	9,558,231	9,499,195	(59,036)	-0.62%
Total Operating	\$ 9,558,231	\$ 9,499,195	\$ (59,036)	-0.62%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	989,619	1,366,784	377,165	38.11%
Sidewalk Improvement Projects	49,481	49,996	515	1.04%
Municipal Capital Projects	233,550	494,458	260,908	111.71%
Total Capital	\$ 1,272,650	\$ 1,911,238	\$ 638,588	50.18%
- Debt Service Levies:				
General Obligation Debt *	2,823,676	2,390,688	(432,988)	-15.33%
- Total City of Holland	\$ 13,654,557	\$ 13,801,121	\$ 146,564	1.07%
<b>Herrick District Library</b>				
- Operating	1,088,580	1,099,907	11,327	1.04%
- Debt Service *	158,039	160,503	2,464	1.56%
- Total Herrick District Library	\$ 1,246,619	\$ 1,260,410	\$ 13,791	1.11%
<b>Airport Authority</b>	98,962	99,992	1,030	1.04%
<b>Total Millage Levy Amount</b>	\$ 15,000,138	\$ 15,161,523	\$ 161,385	1.08%

\* Brownfield Captures Are Not Excluded From Debt Service Levies

(1) Final Adjusted Millage Rate Per County Equalization. MCIP Includes 0.1585 for Fire Station Projects and .1 from Street Resv

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

	<b>Tax Year 2013</b>	<b>Tax Year 2014</b>	<b>Change</b>	
	<b>FY 2013-14</b>	<b>FY 2014-15</b>		
Regular Roll (Includes Frozen NEZ)	\$ 1,083,849,331	\$ 1,116,435,325	\$ 32,585,994	3.01%
- Less Renaissance Zones and Known MTT Adjustments:				
- MTT Adjustment - JCI	- 0 -	- 0 -	- 0 -	
- LS Mold Tool & Die	(1,281,200)	(1,018,265)	262,935	
- STM Manufacturing Tool & Die	(600,600)	(604,685)	(4,085)	
- Buhler Prince	(2,727,140)	(5,450,352)	(2,723,212)	
- LG Chem/Compact Power	(70,683,500)	(75,367,591)	(4,684,091)	
- Johnson Controls - Saft APS	(24,130,600)	(38,787,075)	(14,656,475)	
Subtotal Renaissance Zones & MTT	<u>(99,423,040)</u>	<u>(121,227,968)</u>	<u>(21,804,928)</u>	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,631,400)	(2,686,409)	(55,009)	
- 665 East 48th Street (Lifesavers)	(112,800)	(72,278)	40,522	
- 570 East 16th Street (GE)	(3,126,725)	(3,079,025)	47,700	
- 573 Columbia Ave (Baker-Lofts)	(5,743,104)	(7,425,889)	(1,682,785)	
- 99 East 8th Street (Plaza East)	(2,777,342)	(2,820,990)	(43,648)	
- 479 Columbia Ave (Purple House Productions)	- 0 -	- 0 -	- 0 -	
- 146 River Ave (Scrap Yard Lofts)	(582,618)	(582,509)	109	
- 7th Street Project (Parking Deck)	(4,731,824)	(4,885,740)	(153,916)	
- 1110 Lincoln Ave (Lincolnshire)	(207,600)	(155,900)	51,700	
- 561 Crescent Drive (Crescent Shores)	(32,318)	(37,401)	(5,083)	
Subtotal Brownfields	<u>(19,945,731)</u>	<u>(21,746,141)</u>	<u>(1,800,410)</u>	
<b>Subtotal Regular Roll</b>	<b>964,480,560</b>	<b>973,461,216</b>	<b>\$ 8,980,656</b>	<b>0.93%</b>
Tax Abatement Roll (Expressed at Equivalency)	26,633,034	27,924,781	1,291,747	4.85%
- Less Renaissance Zones and Known MTT Adjustments:				
- MTT Adjustment - JCI	- 0 -	- 0 -	- 0 -	
- Buhler Prince	(855,650)	(750,514)	105,136	
- STM Manufacturing Tool & Die	(639,350)	(720,270)	(80,920)	
Subtotal Renaissance Zones & MTT	<u>(1,495,000)</u>	<u>(1,470,784)</u>	<u>24,216</u>	
<b>Subtotal Abatement Roll</b>	<b>25,138,034</b>	<b>26,453,997</b>	<b>\$ 1,315,963</b>	<b>5.23%</b>
<b>Total - All Rolls Adjusted</b>	<b>\$ 989,618,594</b>	<b>\$ 999,915,213</b>	<b>\$ 10,296,619</b>	<b>1.04%</b>
Valuation to Add Back to Debt Levies	19,945,731	21,746,141	1,800,410	<b>9.03%</b>
Valuation of Brownfields/Renaissance Zones/MTT	120,863,771	144,444,893	23,581,122	<b>19.51%</b>

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.

FY15 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$21,746,141 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies.

The total FY15 Taxable Valuation used for Debt Service computation is \$1,021,661,354.

**CITY OF HOLLAND**  
**1% PROPERTY TAX ADMINISTRATION FEE**  
**SUMMARY OF PROJECTED REVENUES TO BE GENERATED**  
**FOR FISCAL YEAR 2014-15**

Taxing Jurisdiction	2014 Taxable Value		2014-15 Millage		Projected 1% Administration Fee
	Within City of Holland		Rates	Amounts	
City of Holland	\$ 1,014,845,763		13.7514	\$ 13,955,550	\$ 139,556
- Unfrozen NEZ Property	\$ 5,005,388		11.3764	\$ 56,943	\$ 569
Special Assessments/Operating Assessments				685,000	6,850
Downtown Development Authority	31,250,036		1.8333	57,291	573
Herrick District Library	1,019,851,151		1.2571	1,282,055	12,821
West Michigan Airport Authority	1,019,851,151		0.1000	101,985	1,020
State of Michigan	860,033,401		6.0000	5,160,200	51,602
- Commercial Personal Property	30,319,350		6.0000	181,916	1,819
- Industrial Personal Property	129,498,400		- 0 -	- 0 -	0
Holland Public School District:					
- Principal Residence Exempt Properties (a)	428,101,373		7.0900	3,035,239	30,352
- Non-Principal Residence Properties	357,344,123		25.0900	8,965,764	89,658
- Commercial Personal Property	26,158,500		13.0900	342,415	3,424
- Industrial Personal Property	84,507,300		7.0900	599,157	5,992
- Renaissance Zones - Debt Only	7,514,955		7.0900	53,281	533
Hamilton Community School District:					
- Principal Residence Exempt Properties (a)	15,216,783		4.5600	69,389	694
- Non-Principal Residence Properties	59,360,122		22.5600	1,339,164	13,392
- Commercial Personal Property	4,160,850		10.5600	43,939	439
- Industrial Personal Property	44,991,100		4.5600	205,159	2,052
- Renaissance Zones - Debt Only	116,994,001		4.5600	533,493	5,335
Zeeland Public School District:					
- Principal Residence Exempt Properties (a)	- 0 -		8.2300	- 0 -	- 0 -
- Non-Principal Residence Properties	11,000		26.2300	289	3
Ottawa Intermediate School District	1,019,851,151		5.5234	5,633,046	56,330
Holland Area Community Pool Authority	896,111,296		1.5700	1,406,895	14,069
MAX Authority	1,014,845,763		0.4000	405,938	4,059
County of Allegan	363,079,470		5.8977	2,141,334	21,413
County of Ottawa	527,257,336		4.3565	2,296,997	22,970
- Unfrozen NEZ Property	5,005,388		3.4565	17,301	173
<b>Total</b>				<b>\$ 48,552,437</b>	<b>\$ 485,524</b>

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 separately.

**DOWNTOWN DEVELOPMENT AUTHORITY**  
**SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY**  
**FISCAL YEAR 2013-14 AND FISCAL YEAR 2014-15**

	<u>Actual</u>	<u>Adopted</u>	<u>Increase ( Decrease )</u>	
	<u>Tax Year 2013</u> <u>FY 2013-14</u>	<u>Tax Year 2014</u> <u>FY 2014-15</u>	<u>Amount</u>	<u>Percent</u>
<b><u>PROPERTY TAXABLE VALUATION ROLL</u></b>				
Regular Roll:				
- Real Property	\$ 87,058,469	\$ 88,501,631	\$ 1,443,162	1.66%
- Personal Property	10,136,400	9,566,200	(570,200)	-5.63%
- Total	<u>\$ 97,194,869</u>	<u>\$ 98,067,831</u>	<u>\$ 872,962</u>	0.90%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property (includes NEZ)	\$ 151,075	\$ 151,075	\$ - 0 -	0.00%
- Personal Property	2,907,700	2,582,400	(325,300)	-11.19%
- Total	<u>\$ 3,058,775</u>	<u>\$ 2,733,475</u>	<u>\$ (325,300)</u>	-10.63%
Total Assessment Rolls	<u><u>\$ 100,253,644</u></u>	<u><u>\$ 100,801,306</u></u>	<u><u>\$ 547,662</u></u>	0.55%
<b><u>PROPERTY TAX MILLAGE RATE LEVY</u></b>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.8333	1.8333	- 0 -	0.00%
<b><u>PROPERTY TAX MILLAGE AMOUNT LEVY</u></b>				
<u>Operating Levy</u>				
- For Operations & Maintenance	<u>\$ 183,795</u>	<u>\$ 184,799</u>	<u>\$ 1,004</u>	0.55%

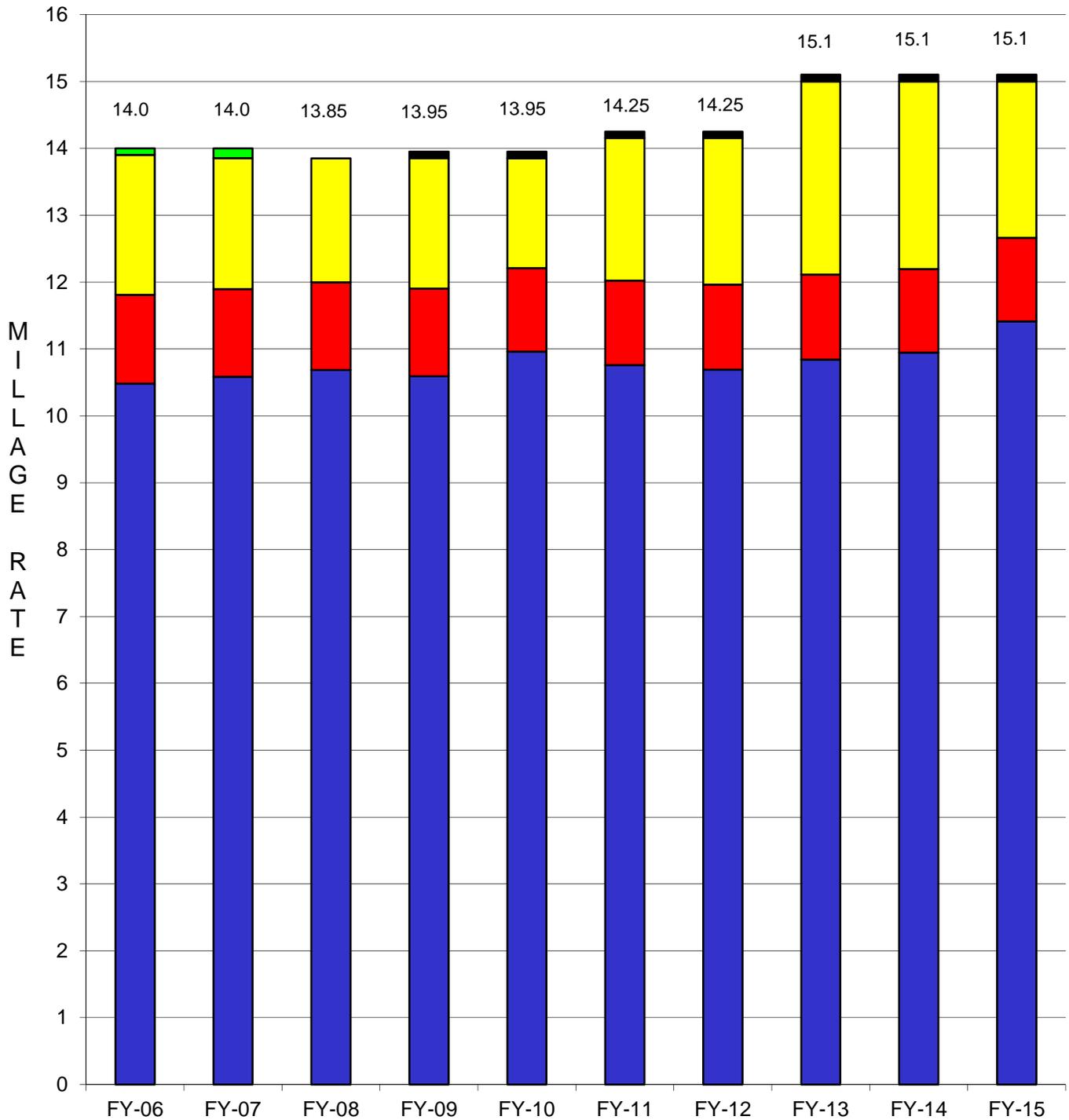
**MULTI-YEAR COMPARATIVE OVERVIEW  
CITY OF HOLLAND MILLAGE RATE LEVIES**

Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO		Capital Projects				MAX	West	Herrick	Total	
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Michigan Airport Authority	District Library		
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%
2015	2.3400	9.5000	0.0000	1.3669	0.0500	0.4945	0.0000	0.1000	1.2571	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



OPERATING & CAPITAL    
  HERRICK DISTRICT LIBRARY    
  DEBT SERVICE    
  MAX    
  AIRPORT

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

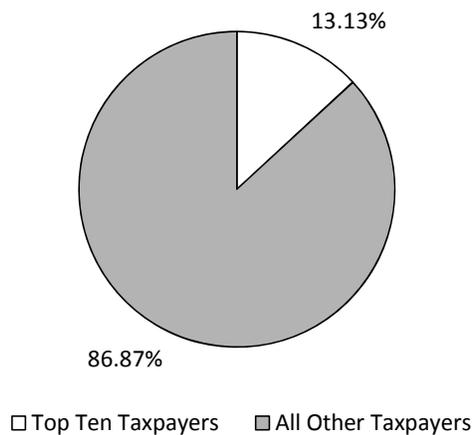
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS  
TAX YEAR 2014 (FY2015)  
CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. Haworth Inc	Office Furniture Manufacturing	\$ 24,372,835	2.42%
2. JCIM US LLC	Automotive Parts Manufacturing	\$ 20,398,551	2.02%
3. Johnson Controls Interiors	Automotive Parts Manufacturing	\$ 17,205,764	1.71%
4. Johnson Controls Inc	Automotive Parts Manufacturing	\$ 15,377,500	1.53%
5. American Retirement Corp	Retirement Village	\$ 15,087,544	1.50%
6. Lumir LLC	Real Estate Holdings	\$ 14,016,014	1.39%
7. H J Heinz Co LP	Misc Food Manufacturing	\$ 7,560,395	0.75%
8. American Bottling/Brooks Bev	Soft Drink Manf/Distributor	\$ 6,561,700	0.65%
9. Challenge Mfg Company	Metal Stamping Manufacturing	\$ 6,064,510	0.60%
10. Semco Energy	Utility	\$ 5,734,700	0.57%
Totals		<u>\$ 132,379,513</u>	<u>13.13%</u>

2014 Total Taxable Value is \$1,019,807,030 which includes IFT's at equivalency valuation.  
The abatements are taxed at approximately one-half the tax rate.  
Taxpayer valuations of Renaissance Zones are excluded.

Concentration of Taxpayers



## FUND SUMMARIES

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- > 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

# BUDGET FUND STRUCTURE

## CITY OF HOLLAND

### Governmental Funds

#### General Fund\* (Modified Accrual)

##### Departments

-City Council	-Code Inspection
-City Manager	-Street Division
-Elections	-Engineering
-Finance, incl. Budget Stabilization	-Housing & Nghbr Human Relations
-Audit	- Econ Development
-Assessor	- Leisure & Cultural Services Admin
-City Attorney	-Recreation
-Clerk	-Parks
-Human Resources	-DeGraaf Nature Center
-Treasurer	-8th St Market
-City Hall	-Cultural Assistance
-Cemetery	-Civic Center
-Volunteer Services	-Transfers to Other Funds
-Planning & Zoning	-Unallocated Insurance
-Public Safety	-Contingency Appropriation
-Environmental Health	

#### Special Revenue Funds (Modified Accrual)

- MVH Major Street Fund
- MVH Local Street Fund
- Allegan Co. Road Tax Fund
- Street Improvement Reserve Fund
- Parking System Fund
- Downtown Snowmelt Fund
- Principal Shopping District Fund
- CATV Public Access TV Fund
- Herrick District Library Taxation Fund
- C/J Police Training Fund
- Revolving Cash Assistance Fund
- Specified Donations Fund
- Dangerous Structures Fund

#### Debt Service Funds (Modified Accrual)

- General Obligation Fund
- Building Authority Fund
- Special Assessment Fund

#### Capital Project Funds (Modified Accrual)

- Bridge Fund
- Drain Fund
- Street Fund
- Sidewalk Fund
- Municipal Capital  
Improvement Fund

#### Permanent Funds (Modified Accrual)

- Cemetery Perpetual Care Fund

### Proprietary Funds

#### Enterprise Funds (Full Accrual)

- Solid Waste Fund
- Windmill Island Gardens Fund
- Depot Operations Fund
- Airport Facilities & Mgmt. Fund
- Transit Facilities & Mgmt. Fund
- Police Employees Benefit Fund
- City Hall Employees Benefit Fund
- Transportation Employees Benefit Fund
- Park/Cemetery Employees Benefit Fund
- Electric Utility Fund\*
- Water Utility Fund\*
- Wastewater Utility Fund\*

#### Internal Service Funds (Full Accrual)

- Technology Services Fund
- Fuel Dispensing Fund
- Postage Services Fund
- Communication Services Fund
- Centralized Vehicle/Equip Fund
- Fire Emergency Vehicle Pool Fund
- Compensated Absences Fund
- Workers Compensation Fund
- Income Protection Fund
- Health/Dental Fund
- Vehicle Fund
- Property Fund
- Liability Fund

#### Component Units (Modified Accrual)

- Downtown Development Authority Fund
- Brownfield Redevelopment Authority Funds
- Holland Historical Trust Fund

Note: The Basis of Budgeting, which mimics the Basis of Accounting, is indicated for each fund type. Fund Type definitions can be found in the glossary.

\* Considered a major fund for financial reporting purposes.



# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF REVENUES

Fund	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
GENERAL FUND	19,779,156	20,119,734	20,427,815	20,855,436
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	2,210,254	2,202,491	2,329,507	2,187,595
MVH Local Street	1,112,071	1,178,900	1,429,903	1,375,310
Allegan County Road Tax	385,642	410,667	376,400	376,000
Street Improvement Reserve	1,279,870	1,163,846	998,356	1,549,800
Downtown Parking System	200,180	200,574	206,733	208,133
Downtown Snowmelt O&M	148,505	151,959	158,776	165,900
Principal Shopping District	381,190	346,903	337,504	371,540
CATV-Public Access TV	355,408	414,212	428,000	432,500
Herrick Dist Libr Taxation	1,336,645	1,245,500	1,246,444	1,260,156
C/J Police Training	10,792	10,098	10,000	9,800
Revolving Cash Assistance	222,059	211,464	147,001	128,804
Specified Donations	131,608	206,037	864,883	30,000
Dangerous Structures	14,765	1,329	1,194	9,900
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,551,765	3,115,200	4,048,931	2,655,653
Building Authority	2,522,921	2,594,557	3,541,995	2,136,983
Special Assessments	166,460	83,022	147,595	58,729
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	43,987	29,508	33,500	32,600
TOTAL	32,853,278	33,686,001	36,734,537	33,844,839
Remove Interfund Transfers	5,028,081	5,714,083	6,048,462	6,355,105
<b>NET REVENUES - GOVT FUNDS</b>	<b>27,825,197</b>	<b>27,971,918</b>	<b>30,686,075</b>	<b>27,489,734</b>



# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF EXPENDITURES

Fund	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
GENERAL FUND	19,693,860	19,376,917	21,071,542	20,864,838
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Street /Trunkline	1,764,875	1,866,092	2,530,315	2,317,198
MVH Local Street	1,112,071	1,178,900	1,429,903	1,375,310
Allegan County Road Tax	402,622	163,111	382,615	431,000
Street Improvement Reserve	1,608,366	1,221,982	1,794,610	685,000
Downtown Parking System	136,973	183,169	254,287	212,350
Downtown Snowmelt O&M	164,864	187,807	202,317	206,167
Principal Shopping District	373,423	337,641	395,317	404,810
CATV-Public Access TV	336,070	494,634	407,685	414,864
Herrick Dist Libr Taxation	1,335,386	1,246,756	1,246,648	1,260,156
C/J Police Training	11,111	10,744	10,617	9,525
Revolving Cash Assistance	525,865	337,182	0	0
Specified Donations	119,440	137,029	620,895	25,000
Dangerous Structures	16,021	1,329	1,194	9,800
<u>DEBT SERVICE FUNDS</u>				
General Obligation	2,927,739	3,021,528	4,006,377	2,650,670
Building Authority	2,522,741	2,594,926	3,541,958	2,136,933
Special Assessments	117,712	113,219	265,524	35,873
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	14,861	3,365	17,932	6,000
<b>TOTAL</b>	<b>33,184,000</b>	<b>32,476,331</b>	<b>38,179,736</b>	<b>33,045,494</b>
Less: Interfund Transfers	3,904,884	3,399,055	5,815,571	2,826,653
<b>NET EXPENDITURES - GOVT FUNDS</b>	<b>29,279,116</b>	<b>29,077,276</b>	<b>32,364,165</b>	<b>30,218,841</b>



# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2014	Revenue Estimate FY-15	Expenditure Estimate FY-15	Change in Fund Balance	Estimated Balance 6/30/2015
<b>GENERAL FUND</b>	4,316,248	20,855,436	20,864,838	(9,402)	4,306,846
<b>SPECIAL REVENUE FUNDS</b>					
MVH Major Street /Trunkline	2,519,020	2,187,595	2,317,198	(129,603)	2,389,417
MVH Local Street	2,000	1,375,310	1,375,310	0	2,000
Allegan County Road Tax	263,342	376,000	431,000	(55,000)	208,342
Street Improvement Reserve	391,403	1,549,800	685,000	864,800	1,256,203
Downtown Parking System	138,251	208,133	212,350	(4,217)	134,034
Downtown Snowmelt O & M	61,113	165,900	206,167	(40,267)	20,846
Principal Shopping District	146,502	371,540	404,810	(33,270)	113,232
CATV-Public Access TV	348,641	432,500	414,864	17,636	366,277
Herrick District Library Taxation	132	1,260,156	1,260,156	0	132
C/J Police Training	0	9,800	9,525	275	275
Revolving Cash Assistance	(218,101)	128,804	0	128,804	(89,297)
Specified Donations	413,648	30,000	25,000	5,000	418,648
Dangerous Structures	0	9,900	9,800	100	100
<b>DEBT SERVICE FUNDS</b>					
General Obligation	165,234	2,655,653	2,650,670	4,983	170,217
Building Authority	12,625	2,136,983	2,136,933	50	12,675
Special Assessments	(617)	58,729	35,873	22,856	22,239
<b>PERMANENT FUNDS</b>					
Cemetery Perpetual Care	1,591,053	32,600	6,000	26,600	1,617,653
<b>TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS</b>	<b>10,150,494</b>	<b>33,844,839</b>	<b>33,045,494</b>	<b>799,345</b>	<b>10,949,839</b>



# COMPONENT UNIT FUNDS

## SUMMARY OF REVENUES, EXPENDITURES & FUND EQUITY ESTIMATES

<u>REVENUES</u>	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
Downtown Development Authority	182,856	182,125	185,820	185,355
Brownfield Redevel. Authority	691,750	698,529	853,048	907,897
Holland Historical Trust	611,951	1,008,779	722,278	794,225
	1,486,557	1,889,433	1,761,146	1,887,477
Removal Of Interfund Transfers	271,591	174,901	155,676	317,704
<b>NET REVENUES - COMPONENT UNITS</b>	<b>1,214,966</b>	<b>1,714,532</b>	<b>1,605,470</b>	<b>1,569,773</b>

<u>EXPENDITURES</u>				
Downtown Development Authority	209,510	179,598	189,701	175,865
Brownfield Redevel. Authority	683,399	682,321	803,285	876,628
Holland Historical Trust	684,503	767,696	710,987	785,660
	1,577,412	1,629,615	1,703,973	1,838,153
Removal Of Interfund Transfers	272,570	306,809	338,276	340,159
<b>NET EXPEND. - COMPONENT UNITS</b>	<b>1,304,842</b>	<b>1,322,806</b>	<b>1,365,697</b>	<b>1,497,994</b>

<u>FUND EQUITY</u>	Estimated Balance 7/1/14	Revenue Estimate FY-15	Expenditure Estimate FY-15	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/15
Downtown Development Authority	128,148	185,355	175,865		137,638
Brownfield Redevel. Authority	98,272	907,897	876,628		129,541
Holland Historical Trust	2,634,325	794,225	785,660	(133,270)	2,509,620
<b>EST. EQUITY - COMPONENT UNITS</b>	<b>2,860,745</b>	<b>1,887,477</b>	<b>1,838,153</b>	<b>(133,270)</b>	<b>2,776,799</b>

<u>CHANGE IN FUND EQUITY</u>	Estimated Balance 7/1/14	Estimated Balance 6/30/15	Change in Fund Balance
Downtown Development Authority	128,148	137,638	9,490
Brownfield Redevel. Authority	98,272	129,541	31,269
Holland Historical Trust	2,634,325	2,509,620	(124,705)
<b>EST. EQUITY - COMPONENT UNITS</b>	<b>2,860,745</b>	<b>2,776,799</b>	<b>(83,946)</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF REVENUES

Fund	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,427,228	1,565,899	2,012,300	2,062,650
- Windmill Island Gardens	863,365	762,060	1,293,705	723,675
- Railroad Depot Operations	1	1	1	1
- Municipal Airport Facilities	103,436	97,572	98,858	99,900
- Public Transit Facilities & Mgmt	228,780	1,534,007	386	0
- Police Employees Benefit	4,872	4,655	5,480	5,410
- City Hall Employees Benefit	4,093	3,941	3,840	3,950
- Transportation Employees Ben.	1,545	1,422	1,365	1,465
- Park/Cemetery Employees Ben.	243	233	453	453
	<u>2,633,563</u>	<u>3,969,790</u>	<u>3,416,388</u>	<u>2,897,504</u>
<u>Internal Services Funds</u>				
- Technology Services	614,772	624,966	612,900	627,400
- Fuel Dispensing	1,043,655	1,033,317	1,087,200	1,075,200
- Postage Services	18,047	16,586	17,610	17,610
- Communications Services	112,974	108,860	110,050	117,250
- Centralized Vehicle/Equipment	2,048,823	1,864,407	2,291,248	2,153,708
- Fire Emergency Vehicles Pool	78,126	979	88,290	91,400
- Compensated Absences	(15,481)	(120,363)	30,000	30,000
- Risk Management:				
Workers Comp Insurance	370,899	435,252	311,280	322,500
Employee Disability Ins.	103,947	109,314	105,200	105,400
Health/Dental Insurance	5,442,961	7,044,421	5,331,300	5,558,000
Vehicle Insurance	121,849	128,207	119,100	121,400
Property Insurance	26,248	287,464	30,671	31,300
Liability Insurance	270,101	153,812	194,931	137,600
	<u>10,236,921</u>	<u>11,687,222</u>	<u>10,329,780</u>	<u>10,388,768</u>
Removal Of Interfund Transfers	(958,848)	(331,272)	(1,044,993)	(465,003)
<b>General City Proprietary Revenues</b>	<b>11,911,636</b>	<b>15,325,740</b>	<b>12,701,175</b>	<b>12,821,269</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	90,535,440	93,594,126	97,115,543	101,437,429
- Water	7,437,907	8,921,947	8,675,213	9,084,235
- Wastewater	8,874,048	9,439,066	9,889,795	10,140,480
Removal Of Interfund Transfers	0	0	0	0
<b>BPW Utility Revenues</b>	<b>106,847,395</b>	<b>111,955,139</b>	<b>115,680,551</b>	<b>120,662,144</b>
<b>NET REVENUES - PROPRIETARY FDS</b>	<b>118,759,031</b>	<b>127,280,879</b>	<b>128,381,726</b>	<b>133,483,413</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF EXPENSES

Fund	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
<b>GENERAL CITY</b>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,382,182	1,564,919	1,666,776	1,670,847
- Windmill Island Gardens	630,044	623,779	1,293,705	723,675
- Municipal Airport Facilities	103,343	97,519	99,004	99,900
- Public Transit Facilities & Mgmt	228,780	1,534,007	380	0
- Police Employees Benefit	4,418	4,361	5,402	5,400
- City Hall Employees Benefit	2,939	3,415	3,600	3,500
- Transportation Employees Ben.	1,761	1,245	1,600	1,800
- Park/Cemetery Employees Ben.	184	254	400	400
	<b>2,353,651</b>	<b>3,829,499</b>	<b>3,070,867</b>	<b>2,505,522</b>
<u>Internal Services Funds</u>				
- Technology Services	623,758	566,492	627,550	656,215
- Fuel Dispensing	1,006,061	998,216	1,046,339	1,037,280
- Postage Services	19,155	16,825	18,000	18,000
- Communications Services	113,977	107,132	112,842	115,100
- Centralized Vehicle/Equipment	1,745,833	1,675,564	2,577,657	2,472,499
- Fire Emergency Vehicles Pool	0	0	525,000	0
- Compensated Absences	(15,481)	(120,363)	30,000	30,000
- Risk Management:				
Workers Comp Insurance	363,688	433,103	315,000	320,000
Employee Disability Ins.	233,975	106,234	92,000	105,050
Health/Dental Insurance	5,754,789	6,728,605	4,898,244	5,440,608
Vehicle Insurance	127,361	110,561	112,500	120,000
Property Insurance	45,778	52,498	29,321	30,000
Liability Insurance	250,071	159,629	220,000	155,000
	<b>10,268,965</b>	<b>10,834,496</b>	<b>10,604,453</b>	<b>10,499,752</b>
Removal Of Interfund Transfers	(33,207)	(2,293)	(66,405)	0
<b>Total General City</b>	<b>12,589,409</b>	<b>14,661,702</b>	<b>13,608,915</b>	<b>13,005,274</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	77,294,522	86,792,828	101,343,766	151,839,260
- Water	10,931,458	7,024,516	7,892,884	10,010,366
- Wastewater	12,423,099	8,025,852	10,140,667	20,352,361
Removal Of Interfund Transfers	(4,307,040)	(4,651,200)	(4,990,800)	(5,344,000)
<b>Total BPW Utility</b>	<b>96,342,039</b>	<b>97,191,996</b>	<b>114,386,517</b>	<b>176,857,987</b>
<b>NET EXPENSES-PROPRIETARY FDS</b>	<b>108,931,448</b>	<b>111,853,698</b>	<b>127,995,432</b>	<b>189,863,261</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2014	Revenue Estimate FY-15	Expense Estimate FY-15	Capital & Debt Principal FY-15	Non-Cash Items/Eq Xfr FY-15	Estimated Balance 6/30/2015
<b>GENERAL CITY</b>						
<u>Enterprise Funds</u>						
- Solid Waste & Recycling	751,390	2,062,650	1,670,847			1,143,193
- Windmill Island Gardens	2,034,927	723,675	723,675	42,000	(108,000)	1,968,927
- Railroad Depot Operations	821,597	1	0		(25,000)	796,598
- Municipal Airport Facilities	10,687,920	99,900	99,900		(461,000)	10,226,920
- Public Transit Facilities & Mgmt	256,470	0	0		(11,700)	244,770
- Police Employees Benefit	985	5,410	5,400			995
- City Hall Employees Benefit	6,801	3,950	3,500			7,251
- Transportation Employees Ben.	2,557	1,465	1,800			2,222
- Park/Cemetery Employees Ben.	528	453	400			581
	<b>14,563,175</b>	<b>2,897,504</b>	<b>2,505,522</b>	<b>42,000</b>	<b>(605,700)</b>	<b>14,391,457</b>
<u>Internal Services Funds</u>						
- Technology Services	541,417	627,400	656,215	119,500	(50,000)	582,102
- Fuel Dispensing	177,223	1,075,200	1,037,280	0	(2,545)	212,598
- Postage Services	7,024	17,610	18,000			6,634
- Communications Services	20,005	117,250	115,100		(2,235)	19,920
- Centralized Vehicle/Equipment	4,607,949	2,153,708	2,472,499	676,400	(597,000)	4,368,558
- Fire Emergency Vehicles Pool	1,424,163	91,400	0	475,000	(99,800)	1,890,763
- Compensated Absences	0	30,000	30,000			0
- Risk Management:						
Workers Comp Insurance	543,255	322,500	320,000			545,755
Employee Disability Insurance	94,384	105,400	105,050			94,734
Health/Dental Insurance	1,392,361	5,558,000	5,440,608			1,509,753
Vehicle Insurance	236,454	121,400	120,000			237,854
Property Insurance	385,414	31,300	30,000			386,714
Liability Insurance	256,781	137,600	155,000			239,381
	<b>9,686,430</b>	<b>10,388,768</b>	<b>10,499,752</b>	<b>1,270,900</b>	<b>(751,580)</b>	<b>10,094,766</b>
<b>Total General City Proprietary Equity</b>	<b>24,249,605</b>	<b>13,286,272</b>	<b>13,005,274</b>	<b>1,312,900</b>	<b>(1,357,280)</b>	<b>24,486,223</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>						
- Electric	208,619,195	101,437,429	151,839,260	67,682,198	(6,491,613)	219,407,949
- Water	34,292,947	9,084,235	10,010,366	4,850,024	(1,798,766)	36,418,074
- Wastewater	51,854,718	10,140,480	20,352,361	13,259,875	(1,998,466)	52,904,246
<b>Total Holland BPW Utility Equity</b>	<b>294,766,860</b>	<b>120,662,144</b>	<b>182,201,987</b>	<b>85,792,097</b>	<b>(10,288,845)</b>	<b>308,730,269</b>
<b>TOTAL ESTIMATED EQUITY -</b>						
<b>PROPRIETARY FUNDS</b>	<b>319,016,465</b>	<b>133,948,416</b>	<b>195,207,261</b>	<b>87,104,997</b>	<b>(11,646,125)</b>	<b>333,216,492</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2014	Estimated Balance 6/30/2015	Change in Fund Equity
<u>GENERAL CITY</u>			
<u>Enterprise Funds</u>			
- Solid Waste & Recycling	751,390	1,143,193	391,803
- Windmill Island Gardens	2,034,927	1,968,927	(66,000)
- Railroad Depot Operations	821,597	796,598	(24,999)
- Municipal Airport Facilities	10,687,920	10,226,920	(461,000)
- Public Transit Facilities & Mgmt	256,470	244,770	(11,700)
- Police Employees Benefi(1)	985	995	10
- City Hall Employees Benefit (1)	6,801	7,251	450
- Transportation Employees Benefit (1)	2,557	2,222	(335)
- Park/Cemetery Employees Benefit (1)	528	581	53
	14,563,175	14,391,457	(171,718)
<u>Internal Services Funds</u>			
- Technology Services	541,417	582,102	40,685
- Fuel Dispensing	177,223	212,598	35,375
- Postage Services	7,024	6,634	(390)
- Communications Services	20,005	19,920	(85)
- Centralized Vehicle/Equipment	4,607,949	4,368,558	(239,391)
- Fire Emergency Vehicles Pool	1,424,163	1,890,763	466,600
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	543,255	545,755	2,500
Employee Disability Insurance	94,384	94,734	350
Health/Dental Insurance	1,392,361	1,509,753	117,392
Vehicle Insurance	236,454	237,854	1,400
Property Insurance	385,414	386,714	1,300
Liability Insurance	256,781	239,381	(17,400)
	9,686,430	10,094,766	408,336
<b>Total General City Proprietary Equity</b>	<b>24,249,605</b>	<b>24,486,223</b>	<b>236,618</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>			
- Electric	208,619,195	219,407,949	10,788,754
- Water	34,292,947	36,418,074	2,125,127
- Wastewater	51,854,718	52,904,246	1,049,528
<b>Total Holland BPW Utility Equity</b>	<b>294,766,860</b>	<b>308,730,269</b>	<b>13,963,409</b>
<b>TOTAL ESTIMATED EQUITY -</b>			
<b>PROPRIETARY FUNDS</b>	<b>319,016,465</b>	<b>333,216,492</b>	<b>14,200,027</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF ENDING RESERVES

FUND	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
<b>GENERAL CITY</b>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	0	0	0	0
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	0	0	0	0
- Public Transit Facilities & Mgmt	0	0	0	0
- Police Employees Benefit	0	0	0	0
- City Hall Employees Benefit	0	0	0	0
- Transportation Employees Ben.	0	0	0	0
- Park/Cemetery Employees Ben.	0	0	0	0
<b>Total Enterprise</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Internal Services Funds</u>				
- Technology Services	180,000	193,000	193,000	193,000
- Fuel Dispensing	139,132	175,281	204,929	204,930
- Postage Services	0	0	0	0
- Communications Services	0	0	0	0
- Centralized Vehicle/Equipment	1,850,000	1,535,000	1,345,000	1,330,000
- Fire Emergency Vehicles Pool	467,716	468,695	0	90,000
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	10,000	15,000	15,000	15,000
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	15,000	15,000	15,000
<b>Total Internal Service</b>	<b>2,666,848</b>	<b>2,401,976</b>	<b>1,772,929</b>	<b>1,847,930</b>
<b>Total General City Proprietary</b>	<b>2,666,848</b>	<b>2,401,976</b>	<b>1,772,929</b>	<b>1,847,930</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	5,355,790	5,355,790	5,515,640	5,653,531
- Water	3,215,666	3,215,666	5,536,042	5,777,785
- Wastewater	5,136,663	5,136,663	5,315,165	5,539,659
<b>Total Holland BPW Utility</b>	<b>13,708,119</b>	<b>13,708,119</b>	<b>16,366,847</b>	<b>16,970,975</b>
<b>NET RESERVES-PROPRIETARY</b>	<b>15,947,357</b>	<b>16,110,095</b>	<b>18,139,776</b>	<b>18,818,905</b>



# PROPRIETARY TYPE FUNDS

## SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-12	Actual FY-13	Revised Estimate FY-14	Adopted Budget FY-15
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	404,885	405,866	751,390	1,143,193
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	4	5	6	7
- Municipal Airport Facilities	93	146	0	0
- Public Transit Facilities & Mgmt	1,623	1,623	1,629	1,629
- Police Employees Benefit	613	907	985	995
- City Hall Employees Benefit	6,035	6,561	6,801	7,251
- Transportation Employees Ben.	2,615	2,792	2,557	2,222
- Park/Cemetery Employees Ben.	495	475	528	581
<b>Total Enterprise</b>	<b>416,363</b>	<b>418,375</b>	<b>763,896</b>	<b>1,155,878</b>
<u>Internal Services Funds</u>				
- Technology Services	3,730	5,769	(8,881)	(37,696)
- Fuel Dispensing	37,595	36,547	47,760	85,679
- Postage Services	7,014	6,776	6,386	5,996
- Communications Services	10,588	12,316	9,524	11,674
- Centralized Vehicle/Equipment	464,686	1,552	(94,857)	(398,648)
- Fire Emergency Vehicles Pool	0	0	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	528,347	525,498	521,778	524,278
Employee Disability Ins.	80,850	83,929	97,129	97,479
Health/Dental Insurance	866,384	1,182,199	1,615,255	1,732,647
Vehicle Insurance	226,004	243,651	250,251	251,651
Property Insurance	409,213	385,479	386,829	388,129
Liability Insurance	262,560	261,743	236,674	219,274
<b>Total Internal Service</b>	<b>2,896,971</b>	<b>2,745,459</b>	<b>3,067,848</b>	<b>2,880,463</b>
<b>Total General City Proprietary</b>	<b>3,313,334</b>	<b>3,163,834</b>	<b>3,831,744</b>	<b>4,036,341</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	107,317,222	114,127,008	109,730,447	59,476,247
- Water	4,723,697	6,669,929	5,172,738	3,956,767
- Wastewater	14,205,171	14,481,226	13,920,179	4,605,490
<b>Total Holland BPW Utility</b>	<b>126,246,090</b>	<b>135,278,163</b>	<b>128,823,364</b>	<b>68,038,504</b>
<b>NET WORKING CAPITAL</b>	<b>128,158,856</b>	<b>138,441,997</b>	<b>132,655,108</b>	<b>72,074,845</b>



## FINANCIAL SOURCES & USES

ACROSS ALL FUND TYPES

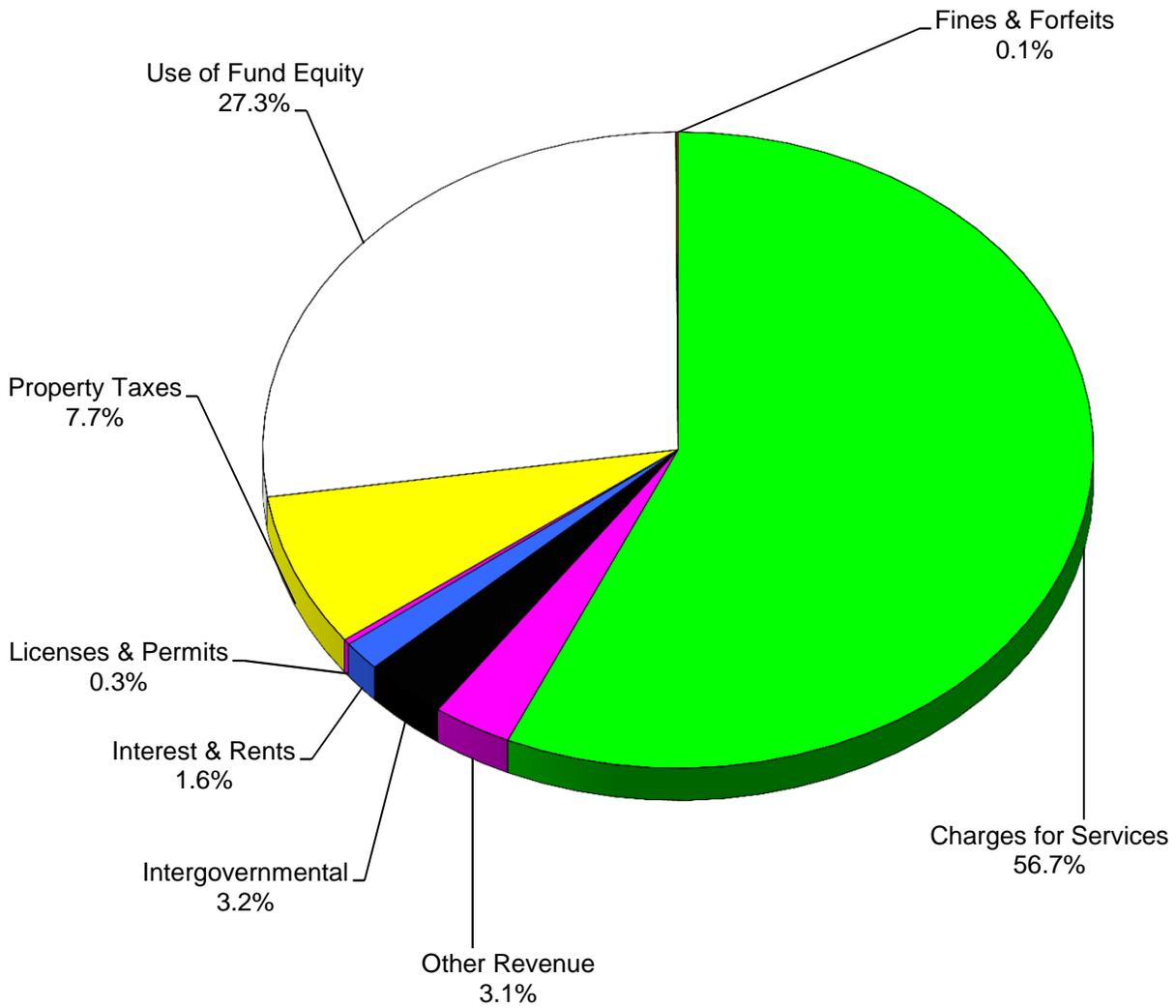
Fiscal Year July 1, 2014 - June 30, 2015

SOURCES	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	17,445,532	7.8%
Licenses & Permits	591,300	0.3%
Intergovernmental	7,218,342	3.2%
Charges for Services	126,754,409	56.7%
Fines & Forfeits	175,200	0.1%
Interest & Rents	3,388,116	1.5%
Other Revenues	6,900,461	3.1%
Use of Fund Equity	61,013,760	27.3%
<b>Total Sources</b>	<b>\$ 223,487,120</b>	<b>100.0%</b>
<b>APPLICATIONS</b>		
Management & Administrative Services	2,026,356	0.9%
Fiscal Services (Including Budget Stabilization)	1,177,777	0.5%
Public Safety Services	10,702,450	4.8%
Transportation System	4,196,547	1.9%
Community & Neighborhood Services	5,062,127	2.3%
Parks & Recreation	6,255,953	2.8%
Utility Services	176,857,987	79.1%
Internal Service Funds	10,499,752	4.7%
Capital Projects <sup>(1)</sup>	3,538,656	1.6%
Debt Service	3,169,515	1.4%
<b>Total Applications</b>	<b>\$ 223,487,120</b>	<b>100.0%</b>

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.

<sup>(1)</sup> 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 the Service Groups presentation.

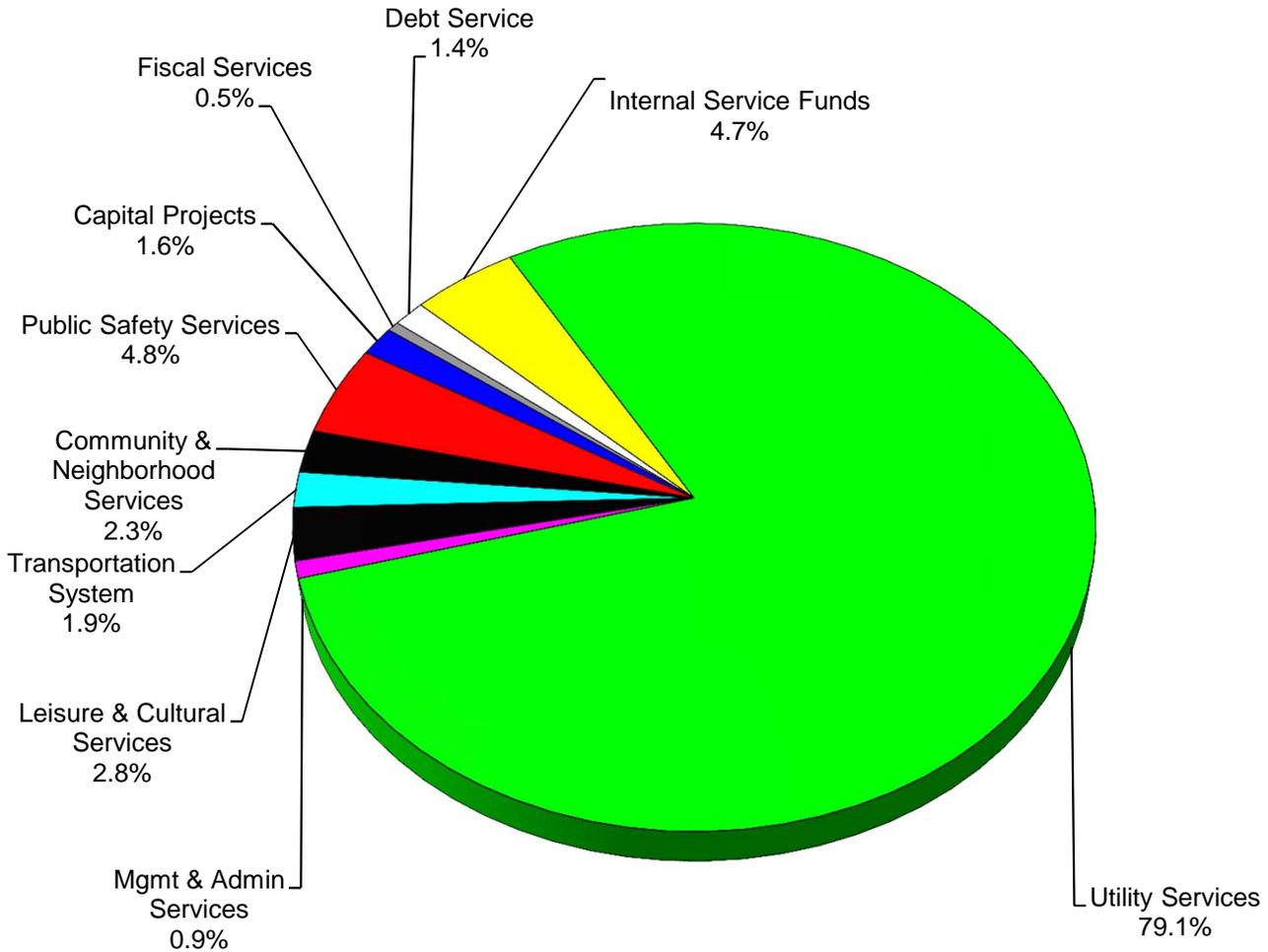
# FISCAL YEAR 2015 SOURCES ACROSS ALL FUND TYPES



TOTAL \$223,487,120

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

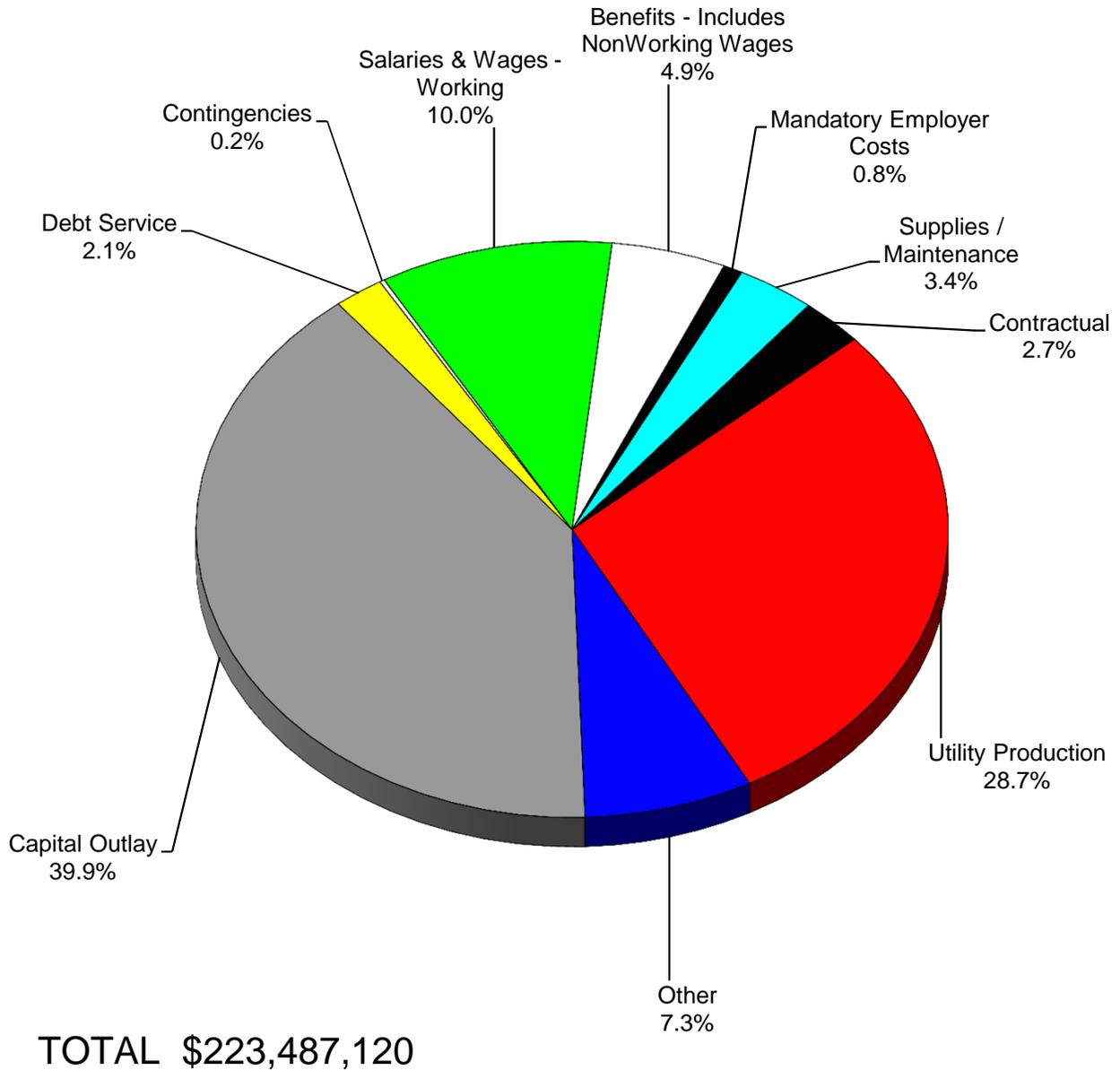
# FISCAL YEAR 2015 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$223,487,120

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 2015 APPLICATIONS ACROSS ALL FUND TYPES



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.





# FUND SUMMARY

## FY-2015 FINANCING SOURCES, USES & FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL	PERMANENT	SPECIAL	DEBT	CAPITAL	COMPONENT
	FUND	FUNDS	REVENUE FUNDS	SERVICE FUNDS	PROJECT FUNDS	UNIT FUNDS
<b>FINANCING SOURCES</b>						
Taxes	\$ 10,113,595	\$ -	\$ 2,626,956	\$ 2,390,687	\$ 544,772	\$ 1,021,348
Special Assessments	-	-	589,945	58,329	-	-
Intergovernmental	3,025,950	-	3,082,392	-	1,010,000	100,000
Licenses and Permits	558,300	-	33,000	-	-	-
Charges for Services	1,567,365	26,600	603,950	-	-	40,400
Fines and Forfeits	175,200	-	-	-	-	-
Interest & Rents	327,401	6,000	48,182	509,150	6,300	21,365
Other	49,800	-	65,300	-	1,000	386,660
Transfers In - From Other Funds	5,037,825	-	1,055,713	261,567	1,390,000	317,704
<b>TOTAL FINANCING SOURCES</b>	<b>20,855,436</b>	<b>32,600</b>	<b>8,105,438</b>	<b>3,219,733</b>	<b>2,952,072</b>	<b>1,887,477</b>
<b>TOTAL FINANCING SOURCES NET OF TRANSFERS IN</b>	<b>15,817,611</b>	<b>32,600</b>	<b>7,049,725</b>	<b>2,958,166</b>	<b>1,562,072</b>	<b>1,569,773</b>
<b>FINANCING USES</b>						
Service Group:						
Management & Administrative	1,838,428	-	414,864	-	-	-
Fiscal	1,593,952	-	25,000	-	-	-
Public Safety	10,687,525	-	9,525	-	-	-
Transportation	1,243,152	-	4,808,508	-	-	-
Community & Neighborhood	1,854,719	-	833,127	-	-	1,052,493
Parks & Recreation	3,647,062	6,000	1,260,156	-	-	785,660
General Debt Service	-	-	-	3,191,844	-	-
Internal Service	-	-	-	-	-	-
Capital Projects	-	-	-	-	3,555,656	-
Utilities	-	-	-	-	-	-
<b>TOTAL FINANCING USES</b>	<b>20,864,838</b>	<b>6,000</b>	<b>7,351,180</b>	<b>3,191,844</b>	<b>3,555,656</b>	<b>1,838,153</b>
Less Transfers Out - To Other Funds	580,675	6,000	2,217,649	22,329	17,000	340,159
<b>TOTAL FINANCING USES NET OF TRANSFERS OUT</b>	<b>20,284,163</b>	<b>-</b>	<b>5,133,531</b>	<b>3,169,515</b>	<b>3,538,656</b>	<b>1,497,994</b>
<b>FUND EQUITY</b>						
Projected Fiscal Year Begin 7/01/14	\$ 4,316,248	\$ 1,591,053	\$ 4,065,951	\$ 177,242	\$ 2,008,894	\$ 2,860,745
Projected Fiscal Year End 6/30/15	\$ 4,306,846	\$ 1,617,653	\$ 4,820,209	\$ 205,131	\$ 1,405,310	\$ 2,776,799

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



# FUND SUMMARY

## FY-2015 FINANCING SOURCES, USES & FUND EQUITY

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 99,900	\$ -	\$ 16,797,258
-	-	648,274
-	-	7,218,342
-	-	591,300
122,486,394	2,029,700	126,754,409
-	-	175,200
635,878	1,833,840	3,388,116
84,801	6,312,900	6,900,461
252,675	212,328	8,527,812
<u>123,559,648</u>	<u>10,388,768</u>	<u>171,001,172</u>
<u>123,306,973</u>	<u>10,176,440</u>	<u>162,473,360</u>
-	-	2,253,292
3,500	-	1,622,452
5,400	-	10,702,450
101,700	-	6,153,360
1,670,847	-	5,411,186
724,075	-	6,422,953
-	-	3,191,844
-	10,499,752	10,499,752
-	-	3,555,656
182,201,987	-	182,201,987
<u>184,707,509</u>	<u>10,499,752</u>	<u>232,014,932</u>
<u>5,344,000</u>	-	<u>8,527,812</u>
<u>179,363,509</u>	<u>10,499,752</u>	<u>223,487,120</u>
<u>\$ 309,330,035</u>	<u>\$ 9,686,430</u>	<u>\$ 334,036,598</u>
<u>\$ 323,121,726</u>	<u>\$ 10,094,766</u>	<u>\$ 348,348,440</u>

### FINANCING SOURCES

- Taxes
- Special Assessments
- Intergovernmental
- Licenses and Permits
- Charges for Services
- Fines and Forfeits
- Interest & Rents
- Other
- Transfers In - From Other Funds

### TOTAL FINANCING SOURCES

### TOTAL FINANCING SOURCES NET OF TRANSFERS IN

### FINANCING USES

- Service Group:
- Management & Administrative
  - Fiscal
  - Public Safety
  - Transportation
  - Community & Neighborhood
  - Parks & Recreation
  - General Debt Service
  - Internal Service
  - Capital Projects
  - Utilities

### TOTAL FINANCING USES

### Less Transfers Out - To Other Funds

### TOTAL FINANCING USES NET OF TRANSFERS OUT

### FUND EQUITY

Projected Fiscal Year Begin 7/01/14

Projected Fiscal Year End 6/30/15

(Concluded)



# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2013	FY-2014	FY-2015	FY-2013	FY-2014	FY-2015
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 10,033,822	\$ 10,161,980	\$ 10,113,595	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	2,848,093	2,922,200	3,025,950	- 0 -	- 0 -	- 0 -
Licenses and Permits	484,785	527,300	558,300	- 0 -	- 0 -	- 0 -
Charges for Services	1,490,139	1,517,514	1,567,365	25,335	27,500	26,600
Fines and Forfeits	191,233	187,150	175,200	- 0 -	- 0 -	- 0 -
Interest & Rents	285,575	308,101	327,401	3,242	6,000	6,000
Other	18,996	26,917	49,800	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	4,767,091	4,776,653	5,037,825	931	- 0 -	- 0 -
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 20,119,734</b>	<b>\$ 20,427,815</b>	<b>\$ 20,855,436</b>	<b>\$ 29,508</b>	<b>\$ 33,500</b>	<b>\$ 32,600</b>
<b>FINANCING USES</b>						
Service Group:						
Management & Administrative	\$ 1,519,183	\$ 1,299,924	\$ 1,838,428	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	2,120,427	2,992,929	1,593,952	- 0 -	- 0 -	- 0 -
Public Safety	9,705,583	10,372,750	10,687,525	- 0 -	- 0 -	- 0 -
Transportation	1,205,307	1,211,898	1,243,152	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,588,971	1,739,462	1,854,719	- 0 -	- 0 -	- 0 -
Parks & Recreation	3,237,446	3,454,579	3,647,062	3,365	17,932	6,000
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 19,376,917</b>	<b>\$ 21,071,542</b>	<b>\$ 20,864,838</b>	<b>\$ 3,365</b>	<b>\$ 17,932</b>	<b>\$ 6,000</b>
<b>SOURCES OVER (UNDER) USES</b>						
INCLUDING INTERFUND TRANSFERS	\$ 742,817	\$ (643,727)	\$ (9,402)	\$ 26,143	\$ 15,568	\$ 26,600
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	4,767,091	4,776,653	5,037,825	931	- 0 -	- 0 -
Transfers Out	832,211	1,869,624	580,675	3,240	17,932	6,000
<b>SOURCES OVER (UNDER) USES</b>						
EXCLUDING INTERFUND TRANSFERS	\$ (3,192,063)	\$ (3,550,756)	\$ (4,466,552)	\$ 28,452	\$ 33,500	\$ 32,600
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 4,959,975</b>	<b>\$ 4,316,248</b>	<b>\$ 4,306,846</b>	<b>\$ 1,575,485</b>	<b>\$ 1,591,053</b>	<b>\$ 1,617,653</b>



# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2013	FY-2014	FY-2015	FY-2013	FY-2014	FY-2015	FY-2013	FY-2014	FY-2015
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 2,221,167	\$ 2,235,300	\$ 2,626,956	\$ 2,870,315	\$ 2,831,577	\$ 2,390,687	\$ 180,348	\$ 282,870	\$ 544,772
649,480	599,743	589,945	82,562	80,690	58,329	- 0 -	- 0 -	- 0 -
3,123,362	3,608,244	3,082,392	- 0 -	- 0 -	- 0 -	2,503,581	908,526	1,010,000
83,209	33,000	33,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
586,506	576,460	603,950	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
40,659	56,901	48,182	2,598,087	3,545,894	2,140,782	2,440	6,275	6,300
233,760	531,443	65,300	- 0 -	- 0 -	- 0 -	2,442,136	227,617	1,000
805,837	893,610	1,055,713	241,815	1,280,360	261,567	1,783,062	2,776,157	1,390,000
<b>\$ 7,743,980</b>	<b>\$ 8,534,701</b>	<b>\$ 8,105,438</b>	<b>\$ 5,792,779</b>	<b>\$ 7,738,521</b>	<b>\$ 4,851,365</b>	<b>\$ 6,911,567</b>	<b>\$ 4,201,445</b>	<b>\$ 2,952,072</b>
\$ 494,634	\$ 407,685	\$ 414,864	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
474,211	620,895	25,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
10,744	10,617	9,525	- 0 -	- 0 -	- 0 -	62,605	59,850	1,150
4,430,085	6,137,443	4,808,508	- 0 -	- 0 -	- 0 -	4,496,772	3,162,062	2,060,344
709,946	853,115	833,127	- 0 -	- 0 -	- 0 -	117,713	252,463	447,000
1,246,756	1,246,648	1,260,156	- 0 -	- 0 -	- 0 -	909,107	241,505	585,662
- 0 -	- 0 -	- 0 -	5,729,673	7,813,859	4,823,476	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	219,189	227,537	461,500
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>\$ 7,366,376</b>	<b>\$ 9,276,403</b>	<b>\$ 7,351,180</b>	<b>\$ 5,729,673</b>	<b>\$ 7,813,859</b>	<b>\$ 4,823,476</b>	<b>\$ 5,805,386</b>	<b>\$ 3,943,417</b>	<b>\$ 3,555,656</b>
\$ 377,604	\$ (741,702)	\$ 754,258	\$ 63,106	\$ (75,338)	\$ 27,889	\$ 1,106,181	\$ 258,028	\$ (603,584)
805,837	893,610	1,055,713	241,815	1,280,360	261,567	1,783,062	2,776,157	1,390,000
2,563,602	3,877,497	2,217,649	1	50,518	22,329	139,621	62,581	17,000
<b>\$ 2,135,369</b>	<b>\$ 2,242,185</b>	<b>\$ 1,916,194</b>	<b>\$ (178,708)</b>	<b>\$ (1,305,180)</b>	<b>\$ (211,349)</b>	<b>\$ (537,260)</b>	<b>\$ (2,455,548)</b>	<b>\$ (1,976,584)</b>
<b>\$ 4,807,653</b>	<b>\$ 4,065,951</b>	<b>\$ 4,820,209</b>	<b>\$ 252,580</b>	<b>\$ 177,242</b>	<b>\$ 205,131</b>	<b>\$ 1,750,866</b>	<b>\$ 2,008,894</b>	<b>\$ 1,405,310</b>



# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2013	FY-2014	FY-2015	FY-2013	FY-2014	FY-2015
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
<b>FINANCING SOURCES</b>						
Taxes	\$ 15,305,652	\$ 15,511,727	\$ 15,676,010	\$ 818,072	\$ 965,841	\$ 1,021,348
Special Assessments	732,042	680,433	648,274	- 0 -	- 0 -	- 0 -
Intergovernmental	8,475,036	7,438,970	7,118,342	61,000	51,000	100,000
Licenses and Permits	567,994	560,300	591,300	- 0 -	- 0 -	- 0 -
Charges for Services	2,101,980	2,121,474	2,197,915	51,473	51,000	40,400
Fines and Forfeits	191,233	187,150	175,200	- 0 -	- 0 -	- 0 -
Interest & Rents	2,930,003	3,923,171	2,528,665	86,730	33,042	21,365
Other	2,694,892	785,977	116,100	697,257	504,587	386,660
Transfers In - From Other Funds	7,598,736	9,726,780	7,745,105	174,901	155,676	317,704
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 40,597,568</b>	<b>\$ 40,935,982</b>	<b>\$ 36,796,911</b>	<b>\$ 1,889,433</b>	<b>\$ 1,761,146</b>	<b>\$ 1,887,477</b>
<b>FINANCING USES</b>						
Services Group:						
- Management & Administrative	\$ 2,013,817	\$ 1,707,609	\$ 2,253,292	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Fiscal	2,594,638	3,613,824	1,618,952	- 0 -	- 0 -	- 0 -
- Public Safety	9,778,932	10,443,217	10,698,200	- 0 -	- 0 -	- 0 -
- Transportation	10,132,164	10,511,403	8,112,004	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	2,416,630	2,845,040	3,134,846	861,919	992,986	1,052,493
- Leisure & Cultural	5,396,674	4,960,664	5,498,880	767,696	710,987	785,660
- General Debt Service	5,729,673	7,813,859	4,823,476	- 0 -	- 0 -	- 0 -
- Capital Projects	219,189	227,537	461,500	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL FINANCING USES:</b>	<b>\$ 38,281,717</b>	<b>\$ 42,123,153</b>	<b>\$ 36,601,150</b>	<b>\$ 1,629,615</b>	<b>\$ 1,703,973</b>	<b>\$ 1,838,153</b>
<b>SOURCES OVER (UNDER) USES</b>						
<b>INCLUDING INTERFUND TRANSFERS</b>	<b>\$ 2,315,851</b>	<b>\$ (1,187,171)</b>	<b>\$ 195,761</b>	<b>\$ 259,818</b>	<b>\$ 57,173</b>	<b>\$ 49,324</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>						
Transfers In	7,598,736	9,726,780	7,745,105	174,901	155,676	317,704
Transfers Out	3,538,675	5,878,152	2,843,653	306,809	338,276	340,159
<b>SOURCES OVER (UNDER) USES</b>						
<b>EXCLUDING INTERFUND TRANSFERS</b>	<b>\$ (1,744,210)</b>	<b>\$ (5,035,799)</b>	<b>\$ (4,705,691)</b>	<b>\$ 391,726</b>	<b>\$ 239,773</b>	<b>\$ 71,779</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 13,346,559</b>	<b>\$ 12,159,388</b>	<b>\$ 12,355,149</b>	<b>\$ 2,942,166</b>	<b>\$ 2,860,745</b>	<b>\$ 2,776,799</b>



# ENTERPRISE FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<b><u>FINANCING SOURCES</u></b>			
Taxes	\$ 97,572	\$ 98,858	\$ 99,900
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	1,530,203	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	113,493,606	117,616,763	122,486,394
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	634,456	360,651	635,878
Other	(62,180)	183,081	84,801
Transfers In - From Other Funds	231,272	837,586	252,675
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 115,924,929</b>	<b>\$ 119,096,939</b>	<b>\$ 123,559,648</b>
<b><u>FINANCING USES</u></b>			
Service Group:			
Management & Administrative	\$ - 0 -	\$ - 0 -	\$ - 0 -
Fiscal	3,415	3,600	3,500
Public Safety	4,361	5,402	5,400
Transportation	1,632,771	100,984	101,700
Community & Neighborhood	1,564,919	1,666,776	1,670,847
Parks & Recreation	624,033	1,294,105	724,075
Utilities	101,843,196	119,377,317	182,201,987
<b>TOTAL FINANCING USES:</b>	<b>\$ 105,672,695</b>	<b>\$ 122,448,184</b>	<b>\$ 184,707,509</b>
<b>SOURCES OVER (UNDER) USES</b>			
<b>INCLUDING INTERFUND TRANSFERS</b>	<b>\$ 10,252,234</b>	<b>\$ (3,351,245)</b>	<b>\$ (61,147,861)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>			
Transfers In	231,272	837,586	252,675
Transfers Out	4,653,493	4,990,800	5,344,000
<b>SOURCES OVER (UNDER) USES</b>			
<b>EXCLUDING INTERFUND TRANSFERS</b>	<b>\$ 14,674,455</b>	<b>\$ 801,969</b>	<b>\$ (56,056,536)</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 279,583,546</b>	<b>\$ 309,330,035</b>	<b>\$ 323,121,726</b>



# INTERNAL SERVICE FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<b>FINANCING SOURCES</b>			
Taxes	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	2,065,141	2,014,050	2,029,700
Fines and Forfeits	- 0 -	- 0 -	- 0 -
Interest & Rents	1,626,076	1,978,441	1,833,840
Other	7,896,005	6,129,882	6,312,900
Transfers In - From Other Funds	100,000	207,407	212,328
<b>TOTAL FINANCING SOURCES:</b>	<b>\$ 11,687,222</b>	<b>\$ 10,329,780</b>	<b>\$ 10,388,768</b>
<b>FINANCING USES</b>			
Type of Internal Service:			
Technology	\$ 566,492	\$ 627,550	\$ 656,215
Fuel Dispensing	998,216	1,046,339	1,037,280
Postage	16,825	18,000	18,000
Communications	107,132	112,842	115,100
Centralized Vehicle & Equipment	1,675,564	2,577,657	2,472,499
Fire Emergency Vehicle Replacement	- 0 -	525,000	- 0 -
Compensated Absences	(120,363)	30,000	30,000
Risk Management - All Coverages	7,590,630	5,667,065	6,170,658
<b>TOTAL FINANCING USES:</b>	<b>\$ 10,834,496</b>	<b>\$ 10,604,453</b>	<b>\$ 10,499,752</b>
<b>SOURCES OVER (UNDER) USES</b>			
<b>INCLUDING INTERFUND TRANSFERS</b>	<b>\$ 852,726</b>	<b>\$ (274,673)</b>	<b>\$ (110,984)</b>
<b>REMOVAL OF INTERFUND TRANSFERS</b>			
Transfers In	100,000	207,407	212,328
Transfers Out	- 0 -	66,405	- 0 -
<b>SOURCES OVER (UNDER) USES</b>			
<b>EXCLUDING INTERFUND TRANSFERS</b>	<b>\$ 952,726</b>	<b>\$ (861)</b>	<b>\$ 101,344</b>
<b>FUND EQUITY - Fiscal Year End</b>	<b>\$ 9,533,088</b>	<b>\$ 9,686,430</b>	<b>\$ 10,094,766</b>

# GENERAL FUND SUMMARY

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- > FUND SUMMARY - COMBINED GENERAL FUND AND BUDGET STABILIZATION FUND
  
- > FUND SUMMARY - GENERAL FUND
  
- > FUNDING SOURCES - GENERAL FUND
  
- > FUNDING USES - GENERAL 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.



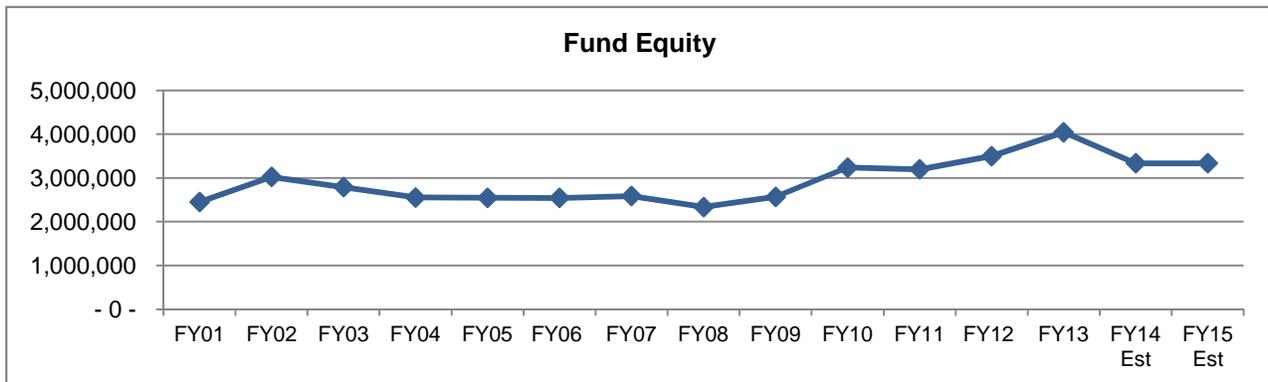
# TOTAL GENERAL FUND

## GENERAL FUND AND BUDGET STABILIZATION COMBINED

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<b>Funding Sources:</b>				
General Fund	\$ 19,779,156	\$ 19,819,734	\$ 20,358,815	\$ 20,855,436
Budget Stabilization	- 0 -	300,000	69,000	- 0 -
<b>TOTAL FUNDING SOURCES</b>	<b>19,779,156</b>	<b>20,119,734</b>	<b>20,427,815</b>	<b>20,855,436</b>
<b>Funding Uses:</b>				
General Fund	19,478,711	19,273,976	21,068,542	20,854,838
Budget Stabilization	215,149	102,941	3,000	10,000
<b>TOTAL FUNDING USES</b>	<b>19,693,860</b>	<b>19,376,917</b>	<b>21,071,542</b>	<b>20,864,838</b>
<b>Net Increase (Decrease)</b>				
From Operations	85,296	742,817	(643,727)	(9,402)
<b>FUND EQUITY - June 30:</b>				
<b>Reserved:</b>				
- NIP/MSHDA Devel. Fees	\$ 27,090	\$ 17,415	\$ 7,582	\$ 7,582
- Budget Stabilization	720,877	917,936	983,936	973,936
<b>Unreserved:</b>				
- Designated-Market Adj.	2,429	- 0 -	- 0 -	- 0 -
- Undesignated	3,466,762	4,024,624	3,324,730	3,325,328
<b>Total Ending Fund Equity</b>	<b>\$ 4,217,158</b>	<b>\$ 4,959,975</b>	<b>\$ 4,316,248</b>	<b>\$ 4,306,846</b>
Change from Prior Fiscal Year	32.0%	17.6%	-13.0%	-0.2%
<b>Fund Equity Expressed as A</b>				
A Percentage of Expenditures	21.4%	25.6%	20.5%	20.6%

## FUND SUMMARY

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<b>TOTAL FUNDING SOURCES</b>	<b>19,779,156</b>	<b>19,819,734</b>	<b>20,358,815</b>	<b>20,855,436</b>
Change from Prior Fiscal Year		0.2%	2.7%	2.4%
<b>TOTAL FUNDING USES</b>	<b>19,478,711</b>	<b>19,273,976</b>	<b>21,068,542</b>	<b>20,854,838</b>
Change from Prior Fiscal Year		-1.1%	9.3%	-1.0%
<b>Net Increase (Decrease)</b>				
From Operations	300,445	545,758	(709,727)	598
<b>FUND EQUITY - June 30:</b>				
<b>Reserved:</b>				
- NIP/MSHDA Devel. Fees	27,090	17,415	7,582	7,582
<b>Unreserved:</b>				
- Designated	2,429	- 0 -	- 0 -	- 0 -
- Undesignated	3,466,762	4,024,624	3,324,730	3,325,328
<b>Total Ending Fund Equity</b>	<b>\$ 3,496,281</b>	<b>\$ 4,042,039</b>	<b>\$ 3,332,312</b>	<b>\$ 3,332,910</b>
Change from Prior Fiscal Year	9.4%	15.6%	-17.6%	0.02%
<b>Fund Equity Expressed as A</b>				
A Percentage of Expenditures	17.9%	21.0%	15.8%	16.0%



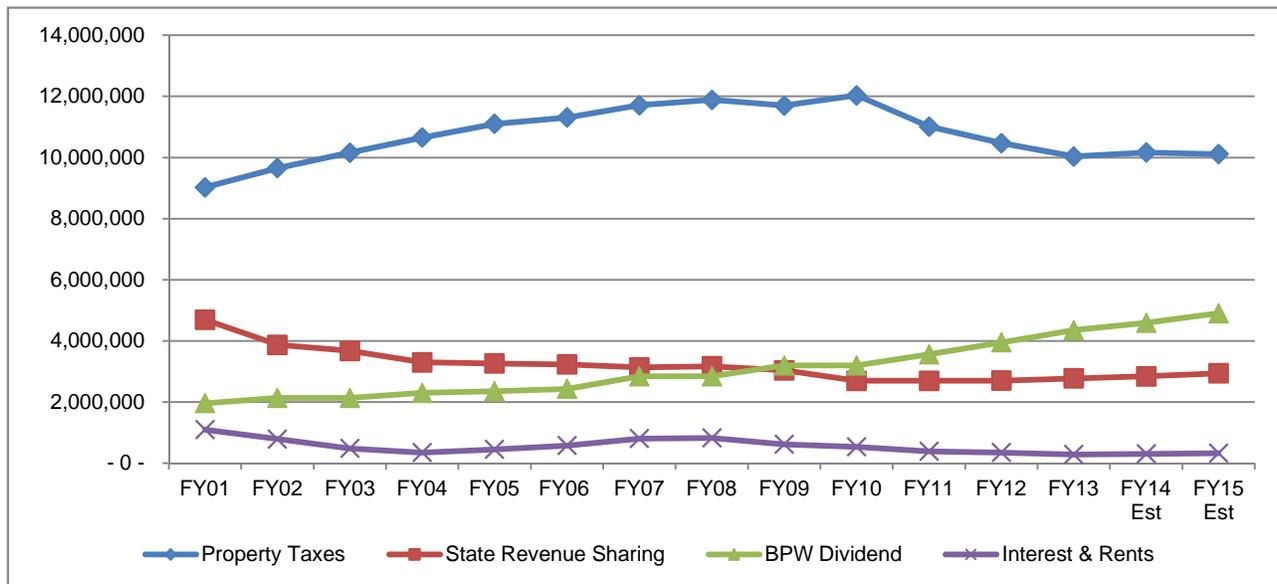
This fund presentation is a summary of all General fund and department activities that can be found in the Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System Services, Community & Neighborhood Services and Parks and Recreation Services.



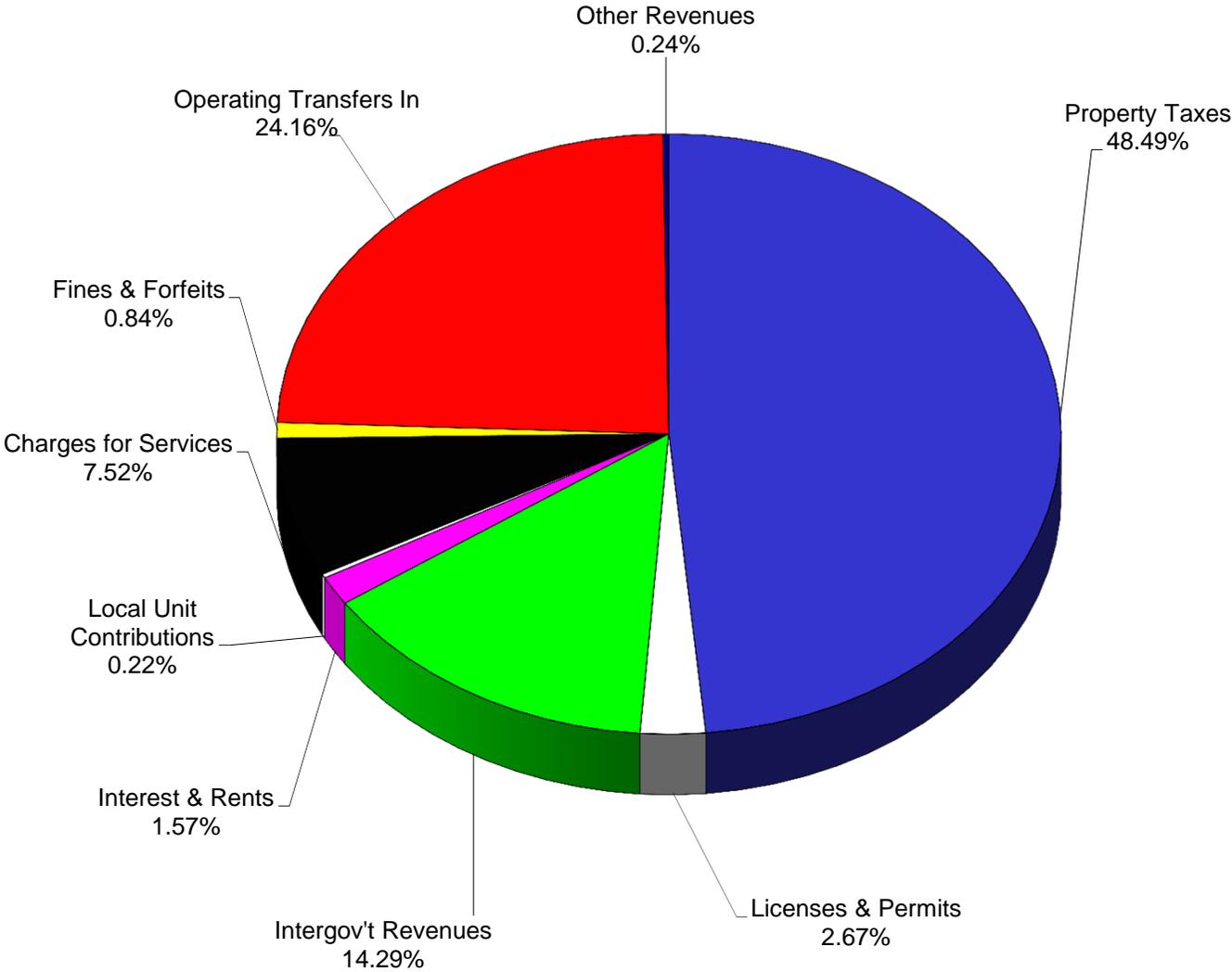
# GENERAL FUND

## FUNDING SOURCES

	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
Taxes	\$ 10,468,953	\$ 10,033,822	\$ 10,161,980	\$ 10,113,595
Licenses & Permits	497,102	484,785	527,300	558,300
Federal Grants	18,343	35,241	37,390	39,800
State Revenue Sharing	2,700,327	2,771,987	2,839,810	2,941,150
Local Unit Contributions	44,310	40,865	45,000	45,000
Charges for Services	1,424,747	1,490,139	1,517,514	1,567,365
Fines & Forfeits	205,665	191,233	187,150	175,200
Interests & Rents	348,156	285,575	308,101	327,401
Other Revenue	88,000	18,996	26,917	49,800
Transfers from Other Funds	3,983,553	4,467,091	4,707,653	5,037,825
<b>TOTAL SOURCES</b>	<b>\$ 19,779,156</b>	<b>\$ 19,819,734</b>	<b>\$ 20,358,815</b>	<b>\$ 20,855,436</b>



# General Fund FY-2015 Revenues by Source



TOTAL \$20,855,436

# GENERAL FUND

## Comparison by Classification of Revenues & Other Financing Sources

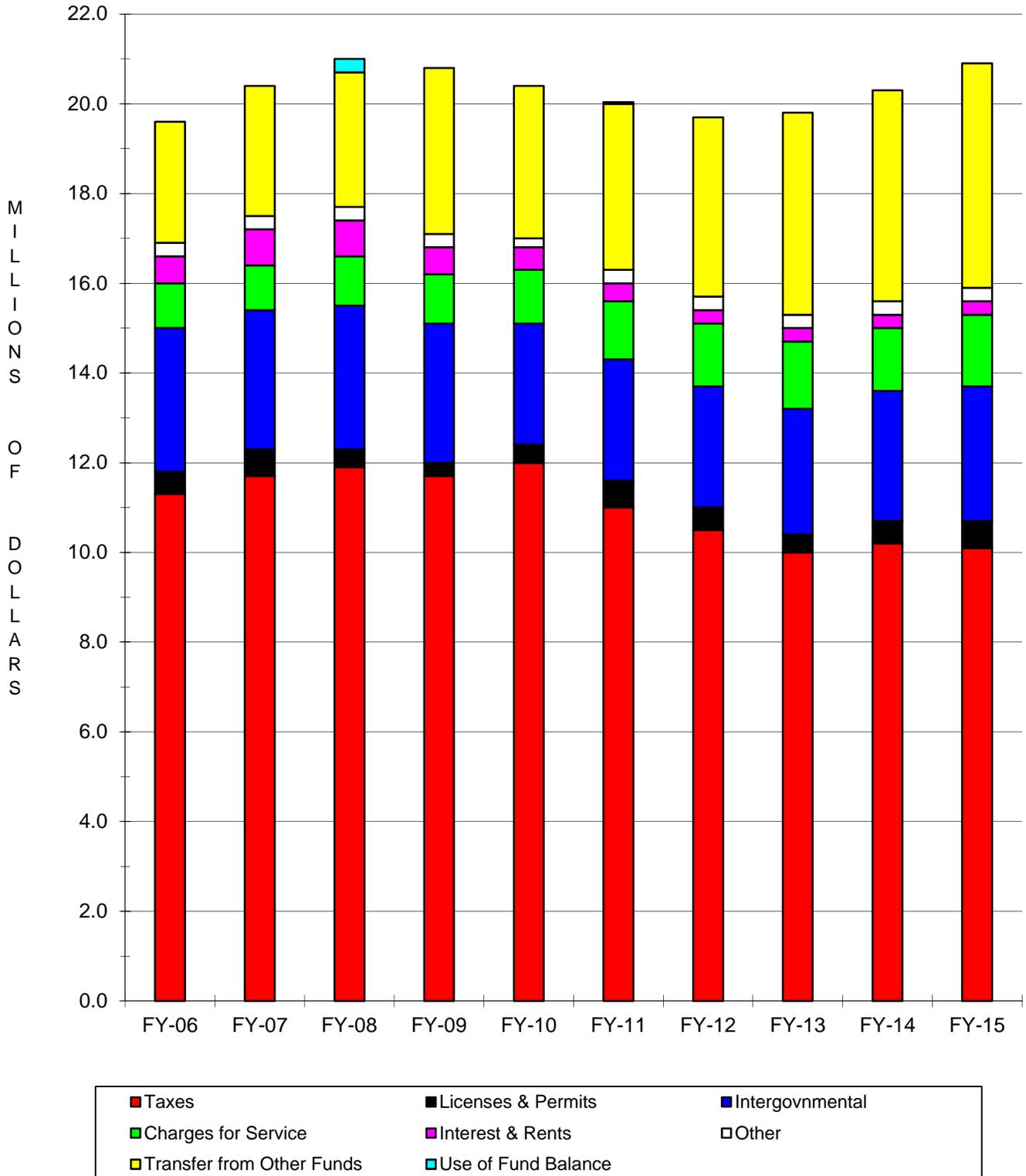
<u>Revenue Classification</u>	<u>2013-14 Adopted Budget</u>	<u>2014-15 Adopted Budget</u>	<u>% Change</u>
Property Taxes	10,182,630	10,113,595	-0.7%
Licenses & Permits	527,800	558,300	5.8%
Intergov't Revenues	2,880,310	2,980,950	3.5%
Local Unit Contributions	45,000	45,000	0.0%
Charges for Services	1,436,745	1,567,365	9.1%
Fines & Forfeits	181,500	175,200	-3.4%
Interest & Rents	307,501	327,401	6.5%
Other Revenues	39,600	49,800	25.8%
Operating Transfers In	<u>4,720,986</u>	<u>5,037,825</u>	6.7%
Total Revenues & Other Financing Sources	<u>\$ 20,322,072</u>	<u>\$ 20,855,436</u>	2.6%

# GENERAL FUND

## Comparison by Classification of Revenues & Other Financing Sources

Revenue Classification	2004-05 Actual		2009-10 Actual		2014-15 Adopted	
Taxes	\$11,101,188	58.17%	\$12,033,489	58.86%	\$10,113,595	48.49%
Licenses & Permits	510,922	2.68%	378,613	1.85%	558,300	2.67%
Intergovernmental	3,271,772	17.15%	2,716,919	13.29%	2,980,950	14.29%
Local Unit Contributions	34,784	0.18%	42,699	0.21%	45,000	0.22%
Charges for Services	970,148	5.08%	1,158,376	5.67%	1,567,365	7.52%
Fines & Forfeits	252,784	1.33%	184,769	0.90%	175,200	0.84%
Interest & Rents	451,091	2.36%	534,195	2.61%	327,401	1.57%
Other Revenue	8,113	0.04%	12,995	0.06%	49,800	0.24%
Operating Transfers In	2,474,628	12.97%	3,383,271	16.55%	5,037,825	24.16%
Use of Fund Balance	7,932	0.04%	0	0.00%	0	0.00%
<b>TOTAL REVENUES</b>	<b>\$19,083,362</b>	<b>100.00%</b>	<b>\$20,445,326</b>	<b>100.00%</b>	<b>\$20,855,436</b>	<b>100.00%</b>

## CITY OF HOLLAND GENERAL FUND REVENUES BY SOURCE





# GENERAL FUND

## FUNDING USES BY FUNCTION

	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<u>Management &amp; Administrative Services Group</u>				
City Council	191,695	178,737	157,309	219,034
City Manager's Office	259,213	313,265	319,222	368,517
Elections & Voter Registration	55,321	55,793	29,251	52,177
City Attorney Services	199,994	211,220	189,850	189,800
City Clerk's Office	161,380	174,964	186,892	186,642
Human Resources	212,837	479,393	203,119	235,768
Volunteer Services	5,768	6,943	7,850	8,305
Human Relations Commission	139,248	98,868	99,848	114,585
Contingencies Appropriation	0	0	106,583	463,600
Total	1,225,456	1,519,183	1,299,924	1,838,428
<u>Fiscal Services Group*</u>				
Finance Office	564,674	489,393	517,314	504,376
Independent Audit	49,938	46,702	52,650	51,000
Property Assessing Office	598,311	498,500	453,516	485,091
Treasurer's Office	183,682	199,708	195,134	208,810
Unallocated Insurance	64,781	68,572	77,581	94,000
Transfers to Other Funds	366,887	714,611	1,693,734	240,675
Total	1,828,273	2,017,486	2,989,929	1,583,952
<u>Public Safety Services Group</u>				
Management	882,075	878,799	931,289	969,968
Police Division	6,024,570	6,024,672	6,518,029	6,637,328
Fire Division	2,565,710	2,460,728	2,550,763	2,720,914
Facilities	365,217	341,384	372,669	359,315
Total	9,837,572	9,705,583	10,372,750	10,687,525
<u>Transportation System &amp; Services Group</u>				
Street Division	1,157,456	1,045,209	1,036,532	1,063,386
Transportation Mgmt/Engineering	126,480	160,098	175,366	179,766
Total	1,283,936	1,205,307	1,211,898	1,243,152



# GENERAL FUND

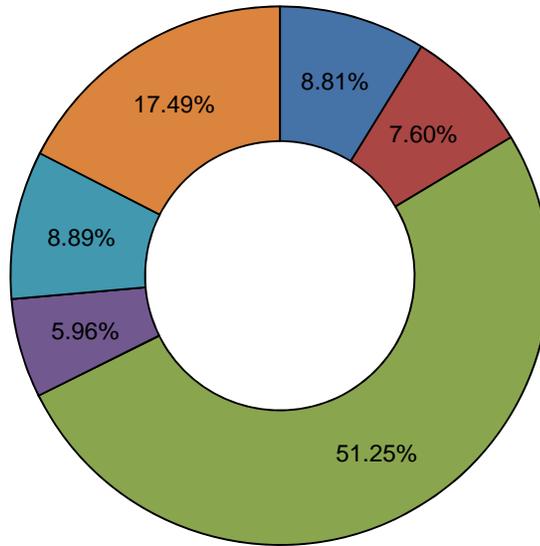
## FUNDING USES BY FUNCTION

	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Estimate	FY-2015 Adopted Budget
<u>Community &amp; Neighborhood Services Group</u>				
City Hall	210,032	204,436	224,959	199,305
Planning & Zoning	320,707	286,610	259,391	266,688
Environmental Health & Inspections	425,519	398,226	392,681	471,555
Construction Inspections	394,785	401,041	456,564	499,766
Community Social Svc Assist	98,385	0	0	0
Ourstreet Program	138,865	123,355	0	0
Housing & Neighborhoods	0	0	205,497	226,302
Economic Devel. Assistance	187,786	175,303	200,370	191,103
<b>Total</b>	<b>1,776,079</b>	<b>1,588,971</b>	<b>1,739,462</b>	<b>1,854,719</b>
<u>Parks &amp; Recreation Services Group</u>				
Cemeteries	460,611	455,560	501,581	476,276
Leisure/Cultural Svc Admin	55,553	35,975	66,820	57,354
Recreation Dept & Programs	731,991	775,360	833,999	837,306
Parks	1,354,699	1,267,428	1,333,478	1,387,323
Municipal Stadium	76,647	5,674	0	0
DeGraaf Nature Center	225,800	238,275	251,375	247,568
8th Street Market	110,261	121,622	134,652	139,213
Cultural Activities Assistance	311,912	126,229	97,669	258,850
Civic Center	199,921	211,323	235,005	243,172
<b>Total</b>	<b>3,527,395</b>	<b>3,237,446</b>	<b>3,454,579</b>	<b>3,647,062</b>
<b>TOTAL FUNDING USES</b>	<b>19,478,711</b>	<b>19,273,976</b>	<b>21,068,542</b>	<b>20,854,838</b>

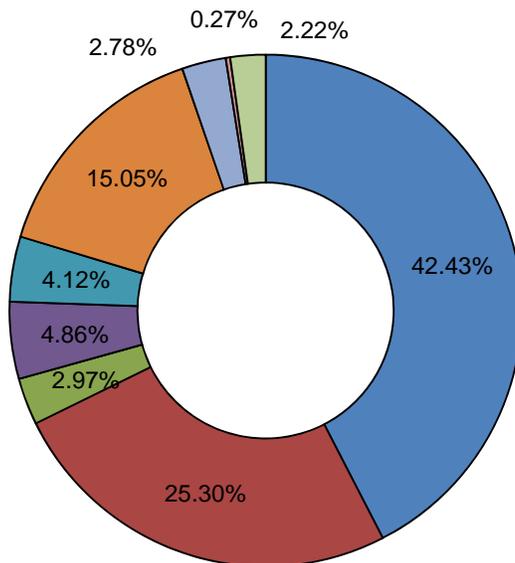
\* Excludes Budget Stabilization.

## FY-2015 Expenditures by Function

- Management & Administrative
- Fiscal Services
- Public Safety
- Transportation System & Services
- Community & Neighborhood Services
- Parks & Recreation Services



## FY-2015 Expenditures by Type



- Working Wages
- Fringe Benefits
- Mandatory Employer Costs
- Supplies/Maintenance
- Contractual
- Other
- Transfers Out
- Capital Outlay
- Contingency

TOTAL \$20,854,838

# GENERAL FUND

## Appropriations by Function

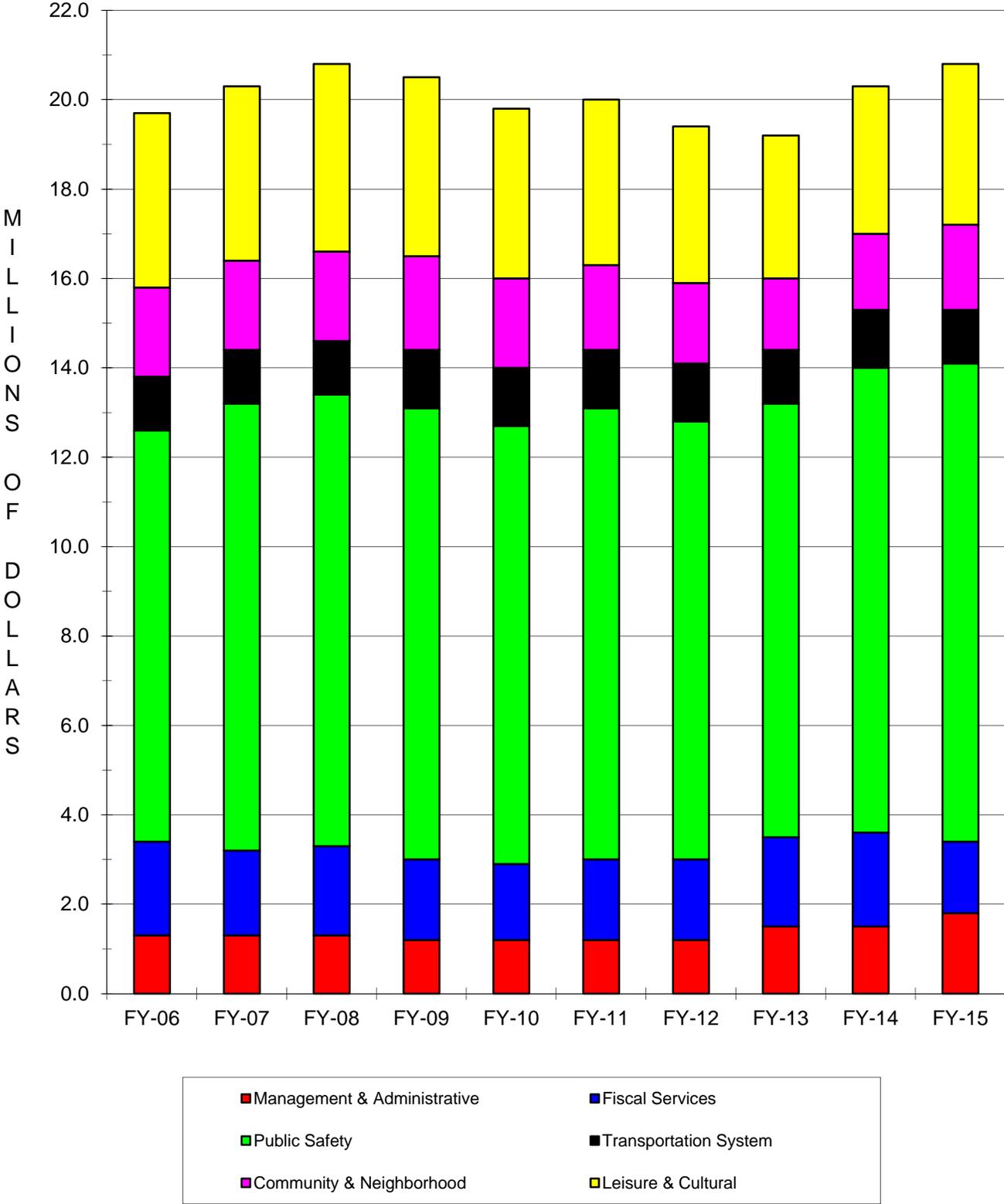
<u>Service Group</u>	<u>2013-14 Adopted Budget</u>	<u>2014-15 Adopted Budget</u>	<u>% Change</u>
Management & Administrative	1,502,674	1,838,428	22.34%
Fiscal Services	2,118,735	1,583,952	-25.24%
Public Safety	10,380,102	10,687,525	2.96%
Transportation System	1,281,363	1,243,152	-2.98%
Community & Neighborhood	1,694,914	1,854,719	9.43%
Parks & Recreation	<u>3,341,074</u>	<u>3,647,062</u>	9.16%
Total Expenditures and Other Financing Uses	<u>\$ 20,318,862</u>	<u>\$ 20,854,838</u>	2.64%

# GENERAL FUND

## Comparison of Appropriations by Function

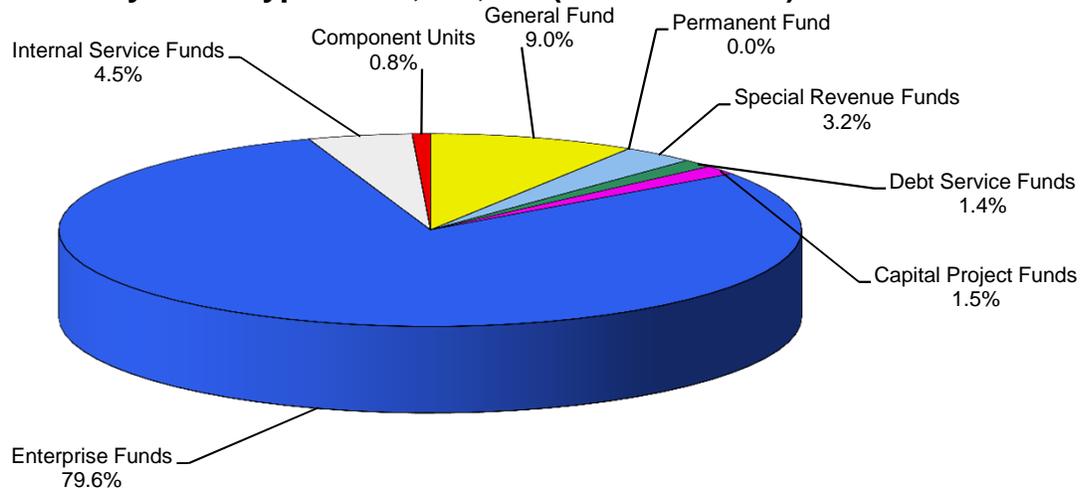
Service Group	2003-04		2009-10		2014-15	
Management & Administrative	\$1,449,495	7.60%	\$1,331,528	6.73%	\$1,838,428	8.81%
Fiscal Services	2,022,270	10.59%	1,740,730	8.80%	1,583,952	7.60%
Public Safety	9,728,091	50.98%	10,631,676	53.76%	10,687,525	51.25%
Transportation System	1,154,603	6.05%	1,292,396	6.54%	1,243,152	5.96%
Community & Neighborhood	932,875	4.89%	1,001,100	5.06%	1,854,719	8.89%
Parks & Recreation	3,796,028	19.89%	3,778,500	19.11%	3,647,062	17.49%
<b>Total Appropriations</b>	<b>\$19,083,362</b>	<b>100.00%</b>	<b>\$19,775,930</b>	<b>100.00%</b>	<b>\$20,854,838</b>	<b>100.00%</b>

# CITY OF HOLLAND GENERAL FUND EXPENDITURES BY FUNCTION

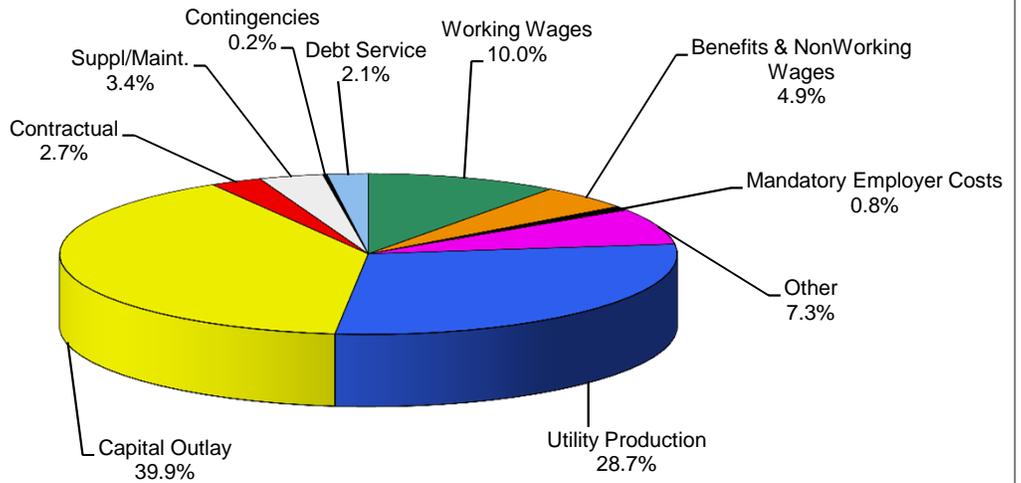


# ALL SERVICE GROUPS

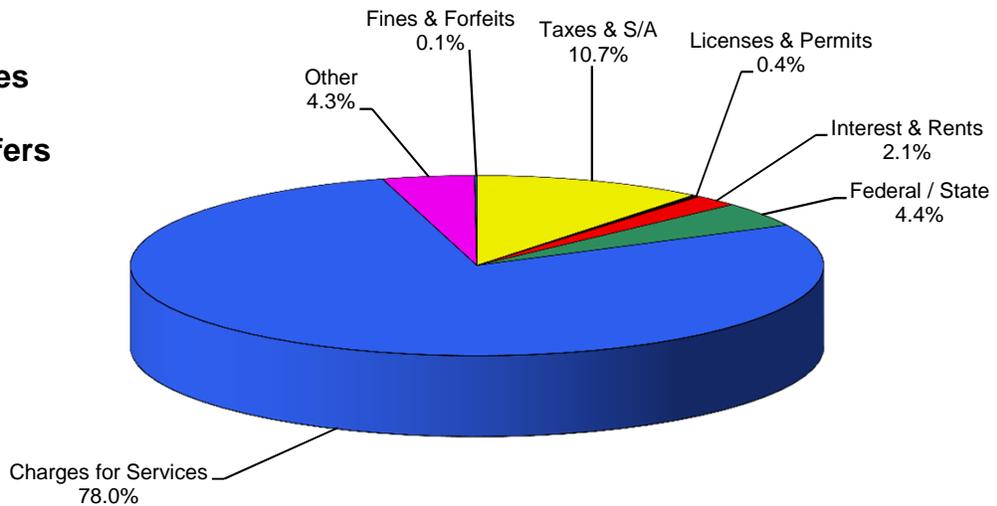
## Total Uses By Fund Type \$232,014,932 (Incl. Transfers)



## Funding Uses \$223,487,120 Excluding Transfers



## Funding Sources \$162,473,360 Excluding Transfers





# ALL SERVICE GROUPS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Adopted Budget
<b>-- GROUP FUNDING USES ACROSS FUNDS --</b>	
<b>FUND TYPES -</b>	
General	\$ 20,864,838
Permanent	6,000
Special Revenue	7,351,180
Debt Service	3,191,844
Capital Projects	3,555,656
Enterprise	184,707,509
Internal Service	10,499,752
Component Unit	1,838,153
<b>FUND TYPE - TOTALS</b>	<b>\$ 232,014,932</b>
<b>-- GROUP FUNDING SOURCES &amp; USES TOTALS --</b>	
<b>FUNDING SOURCES -</b>	
Taxes & Special Assessments	17,438,754
Licenses & Permits	591,300
Intergovernmental	7,218,342
Charges for Services	126,724,409
Fines & Forfeits	175,200
Interest & Rents	3,394,895
Other	6,930,460
Transfers In	8,527,812
<b>TOTAL SOURCES</b>	<b>\$ 171,001,172</b>
<b>FUNDING USES -</b>	
<b>Personnel Services -</b>	
* Salaries & Wages - Working	\$ 22,425,373
* Benefits - Includes NonWorking Wages	10,992,463
* Mandatory Employer Costs	1,857,488
<b>Other Current Expenditures -</b>	
* Supplies / Maintenance	7,523,397
* Contractual	6,042,875
* Utility Production	64,048,002
* Other	16,257,175
Capital Outlay	89,075,004
<b>Debt Service Payments</b>	
* Principal Maturities	3,514,650
* Interest & Fee Payments	1,279,511
Transfers Out	8,527,812
Contingencies	471,182
<b>TOTAL USES</b>	<b>\$ 232,014,932</b>
<b>NON-CASH ITEMS - For Info Only</b>	
Depreciation & Amortization Expense	\$ 11,716,860
<b>-- GROUP STAFFING TOTALS --</b>	
Personnel Services Total Amount	\$ 35,275,324
* Full-Time Positions	349.20
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	59.56



# ALL SERVICE GROUPS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
<b>FUND TYPES -</b>					
General			- 0 -	20,864,838	20,864,838
Permanent			- 0 -	6,000	6,000
Special Revenue			- 0 -	7,351,180	7,351,180
Debt Service		3,191,844	3,191,844	- 0 -	3,191,844
Capital Projects			- 0 -	3,555,656	3,555,656
Enterprise			- 0 -	184,707,509	184,707,509
Internal Service			- 0 -	10,499,752	10,499,752
Component Unit			- 0 -	1,838,153	1,838,153
<b>FUND TYPE - TOTALS</b>	<b>\$ - 0 -</b>	<b>\$ 3,191,844</b>	<b>\$ 3,191,844</b>	<b>\$ 228,823,088</b>	<b>\$ 232,014,932</b>
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments	10,113,595	2,442,238	12,555,833	4,882,921	17,438,754
Licenses & Permits	1,800		1,800	589,500	591,300
Intergovernmental	2,941,150		2,941,150	4,277,192	7,218,342
Charges for Services	80,000		80,000	126,644,409	126,724,409
Fines & Forfeits	- 0 -		- 0 -	175,200	175,200
Interest & Rents	64,001	515,928	579,929	2,814,966	3,394,895
Other	1,300		1,300	6,929,160	6,930,460
Transfers In	5,031,825	261,567	5,293,392	3,234,420	8,527,812
<b>TOTAL SOURCES</b>	<b>\$ 18,233,671</b>	<b>\$ 3,219,733</b>	<b>\$ 21,453,404</b>	<b>\$ 149,547,768</b>	<b>\$ 171,001,172</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working			- 0 -	22,425,373	22,425,373
* Benefits - Includes NonWorking Wages			- 0 -	10,992,463	10,992,463
* Mandatory Employer Costs			- 0 -	1,857,488	1,857,488
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance			- 0 -	7,523,397	7,523,397
* Contractual			- 0 -	6,042,875	6,042,875
* Utility Production			- 0 -	64,048,002	64,048,002
* Other		2,001	2,001	16,255,174	16,257,175
Capital Outlay			- 0 -	89,075,004	89,075,004
<b>Debt Service Payments</b>					
* Principal Maturities		2,389,000	2,389,000	1,125,650	3,514,650
* Interest & Fee Payments		778,514	778,514	500,997	1,279,511
Transfers Out		22,329	22,329	8,505,483	8,527,812
Contingencies			- 0 -	471,182	471,182
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ 3,191,844</b>	<b>\$ 3,191,844</b>	<b>\$ 228,823,088</b>	<b>\$ 232,014,932</b>

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

Depreciation & Amortization Expense	11,716,860
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Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,631,632 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				FY-2015
	General Fund	BPW Utility Funds	All Other Funds	Adopted Budget
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 10,113,595		\$ 7,325,159	\$ 17,438,754
Licenses & Permits	558,300		33,000	591,300
Intergovernmental	3,025,950		4,192,392	7,218,342
Charges for Services	1,567,365	120,040,444	5,116,600	126,724,409
Fines & Forfeits	175,200		- 0 -	175,200
Interest & Rents	327,401	539,200	2,528,294	3,394,895
Other	49,800	82,500	6,798,160	6,930,460
Transfers In	5,037,825	- 0 -	3,489,987	8,527,812
<b>TOTAL SOURCES</b>	<b>20,855,436</b>	<b>120,662,144</b>	<b>29,483,592</b>	<b>\$ 171,001,172</b>
<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 8,849,021	\$ 11,176,185	\$ 2,400,167	\$ 22,425,373
* Benefits - Includes NonWorking Wages	5,275,434	4,608,325	1,108,704	10,992,463
* Mandatory Employer Costs	619,052	1,006,070	232,366	1,857,488
Other Current Expenditures -				
* Supplies / Maintenance	1,012,415	3,632,137	2,878,845	7,523,397
* Contractual	859,055	3,265,250	1,918,570	6,042,875
* Utility Production	- 0 -	64,048,002	- 0 -	64,048,002
* Other	3,149,086	2,828,923	10,279,166	16,257,175
Capital Outlay	56,500	84,666,448	4,352,056	89,075,004
Debt Service Payments				
* Principal Maturities	- 0 -	1,125,650	2,389,000	3,514,650
* Interest & Fee Payments	- 0 -	500,997	778,514	1,279,511
Transfers Out	580,675	5,344,000	2,603,137	8,527,812
Contingencies	463,600	- 0 -	7,582	471,182
<b>TOTAL USES</b>	<b>20,864,838</b>	<b>182,201,987</b>	<b>28,948,107</b>	<b>\$ 232,014,932</b>

NON-CASH ITEMS - For Info Only

Depreciation & Amortization Expense	<u>\$ 11,716,860</u>
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**- - GROUP STAFFING TOTALS - -**

Personnel Services Total Amount	\$ 14,743,507	\$ 16,790,580	\$ 3,741,237	\$ 35,275,324
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* Full-Time Positions	349.20
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	59.56

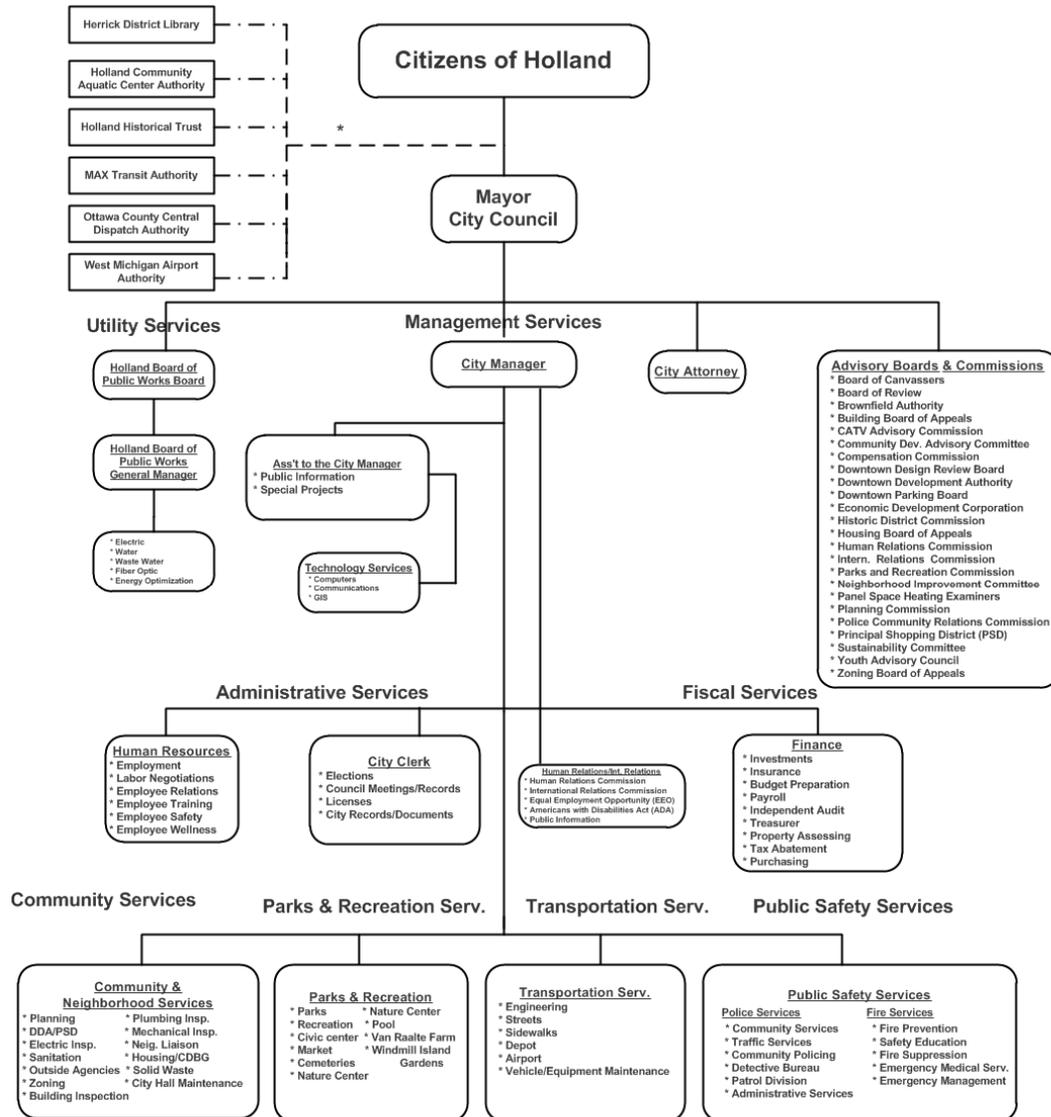
# MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

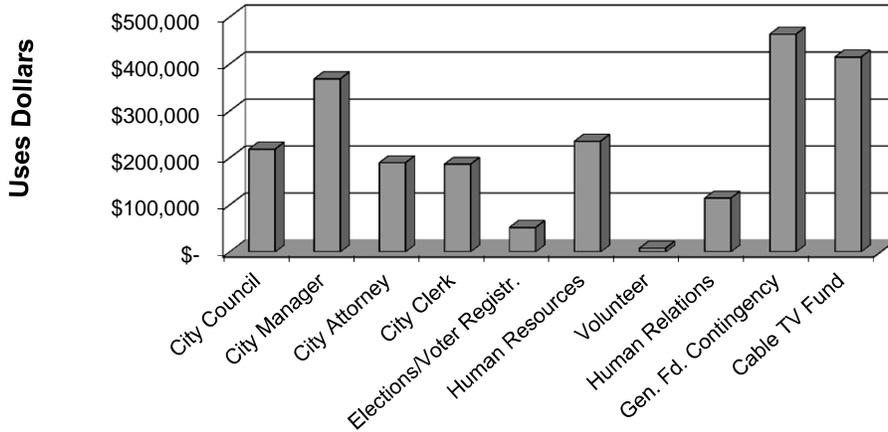
The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and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

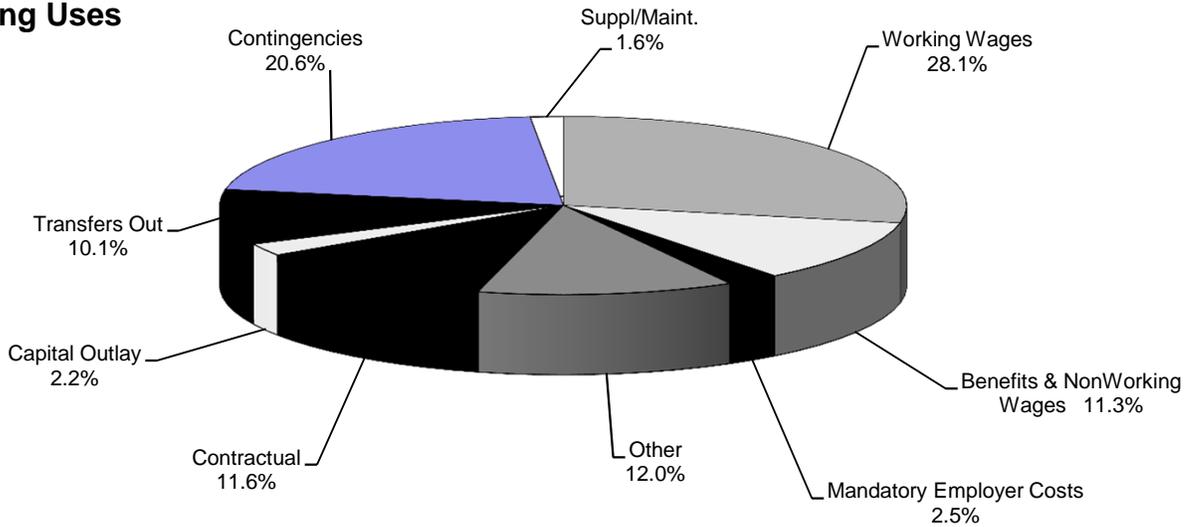


# MANAGEMENT & ADMINISTRATIVE SERVICES

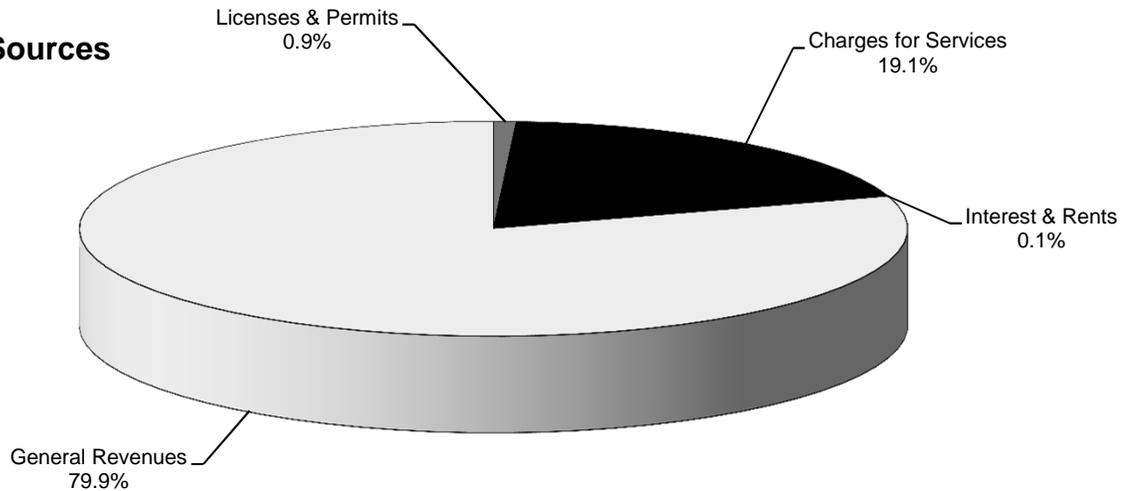
**Total Uses By Department \$2,253,292**



**Funding Uses**



**Funding Sources**





# MANAGEMENT & ADMINISTRATIVE SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 1,225,457	\$ 1,519,181	\$ 1,297,974	\$ 1,838,428
Special Revenue	336,069	494,634	407,685	414,864
<b>TOTAL FUND TYPE</b>	<b>\$ 1,561,526</b>	<b>\$ 2,013,815</b>	<b>\$ 1,705,659</b>	<b>\$ 2,253,292</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	25,102	24,365	18,000	20,000
Charges for Services	415,283	435,031	426,758	431,000
Interest & Rents	2,406	872	1,500	1,500
Other	- 0 -	83	3,777	1,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 442,791</b>	<b>\$ 460,351</b>	<b>\$ 450,035</b>	<b>\$ 453,500</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 495,674	\$ 574,743	\$ 570,694	\$ 634,816
* Benefits - Incl. NonWorking Wages	189,426	525,525	193,700	254,589
* Mandatory Employer Costs	43,228	47,833	49,819	56,353
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	39,054	37,459	30,436	34,975
* Contractual Expenditures	521,201	285,012	291,778	261,925
* Other	165,812	174,351	180,149	270,698
Capital Outlay	7,131	167,642	82,500	49,400
Transfers Out	100,000	201,250	200,000	226,936
Contingencies	- 0 -	- 0 -	106,583	463,600
<b>TOTAL USES</b>	<b>\$ 1,561,526</b>	<b>\$ 2,013,815</b>	<b>\$ 1,705,659</b>	<b>\$ 2,253,292</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 728,328	\$ 1,148,101	\$ 814,213	\$ 945,758
* Full-Time Positions	9.12	7.30	6.15	6.40
* Part-Time Positions @ F.T.E.	1.00	2.45	3.30	4.85
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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## STRATEGIC PLAN AND 2015 COUNCIL GOALS

The City Council serves 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; by developing 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 by participating in the Macatawa Area Coordinating Council to continue to strengthen the area cooperation of the Holland/ Zeeland area governmental units.

In order to identify priorities to give direction to staff, Council members vote on their highest goals each year at an annual retreat. The City Council held its 2014 Retreat on Saturday, February 1, 2014.

The goals that received support via a nominal-group prioritization process were:

### Retreat Goals and Rankings

1. Waterfront Redevelopment (20)
2. Civic Center Renewal (19)
3. Street and Sidewalks (17)
4. Trees and Tree Canopy (12)
5. Pension Solutions (10)
6. Neighborhood Residential Improvements (9)
7. Neighborhood Commercial (8)
8. Washington School Block Redevelopment (8)
9. K-9 Funding (Third unit) (6)
10. Bouws Pool (5)
11. Dog Park (5)
12. Holland Youth Connections for At-Risk Youth (4)
13. Regionalization (4)
14. DeGraaf Nature Center (3)
15. Fire Station Replacements (2)
16. City Regulatory Reform (1)
17. Bicycle Highways (1)
18. Windmill Island Gardens and Greenhouses (1)

More Detail on the Rankings (Inclusive of Action Plans from former years still In progress follows below)

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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## STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION

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

**A1. Street and Sidewalks Goal:** The City is touching every street on a 35-year cycle now, extended out from the former 20-year cycle. The Reinvestment Staff Task Force recommends use of the declining debt payments to increase street resurfacing and reconstructions to three lane miles per year (\$500,000 more per year eventually by FY 22) to seven lane miles as well as one major reconstruction per year for a cost of roughly \$1 million more each per year. Re-direction of 0.3669 of debt paid off last year to the Street Reinvestment Fund in FY 15 will start this new program. The next major infusion to complete the program will await further debt paybacks in FY 21 and 22 (A total of 2.34 more mills will be invested in the streets for a 20-year cycle of renewal for all fiscal years thereafter).

Quality streets are a pre-condition for quality neighborhoods. Quality neighborhoods are a pre-condition for a world-class community. Quality infrastructure is a pre-condition for industrial development. Industrial development is a pre-condition for community financial stability.

Sidewalks will be addressed starting with \$40,000 to re-surface the pathways along 32<sup>nd</sup> Street and Lugers Road. A new-multi-purpose pathway will be constructed along Lincoln and M-40 with \$205,000 of City funds and a \$260,000 federal Congestion Mitigation Air Quality (CMAQ) grant.

**B. To foster an environment wherein businesses desire to locate, expand, and remain.**

**B1. Waterfront Redevelopment Goal:** The Ad Hoc Task Force on Lake Macatawa Waterfront will work on transitional planning. Waterfront Conceptual Redevelopment funds are included in the Municipal Capital Improvement Fund for FY 15 (\$25,000). The intent is to facilitate land use ownership changes, organize a Tax Increment Financing District, and develop a form-based code to ensure the necessary public access and economic investment.

**B2. Project Clarity** is funded (first out of ten years).

**B3. Community Energy Plan Goal:** Implementation of community energy planning was the highest goal in 2013.

**i. The City and HBPW** staffs and the two community Steering Committee members will work on pilot projects in 1) home energy retrofits, 2) building energy labeling, 3) commercial/institutional energy retrofits and 4) initial funding for a new grant-supported creation of Sustainability Institute. The HBPW also intends to

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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conduct prospective customer marketing for a potential District Heat utility and field trip(s). The HBPW budget contains over \$35,000 for such initiatives on top of the multi-millions being invested in the new plant fueled by a cleaner-burning natural gas fuel. The City's Municipal Capital Improvements Fund contains \$142,000 to support these pilot projects; multi-year grants totaling \$140,000 were awarded in 2014 to assist.

The long-term 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.

- ii. Meanwhile, the City staff will work toward greater city facility energy savings. The goal is a 20% reduction from FY 12 via selective conservation efforts for buildings, streetlights (5% savings from last year), park lights, and other energy-efficient practices and reinvestments (10% savings from last year) as well as winning the Georgetown Energy Prize of \$5 million (kicks off July 1, 2015).
- iii. Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes.

**B4. Holland Youth Connections for At-Risk Youth Goal:** Gang prevention is a key staff goal. Eradication of gangs will enhance economic development. The Holland Youth Connections program will be expanded tenfold if contributions and employment opportunities can rise to this level. Funds for this summer youth employment (under 18) are included in the FY 14 budget for Fire, Streets and Parks (\$30,000 total).

**B5. City Regulatory Reform Goal:** More user-friendly forms need to be developed along with a Customer Service Center in the City Hall ground floor.

**C. To collaborate with other area organizations. (See Strategy II Below).**

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

**D1. Strategic Broadband Fiber Optic Utility/Network Goal:** The current HBPW budget includes continued investment in broadband infrastructure improvements. The Holland Board of Public Works will be conducting additional feasibility work for a new utility focusing on customers located in close proximity to others, like Holland's Downtown, in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council.

**D2. US 31 Corridor Redevelopment Goal:** A major initiative needed is the US-31 Corridor and improved land uses (32nd Street to 16<sup>th</sup> Street). A multi-phased approach to land use review, marketing studies, brownfield tools and a commercial corridor district is needed to encourage redevelopment along

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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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 starting with a realistic land use plan and marketing study. Redevelopment planning funds are included in the Municipal Capital Improvement Fund for FY 15 (\$15,000).

## STRATEGY II: AREA COOPERATION

- A. To encourage innovation and risk-taking in the development of collaborative programs and cost-effective, shared services to meet the needs of the area via regionalization.
  - A1. To actively support incremental moves to collaborate with Holland Charter Township as per Fire Services' experimentation with Auto Aid Agreement completed in FY 14.
  - A2. Windmill Island Gardens non-motorized access grants/cost sharing in FY 14. Construction planned in 2016.
  - A3. Parks, Recreation & Transportation Strategic Planning: This strategic planning was started via a Five Year Recreation Plan in 2014. More is needed involving visits to other communities, a SWOT analysis, comparative analyses and multi-year efficiency and effectiveness goals in ways that will maximize public resources, facilities and talents.
  - A4. Actively merge administrative services where possible with other units of government: Embrace the planning created by a Succession Plan being created with the Macatawa Area Coordinating Council's Service Delivery Team.

## STRATEGY III: NEIGHBORHOODS (TO SUPPORT THE STABILITY AND DEVELOPMENT OF ALL NEIGHBORHOODS WHERE):

- A. Housing is attractive, well-maintained, and affordable.
  - A1. Plant Trees and Return Tree Canopy: An increase in replacement trees is recommended (\$30,000, up from \$10,000 last year). A total of \$250,000 is needed over the long-term to replace the 2,500 Ash trees removed. This replacement budget will be increased each year as resources permit. Meanwhile, a program to pay for half of trees placed inside yards and front yards visible from the street will be instituted in the fall of 2014.
  - A2. Create A Dog Park: Use of a large wooded location off of 24<sup>th</sup> Street is recommended in this budget. An Ad Hoc group on the west side is working to make the City's cost nominal. The site is already fenced. This area was reviewed on the Trolley Tour last summer (\$5,000 is recommended in the Municipal Capital Improvement Fund).
- B. Owner-occupied housing is encouraged, recognizing that rental housing may be the only

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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option for some City households.

**B1. Neighborhood Residential Improvement Goal:** Private and public sector efforts to encourage owner-occupied home ownership are supported in this budget. Part of the proposed \$50,000 in the Downtown Neighborhoods Enhancement Program is intended to assist in funding new garages for redeveloped parcels and conversions from rental to owner-occupied on a 50% grant basis up to \$4,000 per project. The Home Energy Retrofit and Building Energy Labeling efforts (\$50,000 total) will aid Downtown neighborhood improvements.

**B2. Rental Property Improvements Goal:** The City's rental inspections will go to 100% of the annual goal and less density and improved focus on quality will be encouraged via a set of policy proposals being developed. The Neighborhood Improvement Committee is examining measurement criteria to aid in determining the on-going success of neighborhood initiatives.

**C. Neighborhoods are characterized by a diversity of economic, social, and racial factors.**

**C1. Washington School Block Redevelopment Goal:** The City Manager offered to cost share feasibility research with Superintendent Brian Davis to return mixed income housing to this area via school site redevelopment in calendar year 2015 (\$2,500). This feasibility study could focus on the new residential potential to attract young professionals needed by major employers interested in recruiting talent who otherwise choose to live closer to Grand Rapids.

**D. Residents feel safe and affirmed by others.**

**D1. Improve non-motorized access to Kollen Park Goal:** Edgewater Resources studied ways to better connect Kollen Park to nearby neighborhoods for pedestrians. An experimental narrowing of Van Raalte travel lanes to permit on-street parking and a shorter pedestrian crossing is recommended. This experiment is scheduled for after Tulip Time, with construction possible before next Tulip Time, via \$50,000 in the current Community and Neighborhood Services Department budget designated for General Neighborhood Public Improvements in FY 14.

**E. A mix of uses, including neighborhood-supportive institutions, commerce, and industry should be encouraged.**

**E1. Neighborhood Commercial Improvements Goal:** 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 signage funds are included in the Municipal Capital Improvement Fund for FY 15, although this amount may be able to just fund two entry signs for starters (\$25,000).

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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## STRATEGY VI: COMMUNITY AND FAMILY

- A. To develop/support social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment for all members of the community.
  - A1. Support a diverse, inclusive, tolerant community.
- B. Support the Human Relations Commission as they reinvent their goals to support inclusion and community team building in core areas as a goal to:
  - B1. Be a diverse, inclusive, and tolerant community: The Human Relations Commission and International Relations Commission's support services were reconfigured to become an extension of the City Manager's office so as to enable more measurable goal completion, better coordination and more flexibly-provided outcomes. This is happening via new professional staff, as well as greater partnering with state and regional agencies. Realignment of existing staff's duties to export these "best practices" throughout the organization supported by the City Manager's line authority occurred. The follow-up report deadline on these administrative changes is extended to September 2014 to enable sufficient time to evaluate this new approach.

## STRATEGT V: PUBLIC UTILITIES

- A. Ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
  - A1. Implement construction of a gas-powered generation plant.
- B. To maintain local control.
  - B1. Strategic City Fiber Optic Network Goal: The current HBPW budget includes continued investment in broadband infrastructure improvements. The Holland Board of Public Works will be conducting additional feasibility work for a new utility focusing on customers located in close proximity to others, like Holland's Downtown, in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council.
- C. To maintain a Holland citizen-focus in the administration of the utility operation.
- D. To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.
- E. To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.
  - E1. Implement the 40-Year Community Energy Plan: Work with HBPW staff to assist with key implementation steps of the Community Energy Plan (CEP),

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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especially as it pertains to the Steering Committee and Task Forces via a shared Energy Manager and contract with a new City of Holland/Hope College Sustainability Institute.

- E2. Establish a District Heating plan.

## STRATEGY VI: PUBLIC SPACES

- A. 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. View these city-owned assets as “civic monuments.”
  - A1. Fire Station Replacement Goals: Looking at land acquisition and using existing funding streams for detailed planning in FY 15 with construction in FY 16 or FY 17.
- B. To offer green spaces and blue edges where urban dwellers can enjoy the natural features of the community.
  - B1. Implement the Five Year Recreation Plan for Major Park Maintenance and Upgrades Goal.
  - B2. Civic Center Renewal/Recreation Center Goal: It is unlikely that Holland Christian will use the facility five years from now. The building functions primarily as a recreation center and event space. This budget contains \$20,000 for a pool replacement study; the recommendation is this study be expanded to review sites and costs for a dedicated recreation center not located Downtown on the corridor to the waterfront. If these recreation functions were moved, it would remove the barriers to creation of a replacement event space in the Civic Center block that would be consistent with the planned redevelopment all around it. Such event space could be owned and operated either privately or publically.
  - B3. Bouws Pool Improvements Goal: A comprehensive planning and feasibility report for Bouws Pool redevelopment, transformation into a splash pad(s) or expanded is funded in this budget (\$20,000). The intent is to explore options regarding the Aquatic Center, splash pads, siting and/or reconstruction/expansion in place of its location at Smallenburg Park. Further, a corollary study is to combine this pool/splash pad feasibility analysis with location possibilities for a new Recreation facility. If adopted, the Civic Center could be dedicated to event uses when opportunities arise. Its current multi-purpose function is holding back Holland recreation possibilities and funding streams. In the meantime, the Civic Center would serve as an auxiliary gym and large event space/back-up rain location for summer outdoor events.
  - B4. DeGraaf Nature Center Goal: Support over the long-term.

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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- B5. **Bicycle Highways Goal: Create.**
- B6. **Combine/Enhance Public Enjoyment of Windmill Island Gardens and Greenhouses Goal: A Greenhouse consolidation study is planned. A step-by-step process will be recommended by mid-year. No net budgetary impact expected. Implementation of the Windmill Island Business Plan is included in this budget via partial funding of a transition staff member starting April 2015 (\$25,000).**

## STRATEGY VII: ORGANIZATION

- A. **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.**
  - A1. **Improve the City's Communications "Shop" Goal: A proactive approach to public policy knowledge, inclusion and public relations is needed to conduct proactive, consistent, purposeful public messaging, communications, marketing, social networking, other internet, cable television and other technology. 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 Plan was approved by Council and a job description developed for a 16 hour-a week position. This budget expands the function to 20 hours per week to make recruitment and potential job sharing more successful. A share of benefits is budgeted as well. A total of \$26,936 from the CATV Fund is transferred into the General Fund in the Manager's line item to provide the necessary resources.**
  - A2. **Implement the Public Safety Service Delivery Study of 2013 Goals: This study will continue to be implemented pertaining to non-sworn staff reductions, part-paid support/recruitment, as well as voluntary cross-training, part-paid staff station duty, joint training, and police AED cross-training/devices in squad car trunks (3 each year for \$7,095 in FY 15) as well as continued Holland Charter Township collaboration via auto aid, coordinated training/recruitment of part-paid firefighters, etc.**
  - A3. **Pension Solution Goals: A comprehensive staff report is being developed to assist Council and staff in weathering these continued high increases of 13% per year and to reduce unfunded liability (about 70% funded now). This report will be reviewed in May 2014. The Pay and Benefit Report signified increased employee share amounts in nearly every other comparable community. Firefighter/EMT's will increase their employee shared premium by 2% over the next two years (1% in FY 15 & 1% in FY 16). A 1% increase in defined benefit share is therefore recommended for all other employees for FY 15.**

## MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL

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- A4. **K-9 Funding (Third unit) Goals:** The Public Safety Department and key budget staff attempted to budget this unit. This extra cost is not recommended in FY 15. Cuts were needed to balance the recommendations contained herein. One eighth of the force's cruisers is being outfitted with Automatic defibrillators and is included instead (\$7,095). This goal was recommended in the Public Safety Service Delivery Study from 2013.

# MANAGEMENT & ADMINISTRATIVE SERVICES

## CITY COUNCIL

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Regular Scheduled Legislative Sessions	22	23	23	23
	Number of Special Called Legislative Sessions	6	9	10	8
	Number of Study Sessions	20	18	18	20
	Number of Council Actions (calendar year)	654	719	715	710
	Number of Ordinances Adopted	22	24	20	20
	Facebook Posts	N/A	3	3	3



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - CITY COUNCIL

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	191,694	178,737	157,309	219,034
<b>TOTAL SOURCES</b>	<b>\$ 191,694</b>	<b>\$ 178,737</b>	<b>\$ 157,309</b>	<b>\$ 219,034</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 65,416	\$ 60,211	\$ 65,574	\$ 60,104
* Benefits - Incl. NonWorking Wages	4,079	3,436	4,505	3,893
* Mandatory Employer Costs	5,091	4,710	5,080	5,087

##### Other Current Expenditures -

* Supplies / Maintenance	1,522	1,255	1,250	1,250
* Contractual	28,264	25,972	4,000	8,000
* Other	87,322	83,153	76,900	140,700

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 191,694</b>	<b>\$ 178,737</b>	<b>\$ 157,309</b>	<b>\$ 219,034</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 74,586	\$ 68,357	\$ 75,159	\$ 69,084
* Full-Time Positions	0.25	0.25	0.25	0.20
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER

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## 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.

## FISCAL YEAR 2015 ACTION PLAN

- Celebrate team success: Summer and Christmas events.
- Work to implement the City Council goals from February 2014.
- Work with experts to complete the Waterfront Visioning and begin implementation of a multi-year redevelopment outcome determined by the City Council. (\$25,000 in the Municipal Capital Improvement (Municipal Capital Improvement fund)
- Navigate the loss of Personal Property funds for under \$40,000 property owners (estimated tax loss of \$70,000), evaluate the impact of the August 2014 state-wide vote on the personal property tax, and maintain fiscal integrity.
- Reinvest in Fire Station(s) via establishment of a sinking fund for debt service from re-direct millage.
- Conduct a joint Bouws Pool Redevelopment/Recreation Center facility location study (\$20,000).
- Work to reinvest in Streets via a once every 20 years reconstruction/resurfacing/crack sealing program initiation (via conversion of paid-off debt and redirection of millage to the Street Reinvestment funds between FY 14 – FY 22).
- Complete a 50-home Home Energy Retrofit pilot project, inclusive of Building Energy Labeling and include rental conversions tackled by Jubilee Ministries and Homecor. (\$25,000 in the Municipal Capital Improvement fund budget)
- Complete a Building Energy Labeling pilot project (25,000 in the Municipal Capital Improvement fund budget) of 100 homes and 10 commercial/institutional buildings.
- Recruit, hire and help supervise a Sustainability Institute Director housed at Hope College (\$10,000 in the Municipal Capital Improvement fund.
- Increase social networking from the City Manager's Office. (52 posts on Facebook)
- Begin first year of new Program Measurements associated with new results being measured.
- Implement the Communications Plan fully and evaluate the success of the new part-time Communications position.

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER

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- Complete design for Phase One of New Way-finding Signage: Entryways, Neighborhood Commercial and Sister City. (\$25,000 in the Municipal Capital Improvement fund)
- Find a way to motivate/incentivize redevelopment along US-31. Complete a Land Use Study and Marketing Study for Commercial Corridor on US-31. (\$15,000 in the Municipal Capital Improvement fund)
- Implement the Pay and Benefit Study results.
- Grow the Holland Youth Connections Program geometrically (48-120 positions) to integrate at-risk youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$10,000 each for Fire, Streets and in the Parks Divisions).
- Create one Dog Park via partnerships (\$5,000).
- Complete Snowmelt Expansion plans (cost sharing TBD).
- Move toward the target in the Public Safety Service Delivery Report 2013 of Public Safety representing 48-49% of the General Fund (Stated in the Report as “To reach a target of 48-49% of the General Fund Budget for Public Safety will require reductions of \$250,000 to \$450,000 from the original FY 13 Budget,” page 8)
- Conduct review of Human Relations Commission and International Relations Coordinator Administrative Plan changes from February 2013 to October 2014.
- Ramp-up Downtown neighborhood investments via getting to 100% in rental inspections per year.
- Secure full funding for the Windmill Island Gardens Strategic Plan implementation. (\$2.1 million)
- Implement the new Windmill Island Gardens Business Plan by experimenting with moving of the ticket booth, conduct recruitment for a non-profit manager, secure a five-year contract and sponsor a transitional staff member (\$25,000).
- To lead and bring new, non-tax resources into the community via grants, foundations, fund raisers, interns, volunteers, collaboration and cooperation prior to FY 16 Budget.
- Participate in the cost and supervision of an Energy Manager to be housed at the Board of Public Works yet supervised jointly. (\$15,000)
- Coordinate efforts to win the Georgetown Energy Prize \$5 Million.
- Hire and mentor one EPIC generational poverty graduate for a paid internship. (\$3,000)
- Get special projects completed from one Master of Public Administration graduate students. (\$3,000)

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER

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- 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."
- Develop a plan for City Hall physical refinements (City Council Chambers west wall, windows in City Hall meeting room doors, lobby calendar visible to outside viewers when doors are locked, less lights, heat and cooling during off hours, lobby customer service/Community and Neighborhood Services work station).
- Celebrate team success at the successful close of FY 15.

# MANAGEMENT & ADMINISTRATIVE SERVICES

## CITY MANAGER

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Council Action Plans	N/A	68	50	40
	Number of City Manager Action Plans	N/A	N/A	20	31
	Reinvestments in Existing Capital Improvements (\$)	N/A	N/A	\$260,000	\$100,000
	New Capital Improvements (\$)	N/A	N/A	0	\$414,125
	Number of Discrimination Investigations	1	4	2	2
	Number of Grants Applied for	0	0	9	5
	Amount of Grants Applied for	0	0	\$1,226,000	\$300,000
	Energy Costs (\$)	\$1,038,804	\$1,058,356	\$1,065,000	\$1,015,000
	Facebook Posts	N/A	3	8	52
Efficiency	Percentage of Council Actions Plans Achieved	N/A	38% (26)	50% (25)	60% (24)
	Percentage of City Manager Action Plans Achieved	N/A	N/A	85% (17)	80% (25)
	Management Efficiency Savings (\$)	N/A	\$300,000	\$100,000	TBD
	Holland Budget Financial Snap Shot Improvements (Fiscal Health	2 for 5	3 for 5	5 for 5	4 for 5
	Energy Savings Achieved (CO <sup>2</sup> )	N/A	N/A	TBD	TBD



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - CITY MANAGER

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	259,213	313,266	317,722	368,517
<b>TOTAL SOURCES</b>	<b>\$ 259,213</b>	<b>\$ 313,266</b>	<b>\$ 317,722</b>	<b>\$ 368,517</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 139,744	\$ 180,455	\$ 182,750	\$ 211,387
* Benefits - Incl. NonWorking Wages	70,807	100,730	98,330	109,540
* Mandatory Employer Costs	13,126	15,935	16,655	20,590

##### Other Current Expenditures -

* Supplies / Maintenance	2,286	2,423	2,200	2,400
* Contractual	10,840	3,282	300	3,200
* Other	22,410	10,441	17,487	21,400

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 259,213</b>	<b>\$ 313,266</b>	<b>\$ 317,722</b>	<b>\$ 368,517</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 223,677	\$ 297,120	\$ 297,735	\$ 341,517
* Full-Time Positions	2.50	2.50	2.35	2.30
* Part-Time Positions @ F.T.E.	- 0 -	0.05	0.10	1.45

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **ELECTIONS AND VOTER REGISTRATION**

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### **DEPARTMENT MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- To provide supplies, materials, voting machines and trained staff for polling places for the August 2014 Primary and November 2014 Gubernatorial Elections, as well as process voters and tabulate results.
- To train remaining 50% of election inspectors on the use of E-Poll book for all polling locations in all elections. (September 2014)
- To work with Human Relation Commission in assisting with voter registration drives and to help inform voters of various elections and procedures. (November 2014)
- To completely audit election worker applications (files).
- To relocate two (2) polling locations of Ward 2 (2-4 and 2-5) and Ward 3 (3-6 and 3-7). (to formalize by April 2014).
- To keep the State Bureau of Elections informed of the importance of voting equipment and ballots used by a two county jurisdiction to maintain consistency for the future purchases.
- To have all election equipment, testing be achieved in its new location (MAX) by July 2014.

# MANAGEMENT & ADMINISTRATIVE SERVICES

## ELECTIONS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Registered Voters for November Election	23,529	23,407	23,552	23,480
	August Election	22,380	22,807	22,526	22,680
	May Election	22,648	21,922	23,717	22,820
	Number of Elections (Total)	4	2	1	2
	Regular	3	2	1	2
	Special	1	0	0	0
	Average Number of Election Workers per Precinct	5	5	5	5.5
	Voting Station Election Officials:				
	- Chairperson	15	16	15	16
	- Election Worker	60	60	60	67
	Voter Turnout:				
	August	1,659	3,214	N/A	6,300
	November	2,227	14,027	4,334	9,350
	February	4,153	N/A	N/A	4,200
	May	1,730	N/A	N/A	N/A
	Absentee Voters:				
	August	897	1,060	N/A	1,400
November	1,061	2,979	1,269	2,500	
February	1,115	N/A	N/A	N/A	
May	953	N/A	N/A	N/A	
Efficiency	% Turnout per Election:				
	August	7.41%	14.09%	N/A	29.00%
	November	9.92%	59.93%	18.40%	42.00%
	February	18.42%	N/A	N/A	18.70%
	May	7.64%	N/A	N/A	N/A



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - ELECTIONS / VOTER REGISTRATION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 19,690	\$ 2,260	\$ 308	\$ 400
General Fund Operating Revenues	35,631	53,533	28,943	51,777
<b>TOTAL SOURCES</b>	<b>\$ 55,321</b>	<b>\$ 55,793</b>	<b>\$ 29,251</b>	<b>\$ 52,177</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 26,901	\$ 37,272	\$ 12,354	\$ 36,992
* Mandatory Employer Costs	1,028	1,369	250	595

##### Other Current Expenditures -

* Supplies / Maintenance	12,007	8,936	8,446	4,900
* Contractual	10,311	4,175	4,308	4,300
* Other	5,074	4,041	3,893	5,390

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 55,321</b>	<b>\$ 55,793</b>	<b>\$ 29,251</b>	<b>\$ 52,177</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 27,929	\$ 38,641	\$ 12,604	\$ 37,587
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

CITY ATTORNEY

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## **ACTIVITY MISSION STATEMENT**

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

## **FISCAL YEAR 2015 ACTION PLAN**

- 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 2014)
- 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

## GENERAL FUND - CITY ATTORNEY

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	199,994	211,220	189,850	189,800
<b>TOTAL SOURCES</b>	<b>\$ 199,994</b>	<b>\$ 211,220</b>	<b>\$ 189,850</b>	<b>\$ 189,800</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ 199,994	\$ 211,220	\$ 189,850	\$ 189,800
* Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 199,994</b>	<b>\$ 211,220</b>	<b>\$ 189,850</b>	<b>\$ 189,800</b>

### - - STAFFING - -

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

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK

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## DEPARTMENT MISSION STATEMENT

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

## FISCAL YEAR 2015 ACTION PLAN

- To collaborate and assist all departments implementation of an electronic retention schedule/policy procedure for all City and HBPW documents with City Clerk staff and HBPW Records Coordinator. (December 2014)
- To implement and make available to City staff the rules and regulations of the Notary Policy. (July 2014)
- To assist various departments with enhancements gain with our new Ordinance Codifications supplied by General Code.
- To streamline new procedures/fees/chargebacks for Tulip Time. (October 2014)
- To send Deputy Clerk and staff to conferences to obtain Municipal Clerk and Masters Certification with the International Institute of Municipal Clerks. (March-June 2015, \$2,000)
- To enhance the City Clerk's website with additional information on a routine schedule. (July 2014)
- To introduce automated agenda/packet software for use by all council, board and commissions of the City and HBPW. (July 2014, \$9,000 to be funded by the Technology Services Dept.)

# MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>Licenses &amp; Applications</u>				
	Business Licenses and Permits Issued	217	230	235	240
	Zoning Board of Appeals Applications Processed	21	16	10	15
	<u>Ordinances</u>				
	Ordinance Adopted	23	24	20	20
	Council - Regular, Special, Closed Meetings (Total)	51	42	35	40
	Board of Review Meetings	8	5	6	6
	Compensation Commission Meetings	1	0	10	0
Board of Appeals effective : 03/2012 (replacing ZBA)	8	10	10	10	



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - CITY CLERK

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Licenses & Permits	\$ 25,102	\$ 24,365	\$ 18,000	\$ 20,000
Charges for Services	1,643	1,878	450	600
General Fund Operating Revenues	134,636	148,720	167,992	166,042
<b>TOTAL SOURCES</b>	<b>\$ 161,381</b>	<b>\$ 174,963</b>	<b>\$ 186,442</b>	<b>\$ 186,642</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 94,409	\$ 96,963	\$ 107,833	\$ 105,273
* Benefits - Incl. NonWorking Wages	39,827	45,523	46,180	48,155
* Mandatory Employer Costs	8,752	8,213	9,309	9,494

##### Other Current Expenditures -

* Supplies / Maintenance	2,138	3,219	2,500	2,700
* Contractual	2,866	4,011	4,900	4,200
* Other	13,389	17,034	15,720	16,820

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 161,381</b>	<b>\$ 174,963</b>	<b>\$ 186,442</b>	<b>\$ 186,642</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 142,988	\$ 150,699	\$ 163,322	\$ 162,922
* Full-Time Positions	2.25	2.00	2.00	2.00
* Part-Time Positions @ F.T.E.	0.50	0.50	0.70	0.60

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **HUMAN RESOURCES**

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### **DEPARTMENT MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- Resolve the Police Union contract through a negotiated settlement. (July 2014)
- Standardize department guidelines for recording the hours worked by part time employees to satisfy the Affordable Care Act Employer health insurance mandate which will begin January 1, 2015. (July 2014)
- Work to implement employee safety training and procedures City wide. (October 2014, \$40,000)
- Celebrate employees with employee appreciation offerings. (November 2014, \$5,000)
- Update Employee Handbook and ensure that all employees are in an "at will" status. (July 2014)

# MANAGEMENT & ADMINISTRATIVE SERVICES

## HUMAN RESOURCES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Employees (Full-Time and Part-Time A)	204	195	196	196
	Number of New Hires (Full-time and Part-Time A)	1	5	6	7
	Number of Labor Contract Settlements	0	0	2	0
	Number of recordable Work Compensation Claims (Calendar Year)	11	13	10	10
	Number of Lost Time Accidents (Calendar Year)	0	3	2	0
	Number of Lost Days (Calendar Year)	0	36	60	0



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - HUMAN RESOURCES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 40,739	\$ 17,637	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	172,099	461,756	203,119	235,768
<b>TOTAL SOURCES</b>	<b>\$ 212,838</b>	<b>\$ 479,393</b>	<b>\$ 203,119</b>	<b>\$ 235,768</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 78,609	\$ 75,957	\$ 66,274	\$ 80,913
* Benefits - Incl. NonWorking Wages	38,746	336,590	30,985	79,176
* Mandatory Employer Costs	7,272	6,486	6,985	8,656

##### Other Current Expenditures -

* Supplies / Maintenance	1,783	912	1,700	1,700
* Contractual	64,185	31,332	70,120	28,525
* Other	22,243	28,116	27,055	36,798

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 212,838</b>	<b>\$ 479,393</b>	<b>\$ 203,119</b>	<b>\$ 235,768</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 124,627	\$ 419,033	\$ 104,244	\$ 168,745
* Full-Time Positions	2.25	1.25	1.25	1.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **VOLUNTEER SERVICES**

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### **DEPARTMENT MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- To make increased efforts to ensure that all positions on City boards, committees and commissions are filled. As of February 2014, there were 12 vacancies. (July 2014)
- To collaborate with the Human Relations Coordinator and Commission to increase minority representation on City boards and commissions. The goal for FY2015 is 15% minority representation (29 of 196 positions). (December 2014)
- To increase continuous awareness of volunteers opportunities by posting specific vacancies in the City by using social media, the City's website, public TV, local English and Spanish language periodicals, local radio stations, e-newsletter, etc. (July 2014)

# MANAGEMENT & ADMINISTRATIVE SERVICES

## VOLUNTEER SERVICES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	CVS Boards/Project/Program Volunteers				
	Boards and Commissions Volunteers	211	184	196	196
	Females	74 (35%)	51 (28%)	58 (30%)	74 (35%)
	Minorities	18 (12%)	20 (11%)	23 (12%)	29 (15%)
	DeGraaf Nature Center Volunteers	153	150	150	150
	Teen Court Coordinator, Jurors and Assistants	70	22	70	70
	Victims Services Unit	16	15	16	16
	Recreation Dept. Volunteers	485	338	450	450
	Youth Council Volunteers	81	57	50	50
	Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	2,245	1,971	2,300	2,300
	<b>Total</b>	<b>3,261</b>	<b>2,737</b>	<b>3,232</b>	<b>3,232</b>
	CVS/Boards/Project/Program Hours				
	Boards and Commissions	4,237	5,647	4,700	4,700
	DeGraaf Nature Center Volunteers	887	882	900	900
	Teen Court Coordinator, Jurors and Assistants	200	145	200	200
	Victims Services Unit Volunteers	555	158	150	150
	Recreation Dept. Volunteers	7,512	5,940	7,500	7,500
	Youth Council Volunteers	1,520	755	1,590	1,590
	Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	8,477	2,163	8,460	8,460
	<b>Total</b>	<b>23,388</b>	<b>15,690</b>	<b>23,500</b>	<b>23,500</b>



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - VOLUNTEER SERVICES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	5,768	6,942	7,850	8,305
<b>TOTAL SOURCES</b>	<b>\$ 5,768</b>	<b>\$ 6,942</b>	<b>\$ 7,850</b>	<b>\$ 8,305</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 3,485	\$ 3,788	\$ 4,055	\$ 4,055
* Benefits - Incl. NonWorking Wages	910	1,374	1,396	1,439
* Mandatory Employer Costs	281	313	349	361

##### Other Current Expenditures -

* Supplies / Maintenance	20	19	300	400
* Contractual	- 0 -	226	400	700
* Other	1,072	1,222	1,350	1,350
<b>TOTAL USES</b>	<b>\$ 5,768</b>	<b>\$ 6,942</b>	<b>\$ 7,850</b>	<b>\$ 8,305</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 4,676	\$ 5,475	\$ 5,800	\$ 5,855
* Full-Time Positions	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION**

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### **HUMAN RELATIONS 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.

### **FISCAL YEAR 2015 ACTION PLAN**

#### **EMPLOYMENT**

- Educate Human Relations Commission on wage standards (minimum) for Michigan Ottawa/Allegan counties. (update June 2015)
- Michigan Department of Civil Rights training/diversity training for all City employees (stop gap for FY2014, only). (June 2015)
- Examine City's posting, recruitment, retention, and recruitment process and outcomes. (June 2015, on-going)
- Develop and maintain diversity training logs for all City staff. (June 2015, on-going)
- Work with City Manager to monitor Title VI and Title VII federal mandates.

#### **EDUCATION**

- Identify Social Justice Award recipient pool for all categories. (October 2014)
- Implement Community "Anti-bullying Awareness Week" (community-wide). (June 2015)
- Invite monthly outside guest speaker at each Human Relations Commission to educate the public, fully-publicized for community engagement. (June 2014/2015)
- Continue to facilitate Community Network for Education.

#### **HOUSING**

- Examine new housing ordinance. (June 2014)
- Educate Human Relations Commission about affordable housing in the City of Holland (What is it? Do we have it? and, Benchmark other communities). (2015/2016)
- Distribute Fair Housing information. (Initiate in October 2014)
- Report on City demographics. (2015)
- Ongoing Homeless Task Force participation. (ongoing)

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION**

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### **GOVERNMENT/COMMUNITY RELATIONS**

- **Medicaid/Affordable Care Act community educational event (December 2014)**
- **Extend annual invitation to IRC for collaborative Work Session - annual invitation extended at the end of March for May. (May/June 2015)**
- **Initiate quarterly Multicultural Resource Network. (2015)**
- **Develop Community Resource Sector List that is updated quarterly. (June 2015)**
- **Initiate Benchmarks scorecard on “Quality of Life Reports.” (June 2015)**
- **Provide City Council updates at least two times per year beginning 2014, on-going thereafter.**
- **Investigate viability of Advocates and Leaders for Police and Community Trust (ALPCT) in our community. (2015)**
- **Develop and initiate Community Voter Rights Education Program. (2015)**
- **Research and benchmark Human Relation Commissions in other communities. (2015)**
- **Quality of Life Reports – City of Holland Rating. (2015)**
- **Identify Human Relations Commission Liaison to other City Boards and Commissions. (2014/2015)**
- **Study City of Holland Board and Commission recruitment process and recommend at least four new opportunities to promote diversity. (2014/2015)**

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

HUMAN RELATIONS COMMISSION, YOUTH SERVICES &  
INTERNATIONAL RELATIONS COMMISSION

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## **YOUTH SERVICES MISSION STATEMENT**

The Holland Youth Advisory Council, in partnership with other community leaders, will develop the leadership skills of ourselves and others; provide advice regarding youth issues; serve our community; and promote youth participation and civic involvement.”

## **FISCAL YEAR 2015 ACTION PLAN**

- To continue to promote and support the City’s Pay-It-Forward Program through the Pending Coffees initiative by June 2015.
- To hold social events for both current and past HYAC members, including a HYAC reunion by January 2015.
- To collaborate with local organizations and Windmill Island personnel in the planning and production of the Run of the Mill by spring 2015.
- To sponsor City-wide events that create awareness and support for area Sustainability programs, such as the Project Clarity efforts by spring 2015.
- To promote the Human Relations Commission Social Justice Awards and provide youth nominations by November 2014.
- To support Pathways, Michigan in conducting Peer Refusal Training and presentations for middle school students by March 2015.
- To support and host the Lakeshore Youth Leadership Board’s activities and events in November 2014 and February 2015 (namely the Leadership as a Lifestyle training and the Mayor’s Roundtable).
- To partner with the International Relations Commission in the planning and implementation of their annual Multicultural Festival in June 2015.
- To present an annual Holland Youth Advisory Council (HYAC) activity report to City Council in May 2015.

# **MANAGEMENT & ADMINISTRATIVE SERVICES**

## **HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION**

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### **INTERNATIONAL RELATIONS COMMISSION MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- 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)
- 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)
- Improve the City's website for the International Relations Commission and include related links. (on-going)
- 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)
- Complete the IRC's revision of its mission, vision and goals. (2015)
- Research and develop an operating model to ensure the sustainability of the International Relations Commission (IRC) and its programs in the long term. (2015)
- Provide the City, Mayor and City Council with education, support and advice on international issues and coordinate the City's response to, and engagement in, major international events. (2015)
- Develop, establish and maintain partnerships with Holland area organizations to promote international exchanges in cultural, educational and economic development. (2015)
- Research and develop opportunities for formal and informal relationships with foreign cities and organizations while overseeing, maintaining and developing existing relationships. (2015)

# MANAGEMENT & ADMINISTRATIVE SERVICES

## INTERNATIONAL RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Meetings with wayfinding task force for Sister City signs	N/A	N/A	5	3
	Reg. meetings w/ Regional Econ. Development Organizations	N/A	N/A	10	10
	Attain coverage of IRC programming in traditional media	N/A	N/A	5	5
	Increase Social Media presence w/ reg. updates on Facebook	N/A	N/A	20	20
	Develop & update website for Multicultural Festival	N/A	N/A	5	5
	Participate in Tulip Time Parade (IRC members only)	N/A	2	2	2
	IRC members attend Governor's Luncheon	N/A	2	2	2
	Participate in World Affairs Council programming	N/A	N/A	4	4
	Attend Mexican Consulate activities (IRC members & Coord.)	N/A	N/A	3	3
	Host Queretaro delegation	N/A	N/A	1	1
	Visit Queretaro with delegation	1	N/A	1	1
	Promote IRC membership	N/A	N/A	3	3
	Coordinate Multicultural Festival fundraising	N/A	N/A	1	1
	Multicultural Festival Event Planning	1	1	1	1
	Coordinate efforts to permanently fix Queretaro Fountain	N/A	N/A	5	5



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	- 0 -	- 0 -	20,019	24,610
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 20,019</b>	<b>\$ 24,610</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 13,730	\$ 14,100
* Benefits - Incl. NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	1,164	1,265
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	575	575
* Contractual	- 0 -	- 0 -	100	100
* Other	- 0 -	- 0 -	4,450	8,570
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 20,019</b>	<b>\$ 24,610</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ 14,894	\$ 15,365
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.30	0.30

# MANAGEMENT & ADMINISTRATIVE SERVICES

## HUMAN RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total Complaints and Request for Information	1,775	287	391	391
	Total Requests for Information and Assistance	1,747	252	333	333
	By Service Area:				
	Education	114	0	0	0
	Employment	173	6	12	12
	Housing	595	228	275	275
	Government/Community:				
	Consumer	167	2	10	10
	Public Services / Accommodations	697	16	36	36
	Welfare Eligibility	1	0	0	0
	HRC Complaints	28	35	58	58
	By Service Area:				
	Education	1	0	0	0
	Employment	9	6	10	10
	Housing	9	16	18	18
	Government/Community:				
	Consumer	3	2	8	8
	Public Services / Accommodations	6	11	22	22
	Welfare Eligibility	0	0	0	0
	Teen Court	19	15	19	19
Note: FY13 position unfilled 1/2013 - 6/2013. Part-time staff in FY14 & FY15.					



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 209	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	139,039	98,867	38,117	50,121
<b>TOTAL SOURCES</b>	<b>\$ 139,248</b>	<b>\$ 98,867</b>	<b>\$ 38,117</b>	<b>\$ 50,121</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 83,832	\$ 46,656	\$ 24,220	\$ 28,117
* Benefits - Incl. NonWorking Wages	34,958	31,174	5,400	5,400
* Mandatory Employer Costs	7,430	4,220	2,005	2,274

##### Other Current Expenditures -

* Supplies / Maintenance	1,141	1,616	735	1,500
* Contractual	51	1,631	100	400
* Other	11,836	13,570	5,657	12,430

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 139,248</b>	<b>\$ 98,867</b>	<b>\$ 38,117</b>	<b>\$ 50,121</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 126,220	\$ 82,050	\$ 31,625	\$ 35,791
* Full-Time Positions	1.75	1.00	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.50	0.50	0.30	0.60

# MANAGEMENT & ADMINISTRATIVE SERVICES

## YOUTH SERVICES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Holland Youth Advisory Council (HYAC) members (Total)	41	50	50	50
	Females	27	30	32	30
	Minorities	5	7	11	15
	Special Events Committee	9	12	11	12
	Recreation Committee	6	10	9	8
	Social Services Committee	7	8	9	8
	Youth on Adult Boards	13	20	21	21
	Planned Events by HYAC				
	Raise Your Voice:				
	Total High School students involved	24	30	30	30
	Total 6th Grade students impacted	934	832	823	850
	Run of the Mill: Total registrants	N/A	213	250	300
	Special Events Awareness event:				
	2012 - The Mixer (Barnabas Ministries)	100	N/A	N/A	N/A
	2013 - Project Restoration (DeZwaan Windmill)	N/A	150	N/A	N/A
	2014 - Charity for Clarity (ODC - Project Clarity)	N/A	N/A	200	N/A
	2015 - To Be Determined	N/A	N/A	N/A	200
	Teen Court - # of cases	6	6	8	10



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - YOUTH SERVICES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Other	\$ - 0 -	\$ - 0 -	\$ 3,277	\$ - 0 -
General Fund Operating Revenues	- 0 -	- 0 -	38,435	39,854
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 38,435</b>	<b>\$ 39,854</b>

### FUNDING USES -

#### Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 18,023	\$ 18,023
* Benefits - Incl. NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	1,472	1,491

#### Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	330	700
* Contractual	- 0 -	- 0 -	10,200	10,200
* Other	- 0 -	- 0 -	11,687	9,440

#### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 41,712</b>	<b>\$ 39,854</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ 19,495	\$ 19,514
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.50	0.50

# MANAGEMENT & ADMINISTRATIVE SERVICES

## CONTINGENCIES

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### ACTIVITY MISSION STATEMENT

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

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

### FISCAL YEAR 2015 ACTION PLAN

- 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 again in FY 2015.



# MANAGEMENT & ADMINISTRATIVE SERVICES

## GENERAL FUND - CONTINGENCIES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	- 0 -	- 0 -	106,583	463,600
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 106,583</b>	<b>\$ 463,600</b>

#### FUNDING USES -

Contingencies	\$ - 0 -	\$ - 0 -	\$ 106,583	\$ 463,600
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 106,583</b>	<b>\$ 463,600</b>

### - - STAFFING - -

Positions: Not Applicable

# MANAGEMENT & ADMINISTRATIVE SERVICES

## CABLE TELEVISION - PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Televised Programs				
	Government Meetings	N/A	72	72	72
	Staff Produced	N/A	100	133	145
	Producer Shows	N/A	880	890	890
	Online Video Hits				
	YouTube	N/A	1,833	6,000	6,500
	Vimeo	N/A	3,613	5,489	5,500



# MANAGEMENT & ADMINISTRATIVE SERVICES

## CABLE TV PUBLIC ACCESS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 353,002	\$ 413,256	\$ 426,000	\$ 430,000
Interest & Rents	2,406	872	1,500	1,500
Other	- 0 -	83	500	1,000
<b>TOTAL SOURCES</b>	<b>\$ 355,408</b>	<b>\$ 414,211</b>	<b>\$ 428,000</b>	<b>\$ 432,500</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 3,278	\$ 73,441	\$ 75,881	\$ 75,852
* Benefits - Incl. NonWorking Wages	99	6,698	6,904	6,986
* Mandatory Employer Costs	248	6,587	6,550	6,540

##### Other Current Expenditures -

* Supplies / Maintenance	18,157	19,079	12,400	18,850
* Contractual	204,690	3,163	7,500	12,500
* Other	2,466	16,774	15,950	17,800

##### Capital Outlay

##### Transfers Out

#### TOTAL USES

Capital Outlay	7,131	167,642	82,500	49,400
Transfers Out	100,000	201,250	200,000	226,936
<b>TOTAL USES</b>	<b>\$ 336,069</b>	<b>\$ 494,634</b>	<b>\$ 407,685</b>	<b>\$ 414,864</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 19,339	\$ (80,423)	\$ 20,315	\$ 17,636
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	408,749	328,326	348,641	366,277
<b>TOTAL FUND EQUITY</b>	<b>\$ 408,749</b>	<b>\$ 328,326</b>	<b>\$ 348,641</b>	<b>\$ 366,277</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 3,625	\$ 86,726	\$ 89,335	\$ 89,378
* Full-Time Positions	0.02	0.20	0.20	0.20
* Part-Time Positions @ F.T.E.	- 0 -	1.40	1.40	1.40

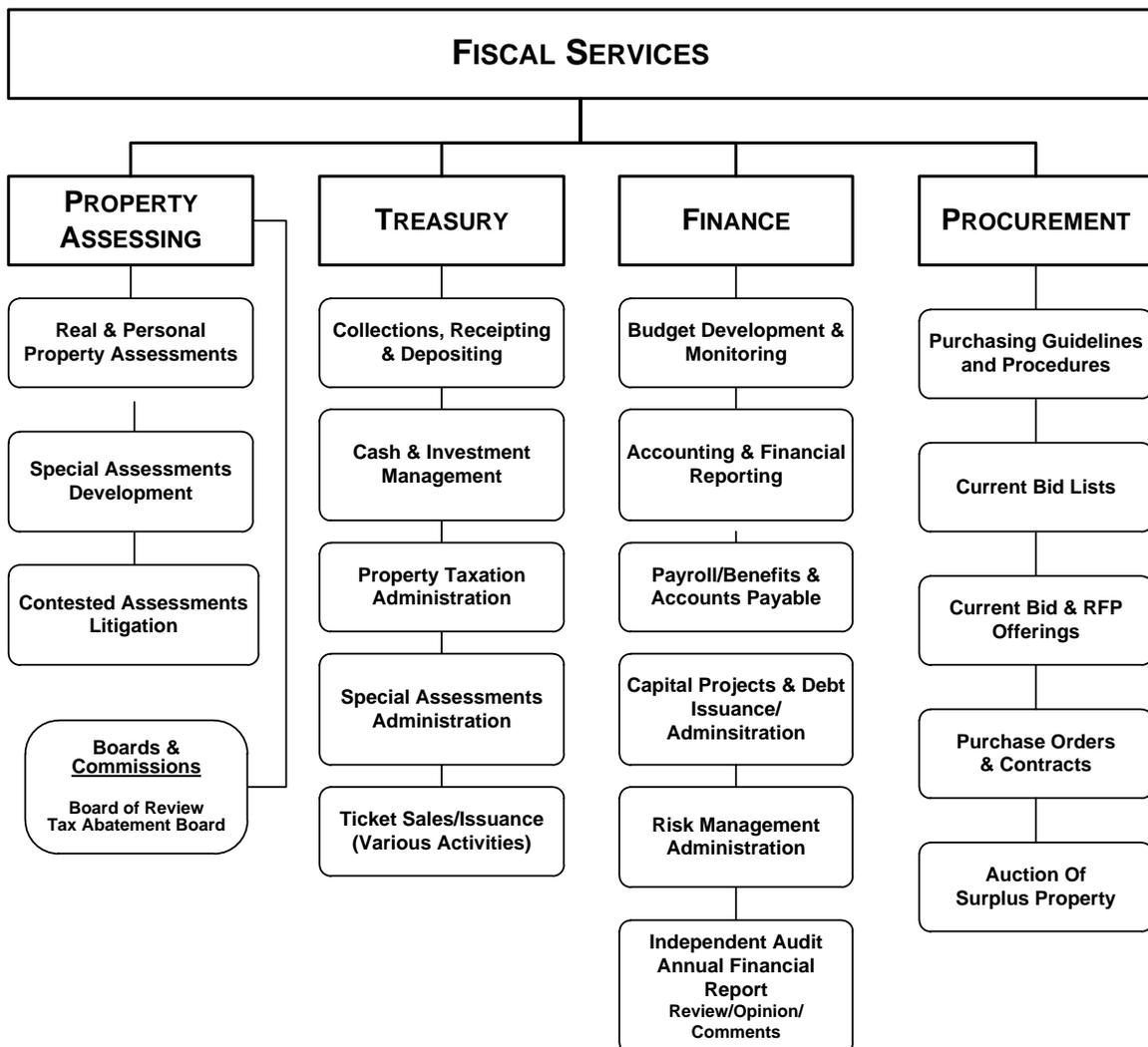
# FISCAL SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

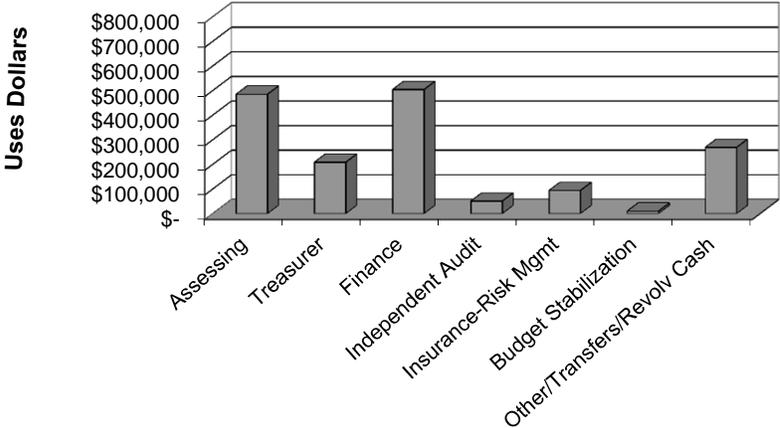
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

### GROUP ORGANIZATIONAL STRUCTURE

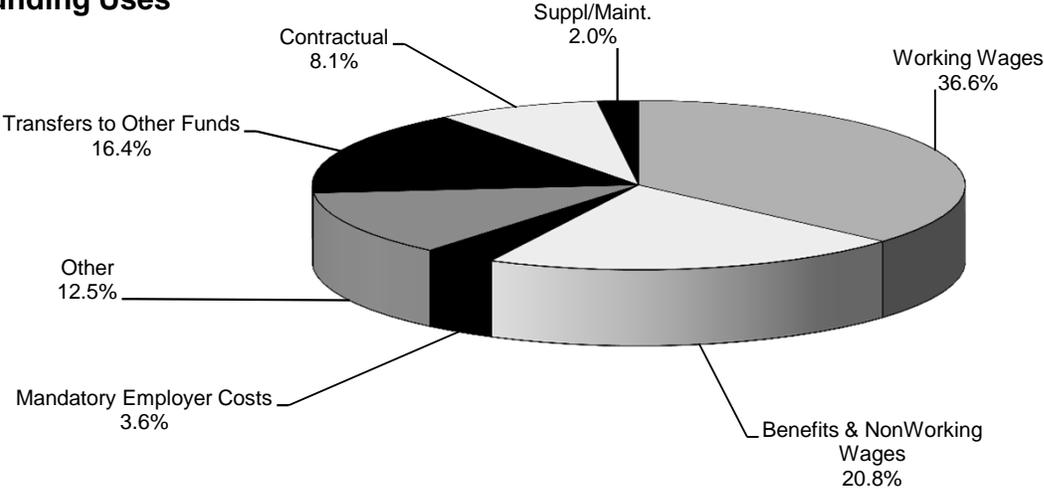


# FISCAL SERVICES

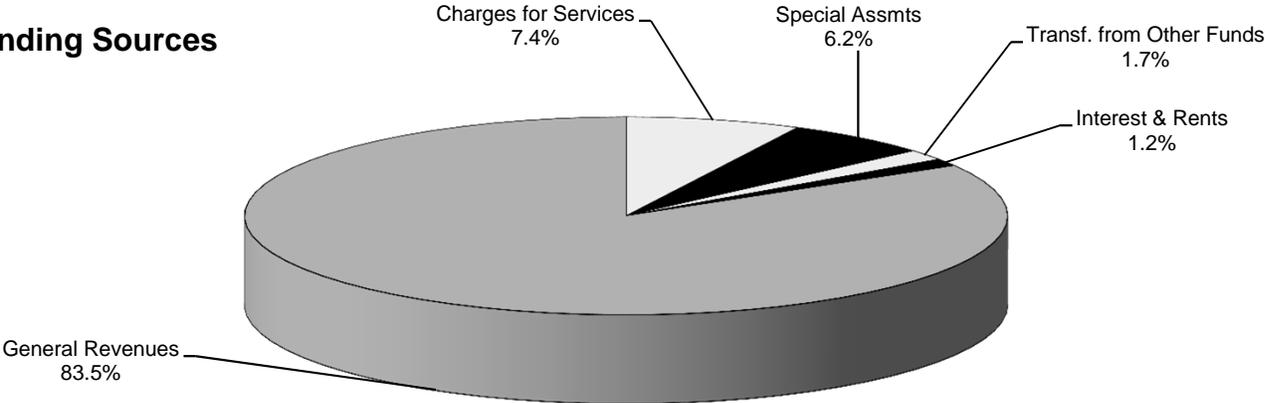
## Total Uses By Department \$1,622,452



## Funding Uses



## Funding Sources





# FISCAL SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General Fund	\$ 2,043,422	\$ 2,120,426	\$ 2,992,929	\$ 1,593,952
Special Revenue Funds	645,306	474,210	620,895	25,000
Enterprise Funds	2,939	3,415	3,600	3,500
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 2,691,667</b>	<b>\$ 2,598,051</b>	<b>\$ 3,617,424</b>	<b>\$ 1,622,452</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 210,238	\$ 182,841	\$ 122,300	\$ 107,622
Intergovernmental	900	- 0 -	375,000	- 0 -
Charges for Services	156,879	142,283	134,207	129,665
Interest & Rents	8,262	28,645	24,741	21,232
Other	112,630	193,288	484,343	- 0 -
Transfers In	3,626	302,293	69,000	30,000
<b>TOTAL SOURCES</b>	<b>\$ 492,535</b>	<b>\$ 849,350</b>	<b>\$ 1,209,591</b>	<b>\$ 288,519</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 667,981	\$ 580,115	\$ 579,302	\$ 593,828
* Benefits - Incl. NonWorking Wages	330,817	334,390	327,909	337,992
* Mandatory Employer Costs	62,109	49,442	51,877	57,949
Other Current Expenditures -				
* Supplies / Maintenance	65,103	72,225	33,012	32,950
* Contractual Items	196,076	148,492	140,897	131,920
* Other	461,786	335,640	189,191	202,138
Capital Outlay	7,769	13,911	3,550	- 0 -
Transfers Out	900,026	1,063,836	2,291,686	265,675
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,691,667</b>	<b>\$ 2,598,051</b>	<b>\$ 3,617,424</b>	<b>\$ 1,622,452</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 1,060,907	\$ 963,947	\$ 959,088	\$ 989,769
* Full-Time Positions	13.15	12.15	13.00	12.95
* Part-Time Positions @ F.T.E.	1.30	1.35	0.60	0.60

# **FISCAL SERVICES**

## **FISCAL SERVICES GROUP**

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### **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.

### **FISCAL YEAR 2015 ACTION PLAN**

- Recommend action plan for pension and OPEB (Other Post-Employment Benefits) liabilities. (December 2014)
- Review the use of the competitive marketplace for liability and other insurances by January 2014.
- Implement Personal Property Tax legislation changes. (January 2015)
- Implement long-term capital investments and funding strategies including possible bond sale for Civic Center.
- Expand use of technology to deliver better service including use of tablets for assessing site inspections (\$4,500).
- Increase staff productivity utilizing techniques such as training, motivation and incentives.

# FISCAL SERVICES

## FINANCE & TREASURER

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Financial Activities of Individual Funds	63	68	68	68
	Number of Grants Monitored	19	21	18	18
	Payroll Cks Issued & Direct Deposits Made - City	9,171	9,131	7,800	7,800
	Payroll Cks Issued & Direct Deposits Made- As Fiscal Agent	3,570	3,493	2,900	2,900
	Accounts Payable Checks Issued - City	7,232	7,650	7,700	7,700
	Accounts Payable Checks Issued - As Fiscal Agent	2,994	2,867	2,900	2,900
	1099's Issued by City	88	122	130	140
	1099's Issued As Fiscal Agent	29	35	40	40
	W-2's Issued by City	827	702	700	700
	W-2's Issued as Fiscal Agent	168	172	175	175
	Purchase Orders Issued	948	941	935	940
	Bid Requests Issued	19	17	18	20
	Utility Billings Processed	3,526	4,255	4,168	4,200
	Property Tax Billings Processed	24,841	24,934	17050 *	17,050
	Dog Licenses Issued	149	125	130	135
	Special Assessment (Full Payment) Receipts	83	101	100	100
	Other Licenses, Permits, & Misc. Invoices Processed	7,062	7,959	7,700	7,750
	Pursuit of Delinquent Personal Property Taxes	150	125	130	135
Efficiency	Avg. Days to Compile Monthly Financial Statements	15 days	15 days	15 days	15 days
	Active Employees Receiving Compensation/Benefits	192	188	181	180
	Years Received G.F.O.A. Budget Award	10	11	12	13
	Bond Rating - Standard and Poor's	AA	AA	AA	AA
	Bond Rating - Dun & Bradstreet	Aa3	Aa3	Aa3	Aa3

\* FY14 - Tax Year 2013 - Winter millages in Ottawa County were billed on the Summer Tax Statement.



# FISCAL SERVICES

## GENERAL FUND - FINANCE

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 99,910	\$ 100,856	\$ 95,260	\$ 94,890
General Fund Operating Revenues	464,764	388,537	422,054	409,486
<b>TOTAL SOURCES</b>	<b>\$ 564,674</b>	<b>\$ 489,393</b>	<b>\$ 517,314</b>	<b>\$ 504,376</b>

### FUNDING USES -

#### Personnel Services -

* Salaries & Wages - Working	\$ 296,546	\$ 248,972	\$ 267,134	\$ 257,409
* Benefits - Incl. NonWorking Wages	171,711	166,606	173,235	168,472
* Mandatory Employer Costs	26,780	23,869	25,467	25,527

#### Other Current Expenditures -

* Supplies / Maintenance	8,714	10,409	8,700	8,700
* Contractual	11,180	5,813	11,371	11,370
* Other	49,743	33,724	31,407	32,898

#### Capital Outlay

	- 0 -	- 0 -	- 0 -	- 0 -
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#### TOTAL USES

	<b>\$ 564,674</b>	<b>\$ 489,393</b>	<b>\$ 517,314</b>	<b>\$ 504,376</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 495,037	\$ 439,447	\$ 465,836	\$ 451,408
* Full-Time Positions	6.15	6.20	6.05	6.00
* Part-Time Positions @ F.T.E.	- 0 -	0.05	- 0 -	- 0 -



# FISCAL SERVICES

## GENERAL FUND - TREASURER

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 33,081	\$ 25,244	\$ 26,787	\$ 27,855
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
General Fund Operating Revenues	150,601	174,463	168,347	180,955
<b>TOTAL SOURCES</b>	<b>\$ 183,682</b>	<b>\$ 199,707</b>	<b>\$ 195,134</b>	<b>\$ 208,810</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 82,500	\$ 81,651	\$ 82,661	\$ 87,034
* Benefits - Incl. NonWorking Wages	29,923	41,909	41,035	41,036
* Mandatory Employer Costs	8,500	2,314	4,800	8,892
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	11,880	13,586	12,000	13,000
* Contractual	23,502	27,534	28,400	26,700
* Other	27,377	32,713	26,238	32,148
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 183,682</b>	<b>\$ 199,707</b>	<b>\$ 195,134</b>	<b>\$ 208,810</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 120,923	\$ 125,874	\$ 128,496	\$ 136,962
* Full-Time Positions	1.90	1.85	1.85	1.85
* Part-Time Positions @ F.T.E.	0.60	0.60	0.60	0.60

# FISCAL SERVICES

## INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>AUDITS COORDINATED:</u>				
	General City	1	1	1	1
	As Fiscal Agent:				
	Herrick District Library	1	1	1	1
	Macatawa Area Transportation Authority	1	1	1	1
	West Michigan Airport Authority	1	1	1	1
	Audit Committee meetings held	2	4	3	4
Efficiency	Years Received G.F.O.A. CAFR Award	22	23	24	25



# FISCAL SERVICES

## GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	49,938	46,702	52,650	51,000
<b>TOTAL SOURCES</b>	<b>\$ 49,938</b>	<b>\$ 46,702</b>	<b>\$ 52,650</b>	<b>\$ 51,000</b>
<b>FUNDING USES -</b>				
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	\$ 98	\$ 97	\$ - 0 -	\$ 50
* Contractual	48,690	45,450	51,450	49,750
* Other	1,150	1,155	1,200	1,200
<b>TOTAL USES</b>	<b>\$ 49,938</b>	<b>\$ 46,702</b>	<b>\$ 52,650</b>	<b>\$ 51,000</b>

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## ASSESSING

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total Properties	13,555	13,536	13,533	13,499
	Special Assessment Projects	7	5	3	5
	Board of Review Appeals				
	Appointments *	310	55	50	50
	Letters *	35	6	10	10
	Recommendations *	35	39	20	20
	Total Parcels Appealed	380	100	70	70
	MTT Assessment Appeal Properties				
	Full Tribunal	30	8	5	5
	Small Claims Division	15	8	3	5
* May reflect more than one parcel being appealed.					



# FISCAL SERVICES

## GENERAL FUND - ASSESSING

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 1,784	\$ 1,808	\$ 2,820	\$ 3,020
General Fund Operating Revenues	596,527	496,692	450,696	482,071
<b>TOTAL SOURCES</b>	<b>\$ 598,311</b>	<b>\$ 498,500</b>	<b>\$ 453,516</b>	<b>\$ 485,091</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 288,005	\$ 246,258	\$ 229,507	\$ 249,385
* Benefits - To Incl. NonWorking Wages	129,183	125,875	113,639	128,484
* Mandatory Employer Costs	26,758	23,038	21,610	23,530

##### Other Current Expenditures -

* Supplies / Maintenance	9,331	7,563	8,800	9,000
* Contractual	112,704	62,695	49,100	44,100
* Other	32,330	33,071	30,860	30,592

##### Capital Outlay

	- 0 -	- 0 -	- 0 -	- 0 -
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#### TOTAL USES

	<b>\$ 598,311</b>	<b>\$ 498,500</b>	<b>\$ 453,516</b>	<b>\$ 485,091</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 443,946	\$ 395,171	\$ 364,756	\$ 401,399
* Full-Time Positions	5.10	4.10	5.10	5.10
* Part-Time Positions @ F.T.E.	0.70	0.70	- 0 -	- 0 -



# FISCAL SERVICES

## GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised. Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	64,781	68,572	77,581	94,000
<b>TOTAL SOURCES</b>	<b>\$ 64,781</b>	<b>\$ 68,572</b>	<b>\$ 77,581</b>	<b>\$ 94,000</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Other	\$ 64,781	\$ 68,572	\$ 77,581	\$ 94,000
<b>TOTAL USES</b>	<b>\$ 64,781</b>	<b>\$ 68,572</b>	<b>\$ 77,581</b>	<b>\$ 94,000</b>

### - - STAFFING - -

Positions: Not Applicable



# FISCAL SERVICES

## GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	366,887	714,611	1,693,734	240,675
<b>TOTAL SOURCES</b>	<b>\$ 366,887</b>	<b>\$ 714,611</b>	<b>\$ 1,693,734</b>	<b>\$ 240,675</b>

#### FUNDING USES -

Transfers Out	\$ 366,887	\$ 714,611	\$ 1,693,734	\$ 240,675
<b>TOTAL USES</b>	<b>\$ 366,887</b>	<b>\$ 714,611</b>	<b>\$ 1,693,734</b>	<b>\$ 240,675</b>

### - - STAFFING - -

Positions: Not Applicable



# FISCAL SERVICES

## GENERAL FUND - BUDGET STABILIZATION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
-------------	----------------------------	----------------------------	----------------------------------	------------------------------

### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Transfers In	\$ - 0 -	\$ 300,000	\$ 69,000	\$ - 0 -
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ 300,000</b>	<b>\$ 69,000</b>	<b>\$ - 0 -</b>

#### FUNDING USES -

Other	\$ 215,149	\$ 102,941	\$ 3,000	\$ 10,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 215,149</b>	<b>\$ 102,941</b>	<b>\$ 3,000</b>	<b>\$ 10,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (215,149)	\$ 197,059	\$ 66,000	\$ (10,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	720,877	917,936	983,936	973,936
<b>TOTAL FUND EQUITY</b>	<b>\$ 720,877</b>	<b>\$ 917,936</b>	<b>\$ 983,936</b>	<b>\$ 973,936</b>

### - - STAFFING - -

Positions: Not Applicable

### - - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 2,064,484
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	1,090,548
Combined Ending FY2015 Fund Balance General Fund and Budget Stabilization Fund	4,306,846
Percentage of FY2015 General Fund Expenditures	20.86%



# FISCAL SERVICES

## REVOLVING CASH ASSISTANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Special Assessments	\$ 210,238	\$ 182,841	\$ 122,300	\$ 107,622
Interest & Rents	8,195	28,623	24,701	21,182
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	3,626	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 222,059</b>	<b>\$ 211,464</b>	<b>\$ 147,001</b>	<b>\$ 128,804</b>

#### FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	525,865	337,182	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 525,865</b>	<b>\$ 337,182</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ (303,806)</b>	<b>\$ (125,718)</b>	<b>\$ 147,001</b>	<b>\$ 128,804</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	(239,384)	(365,102)	(218,101)	(89,297)
<b>TOTAL FUND EQUITY</b>	<b>\$ (239,384)</b>	<b>\$ (365,102)</b>	<b>\$ (218,101)</b>	<b>\$ (89,297)</b>

### - - STAFFING - -

Positions: Not Applicable

Special Assessment Receivables/Deferred Revenue at the end of FY2014 are estimated to be \$811,146.

Special Assessment Receivables/Deferred Revenue at the end of FY2015 are estimated to be \$703,524.

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



# FISCAL SERVICES

## SPECIFIED DONATIONS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 900	\$ - 0 -	\$ 375,000	\$ - 0 -
Charges for Services	18,227	10,672	5,540	- 0 -
Other	112,455	193,063	484,343	- 0 -
Interest & Rents	26	9	- 0 -	- 0 -
Transfers In	- 0 -	2,293	- 0 -	30,000
<b>TOTAL SOURCES</b>	<b>\$ 131,608</b>	<b>\$ 206,037</b>	<b>\$ 864,883</b>	<b>\$ 30,000</b>

<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 930	\$ 3,234	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	71	221	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	33,522	38,526	1,512	- 0 -
* Contractual	- 0 -	7,000	576	- 0 -
* Other	69,875	62,093	17,305	- 0 -
Capital Outlay	7,769	13,911	3,550	- 0 -
Transfers Out	7,274	12,043	597,952	25,000
<b>TOTAL USES</b>	<b>\$ 119,441</b>	<b>\$ 137,028</b>	<b>\$ 620,895</b>	<b>\$ 25,000</b>

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 12,167	\$ 69,009	\$ 243,988	\$ 5,000
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ 3,597	\$ 3,606	\$ 3,606	\$ 3,606
Undesignated / Unreserved	97,054	166,054	410,042	415,042
<b>TOTAL FUND EQUITY</b>	<b>\$ 100,651</b>	<b>\$ 169,660</b>	<b>\$ 413,648</b>	<b>\$ 418,648</b>

### - - STAFFING - -

Positions: Not Applicable

#### ADDITIONAL NOTE -

With the Exception of Transfers Out, No Attempt Is Made To Budget For Specified Donations for FY-2015. Rather, Appropriations Are Established upon City Concil Acceptance of Donations. Virtually All Donors/Benefactors Include a Specific Purpose.



# FISCAL SERVICES

## CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 3,877	\$ 3,703	\$ 3,800	\$ 3,900
Interest & Rents	41	13	40	50
Other	175	225	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 4,093</b>	<b>\$ 3,941</b>	<b>\$ 3,840</b>	<b>\$ 3,950</b>

#### FUNDING USES -

##### Other Current Expenses -

* Supplies / Maintenance	\$ 1,558	\$ 2,044	\$ 2,000	\$ 2,200
* Other	1,381	1,371	1,600	1,300
<b>TOTAL USES</b>	<b>\$ 2,939</b>	<b>\$ 3,415</b>	<b>\$ 3,600</b>	<b>\$ 3,500</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,154	\$ 526	\$ 240	\$ 450
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,035	6,561	6,801	7,251
<b>TOTAL FUND EQUITY</b>	<b>\$ 6,035</b>	<b>\$ 6,561</b>	<b>\$ 6,801</b>	<b>\$ 7,251</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 526	\$ 240	\$ 450
ENDING BALANCE	\$ 6,035	\$ 6,561	\$ 6,801	\$ 7,251

### - - STAFFING - -

Positions: Not Applicable

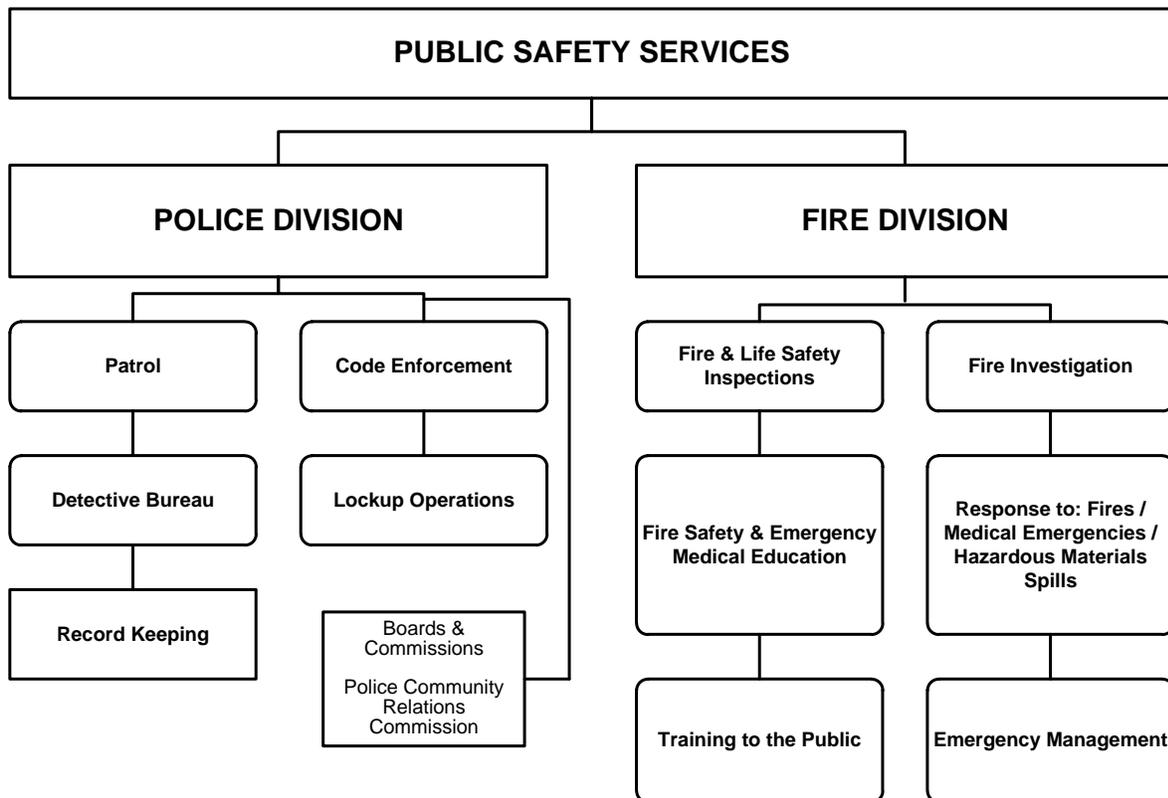
# PUBLIC SAFETY SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

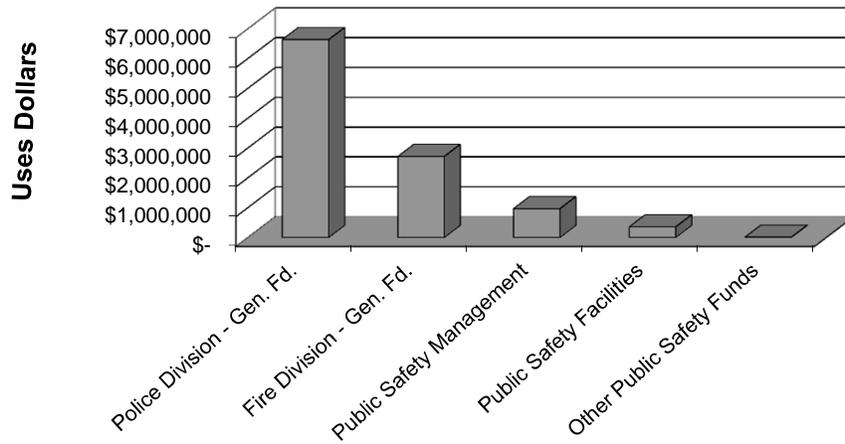
Public Safety Services is directed toward the coordination and integration of all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement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

### GROUP ORGANIZATIONAL STRUCTURE

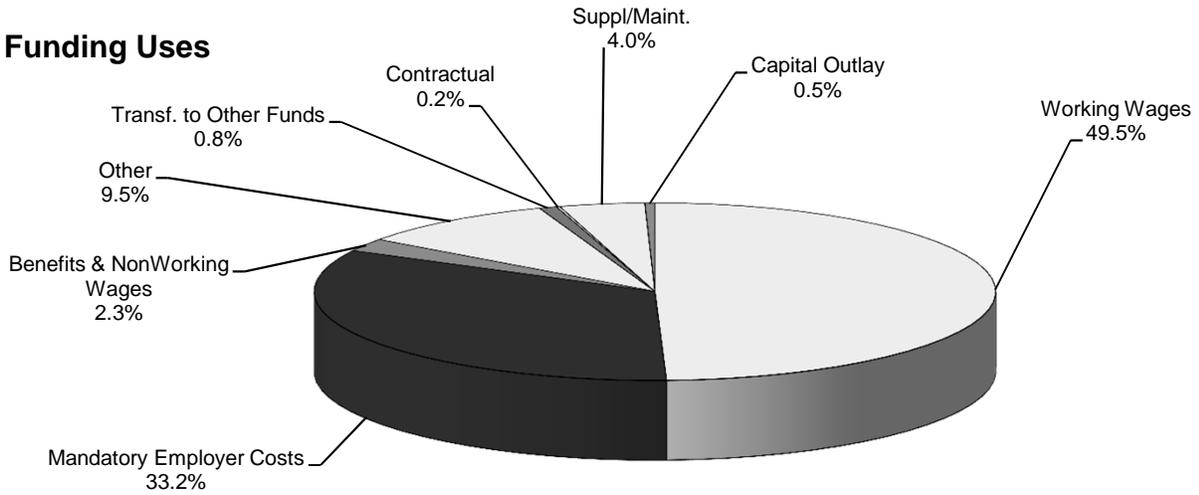


# PUBLIC SAFETY SERVICES

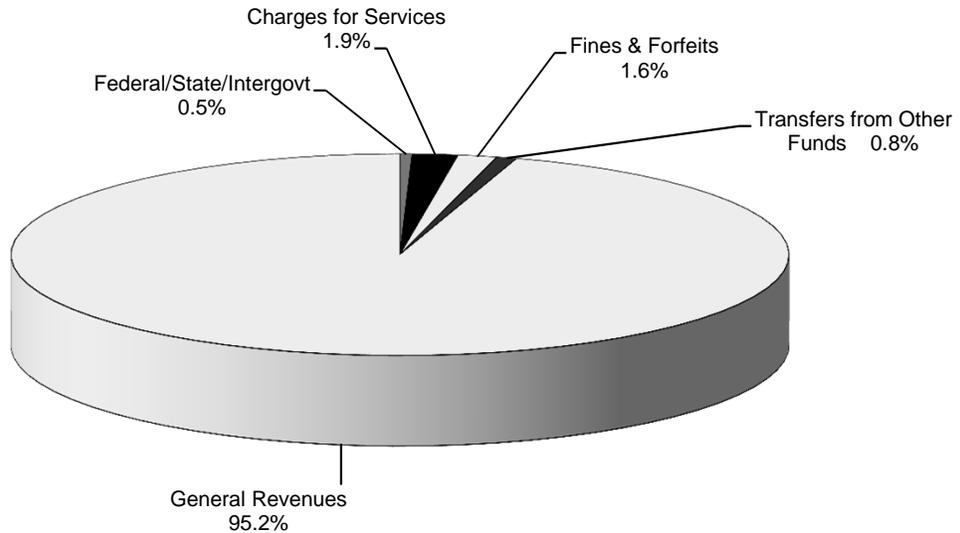
## Total Uses By Department \$10,702,450



## Funding Uses



## Funding Sources





# PUBLIC SAFETY SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 9,837,572	\$ 9,705,584	\$ 10,372,750	\$ 10,687,525
Special Revenue	11,111	10,744	10,617	9,525
Enterprise	4,418	4,361	5,402	5,400
Internal Service	- 0 -	- 0 -	525,000	- 0 -
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 9,853,101</b>	<b>\$ 9,720,689</b>	<b>\$ 10,913,769</b>	<b>\$ 10,702,450</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 55,102	\$ 50,963	\$ 55,000	\$ 54,800
Charges for Services	102,279	151,129	146,115	181,100
Fines & Forfeits	204,890	190,908	186,000	174,000
Interest & Rents	3,129	980	1,410	1,410
Other	1,155	1,240	2,895	22,300
Transfers In	75,000	- 0 -	86,890	90,000
<b>TOTAL SOURCES</b>	<b>\$ 441,555</b>	<b>\$ 395,220</b>	<b>\$ 478,310</b>	<b>\$ 523,610</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 5,157,626	\$ 4,939,022	\$ 5,117,014	\$ 5,293,326
* Benefits - Incl. NonWorking Wages	3,030,097	3,190,922	3,416,020	3,550,394
* Mandatory Employer Costs	240,917	221,222	237,685	250,554
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	385,813	388,086	403,450	432,130
* Contractual Expenditures	16,667	13,478	22,050	17,200
* Other	939,751	958,193	1,017,792	1,017,846
Capital Outlay	7,230	9,766	612,868	51,000
Transfers Out	75,000	- 0 -	86,890	90,000
<b>TOTAL USES</b>	<b>\$ 9,853,101</b>	<b>\$ 9,720,689</b>	<b>\$ 10,913,769</b>	<b>\$ 10,702,450</b>

<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 91,219	\$ 91,220	\$ 92,000	\$ 108,000

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 8,428,640	\$ 8,351,166	\$ 8,770,719	\$ 9,094,274
* Full-Time Positions	90.00	87.00	86.00	86.00
* Part-Time Positions @ F.T.E.	9.15	8.80	8.85	8.85
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

# **PUBLIC SAFETY SERVICES**

## **PUBLIC SAFETY SERVICES**

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### **FUND 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.

### **FISCAL YEAR 2015 ACTION PLAN**

#### **OPERATIONAL OBJECTIVES**

- To complete a 5-year comprehensive public safety strategic plan. (January 2015)
- Establish an improved fire training curriculum and increase the number of hours provided for firefighter training. (July 2014)
- Develop a comprehensive strategy for planning and funding improvements or reconstruction of fire service facilities. (August 2014, \$6 million)
- Assist City Manager's Office with creating community relations opportunities to discuss the impact that gang activity and investigations have on the Holland community. (Throughout 2014-15).
- Complete the installation and training for the new Computer Automated Dispatch (CAD) System and Records Management System (RMS). This may include electronic dailies, new evidence tracking systems, gang database, fire incident management and other increases in technology. These systems are being provided and funded by Ottawa County Central Dispatch Authority. (Spring 2015)
- To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants. (Throughout 2014-15, City Management budget \$10,000)
- Meet annually to look at opportunities to work with area fire departments to promote auto-aid opportunities, increased collaboration and regionalization between departments. (July 2014)
- Take delivery on a replacement of a 24 year old Pumper/Engine. (July 2014, \$500,000-\$530,000)
- Upgrade and coordinate a City-wide surveillance camera network that can be easily monitored by police staff. (September 2015, Technology Services Budget item \$5,000)
- To organize, promote and participate in at least two (2) charity events to raise money for Holland area organizations or families in need. (Throughout 2014-15)

# PUBLIC SAFETY SERVICES

## POLICE DIVISION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Police Calls:				
	Total Police Calls	22,319	20,853	20,500	20,500
	Part I Criminal Offenses	3,174	3,153	3,100	3,100
	Part II Criminal Offenses	2,846	2,958	2,900	2,900
	Service Calls	14,864	13,300	13,300	13,300
	Accidents Reported:				
	Total Crashes Investigated	1,435	1,442	1,440	1,440
	Injury	187	167	165	165
	Property Damage	1,248	1,275	1,260	1,260
	Fatalities	2	2	0	0
	Lockup Report:				
	Total Bookings	2,905	2,768	2,800	2,800
	Adult Arrests	2,230	2,146	2,150	2,150
	Juvenile Arrests	537	513	500	500
	Court Commitments / Transfers	909	845	875	875
	Police Vehicle Report:				
	Total Miles Driven	437,538	434,777	434,000	434,000
	Preventable Cruiser Accidents	4	12	6	6
	Non-Preventable Accidents	1	2	1	1
	Training:				
	Total Hours-FTO, Reserve, & Regular Officers	10,122	10,083	10,100	10,100
	Complaints Investigated				
	Domestic Animals	124	140	140	140
	Yard Parking	80	75	80	80
	Court Citations Issued	3,814	3,456	3,700	3,800
	Parking Enforcement				
Overnight Violations	3,177	4,318	1,800	1,800	
Handicapped Violations	29	35	60	60	
Ordinance Violations	921	771	800	800	
Parking Fines Collected	\$59,115	\$62,500	\$28,000	\$28,000	
Park Patrol					
Total Incidents	26	9	15	15	
Disorderly Arrests	0	0	0	0	
Abandoned Vehicles - Total Processed	5	23	20	20	
Found/Recovered Bicycles - Total Processed	208	147	150	150	
Efficiency	Case Solvability Factor				
	Part I Criminal Offenses	53.3%	56.8%	57.0%	57.0%
	Part II Criminal Offenses	98.2%	95.8%	96.0%	96.0%
	Call Response Time % on total Police Calls				
	10 minutes & under	86.0%	85.5%	86.0%	86.0%
5 minutes & under	63.8%	63.6%	65.0%	65.0%	

# PUBLIC SAFETY SERVICES

## POLICE DIVISION - COMMUNITY RELATIONS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	School Programs				
	College	9	0	0	0
	High School	3	1	3	3
	Middle & Elementary (K-7)	18	24	24	24
	Community Programs				
	Speaking Engagements	10	7	10	10
	Canine	4	6	6	6
	Citizen Police Academy	1	1	1	1
	Junior Police Academy	1	1	1	1
	National Night Out	1	1	1	1
	Victim Service Unit				
	Call-outs	21	29	30	30
	Call-out Hours	126	158	170	170
	Meeting/Training Hours	428	385	450	450

# PUBLIC SAFETY SERVICES

## FIRE DIVISION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected	
Workload	Total Fire Incidents	90	109	99	102	
	Structure Fires	58	53	50	50	
	Outside of Structure Fires	5	1	5	5	
	Vehicle Fires	10	19	15	17	
	Vegetation Fires	2	6	5	5	
	Refuse Fires	7	14	10	10	
	Explosion with no After-fire	5	13	10	10	
	Fire or Explosion not Otherwise Classified	3	3	4	5	
	Medical Emergencies	1,947	1,957	2,000	2,025	
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	173	161	145	150	
	Service Calls	181	210	200	200	
	Good Intent Calls	170	237	200	200	
	False Alarms/Alarm Malfunctions	302	266	250	240	
	Other/Miscellaneous Calls	4	4	5	5	
	<b>TOTAL INCIDENTS</b>	<b>2,867</b>	<b>2,944</b>	<b>2,899</b>	<b>2,922</b>	
	Change from Previous Year	3.58%	2.69%	-1.53%	0.79%	
	Value of Property Exposed to Fire	\$ 29,196,725	\$ 29,122,405	\$ 25,500,000	\$ 20,000,000	
	Combined Real and Personal Property Lost	\$ 910,487	\$ 788,650	\$ 1,020,000	\$ 800,000	
	Percent of Exposed Property Saved	96.88%	97.00%	96.00%	96.00%	
	<b><u>TRAINING AND SAFETY ACTIVITIES</u></b>					
	Total Personnel-Hours Spent in Training	3,053.89	3,608	2,500	2,500	
	Civilian Fire-Related Injuries	4	4	0	0	
	Firefighter Duty-Related Injuries	5	5	1	0	
	<b><u>FIRE PREVENTION ACTIVITIES</u></b>					
	Fire Code Inspections Performed	98	131	120	180	
	Fire Investigations Conducted	15	15	12	15	
	Outside Fire Prevention Programs Presented	15	22	14	15	
	Child Passenger Safety Seat Installations & Inspections	90	175	95	100	
	Insurance Service Office Rating	4	4	4	4	
	Number of fire stations	3	3	3	3	
Fire Hydrant Maintenance & Flowing	0	1,739	1,739	1,739		
<b><u>EMERGENCY MANAGEMENT</u></b>						
Conduct Emergency Warning Systems Tests	9	9	9	9		
Maintain and Update City Emergency Plan	1	1	1	1		
Department Head Semi-Annual Tabletop Exercises	1	0	1	1		
Plan and Implement City Emergency Plan Test Exercise	0	0	1	1		



# PUBLIC SAFETY SERVICES

## GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 44,310	\$ 40,865	\$ 45,000	\$ 45,000
Charges for Services	98,564	147,715	143,015	178,000
Fines & Forfeits	204,890	190,908	186,000	174,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	525	20,000
General Operating Revenues	9,489,808	9,326,096	9,998,210	10,270,525
<b>TOTAL SOURCES</b>	<b>\$ 9,837,572</b>	<b>\$ 9,705,584</b>	<b>\$ 10,372,750</b>	<b>\$ 10,687,525</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 5,157,626	\$ 4,939,022	\$ 5,117,014	\$ 5,293,326
* Benefits - Incl. NonWorking Wages	3,030,097	3,190,922	3,416,020	3,550,394
* Mandatory Employer Costs	240,917	221,222	237,685	250,554

##### Other Current Expenditures -

* Supplies / Maintenance	383,175	385,499	400,650	429,330
* Contractual	16,667	13,478	22,050	17,200
* Other	926,860	945,675	1,004,573	1,005,721

Capital Outlay	7,230	9,766	87,868	51,000
Transfers Out	75,000	- 0 -	86,890	90,000

<b>TOTAL USES</b>	<b>\$ 9,837,572</b>	<b>\$ 9,705,584</b>	<b>\$ 10,372,750</b>	<b>\$ 10,687,525</b>
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-1.3%                      6.9%                      3.0%

### - - STAFFING - -

Personnel Services Total Amount	\$ 8,428,640	\$ 8,351,166	\$ 8,770,719	\$ 9,094,274
* Full-Time Positions	90.00	90.00	89.00	89.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.15	8.80	8.85	8.85



# PUBLIC SAFETY SERVICES

## POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 10,792	\$ 10,098	\$ 10,000	\$ 9,800
<b>TOTAL SOURCES</b>	<b>\$ 10,792</b>	<b>\$ 10,098</b>	<b>\$ 10,000</b>	<b>\$ 9,800</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Other	\$ 11,111	\$ 10,744	\$ 10,617	\$ 9,525
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 11,111</b>	<b>\$ 10,744</b>	<b>\$ 10,617</b>	<b>\$ 9,525</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (319)	\$ (646)	\$ (617)	\$ 275
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,263	617	- 0 -	275
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,263</b>	<b>\$ 617</b>	<b>\$ - 0 -</b>	<b>\$ 275</b>

### - - STAFFING - -

Positions: Not Applicable



# PUBLIC SAFETY SERVICES

## POLICE EMPLOYEES BENEFIT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 3,715	\$ 3,414	\$ 3,100	\$ 3,100
Interest & Rents	3	1	10	10
Other	1,155	1,240	2,370	2,300
<b>TOTAL SOURCES</b>	<b>\$ 4,873</b>	<b>\$ 4,655</b>	<b>\$ 5,480</b>	<b>\$ 5,410</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 2,638	\$ 2,587	\$ 2,800	\$ 2,800
* Other	1,780	1,774	2,602	2,600
<b>TOTAL USES</b>	<b>\$ 4,418</b>	<b>\$ 4,361</b>	<b>\$ 5,402</b>	<b>\$ 5,400</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 455	\$ 294	\$ 78	\$ 10
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	158	907	985	995
<b>TOTAL FUND EQUITY</b>	<b>\$ 613</b>	<b>\$ 907</b>	<b>\$ 985</b>	<b>\$ 995</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 294	\$ 78	\$ 10
ENDING BALANCE	\$ 613	\$ 907	\$ 985	\$ 995

### - - STAFFING - -

Positions: Not Applicable



# PUBLIC SAFETY SERVICES

## FIRE VEHICLE AND EQUIPMENT POOL FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 3,126	\$ 979	\$ 1,400	\$ 1,400
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	75,000	- 0 -	86,890	90,000
<b>TOTAL SOURCES</b>	<b>\$ 78,126</b>	<b>\$ 979</b>	<b>\$ 88,290</b>	<b>\$ 91,400</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	- 0 -	- 0 -	525,000	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 525,000</b>	<b>\$ - 0 -</b>

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

Depreciation Expense	\$ 91,219	\$ 91,220	\$ 92,000	\$ 108,000
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (13,093)	\$ (90,241)	\$ (3,710)	\$ (16,600)
ENDING BALANCE -				
Designated / Reserved - Vehicles	\$ 467,716	\$ 468,695	\$ - 0 -	\$ 90,000
Undesignated / Unreserved	1,054,247	963,027	1,428,012	1,321,412
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,521,963</b>	<b>\$ 1,431,722</b>	<b>\$ 1,428,012</b>	<b>\$ 1,411,412</b>

### - - WORKING CAPITAL - -

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

### - - STAFFING - -

Positions: Not Applicable

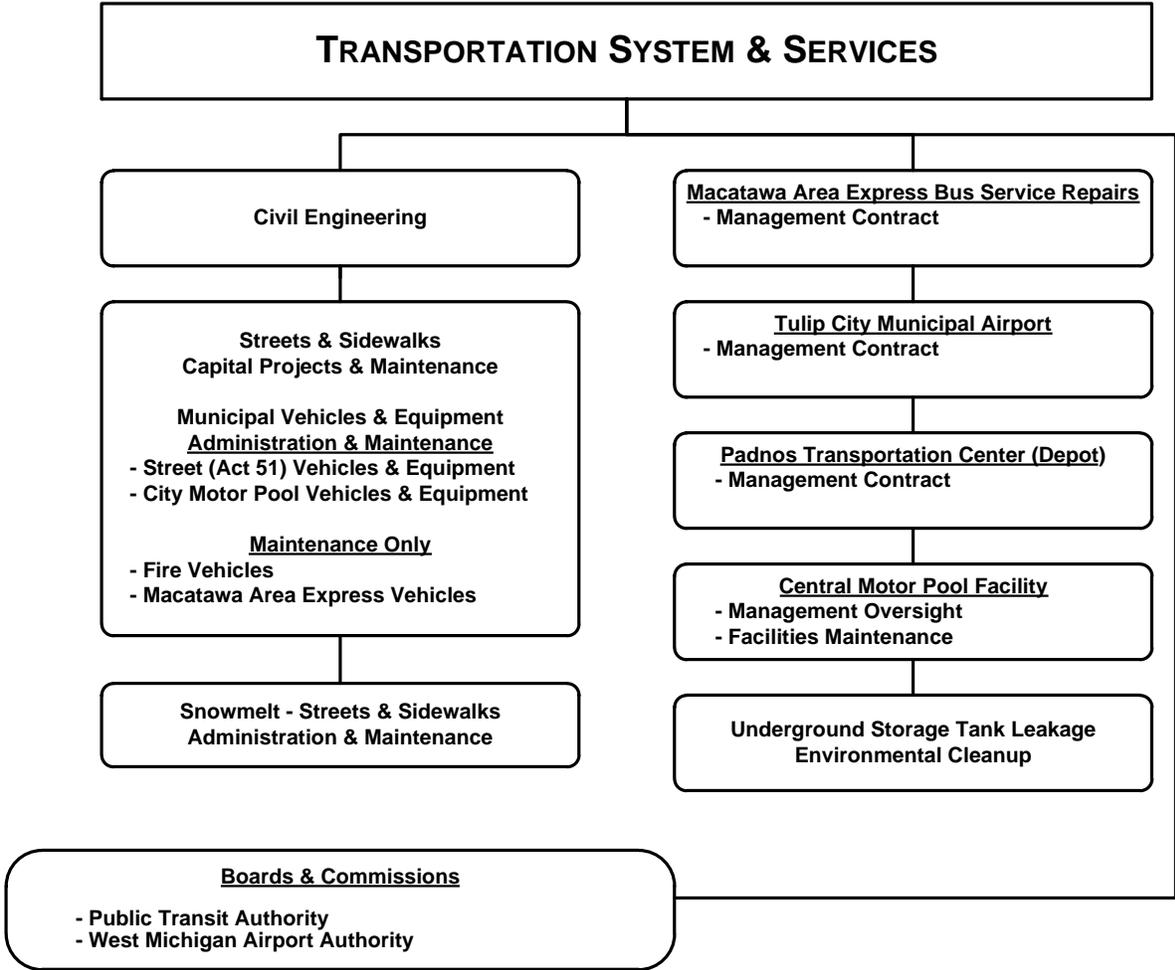
# TRANSPORTATION SYSTEM & SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

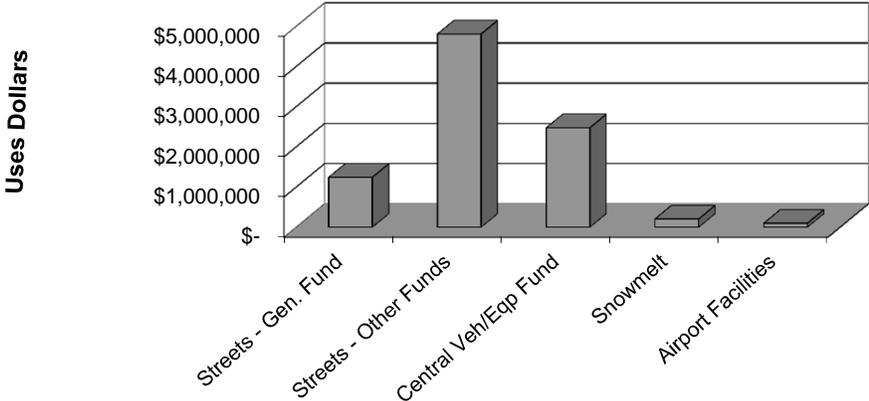
The Transportation System and Services Group have responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation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

### GROUP ORGANIZATIONAL STRUCTURE

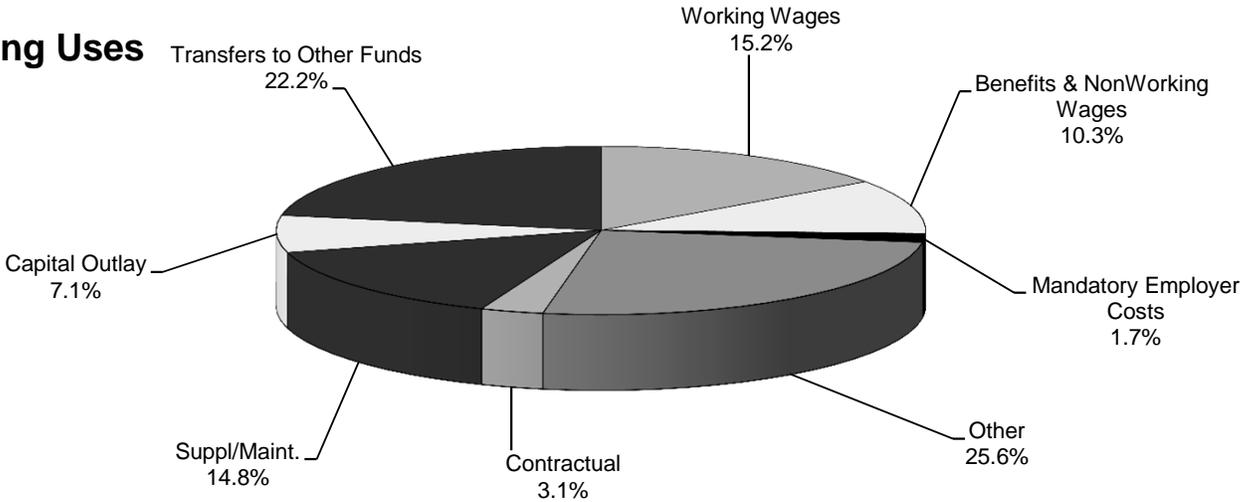


# TRANSPORTATION SYSTEM & SERVICES

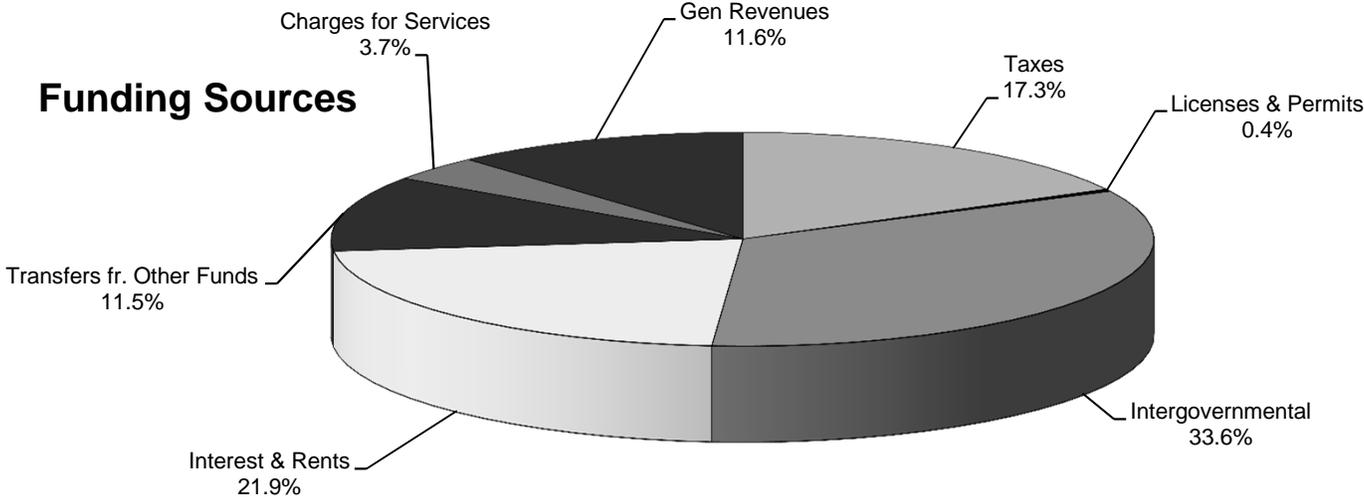
**Total Uses By Department \$8,832,026**



**Funding Uses**



**Funding Sources**





# TRANSPORTATION SYSTEM & SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
FUND TYPES -				
General	\$ 1,283,935	\$ 1,205,308	\$ 1,211,898	\$ 1,243,152
Special Revenue	5,052,799	4,617,892	6,339,760	5,014,675
Enterprise	333,884	1,632,770	100,984	101,700
Internal Service	2,089,409	2,410,977	2,577,657	2,472,499
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 8,760,028</b>	<b>\$ 9,866,947</b>	<b>\$ 10,230,299</b>	<b>\$ 8,832,026</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,238,635	\$ 1,177,549	\$ 1,197,240	\$ 1,580,500
Licenses & Permits	65,842	83,734	33,400	33,400
Intergovernmental	3,305,582	4,643,467	3,223,244	3,072,592
Charges for Services	286,411	284,853	265,530	271,350
Fines & Forfeits	150	50	50	100
Interest & Rents	1,945,245	1,788,825	2,154,603	2,010,396
Other	45,450	(5,670)	70,600	71,300
Transfers In	803,371	802,040	912,933	1,048,041
<b>TOTAL SOURCES</b>	<b>\$ 7,690,686</b>	<b>\$ 8,774,848</b>	<b>\$ 7,857,600</b>	<b>\$ 8,087,679</b>

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,323,355	\$ 1,209,405	\$ 1,338,562	\$ 1,341,331
* Benefits - Incl. NonWorking Wages	711,840	780,385	797,946	919,068
* Mandatory Employer Costs	139,637	127,813	150,246	151,407
Other Current Expenditures -				
* Supplies / Maintenance	1,140,526	1,167,257	1,308,475	1,304,845
* Contractual	168,230	197,769	308,050	274,650
* Other	2,359,812	3,709,062	2,485,996	2,257,412
Capital Outlay	343,576	671,158	703,624	626,500
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	2,573,051	2,004,098	3,137,400	1,956,813
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 8,760,028</b>	<b>\$ 9,866,947</b>	<b>\$ 10,230,299</b>	<b>\$ 8,832,026</b>

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

Depreciation Expense	\$ 1,167,569	\$ 973,111	\$ 997,700	\$ 997,700
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<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 2,174,832	\$ 2,117,603	\$ 2,286,754	\$ 2,411,806
* Full-Time Positions	28.55	26.46	25.15	25.00
* Part-Time Positons @ F.T.E.	2.90	2.85	2.65	3.25

# **TRANSPORTATION SYSTEM & SERVICES**

## **TRANSPORTATION SERVICES**

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### **DEPARTMENT MISSION STATEMENT**

To 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.

### **FISCAL YEAR 2015 ACTION PLAN**

- Increase the size and scope of our resurfacing program to more closely achieve our goal of resurfacing or reconstructing at least 7.5 miles of streets every year.
- Aggressively pursue additional funding sources for street resurfacing and reconstruction, target \$500,000 in grant money.
- Complete construction of the M-40 Multi-use Path.
- Complete the design for the reconstruction of Central Avenue and advance the project to the bidding phase for construction in summer for 2015.
- Coordinate with the HBPW with site development of their new power generation facility.
- Continue to implement new technologies, methods and equipment, such as bar code scanner for vehicle maintenance, to allow the transportation department to operate more effectively and efficiently, target \$10,000 in savings.
- Review staffing levels of the department to optimize resources and maintain existing level of service.
- Reduce street lighting costs by reviewing mid-block lighting and alternate lighting technologies for street lighting, target \$24,000 in savings.

# TRANSPORTATION SYSTEM & SERVICES

## STREETS DIVISION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles)	149.05	149.05	149.08	149.16
	Mileage per MDOT Act 51 Approved Map				
	Major Streets	56.88	56.88	56.88	56.88
	Local Streets	91.86	91.86	92.20	92.28
	Street Cut Permits Issued For Utility Repair or New Construction	284	331	335	335
	Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. to Feb.)	1,114	1,061	1,200	1,200
	Amount of salt used for winter road maintenance (in tons)	1,867	3,049	4,000	2,500
	Amount liquid deicing used for winter road maintenance (in gallons)	5,678	2,835	27,000	9,000
	Number of street sweeper hours operated (reflects Feb. to Feb.)	2,318.5	2,433.0	2,400.0	2,400
		CY2012 Actual	CY2013 Actual	CY 2014 Projected	CY 2015 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (personnel and equipment)	\$117,615	\$125,593	\$115,000	\$115,000
	Removal Costs	\$12,186	\$12,852	\$14,000	\$16,500
	Number of hours worked by Streets Division personnel	2,076	2,076	2,157	2,157
	Spring Cleanup:				
	Streets Division Costs (personnel and equipment)	\$59,634	\$42,231	\$52,000	\$52,000
	Removal Costs	\$6,996	\$4,686	\$12,000	\$12,000
Number of hours worked by Streets Division personnel	1,047	736	1,000	1,000	



# TRANSPORTATION SYSTEM & SERVICES

## GENERAL FUND - STREETS DIVISION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 15,732	\$ 9,002	\$ 7,350	\$ 7,500
Licenses & Permits	375	525	400	400
Fines & Forfeits	150	50	50	100
Interest & Rents	155,500	160,000	165,000	170,000
General Fund Operating Revenues	985,698	875,633	863,732	885,386
<b>TOTAL SOURCES</b>	<b>\$ 1,157,455</b>	<b>\$ 1,045,210</b>	<b>\$ 1,036,532</b>	<b>\$ 1,063,386</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 221,842	\$ 143,595	\$ 171,674	\$ 168,200
* Benefits - Incl. NonWorking Wages	123,506	149,607	(8,042)	111,054
* Mandatory Employer Costs	48,203	32,544	37,561	36,172
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	26,987	38,027	48,980	40,710
* Contractual Expenditures	79,930	52,376	66,250	64,950
* Other	656,987	629,061	720,109	642,300
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,157,455</b>	<b>\$ 1,045,210</b>	<b>\$ 1,036,532</b>	<b>\$ 1,063,386</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 393,551	\$ 325,746	\$ 201,193	\$ 315,426
Full-Time Positions	18.15	16.10	15.65	15.65
Part-Time Positions @ F.T.E.	1.10	1.20	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

## MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Construction Projects in Process	7	8	8	7
	Total Miles of Streets Reconstructed (Calendar)	1.81	0.90	0.50	1.00
	Total Miles of Streets Resurfaced n (Calendar)	5.412	2.658	5.000	6.000
	Sidewalk Repair Activities in Square Feet (Calendar)	6,633	4,484	12,000	15,000



# TRANSPORTATION SYSTEM & SERVICES

## GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	126,480	160,098	175,366	179,766
<b>TOTAL SOURCES</b>	<b>\$ 126,480</b>	<b>\$ 160,098</b>	<b>\$ 175,366</b>	<b>\$ 179,766</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 55,207	\$ 75,800	\$ 90,710	\$ 90,987
* Benefits - Incl. NonWorking Wages	29,284	42,691	37,760	40,062
* Mandatory Employer Costs	7,284	8,484	9,325	9,297

##### Other Current Expenditures -

* Supplies / Maintenance	2,496	1,891	2,282	2,100
* Contractual	- 0 -	2,956	2,000	5,000
* Other	32,209	28,276	33,289	32,320

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 126,480</b>	<b>\$ 160,098</b>	<b>\$ 175,366</b>	<b>\$ 179,766</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 91,775	\$ 126,975	\$ 137,795	\$ 140,346
Full-Time Positions	2.60	2.58	2.35	2.35
Part-Time Positions @ F.T.E.	0.45	0.35	0.30	0.30



# TRANSPORTATION SYSTEM & SERVICES

## MOTOR VEHICLE HIGHWAY MAJOR STREETS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>-- FUNDING SOURCES &amp; USES --</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 2,160,560	\$ 2,159,446	\$ 2,298,007	\$ 2,158,595
Licenses & Permits	35,918	37,237	17,000	17,000
Interest & Rents	13,776	4,095	14,500	12,000
Other	- 0 -	1,712	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,210,254</b>	<b>\$ 2,202,490</b>	<b>\$ 2,329,507</b>	<b>\$ 2,187,595</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 311,645	\$ 293,587	\$ 361,550	\$ 349,350
* Benefits - Incl. NonWorking Wages	177,790	174,727	276,020	256,520
* Mandatory Employer Costs	20,974	22,378	32,910	31,955
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	159,482	193,022	257,610	232,610
* Contractual	60,259	84,765	130,050	140,600
* Other	472,662	478,608	578,405	465,350
Transfers Out	562,063	619,005	893,770	840,813
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,764,875</b>	<b>\$ 1,866,092</b>	<b>\$ 2,530,315</b>	<b>\$ 2,317,198</b>
<b>-- FUND EQUITY --</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ 445,379</b>	<b>\$ 336,398</b>	<b>\$ (200,808)</b>	<b>\$ (129,603)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ 9,904	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,373,526	2,719,828	2,519,020	2,389,417
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,383,430</b>	<b>\$ 2,719,828</b>	<b>\$ 2,519,020</b>	<b>\$ 2,389,417</b>
<b>-- STAFFING --</b>				

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



# TRANSPORTATION SYSTEM & SERVICES

## MOTOR VEHICLE HIGHWAY LOCAL STREETS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 538,176	\$ 542,295	\$ 550,237	\$ 538,997
Licenses & Permits	29,549	45,972	16,000	16,000
Interest & Rents	1,484	392	500	1,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	542,863	590,240	863,166	819,313
<b>TOTAL SOURCES</b>	<b>\$ 1,112,072</b>	<b>\$ 1,178,899</b>	<b>\$ 1,429,903</b>	<b>\$ 1,375,310</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 336,155	\$ 320,881	\$ 336,580	\$ 347,250
* Benefits - Incl. NonWorking Wages	182,348	186,854	254,410	254,925
* Mandatory Employer Costs	23,272	25,604	30,525	31,815

##### Other Current Expenditures -

* Supplies / Maintenance	151,389	170,218	243,538	224,200
* Contractual	20,878	34,259	50,550	55,800
* Other	398,030	441,083	514,300	461,320

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

<b>FUNDING USES - TOTALS</b>	<b>\$ 1,112,072</b>	<b>\$ 1,178,899</b>	<b>\$ 1,429,903</b>	<b>\$ 1,375,310</b>
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### - - 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
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

### - - STAFFING - -

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



# TRANSPORTATION SYSTEM & SERVICES

## ALLEGAN COUNTY ROAD TAX FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 385,343	\$ 411,523	\$ 375,000	\$ 375,000
Interest & Rents	299	(855)	1,400	1,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 385,642</b>	<b>\$ 410,668</b>	<b>\$ 376,400</b>	<b>\$ 376,000</b>

#### FUNDING USES -

Transfers Out	\$ 402,622	\$ 163,111	\$ 382,615	\$ 431,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 402,622</b>	<b>\$ 163,111</b>	<b>\$ 382,615</b>	<b>\$ 431,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (16,980)	\$ 247,557	\$ (6,215)	\$ (55,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	22,000	269,557	263,342	208,342
<b>TOTAL FUND EQUITY</b>	<b>\$ 22,000</b>	<b>\$ 269,557</b>	<b>\$ 263,342</b>	<b>\$ 208,342</b>

### - - STAFFING - -

Positions: Not Applicable

# **TRANSPORTATION SYSTEM & SERVICES**

## **STREET IMPROVEMENTS RESERVE FUND**

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### **FUND MISSION STATEMENT**

This fund is established to provide a reserve account, built up by an annual appropriation augmented by investment income, to be used to help fund 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 infrastructure project.

### **FISCAL YEAR 2015 ACTION PLAN**

- 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

## STREET IMPROVEMENTS RESERVE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,033,925	\$ 975,667	\$ 988,856	\$ 1,366,800
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	12,538	4,179	9,500	7,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	233,408	184,000	- 0 -	176,000
<b>TOTAL SOURCES</b>	<b>\$ 1,279,871</b>	<b>\$ 1,163,846</b>	<b>\$ 998,356</b>	<b>\$ 1,549,800</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	1,608,366	1,221,982	1,794,610	685,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,608,366</b>	<b>\$ 1,221,982</b>	<b>\$ 1,794,610</b>	<b>\$ 685,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (328,495)	\$ (58,136)	\$ (796,254)	\$ 864,800
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,245,793	1,187,657	391,403	1,256,203
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,245,793</b>	<b>\$ 1,187,657</b>	<b>\$ 391,403</b>	<b>\$ 1,256,203</b>

### - - STAFFING - -

Positions: Not Applicable

# **TRANSPORTATION SYSTEM & SERVICES**

## **DOWNTOWN SNOWMELT SYSTEM OPERATING FUND**

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### **FUND MISSION STATEMENT**

To provide the downtown with a cost and operationally efficient Snowmelt system that enables a snow-free environment during the winter months to promote all uses of the downtown, both public and private.

### **FISCAL YEAR 2015 ACTION PLAN**

- To complete an evaluation of future snowmelt expansion opportunities resulting from the new BPW electric power plant. (September 2014)
- To identify the most efficient and effective manner to provide new snowmelt transmission lines to the downtown system due to the new location of the power plant. (July 2014)
- To complete a master loan agreement with the HBPW for cost sharing and intra fund loans between the BPW and the Snowmelt Fund for the new transmission lines due to the new power plant and the three (3) former transmission line extension loans as follows: (December 2014)
  1. The 2004 extension from Pine to 4<sup>th</sup> to Central Avenue to 8<sup>th</sup> Street (\$950,000);
  2. The 2007 extension on 8<sup>th</sup> Street from mid-block east of College to Columbia Avenue (\$157,736); and
  3. The 2008-9 extension from 8<sup>th</sup> Street north on Columbia to 7<sup>th</sup> and on 7<sup>th</sup> Street from Columbia to College (\$150,000).



# TRANSPORTATION SYSTEM & SERVICES

## DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 101,272	\$ 104,310	\$ 109,526	\$ 113,800
Interest & Rents	1,151	274	400	400
Other	18,982	19,576	19,600	21,300
Transfers In	27,100	27,800	29,250	30,400
<b>TOTAL SOURCES</b>	<b>\$ 148,505</b>	<b>\$ 151,960</b>	<b>\$ 158,776</b>	<b>\$ 165,900</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	164,864	187,808	202,317	206,167
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 -
<b>TOTAL USES</b>	<b>\$ 164,864</b>	<b>\$ 187,808</b>	<b>\$ 202,317</b>	<b>\$ 206,167</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (16,359)	\$ (35,848)	\$ (43,541)	\$ (40,267)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	140,502	104,654	61,113	20,846
<b>TOTAL FUND EQUITY</b>	<b>\$ 140,502</b>	<b>\$ 104,654</b>	<b>\$ 61,113</b>	<b>\$ 20,846</b>

### - - STAFFING - -

Positions: Not Applicable



# TRANSPORTATION SYSTEM & SERVICES

## DEPOT OPERATIONS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - 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 -
<b>TOTAL SOURCES</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 1</b>

#### 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 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>			

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

Depreciation Expense	\$ 37,015	\$ 24,739	\$ 25,000	\$ 25,000
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (37,014)	\$ (24,738)	\$ (24,999)	\$ (24,999)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	871,334	846,596	821,597	796,598
<b>TOTAL FUND EQUITY</b>	<b>\$ 871,334</b>	<b>\$ 846,596</b>	<b>\$ 821,597</b>	<b>\$ 796,598</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 1	\$ 1	\$ 1
ENDING BALANCE	\$ 4	\$ 5	\$ 6	\$ 7

### - - STAFFING - -

Positions: Not Applicable

**TRANSPORTATION SYSTEM & SERVICES**  
**MUNICIPAL AIRPORT FACILITIES AND MANAGEMENT FUND**

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**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.

**FISCAL YEAR 2015 ACTION PLAN**

- 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.



# TRANSPORTATION SYSTEM & SERVICES

## MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 103,438	\$ 97,572	\$ 98,858	\$ 99,900
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	(2)	0	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 103,436</b>	<b>\$ 97,572</b>	<b>\$ 98,858</b>	<b>\$ 99,900</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	103,343	97,519	99,004	99,900
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>Debt Service Payments -</b>				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 103,343</b>	<b>\$ 97,519</b>	<b>\$ 99,004</b>	<b>\$ 99,900</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 522,786	\$ 461,005	\$ 461,000	\$ 461,000

This Fund Continues On Next Page



# TRANSPORTATION SYSTEM & SERVICES

## MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (522,693)	\$ (460,952)	\$ (461,146)	\$ (461,000)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	11,610,018	11,149,066	10,687,920	10,226,920
<b>TOTAL FUND EQUITY</b>	<b>\$ 11,610,018</b>	<b>\$ 11,149,066</b>	<b>\$ 10,687,920</b>	<b>\$ 10,226,920</b>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 53	\$ (146)	\$ - 0 -
ENDING BALANCE	\$ 93	\$ 146	\$ (0)	\$ (0)

**- - STAFFING - -**

Positions: Not Applicable



# TRANSPORTATION SYSTEM & SERVICES

## PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 7,277	\$ 3,803	\$ 380	\$ - 0 -
Intergovernmental	221,503	1,530,203	- 0 -	- 0 -
Interest & Rents	- 0 -	- 0 -	6	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 228,780</b>	<b>\$ 1,534,006</b>	<b>\$ 386</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>				
<b>Personnel Services</b>				
* Salaries & Wages - Working	\$ 6,006	\$ 2,801	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	546	262	- 0 -	- 0 -
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	204	176	- 0 -	- 0 -
* Other	222,024	1,530,767	380	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 228,780</b>	<b>\$ 1,534,006</b>	<b>\$ 380</b>	<b>\$ - 0 -</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 11,711	\$ 11,711	\$ 11,700	\$ 11,700

This Fund Continues On Next Page



# TRANSPORTATION SYSTEM & SERVICES

## PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (11,711)	\$ (11,711)	\$ (11,694)	\$ (11,700)
ENDING BALANCE - (see note below)				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	279,875	268,164	256,470	244,770
TOTAL FUND EQUITY	<u>\$ 279,875</u>	<u>\$ 268,164</u>	<u>\$ 256,470</u>	<u>\$ 244,770</u>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ - 0 -	\$ 6	\$ - 0 -
ENDING BALANCE	<u>\$ 1,623</u>	<u>\$ 1,623</u>	<u>\$ 1,629</u>	<u>\$ 1,629</u>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 6,552	\$ 3,063	\$ - 0 -	\$ - 0 -
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.35	0.15	- 0 -	- 0 -



# TRANSPORTATION SYSTEM & SERVICES

## TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 1,524	\$ 1,417	\$ 1,350	\$ 1,450
Interest & Rents	21	5	15	15
Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,545</b>	<b>\$ 1,422</b>	<b>\$ 1,365</b>	<b>\$ 1,465</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 706	\$ 485	\$ 500	\$ 600
* Other	1,055	760	1,100	1,200
<b>TOTAL USES</b>	<b>\$ 1,761</b>	<b>\$ 1,245</b>	<b>\$ 1,600</b>	<b>\$ 1,800</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (216)	\$ 177	\$ (235)	\$ (335)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,615	2,792	2,557	2,222
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,615</b>	<b>\$ 2,792</b>	<b>\$ 2,557</b>	<b>\$ 2,222</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 177	\$ (235)	\$ (335)
ENDING BALANCE	\$ 2,615	\$ 2,792	\$ 2,557	\$ 2,222

### - - STAFFING - -

Positions: Not Applicable

# TRANSPORTATION SYSTEM & SERVICES

## CENTRALIZED VEHICLE/EQUIPMENT

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<b>General Motor Pool:</b>				
	Vehicles	51	52	52	52
	Equipment	57	58	59	59
	Two Way Radios	34	34	34	34
	<b>Street:</b>				
	Vehicles	31	31	30	30
	Equipment	68	70	70	70
	Two Way Radios	47	47	47	47
	<b>Police:</b>				
	Vehicles	32	32	33	33
	<b>Macatawa Area Express:</b>				
	Vehicles (Maintenance Only, Not Purchased In This Fund) (Note: surplus vehicles waiting to be disposed of)	30	27	27	27
	<b>Fire:</b>				
	Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
	<b>Total:</b>				
	Vehicles (Not Including MAX or Fire)	114	115	115	115
	Equipment	125	128	129	129
Two Way Radios	81	81	81	81	



# TRANSPORTATION SYSTEM & SERVICES

## CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 261,878	\$ 270,631	\$ 256,450	\$ 262,400
Interest & Rents	1,760,477	1,620,734	1,963,281	1,818,980
Other	26,468	(26,958)	51,000	50,000
Transfers In	- 0 -	- 0 -	20,517	22,328
<b>TOTAL SOURCES</b>	<b>\$ 2,048,823</b>	<b>\$ 1,864,407</b>	<b>\$ 2,291,248</b>	<b>\$ 2,153,708</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 392,500	\$ 372,741	\$ 378,048	\$ 385,544
* Benefits - Includes NonWorking Wages	198,912	226,506	237,798	256,507
* Mandatory Employer Costs	39,358	38,541	39,925	42,168
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	799,466	763,614	755,565	804,625
* Contractual	6,959	23,237	59,200	8,300
* Other	308,638	315,180	337,092	348,855
Capital Outlay	343,576	671,158	703,624	626,500
Transfers Out	- 0 -	- 0 -	66,405	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 2,089,409</b>	<b>\$ 2,410,977</b>	<b>\$ 2,577,657</b>	<b>\$ 2,472,499</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 596,057	\$ 475,656	\$ 500,000	\$ 500,000

This Fund Continues On Next Page



# TRANSPORTATION SYSTEM & SERVICES

## CENTRALIZED VEHICLE / EQUIPMENT FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (293,067)	\$ (351,068)	\$ (82,785)	\$ (192,291)
ENDING BALANCE -				
Designated / Reserved	\$ 1,850,000	\$ 1,535,000	\$ 1,345,000	\$ 1,330,000
Undesignated / Unreserved	3,191,625	3,155,557	3,262,772	3,085,481
TOTAL FUND EQUITY	<u>\$ 5,041,625</u>	<u>\$ 4,690,557</u>	<u>\$ 4,607,772</u>	<u>\$ 4,415,481</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (463,134)	\$ (96,409)	\$ (303,791)
ENDING BALANCE	<u>\$ 464,686</u>	<u>\$ 1,552</u>	<u>\$ (94,857)</u>	<u>\$ (398,648)</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 630,770	\$ 637,788	\$ 655,771	\$ 684,219
Full-Time Positions	7.80	7.78	7.15	7.00
Part-Time Positions @ F.T.E.	1.00	1.15	1.15	1.70

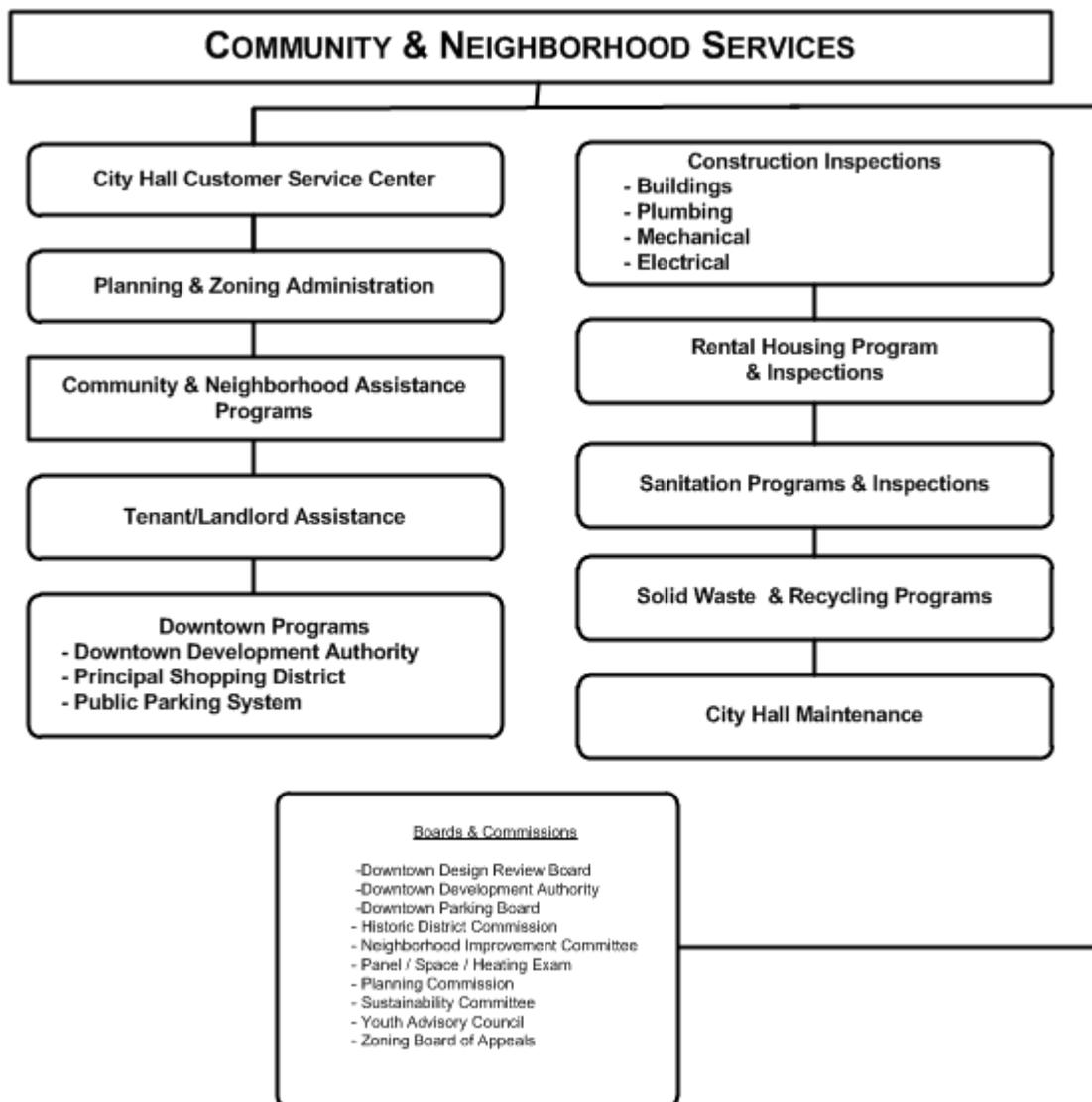
# COMMUNITY & NEIGHBORHOOD SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

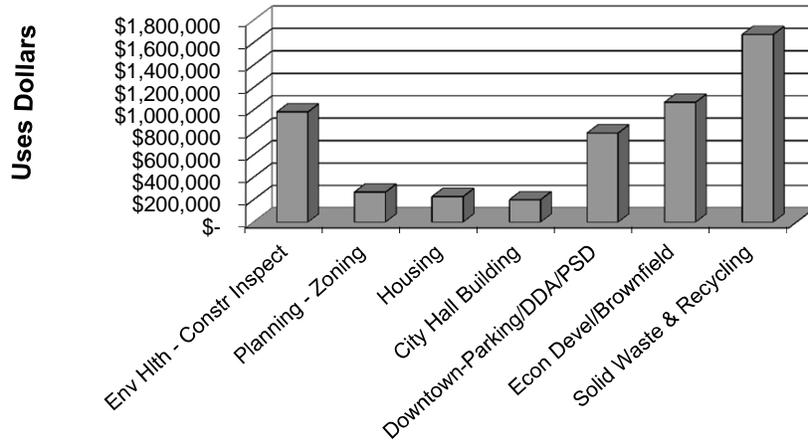
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

### GROUP ORGANIZATIONAL STRUCTURE

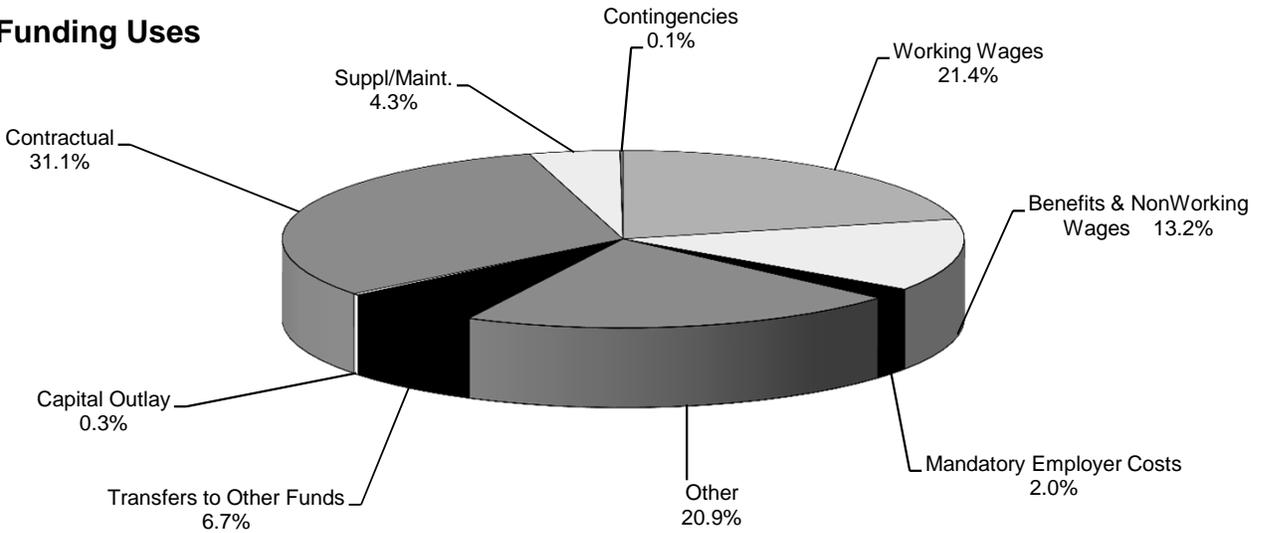


# COMMUNITY & NEIGHBORHOOD SERVICES

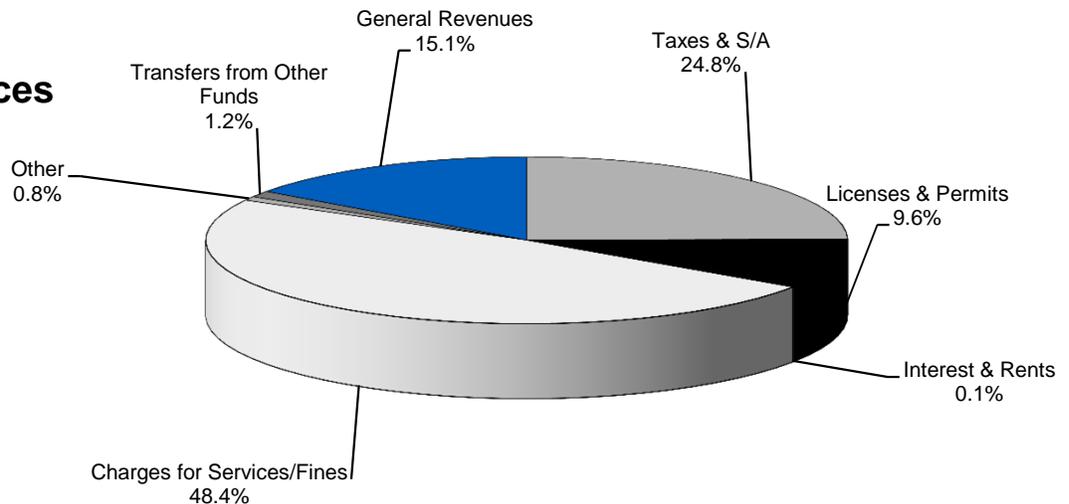
## Total Uses By Department \$5,205,019



## Funding Uses



## Funding Sources





# COMMUNITY & NEIGHBORHOOD SERVICES

## SUMMARY OF DEPT, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 1,776,076	\$ 1,588,970	\$ 1,739,462	\$ 1,854,719
Special Revenue	526,415	522,142	650,798	626,960
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,382,182	1,564,918	1,666,776	1,670,847
Component Unit	892,909	861,919	992,986	1,052,493
<b>TOTAL ACROSS FUND TYPES</b>	<b>\$ 4,577,582</b>	<b>\$ 4,537,949</b>	<b>\$ 5,050,022</b>	<b>\$ 5,205,019</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 1,188,899	\$ 1,180,401	\$ 1,333,758	\$ 1,389,871
Licenses & Permits	469,265	457,200	507,100	536,100
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	2,038,095	2,172,338	2,623,970	2,712,000
Fines & Forfeits	625	275	1,100	1,100
Interest & Rents	9,722	5,572	8,251	6,500
Other	28,591	22,467	27,000	43,000
Transfers In	38,667	70,206	77,971	67,704
<b>TOTAL SOURCES</b>	<b>\$ 3,773,864</b>	<b>\$ 3,908,459</b>	<b>\$ 4,579,150</b>	<b>\$ 4,756,275</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,090,105	\$ 1,018,499	\$ 1,092,135	\$ 1,113,175
* Benefits - Incl. NonWorking Wages	515,691	522,484	622,586	686,666
* Mandatory Employer Costs	101,222	94,444	100,804	104,650
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	200,279	222,607	281,193	223,800
* Contractual	1,310,167	1,475,483	1,575,087	1,620,120
* Other	1,077,262	885,638	1,016,391	1,084,967
Capital Outlay	- 0 -	2,952	15,000	15,000
<b>Debt Service Payments -</b>				
* Interest & Fee Payments	33	2	- 0 -	- 0 -
Transfers Out	282,823	315,840	346,826	349,059
Contingencies	- 0 -	- 0 -	- 0 -	7,582
<b>TOTAL USES</b>	<b>\$ 4,577,582</b>	<b>\$ 4,537,949</b>	<b>\$ 5,050,022</b>	<b>\$ 5,205,019</b>

<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 1,707,018	\$ 1,635,427	\$ 1,815,525	\$ 1,904,491
Postions: Full-Time	18.90	17.90	16.85	17.60
Positions: Part-Time @ F.T.E.	4.75	7.70	5.95	6.60

# **COMMUNITY & NEIGHBORHOOD SERVICES**

CITY HALL & GROUNDS

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## **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.

## **FISCAL YEAR 2015 ACTION PLAN**

- To monitor building energy usage to assist in determining the effectiveness of green changes. Target 20% reduction after attic insulation installed. (On-going)
- Repair major air leakage, tighten windows, etc per TREMCO recommendations. (Fall 2014, \$68,000)
- Privatize Christmas decorating. (November 2014)
- Clean carpets. (Fall 2014, \$2,300)
- Undertake exterior painting if funding provided. (August 2014)
- Repair/replace furniture as needed (specifically chairs). (\$2,000)

# COMMUNITY & NEIGHBORHOOD SERVICES

## CITY HALL & GROUNDS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total Electrical Usage (Kilowatts)	660,000	669,300	660,000	660,000
	Total Water Usage (CCF)	1,566	1,061	1,100	1,100
	Total Gas Usage (CCF)	21,072	23,535	22,000	20,000



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	210,031	204,436	224,959	199,305
<b>TOTAL SOURCES</b>	<b>\$ 210,031</b>	<b>\$ 204,436</b>	<b>\$ 224,959</b>	<b>\$ 199,305</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 39,167	\$ 39,611	\$ 37,110	\$ 36,833
* Benefits - Incl. NonWorking Wages	19,639	23,101	28,630	33,471
* Mandatory Employer Costs	4,162	4,066	4,240	4,401
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	26,304	9,833	17,200	13,200
* Contractual	42,297	45,129	42,650	43,700
* Other	78,462	82,696	95,129	67,700
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 210,031</b>	<b>\$ 204,436</b>	<b>\$ 224,959</b>	<b>\$ 199,305</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 62,968	\$ 66,778	\$ 69,980	\$ 74,705
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.05	0.10	- 0 -	- 0 -

# COMMUNITY & NEIGHBORHOOD SERVICES

## PLANNING & ZONING

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### 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.

### FISCAL YEAR 2015 ACTION PLAN

- Complete the update to the City’s Master Plan and initiate update to Subdivision and Zoning Ordinance (plan to City Council by Summer 2014) (budget includes \$4,000 for services to produce final document)
- Working with the Downtown staff, adopt the Master Plan and begin implementing the priorities identified in the Downtown Strategic Plan update:
  - finalize a vision along the waterfront from Kollen Park to the River Avenue Bridge (Summer 2014);
  - complete the PlacePlans Western Gateway study and move toward implementation of its vision and recommendations (Summer/Fall 2014);
  - examine specific opportunities for a diversity of new housing development throughout downtown (Summer/Fall 2014); and
  - support redevelopment of the former Versandaal block by (Winter 2014-15).
- Working with Holland Charter Township and Lakeshore Advantage, develop an approach for redevelopment of fatigued shopping centers and corridor commercial centers. (Spring through Summer 2014)
- Working with Holland Charter Township, define and begin to implement a new vision for the Chicago Drive/8<sup>th</sup> Street corridor in concert with Energy Park development. (Fall/Winter 2014/5)
- Working with the private sector, support the initiative to convert rental housing to owner-occupied housing in the Downtown neighborhoods. (Spring/Summer 2014)
- 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; (on-going)
  - Work collaboratively with the Planning Commission on the development of the City’s Master Plan with a strong emphasis on sustainability issues and opportunities. (through Summer 2014)
  - Prepare a “Sustainability Activity Brochure” for mailing to residents. (Winter 2015) (budget- requesting \$2,500)
  - Present an educational forum during Waterfest. (July 2014)
- Establish, develop, manage website for Sustainability. (on-going) (budget- requesting \$7,800)

# COMMUNITY & NEIGHBORHOOD SERVICES

## PLANNING & ZONING

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- Prepare for application to the Michigan Economic Development Corporation for certification as a Redevelopment Ready Community. (complete summer 2014)

### 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.

### FISCAL YEAR 2015 ACTION PLAN

- To present one educational program on best practices for exterior improvements to property owners in the Downtown neighborhoods. Convened at a central location and free to the public. Focus- how to determine and enhance the architectural style of your home. (Fall 2014 or Spring 2015)
- Collaborate with the Neighborhood Improvement Committee on a pattern book recommending appropriate exterior improvements. Create as an on-line reference resource. (Spring 2014)
- Transfer information to the Holland Archives on properties located outside the historic districts that may no longer be needed for reference at City Hall. (Spring 2014)
- Plan and direct a one-day “energy blitz” program for residents to apply for and receive insulation in their homes and other activities with the Georgetown Energy Prize. (Fall 2014)
- If funding becomes available work with the Holland Historical Trust to coordinate the repair of windows in the Museum. (Complete by Fall 2014)
- Update and mail or make available through other sources the City’s Historic District Guidelines book that would include garage and infill guidelines. (Fall 2014/Spring 2015)
- Collaborate in a thoughtful process considering future re-use of Washington School. (Spring/Summer/Fall 2014, \$2,500)

# COMMUNITY & NEIGHBORHOOD SERVICES

## PLANNING & ZONING

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Planning Commission				
	Site Plan Reviews:				
	Approvals	11	11	15	18
	Extensions	1	3	2	2
	Amendments	3	2	3	3
	Approved Non-res Sq. Ft.	332,880	63,336	350,000	300,000
	New construction	20,880	61,570	250,000	200,000
	Additions	312,000	1,766	100,000	100,000
	Approved residential units	5	69	5	20
	Infill Review (Commission)	0	1	2	2
	Infill Review (by Staff)	7	4	6	6
	Recommendations to City Council:				
	Rezoning	4	4	5	4
	Text Amendments	6	8	6	6
	Street Vacations	2	2	2	2
	Master Plan Amendments	0	2	2	1
	Other	2	5	4	4
	Review of Zoning Board of Appeals Referrals	0	0	1	1
	Study Session Items	33	42	36	36
	Historic District Commission:				
Properties Surveyed	0	0	0	0	
Community Education Sessions	1	2	2	1	
Applications for Certif of Approvals    Approved-Reviewed	32-32	40	30	28	
		(22 unique properties)			
Tax Credit Applications received	3	0	0	0	



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - PLANNING & ZONING

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	6,117	15,660	15,800	17,000
General Fund Operating Revenues	314,588	270,950	243,591	249,688
<b>TOTAL SOURCES</b>	<b>\$ 320,705</b>	<b>\$ 286,610</b>	<b>\$ 259,391</b>	<b>\$ 266,688</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 178,163	\$ 160,606	\$ 128,212	\$ 130,218
* Benefits - Incl. NonWorking Wages	91,230	84,585	86,780	97,117
* Mandatory Employer Costs	18,002	14,979	11,599	12,733

##### Other Current Expenditures -

* Supplies / Maintenance	3,400	2,919	2,500	2,850
* Contractual	6,030	2,249	6,750	6,450
* Other	23,880	21,272	23,550	17,320

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 320,705</b>	<b>\$ 286,610</b>	<b>\$ 259,391</b>	<b>\$ 266,688</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 287,395	\$ 260,170	\$ 226,591	\$ 240,068
Full-Time Positions	2.60	2.40	1.90	1.90
Part-Time Positions @ F.T.E.	0.20	1.00	0.30	0.35

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **ENVIRONMENTAL HEALTH & INSPECTIONS**

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### **DEPARTMENT MISSION STATEMENT**

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures and property uses, 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.

### **FISCAL YEAR 2015 ACTION PLAN**

#### **ZONING**

- To identify obstacles to investment that may exist in the zoning ordinance.

#### **NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT**

- Use new staff to address expired rental housing certificates, and be in line with the requirements of the ordinance, completing one inspection every three years. (Three year goal to have no expired permits)
- Expand excessive crime calls ordinance citywide.
- Shift clerical duties currently done by inspectors to clerical staff.

**Note: Assumes public lodging shifted to Public Safety except for the most egregious situations.**

# COMMUNITY & NEIGHBORHOOD SERVICES

## ENVIRONMENTAL HEALTH & INSPECTIONS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Rental Housing - Inspections	293	732	700	1,500
	Vacant Recheck (rental and other than Vacant and Abandoned)	611	125	100	100
	Public Lodging Facility * (includes complaints)	73	49	25	10
	Land Use Permits	257	251	200	250
	Inoperable Vehicles - Violations corrected	190	125	90	90
	Garbage and Rubbish - Investigations	412	389	350	350
	Weeds - Investigations	643	389	300	300
	Point of Sale Smoke Detectors	473	504	500	500
	Home Business Inspections	1	0	1	0
	Home Business Type I Renewals	5	6	6	6
	NEZ Inspections	3	2	2	0
	Vacant and Abandoned Registration	247	101	75	50
	Monthly Inspections (Fire) Vacant and Abandoned	962	853	700	500
	Pre-Sale Inspections	160	102	75	50
	Vacant Occupancy Inspections	74	105	100	75
Vacant Other Inspections	62	189	150	100	



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Licenses & Permits	\$ 43,231	\$ 21,973	\$ 17,100	\$ 17,100
Charges for Services	285,323	308,050	316,900	314,400
Fines & Forfeits	475	50	900	900
General Fund Operating Revenues	96,491	68,152	57,781	139,155
<b>TOTAL SOURCES</b>	<b>\$ 425,520</b>	<b>\$ 398,225</b>	<b>\$ 392,681</b>	<b>\$ 471,555</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 209,132	\$ 198,201	\$ 170,005	\$ 224,174
* Benefits - Incl. NonWorking Wages	136,441	129,934	148,650	171,604
* Mandatory Employer Costs	24,171	18,942	16,660	21,463

##### Other Current Expenditures -

* Supplies / Maintenance	6,070	5,761	6,200	5,900
* Contractual	17,908	17,558	19,163	17,400
* Other	31,798	27,829	32,003	31,014

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 425,520</b>	<b>\$ 398,225</b>	<b>\$ 392,681</b>	<b>\$ 471,555</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 369,744	\$ 347,077	\$ 335,315	\$ 417,241
Full-Time Positions	5.28	4.11	3.31	4.31
Part-Time Positions @ F.T.E.	0.10	0.35	0.30	0.70

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **CONSTRUCTION INSPECTIONS**

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### **ACTIVITY MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- Evaluate opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
- Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
- Provide additional attention to neglected data to maintain efficiencies.

# COMMUNITY & NEIGHBORHOOD SERVICES

## CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Plumbing - Permits	374	447	430	430
	Mechanical - Permits	532	611	600	600
	Electrical - Permits	761	721	725	725
	Building - Permits	622	578	600	600
	Building - Construction Valuation	\$77,416,460	\$58,093,000	\$55,000,000	\$60,000,000
	Holland Township Mechanical inspections contract	675	829	950	950
	Zeeland City Mechanical inspections contract	150	172	200	200



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Licenses & Permits	\$ 426,034	\$ 435,227	\$ 490,000	\$ 519,000
Charges for Services	33,200	44,540	50,000	60,000
Fines & Forfeits	150	225	200	200
General Fund Operating Revenues	(64,599)	(78,951)	(83,636)	(79,434)
<b>TOTAL SOURCES</b>	<b>\$ 394,785</b>	<b>\$ 401,041</b>	<b>\$ 456,564</b>	<b>\$ 499,766</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 207,851	\$ 199,839	\$ 214,972	\$ 225,845
* Benefits - Incl. NonWorking Wages	106,811	116,235	145,457	165,675
* Mandatory Employer Costs	18,612	18,512	19,980	21,449

##### Other Current Expenditures -

* Supplies / Maintenance	28,499	31,118	31,200	32,700
* Contractual	5,050	6,730	12,244	15,200
* Other	27,962	28,607	32,711	38,897

##### Capital Outlay

	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 394,785</b>	<b>\$ 401,041</b>	<b>\$ 456,564</b>	<b>\$ 499,766</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 333,274	\$ 334,586	\$ 380,409	\$ 412,969
Full-Time Positions	3.37	3.37	3.42	3.42
Part-Time Positions @ F.T.E.	0.65	0.85	0.75	1.05



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

General Fund Operating Revenues	\$ 98,385	\$ - 0 -	\$ - 0 -	\$ - 0 -
<b>TOTAL SOURCES</b>	<b>\$ 98,385</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 932	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	374	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	65	- 0 -	- 0 -	- 0 -

##### Other Current Expenditures -

* Supplies / Maintenance	14	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	97,000	- 0 -	- 0 -	- 0 -

Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 98,385</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 1,371	\$ - 0 -	\$ - 0 -	\$ - 0 -
Full-Time Positions	0.05	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - OURSTREET / NEIGHBORHOOD LIAISON

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Other	\$ 1,000	\$ 3,080	\$ - 0 -	\$ - 0 -
Transfers In	- 0 -	3,700	- 0 -	- 0 -
General Fund Operating Revenues	137,865	116,575	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 138,865</b>	<b>\$ 123,355</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 64,257	\$ 60,892	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	38,343	42,779	- 0 -	- 0 -
* Mandatory Employer Costs	6,178	5,591	- 0 -	- 0 -

##### Other Current Expenditures -

* Supplies / Maintenance	887	929	- 0 -	- 0 -
* Contractual	584	47	- 0 -	- 0 -
* Other	28,616	13,117	- 0 -	- 0 -

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 138,865</b>	<b>\$ 123,355</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 108,778	\$ 109,262	\$ - 0 -	\$ - 0 -
Full-Time Positions	1.05	1.05	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.65	0.40	- 0 -	- 0 -

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **HOUSING & NEIGHBORHOODS**

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### **DEPARTMENT MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

#### **SOCIAL OUTREACH ACTIVITIES**

- Support the development of non-profit neighborhood groups including Good Samaritan Ministries Neighborhood Connections program as they work to build strong neighborhoods. (Year Round; Total Budget \$45,000 – CDBG Funding - \$9,000 per neighborhood site and \$9,000 for Good Samaritan Ministries Administration of the Program).
- For FY 2015 place an emphasis on better “Neighbor or Neighbor” communication about these organizations and their ability to work together to improve their neighborhood.
- 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 to abide with CDBG rules and regulations. (Year Round; Total Budget \$5,000 – CDBG Funding).
- For FY 2015 improve the communication of Fair Housing Services being provided with the Human Relations Commission through quarterly reporting to the HRC from CNS.
- 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.
- For FY 2015 improve the City's communication with landlords and tenants by creating a “Landlord/Tenant Fact Sheet”, refer more tenants to Mediation, and host an annual Landlord Workshop (April 2015) and an annual Tenant Workshop (April 2015)
- Encourage neighbor led social initiatives by providing technical and financial assistance (Year Round)
- For FY 2015 work with the four existing Neighborhood Connection Sites (\$500 each) to host Neighborhood Events, including, neighborhood parties, reoccurring events such as movie nights, etc.
- Organize and coordinate the annual National Night Out Celebration at a city location (August 2014). Help plan and support neighborhood park parties during the summer leading up to National Night Out in collaboration with the Police Community Relations Commission.

# COMMUNITY & NEIGHBORHOOD SERVICES

## HOUSING & NEIGHBORHOODS

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- Collaborate with local community organizations to hold a Neighborhood Leadership Academy and recruit 12 residents to participate to help build and recruit additional people for City and Neighborhood Volunteer opportunities (Spring 2015; Total Budget 1,800.00).
- Encourage strong Neighborhood Commercial Districts, in Washington Square and South Shore village.
- For FY 2015 work with the South Shore Village Neighborhood Commercial District on a unified plan that establishes a pedestrian feel and connects the district with the waterfront (Fall 2015; Total Budget \$5,000).
- Market the City of Holland as an excellent place to live and invest.
- For FY1 2015 update [www.enjoyhollandmichigan.com](http://www.enjoyhollandmichigan.com) with new photographs and pursue the creation of short video showing the different locations of Holland, Michigan set to music. (Spring 2015; Total Budget 2,000).

### PHYSICAL IMPROVEMENT ACTIVITIES

- Partner with 85 low to moderate income homeowners citywide to repair and improve their single family home (City Home Repair Program) (Year Round; Total Budget \$250,000 +/- CDBG Funding).
- Partner with 25 Downtown Neighborhood Homeowners and Housing Developers regardless of income to enhance their owner occupied homes (Enhancement Program) (Year Round; Total Budget 80,000 General Fund).
- Encourage five neighbor led beautification projects by providing financial and technical assistance. (Year Round; Total Budget 7,500.00)
- Collaborate with Macatawa Bank to assist five low/moderate income home owners with home repair grants through the Federal Home Loan Bank of Indianapolis Neighborhood Improvement Program.
- Encourage good design by providing technical and financial assistance to residents in the Downtown Neighborhoods for architectural and landscape design services (Year Round; Total Budget 1,000.00).
- Encourage Home Energy Upgrades through the City's "future" Home Energy Retrofit program by coordinating with the City's Home Repair Program where possible (Year Round; Total Budget includes staff time and minimal printing costs including in the department budget).
- Partner with outside organizations to convert multiple family rental properties to single family owner-occupied homes in the Downtown Neighborhoods. Specific role includes data gathering, technical assistance and financial assistance through the Enhancement Program listed above (Year Round; Total Budget includes staff time and minimal printing costs including in the department budget).

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **HOUSING & NEIGHBORHOODS**

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### **ADMINISTRATION ACTIVITIES**

- **Prepare and administer sub-recipient agreements and Consolidated Plan for FY 2015 Community Development Block Grant (CDBG) funding (August 2014).**
- **Provide staff support to the Neighborhood Improvement Committee (Year Round).**
- **Expand on 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, including tracking data such as sales of homes and their comparison with the surrounding area (January 2015).**
- **Collaborate with the Lakeshore Housing Alliance on the development of an affordable housing strategy for the Macatawa Area and clarify the City's role and responsibilities therein (Spring 2015)**

# COMMUNITY & NEIGHBORHOOD SERVICES

## HOUSING & NEIGHBORHOODS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<b><u>Social/Human Relations Activities</u></b>				
	<b>Coordinate Fair Housing Activities</b>	See CDBG	See CDBG		
	Fair Housing Workshop Breakfast			1	1
	Complaint Based or Survey Tests			5	5
	3 Hr class for industry personnel			1	1
	3 Hr Class for Protected Classes or Social Service Agencies			1	1
	<b>Coordinate with and Promote Visibility of Good Samaritan Ministries Neighborhood Connections</b>	See CDBG	See CDBG		
	Hold monthly meetings with Good Sam & City Staff			12	12
	<b>City Staff Landlord/Tenant Liaison</b>				
	Hold 1 Tenant Workshop with Ottawa Area Housing Coalition	See Human Relations	See Human Relations	1	1
	Hold 1 Landlord Workshop w/ Ottawa Area Housing Coalition			1	1
	Reproduce and distribute the Landlord and Tenant Rights and Responsibilities Handbook			50	50
	<b>Provide neighborhood mini grants</b>	See Ourstreet	See Ourstreet		
	Neighbor led initiative			2	4
	<b>Neighborhood Celebrations (Including NNO)</b>				
	Annual National Night Out Celebration	1	1	3	3
	<b>Neighborhood Blocks Organized (Cumulative)</b>				
<b>New Blocks Organized</b>	See Ourstreet	See Ourstreet	0	0	
<b>Neighborhood Representatives (Formerly Block Captains)</b>			1	1	
<b>Neighborhood Meetings</b>			2	2	
<b>Hold a Neighborhood Leadership Academy</b>	See Ourstreet	See Ourstreet			
Recruit residents to participate			12	12	
<b>Serve as a liaison for the Neighborhood Commercial Districts</b>					
Host quarterly business meetings	See Ourstreet	0	8	8	
<b>Marketing efforts promote the benefits of living in the City</b>					
Create a Welcome to the Neighborhood Folder / Program			12	12	
Create a Preferred Realtor Program	See Planning	See Planning	1	1	
<b>Graffiti Complaints</b>	See Ourstreet	See Ourstreet			
			150	150	



# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers In	- 0 -	- 0 -	7,635	- 0 -
General Fund Operating Revenues	- 0 -	- 0 -	197,862	226,302
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 205,497</b>	<b>\$ 226,302</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ 103,842	\$ 102,897
* Benefits - Incl. NonWorking Wages	- 0 -	- 0 -	64,930	70,537
* Mandatory Employer Costs	- 0 -	- 0 -	9,625	9,826

##### Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	1,700	2,200
* Contractual	- 0 -	- 0 -	1,800	2,000
* Other	- 0 -	- 0 -	23,600	31,260

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	7,582
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 205,497</b>	<b>\$ 226,302</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ - 0 -	\$ - 0 -	\$ 178,397	\$ 183,260
Full-Time Positions	- 0 -	- 0 -	1.50	1.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.65	0.65

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **ECONOMIC DEVELOPMENT ASSISTANCE**

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### **ACTIVITY MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

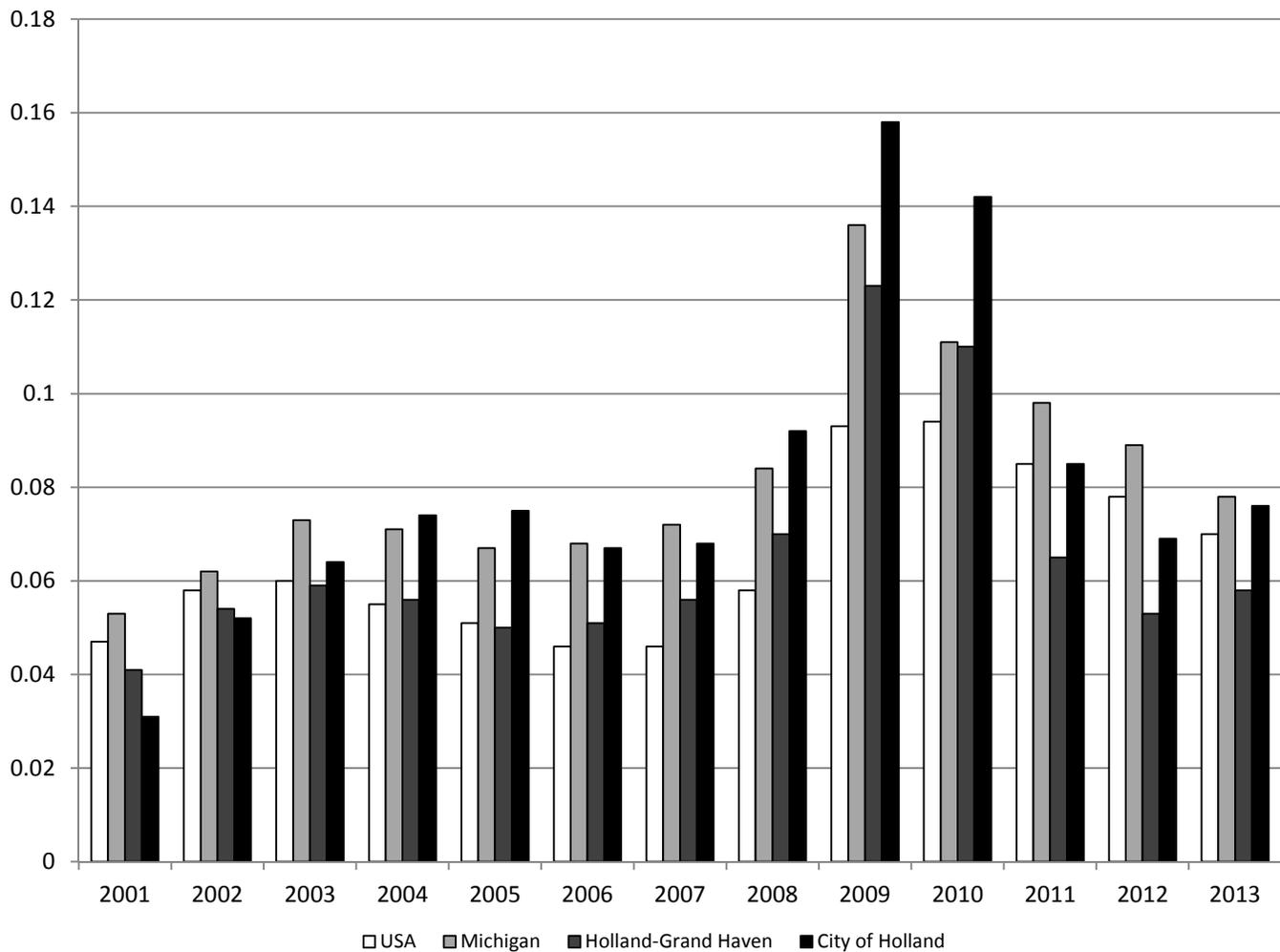
- To work with the new Lakeshore Advantage President to identify the manner in which the City can best interact with this organization to enhance economic opportunity in the City and area. (August 2014)
- To work with Lakeshore Advantage and others in the community to ensure that citizens have and are aware of the opportunities to develop their talents to meet the workforce needs of this area. (December 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 and the City will continue to be represented on the Task Force to assist with these initiatives. (December 2014)
- To collaborate with the Community & Neighborhood Services (CNS) Department on developing a staffing structure than can address the need to position underutilized commercial corridor properties for redevelopment. (September 2014)

# COMMUNITY & NEIGHBORHOOD SERVICES

## ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Brownfield Projects Adopted / Amended	0	0	0	1
	Brownfield Projects Actively Capturing Tax Dollars	9	8	8	8
	Tax Abatement Projects	16	11	12	6
	Neighborhood Enterprise Zones Created	0	0	0	1

### Comparison of Unemployment Rates (Annual Average)





## COMMUNITY & NEIGHBORHOOD SERVICES

### GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 78,638	\$ 72,893	\$ 81,550	\$ 82,200
Transfers In	1,728	7,701	2,466	- 0 -
General Fund Operating Revenues	107,419	94,709	116,354	108,903
<b>TOTAL SOURCES</b>	<b>\$ 187,785</b>	<b>\$ 175,303</b>	<b>\$ 200,370</b>	<b>\$ 191,103</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 84,369	\$ 70,672	\$ 75,550	\$ 68,087
* Benefits - Incl. NonWorking Wages	35,532	38,398	50,102	48,332
* Mandatory Employer Costs	7,285	6,316	6,930	5,234
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	200
* Contractual	5,615	7,289	11,500	13,000
* Other	54,984	52,628	56,288	56,250
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 187,785</b>	<b>\$ 175,303</b>	<b>\$ 200,370</b>	<b>\$ 191,103</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 127,186	\$ 115,386	\$ 132,582	\$ 121,653
Full-Time Positions	0.90	0.90	1.10	0.85
Part-Time Positions @ F.T.E.	0.45	0.60	0.40	0.40

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **DOWNTOWN PARKING SYSTEM FUND**

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### **FUND MISSION STATEMENT**

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

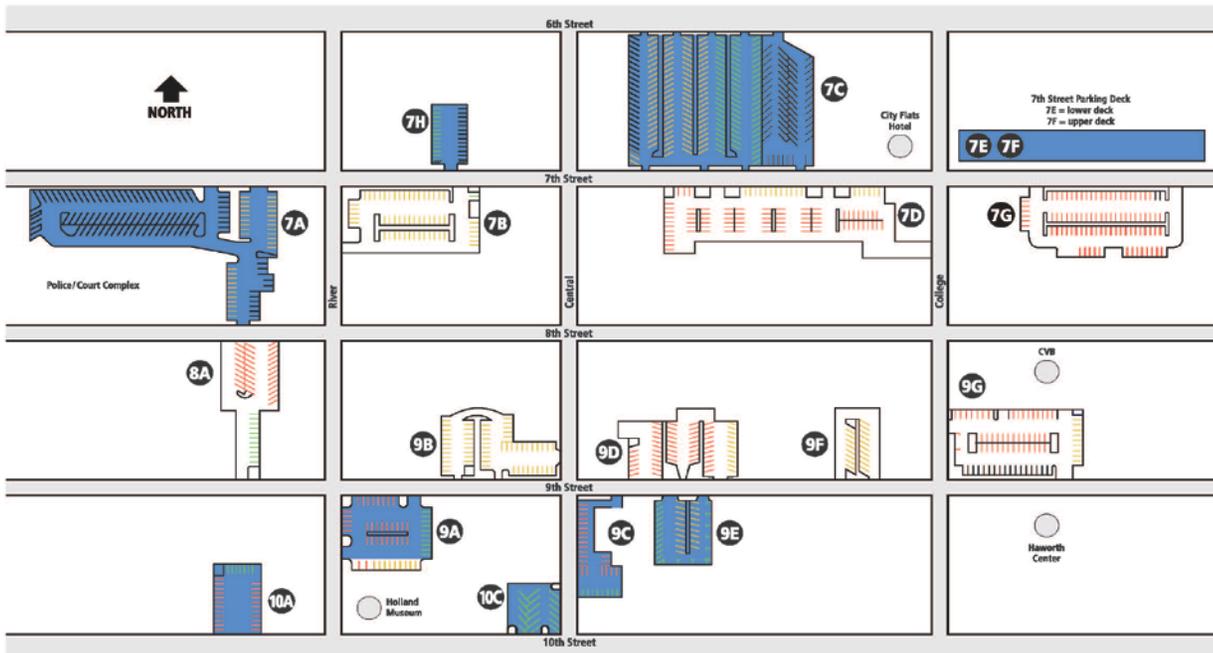
### **FISCAL YEAR 2015 ACTION PLAN**

- Focus on Downtown Parking Strategic Plan (DPSP) education programs for Downtown employees, business owners and customers.
- Monitor scheduling of the Central Avenue and 9<sup>th</sup> Street projects and assure the proposed sharrow program is fully considered and included in the finalization of plans. (Spring-Summer 2014)
- Working with the part-time Downtown Parking Officer, consider additional part-time staffing and/or programs that could supplement enforcement. (Summer 2014)
- Evaluate the possibility of additional overnight parking locations including the upper level of the parking deck (Spring-Summer 2014)
- Explore the viability of a Downtown parking kiosk to aid in issuing permits to overnight guests of Downtown residents, temporary overnight passes and those needing to park overnight unexpectedly. (Spring-Summer 2014)
- Evaluate revenue generating opportunities for the Deck in order to support its' maintenance. (Summer 2014)
- Evaluate parking demand and possible solutions in light of current and pending development projects. (Fall 2014)

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PARKING FUND

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	321	300	300	300
	Revenue	\$13,307	\$12,630	\$11,000	\$12,000
	Deck				
	Number	7	7	7	10
	Revenue	\$1,800	\$1,800	\$1,800	\$3,000
	Public Off-Street Parking Supply Downtown				
	Lots	17	17	17	17
	Spaces	1,011	1,011	1,011	1,011
Deck Spaces	256	256	256	256	
Spaces Available 24/7	10	10	10	10	





# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PUBLIC PARKING FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 175,820	\$ 181,249	\$ 188,183	\$ 188,183
Charges for Services	20,147	16,480	14,850	15,850
Interest & Rents	2,806	2,846	3,700	4,100
Other	1,407	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 200,180</b>	<b>\$ 200,575</b>	<b>\$ 206,733</b>	<b>\$ 208,133</b>

### FUNDING USES -

#### Personnel Services -

* Salaries & Wages - Working	\$ 39,652	\$ 37,598	\$ 75,150	\$ 63,092
* Benefits - Incl. NonWorking Wages	4,148	4,063	4,705	4,203
* Mandatory Employer Costs	3,099	3,354	6,680	6,005

#### Other Current Expenditures -

* Supplies / Maintenance	24,547	66,457	71,463	44,250
* Contractual	5,041	5,331	7,820	5,500
* Other	50,198	57,335	64,919	65,400

#### Capital Outlay

	- 0 -	- 0 -	15,000	15,000
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#### Debt Service Payments -

* Interest & Fee Payments	33	2	- 0 -	- 0 -
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#### Transfers Out

	10,253	9,031	8,550	8,900
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#### Contingencies

	- 0 -	- 0 -	- 0 -	- 0 -
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### TOTAL USES

	<b>\$ 136,971</b>	<b>\$ 183,171</b>	<b>\$ 254,287</b>	<b>\$ 212,350</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 63,209	\$ 17,404	\$ (47,554)	\$ (4,217)
<b>ENDING BALANCE -</b>				
Designated / Reserved (Deck O&M)	\$ 20,000	\$ 25,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	148,401	160,805	108,251	104,034
<b>TOTAL FUND EQUITY</b>	<b>\$ 168,401</b>	<b>\$ 185,805</b>	<b>\$ 138,251</b>	<b>\$ 134,034</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 46,899	\$ 45,015	\$ 86,535	\$ 73,300
Full-Time Positions	0.20	0.30	0.15	0.15
Part-Time Positions @ F.T.E.	0.60	0.75	0.85	0.85

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

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **DOWNTOWN DEVELOPMENT AUTHORITY FUND (COMPONENT UNIT FUND)**

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### **FUND MISSION STATEMENT**

To create and maintain a viable downtown area for the greater Holland community through effective organization, design, business recruitment and retention, new development, parking, traffic patterns and land use.

### **FISCAL YEAR 2015 ACTION PLAN**

- In partnership with the DDA Board, PSD Board and staff, evaluate the Downtown organizational structure in an effort to eliminate any internal silos and build upon our current strengths in order to best serve the needs of the DDA businesses and utilize resources in the most effective manner. (Summer 2014)
- Work with strategic partners, including the Holland BPW and Holland Charter Township, to develop a plan for improvements to the Eastern Gateway including streetscape, signage and coordinated land use planning. (Summer-Fall 2014)
- Work with the Board, Strategic Planning Committee, SIG and any new committees to develop and implement projects and programming that support the Downtown strategic plan update.
- Continue to review and evaluate the overall streetscape plan and future improvements within the DDA. 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. (Summer-Fall 2014)
- Explore additional holiday décor elements to build upon the successful Downtown holiday décor plan. (Summer-Fall 2014)
- Work with Board to review budget, prioritize expenditures, identify new revenues, and balance budget. (Summer 2014)
- Complete PlacePlans housing and retail studies initiated in FY-14, move toward recommendations of that planning effort. (Fall 2014)

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN DEVELOPMENT AUTHORITY

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Building Improvement Expenditures	\$1,200,000	\$1,800,000	\$3,000,000	\$1,500,000
	Net New Downtown Businesses Recruited	9	12	8	6
	Street Performer Permits	216	227	230	230
	Number of Designs Prepared (Design Assistance)	1	PROGRAM TERMINATED		
	Number of businesses Downtown	168	181	189	194
	Square Footage Total *	1,248,667	1,248,667	1,248,667	1,278,667
	Square Footage Use:				
	Office	669,204	669,204	669,204	669,204
	Retail	425,529	425,529	425,529	425,529
	Vacant / Storage / Other / Hotel	153,934	153,934	153,934	153,934
	(FY10 & FY11 reflect entire SF of district; beginning with FY12, SF will reflect commercial uses only.)				
	Amenities:				
	Public Benches (Victor Stanley & Porter)	36	36	36	36
	Private Benches	25	25	25	25
	Trash Cans	50	50	50	50
	Trees total in tree management district	205	196	205	205
	Trees replaced	2	0	9	0
Bike Racks	10	10	10	11	
Bikes Accommodated	76	76	76	80	
* Square footage reflects the C-3 district.					



# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 178,462	\$ 178,090	\$ 181,020	\$ 181,155
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	2,638	3,372	4,000	3,400
Interest & Rents	1,632	601	800	800
Other	124	62	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 182,856</b>	<b>\$ 182,125</b>	<b>\$ 185,820</b>	<b>\$ 185,355</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 78,560	\$ 74,150	\$ 56,959	\$ 50,929
* Benefits - Incl. NonWorking Wages	24,513	20,445	17,425	12,974
* Mandatory Employer Costs	7,322	7,579	5,440	4,572

##### Other Current Expenditures -

* Supplies / Maintenance	34,888	35,153	38,850	44,200
* Contractual	4,827	2,711	7,800	5,100
* Other	59,400	36,608	41,227	48,090

Capital Outlay	- 0 -	2,952	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	22,000	10,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 209,510</b>	<b>\$ 179,598</b>	<b>\$ 189,701</b>	<b>\$ 175,865</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (26,654)	\$ 2,527	\$ (3,881)	\$ 9,490
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#### ENDING FUND EQUITY -

Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	129,502	132,029	128,148	137,638

<b>TOTAL FUND EQUITY</b>	<b>\$ 129,502</b>	<b>\$ 132,029</b>	<b>\$ 128,148</b>	<b>\$ 137,638</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 110,395	\$ 102,174	\$ 79,824	\$ 68,475
Full-Time Positions	1.10	1.45	0.475	0.475
Part-Time Positions @ F.T.E.	0.40	0.45	0.60	0.60

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **PRINCIPAL SHOPPING DISTRICT FUND**

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### **DEPARTMENT MISSION STATEMENT**

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

### **FISCAL YEAR 2015 ACTION PLAN**

- In partnership with the DDA Board, PSD Board and staff, evaluate the Downtown organizational structure in an effort to eliminate any internal silos and build upon our current strengths in order to best serve the needs of the membership and utilize resources in the most effective manner. (Summer 2014)
- Continue 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.
- 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. (Spring-Summer 2014, \$9,000 revenue/\$3,000 costs projected)
- Work with Board to review budget, prioritize expenditures, identify new revenues, and balance budget. (Summer 2014)
- Work with the Board, Strategic Planning Committee and any new committees to develop and implement projects and programming that support the Downtown strategic plan update.
- Take an inventory of current communication tools and events to determine any new opportunities and explore ways to expand upon events/activities to ensure they stay fresh, attractive and exciting to participants. (Summer-Fall 2014)
- Assume responsibility for the Farmer's Market when most strategic.

# COMMUNITY & NEIGHBORHOOD SERVICES

## PRINCIPAL SHOPPING DISTRICT

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected	
Workload	<u>Additional Revenue Sources</u>					
	Associate Membership	3	2	2	0	
	Corporate Sponsorship	9	8	10	10	
	Grants Awarded *	1	1	1	1	
	Revenue-Generating Events & Programs *	5	6	5	6	
	<u>Marketing &amp; Promotion Initiatives</u>					
	Calendar of Events	3	3	6	4	
	Downtown Holland Magazine Spreads *	3	3	3	3	
	Downtown Holland Map & Directories	8	8	8	8	
	Social Media Accounts *	13	16	19	19	
	Event Posters *	10	10	10	10	
	Installation of Seasonal Décor	1	1	1	1	
	Press Releases *	71	75	80	80	
	Restaurant Guide	1	1	1	1	
	Visiting Groups Coupon Booklet	1	1	1	1	
	<u>Events Organized</u>	16	16	16	16	
	<u>Business Advocacy</u>					
	D-Coffee	6	6	6	6	
	Member Newsletters	12	12	12	12	
	Additional Workshops and Seminars *	0	5	3	2	
	* = New Program Measurement Added for FY14					



# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 181,119	\$ 181,080	\$ 179,734	\$ 180,340
Charges for Services	172,844	146,273	130,070	148,200
Interest & Rents	1,168	225	700	- 0 -
Other	26,060	19,325	27,000	43,000
<b>TOTAL SOURCES</b>	<b>\$ 381,191</b>	<b>\$ 346,903</b>	<b>\$ 337,504</b>	<b>\$ 371,540</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 110,038	\$ 105,418	\$ 167,400	\$ 145,254
* Benefits - Incl. NonWorking Wages	32,294	21,804	30,925	45,986
* Mandatory Employer Costs	10,065	9,620	14,750	13,670

##### Other Current Expenditures -

* Supplies / Maintenance	12,090	7,621	8,700	8,700
* Contractual	11,056	9,937	16,320	18,100
* Other	197,880	183,242	157,222	173,100

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

<b>TOTAL USES</b>	<b>\$ 373,423</b>	<b>\$ 337,642</b>	<b>\$ 395,317</b>	<b>\$ 404,810</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 7,768	\$ 9,261	\$ (57,813)	\$ (33,270)
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	195,054	204,315	146,502	113,232
<b>TOTAL FUND EQUITY</b>	<b>\$ 195,054</b>	<b>\$ 204,315</b>	<b>\$ 146,502</b>	<b>\$ 113,232</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 152,397	\$ 136,842	\$ 213,075	\$ 204,910
Full-Time Positions	1.90	1.45	2.375	2.375
Part-Time Positions @ F.T.E.	0.95	2.50	1.40	1.30

**COMMUNITY & NEIGHBORHOOD SERVICES**  
DANGEROUS STRUCTURE FUND

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**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.

**FISCAL YEAR 2015 ACTION PLAN**

Respond per state statute.

# COMMUNITY & NEIGHBORHOOD SERVICES

## DANGEROUS STRUCTURES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Dangerous Structures Public Hearings	4	2	2	3
	Number of Housing Board of Appeals Public Hearings	2	2	2	2
	Number Repaired by the Owner	1	2	2	1
	Number Repaired by the City	1	0	0	1
	City Cost of Repairs/Demolition	\$11,352	\$0	\$14	\$7,500
	Number of Vacant Properties	3	2	1	2
	Non-Rental Properties	3	2	1	2
	Residential	4	2	2	2



# COMMUNITY & NEIGHBORHOOD SERVICES

## DANGEROUS STRUCTURES FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 14,077	\$ (175)	\$ - 0 -	\$ 9,900
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	687	1,504	1,194	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 14,764</b>	<b>\$ 1,329</b>	<b>\$ 1,194</b>	<b>\$ 9,900</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 296	\$ 168	\$ 180	\$ 200
* Contractual	6,225	1,161	1,000	2,100
* Other	9,500	- 0 -	14	7,500
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 16,021</b>	<b>\$ 1,329</b>	<b>\$ 1,194</b>	<b>\$ 9,800</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (1,257)	\$ - 0 -	\$ - 0 -	\$ 100
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	100
<b>TOTAL FUND EQUITY</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 100</b>

### - - STAFFING - -

Positions: Not Applicable

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **SOLID WASTE RECYCLING FUND**

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### **FUND MISSION STATEMENT**

To provide methods, programs, education, and resources to allow for the cost efficient and environmentally responsible disposal of solid waste for all city residents and businesses.

### **FISCAL YEAR 2015 ACTION PLAN**

#### **RESIDENTIAL SERVICES**

- Clean up any loose ends of the transition for customer service and billing from the BPW to Chef. (annual savings of approximately \$56,000) May 2015.
- Implement a three percent fee increase to cover the three percent cost increase in the contract. (July 2014)
- Promote yard waste pick up program and expand to include compostable materials.
- To publish and distribute refuse and recycling information through the City calendar. (October 2014)
- Promote the Pick-It-Up Club (PUT).

#### **NON-RESIDENTIAL**

- To work with Tulip Time Inc, to transfer Tulip Time clean up to that entity.

# COMMUNITY & NEIGHBORHOOD SERVICES

## SOLID WASTE / RECYCLING

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>PROJECT PRIDE</u>				
	Pounds of trash collects at Project Pride site	1,123	N/A	N/A	N/A
	Est. Pnds trash collected through coupons redeemed	926,840	800,120	882,680	883,000
	Coupons redeemed	N/A	1,178	1,190	1,195
	Pounds of scrap metal collected by Padnos Co.	10,000	0	0	0
	Freon appliances collected	8,575	0	0	0
	<u>CURB SIDE RECYCLING</u>				
	Type of Waste Recycles - In Pounds				
	Total Fiber	2,015,939	2,015,939	2,136,895	2,179,632
	Newsprint	1,223,987	1,137,399	1,231,999	1,256,638
	Corrugated	1,083,411	878,540	904,896	922,299
	Total Commingle	776,197	915,712	943,183	962,204
	Dairy plastic / #1 & #2 Colored	308,652	150,469	154,983	158,082
	Aluminum	11,898	28,703	29,564	30,155
	Tin	125,409	162,276	198,031	201,991
	Glass	351,653	574,264	591,491	603,320
	Total Pounds Collected Curbside	2,792,136	2,931,651	3,080,078	3,141,836
	<u>REFUSE</u>				
	1 Bag/month	236	201	225	230
	2 Bag/month	152	126	140	145
	32 Gallon weekly	2,799	2,696	2,750	2,760
	65 Gallon weekly	3,391	3,297	3,310	3,325
	90 Gallon weekly	2,375	2,434	2,450	2,475
	Subtotal Recycle	8,953	8,754	8,875	8,935
	Multi Family - 2 Yard	5	6	5	5
	Multi Family - 4 Yard	1	1	1	1
	Multi Family - 6 Yard	0	1	1	1
	Subtotal Multi-Family	6	8	7	7
	Multi Family - 4 Units	2	4	4	4
	Multi Family - 8 Units	3	3	3	3
Multi Family - 16 Units	1	1	1	1	
Subtotal Multi-Family	6	8	8	8	



# COMMUNITY & NEIGHBORHOOD SERVICES

## SOLID WASTE RECYCLING FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 1,425,111	\$ 1,565,245	\$ 2,010,800	\$ 2,061,050
Interest & Rents	2,116	654	1,500	1,600
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,427,227</b>	<b>\$ 1,565,899</b>	<b>\$ 2,012,300</b>	<b>\$ 2,062,650</b>

#### FUNDING USES -

Personnel Service Expenses				
* Salaries & Wages - Working	\$ 77,984	\$ 71,512	\$ 62,935	\$ 65,846
* Benefits - Includes NonWorking Wages	26,366	41,140	44,982	36,767
* Mandatory Employer Costs	2,261	5,485	4,900	5,297
Other Current Expenses				
* Supplies / Maintenance	63,284	62,648	103,200	69,400
* Contractual	1,205,534	1,377,341	1,448,040	1,491,570
* Other	6,753	6,792	2,719	1,967
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,382,182</b>	<b>\$ 1,564,918</b>	<b>\$ 1,666,776</b>	<b>\$ 1,670,847</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 45,045	\$ 981	\$ 345,524	\$ 391,803
ENDING BALANCE -				
Designated / Reserved:	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	404,885	405,866	751,390	1,143,193
<b>TOTAL FUND EQUITY</b>	<b>\$ 404,885</b>	<b>\$ 405,866</b>	<b>\$ 751,390</b>	<b>\$ 1,143,193</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 45,045	\$ 981	\$ 345,524	\$ 391,803
ENDING BALANCE	\$ 404,885	\$ 405,866	\$ 751,390	\$ 1,143,193

### - - STAFFING - -

Personnel Services Total Amount	\$ 106,611	\$ 118,137	\$ 112,817	\$ 107,910
Full-Time Positions	0.20	0.87	0.67	0.67
Part-Time Positions @ F.T.E.	0.70	0.70	0.70	0.70

**COMMUNITY & NEIGHBORHOOD SERVICES**  
BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
(COMPONENT UNIT FUND)

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**FUND MISSION STATEMENT**

To provide a fund to receive Brownfield Redevelopment tax increment financing revenues and to distribute these revenues to the various Brownfield projects.

**FISCAL YEAR 2015 ACTION PLAN**

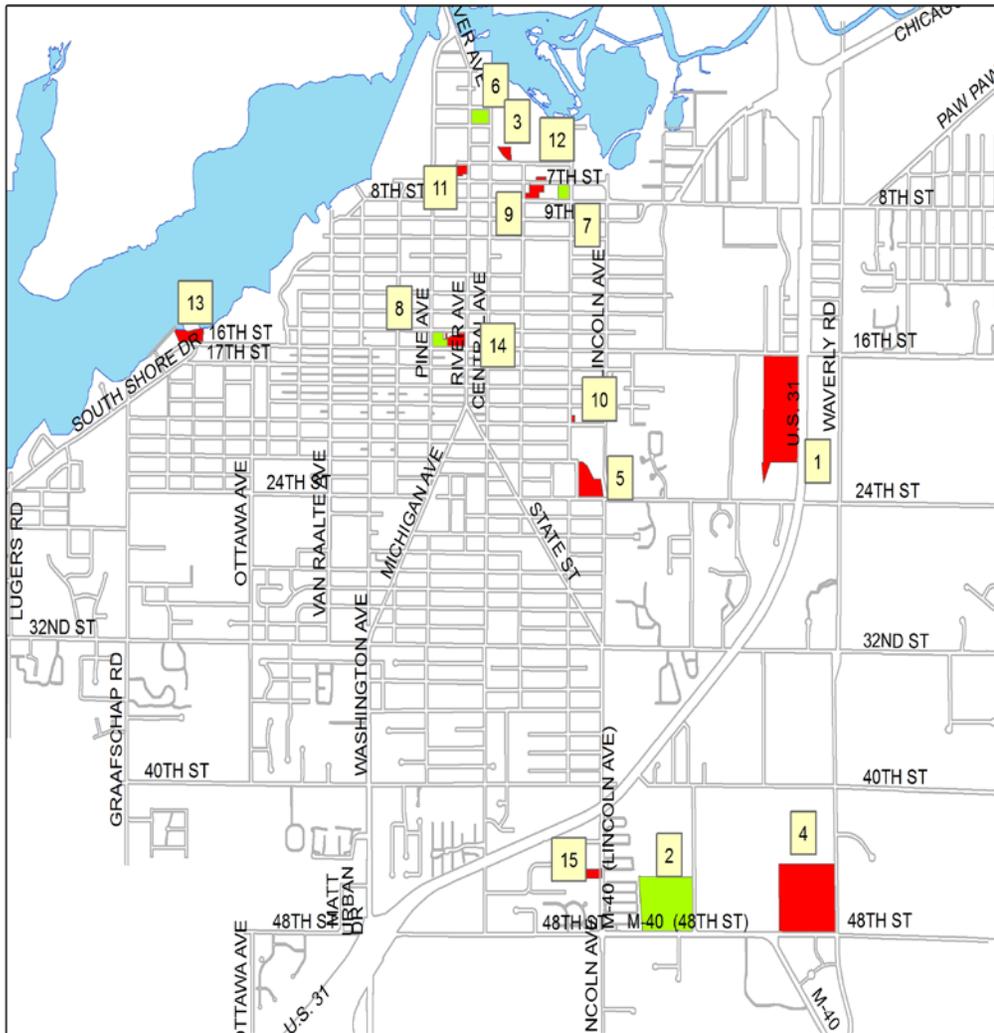
- To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.
- To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.

# COMMUNITY & NEIGHBORHOOD SERVICES

## BROWNFIELD REDEVELOPMENT AUTHORITY

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Number of Active Projects (Capturing Taxes)	10	9	9	9
	Number of Active Projects (Not Capturing Taxes)	1	1	1	1
	Total number of Active Projects	11	10	10	10
	Taxable Valuation Capture (IFT at Equivalency)	\$19,572,024	\$17,354,859	\$19,977,263	\$21,746,141

City of Holland - Brownfields



- 1. GE Site - active
- 2. Landmark Center - inactive
- 3. Fifth Street Partners - active
- 4. Lifesavers - active
- 5. Baker Lofts - active
- 6. Steketee Van Huis - inactive
- 7. Macatawa Bank - inactive
- 8. CCRC - inactive
- 9. Plaza East - active
- 10. Purple House Productions - active
- 11. Scrap Yard Lofts - active
- 12. City of Holland Parking Deck - active
- 13. Crescent Shores - active
- 14. Liberty Village - active
- 15. Lincolnshire - active



# COMMUNITY & NEIGHBORHOOD SERVICES

## BROWNFIELD REDEVELOPMENT AUTHORITY FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 653,498	\$ 639,982	\$ 784,821	\$ 840,193
Interest & Rents	2,000	1,246	1,551	- 0 -
Transfers In	36,252	57,301	66,676	67,704
<b>TOTAL SOURCES</b>	<b>\$ 691,750</b>	<b>\$ 698,529</b>	<b>\$ 853,048</b>	<b>\$ 907,897</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	410,829	375,512	487,009	546,469
Transfers Out	272,570	306,809	316,276	330,159
<b>TOTAL USES</b>	<b>\$ 683,399</b>	<b>\$ 682,321</b>	<b>\$ 803,285</b>	<b>\$ 876,628</b>

### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ 8,351</b>	<b>\$ 16,208</b>	<b>\$ 49,763</b>	<b>\$ 31,269</b>
<b>ENDING FUND EQUITY -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	32,301	48,509	98,272	129,541
<b>TOTAL FUND EQUITY</b>	<b>\$ 32,301</b>	<b>\$ 48,509</b>	<b>\$ 98,272</b>	<b>\$ 129,541</b>

### - - STAFFING - -

Positions: Not Applicable

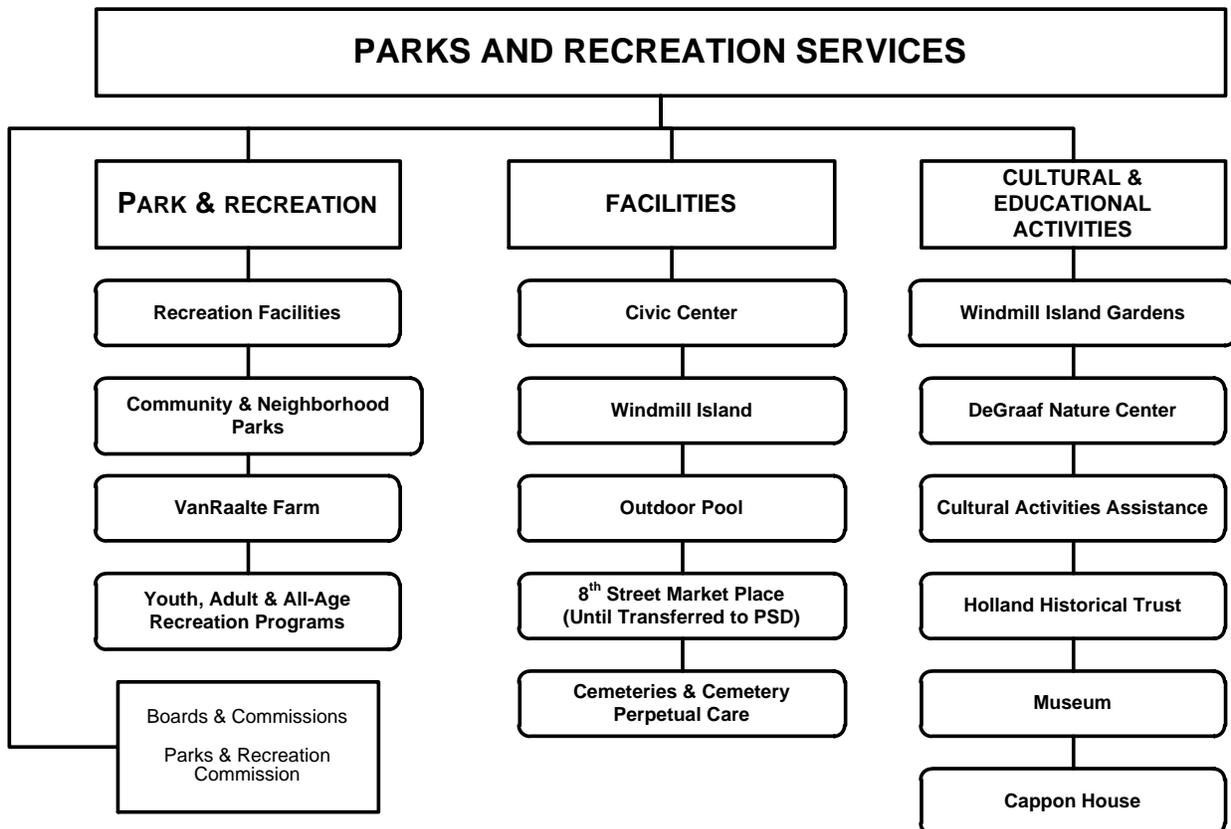
# PARKS & RECREATION SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

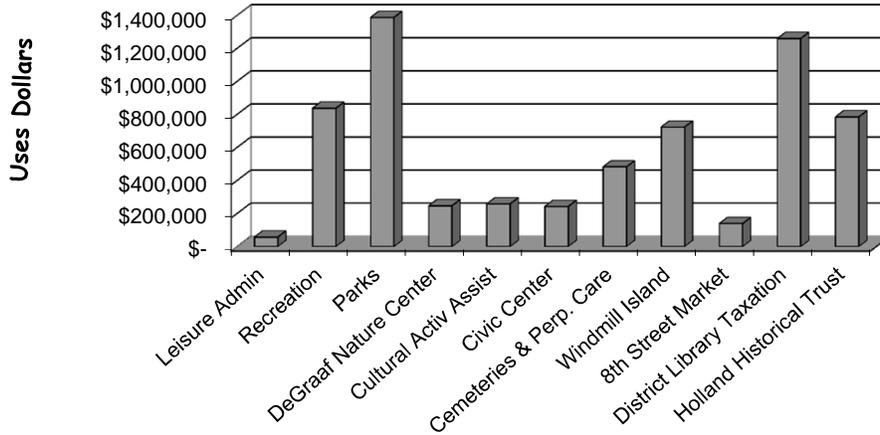
The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for 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

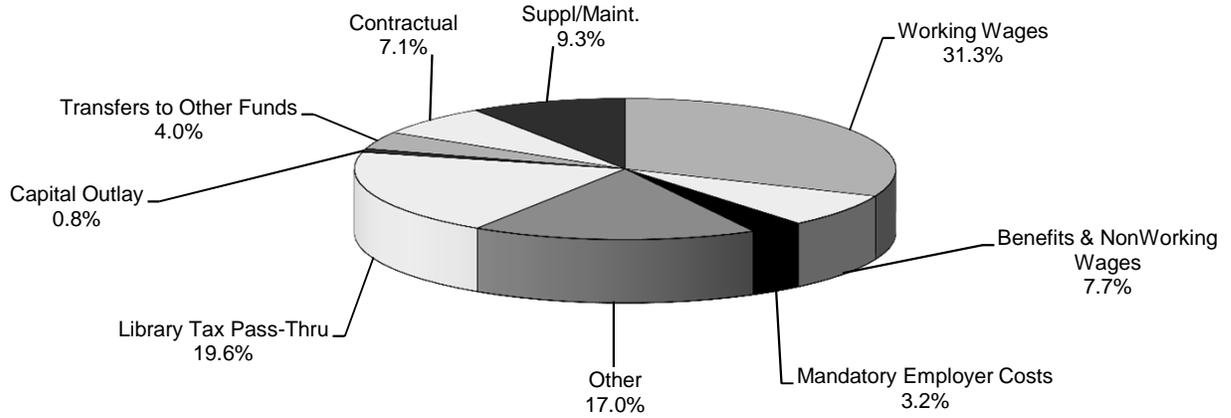


# PARKS & RECREATION SERVICES

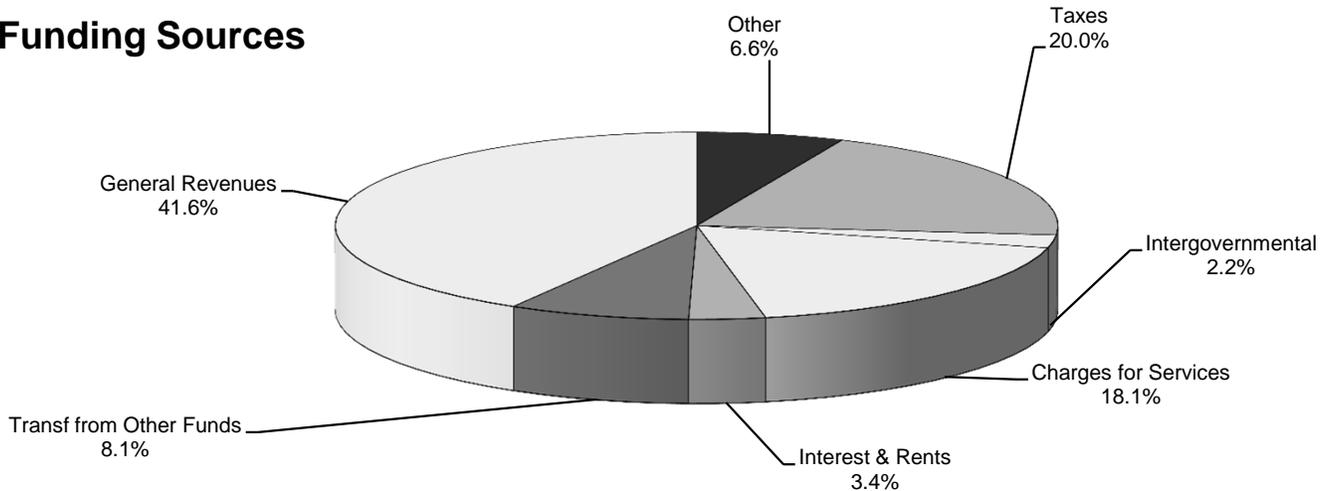
## Total Uses By Department \$6,422,953



## Funding Uses



## Funding Sources





# PARKS & RECREATION SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
General	\$ 3,527,398	\$ 3,237,447	\$ 3,454,579	\$ 3,647,062
Permanent	14,861	3,365	17,932	6,000
Special Revenue	1,335,386	1,246,756	1,246,648	1,260,156
Enterprise	863,550	762,314	1,294,105	724,075
Component Unit	684,503	767,696	710,987	785,660
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 6,425,698</b>	<b>\$ 6,017,578</b>	<b>\$ 6,724,251</b>	<b>\$ 6,422,953</b>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 1,336,645	\$ 1,245,500	\$ 1,246,444	\$ 1,260,156
Intergovernmental	33,343	96,241	87,017	139,800
Charges for Services	1,035,166	1,163,205	1,140,213	1,141,550
Interest & Rents	229,017	268,367	210,794	214,968
Other	312,703	716,722	526,502	415,160
Transfers In	686,962	353,043	932,586	508,675
<b>TOTAL SOURCES</b>	<b>\$ 3,633,836</b>	<b>\$ 3,843,078</b>	<b>\$ 4,143,556</b>	<b>\$ 3,680,309</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,890,880	\$ 1,782,598	\$ 1,944,259	\$ 2,010,964
* Benefits - Incl. NonWorking Wages	436,267	483,307	475,379	491,827
* Mandatory Employer Costs	223,199	201,764	204,206	205,850
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	534,447	550,247	595,876	600,110
* Contractual	302,314	395,374	431,292	453,010
* Other	2,552,720	2,336,812	2,290,729	2,351,692
Capital Outlay	239,316	144,343	675,578	53,500
Transfers Out	246,555	123,133	106,932	256,000
<b>TOTAL USES</b>	<b>\$ 6,425,698</b>	<b>\$ 6,017,578</b>	<b>\$ 6,724,251</b>	<b>\$ 6,422,953</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 266,176	\$ 252,487	\$ 243,594	\$ 241,270

### - - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 2,550,346	\$ 2,467,669	\$ 2,623,844	\$ 2,708,641
* Full-Time Positions	26.00	23.09	26.20	26.45
* Part-Time Positions @ F.T.E.	33.51	33.71	32.66	35.41

# PARKS & RECREATION SERVICES

## PARKS & CEMETERIES

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### DEPARTMENT 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.

### FISCAL YEAR 2015 ACTION PLAN

- To evaluate the City Greenhouse, and determine costs associated with building a new grow house. Locations also being considered.
- Assist the Transportation Department in developing a small scale composting operation near their facility.
- Collaboratively work with Hope College in hosting an international Tree Climbing Competition to be held at Prospect Park.
- Determine whether Pilgrim Home Cemetery could support another outdoor columbarium, similar to the existing units. Costs, location, and size will be considered.
- Develop a tree planting program that will combine private/public partnerships. Includes a 50/50 cost share with residents; trees to be planted in front yards or right of ways. Our goal is to begin at a 1:1 removal to plant ratio, and transition over time to a 2:1 plant to removal ratio. \$40,000 is budgeted for FY 15 (MCIP).
- Begin repurposing space at the vacant MAX Transit building, located to the north of the Park and Cemetery office.
- Design and implement landscaping changes to the recently purchased Lakeview School property located at Lugers Rd. Approximately \$200,000 of MCIP budget is available for this project.
- Develop a new dog park. Work with volunteer groups to design pathways, seating areas, and a maintenance plan. \$45,000 is designated in the MCIP budget.
- 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. Staff will recommend hiring a consultant to design these street ends at an approximate cost of \$20,000.
- 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.
- Implement the recently developed Parks and Recreation Five Year Update. The range of

# PARKS & RECREATION SERVICES

## PARKS & CEMETERIES

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Capital type of projects in the plan is between \$1-\$1.2 million dollars.

- **Realign some staff within the Park and Cemetery Department. Add cemetery supervision to current Forestry Supervisor, Mike Bronkhorst. Hire Jill Deters as a full time Clerical Assistant. Both changes will streamline operations and increase efficiency.**
- **Pursue purchasing the VanArk home at 598 Graafschap Rd. Foundation grant is being applied for, Founding Funds being used from DeGraaf Nature Center as well. City will have to budget the balance, approximately \$29,000.**
- **In congruence with the Windmill Island Business Plan, a support or transitional staff member will need to be hired to “shadow” city staff, and report operational findings to the Non-Profit entity. Cost will be \$25,000.**
- **Begin comprehensive Ash Tree Removal. We will be hiring a few extra PTB employees to assist our Forestry crew with this work. If we were to hire a contractor to do the approximate 900 removals, the cost could be as high as \$300,000. With the additional staff helping our full time crew, we will be able to get the work done for only an additional \$36,000. This was added to the Park Department budget for FY 15.**

# PARKS & RECREATION SERVICES

## PARKS

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>Forestry Activities</u>				
	Trees Planted	233	139	180	330
	Trees Trimmed	2,000	1,011	1,500	1,500
	Trees Removed	214	393	620	820
	Stump Removal	200	286	600	800
	Tulip Beds & Lanes - Annual Tulip Plantings	304,000	315,000	300,000	300,000
	Greenhouse Plantings (Greenhouse is currently at capacity.)	100,000	100,000	100,000	100,000
	Total Area Maintained by Park Personnel	402.35 acres	402.35 acres	388.85 acres	388.85 acres
	Number of Events in Park Facilities:	85	67	90	93



# PARKS & RECREATION SERVICES

## GENERAL FUND - PARKS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 27,760	\$ 23,758	\$ 25,000	\$ 23,000
Interest & Rents	7,791	6,486	7,300	7,400
General Fund Operating Revenues	1,319,149	1,237,184	1,301,178	1,356,923
<b>TOTAL SOURCES</b>	<b>\$ 1,354,700</b>	<b>\$ 1,267,428</b>	<b>\$ 1,333,478</b>	<b>\$ 1,387,323</b>
<b>FUNDING USES -</b>				
<b>Personnel Services</b>				
* Salaries & Wages - Working	\$ 515,980	\$ 468,416	\$ 470,394	\$ 544,028
* Benefits - Incl. NonWorking Wages	161,713	170,233	145,542	164,146
* Mandatory Employer Costs	56,160	47,759	47,600	56,060
<b>Other Current Expenditures</b>				
* Supplies / Maintenance	170,312	180,104	203,500	200,700
* Contractual	65,466	59,252	62,100	68,600
* Other	379,074	335,601	367,742	353,789
Capital Outlay	5,995	6,063	36,600	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,354,700</b>	<b>\$ 1,267,428</b>	<b>\$ 1,333,478</b>	<b>\$ 1,387,323</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 733,853	\$ 686,408	\$ 663,536	\$ 764,234
Full-Time Positions	8.20	7.00	7.65	7.65
Part-Time Positions @ F.T.E.	11.15	11.35	11.70	13.70

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

Small portion of these positions are charged directly to the Motor Vehicle Highway Funds in the 'Transportation Services Group'.

# PARKS & RECREATION SERVICES

## CEMETERIES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<b>Lot Sales:</b>				
	Pilgrim Home Cemetery	78	79	80	90
	Graafschap Cemetery	38	25	25	30
	<b>Burials:</b>				
	<u>Pilgrim Home Cemetery - Annual</u>				
	Graveside Services	108	92	100	100
	Drop Services	57	69	55	55
	Witness Services	18	18	25	25
		183	179	180	180
	Full Body Burial	145	141	140	138
	Cremation Burial	38	38	40	42
		183	179	180	180
	% of Cremation Burial to Full Body Burial	26.21%	26.95%	28.57%	30.43%
	<u>Graafschap Cemetery - Annual</u>				
	Graveside Services	30	30	30	30
	Drop Services	11	19	10	15
	Witness Services	5	16	0	5
		46	65	40	50
	Full Body Burial	41	52	30	38
	Cremation Burial	5	13	10	12
		46	65	40	50
	% of Cremation Burial to Full Body Burial	12.20%	25.00%	33.33%	31.58%
	<b>Marker Foundation Installations:</b>				
Pilgrim Home Cemetery	136	143	150	140	
Graafschap Cemetery	41	37	50	50	
<b>Niche Sales</b>					
Pilgrim Home Cemetery	3	4	3	5	



# PARKS & RECREATION SERVICES

## GENERAL FUND - CEMETERIES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 217,408	\$ 200,420	\$ 213,500	\$ 212,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	11,316	3,240	6,000	6,000
General Fund Operating Revenues	231,887	251,901	282,081	258,276
<b>TOTAL SOURCES</b>	<b>\$ 460,611</b>	<b>\$ 455,561</b>	<b>\$ 501,581</b>	<b>\$ 476,276</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 173,365	\$ 180,356	\$ 187,150	\$ 180,683
* Benefits - Incl. NonWorking Wages	61,173	67,801	71,756	54,833
* Mandatory Employer Costs	18,776	18,220	20,850	19,375

##### Other Current Expenditures -

* Supplies / Maintenance	30,175	36,126	42,400	46,000
* Contractual	53,289	49,646	57,600	57,600
* Other	123,833	103,412	121,825	112,285

Capital Outlay	- 0 -	- 0 -	- 0 -	5,500
<b>TOTAL USES</b>	<b>\$ 460,611</b>	<b>\$ 455,561</b>	<b>\$ 501,581</b>	<b>\$ 476,276</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 253,314	\$ 266,377	\$ 279,756	\$ 254,891
Full-Time Positions	2.90	2.90	2.85	2.85
Part-Time Positions @ F.T.E.	2.80	2.95	2.30	3.05

# **PARKS & RECREATION SERVICES**

## **RECREATION/CIVIC CENTER/FARMERS MARKET**

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### **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.

### **FISCAL YEAR 2015 ACTION PLAN**

- Develop a Civic Center handbook to include an operational plan. (August 2014)
- Evaluate programs for continued collaboration with area Parks and Recreation departments (March 2015)
- Develop an Indoor Farmers Market for year round market activities (September 2014)
- Develop and continue to work with businesses on program sponsorships. A banner advertisement program is underway at Matt Urban Sports Complex. (April 2015)
- Work towards a world-class recreational facility. Visit other like facilities in Michigan to determine the best needs for the project. (December 2014)
- Develop a policy and procedures for permits to serve alcohol in the Civic Center. (December 2014)
- Develop a staff training program that includes an orientation, first aid, CPR, AED training. (September 2014)
- To collaborate with area schools and colleges on facility and field usage, updating the Agreement with Holland Christian Schools, and continuing to evaluate other potential relationships. (December 2014)
- To collaborate with local athletic directors, youth league administrators and others to discuss future programming for the youth. (December 2014)
- Develop new ways to create funding for the Sal Perez Youth Scholarship Fund (January 2015)
- Hire a Part-Time "B" Event Coordinator to assist in Civic Center/8<sup>th</sup> Street Market rentals. \$6,500 has been budgeted for FY 2015.



# PARKS & RECREATION SERVICES

## GENERAL FUND - LEISURE & CULTURAL SVCS ADMINISTRATION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	55,552	35,975	66,820	57,354
<b>TOTAL SOURCES</b>	<b>\$ 55,552</b>	<b>\$ 35,975</b>	<b>\$ 66,820</b>	<b>\$ 57,354</b>

<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 26,657	\$ 17,812	\$ 38,900	\$ 30,809
* Benefits - Incl. NonWorking Wages	20,160	12,757	13,720	13,821
* Mandatory Employer Costs	3,361	2,052	3,700	3,274
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	1,588	969	2,650	1,950
* Other	3,786	2,385	7,850	7,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 55,552</b>	<b>\$ 35,975</b>	<b>\$ 66,820</b>	<b>\$ 57,354</b>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 50,178	\$ 32,621	\$ 56,320	\$ 47,904
Full-Time Positions	1.25	0.39	0.70	0.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# PARKS & RECREATION SERVICES

## RECREATION

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Youth Athletic Programs	3,124	3,170	3,640	3,640
	Adult Athletic Programs	2,456	2,883	3,330	3,340
	Family Special Events	13,729	11,057	15,800	15,800
	Non-Athletic Youth Programs	2,110	2,099	2,285	2,285
	Bouws Pool Attendance	18,790	13,758	17,475	17,475



# PARKS & RECREATION SERVICES

## GENERAL FUND - RECREATION

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 254,562	\$ 286,115	\$ 286,976	\$ 292,400
Interest & Rents	8,483	9,182	11,000	12,000
Other	- 0 -	121	1,075	10,000
General Fund Operating Revenues	468,950	479,941	534,948	522,906
<b>TOTAL SOURCES</b>	<b>\$ 731,995</b>	<b>\$ 775,359</b>	<b>\$ 833,999</b>	<b>\$ 837,306</b>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 358,276	\$ 337,035	\$ 328,408	\$ 328,406
* Benefits - Incl. NonWorking Wages	55,081	78,910	78,662	83,823
* Mandatory Employer Costs	38,450	35,098	32,581	33,813

##### Other Current Expenditures

* Supplies / Maintenance	98,902	106,974	122,603	126,000
* Contractual	46,209	75,121	130,672	133,560
* Other	135,077	142,221	141,073	131,704

##### Capital Outlay

	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 731,995</b>	<b>\$ 775,359</b>	<b>\$ 833,999</b>	<b>\$ 837,306</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 451,807	\$ 451,043	\$ 439,651	\$ 446,042
Full-Time Positions	3.50	3.45	3.45	3.50
Part-Time Positions @ F.T.E.	0.70	0.90	1.20	1.20

# PARKS & RECREATION SERVICES

## 8TH STREET MARKET

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
	<b>Farmers Market</b>				
	Wednesday Market (Markets held each season)	28	29	29	29
	Saturday Market (Markets held each season)	30	31	31	31
	Total daily stalls rented (calendar year)	1,563	1,580	1,565	1,565
	Total number of seasonal stalls rented	80	80	80	80
	Project Fresh coupon program	7,535	9,688	9,700	9,700
	EBT Program	22,425	29,789	29,900	29,900
	Double Up Bucks	16,040	19,950	20,000	20,000
Workload	External events held in tandem with Market	1	1	1	1
	Saturday Market Demos	16	17	17	17
	Wednesday Children's Activities	12	13	13	13
	Seasonal Special Event Days	2	2	2	2
	<b>Other Activities</b>				
	Events held at 8th Street Market	28	29	29	29



# PARKS & RECREATION SERVICES

## GENERAL FUND - 8TH STREET MARKET

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 18,343	\$ 35,241	\$ 36,017	\$ 39,800
Interest & Rents	16,967	16,418	13,800	14,000
Charges for Services	71,441	71,516	81,857	84,300
Other	3,000	6,300	5,740	5,000
General Fund Operating Revenues	510	(7,852)	(2,762)	(3,887)
<b>TOTAL SOURCES</b>	<b>\$ 110,261</b>	<b>\$ 121,623</b>	<b>\$ 134,652</b>	<b>\$ 139,213</b>

#### FUNDING USES -

Personnel Services				
* Salaries & Wages - Working	\$ 37,282	\$ 31,121	\$ 38,370	\$ 41,463
* Benefits - Incl. NonWorking Wages	1,859	2,644	2,561	2,512
* Mandatory Employer Costs	3,755	2,738	3,300	3,678
Other Current Expenditures				
* Supplies / Maintenance	1,995	2,175	4,600	5,200
* Contractual	4,521	4,677	5,300	5,300
* Other	60,849	78,268	80,521	81,060
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 110,261</b>	<b>\$ 121,623</b>	<b>\$ 134,652</b>	<b>\$ 139,213</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 42,896	\$ 36,503	\$ 44,231	\$ 47,653
Full-Time Positions	0.10	0.10	0.30	0.30
Part-Time Positions @ F.T.E.	0.90	0.90	1.00	0.70

# PARKS & RECREATION SERVICES

## CIVIC CENTER

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>Building Use</u>				
	Entire Facility	315	314	325	325
	Gymnasium Only	350	351	385	385
	North Hall	52	50	45	45



# PARKS & RECREATION SERVICES

## GENERAL FUND - CIVIC CENTER

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 326	\$ 391	\$ 500	\$ 500
Interest & Rents	48,716	57,910	52,000	60,000
General Fund Operating Revenues	150,879	153,022	182,505	182,672
<b>TOTAL SOURCES</b>	<b>\$ 199,921</b>	<b>\$ 211,323</b>	<b>\$ 235,005</b>	<b>\$ 243,172</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 88,431	\$ 84,979	\$ 92,750	\$ 103,871
* Benefits - Incl. NonWorking Wages	23,532	35,112	34,300	43,879
* Mandatory Employer Costs	9,652	8,844	9,375	10,928
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	31,057	34,908	42,450	36,400
* Contractual	1,263	1,516	1,600	1,600
* Other	45,986	45,964	54,530	46,494
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 199,921</b>	<b>\$ 211,323</b>	<b>\$ 235,005</b>	<b>\$ 243,172</b>

<b>- - STAFFING - -</b>				
<b>Personnel Services Total Amount</b>	<b>\$ 121,615</b>	<b>\$ 128,935</b>	<b>\$ 136,425</b>	<b>\$ 158,678</b>
Full-Time Positions	1.30	1.30	1.30	1.45
Part-Time Positions @ F.T.E.	1.90	1.90	1.85	2.10

# **PARKS & RECREATION SERVICES**

DEGRAAF NATURE CENTER

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## **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.

## **FISCAL YEAR 2015 ACTION PLAN**

- Design and fabricate new street sign. This should be a two sided sign with wildlife graphics and “Up Coming Programs” portion. (September 2014)
- Design and begin construction of a new nature based play area in summer.
- Finish insulation and install door in new shop space. Install new wall heater.
- Complete a landscape design for VanArk property. This will be done with donated funds.
- Recruit donations for the publication of 2015 Natural Events Calendar to be printed by August 2014.
- Hire special team for two (2) days of work on invasive oriental bittersweet. Work to begin in July 2014.

# PARKS & RECREATION SERVICES

## DEGRAAF NATURE CENTER

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<b><u>ATTENDANCE</u></b>				
	Summer Recreation Department Classes	488	441	450	450
	School Classroom Programs	8,297	8,513	8,700	9,000
	Public Program (special events, classes, etc.)	5,515	5,702	6,000	6,200
	After school Programs (birthday parties, Scouts, etc.)	150	150	150	150
	Natural History Tour Participants	25	53	55	55
	Outside Groups Utilizing the Nature Center:	300	300	450	450
	Note: Public Program numbers increased when we teamed up with the Holland Museum and the Civil War Muster.				



# PARKS & RECREATION SERVICES

## GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 60,989	\$ 74,086	\$ 91,411	\$ 89,300
Other	5,862	5,813	15,000	13,500
General Fund Operating Revenues	158,948	158,376	144,964	144,768
<b>TOTAL SOURCES</b>	<b>\$ 225,799</b>	<b>\$ 238,275</b>	<b>\$ 251,375</b>	<b>\$ 247,568</b>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 138,656	\$ 129,411	\$ 131,650	\$ 126,402
* Benefits - Incl. NonWorking Wages	34,640	42,042	39,228	38,579
* Mandatory Employer Costs	13,472	12,432	12,775	13,033

##### Other Current Expenditures

* Supplies / Maintenance	18,307	22,545	19,960	20,100
* Contractual	4,884	16,879	29,031	26,550
* Other	15,840	14,966	18,731	22,904

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 225,799</b>	<b>\$ 238,275</b>	<b>\$ 251,375</b>	<b>\$ 247,568</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 186,768	\$ 183,885	\$ 183,653	\$ 178,014
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	2.20	2.20	1.80	1.70



# PARKS & RECREATION SERVICES

## MUNICIPAL STADIUM

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Rents	24,680	- 0 -	- 0 -	- 0 -
General Fund Operating Revenues	51,967	5,674	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 76,647</b>	<b>\$ 5,674</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 32,869	\$ 940	\$ - 0 -	\$ - 0 -
* Benefits - To Include NonWorking Wages	11,897	833	- 0 -	- 0 -
* Mandatory Employer Costs	3,428	97	- 0 -	- 0 -

##### Other Current Expenditures

* Supplies / Maintenance	12,297	- 0 -	- 0 -	- 0 -
* Contractual	1,109	462	- 0 -	- 0 -
* Other	15,047	3,342	- 0 -	- 0 -

##### Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 76,647</b>	<b>\$ 5,674</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 48,194	\$ 1,870	\$ - 0 -	\$ - 0 -
Full-Time Positions	0.75	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.40	0.05	- 0 -	- 0 -



# PARKS & RECREATION SERVICES

## CULTURAL ACTIVITIES ASSISTANCE

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	311,912	126,229	97,669	258,850
<b>TOTAL SOURCES</b>	<b>\$ 311,912</b>	<b>\$ 126,229</b>	<b>\$ 97,669</b>	<b>\$ 258,850</b>

#### FUNDING USES -

Other Current Expenditures				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	76,673	8,629	8,669	8,850
Transfers Out	235,239	117,600	89,000	250,000
<b>TOTAL USES</b>	<b>\$ 311,912</b>	<b>\$ 126,229</b>	<b>\$ 97,669</b>	<b>\$ 258,850</b>

### - - STAFFING - -

Positions: Not Applicable



# PARKS & RECREATION SERVICES

## CEMETERY PERPETUAL CARE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 30,285	\$ 25,335	\$ 27,500	\$ 26,600
Interest & Rents	11,349	3,242	6,000	6,000
Transfers In	2,353	931	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 43,987</b>	<b>\$ 29,508</b>	<b>\$ 33,500</b>	<b>\$ 32,600</b>

#### FUNDING USES -

Other Current Expenditures				
* Other	\$ 3,545	\$ 125	\$ - 0 -	\$ - 0 -
Transfers Out	11,316	3,240	17,932	6,000
<b>TOTAL USES</b>	<b>\$ 14,861</b>	<b>\$ 3,365</b>	<b>\$ 17,932</b>	<b>\$ 6,000</b>

### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ 29,126</b>	<b>\$ 26,143</b>	<b>\$ 15,568</b>	<b>\$ 26,600</b>
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 1,488,522	\$ 1,507,407	\$ 1,532,612	\$ 1,557,407
Undesignated / Unreserved	60,820	68,078	58,441	60,246
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,549,342</b>	<b>\$ 1,575,485</b>	<b>\$ 1,591,053</b>	<b>\$ 1,617,653</b>

### - - STAFFING - -

Positions: Not Applicable



# PARKS & RECREATION SERVICES

## HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes	\$ 1,336,645	\$ 1,245,500	\$ 1,246,444	\$ 1,260,156
<b>TOTAL SOURCES</b>	<b>\$ 1,336,645</b>	<b>\$ 1,245,500</b>	<b>\$ 1,246,444</b>	<b>\$ 1,260,156</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,335,386	\$ 1,246,756	\$ 1,246,648	\$ 1,260,156
<b>TOTAL USES</b>	<b>\$ 1,335,386</b>	<b>\$ 1,246,756</b>	<b>\$ 1,246,648</b>	<b>\$ 1,260,156</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,259	\$ (1,256)	\$ (204)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,592	336	132	132
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,592</b>	<b>\$ 336</b>	<b>\$ 132</b>	<b>\$ 132</b>

### - - STAFFING - -

Positions: Not Applicable

# **PARKS & RECREATION SERVICES**

## **WINDMILL ISLAND GARDENS**

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### **MISSION STATEMENT**

Windmill Island Gardens connects visitors and community members to the area's authentic Dutch heritage and natural resources.

### **FISCAL YEAR 2015 ACTION PLANS**

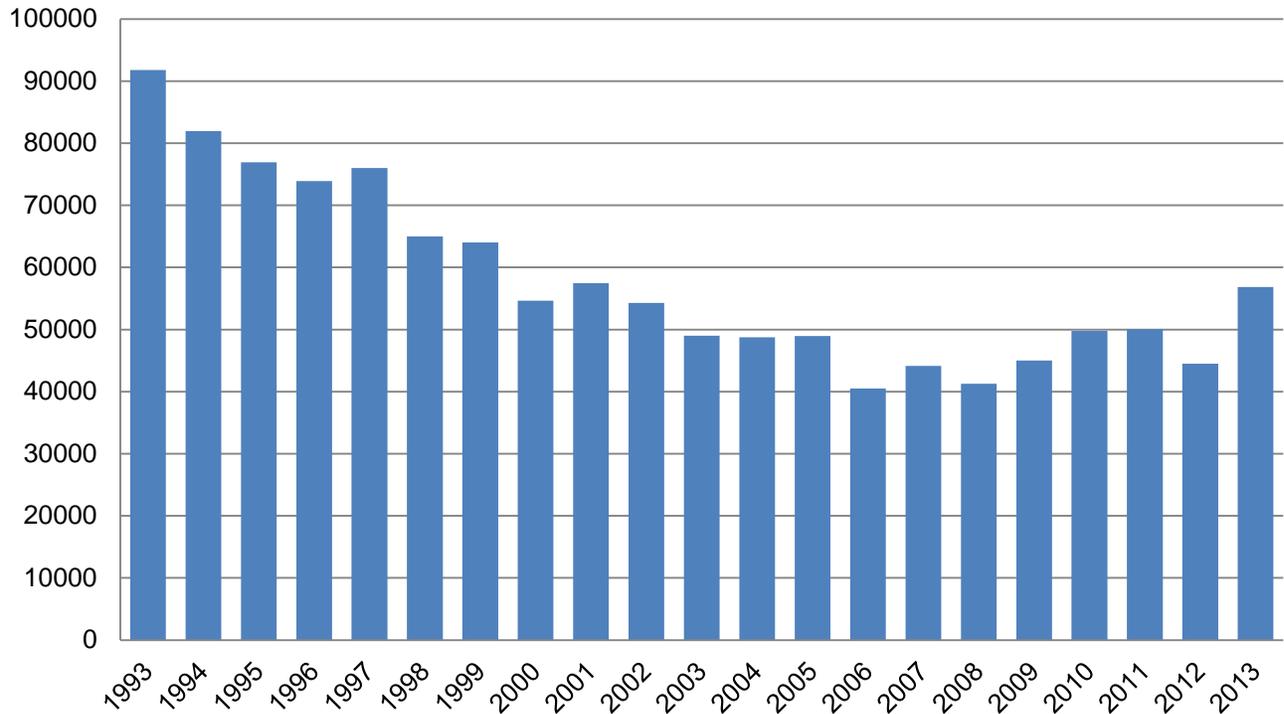
- To begin implementing the Windmill Island Gardens Business Plan.
- To implement a relocation of the ticket booth to the north side of the parking lot to get a better feel on how this could work for us in the future.
- To create and train an enthusiastic group of volunteers for the windmill.
- To create an operating manual for the windmill.

# PARKS & RECREATION SERVICES

## WINDMILL ISLAND GARDENS

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<b>REGULAR PAID VISITORS</b>				
	Total number of paid visitors (excluding spec. events)	44,497	56,871	57,000	57,500
	Percentage of visitors from Michigan	50%	50%	45%	45%
	Percentage of visitors from out of State	50%	50%	55%	55%
	Total number of bus group	129	113	120	130
	Visitors during Tulip Time dates only (including above)	8,278	23,983	23,000	23,500
	<b>UNPAID VISITORS</b>				
	Total local visitors, free admission during opening hours	6,541	9,111	9,500	10,000
	Visitors Community Day (Venue site rotates between Hope College & Windmill Island)	200	2,000	200	2,000
	<b>WEDDING &amp; FACILITY RENTAL</b>				
	Number of weddings	32	24	27	28
	Number of events	5	9	7	10
	Number of guess visited Windmill Island through rentals	7,200	5,703	6,800	7,500

### Windmill Island Yearly Attendance





# PARKS & RECREATION SERVICES

## WINDMILL ISLAND GARDENS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 327,243	\$ 433,251	\$ 366,019	\$ 376,000
Interest & Rents	94,908	90,245	90,000	95,000
Other	3,161	7,293	100	- 0 -
Transfers In - Specified Donations Fund	- 0 -	11,742	597,952	25,000
Transfers In - Capital Project Funds	233,321	103,175	41,000	17,000
Transfers In - General Fund	204,733	116,355	198,634	210,675
<b>TOTAL SOURCES</b>	<b>\$ 863,366</b>	<b>\$ 762,061</b>	<b>\$ 1,293,705</b>	<b>\$ 723,675</b>
<b>FUNDING USES -</b>				
Personnel Services:				
* Salaries & Wages - Working	\$ 322,673	\$ 325,213	\$ 329,637	\$ 353,302
* Benefits - Incl. NonWorking Wages	50,927	52,408	53,508	54,234
* Mandatory Employer Costs	35,324	32,356	32,125	35,389
Other Current Expenses:				
* Supplies / Maintenance	96,383	86,446	87,553	93,200
* Contractual	54,680	51,871	68,489	56,700
* Other	70,058	73,194	89,415	88,850
Capital Outlay	233,321	138,280	632,978	42,000
Transfers Out	- 0 -	2,293	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 863,366</b>	<b>\$ 762,061</b>	<b>\$ 1,293,705</b>	<b>\$ 723,675</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 112,300	\$ 103,825	\$ 105,000	\$ 108,000

( This Fund Continues On Next Page )



# PARKS & RECREATION SERVICES

## WINDMILL ISLAND GARDENS FUND

( This Fund Continues From Previous Page )

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 121,021	\$ 34,455	\$ 527,978	\$ (66,000)
ENDING BALANCE -				
Designated / Reserved:	\$ 2,520	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	1,469,974	1,506,949	2,034,927	1,968,927
UND EQUITY - END OF YEAR	<u>\$ 1,472,494</u>	<u>\$ 1,506,949</u>	<u>\$ 2,034,927</u>	<u>\$ 1,968,927</u>

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

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 408,924	\$ 409,977	\$ 415,270	\$ 442,925
Full-Time Positions	2.05	2.00	2.00	2.25
Part-Time Positions @ F.T.E.	11.10	11.10	11.05	11.20

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# PARKS & RECREATION SERVICES

## PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 240	\$ 232	\$ 450	\$ 450
Interest & Rents	3	1	3	3
<b>TOTAL SOURCES</b>	<b>\$ 243</b>	<b>\$ 233</b>	<b>\$ 453</b>	<b>\$ 453</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 184	\$ 253	\$ 400	\$ 400
* Other	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 184</b>	<b>\$ 253</b>	<b>\$ 400</b>	<b>\$ 400</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 59	\$ (20)	\$ 53	\$ 53
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	495	475	528	581
<b>TOTAL FUND EQUITY</b>	<b>\$ 495</b>	<b>\$ 475</b>	<b>\$ 528</b>	<b>\$ 581</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (20)	\$ 53	\$ 53
ENDING BALANCE	\$ 495	\$ 475	\$ 528	\$ 581

### - - STAFFING - -

Positions: Not Applicable

# PARKS & RECREATION SERVICES

## HOLLAND HISTORICAL TRUST

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total Attendance at museums	20,514	18,100	22,000	25,000
	Education tours participation	2,263	1,250	1,800	2,500
	Memberships	523	487	600	700



# PARKS & RECREATION SERVICES

## HOLLAND HISTORICAL TRUST FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Intergovernmental	\$ 15,000	\$ 61,000	\$ 51,000	\$ 100,000
Charges for Services	44,912	48,101	47,000	37,000
Rental Income:				
* Armory	9,177	5,302	10,000	- 0 -
* Other Than Armory	9,385	8,300	11,400	12,000
Investment Income (Net of Market)	(2,442)	71,281	9,291	8,565
Other:				
* Other Private Contributions	300,680	697,195	504,587	386,660
* Armory Renovation Contributions	- 0 -	- 0 -	- 0 -	- 0 -
* Recovery Insurance Settlement	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	235,239	117,600	89,000	250,000
<b>TOTAL SOURCES</b>	<b>\$ 611,951</b>	<b>\$ 1,008,779</b>	<b>\$ 722,278</b>	<b>\$ 794,225</b>

### FUNDING USES -

<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 196,691	\$ 207,315	\$ 327,000	\$ 302,000
* Benefits - Incl. NonWorking Wages	15,285	20,567	36,102	36,000
* Mandatory Employer Costs	40,821	42,168	41,900	30,300
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	73,247	79,747	69,760	70,160
* Contractual	70,893	135,950	76,500	103,100
* Other	287,566	281,949	153,725	238,100
Capital Outlay	- 0 -	- 0 -	6,000	6,000
<b>TOTAL USES</b>	<b>\$ 684,503</b>	<b>\$ 767,696</b>	<b>\$ 710,987</b>	<b>\$ 785,660</b>

### ALTERNATIVE PRESENTATION OF FUNDING USES

#### CURRENT OPERATIONS:

* Holland Historical Trust	\$ 578,630	\$ 657,339	\$ 685,487	\$ 759,160
* Armory	31,973	43,157	25,500	26,500

#### OTHER APPLIED PURPOSES:

* Capital / Collections / Donated Facil.	73,900	67,200	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 684,503</b>	<b>\$ 767,696</b>	<b>\$ 710,987</b>	<b>\$ 785,660</b>

( This Fund Continues On Next Page )



# PARKS & RECREATION SERVICES

## HOLLAND HISTORICAL TRUST FUND

( This Fund Continues From Previous Page )

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	\$ 153,876	\$ 148,662	\$ 138,594	\$ 133,270
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (226,428)	\$ 92,421	\$ (127,303)	\$ (124,705)
ENDING BALANCE -				
Non-Expendable	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Investment in Fixed Assets	1,919,281	1,770,618	1,632,025	1,498,755
Expendable:				
* Designated Restrictions -				
Temporary (Legal Restrictions)	286,288	391,865	260,938	245,243
Board of Directors (Board Action)	362,704	400,813	487,878	473,027
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	(9,066)	88,332	143,484	182,595
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,669,207</b>	<b>\$ 2,761,628</b>	<b>\$ 2,634,325</b>	<b>\$ 2,509,620</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 252,797	\$ 270,050	\$ 405,002	\$ 368,300
Full-Time Positions	4.00	4.00	6.00	6.00
Part-Time Positions @ F.T.E.	2.36	2.36	1.76	1.76

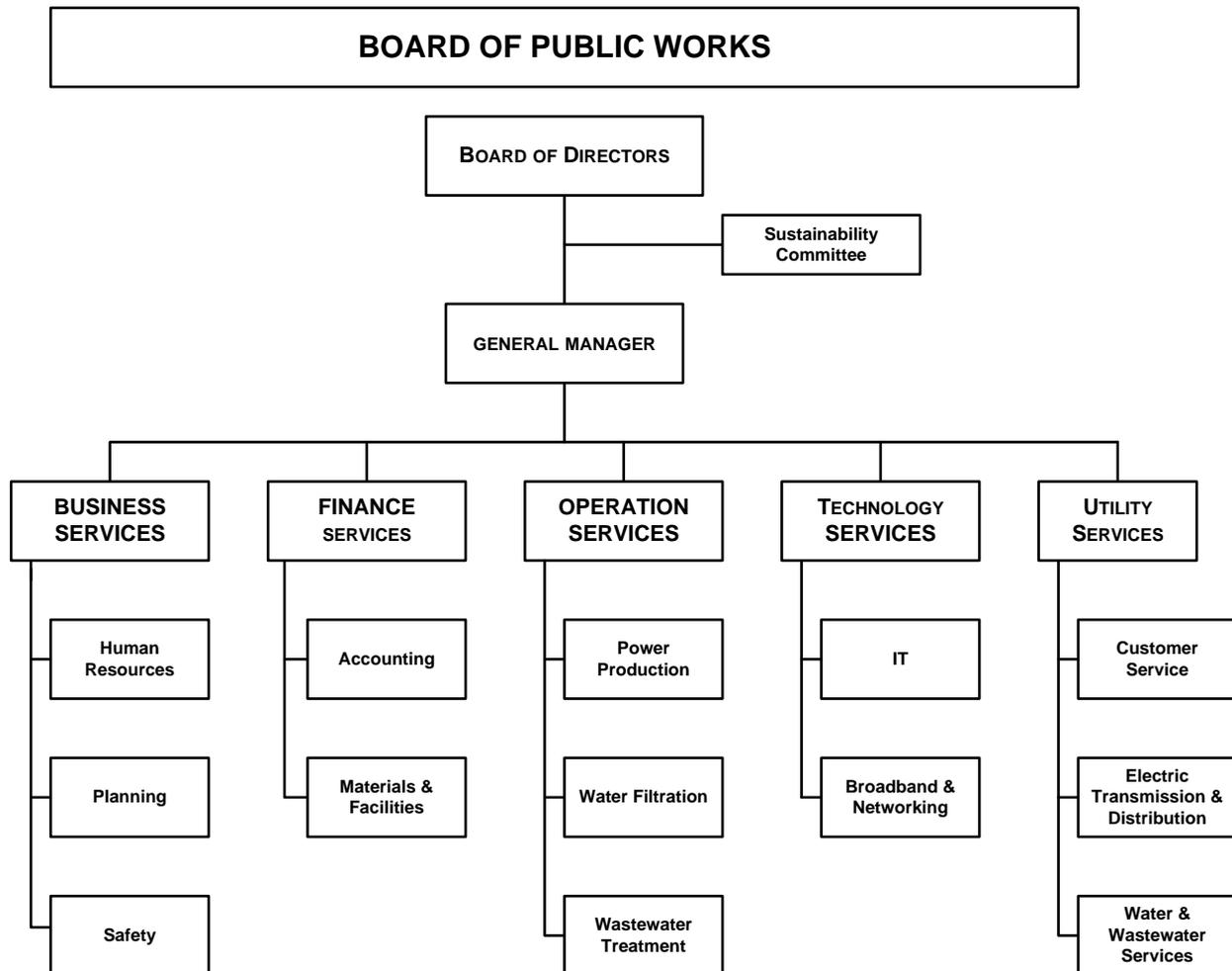
# UTILITY SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

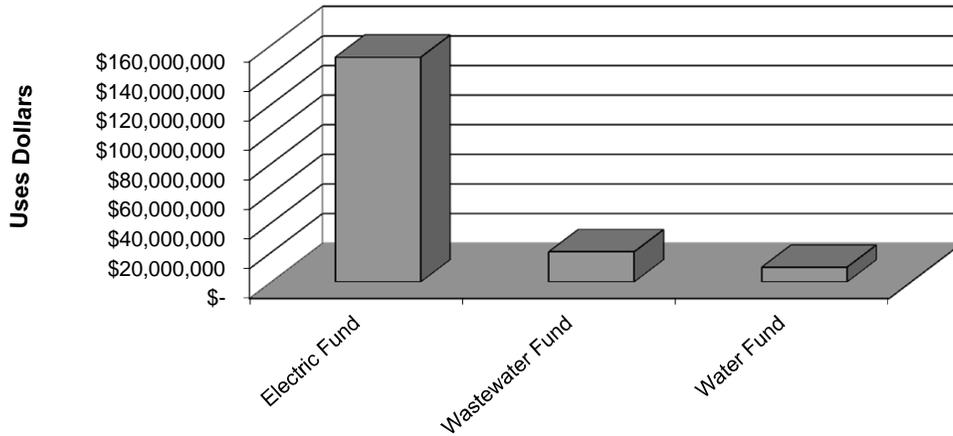
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

### GROUP ORGANIZATIONAL STRUCTURE

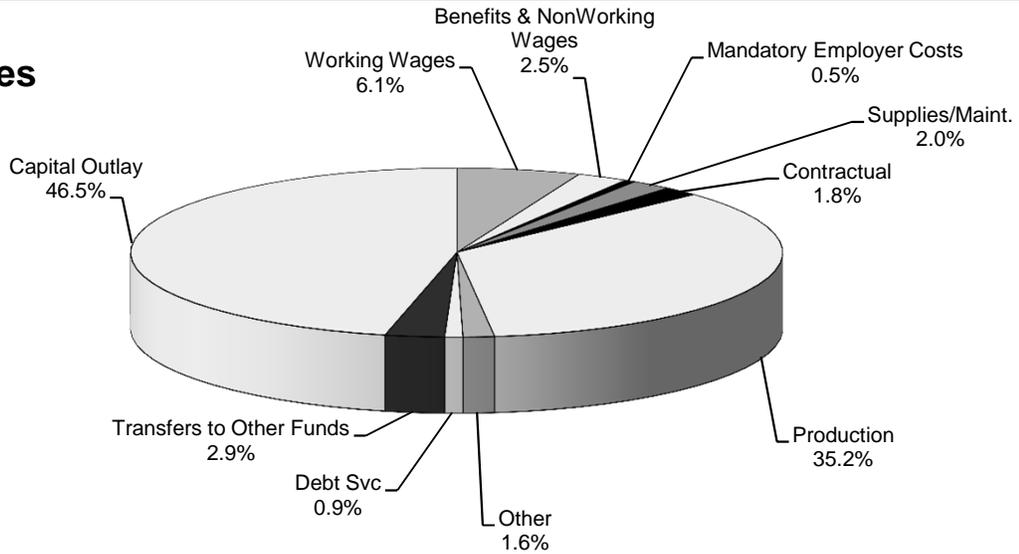


# BOARD OF PUBLIC WORKS UTILITIES SERVICES

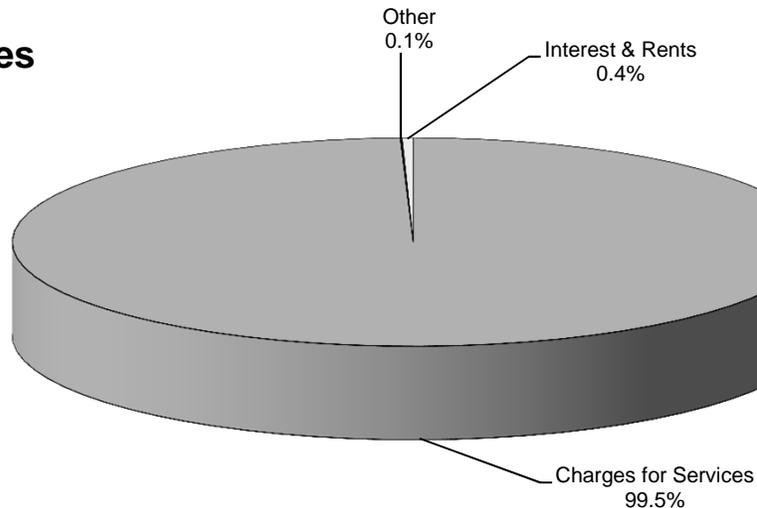
**Total Uses By Department \$182,201,987**



**Funding Uses**



**Funding Sources**





# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - SUMMARY

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### ----- GROUP FUNDING USES ACROSS FUNDS -----

#### FUND TYPES -

Enterprise	\$ 100,649,079	\$ 101,843,196	\$ 119,377,317	\$ 182,201,987
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### ----- GROUP FUNDING SOURCES & USES TOTALS -----

#### FUNDING SOURCES -

Charges for Services	\$ 103,987,537	\$ 111,482,541	\$ 115,230,864	\$ 120,040,444
Interest & Rents	733,229	543,536	269,077	539,200
Other	2,126,629	(70,938)	180,610	82,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 106,847,395</b>	<b>\$ 111,955,139</b>	<b>\$ 115,680,551</b>	<b>\$ 120,662,144</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 9,440,455	\$ 9,783,154	\$ 10,294,998	\$ 11,176,185
* Benefits - Incl NonWorking Wages	4,372,076	4,359,639	4,671,833	4,608,325
* Mandatory Employer Costs	934,545	895,661	925,868	1,006,070

##### Other Current Expenses -

* Supplies / Maintenance	3,866,095	3,159,387	3,402,882	3,632,137
* Contractual	3,786,092	4,336,448	2,491,280	3,265,250
* Utility Production	55,114,536	59,370,220	59,656,241	64,048,002
* Other	2,061,464	1,892,869	2,538,227	2,828,923

##### Capital Outlays

	14,574,722	11,005,217	27,625,353	84,666,448
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##### Debt Service Payments -

* Principal Maturities	1,529,500	1,806,500	1,745,624	1,125,650
* Interest & Fee Payments	662,554	582,901	1,034,211	500,997

##### Transfers Out

	4,307,040	4,651,200	4,990,800	5,344,000
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#### TOTAL USES

	\$ 100,649,079	\$ 101,843,196	\$ 119,377,317	\$ 182,201,987
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#### NON-CASH ITEMS - For Info Only

Depreciation Expense	\$ 10,501,909	\$ 9,513,645	\$ 10,020,250	\$ 10,144,860
Amortization Expense	77,895	30,182	17,982	143,985

### ----- GROUP STAFFING TOTALS -----

Personnel Services Total Amount	\$ 14,747,076	\$ 15,038,454	\$ 15,892,699	\$ 16,790,580
* Full-Time Positions	179.00	177.00	178.00	171.00

# **BOARD OF PUBLIC WORKS UTILITIES SERVICES**

## **ELECTRIC TRANSMISSION & DISTRIBUTION & FIBER OPTICS**

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### **MISSION STATEMENT**

#### **POWER SUPPLY**

To provide electrical energy to meet the requirements of electric system customers; and to provide that energy at the lowest cost possible at a high level of reliability as needed by those customers.

#### **ELECTRIC TRANSMISSION & DISTRIBUTION**

To provide a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and are committed to customer satisfaction.

### **FISCAL YEAR 2015 ACTION PLAN**

#### **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 Zeeland, Jenison and North Holland.
- 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 install new meters which are compatible with the Advanced Metering Infrastructure.
- 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 distribution circuits to provide reliable distribution to new commercial enterprises.
- Design a new substation to provide reliable distribution circuits to meet increasing electric load.

# UTILITY SERVICES

## HOLLAND BOARD OF PUBLIC WORKS - ELECTRIC FUND

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
	Peak kW				
	Total Number of Customers	225,141	230,274	231,500	233,000
	kWh Sales Total	27,637	27,796	27,800	27,810
	Revenue per unit	1,014,398,131	1,041,059,461	1,047,260,194	1,060,043,566
	Cost per unit	0.0869	0.0899	0.09268	0.09523
	Res. Avg.usage - kWh per month	0.0750	0.0764	0.0759	0.0805
	<u>KWH SALES</u>	629.7	650.0	634.8	637.0
	Residential				
	Commercial	174,263,250	181,163,177	176,911,344	178,336,102
	Industrial	337,300,321	329,681,802	329,282,052	330,928,463
	Street Lighting	499,131,028	526,456,661	537,279,992	546,992,195
	Total	3,703,532	3,757,821	3,786,806	3,786,806
		1,014,398,131	1,041,059,461	1,047,260,194	1,060,043,566

Operational Activity	FY-14 Projected			FY-15 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY Purchases	40,456	2,235,556	55.26	101,301	5,865,761	57.90	150.40%	162.38%	4.79%
Renewable	91,785	6,649,375	72.45	123,717	8,060,846	65.16	34.79%	21.23%	-10.06%
Non-Reneable	543,693	26,053,786	47.92	524,284	25,156,403	47.98	-3.57%	-3.44%	0.13%
CT #6, 7,8,9	39,510	2,237,102	56.62	48,999	2,711,437	55.34	24.02%	21.20%	-2.27%
Belle River	260,022	6,571,413	25.27	197,816	6,691,914	33.83	-23.92%	1.83%	33.86%
Campbell	78,027	2,319,526	29.73	80,918	2,739,106	33.85	3.71%	18.09%	13.87%
Fremont	18,486	561,365	30.37	20,281	645,765	31.84	9.71%	15.03%	4.85%
Subtotal	1,071,979	\$ 46,628,123	\$ 43.50	1,097,316	\$ 51,871,232	\$ 47.27	2.36%	11.24%	8.68%
<u>CAPACITY</u>									
Belle River		6,812,355			6,554,201			-3.79%	
Campbell		2,529,176			1,882,519			-25.57%	
Fremont		372,091			362,860			-2.48%	
TOTAL	1,071,979	\$ 56,341,745	\$ 52.56	1,097,316	\$ 60,670,812	\$ 55.29	2.36%	7.68%	5.20%



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 88,149,535	\$ 93,576,510	\$ 96,907,805	\$ 100,948,479
Interest & Rents	622,775	17,616	207,738	488,950
Other	1,763,130	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 90,535,440</b>	<b>\$ 93,594,126</b>	<b>\$ 97,115,543</b>	<b>\$ 101,437,429</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 5,666,638	\$ 6,194,478	\$ 6,611,059	\$ 7,108,360
* Benefits - Incl NonWorking Wages	2,685,437	2,845,541	3,076,775	2,925,115
* Mandatory Employer Costs	559,972	551,502	583,148	636,279
<b>Other Current Expenses -</b>				
* Supplies / Maintenance	2,602,520	1,824,724	2,034,272	2,295,281
* Contractual	3,171,090	3,752,234	1,873,173	2,423,250
* Electric Utility Production	52,320,121	56,530,292	56,739,546	61,112,127
* Other	1,691,728	1,553,941	2,186,313	2,312,650
Capital Outlays	4,289,976	8,888,916	22,748,680	67,682,198
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	500,000	- 0 -
Transfers Out	4,307,040	4,651,200	4,990,800	5,344,000
<b>TOTAL USES</b>	<b>\$ 77,294,522</b>	<b>\$ 86,792,828</b>	<b>\$ 101,343,766</b>	<b>\$ 151,839,260</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 7,410,180	\$ 6,248,066	\$ 6,423,037	\$ 6,491,613
Amortization Expense	- 0 -	- 0 -	- 0 -	- 0 -

( This Fund Continues On Next Page )



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 10,120,714	\$ 9,442,148	\$ 12,097,420	\$ 10,788,754
ENDING BALANCE -				
Designated / Reserved	\$ 5,355,790	\$ 5,347,302	\$ 5,515,640	\$ 5,618,009
Undesignated / Unreserved	181,723,835	191,174,472	203,103,555	213,789,940
TOTAL FUND EQUITY	<u>\$ 187,079,625</u>	<u>\$ 196,521,774</u>	<u>\$ 208,619,195</u>	<u>\$ 219,407,949</u>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 6,809,786	\$ (4,396,561)	\$ (50,504,200)
ENDING BALANCE	<u>\$ 107,317,222</u>	<u>\$ 114,127,008</u>	<u>\$ 109,730,447</u>	<u>\$ 59,226,247</u>

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 8,912,047	\$ 9,591,521	\$ 10,270,982	\$ 10,669,754
* Full-Time Positions	102.00	99.00	100.00	93.00

# BOARD OF PUBLIC WORKS UTILITIES SERVICES

## WASTEWATER

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### MISSION STATEMENT

#### WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

#### WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

### FISCAL YEAR 2015 ACTION PLAN

#### 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 make improvements to increase the Biochemical Oxygen Demand Treatment capacity.

#### WASTEWATER COLLECTION

- To replace sanitary sewer mains in coordination with City street improvements.
  - South Shore, Old Orchard - Goldenrod;
  - 33<sup>rd</sup>, Millridge to Pioneer, Pioneer 32<sup>nd</sup> – 33<sup>rd</sup>;
  - Central, 19<sup>th</sup> - State.
- To plan and construct necessary sanitary sewer improvements to meet customer needs.
- To make improvements to Lift Stations to upgrade operations and reliability.

# UTILITY SERVICES

## HOLLAND BOARD OF PUBLIC WORKS - WASTEWATER FUND

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Total gallons treated (mg)	3,242	3,464	3,340	3,300
	Total number of customers	12,214	12,308	12,320	12,325
	CCF Sales (Retail only)	1,571,607	1,621,026	1,561,163	1,564,612
	Revenue per unit (Retail)	2.681	3.087	3.349	3.332
	Cost per unit (All units)	2.217	2.196	2.345	2.462
	Res. Avg. usage - CCF per month	5.3	5.2	5.0	5.1
	CCF Sales (Wholesale)	2,088,456	2,143,933	2,148,412	2,128,427
	Revenue per unit (Wholesale)	1.204	1.195	1.232	1.228
	<u>CCF Sales</u>				
	Residential	668,017	658,289	634,946	645,970
	Commercial	660,825	701,654	672,975	668,892
	Industrial	242,765	261,083	253,242	249,750
	Wholesale	2,088,456	2,143,933	2,148,412	2,128,427
	Total	3,660,063	3,764,959	3,709,575	3,693,039



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 8,559,235	\$ 9,446,065	\$ 9,734,531	\$ 10,058,730
Interest & Rents	82,060	21,479	37,196	29,250
Other	232,753	(28,478)	118,068	52,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 8,874,048</b>	<b>\$ 9,439,066</b>	<b>\$ 9,889,795</b>	<b>\$ 10,140,480</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 2,080,785	\$ 1,974,160	\$ 2,058,273	\$ 2,229,649
* Benefits - Incl NonWorking Wages	893,459	851,922	865,100	911,866
* Mandatory Employer Costs	204,795	195,445	187,955	199,212
<b>Other Current Expenses -</b>				
* Supplies / Maintenance	759,693	738,824	819,705	777,337
* Contractual	313,203	296,672	311,020	445,709
* Wastewater Utility Production	2,147,915	2,149,942	2,209,286	2,233,715
* Other	213,492	199,533	213,104	294,998
Capital Outlays	5,107,728	884,386	2,739,037	13,259,875
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	654,500	665,000	685,200	- 0 -
* Interest & Fee Payments	47,529	69,968	51,987	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 12,423,099</b>	<b>\$ 8,025,852</b>	<b>\$ 10,140,667</b>	<b>\$ 20,352,361</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 1,699,376	\$ 1,859,746	\$ 2,034,000	\$ 1,998,466
Amortization Expense	43,035	- 0 -	- 0 -	- 0 -

( This Fund Continues On Next Page )



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 470,766	\$ 1,102,854	\$ 1,139,365	\$ 1,049,528
ENDING BALANCE -				
Designated / Reserved	\$ 5,136,663	\$ 6,273,822	\$ 6,583,997	\$ 5,686,805
Undesignated / Unreserved	44,475,836	44,894,197	45,270,721	47,217,441
JND EQUITY - END OF YEAR	\$ 49,612,499	\$ 51,168,019	\$ 51,854,718	\$ 52,904,246

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 276,055	\$ (561,047)	\$ (9,314,689)
ENDING BALANCE	\$ 14,205,171	\$ 14,481,226	\$ 13,920,179	\$ 4,605,490

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 3,179,039	\$ 3,021,527	\$ 3,111,328	\$ 3,340,727
* Full-Time Positions	43.00	43.00	43.00	43.00

# BOARD OF PUBLIC WORKS UTILITIES SERVICES

WATER

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## MISSION STATEMENT

### WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

### WATER 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.

## FISCAL YEAR 2015 ACTION PLAN

### 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 complete rehabilitation of filter pipe gallery, replacing aging valves and other equipment.
- To rebuild sedimentation basin to maintain reliability.

### WATER TRANSMISSION AND DISTRIBUTION

- To replace water mains in coordination with City street improvements.
  - Central, 7<sup>th</sup> to State Street, 19<sup>th</sup>, Central, Columbia;
  - 16<sup>th</sup>, Country Club to Quarterline;
  - 11<sup>th</sup>, Kollen Park to Van Raalte.
- 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 replace or repair pump station equipment to increase efficiency.
- Replace two (2) aging vehicles in fleet.

# UTILITY SERVICES

## HOLLAND BOARD OF PUBLIC WORKS - WATER FUND

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Peak (MG)	29,111	35,033	32,000	32,500
	Gallons Treated (MG)	4,409	4,339	4,252	4,200
	Total number of customers	13,235	13,381	13,400	13,425
	CCF Sales (Retail only)	2,734,618	3,045,383	2,796,291	2,775,733
	Revenue per unit (Retail only)	1.792	1.915	2.157	2.208
	Cost per unit	0.994	0.964	1.068	1.147
	RES. Avg.usage - CCF per month	8.39	9.17	8.18	8.18
	CCF Sales (Wholesale)	2,958,122	2,707,622	2,612,280	2,727,561
	Revenue per unit (Wholesale)	0.660	0.793	0.799	0.743
	<u>CCF Sales</u>				
	Residential	1,050,844	1,168,513	1,050,679	1,050,734
	Commercial/Industrial	1,207,216	1,311,546	1,229,900	1,222,338
	Industrial	476,558	565,324	515,712	502,661
	Resales	2,958,122	2,707,622	2,612,280	2,727,561
	Total	5,692,740	5,753,005	5,408,571	5,503,294



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - WATER UTILITY FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 7,278,767	\$ 8,459,966	\$ 8,588,528	\$ 9,033,235
Interest & Rents	28,394	504,441	24,143	21,000
Other	130,746	(42,460)	62,542	30,000
Other - Bond Proceeds	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 7,437,907</b>	<b>\$ 8,921,947</b>	<b>\$ 8,675,213</b>	<b>\$ 9,084,235</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 1,693,032	\$ 1,614,516	\$ 1,625,666	\$ 1,838,176
* Benefits - Incl NonWorking Wages	793,180	662,176	729,958	771,344
* Mandatory Employer Costs	169,778	148,714	154,765	170,579
<b>Other Current Expenses -</b>				
* Supplies / Maintenance	503,882	595,839	548,905	559,519
* Contractual	301,799	287,542	307,087	396,291
* Water Utility Production	646,500	689,986	707,409	702,160
* Other	156,244	139,395	138,810	221,275
Capital Outlays	5,177,018	1,231,915	2,137,636	3,724,375
<b>Debt Service Payments -</b>				
* Principal Maturity Payments	875,000	1,141,500	1,060,424	1,125,650
* Interest & Fee Payments	615,025	512,933	482,224	500,997
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 10,931,458</b>	<b>\$ 7,024,516</b>	<b>\$ 7,892,884</b>	<b>\$ 10,010,366</b>
<b>NON-CASH ITEMS - For Info Only</b>				
Depreciation Expense	\$ 1,392,353	\$ 1,405,833	\$ 1,563,213	\$ 1,654,781
Amortization Expense	34,860	30,182	17,982	143,985

( This Fund Continues On Next Page )



# UTILITIES SERVICES

## BOARD OF PUBLIC WORKS - WATER UTILITY FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ 1,131,254	\$ 2,834,831	\$ 2,399,194	\$ 2,125,128
ENDING BALANCE -				
Designated / Reserved	\$ 3,215,666	\$ 3,166,865	\$ 5,446,385	\$ 5,736,225
Undesignated / Unreserved	25,843,264	28,726,888	28,846,562	30,681,849
TOTAL FUND EQUITY	\$ 29,058,930	\$ 31,893,753	\$ 34,292,947	\$ 36,418,074

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ 1,946,232	\$ (1,497,191)	\$ (1,215,971)
ENDING BALANCE	\$ 4,723,697	\$ 6,669,929	\$ 5,172,738	\$ 3,956,767

<b>- - STAFFING - -</b>				
Personnel Services Total Amount	\$ 2,655,990	\$ 2,425,406	\$ 2,510,389	\$ 2,780,099
* Full-Time Positions	34.00	35.00	35.00	35.00

# SUMMARY OF ALL ORGANIZATIONAL UNITS

## BOARD OF PUBLIC WORKS

Description	FY-2013	FY-2014	FY-2014	FY-2015
	Final Actual	Approved Budget	Final Revised Est.	Adopted Budget
Fuel & Purchased Power	56,314,858	58,291,756	56,341,745	60,670,812
Wages & Benefits	14,904,442	16,175,851	15,278,637	16,818,251
Interest on Bonds	613,376	591,938	1,052,193	644,981
Contribution to City	4,651,200	4,990,800	4,990,800	5,344,000
Depreciation	9,513,645	9,911,228	10,020,250	10,144,860
Remaining Expenses	12,793,203	12,940,993	12,460,235	13,185,828
<b>Total BPW</b>	<b>98,790,724</b>	<b>102,902,566</b>	<b>100,143,860</b>	<b>106,558,732</b>
<b>Detail of Remaining Expenses</b>				
Maintenance Supplies / Services	1,898,818	2,007,126	2,156,555	2,325,347
Property / Liability Insurance	982,031	1,022,898	1,096,813	1,047,465
Chemicals - WWTP/ PP/ WTP	983,706	1,023,566	979,493	1,021,104
Production Electricity - WWTP/ WTP	993,057	960,144	1,004,864	1,007,496
Bio-Solids Disposal - WWTP	729,008	834,000	769,731	783,500
Electric Subs O & M	167,858	210,000	171,628	229,500
Computer Software / Service Fees	611,016	378,269	316,263	384,752
Education, Training and Safety	442,827	628,105	507,108	736,316
Flyash Disposal - PP	68,979	52,974	42,515	139,230
Electric System Supplies / Maintenance	190,253	286,800	234,306	273,700
Legal / Professional / Consulting	1,503,668	757,970	681,794	564,950
Tree Trimming	395,486	433,000	437,811	438,526
Facilities Electricity	231,051	186,720	213,002	212,240
Other Outside Services	840,017	540,820	490,071	551,620
Vehicles	312,153	332,264	353,584	330,867
Facilities Gas Heating	88,618	100,933	115,921	103,397
Computer Hardware / Maintenance	72,506	186,149	120,717	184,046
Pollution Control - PP	32,243	47,560	66,937	42,200
Production Water - WWTP/ PP	125,227	96,153	139,631	118,273
Postage	198,477	185,664	203,388	193,790
Uncollectables	140,893	100,000	97,238	110,000
Other Electric Production - PP	(11,743)	93,325	100,968	77,175
Conservation Programs - Electric	1,030,784	1,398,000	1,489,084	1,220,940
Operating Permits and Fees	129,868	148,515	152,950	140,045
Advertising	76,545	73,400	43,784	49,700
Telephone	106,269	109,202	120,254	107,154
Corporate Memberships	78,744	91,850	94,258	154,503
Other Expenses	374,845	655,586	259,567	637,991
<b>Total Remaining Expenses</b>	<b>12,793,204</b>	<b>12,940,993</b>	<b>12,460,235</b>	<b>13,185,827</b>

## SUMMARY BY ORGANIZATIONAL UNIT

### BOARD OF PUBLIC WORKS - ELECTRIC

Description	FY-2013 Final Actual	FY-2014 Approved Budget	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
Payroll	4,382,956	4,550,811	4,451,240	4,960,941
Benefits	1,716,359	1,926,402	1,789,513	2,116,677
Subtotal	6,099,315	6,477,213	6,240,753	7,077,618
Purchased Power	51,282,567	54,226,606	51,869,087	52,093,614
Production and Supplies	5,274,877	4,412,480	4,897,008	9,011,871
Other Operating Expense	4,483,007	3,600,496	3,943,053	3,523,025
Maintenance Supplies	1,357,701	1,743,999	1,475,213	1,753,852
Vehicle Expense	188,747	221,113	218,980	213,609
Other Employee Costs	128,068	186,452	186,211	206,197
Facilities Expense	58,051	76,406	68,820	74,270
Subtotal	62,773,018	64,467,552	62,658,372	66,876,438
Allocated Labor	(288,128)	(311,179)	(308,766)	(311,179)
Subtotal w/ Allocated Labor	68,584,205	70,633,586	68,590,359	73,642,877
Depreciation	6,248,066	6,334,500	6,423,037	6,491,613
Interest Expense	293	0	500,001	0
Contribution to the City	4,651,200	4,990,800	4,990,800	5,344,000
Total	79,483,764	81,958,886	80,504,197	85,478,490

## SUMMARY BY ORGANIZATIONAL UNIT

### BOARD OF PUBLIC WORKS - WASTEWATER

Description	FY-2013	FY-2014	FY-2014	FY-2015
	Final Actual	Approved Budget	Final Revised Est.	Adopted Budget
Payroll	1,358,406	1,350,213	1,388,011	1,425,152
Benefits	558,810	615,661	575,435	662,337
Subtotal	1,917,216	1,965,874	1,963,446	2,087,489
Production and Supplies	2,089,777	2,231,240	2,217,447	2,261,193
Maintenance Supplies	365,043	329,400	425,670	450,665
Other Operating Expense	340,833	393,640	278,879	291,180
Facilities Expense	159,973	48,274	177,688	176,058
Vehicle Expense	55,412	28,985	61,721	49,703
Other Employee Costs	32,239	167,708	31,119	36,838
Subtotal	3,043,277	3,199,247	3,192,524	3,265,637
Allocated Labor	(330)	(15,347)	(557)	(15,347)
Subtotal w/ Allocated Labor	4,960,163	5,149,774	5,155,413	5,337,779
Depreciation	1,856,444	1,907,922	2,034,000	1,998,466
Interest Expense	69,968	67,048	51,987	0
Total	6,886,575	7,124,744	7,241,400	7,336,245

## SUMMARY BY ORGANIZATIONAL UNIT

### BOARD OF PUBLIC WORKS - WATER

Description	FY-2013 Final Actual	FY-2014 Approved Budget	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
Payroll	979,727	1,046,038	1,039,621	1,095,753
Benefits	425,210	490,907	441,120	509,971
Subtotal	1,404,937	1,536,945	1,480,741	1,605,724
Production and Supplies	704,200	699,980	662,489	658,019
Maintenance Supplies	290,569	261,248	315,793	352,415
Other Operating Expense	335,356	274,404	202,845	261,496
Facilities Expense	129,281	33,266	118,821	121,493
Vehicle Expense	40,174	22,908	45,396	37,214
Other Employee Costs	18,900	104,370	23,665	30,760
Subtotal	1,518,480	1,396,176	1,369,009	1,461,397
Allocated Labor	(19,359)	(15,973)	(16,842)	(15,973)
Subtotal w/ Allocated Labor	2,904,058	2,917,148	2,832,908	3,051,148
Depreciation	1,405,833	1,668,806	1,563,213	1,654,781
Interest Expense	543,115	524,890	500,206	644,981
Total	4,853,006	5,110,844	4,896,327	5,350,910

# **BOARD OF PUBLIC WORKS UTILITIES SERVICES**

## **ADMINISTRATIVE & GENERAL**

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### **MISSION STATEMENT**

To satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount at the most reasonable price. To provide timely and accurate financial reporting along with special analyses as required for decision-making. To manage the external relations of the BPW including customer service, key accounts, public relations, customer rates and other marketing functions. To procure and inventory an appropriate supply of materials and equipment and 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.

### **FISCAL YEAR 2015 ACTION PLAN**

- 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 purchase and install an Advanced Metering Infrastructure and Meter Data Management system to allow customers to obtain usage information.

## SUMMARY BY ORGANIZATIONAL UNIT

### BOARD OF PUBLIC WORKS - ADMINISTRATIVE & GENERAL

Description	FY-2013 Final Actual	FY-2014 Approved Budget	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
Payroll	3,990,747	4,485,898	4,099,349	4,345,062
Benefits	1,800,254	2,053,280	1,820,709	2,045,716
Subtotal	5,791,001	6,539,178	5,920,058	6,390,778
Other Operating Expense	885,829	1,045,763	585,251	1,044,454
Office Supplies	239,904	254,251	247,758	258,635
Other Employee Costs	263,620	389,760	266,113	462,521
Facilities Expense	202,798	172,355	181,596	175,661
Maintenance Supplies	156,617	278,032	273,868	281,553
Vehicle Expense	27,820	29,611	27,488	30,341
Subtotal	1,776,588	2,169,772	1,582,074	2,253,165
Allocated Labor	(210)	(858)	(197)	(858)
Total	7,567,379	8,708,092	7,501,935	8,643,085

Allocations

Electric Fund	53.18%	61.04%	61.04%
Wastewater Fund	22.68%	20.52%	20.52%
Water Fund	24.14%	18.44%	18.44%

Contingencies (10% by Fund)

Electric Fund	9,039,867
Wastewater Fund	695,910
Water Fund	909,095

# INTERNAL SERVICES GROUP

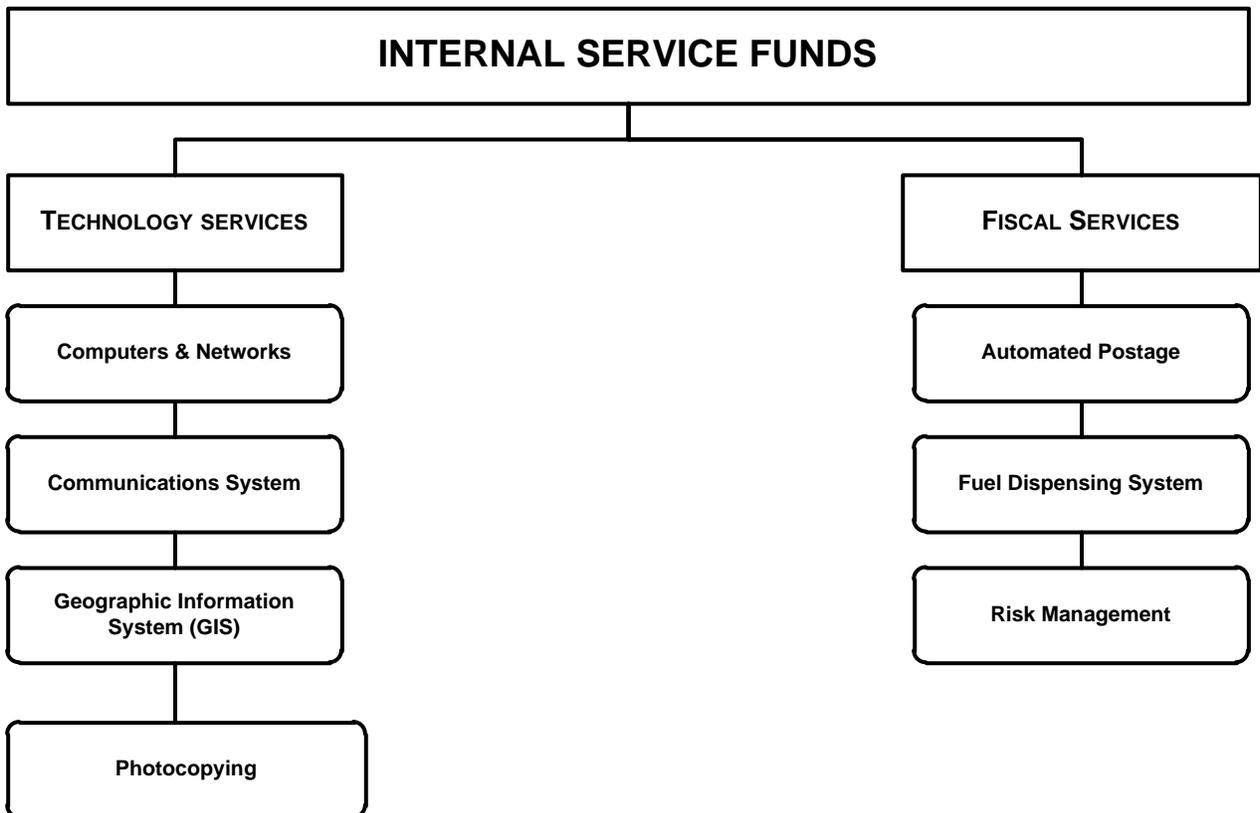
## INTRODUCTION

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### GROUP MISSION STATEMENT

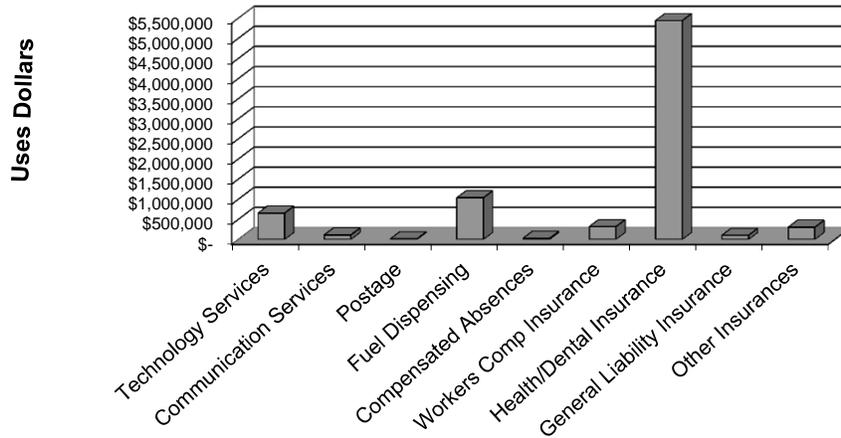
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

### GROUP ORGANIZATIONAL STRUCTURE

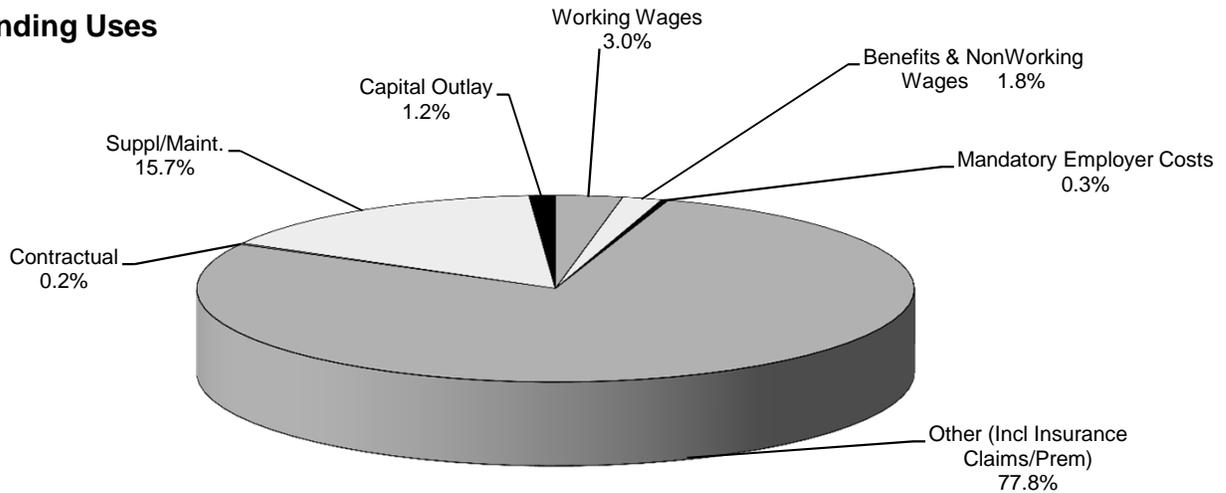


# INTERNAL SERVICE FUNDS

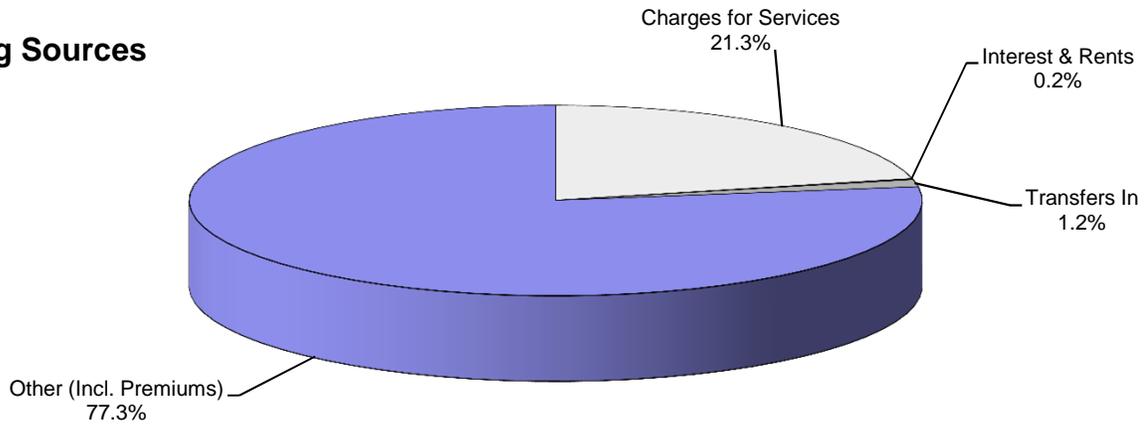
## Total Uses By Department \$8,027,253



## Funding Uses



## Funding Sources





## INTERNAL SERVICE FUNDS

### SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>				
<b>FUND TYPES -</b>				
Internal Service	\$ 8,755,343	\$ 9,204,140	\$ 7,501,796	\$ 8,027,253
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 1,681,612	\$ 1,684,643	\$ 1,727,600	\$ 1,737,300
Interest & Rents	13,569	4,927	13,760	13,460
Other	6,308,661	7,775,341	6,108,882	6,292,900
Transfers In	106,130	100,000	100,000	100,000
<b>TOTAL SOURCES</b>	<b>\$ 8,109,972</b>	<b>\$ 9,564,911</b>	<b>\$ 7,950,242</b>	<b>\$ 8,143,660</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 232,987	\$ 227,448	\$ 200,581	\$ 241,748
* Benefits - Incl. NonWorking Wages	78,798	(17,574)	138,092	143,602
* Mandatory Employer Costs	31,287	23,203	20,750	24,655
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	1,304,829	1,230,368	1,270,800	1,262,450
* Contractual Expenditures	150,833	81,772	95,300	18,800
* Other	6,707,059	7,614,277	5,666,273	6,241,498
Capital Outlay	232,210	44,646	110,000	94,500
<b>Debt Service Payments -</b>				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	17,340	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 8,755,343</b>	<b>\$ 9,204,140</b>	<b>\$ 7,501,796</b>	<b>\$ 8,027,253</b>
<b>NON-CASH CHARGES (CREDITS) - For Info Only</b>				
Depreciation Expense	\$ 38,451	\$ 81,310	\$ 81,257	\$ 81,045
Loss on Disposal of Capital Asset	- 0 -	1,212	- 0 -	- 0 -
<b>- - GROUP STAFFING TOTALS - -</b>				
Personnel Services Total Amount	\$ 343,072	\$ 233,077	\$ 359,423	\$ 410,005
* Full-Time Positions	3.98	3.80	3.80	3.80
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# **INTERNAL SERVICES**

## **TECHNOLOGY SERVICES**

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### **FUND MISSION STATEMENT**

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever changing informational needs of the City.

### **FISCAL YEAR 2015 ACTION PLAN**

- **Modernize Wireless Networking Infrastructure.** Complete an audit of all major City buildings to ensure complete coverage for private and public Wi-Fi and Wi-Fi network management. (December 2014, \$10,000)
- **Phone System Upgrade.** Replace both PBX's and all phones with a single, modern IP phone system. (May 2015 this will require a future budget amendment to transfer from Tech Reserves)
- **Network.** Complete overhaul of City wired network. Replace remaining switches and subnet each building. Convert to private IP scheme. (December 2014, \$50,000)
- **Training.** Reinvigorate training efforts for Technology Services staff and for departmental staff. (November 2014, \$2,000)
- **Web Streaming.** Implement web streaming of government channel programming, able to live stream events. (October 2014, \$4,000 up front and a monthly fee of \$500)
- **Update Lighting in Council Chambers to LED.** Reduce energy consumption by 70% (August 2014, \$15,000)
- **Establish a yearly budget line-item for surveillance camera installation and maintenance** (July 2014, \$5,000)

# INTERNAL SERVICES

## TECHNOLOGY SERVICES

	PERFORMANCE MEASURES	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Equipment Maintained:				
	Servers	36	40	41	41
	Desktop & Mobile Computers	234	260	246	254
	Printers	74	75	75	75
	Scanning Devices	19	18	18	18
	Surveillance Cameras	109	114	116	116
	Help Desk Tickets Addressed (implemented 9/27/11)	1,518	1,100	1,200	1,200



# INTERNAL SERVICE FUNDS

## TECHNOLOGY SERVICES FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 507,278	\$ 525,852	\$ 512,600	\$ 527,100
Interest & Rents	1,364	325	300	300
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	106,130	100,000	100,000	100,000
<b>TOTAL SOURCES</b>	<b>\$ 614,772</b>	<b>\$ 626,177</b>	<b>\$ 612,900</b>	<b>\$ 627,400</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 225,959	\$ 213,312	\$ 178,300	\$ 217,903
* Benefits - Incl. NonWorking Wages	90,495	98,038	96,100	100,757
* Mandatory Employer Costs	20,194	18,781	16,550	19,505

##### Other Current Expenditures -

* Supplies / Maintenance	241,277	184,790	185,200	181,850
* Contractual	14,950	20,356	3,500	3,000
* Other	30,884	31,215	37,900	38,700

Capital Outlay	232,210	44,646	110,000	94,500
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 855,969</b>	<b>\$ 611,138</b>	<b>\$ 627,550</b>	<b>\$ 656,215</b>

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

Depreciation Expense	\$ 33,688	\$ 77,046	\$ 77,000	\$ 77,000
Loss on Disposal of Capital Asset	- 0 -	1,212	- 0 -	- 0 -

This Fund Continues On Next Page



# INTERNAL SERVICE FUNDS

## TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### -- FUND EQUITY --

INCREASE (DECREASE)	\$ (42,675)	\$ (18,573)	\$ 18,350	\$ (11,315)
ENDING BALANCE -				
Designated / Reserves	\$ 150,000	\$ 163,000	\$ 163,000	\$ 163,000
Designated/Reserves-Copiers/Printers	30,000	30,000	30,000	30,000
Undesignated / Unreserved	332,772	301,199	319,549	308,234
TOTAL FUND EQUITY	<u>\$ 512,772</u>	<u>\$ 494,199</u>	<u>\$ 512,549</u>	<u>\$ 501,234</u>

### -- WORKING CAPITAL --

INCREASE (DECREASE)	-----	\$ 2,039	\$ (14,650)	\$ (28,815)
ENDING BALANCE	<u>\$ 3,730</u>	<u>\$ 5,769</u>	<u>\$ (8,881)</u>	<u>\$ (37,696)</u>

### -- STAFFING --

Personnel Services Total Amount	\$ 336,648	\$ 330,131	\$ 290,950	\$ 338,165
* Full-Time Positions	3.98	3.80	3.80	3.80
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

# INTERNAL SERVICES

## FUEL DISPENSING FUND

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### FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispensation system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and school buses.

### FISCAL YEAR 2015 ACTION PLAN

- 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. Tanks anticipated to be replaced summer 2014.
- To provide timely and informational reporting on fuel consumption and charges to all participating departments.
- Per gallon overhead charge established at \$0.06 throughout FY 15 which will be adjusted to final actual overhead costs at fiscal year end.
- Historical actual per gallon overhead charge:

FY 14	\$0.069329	FY 04	\$0.047137
FY 13	\$0.056535	FY 03	\$0.034228
FY 12	\$0.051511	FY 02	\$0.035749
FY 11	\$0.068885	FY 01	\$0.047916
FY 10	\$0.057317	FY 00	\$0.056438
FY 09	\$0.050585	FY 99	\$0.046777
FY 08	\$0.068258	FY 98	\$0.049071
FY 07	\$0.035692	FY 97	\$0.044903
FY 06	\$0.033134	FY 96	\$0.025643
FY 05	\$0.032683	FY 95	\$0.025898



# INTERNAL SERVICE FUNDS

## FUEL DISPENSING FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Charges for Services	\$ 1,043,347	\$ 1,033,325	\$ 1,087,400	\$ 1,075,400
Interest & Rents	309	(8)	(200)	(200)
<b>TOTAL SOURCES</b>	<b>\$ 1,043,656</b>	<b>\$ 1,033,317</b>	<b>\$ 1,087,200</b>	<b>\$ 1,075,200</b>
<b>FUNDING USES -</b>				
<b>Personnel Services -</b>				
* Salaries & Wages - Working	\$ 3,410	\$ 3,958	\$ 3,624	\$ 4,170
* Benefits - Incl. NonWorking Wages	1,836	2,133	1,944	2,250
<b>Other Current Expenditures -</b>				
* Supplies / Maintenance	995,779	990,261	1,033,500	1,023,500
* Contractual	1,571	874	1,800	1,800
* Other	3,465	990	5,471	5,560
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,006,061</b>	<b>\$ 998,216</b>	<b>\$ 1,046,339</b>	<b>\$ 1,037,280</b>

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

Depreciation Expense	\$ 2,529	\$ 2,567	\$ 2,560	\$ 2,545
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 35,066	\$ 32,534	\$ 38,301	\$ 35,375
<b>ENDING BALANCE -</b>				
Designated / Reserves	\$ 139,132	\$ 175,281	\$ 204,929	\$ 204,930
Undesignated / Unreserved	3,200	(415)	8,238	43,612
<b>TOTAL FUND EQUITY</b>	<b>\$ 142,332</b>	<b>\$ 174,866</b>	<b>\$ 213,167</b>	<b>\$ 248,542</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	(1,048)	11,213	37,919
ENDING BALANCE	\$ 37,595	\$ 36,547	\$ 47,760	\$ 85,679

### - - 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 SERVICES**

## **POSTAGE SERVICES FUND**

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### **FUND MISSION STATEMENT**

**Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.**

### **FISCAL YEAR 2015 ACTION PLAN**

- **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 1<sup>st</sup> class mail pieces that are picked up daily by a mailing service courier.**

# INTERNAL SERVICES

## POSTAGE SERVICES

PERFORMANCE MEASURES		FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Workload	Mail Piece Count				
	City Hall	33,757	31,462	31,000	31,000
	Transportation Center	1,374	1,139	1,100	1,100
	Total	35,131	32,601	32,100	32,100
	Total Cost of Postage for All Fund Types	\$ 18,026	\$ 16,563	\$ 16,850	\$ 16,650



# INTERNAL SERVICE FUNDS

## POSTAGE SERVICES FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
FUNDING SOURCES -				
Charges for Services	\$ 18,027	\$ 16,586	\$ 17,600	\$ 17,600
Interest & Rents	19	- 0 -	10	10
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 18,046</b>	<b>\$ 16,586</b>	<b>\$ 17,610</b>	<b>\$ 17,610</b>

FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	\$ 16,235	\$ 14,904	\$ 16,000	\$ 16,000
* Other	2,920	1,920	2,000	2,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 19,155</b>	<b>\$ 16,824</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>

NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

<b>- - FUND EQUITY - -</b>				
INCREASE (DECREASE)	\$ (1,109)	\$ (238)	\$ (390)	\$ (390)
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	7,014	6,776	6,386	5,996
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,014</b>	<b>\$ 6,776</b>	<b>\$ 6,386</b>	<b>\$ 5,996</b>

<b>- - WORKING CAPITAL - -</b>				
INCREASE (DECREASE)	-----	\$ (238)	\$ (390)	\$ (390)
ENDING BALANCE	\$ 7,014	\$ 6,776	\$ 6,386	\$ 5,996

### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## COMMUNICATION SERVICES FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### -- FUNDING SOURCES & USES --

#### FUNDING SOURCES -

Charges for Services	\$ 112,960	\$ 108,880	\$ 110,000	\$ 117,200
Interest & Rents	14	(20)	50	50
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 112,974</b>	<b>\$ 108,860</b>	<b>\$ 110,050</b>	<b>\$ 117,250</b>

#### FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ 17,363	\$ 16,406	\$ 16,100	\$ 16,100
* Other	96,614	90,726	96,742	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 -
<b>TOTAL USES</b>	<b>\$ 113,977</b>	<b>\$ 107,132</b>	<b>\$ 112,842</b>	<b>\$ 115,100</b>

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

Depreciation Expense	\$ 2,234	\$ 1,697	\$ 1,697	\$ 1,500
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -

### -- FUND EQUITY --

INCREASE (DECREASE)	\$ (3,237)	\$ 31	\$ (4,489)	\$ 650
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	22,439	22,470	17,981	18,631
<b>TOTAL FUND EQUITY</b>	<b>\$ 22,439</b>	<b>\$ 22,470</b>	<b>\$ 17,981</b>	<b>\$ 18,631</b>

### -- WORKING CAPITAL --

INCREASE (DECREASE)	-----	\$ 1,728	\$ (2,792)	\$ 2,150
ENDING BALANCE	\$ 10,588	\$ 12,316	\$ 9,524	\$ 11,674

### -- STAFFING --

Positions: Not Applicable

# **INTERNAL SERVICES**

## **COMPENSATED ABSENCES FUND**

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### **FUND MISSION STATEMENT**

Provide funding for expenditures related to annual adjustment of compensated absences for full-time employees that are reported in governmental funds. Compensated absences include:

- Comp time
- 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.

### **FISCAL YEAR 2015 ACTION PLAN**

- 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

## COMPENSATED ABSENCES FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Other	\$ (15,481)	\$ (120,363)	\$ 30,000	\$ 30,000
<b>TOTAL SOURCES</b>	<b>\$ (15,481)</b>	<b>\$ (120,363)</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	(15,481)	(120,363)	30,000	30,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ (15,481)</b>	<b>\$ (120,363)</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

### - - FUND EQUITY - -

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

### - - WORKING CAPITAL - -

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

### - - CASH AND OFFSET LIABILITY - -

ENDING BALANCE	\$ 1,559,263	\$ 1,438,900	\$ 1,468,900	\$ 1,498,900
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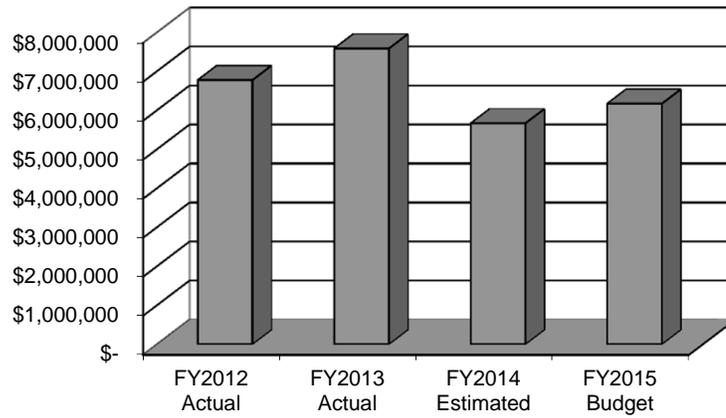
### - - STAFFING - -

Positions: Not Applicable

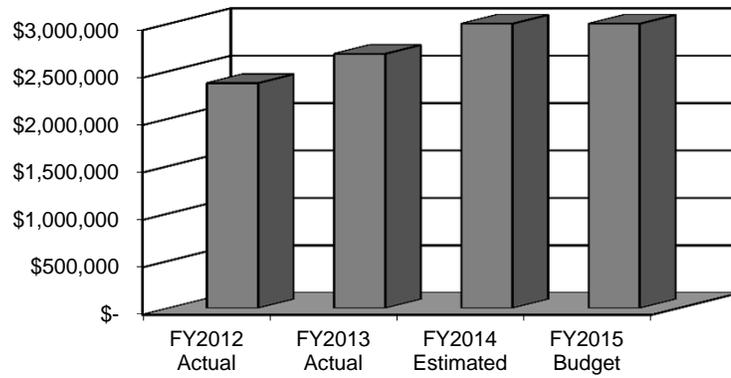
# INTERNAL SERVICE FUNDS - RISK MANAGEMENT SUMMARY

## Total Uses

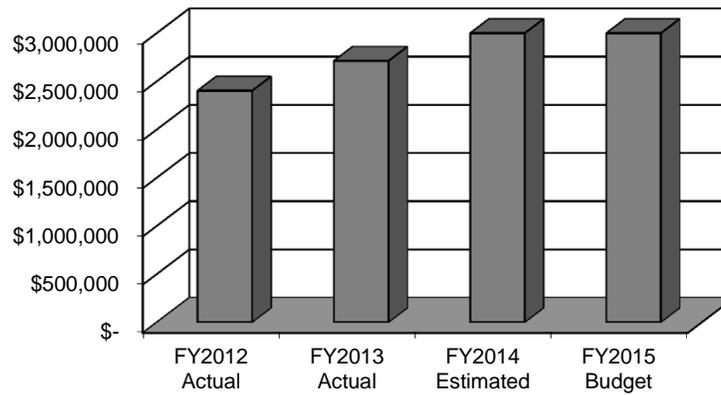
FY2015 Budget - \$6,170,658



## Ending Working Capital



## Ending Fund Equity





# INTERNAL SERVICE FUNDS

## SUMMARY OF RISK MANAGEMENT

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 11,863	\$ 4,630	\$ 13,600	\$ 13,300
Other	6,324,142	7,895,704	6,078,882	6,262,900
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 6,336,005</b>	<b>\$ 7,900,334</b>	<b>\$ 6,092,482</b>	<b>\$ 6,276,200</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 3,618	\$ 4,852	\$ 18,657	\$ 19,675
* Benefits - Incl. NonWorking Wages	1,948	2,614	10,048	10,595
* Mandatory Employer Costs	11,093	3,937	4,200	5,150

##### Other Current Expenditures -

* Supplies / Maintenance	34,175	24,007	20,000	25,000
* Contractual	134,312	60,542	90,000	14,000
* Other	6,573,176	7,489,426	5,524,160	6,096,238
Transfers Out	17,340	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 6,775,662</b>	<b>\$ 7,585,378</b>	<b>\$ 5,667,065</b>	<b>\$ 6,170,658</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (439,657)	\$ 309,141	\$ 425,417	\$ 105,542
ENDING BALANCE -				
Designated / Reserves	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	2,373,358	2,682,499	3,107,916	3,213,458
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,403,358</b>	<b>\$ 2,712,499</b>	<b>\$ 3,137,916</b>	<b>\$ 3,243,458</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 309,141	\$ 425,417	\$ 105,542
ENDING BALANCE	\$ 2,373,358	\$ 2,682,499	\$ 3,107,916	\$ 3,213,458

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## RISK MANAGEMENT GROUP

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### **FUND MISSION STATEMENT**

Provide a comprehensive insurance protection program for City of Holland employees, City owned vehicles and property and indemnification against liability claims; through a combination of self-insurance and commercial insurance policies.

### **FISCAL YEAR 2015 ACTION PLAN**

- A. **Workers Compensation Insurance Fund**
- Maintain a self-funded reserve balance sufficient to meet the cost of commercial premiums and costs associated with claims occurring while the City was self-insured by assessing premiums to individual department budgets using rates provided by Accident Fund.
  - Continue the contractual arrangement with the current local insurance agency and a third party administrator to provide claims services for claims occurring while self-insured.
  - Strive for a positive safety record to reduce rates.
- B. **Disability Insurance Fund**
- Maintain a self-funded reserve balance sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury; within the limitations established by City Council or the applicable union contract.
  - Purchase a commercial insurance policy providing long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.
- C. **Health and Dental Insurance Fund**
- Maintain 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.
  - Purchase specific and aggregate stop-loss commercial insurance coverage for claims.
  - Provide for a contractual arrangement with an insurance agent and/or third-party claims administrator to provide claims services on behalf of the City.
  - Provide a comprehensive wellness program for employees that will help improve their overall health.
- D. **Vehicle Insurance Fund**
- Maintain a self-funded reserve balance sufficient to meet the cost of repairs or replacements resulting from damage 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.
  - Purchase a commercial insurance policy by July 2014 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.

## **INTERNAL SERVICES**

### **RISK MANAGEMENT GROUP**

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#### **E. Property Insurance Fund**

- Maintain a self-funded reserve balance sufficient to meet the cost of repairs or replacement claims resulting from physical damages to city-owned facilities and equipment, up to the established stop-loss risk retention threshold.
- Provide a commercial insurance program by July 2014 that:
  - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
  - Indemnifies for multiple losses in the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.

#### **F. Liability Insurance Fund**

- Maintain a self-funded reserve balance considered sufficient to meet the potential cost of approved claims resulting from oversight, carelessness, neglect, errors and omissions on the part of the city government officials and employees, up to the established stop-loss threshold.
- Provide a commercial insurance program by July 2014 that:
  - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
  - Indemnifies for multiple losses within the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual loss occurrences.
- Continue a contractual arrangement with the insurance agent and a third-party claims administrator to provide claims services on behalf of the City of Holland.

# INTERNAL SERVICES

## RISK MANAGEMENT FUNDS

	PERFORMANCE MEASURERS	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected	
Workload	<u>Workers Compensation</u>					
	<u>PAYMENT EXPERIENCE</u>					
	Commercial Insurance Premiums Paid	\$ 243,047	\$ 240,988	\$ 260,000	\$ 270,000	
	Self-Funded Claims Paid	120,641	191,768	55,000	50,000	
	(The City of Holland was Self-Funded prior to FY-1999. There is one claim that remains open and the stop-loss threshold has been exceeded so 100% of the amount paid is recovered from the 'Excess Insurance Policy'.)					
	<u>Disability - Income Protection</u>					
	<u>CLAIMS EXPERIENCE</u>					
	Number of Short-Term Disability Claims	21	14	11	15	
	Scheduled Work Days Paid	2,060	629	400	500	
	<u>PAYMENT EXPERIENCE</u>					
	Short-term Disability - Self-Funded Claims Payments	\$ 200,628	\$ 66,615	\$ 53,000	\$ 65,000	
	Long-term Disability Premiums - Commercial Policy	22,313	35,747	35,000	35,500	
	<u>Health &amp; Dental Insurance</u>					
	Number of Contracts	453	441	391	388	
	<u>PAYMENT EXPERIENCE - Calendar Year</u>					
	Claims Paid (Net of Stop Loss Insurance Recovery)	\$ 4,864,015	\$ 4,279,340	\$ 4,185,200	\$ 4,722,500	
	TPA Admin Fee and Stop Loss Insurance Premium	494,278	564,413	574,700	589,000	
	Wellness Program	20,435	21,545	42,700	41,700	
	<u>Vehicle Insurance</u>					
	Number of City Vehicles	125	127	127	127	
	Number of Vehicles Repaired	12	3	12	15	
	<u>PAYMENT EXPERIENCE</u>					
	Commercial Insurance Premiums Paid	\$ 95,162	\$ 103,398	\$ 92,500	\$ 95,000	
	Cost of Repairs to City Vehicles	32,199	7,162	20,000	25,000	
	<u>Property Insurance</u>					
Insurable Value of City Property	\$ 76,990,853	\$ 72,858,721	\$ 70,106,336	\$ 77,573,369		
Number of Claims Paid	2	2	2	2		
<u>PAYMENT EXPERIENCE</u>						
Commercial Insurance Premiums Paid	\$ 25,512	\$ 27,703	\$ 28,321	\$ 29,000		
Cost of Claims Paid	950	835	1,000	1,000		
<u>Liability Insurance</u>						
Number of Claims Paid	6	0	2	5		
<u>PAYMENT EXPERIENCE</u>						
Commercial Insurance Premiums Paid	\$ 120,440	\$ 124,272	\$ 132,000	\$ 138,000		
Cost of Claims Paid	9,226	-	5,000	10,000		

# INTERNAL SERVICES

## RISK MANAGEMENT FUNDS

	PERFORMANCE MEASURERS	FY-12 Actual	FY-13 Actual	FY-14 Projected	FY-15 Projected
Efficiency	<u>Disability - Income Protection</u>				
	% of Full-Time Employees Paid Short-term Disability Benefit	5.3%	3.7%	2.9%	3.9%
	% of Full-Time Employees Work Days Lost to Disability	2.0%	0.6%	0.4%	0.5%
	<u>Health &amp; Dental Insurance</u>				
	Average Cost of Each Contract	\$ 11,874	\$ 11,032	\$ 12,283	\$ 13,797
	<u>SELF-FUNDED INSURANCE RETENTION LIMITS</u>				
	Specific - per contract	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Aggregate	4,553,027	4,408,209	4,302,248	4,142,244
	<u>Vehicle Insurance</u>				
	% of City Vehicles Repair	9.60%	2.40%	9.40%	11.80%
	<u>Property &amp; Liability Insurance</u>				
	<u>SELF-FUNDED INSURANCE RETENTION LIMITS</u>				
	Each Occurrence	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
	Aggregate (All-Lines Aggregate Loss Fund)	346,250	375,000	375,000	375,000



# INTERNAL SERVICE FUNDS

## EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 3,515	\$ 1,165	\$ 2,600	\$ 2,500
Other	367,384	434,088	308,680	320,000
<b>TOTAL SOURCES</b>	<b>\$ 370,899</b>	<b>\$ 435,253</b>	<b>\$ 311,280</b>	<b>\$ 322,500</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	363,688	433,102	315,000	320,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 363,688</b>	<b>\$ 433,102</b>	<b>\$ 315,000</b>	<b>\$ 320,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 7,211	\$ 2,151	\$ (3,720)	\$ 2,500
ENDING BALANCE -				
Designated / Reserves	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	528,347	525,498	521,778	524,278
<b>TOTAL FUND EQUITY</b>	<b>\$ 538,347</b>	<b>\$ 540,498</b>	<b>\$ 536,778</b>	<b>\$ 539,278</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (2,849)	\$ (3,720)	\$ 2,500
ENDING BALANCE	\$ 528,347	\$ 525,498	\$ 521,778	\$ 524,278

### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 1,129	\$ 139	\$ 400	\$ 400
Other	102,818	109,174	104,800	105,000
<b>TOTAL SOURCES</b>	<b>\$ 103,947</b>	<b>\$ 109,313</b>	<b>\$ 105,200</b>	<b>\$ 105,400</b>

#### FUNDING USES -

##### Personnel Services -

\* Mandatory Employer Costs \$ 11,034 \$ 3,872 \$ 4,100 \$ 5,050

##### Other Current Expenditures -

\* Other 222,941 102,362 87,900 100,000

Contingencies - 0 - - 0 - - 0 - - 0 -

**TOTAL USES \$ 233,975 \$ 106,234 \$ 92,000 \$ 105,050**

### - - FUND EQUITY - -

INCREASE (DECREASE) \$ (130,028) \$ 3,079 \$ 13,200 \$ 350

#### ENDING BALANCE -

Designated / Reserves \$ - 0 - \$ - 0 - \$ - 0 - \$ - 0 -

Undesignated / Unreserved 80,850 83,929 97,129 97,479

**TOTAL FUND EQUITY \$ 80,850 \$ 83,929 \$ 97,129 \$ 97,479**

### - - WORKING CAPITAL - -

INCREASE (DECREASE) - - - - - \$ 3,079 \$ 13,200 \$ 350

ENDING BALANCE \$ 80,850 \$ 83,929 \$ 97,129 \$ 97,479

### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 3,523	\$ 2,088	\$ 7,000	\$ 7,000
Other	5,439,438	7,042,332	5,324,300	5,551,000
<b>TOTAL SOURCES</b>	<b>\$ 5,442,961</b>	<b>\$ 7,044,420</b>	<b>\$ 5,331,300</b>	<b>\$ 5,558,000</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 3,618	\$ 4,852	\$ 18,657	\$ 19,675
* Benefits - Incl. NonWorking Wages	1,948	2,614	10,048	10,595
* Mandatory Employer Costs	59	65	100	100

##### Other Current Expenditures -

* Contractual	13,907	18,191	7,000	7,000
* Other	5,735,257	6,702,883	4,862,439	5,403,238

##### Contingencies

	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 5,754,789</b>	<b>\$ 6,728,605</b>	<b>\$ 4,898,244</b>	<b>\$ 5,440,608</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (311,828)	\$ 315,815	\$ 433,056	\$ 117,392
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	866,384	1,182,199	1,615,255	1,732,647
<b>TOTAL FUND EQUITY</b>	<b>\$ 866,384</b>	<b>\$ 1,182,199</b>	<b>\$ 1,615,255</b>	<b>\$ 1,732,647</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 315,815	\$ 433,056	\$ 117,392
ENDING BALANCE	\$ 866,384	\$ 1,182,199	\$ 1,615,255	\$ 1,732,647

### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## VEHICLE INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 937	\$ 209	\$ 1,000	\$ 800
Other	120,912	127,998	118,100	120,600
<b>TOTAL SOURCES</b>	<b>\$ 121,849</b>	<b>\$ 128,207</b>	<b>\$ 119,100</b>	<b>\$ 121,400</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 32,199	\$ 7,162	\$ 20,000	\$ 25,000
* Other	95,162	103,398	92,500	95,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 127,361</b>	<b>\$ 110,560</b>	<b>\$ 112,500</b>	<b>\$ 120,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (5,512)	\$ 17,647	\$ 6,600	\$ 1,400
ENDING BALANCE -				
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	226,004	243,651	250,251	251,651
<b>TOTAL FUND EQUITY</b>	<b>\$ 226,004</b>	<b>\$ 243,651</b>	<b>\$ 250,251</b>	<b>\$ 251,651</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 17,647	\$ 6,600	\$ 1,400
ENDING BALANCE	\$ 226,004	\$ 243,651	\$ 250,251	\$ 251,651

### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## PROPERTY INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 516	\$ 801	\$ 2,000	\$ 2,000
Other	25,732	27,963	28,671	29,300
<b>TOTAL SOURCES</b>	<b>\$ 26,248</b>	<b>\$ 28,764</b>	<b>\$ 30,671</b>	<b>\$ 31,300</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ 5,326	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	- 0 -	4	- 0 -	- 0 -
* Mandatory Employer Costs	- 0 -	485	- 0 -	- 0 -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 1,976	\$ 16,845	\$ - 0 -	\$ - 0 -
* Contractual	- 0 -	1,300	- 0 -	- 0 -
* Other	26,462	28,538	29,321	30,000
Transfers Out	17,340	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 45,778</b>	<b>\$ 52,498</b>	<b>\$ 29,321</b>	<b>\$ 30,000</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (19,530)	\$ (23,734)	\$ 1,350	\$ 1,300
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#### ENDING BALANCE -

Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	409,213	385,479	386,829	388,129

<b>TOTAL FUND EQUITY</b>	<b>\$ 409,213</b>	<b>\$ 385,479</b>	<b>\$ 386,829</b>	<b>\$ 388,129</b>
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### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (23,734)	\$ 1,350	\$ 1,300
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ENDING BALANCE	\$ 409,213	\$ 385,479	\$ 386,829	\$ 388,129
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### - - STAFFING - -

Positions: Not Applicable



# INTERNAL SERVICE FUNDS

## LIABILITY INSURANCE FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 2,243	\$ 228	\$ 600	\$ 600
Other	267,858	154,149	194,331	137,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 270,101</b>	<b>\$ 154,377</b>	<b>\$ 194,931</b>	<b>\$ 137,600</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ 120,405	\$ 41,051	\$ 83,000	\$ 7,000
* Other	129,666	119,143	137,000	148,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 250,071</b>	<b>\$ 160,194</b>	<b>\$ 220,000</b>	<b>\$ 155,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 20,030	\$ (5,817)	\$ (25,069)	\$ (17,400)
ENDING BALANCE -				
Designated / Reserves	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	262,560	261,743	236,674	219,274
<b>TOTAL FUND EQUITY</b>	<b>\$ 282,560</b>	<b>\$ 276,743</b>	<b>\$ 251,674</b>	<b>\$ 234,274</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ (817)	\$ (25,069)	\$ (17,400)
ENDING BALANCE	\$ 262,560	\$ 261,743	\$ 236,674	\$ 219,274

### - - STAFFING - -

Positions: Not Applicable

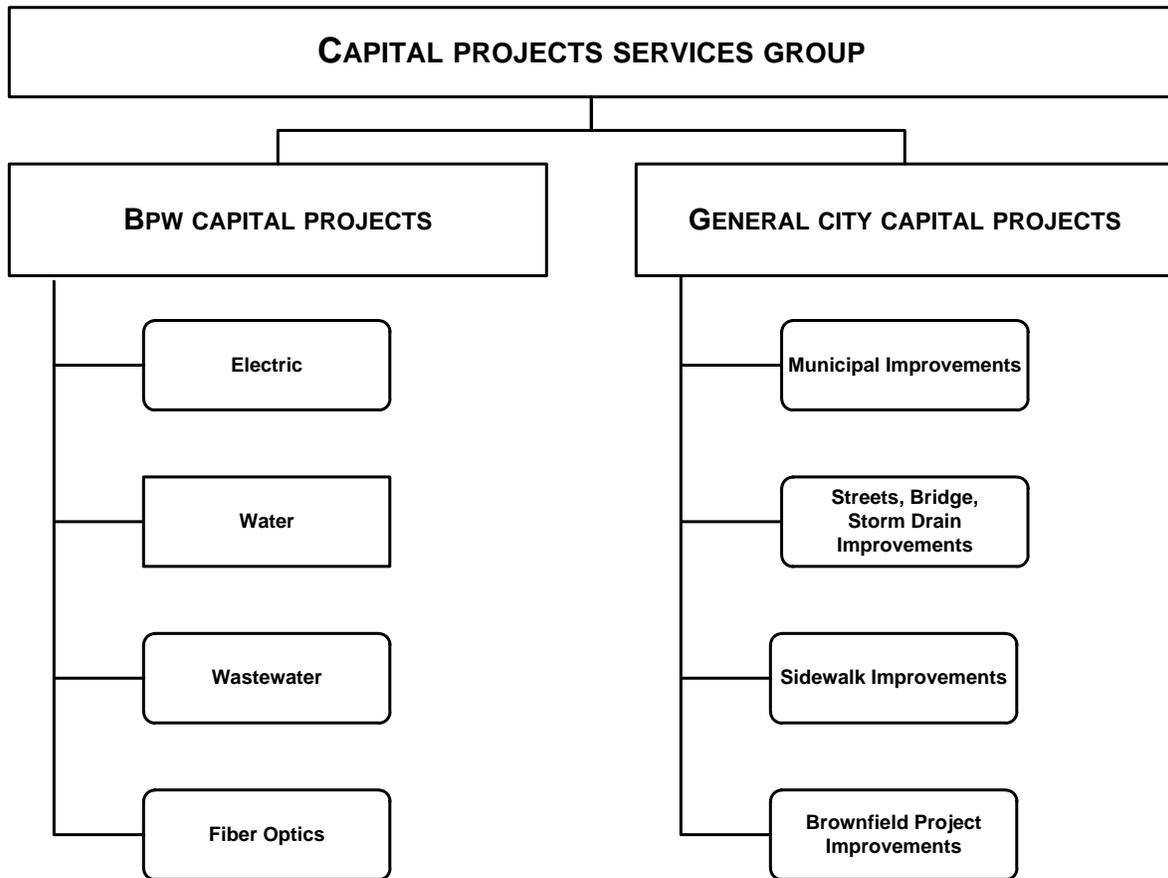
# CAPITAL PROJECT SERVICES GROUP

## INTRODUCTION

### GROUP MISSION STATEMENT

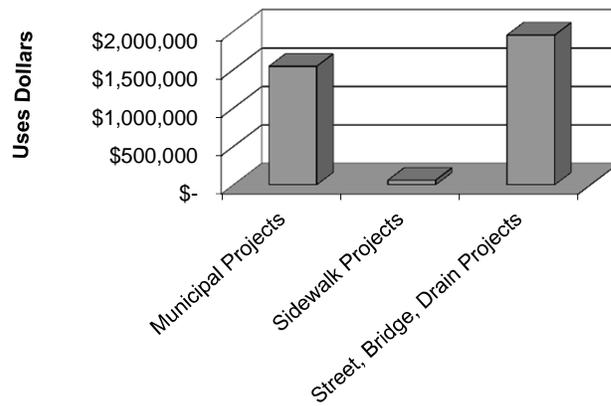
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

### GROUP ORGANIZATIONAL STRUCTURE

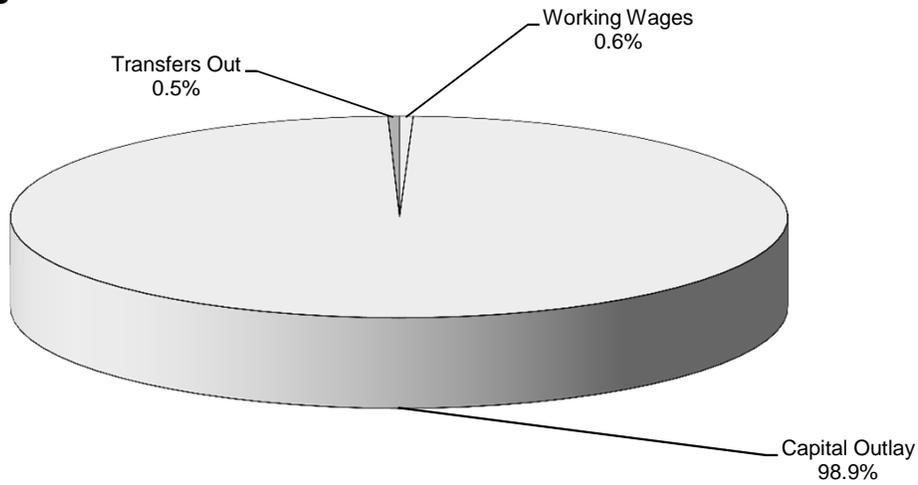


# CAPITAL PROJECTS

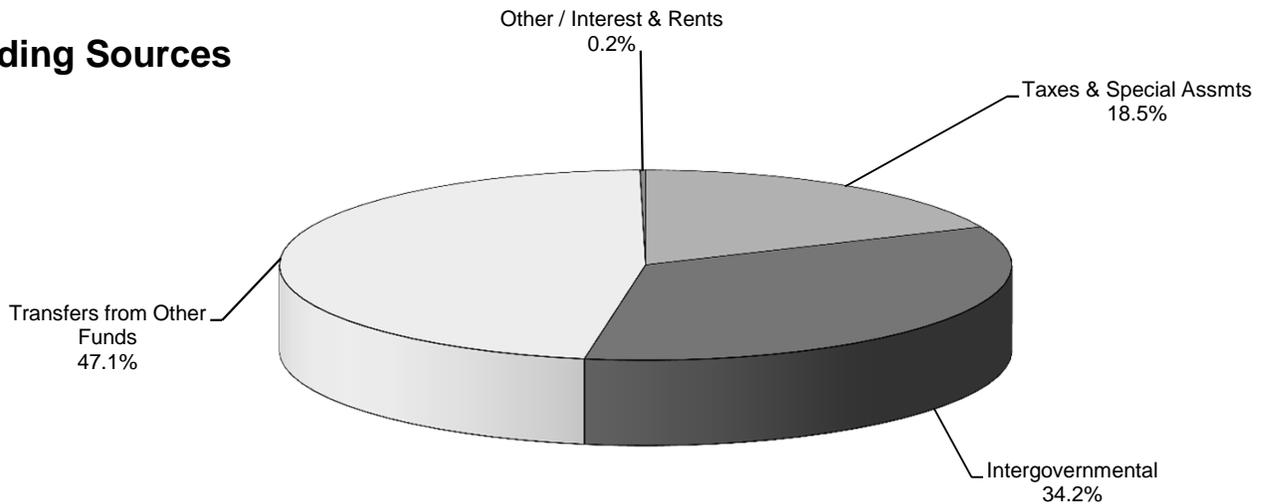
**Total Uses By Project Type \$3,555,656**



## Funding Uses



## Funding Sources



# OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

## Capital Projects to be Implemented During Fiscal Year 2015

### GOVERNMENTAL-TYPE FUNDS

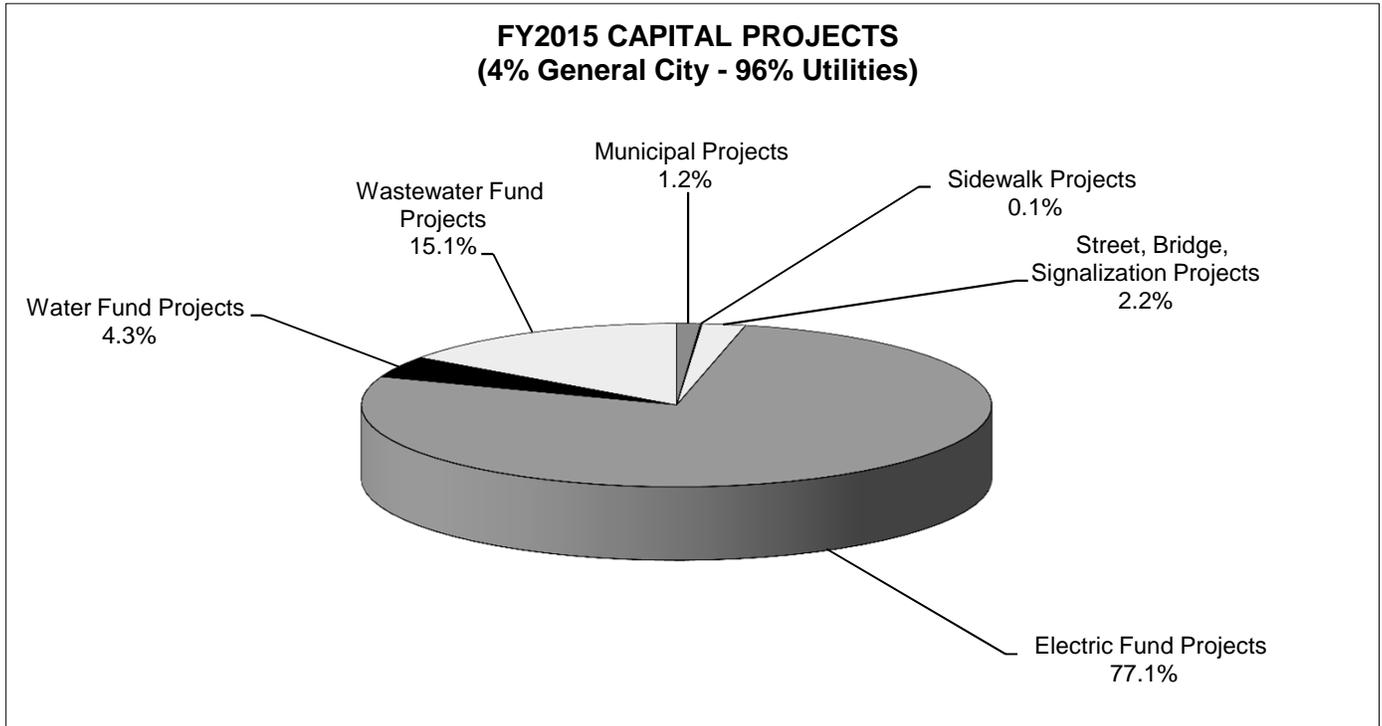
Municipal Improvements Projects:	\$1,075,500
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
City Share	940,000
MDOT, Grants, and Private Share	1,010,000
Sidewalk Improvements Projects	62,000

### PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Electric Utility Fund	67,716,198
See Water Utility Fund	3,741,375
See Wastewater Utility Fund	13,276,875

<b>TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS</b>	<b>\$87,821,948</b>
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Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.





# CAPITAL PROJECTS GROUP

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### -- GROUP FUNDING USES ACROSS FUNDS --

#### FUND TYPES -

Capital Projects	\$ 8,726,173	\$ 5,805,386	\$ 3,943,417	\$ 3,555,656
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### -- GROUP FUNDING SOURCES & USES TOTALS --

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 193,615	\$ 180,348	\$ 282,870	\$ 544,772
Intergovernmental	5,057,812	2,503,581	908,526	1,010,000
Interest & Rents	7,680	2,440	6,275	6,300
Other	285,823	2,442,136	227,617	1,000
Transfers In	2,880,021	1,783,062	2,776,157	1,390,000
<b>TOTAL SOURCES</b>	<b>\$ 8,424,951</b>	<b>\$ 6,911,567</b>	<b>\$ 4,201,445</b>	<b>\$ 2,952,072</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 41,249	\$ 38,479	\$ 30,000	\$ 20,000
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##### Other Current Expenditures -

* Contractual Items	- 0 -	- 0 -	- 0 -	- 0 -
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Capital Outlay	8,414,180	5,627,450	3,850,836	3,518,656
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Transfers Out	270,744	139,457	62,581	17,000
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<b>TOTAL USES</b>	<b>\$ 8,726,173</b>	<b>\$ 5,805,386</b>	<b>\$ 3,943,417</b>	<b>\$ 3,555,656</b>
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### -- GROUP STAFFING TOTALS --

Personnel Services Total Amount	\$ 41,249	\$ 38,479	\$ 30,000	\$ 20,000
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Positions: Not Applicable

# **CAPITAL PROJECTS SERVICES GROUP**

## **MUNICIPAL IMPROVEMENTS CASH CONTROL FUND**

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### **FUND MISSION STATEMENT**

Develop a comprehensive capital improvement budget that addresses short and long-term improvements to the City's infrastructure, public facilities and buildings, in order to assure the City will maximize its return on its investment and provide citizens with public facilities that improve the economic, social, and environmental quality of life in the City.

### **FISCAL YEAR 2015 ACTION PLAN**

- Levy a .4945 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 2015.
- To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2015.
- To develop an updated five-year street capital improvement project list and plan for the financial resources to implement the plan with a 1.3669 mill tax levy specifically set aside for street capital improvements by June 2015.
- To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by June 2015.



# CAPITAL PROJECTS GROUP

## MUNICIPAL CAPITAL IMPROVEMENTS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes	\$ 141,702	\$ 130,984	\$ 233,308	\$ 494,622
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	5,785	1,822	6,000	6,000
Other	285,748	2,127,976	227,117	1,000
Transfers In	454,164	339,482	598,932	450,000
<b>TOTAL SOURCES</b>	<b>\$ 887,399</b>	<b>\$ 2,600,264</b>	<b>\$ 1,065,357</b>	<b>\$ 951,622</b>

#### FUNDING USES -

Capital Outlay	\$ 925,856	\$ 1,172,870	\$ 753,435	\$ 1,526,656
Transfers Out	266,953	135,744	62,581	17,000
<b>TOTAL USES</b>	<b>\$ 1,192,809</b>	<b>\$ 1,308,614</b>	<b>\$ 816,016</b>	<b>\$ 1,543,656</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (305,410)	\$ 1,291,650	\$ 249,341	\$ (592,034)
ENDING BALANCE -				
Designated / Reserved	\$ 115,631	\$ 1,195,866	\$ 1,789,615	\$ 1,300,523
Undesignated / Unreserved	236,755	448,170	103,762	820
<b>TOTAL FUND EQUITY</b>	<b>\$ 352,386</b>	<b>\$ 1,644,036</b>	<b>\$ 1,893,377</b>	<b>\$ 1,301,343</b>

### - - STAFFING - -

Positions: Not Applicable

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

## FY-2015 PROJECT DESCRIPTION

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### **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 FY2014-15 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, 2014. The strategic plan and goals for Council lists the projects, and includes the ranking for each one. .

### **Public Input:**

Coffee with Council (& BPW) was held on January 18, 2014 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 two budget study sessions open to the public with the City Council were conducted in April (16<sup>th</sup> & 17<sup>th</sup>), as well as the budget Public Hearing on May 14, 2014.

### **Approval of the Capital Improvement Plan:**

The Municipal Capital Improvement Plan was approved on May 14, 2014, as part of the annual budget.

## **MANAGEMENT & ADMINISTRATIVE SERVICES**

**Redevelopment Planning 15,000:** For marketing/land use planning for obsolete commercial strips on US-31 and Washington Avenue.

**Project Supervision \$10,000:** This is an experimental contractual line item to address the need for a skilled heating/ventilation/air conditioning and facilities agent to manage projects and major preventative maintenance on City buildings from time to time.

## **PUBLIC SAFETY PROJECTS:**

**Police Building, Lobby Renovation \$25,000:** To enhance customer service and provide more space while maintaining security.

**Fire Station Renovation/Replacement Projects \$TBD:** Site review, conceptual design, phased financing strategies will be the outcome of this research from 0.2585 mills dedicated to a Fire Station Debt Service Fund component of the Municipal Capital Improvements Fund; consistent with the Budget Theme in FY 2105 of Capital Reinvestment. The exact amount will be requested via a budget adjustment when known.

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2015 PROJECT DESCRIPTION

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## COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

**Cappon and Settlers Home Improvements \$20,000:** To be determined by the Holland Historic Trust.

**City Float \$5,000:** This amount is intended to enable a modest float that communicates to City residents themes that are important to the City Council. Not intended to be moved outside of the City.

**City Hall Cooling Tower Upgrades \$45,000:** These have never been repaired since installed in 1997.

**City Hall, Council Chambers Doors & Chairs \$10,000:** The Council Chambers acts as a studio for the local cable TV. It is also the people's location to be heard. To this end, the visuals need to be improved and an ability to see through the doors from the lobby is important.

**City Hall, Lobby Station \$5,000:** Visitors are confused when they enter the building about where to go and how to get services. A stand up work station is proposed to ensure a warm greeting and improved customer service.

**City Hall, Painting \$15,000:** Interior painting is overdue.

**Downtown Neighborhoods Enhancement Program \$50,000:** For mixed income neighborhood improvements like two-car garages up to \$4,000 each per home. This is part of the Holland Advantage program to incentivize rental home conversions to owner-occupied.

**Downtown Sidewalk Snowmelt Pavers \$50,000:** For completion of the block on College north to 8<sup>th</sup> Street. City's share is 50%.

**Museum Repairs \$50,000:** To be determined by the Holland Historic Trust.

**Paint Pedestrian Lights Downtown \$10,000:** Faded and not up to City's maintenance, especially on the easterly end.

**South Shore Village \$30,000:** City share of land acquisition necessary for parking lot and walkway improvements between South Shore Village Neighborhood Commercial and the Heinz Boardwalk/Macatawa Greenway Boardwalk.

**Waterfront Conceptual Redevelopment \$25,000:** Visioning, land appraisals, Form-based Code Development, etc. associated with realizing the City's highest goal of better connections between Downtown and Kollen Park Boardwalk, continuation of the Macatawa Greenway and redevelopment of the waterfront as a mixed use, commercial area with public spaces on the waters' edges.

**Washington School Redevelopment Planning \$2,500:** This is 50% of a cost-share with the Holland Public Schools if a joint housing planning effort is needed to ensure this area is not abandoned.

**Wayfinding Signage \$35,000:** This is the second year's cost for a comprehensive wayfinding, entryway signage and community value signage design program. Subsequent years will include phased implementation costs.

**Building Energy Performance Labeling 25,000:** For a pilot project in combination with the Home Energy Retrofit Task Force and the Commercial and Institutional Task Force.

**Commercial & Institutional Energy Audits – Pilot Project \$12,000:** Second part of a two-year funding program to accomplish experimental commercial and institutional energy audits for the purpose of incentivizing energy upgrades for lower energy use.

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2015 PROJECT DESCRIPTION

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## COMMUNITY ENERGY STRATEGIES PROJECTS:

**Energy Upgrades for Existing City Facilities \$40,000:** Based on an energy audit being done by Schneider so as to meet the energy goals of 20% less as well as to win the Georgetown Energy University Prize of \$5 million. Schneider Electric will be invited to assess and help plan.

**Home Energy Retrofits—Pilot Project \$25,000:** Third part of a three-year collection of funds to realize a 50-home energy upgrade via a major audit, one-stop shopping energy service company general contractor, lower interest rate and loan loss reserve until on-bill financing legislation is secured.

**Streetlights LED Pilot Project \$20,000:** For work in concert with the Holland Board of Public Works to grow the experiment of reduced energy costs via LED light conversions.

**Sustainability Committee \$10,000:** For interns, training, Urban Sustainability Directors Network, etc. to assist the Sustainability Committee in implementing the three-part bottom line Sustainability Plan for the City of Holland.

**Sustainability Director- City Share \$10,000:** Year one of a three-year contract with the Holland/Hope Sustainability Institute for professional services; to be matched by the Holland Board of Public Works.

## PARKS, RECREATION & TRANSPORTATION SERVICES PROJECTS:

**Bouws Pool Renovations and Recreation Center Feasibility and Conceptual Design 20,000:** Capital reinvestment is the FY2015 budget theme; the Pool location and usage needs to be thought through before major reinvestment occurs. At the same time, Smallenburg Park is a likely location for a new Recreation Center to upgrade the recreation functions of the Civic Center now.

**Civic Center Maintenance \$50,000:** Needed to remove safety hazards like filling in the basement and removing or stabilizing the ceiling tiles.

**City-wide Tree Planting \$50,000:** The city must remove 2,500 trees which died due to ash bore. This budgeted item is intended to phase in the quarter million dollar investment needed to replace them and maintain and eventually improve the City's urban canopy (24% now).

**DeGraaf Nature Center Property Acquisition \$30,000:** From Legacy Funds; Additional City share of grant program to purchase nearby house for the purpose of a safer and otherwise improved entryway. Part of the long-term plan realization for DeGraaf Nature Center.

**Dog Park \$5,000:** For ancillary facilities at a west side Dog Park (near West Middle School on 24<sup>th</sup> Street).

**Lake Macatawa Street Ends \$5,000:** For boundary survey and conceptual design of neighborhood-led improvements at each of X street ends providing community access to the waters and views of Lake Macatawa.

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2015 PROJECT DESCRIPTION

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## **PARKS, RECREATION & TRANSPORTATION SERVICES PROJECTS:**

**Lakeview Property Upgrades \$200,000:** From Legacy Funds; This use will depend on the outcome of a planning exercise involving the I Challenge U Ottawa Intermediate School District program, the Parks and Recreation Board, the neighborhood, Edgewater Resource consultants, and potential grantors to imagine the best long-term recreational use of this seven acre, former school play area.

**Matt Urban Storage & Concession Building \$20,000:** New roof is needed.

**Moran Park Improvements \$20,000:** General changes associated with restoration.

**Modifications to the 24<sup>th</sup> Street Building (the Annex) \$25,000:** These funds will be used to convert the building to storage for Recreation and City Clerk functions by replacement of roofing and new shelving.

**Tennis Court Re-surfacing \$24,000:** At Moran Park; preventative maintenance.

**Transportation Services Building LED Light Conversions 35,000:** Self-explanatory. Schneider Electric will be invited to assess and help plan.

## **Impact of Capital Investments on Operating Budget:**

The majority of the costs associated with the projects approved for FY-2015 are onetime expenditures. The energy upgrades to City owned facilities are expected to reduce utility costs by \$99,000. The City anticipates \$5,000 in new operating expenditures related to the parks and recreation property acquisitions and upgrades.



# MUNICIPAL CAPITAL PROJECTS

FISCAL YEAR JULY 1, 2014 - JUNE 30, 2015

## SUMMARY OF ACTIVITY

	Regular Projects	Legacy Projects	Total Projects
<b>- - BEGINNING FUND BALANCE - -</b>			
Reserved:			
- Fire Station Projects	\$ 468,156	\$ -	\$ 468,156
Unreserved:			
- Undesignated	<u>103,762</u>	<u>1,321,459</u>	<u>1,425,221</u>
Total	<u><u>571,918</u></u>	<u><u>1,321,459</u></u>	<u><u>1,893,377</u></u>
<b>- - FUNDING SOURCES &amp; USES - -</b>			
FUNDING SOURCES -			
Property Taxation	494,622	-	494,622
Transfers from Other Funds:			
From BPW Electric Fund - Unallocated	440,000	-	440,000
From Downtown Development Authority	10,000	-	10,000
Private Donations and Other:			
Rent-Agricultural Land Lease	1,000	-	1,000
Investment Income	<u>6,000</u>	<u>-</u>	<u>6,000</u>
TOTAL SOURCES	<u>951,622</u>	<u>-</u>	<u>951,622</u>
FUNDING USES -			
Approved Projects - Previous Fiscal Year	468,156	-	468,156
Approved Projects - New	<u>796,000</u>	<u>279,500</u>	<u>1,075,500</u>
TOTAL USES	<u>1,264,156</u>	<u>279,500</u>	<u>1,543,656</u>
<b>- - ENDING FUND BALANCE - -</b>			
Reserved:			
- Fire Station Projects	258,564	-	258,564
- Legacy Projects	-	1,041,959	1,041,959
Unreserved:			
- Undesignated	<u>820</u>	<u>-</u>	<u>820</u>
Total	<u><u>\$ 259,384</u></u>	<u><u>\$ 1,041,959</u></u>	<u><u>\$ 1,301,343</u></u>



# MUNICIPAL CAPITAL PROJECTS

## CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR JULY 1, 2014 - JUNE 30, 2015

- - FUNDING SOURCES & USES - -

	MCIF	Legacy Funds	Total
<b>MANAGEMENT &amp; ADMINISTRATIVE SERVICES</b>			
Redevelopment Planning	15,000		15,000
Project Supervision	10,000		10,000
	<u>25,000</u>	<u>-</u>	<u>25,000</u>
<hr/>			
<b>PUBLIC SAFETY PROJECTS:</b>			
Police Building, Lobby Renovation	25,000		25,000
	<u>25,000</u>	<u>-</u>	<u>25,000</u>
<hr/>			
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES PROJECTS:</b>			
Cappon & Settlers Homes Improvements	20,000		20,000
City Float	5,000		5,000
City Hall, Cooling Tower Upgrades	45,000		45,000
City Hall, Council Chambers Doors & Chairs	10,000		10,000
City Hall, Lobby Station	5,000		5,000
City Hall, Painting	15,000		15,000
Downtown Neighborhoods Enhancement Program	50,000		50,000
Downtown Sidewalk Snowmelt Pavers	50,000		50,000
Museum Repairs	50,000		50,000
Paint Pedestrian Lights Downtown	10,000		10,000
South Shore Village	30,000		30,000
Waterfront Conceptual Redevelopment	25,000		25,000
Washington School Redevelopment Planning	-	2,500	2,500
Wayfinding Signage	35,000		35,000
	<u>350,000</u>	<u>2,500</u>	<u>352,500</u>
<hr/>			
<b>COMMUNITY ENERGY STRATEGIES PROJECTS:</b>			
Building Energy Performance Labels	25,000		25,000
Commercial & Institutional Energy Audits-Pilot Project	12,000		12,000
Energy Upgrades for Existing City Facilities	40,000		40,000
Home Energy Retrofit - Pilot Project	25,000		25,000
Streetlights - LED Pilot Project	20,000		20,000
Sustainability	10,000		10,000
Sustainability Director - City Share	10,000		10,000
	<u>142,000</u>	<u>-</u>	<u>142,000</u>



# MUNICIPAL CAPITAL PROJECTS

## CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR JULY 1, 2014 - JUNE 30, 2015

- - FUNDING SOURCES & USES - -

	<u>MCIF</u>	<u>Legacy Funds</u>	<u>Total</u>
<b>PARKS, RECREATION &amp; TRANSPORTATION SERVICES PROJECTS:</b>			
Bouws Pool Alternatives Study	20,000		20,000
City-Wide Tree Planting	50,000		50,000
Civic Center & Rec Center Maintenance	50,000		50,000
DeGraaf Nature Center Property Acquisition	-	30,000	30,000
Dog Park	5,000		5,000
Lake Macatawa Street Ends	5,000		5,000
Lakeview Property Upgrades	-	200,000	200,000
Matt Urban Storage & Concession Building	20,000		20,000
Moran Park Improvements	20,000		20,000
Modifications to 24th Street Building	25,000		25,000
Tennis Court Resurfacing	24,000		24,000
Transportation Services Bldg., LED Light Conversions	35,000		35,000
VanRaalte Farm Improvements	-	47,000	47,000
	<u>254,000</u>	<u>277,000</u>	<u>531,000</u>
<b>TOTAL FINANCING USES</b>	<u>796,000</u>	<u>279,500</u>	<u>1,075,500</u>



# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY2015	FY2016	FY2017	FY2018	FY2019
	Budgeted	Projected	Projected	Projected	Projected

**- - FUNDING SOURCES - -**

FUNDING SOURCES -

Proceeds from Bond Issue	-	8,000,000	4,000,000	4,750,000	-
Private Sector Contributions	-	675,000	2,250,000	1,390,000	1,150,000
Municipal Capital Improvements Fund	796,000	1,334,000	1,260,000	1,200,000	1,285,000
Municipal Capital Improvements Fund - Legacy Funds	<u>279,500</u>	<u>418,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
 Total Sources	 <u>1,075,500</u>	 <u>10,427,000</u>	 <u>7,610,000</u>	 <u>7,440,000</u>	 <u>2,535,000</u>

ADDITIONAL COMMENT:

Financing Sources and Uses 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 CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY2015 Budgeted	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
<b>- - FUNDING USES - -</b>					
<b>MANAGEMENT &amp; ADMINISTRATIVE SERVICES PROJECTS:</b>					
Planning Funds	-	70,000	80,000	90,000	50,000
Redevelopment Funds	15,000	15,000	10,000	-	-
Project Supervision	10,000	-	-	-	-
	<u>25,000</u>	<u>85,000</u>	<u>90,000</u>	<u>90,000</u>	<u>50,000</u>
<b>PUBLIC SAFETY PROJECTS:</b>					
Police Building, Lobby Renovation	25,000	-	-	-	-
Fire Station Renovation/Replacement Projects	-	260,000	265,000	270,000	275,000
	<u>25,000</u>	<u>260,000</u>	<u>265,000</u>	<u>270,000</u>	<u>275,000</u>
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES PROJECTS:</b>					
Cappon & Settlers Homes Improvements	20,000	5,000	5,000	5,000	-
City Float	5,000	-	-	-	-
City Hall, Cooling Tower Upgrades	45,000	-	-	-	-
City Hall, Council Chambers Doors & Chairs	10,000	-	-	-	-
City Hall, Lobby Station	5,000	-	-	-	-
City Hall, Painting	15,000	-	-	-	-
City Hall, Upgrades	-	50,000	-	50,000	25,000
City-Wide Public Art Program	-	25,000	-	25,000	-
Central Neighborhoods Enhancement Program	-	-	50,000	50,000	50,000
Downtown Neighborhoods Enhancement Program	50,000	50,000	-	-	-
Downtown Sidewalk Snowmelt Pavers	50,000	250,000	250,000	250,000	-
Downtown Parking Repairs	-	25,000	25,000	25,000	-
Downtown, New Parking	-	50,000	50,000	50,000	-
Museum Repairs	50,000	10,000	-	-	-
Paint Pedestrian Lights Downtown	10,000	-	-	-	-
South Shore Village	30,000	-	-	-	300,000
Waterfront Conceptual Redevelopment	25,000	-	-	-	-
Washington School Redevelopment Planning	2,500	-	-	-	-
Wayfinding Signage	35,000	25,000	25,000	-	-
Holland Advantage Holland Heights Nghbr Initiative	-	-	-	50,000	50,000
	<u>352,500</u>	<u>490,000</u>	<u>405,000</u>	<u>505,000</u>	<u>425,000</u>
<b>COMMUNITY ENERGY STRATEGIES PROJECTS:</b>					
Building Energy Performance Labels	25,000	30,000	20,000	20,000	-
Commercial & Institutional Energy Audits-Pilot Project	12,000	-	-	-	-
Community Energy Strategies	-	25,000	25,000	25,000	25,000
Energy Upgrades for Existing City Facilities	40,000	30,000	20,000	30,000	30,000
Home Energy Retrofit	25,000	50,000	50,000	50,000	25,000
Streetlights - LED Pilot Project	20,000	-	-	-	-
Sustainability	10,000	-	-	-	-
Sustainability Director - City Share	10,000	-	-	-	-
	<u>142,000</u>	<u>135,000</u>	<u>115,000</u>	<u>125,000</u>	<u>80,000</u>



# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY2015 Budgeted	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
<b>- - FUNDING USES - -</b>					
<b>PARKS, RECREATION &amp; TRANSPORTATION SERVICES PROJECTS:</b>					
Bouws Pool Alternatives Study	20,000	-	-	-	-
Bouws Pool Renovations	-	50,000	4,000,000	-	-
City-Wide Tree Planting	50,000	20,000	20,000	20,000	20,000
Civic Center & Rec Center Maintenance	50,000	-	-	-	-
Civic Center Renovation/Replacement	-	8,000,000	25,000	25,000	-
DeGraaf Nature Center Property Acquisition	30,000	-	-	-	-
Dog Park	5,000	-	25,000	-	-
Holland Heights School Park Improvements	-	15,000	-	-	-
Lake Macatawa Street Ends	5,000	-	25,000	-	350,000
Lakeview Property Upgrades	200,000	-	-	-	-
Matt Urban Storage & Concession Building	20,000	-	-	-	-
Moran Park Improvements	20,000	-	-	-	200,000
Modifications to 24th Street Building	25,000	-	-	-	-
Tennis Court Resurfacing	24,000	-	-	50,000	-
Transportation Services Bldg., LED Light Conversions	35,000	-	-	-	-
VanRaalte Farm Improvements	47,000	-	-	-	-
Heinz Boardwalk - New Pier	-	-	-	250,000	-
Ice Skating Facility	-	-	-	2,250,000	-
Kollen Park - Outdoor Performing Facility	-	-	-	500,000	-
Kollen Park - Phase 4	-	-	-	-	550,000
Parks & Recreation Land Acquisition	-	-	100,000	100,000	100,000
Matt Urban & Maplewood Storage Buildings	-	20,000	-	-	-
Greenhouse Renovation/Combination	-	-	250,000	-	-
Smallenburg Park Upgrades	-	-	-	-	450,000
Community Park East Side	-	-	390,000	-	-
Pickle ball Courts	-	-	-	-	35,000
Pilgrim Homes Outdoor Niches	-	75,000	75,000	-	-
VanRaalte Farm Improvements	-	118,000	-	-	-
Western Machine Site Seawall, Landing & Walkway	-	-	750,000	-	-
Windmill Island Infrastructure	-	350,000	-	-	-
Windmill Island Gardens Strategic Plan Amenities	-	-	-	500,000	-
Windmill Island Bridge to North	-	300,000	-	-	-
Windmill Island Connection to South	-	450,000	-	-	-
Window-on-the-Waterfront Renovation Phase I	-	-	100,000	-	-
Downtown Connection to Kollen Park/Waterfront Depot, Replace HVAC System	-	-	-	1,000,000	-
Downtown Trolley	-	50,000	800,000	240,000	-
Transportation Services Building, Painting	-	9,000	10,000	-	-
Transportation Services, Lighting Improvements	-	-	15,000	-	-
Transportation Services Building, Interior Cleaning	-	-	-	15,000	-
Macatawa Greenway	-	-	-	1,500,000	-
	<u>531,000</u>	<u>9,457,000</u>	<u>6,735,000</u>	<u>6,450,000</u>	<u>1,705,000</u>
<b>TOTAL FINANCING USES</b>	<u>1,075,500</u>	<u>10,427,000</u>	<u>7,610,000</u>	<u>7,440,000</u>	<u>2,535,000</u>

**CAPITAL PROJECTS SERVICES GROUP**  
**STREET IMPROVEMENTS CAPITAL PROJECTS FUND**

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**FUND MISSION STATEMENT**

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

**FISCAL YEAR 2015 ACTION PLAN FOR ENGINEERING OFFICE**

- To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2014 construction season:
  - 16<sup>th</sup> Street, Waverly to Quarter Line
  - Michigan Ave, 27<sup>th</sup> to 32<sup>nd</sup>
  - M-40 Multi-use Path, Waverly, 40<sup>th</sup> to Lincoln
- To develop a resurfacing program for the summer of 2014 and 2015, using street ratings developed through asset management techniques.
- To develop a crack sealing program for the summer of 2014 and 2015, using street ratings developed through asset management techniques.
- To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2014 or 2015.
  - Central Avenue
  - 16<sup>th</sup> Street, Waverly Safety Project
- To identify planning needs for identified projects in future years (2016-2020).
- Continue implementation of City's Stormwater Management Master Plan; 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 AND DRAIN CAPITAL PROJECTS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	5,057,812	2,503,581	908,526	1,010,000
Interest & Rents	1,438	444	- 0 -	- 0 -
Other	- 0 -	314,160	500	- 0 -
Transfers In	2,425,857	1,443,580	2,177,225	940,000
<b>TOTAL SOURCES</b>	<b>\$ 7,485,107</b>	<b>\$ 4,261,765</b>	<b>\$ 3,086,251</b>	<b>\$ 1,950,000</b>

#### FUNDING USES -

Capital Outlay	\$ 7,479,878	\$ 4,444,855	\$ 3,086,251	\$ 1,950,000
Transfers Out	3,791	3,713	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 7,483,669</b>	<b>\$ 4,448,568</b>	<b>\$ 3,086,251</b>	<b>\$ 1,950,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,438	\$ (186,803)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	249,227	62,424	62,424	62,424
<b>TOTAL FUND EQUITY</b>	<b>\$ 249,227</b>	<b>\$ 62,424</b>	<b>\$ 62,424</b>	<b>\$ 62,424</b>

### - - STAFFING - -

Positions: Not Applicable

#### NOTE:

Electric, Water and Wastewater Fund portions of these projects are not included; they are reported in the Utility Services Group.

# STREET CONSTRUCTION FUND

## FY-2015 PROJECT DESCRIPTION

### **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.

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#### 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

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#### 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

## STREET CONSTRUCTION FUND

### FY-2015 PROJECT DESCRIPTION

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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.

#### **Approval of the Capital Improvement Plan:**

The sidewalk projects budget was approved on May 14, 2014, as part of the annual budget. Financing sources and uses for the street construction projects are estimates as of May 14<sup>th</sup>. Actual project budgets will be approved by City Council as contracts are awarded.

#### **Project Descriptions:**

**Resurfacing Program \$550,000 and Crack Sealing Program \$50,000:** This is an annual program. Streets designated for resurfacing or crack sealing are determined by the PASER rating.

**16<sup>th</sup> Street, Waverly to Quarterline \$800,000:** The project involves resurfacing 16<sup>th</sup> Street, from Waverly to Quarterline Road; with some storm sewer repairs. The water main between Country Club and Quarterline Road will be replaced.

**South Shore Drive Permitting \$25,000:** Anticipated costs are preparation work needed for a resurfacing project in future years.

**M-40 Multi-Use Path \$445,000:** A 10 foot wide multi-use path; along M-40, between 40<sup>th</sup> Street and US-31 and Industrial Avenue, is being constructed.

**Federal/State Stormwater Regulation Implementation \$30,000:** This is an annual payment for Macatawa Watershed/Watershed Dues.

#### **Impact of Capital Investments on Operating Budget:**

The majority of the costs associated with the projects approved for FY-2015 are onetime expenditures. Once complete the City anticipates annual maintenance costs for \$1,500 for the multi-use path.



# STREET CONSTRUCTION PROJECTS

## CAPITAL IMPROVEMENT PROGRAM

FISCAL YEAR JULY 1, 2014 - JUNE 30, 2015

- - FUNDING SOURCES & USES - -

	<u>Allegan County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Grant Funding</u>	<u>Total</u>
<b>STREET CONSTRUCTION:</b>				
Summer 2014 Resurfacing Program	70,000	480,000	-	550,000
Summer 2014 Crack Sealing Program	-	50,000	-	50,000
16th Street, Waverly to Quarterline	-	50,000	750,000	800,000
PE / Permitting for South Shore Drive	-	25,000	-	25,000
M40 Multi-Use Path, Waverly - 40th/Lincoln	<u>185,000</u>	<u>-</u>	<u>260,000</u>	<u>445,000</u>
Total	<u><u>255,000</u></u>	<u><u>605,000</u></u>	<u><u>1,010,000</u></u>	<u><u>1,870,000</u></u>
<hr/>				
<b>DRAINS:</b>				
Federal/State Stormwater Regulation Implementation	-	30,000	-	30,000
Drain Project	<u>-</u>	<u>50,000</u>	<u>-</u>	<u>50,000</u>
Total	<u><u>-</u></u>	<u><u>80,000</u></u>	<u><u>-</u></u>	<u><u>80,000</u></u>
<b>TOTAL</b>	<u><u>255,000</u></u>	<u><u>685,000</u></u>	<u><u>1,010,000</u></u>	<u><u>1,950,000</u></u>



# STREET CONSTRUCTION PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY2015	FY2016	FY2017	FY2018	FY2019
	Budgeted	Projected	Projected	Projected	Projected

**- - FUNDING SOURCES - -**

FUNDING SOURCES -

Grant Funding	1,010,000	572,000	1,000,000	168,000	50,000
Allegan County Road Tax Fund	255,000	150,000	150,000	150,000	150,000
Street Improvement Reserve Fund	685,000	4,215,000	1,990,000	887,000	2,090,000
BPW Utility Funds	-	1,250,000	425,000	-	500,000
<b>TOTAL FINANCING SOURCES</b>	<b>1,950,000</b>	<b>6,187,000</b>	<b>3,565,000</b>	<b>1,205,000</b>	<b>2,790,000</b>

ADDITIONAL COMMENT:

Financing Sources and Uses 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 CONSTRUCTION PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY2015 Budgeted	FY2016 Projected	FY2017 Projected	FY2018 Projected	FY2019 Projected
<b>- - FUNDING USES - -</b>					
<b>STREET CONSTRUCTION:</b>					
Summer Resurfacing Program	550,000	600,000	600,000	600,000	600,000
Summer Crack Sealing Program	50,000	50,000	60,000	60,000	60,000
9th St, Washington to 8th St	-	-	1,900,000	-	-
16th Street, Waverly to Quarterline	800,000	-	-	-	-
16th St & Waverly, Safety Project	-	600,000	-	-	-
Central Avenue	-	4,457,000	-	-	-
Hope Avenue, 16th St to Paw Paw	-	-	-	-	1,800,000
Lincoln Ave, 32nd to US-31 Bike Lanes	-	-	-	415,000	-
M40 Multi-Use Path, Waverly - 40th/Lincoln	445,000	-	-	-	-
MDOT US-31 Resurfacing	-	100,000	50,000	-	-
MDOT US-31 Reconstruction	-	-	-	-	200,000
Sourth Shore Drive, PE / Permitting	25,000	-	-	-	-
South Shore Drive, Resurfacing	-	-	825,000	-	-
Utility Project - 8th Street	-	100,000	-	-	-
<b>Total</b>	<b><u>1,870,000</u></b>	<b><u>5,907,000</u></b>	<b><u>3,435,000</u></b>	<b><u>1,075,000</u></b>	<b><u>2,660,000</u></b>
<b>DRAINS:</b>					
Federal/State Stormwater Regulation Implementation	30,000	30,000	30,000	30,000	30,000
Drain Project	50,000	50,000	100,000	100,000	100,000
<b>Total</b>	<b><u>80,000</u></b>	<b><u>80,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>	<b><u>130,000</u></b>
<b>TRAFFIC SIGNALS:</b>					
16th St & Columbia	-	200,000	-	-	-
<b>Total</b>	<b><u>-</u></b>	<b><u>200,000</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>TOTAL FINANCING USES</b>	<b><u>1,950,000</u></b>	<b><u>6,187,000</u></b>	<b><u>3,565,000</u></b>	<b><u>1,205,000</u></b>	<b><u>2,790,000</u></b>



# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2015 - JUNE 30, 2017

## SUMMARY OF PROJECTED ACTIVITY

Fiscal Year 2016	MVH Major Street Fund	Allegan County Road Tax Fund	Street Improvement Reserve Fund
Estimated Fund Balance - July 1, 2015	\$ 2,389,417	\$ 208,342	\$ 1,256,203
FUNDING SOURCES -			
Property Taxation	-	-	1,387,745
Intergovernmental	2,200,000	375,000	-
Fees	17,000	-	-
Investment Income	12,000	1,000	-
TOTAL SOURCES	2,229,000	376,000	1,387,745
FUNDING USES -			
Trunkline Maintenance	4,500	-	-
Admin, Engineering & Recordkeeping	18,000	-	-
Street Maintenance	1,492,500	-	-
Transfer to Other Funds	866,300	150,000	4,215,000
TOTAL USES	2,381,300	150,000	4,215,000
Estimated Fund Balance - June 30, 2016	\$ 2,237,117	\$ 434,342	\$ (1,571,052)
Fiscal Year 2017			
FUNDING SOURCES -			
Property Taxation	-	-	1,422,439
Intergovernmental	2,244,000	382,500	-
Fees	17,000	-	-
Investment Income	12,000	1,000	-
TOTAL SOURCES	2,273,000	383,500	1,422,439
FUNDING USES -			
Trunkline Maintenance	4,613	-	-
Admin, Engineering & Recordkeeping	18,450	-	-
Street Maintenance	1,529,813	-	-
Transfer to Other Funds	883,196	150,000	1,990,000
TOTAL USES	2,436,072	150,000	1,990,000
Estimated Fund Balance - June 30, 2017	\$ 2,074,045	\$ 667,842	\$ (2,138,613)



# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2017 - JUNE 30, 2019

## SUMMARY OF PROJECTED ACTIVITY

Fiscal Year 2018	MVH Major Street Fund	Allegan County Road Tax Fund	Street Improvement Reserve Fund
Estimated Fund Balance - July 1, 2017	\$ 2,074,045	\$ 667,842	\$ (2,138,613)
FUNDING SOURCES -			
Property Taxation	-	-	1,458,000
Intergovernmental	2,288,880	390,150	-
Fees	17,000	-	-
Investment Income	12,000	1,000	-
TOTAL SOURCES	<u>2,317,880</u>	<u>391,150</u>	<u>1,458,000</u>
FUNDING USES -			
Trunkline Maintenance	4,728	-	-
Admin, Engineering & Recordkeeping	18,911	-	-
Street Maintenance	1,568,058	-	-
Transfer to Other Funds	900,430	150,000	887,000
TOTAL USES	<u>2,492,127</u>	<u>150,000</u>	<u>887,000</u>
Estimated Fund Balance - June 30, 2018	<u>\$ 1,899,798</u>	<u>\$ 908,992</u>	<u>\$ (1,567,613)</u>
Fiscal Year 2019			
FUNDING SOURCES -			
Property Taxation	-	-	1,494,450
Intergovernmental	2,334,658	397,953	-
Fees	17,000	-	-
Investment Income	12,000	1,000	-
TOTAL SOURCES	<u>2,363,658</u>	<u>398,953</u>	<u>1,494,450</u>
FUNDING USES -			
Trunkline Maintenance	4,846	-	-
Admin, Engineering & Recordkeeping	19,384	-	-
Street Maintenance	1,607,259	-	-
Transfer to Other Funds	918,009	150,000	2,090,000
TOTAL USES	<u>2,549,498</u>	<u>150,000</u>	<u>2,090,000</u>
Estimated Fund Balance - June 30, 2019	<u>\$ 1,713,958</u>	<u>\$ 1,157,945</u>	<u>\$ (2,163,163)</u>

**CAPITAL PROJECTS SERVICES GROUP**  
**SIDEWALK IMPROVEMENTS CAPITAL PROJECTS FUND**

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**FUND MISSION STATEMENT**

To provide a City-wide sidewalk network that will enable citizens to walk safely to schools, parks, neighbors, neighborhood shopping and service areas, and to employment.

**FISCAL YEAR 2015 ACTION PLAN**

- To continue the annual Sidewalk Repair program in a selected area of the City. (October 2014)
- To develop plans for sidewalk construction to support 2014 and 2015 street construction projects. (On-going)
- To develop a plan for the repair and / or replacement of existing asphalt walkways. (June 2015).



# CAPITAL PROJECTS GROUP

## SIDEWALK IMPROVEMENTS FUND

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>- - FUNDING SOURCES &amp; USES - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 51,913	\$ 49,364	\$ 49,562	\$ 50,150
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	457	174	275	300
Other	75	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 52,445</b>	<b>\$ 49,538</b>	<b>\$ 49,837</b>	<b>\$ 50,450</b>
<b>FUNDING USES -</b>				
<b>SIDEWALKS - REPAIRS</b>				
Capital Outlay	\$ 41,249	\$ 38,479	\$ 30,000	\$ 20,000
<b>SIDEWALKS - ASPHALT WALKS</b>				
Capital Outlay	2,863	9,614	650	1,000
<b>SIDEWALKS - BRICK MAINT/REPAIRS</b>				
Capital Outlay	5,583	111	500	1,000
<b>SIDEWALKS - PROJECTS</b>				
Capital Outlay	- 0 -	- 0 -	10,000	40,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 49,695</b>	<b>\$ 48,204</b>	<b>\$ 41,150</b>	<b>\$ 62,000</b>
<b>- - FUND EQUITY - -</b>				
<b>INCREASE (DECREASE)</b>	<b>\$ 2,750</b>	<b>\$ 1,334</b>	<b>\$ 8,687</b>	<b>\$ (11,550)</b>
<b>ENDING BALANCE -</b>				
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	43,072	44,406	53,093	41,543
<b>TOTAL FUND EQUITY</b>	<b>\$ 43,072</b>	<b>\$ 44,406</b>	<b>\$ 53,093</b>	<b>\$ 41,543</b>
<b>- - STAFFING - -</b>				

Positions: Not Applicable



# MUNICIPAL UTILITIES CAPITAL PROJECTS

## FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

### ELECTRIC - WATER - WASTEWATER

	FY-2015 Budgeted	FY-2016 Projected	FY-2017 Projected	FY-2018 Projected	FY-2019 Projected
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**- - FUNDING SOURCES & USES - -**

**ELECTRIC UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):**

Financing Sources:

Electric Fund - Net Revenues & Earnings	11,038,754	13,672,675	11,423,700	11,615,661	12,568,927
Financed from Cash Reserves	56,677,444	(18,842,411)	14,953,934	(8,425,661)	(8,143,927)
Bond Issue Proceeds	-	160,000,000	-	-	-
	<u>67,716,198</u>	<u>154,830,264</u>	<u>26,377,634</u>	<u>3,190,000</u>	<u>4,425,000</u>

Financing Uses:

Power Resources	60,617,448	151,366,264	22,447,634	75,000	1,500,000
Electric Transmission and Distribution & Allocated Admin Projects	<u>7,098,750</u>	<u>3,464,000</u>	<u>3,930,000</u>	<u>3,115,000</u>	<u>2,925,000</u>
	<u>67,716,198</u>	<u>154,830,264</u>	<u>26,377,634</u>	<u>3,190,000</u>	<u>2,925,000</u>

**WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):**

Financing Sources:

Water Fund - Net Revenues & Earnings	2,125,127	2,438,819	2,611,588	2,804,362	3,682,486
Financed from Cash Reserves	<u>1,616,248</u>	<u>1,705,081</u>	<u>(478,088)</u>	<u>(929,262)</u>	<u>(203,086)</u>
	<u>3,741,375</u>	<u>4,143,900</u>	<u>2,133,500</u>	<u>1,875,100</u>	<u>3,479,400</u>

Financing Uses:

Water Plant	1,548,000	594,900	441,000	306,000	1,028,000
Water Distribution & Allocated Admin	<u>2,193,375</u>	<u>3,549,000</u>	<u>1,692,500</u>	<u>1,569,100</u>	<u>2,451,400</u>
	<u>3,741,375</u>	<u>4,143,900</u>	<u>2,133,500</u>	<u>1,875,100</u>	<u>3,479,400</u>

**WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):**

Financing Sources:

Wastewater Fund - Net Revenues & Earnings	1,049,531	1,506,608	374,751	462,990	798,240
Financed from Cash Reserves	(4,772,656)	11,271,892	3,031,249	2,023,910	2,178,360
Bond Issue Proceeds	<u>17,000,000</u>	-	-	-	-
	<u>13,276,875</u>	<u>12,778,500</u>	<u>3,406,000</u>	<u>2,486,900</u>	<u>2,976,600</u>

Financing Uses:

Wastewater Plant	10,374,500	10,308,500	972,000	246,000	722,000
Wastewater Collection & Allocated Admin	<u>2,902,375</u>	<u>2,470,000</u>	<u>2,434,000</u>	<u>2,240,900</u>	<u>2,254,600</u>
	<u>13,276,875</u>	<u>12,778,500</u>	<u>3,406,000</u>	<u>2,486,900</u>	<u>2,976,600</u>

# APPENDIX A

## PERSONNEL SCHEDULE

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- > FULL-TIME EMPLOYEE TRENDS AT FTE
  
- > PART-TIME EMPLOYEE TRENDS AT FTE
  
- > FULL-TIME SUMMARY BY SERVICE GROUP AND FUND
  
- > FULL-TIME SUMMARY BY DEPARTMENT
  
- > PART-TIME SUMMARY BY SERVICE GROUP AND FUND
  
- > PART-TIME SUMMARY BY DEPARTMENT
  
- > DETAIL BY POSITION WITHIN DEPARTMENT

# PERSONNEL SUMMARY

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The City of Holland continues to experience budget concerns despite seeing signs of an improving economy. State Revenue Sharing increased 3.6% and the tax base 3.0% however; pension contributions increased 13.0%.

The budgeted net change to the number of full-time employees is a decrease of 5.95 FTE in FY-15. Below is a summary of the departments/funds that will experience a change in staff.

<u>General Fund Departments</u>	<u>Positions</u>
Finance	- 0.05
Environmental Health	+ 1.00
<u>Other Funds</u>	
Centralized Vehicle/Equipment	- 0.15
Utilities	- 7.00

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.

# PERSONNEL WORKSHEET

## FULL TIME EMPLOYEE TRENDS - GENERAL FUND

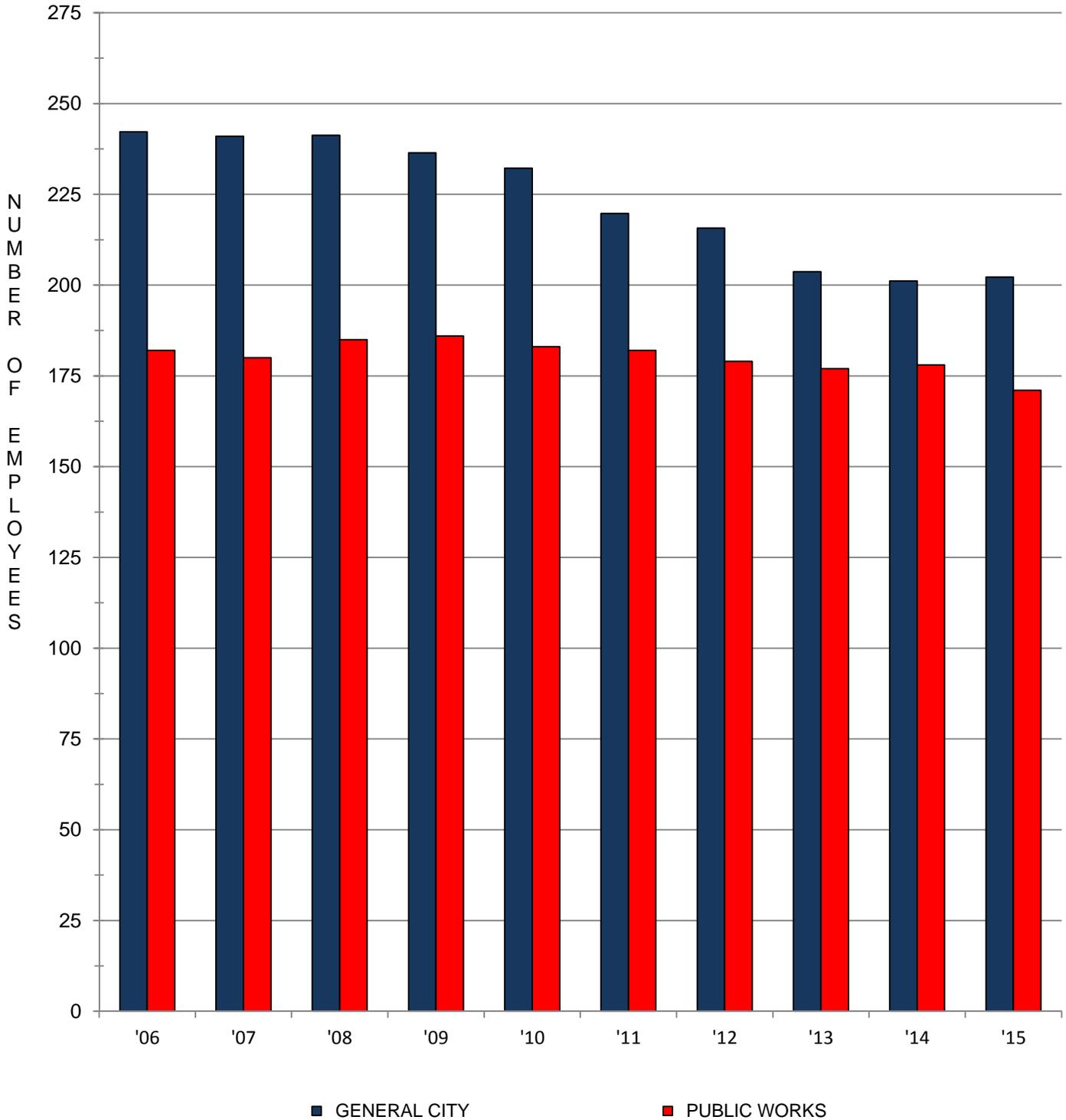
	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>
City Council	0.25	0.25	0.25	0.24	0.24	0.25	0.25	0.25	0.25	0.20
City Manager	2.70	2.70	2.70	2.60	2.60	2.50	2.50	2.50	2.35	2.30
Finance	6.00	6.00	6.00	5.90	5.90	6.15	6.15	6.20	6.05	6.00
Property Assessing	5.05	5.05	5.05	5.10	5.10	5.10	5.10	4.10	5.10	5.10
City Clerk	3.00	3.25	3.25	2.25	2.25	2.25	2.25	2.00	2.00	2.00
Human Resources	2.25	2.25	2.25	2.24	2.24	2.25	2.25	1.25	1.25	1.60
Procurement (Purchasing)	0.40	0.45	0.45	0.45	0.45	0.00	0.00	0.00	0.00	0.00
Treasurer	2.85	2.85	2.85	2.85	1.90	1.90	1.90	1.85	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	3.15	3.15	2.40	2.90	2.90	2.85	2.85
Volunteer Services	0.25	0.25	0.25	0.24	0.24	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	3.50	3.30	3.10	3.20	3.20	2.67	2.60	2.40	1.90	1.90
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	71.50	71.50	71.50	69.50	67.00	66.00	59.00	59.00	58.00	58.00
Public Safety - Fire Division	28.00	28.00	28.00	27.00	26.00	25.00	22.00	19.00	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	6.16	6.08	5.48	5.38	5.38	5.48	5.28	4.11	3.31	4.31
Construction Inspections	5.02	5.02	4.62	4.62	4.57	3.17	3.37	3.37	3.42	3.42
Streets Division	19.73	19.73	19.81	19.90	19.90	17.90	18.15	16.10	15.65	15.65
Transp. Mgmt & Engineering	2.90	2.90	2.90	3.00	3.00	2.90	2.60	2.58	2.35	2.35
Community Social Services	0.07	0.12	0.05	0.05	0.05	0.05	0.05	0.00	0.00	0.00
Ourstreet/Neighborhood Liaison	2.05	2.05	2.05	2.05	2.05	1.05	1.05	1.05	0.00	0.00
Housing & Neighborhood Svcs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50
Economic Development	0.75	0.75	0.50	0.44	0.44	0.90	0.90	0.90	1.10	0.85
Human Relations	2.00	1.75	1.75	1.75	1.75	1.75	1.75	1.00	0.00	0.00
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.60	0.60	1.25	0.39	0.70	0.50
Recreation Programs	4.00	4.00	4.00	4.00	4.00	4.00	3.50	3.45	3.45	3.50
Parks	10.40	10.40	10.40	10.40	9.40	9.15	8.20	7.00	7.65	7.65
Municipal Stadium	0.30	0.30	0.30	0.30	0.30	0.30	0.75	0.00	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	0.15	0.10	0.10	0.10	0.10	0.10	0.30	0.30
Civic Center	1.50	1.50	1.50	1.50	1.50	1.50	1.30	1.30	1.30	1.45
<b>General Fund Total</b>	<b>218.58</b>	<b>218.40</b>	<b>216.86</b>	<b>211.76</b>	<b>206.26</b>	<b>198.37</b>	<b>194.20</b>	<b>181.85</b>	<b>180.38</b>	<b>181.33</b>

# PERSONNEL WORKSHEET

## FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>
Downtown Public Parking	0.50	0.50	0.30	0.30	0.20	0.20	0.20	0.30	0.15	0.15
Downtown Develop. Authority	0.80	0.80	1.00	1.00	1.10	1.10	1.10	1.45	0.475	0.475
Principal Shopping District	0.75	0.75	0.85	0.90	0.90	1.90	1.90	1.45	2.375	2.375
CATV Public Access Television	0.01	0.01	0.01	0.01	0.01	0.01	0.02	0.20	0.20	0.20
Solid Waste Recycling	0.32	0.10	0.10	0.20	0.20	0.20	0.20	0.87	0.67	0.67
Windmill Island Gardens	1.00	1.00	2.00	2.00	2.00	2.00	2.05	2.00	2.00	2.25
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.24	0.24	0.00	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.83	1.58	2.75	2.75	4.50	0.00	0.00	0.00	0.00	0.00
Technology Services	5.00	4.00	4.00	4.00	4.00	3.99	3.98	3.80	3.80	3.80
Centralized Vehicle / Equipment	8.93	8.93	8.93	8.94	8.44	7.75	7.80	7.78	7.15	7.00
CDBG Entitlement Grant	1.48	1.93	1.45	1.35	1.35	1.18	1.25	1.00	0.95	0.95
MSHDA Rental Housing Grant	1.00	0.00	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
<b>Other Funds Total</b>	<b>23.62</b>	<b>22.60</b>	<b>24.39</b>	<b>24.69</b>	<b>25.94</b>	<b>21.33</b>	<b>21.50</b>	<b>21.85</b>	<b>20.77</b>	<b>20.87</b>
<b>General City Total</b>	<b>242.20</b>	<b>241.00</b>	<b>241.25</b>	<b>236.45</b>	<b>232.20</b>	<b>219.70</b>	<b>215.70</b>	<b>203.70</b>	<b>201.15</b>	<b>202.20</b>
Board of Public Works	182.00	180.00	185.00	186.00	183.00	182.00	179.00	177.00	178.00	171.00
Holland Historical Trust	5.00	6.00	6.00	6.00	6.00	4.00	4.00	4.00	6.00	6.00
<b>Grand Total</b>	<b>429.20</b>	<b>427.00</b>	<b>432.25</b>	<b>428.45</b>	<b>421.20</b>	<b>405.70</b>	<b>398.70</b>	<b>384.70</b>	<b>385.15</b>	<b>379.20</b>

# CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEE

# PERSONNEL WORKSHEET

## PART TIME EMPLOYEE TRENDS

	<u>FY-06</u>	<u>FY-07</u>	<u>FY-08</u>	<u>FY-09</u>	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>
City Manager	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	1.45
Finance	0.00	0.10	0.05	0.10	0.00	0.00	0.00	0.05	0.00	0.00
Property Assessing	0.50	0.60	0.50	0.50	0.50	0.50	0.70	0.70	0.45	0.00
City Clerk	0.25	0.63	0.55	0.50	0.40	0.45	0.50	0.50	0.70	0.60
Treasurer	0.05	0.20	0.10	0.50	1.00	1.00	0.60	0.60	0.60	0.60
City Hall & Grounds	0.10	0.10	0.10	0.05	0.05	0.05	0.05	0.10	0.00	0.00
Cemeteries	1.60	1.50	1.60	1.95	2.25	2.80	2.80	2.95	2.30	3.05
Planning & Zoning	0.30	0.30	0.30	0.25	0.20	0.20	0.20	1.00	0.30	0.35
Public Safety - Management	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.65	0.65	0.65
Public Safety - Police Division	8.00	8.55	8.85	9.45	9.60	9.55	8.50	8.15	8.20	8.20
Environmental Health & Insp.	0.10	0.10	0.05	0.20	0.10	0.10	0.10	0.35	0.30	0.70
Construction Inspections	0.05	0.05	0.05	0.10	0.15	0.65	0.65	0.85	0.75	1.05
Streets Division	0.15	0.15	0.05	0.45	1.15	0.95	1.10	1.20	1.20	1.25
Transp. Mgmt & Engineering	0.55	0.15	0.10	0.10	0.10	0.50	0.45	0.35	0.30	0.30
Ourstreet/Neighborhood Liaison	0.70	0.70	0.05	0.60	0.60	0.65	0.65	0.40	0.00	0.00
Housing & Neighborhoods	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65	0.65
Economic Development	0.00	0.00	0.00	0.00	0.00	0.20	0.45	0.60	0.40	0.40
Human Relations	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	1.10	1.40
Recreation Programs	1.10	1.05	0.95	0.95	0.95	0.95	0.70	0.90	1.20	1.20
Parks	9.60	10.35	10.35	10.75	10.95	10.95	11.15	11.35	11.70	13.70
Municipal Stadium	0.35	0.35	0.35	0.50	0.50	0.50	0.40	0.05	0.00	0.00
DeGraaf Nature Center	1.70	2.30	2.30	2.30	2.25	2.15	2.20	2.20	1.80	1.70
Kollen Park Boat Launch	0.50	0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8th Street Market	0.85	0.85	0.85	0.80	0.80	0.85	0.90	0.90	1.00	0.70
Civic Center	2.30	2.00	2.00	2.00	2.00	2.00	1.90	1.90	1.85	2.10
<b>General Fund Total</b>	<b>29.25</b>	<b>30.88</b>	<b>29.65</b>	<b>32.55</b>	<b>34.05</b>	<b>35.50</b>	<b>35.15</b>	<b>36.25</b>	<b>35.55</b>	<b>40.05</b>
Downtown Public Parking	0.55	0.55	0.55	0.75	0.55	0.60	0.60	0.75	0.85	0.85
Downtown Develop. Authority	0.15	0.15	0.15	0.25	0.40	0.40	0.40	0.45	0.60	0.60
Principal Shopping District	0.60	0.70	0.70	1.15	1.20	0.70	0.95	2.50	1.40	1.30
CATV Public Access Television	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.40	1.40	1.40
Solid Waste Recycling	0.80	0.80	0.80	0.80	0.70	0.70	0.70	0.70	0.70	0.70
Windmill Island Gardens	13.10	11.45	11.95	12.15	12.15	11.55	11.10	11.10	11.05	11.20
Railroad Depot	0.20	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Transp Facilities & Mgmt	1.00	0.50	2.10	2.85	1.85	0.35	0.35	0.15	0.00	0.00
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.00	1.05	1.00	1.15	1.15	1.70
<b>Other Funds Total</b>	<b>17.40</b>	<b>15.35</b>	<b>17.25</b>	<b>18.95</b>	<b>17.85</b>	<b>15.35</b>	<b>15.10</b>	<b>18.20</b>	<b>17.15</b>	<b>17.75</b>
<b>General City Total</b>	<b>46.65</b>	<b>46.23</b>	<b>46.90</b>	<b>51.50</b>	<b>51.90</b>	<b>50.85</b>	<b>50.25</b>	<b>54.45</b>	<b>52.70</b>	<b>57.80</b>
Holland Historical Trust	4.39	2.73	2.23	2.23	2.23	4.11	2.36	2.36	1.76	1.76
<b>Grand Total</b>	<b>51.04</b>	<b>48.96</b>	<b>49.13</b>	<b>53.73</b>	<b>54.13</b>	<b>54.96</b>	<b>52.61</b>	<b>56.81</b>	<b>54.46</b>	<b>59.56</b>

# PERSONNEL WORKSHEET

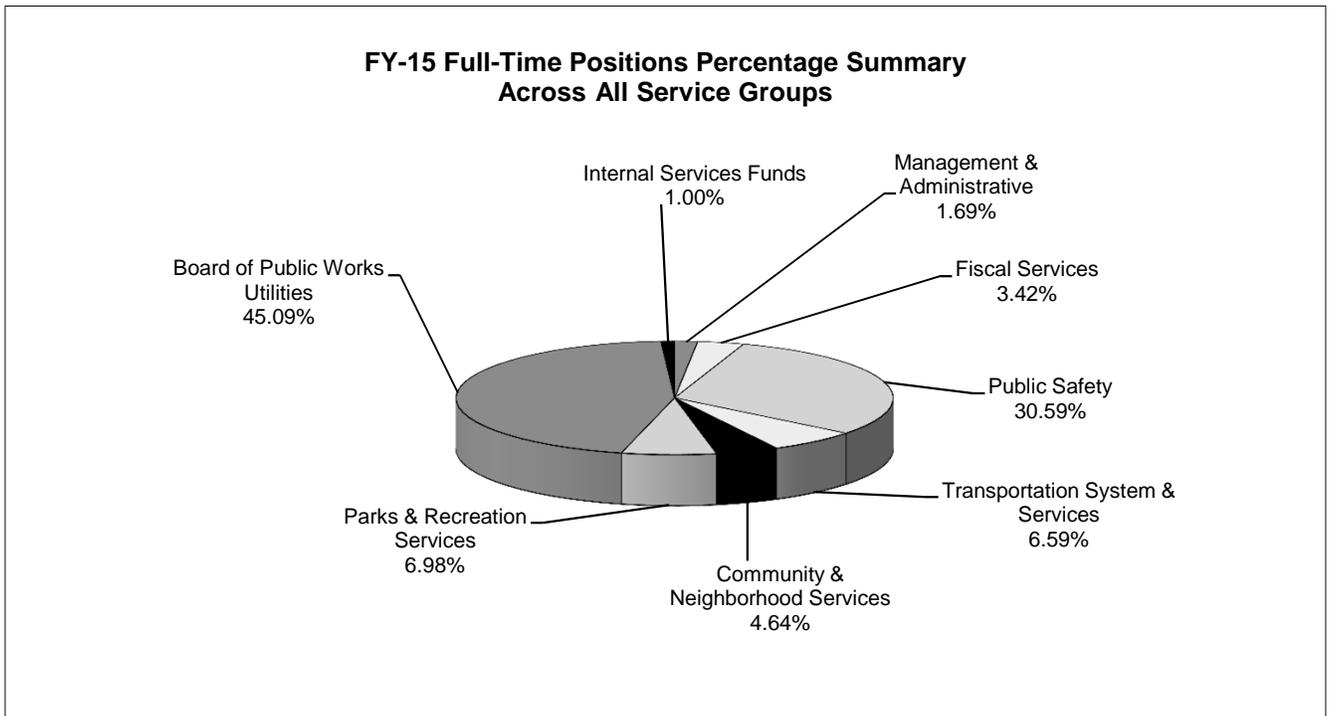
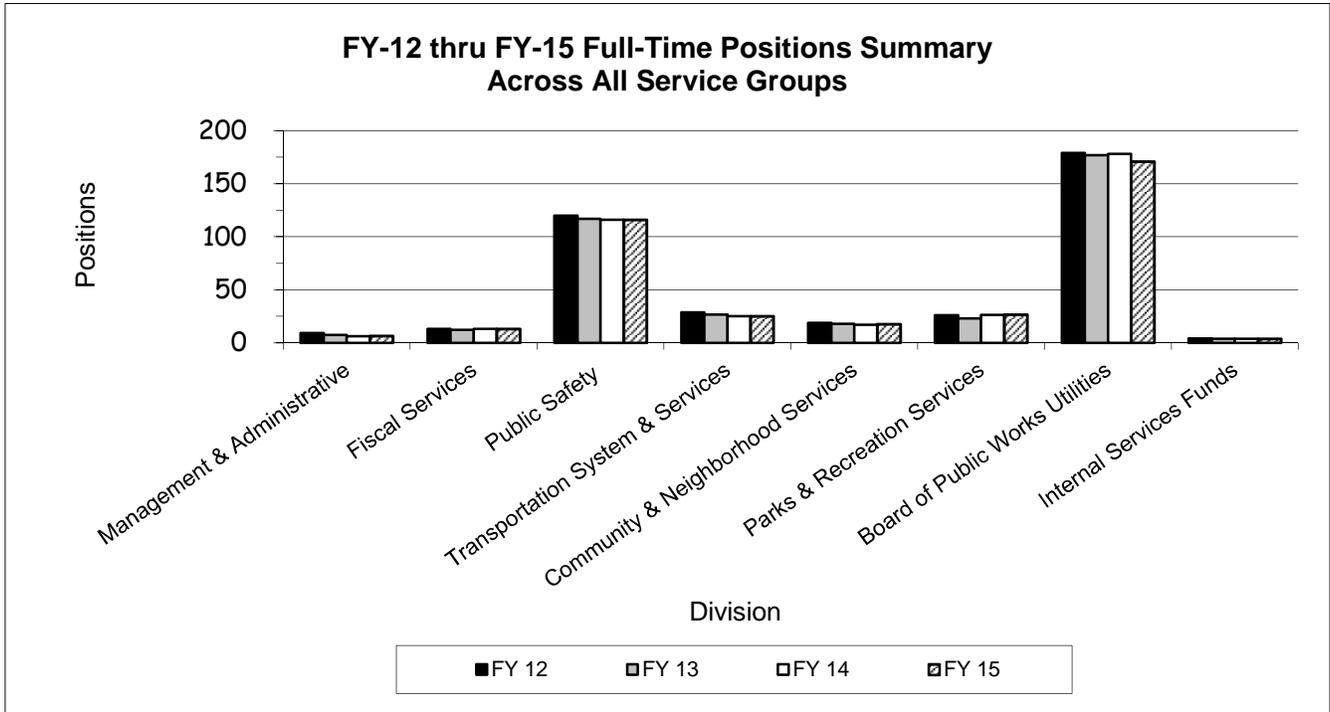
## FULL TIME POSITIONS - BY SERVICE GROUP & FUND

SERVICE GROUP	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
Management & Administrative	9.12	7.30	6.15	6.40	1.69%
Fiscal Services	13.15	12.15	13.00	12.95	3.42%
Public Safety	120.00	117.00	116.00	116.00	30.59%
Transportation System & Services	28.55	26.46	25.15	25.00	6.59%
Community & Neighborhood Services	18.90	17.90	16.85	17.60	4.64%
Parks & Recreation Services	26.00	23.09	26.20	26.45	6.98%
Board of Public Works Utilities	179.00	177.00	178.00	171.00	45.09%
Internal Services Funds	3.98	3.80	3.80	3.80	1.00%
<b>TOTAL</b>	<b>398.70</b>	<b>384.70</b>	<b>385.15</b>	<b>379.20</b>	<b>100.00%</b>

FUND	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
General Operating	194.20	181.85	180.38	181.33	47.82%
Downtown Public Parking	0.20	0.30	0.15	0.15	0.04%
Mainstreet/DDA	1.10	1.45	0.475	0.475	0.13%
Principal Shopping District	1.90	1.45	2.375	2.375	0.63%
CATV Public Access Television	0.02	0.20	0.20	0.20	0.05%
Solid Waste Recycling	0.20	0.87	0.67	0.67	0.18%
Windmill Island Gardens	2.05	2.00	2.00	2.25	0.59%
Board of Public Works Utilities	179.00	177.00	178.00	171.00	45.09%
Technology Services	3.98	3.80	3.80	3.80	1.00%
Centralized Vehicle / Equipment	7.80	7.78	7.15	7.00	1.85%
CDBG Entitlement Grant	1.25	1.00	0.95	0.95	0.25%
Public Safety Grants	3.00	3.00	3.00	3.00	0.79%
Holland Historic Trust	4.00	4.00	6.00	6.00	1.58%
<b>TOTAL</b>	<b>398.70</b>	<b>384.70</b>	<b>385.15</b>	<b>379.20</b>	<b>100.00%</b>

# PERSONNEL CHART PRESENTATION

## TOTAL FULL-TIME POSITIONS WITHIN SERVICE GROUPS



# PERSONNEL WORKSHEET

## FULL TIME POSITIONS - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
City Council	0.25	0.25	0.25	0.20	0.05%
City Manager	2.50	2.50	2.35	2.30	0.61%
Finance	6.15	6.20	6.05	6.00	1.58%
Property Assessing	5.10	4.10	5.10	5.10	1.34%
City Clerk	2.25	2.00	2.00	2.00	0.53%
Human Resources	2.25	1.25	1.25	1.60	0.42%
Treasurer	1.90	1.85	1.85	1.85	0.49%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.26%
Cemeteries	2.90	2.90	2.85	2.85	0.75%
Volunteer Services	0.10	0.10	0.10	0.10	0.03%
Planning & Zoning	2.60	2.40	1.90	1.90	0.50%
Public Safety - Management	6.00	6.00	6.00	6.00	1.58%
Public Safety - Police Division	59.00	59.00	58.00	58.00	15.30%
Public Safety Fire Division	52.00	49.00	49.00	49.00	12.92%
Environmental Health & Inspections	5.28	4.11	3.31	4.31	1.14%
Construction Inspections	3.37	3.37	3.42	3.42	0.90%
Streets Division	18.15	16.10	15.65	15.65	4.13%
Transportation Management & Engineering	2.60	2.58	2.35	2.35	0.62%
Community Social Services	0.05	0.00	0.00	0.00	0.00%
Ourstreet / Neighborhood Liaison	1.05	1.05	0.00	0.00	0.00%
Housing & Neighborhoods	0.00	0.00	1.50	1.50	0.40%
Economic Development	0.90	0.90	1.10	0.85	0.22%
Human Relations	1.75	1.00	0.00	0.00	0.00%
Leisure & Cultural Services	1.25	0.39	0.70	0.50	0.13%
Recreation Programs	3.50	3.45	3.45	3.50	0.92%
Parks	8.20	7.00	7.65	7.65	2.03%
Municipal Stadium	0.75	0.00	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	0.30	0.30	0.08%
Civic Center	1.30	1.30	1.30	1.45	0.38%
Downtown Public Parking	0.20	0.30	0.15	0.15	0.04%
Downtown Development Authority	1.10	1.45	0.475	0.475	0.13%
Downtown Principal Shopping District	1.90	1.45	2.375	2.375	0.63%
CATV Public Access Television	0.02	0.20	0.20	0.20	0.05%
Solid Waste Recycling	0.20	0.87	0.67	0.67	0.18%
Windmill Island Gardens	2.05	2.00	2.00	2.25	0.59%
Board of Public Works:					
- Power Supply	46.00	44.00	43.00	36.00	9.49%
- Electric Transmission & Distribution	27.00	26.00	27.00	27.00	7.12%
- Wastewater Treatment	20.00	19.00	19.00	19.00	5.01%
- Water Treatment	10.00	11.00	11.00	11.00	2.90%
- Water Distribution / Wastewater Collection	19.00	19.00	19.00	19.00	5.01%
- Administration	4.00	4.00	4.00	4.00	1.05%
- Accounting & Collections	11.00	11.00	11.00	12.00	3.16%
- Business Services	10.00	11.00	11.00	10.00	2.64%
- Information Technology	11.00	11.00	11.00	10.00	2.64%
- Customer Svc, Marketing & Engery Optimizatn	12.00	12.00	13.00	14.00	3.69%
- Purchasing, Facilities, Warehousing & Meters	9.00	9.00	9.00	9.00	2.37%
Technology Services	3.98	3.80	3.80	3.80	1.00%
Centralized Vehicle / Equipment	7.80	7.78	7.15	7.00	1.86%
CDBG Entitlement Grant	1.25	1.00	0.95	0.95	0.25%
Public Safety Grants	3.00	3.00	3.00	3.00	0.79%
Holland Historic Trust	4.00	4.00	6.00	6.00	1.58%
<b>TOTAL</b>	<b>398.70</b>	<b>384.70</b>	<b>385.15</b>	<b>379.20</b>	<b>100.00%</b>

# PERSONNEL WORKSHEET

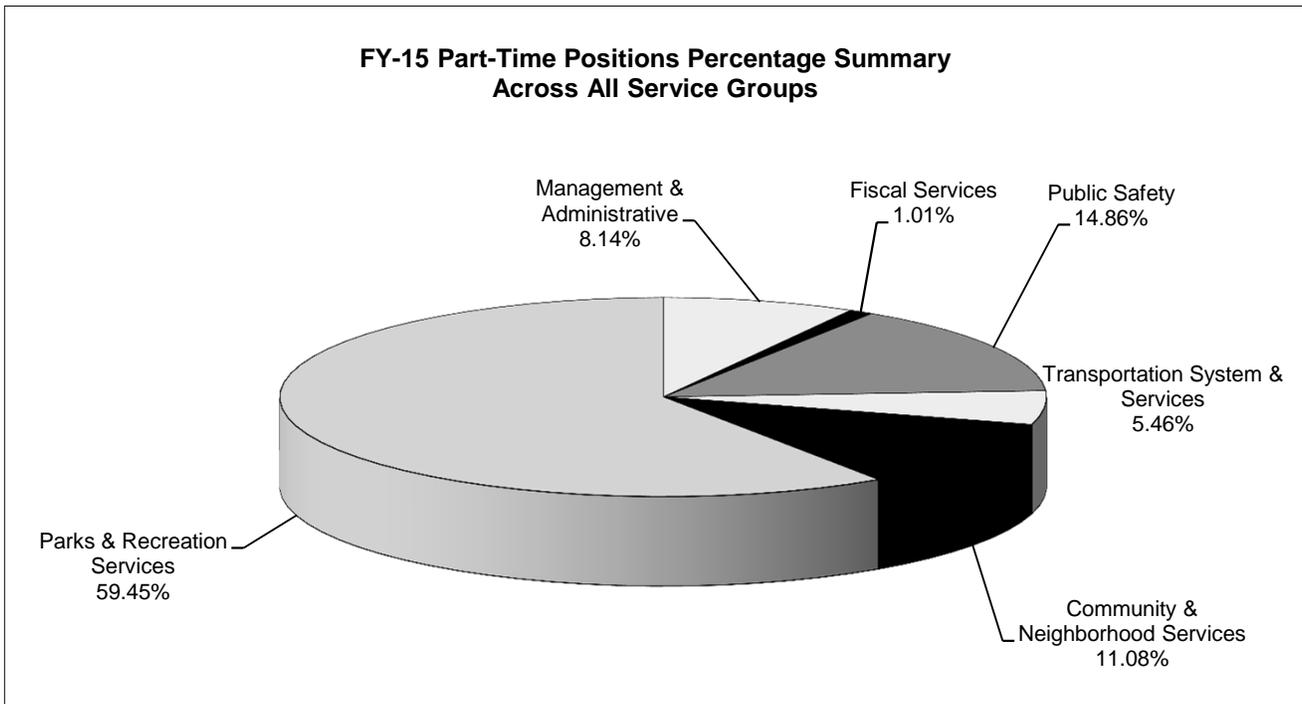
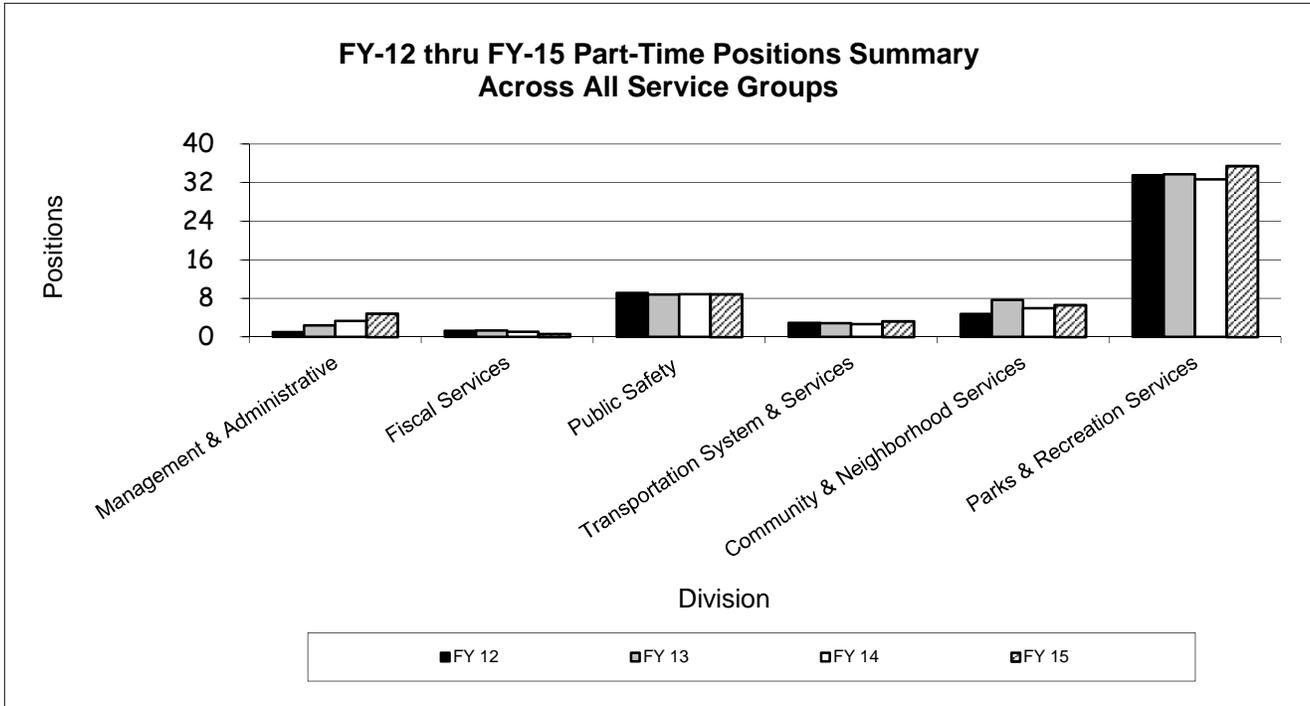
## PART TIME POSITIONS - BY SERVICE GROUP & FUND

SERVICE GROUP	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
Management & Administrative	1.00	2.40	3.30	4.85	8.14%
Fiscal Services	1.30	1.35	1.05	0.60	1.01%
Public Safety	9.15	8.80	8.85	8.85	14.86%
Transportation System & Services	2.90	2.85	2.65	3.25	5.46%
Community & Neighborhood Services	4.75	7.70	5.95	6.60	11.08%
Parks & Recreation Services	33.51	33.71	32.66	35.41	59.45%
<b>TOTAL</b>	<b>52.61</b>	<b>56.81</b>	<b>54.46</b>	<b>59.56</b>	<b>100.00%</b>

FUND	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
General Operating	35.15	36.25	35.55	40.05	67.24%
Downtown Public Parking	0.60	0.75	0.85	0.85	1.43%
Downtown Development Authority	0.40	0.45	0.60	0.60	1.01%
Downtown Principal Shopping District	0.95	2.50	1.40	1.30	2.18%
CATV Public Access Television	0.00	1.40	1.40	1.40	2.35%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.18%
Windmill Island Gardens	11.10	11.10	11.05	11.20	18.80%
Public Transportation Facilities & Mgmt	0.35	0.15	0.00	0.00	0.00%
Centralized Vehicle / Equipment	1.00	1.15	1.15	1.70	2.85%
Holland Historic Trust	2.36	2.36	1.76	1.76	2.96%
<b>TOTAL</b>	<b>52.61</b>	<b>56.81</b>	<b>54.46</b>	<b>59.56</b>	<b>100.00%</b>

# PERSONNEL CHART PRESENTATION

## TOTAL PART-TIME POSITIONS WITHIN SERVICE GROUPS



# PERSONNEL WORKSHEET

## PART TIME POSITIONS - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 15	
	FY 12	FY 13	FY 14	POSITIONS	PERCENT
City Manager	0.00	0.00	0.10	1.45	2.43%
Finance	0.00	0.05	0.00	0.00	0.00%
Property Assessing	0.70	0.70	0.45	0.00	0.00%
Clerk	0.50	0.50	0.70	0.60	1.01%
Treasurer	0.60	0.60	0.60	0.60	1.01%
City Hall & Grounds	0.05	0.10	0.00	0.00	0.00%
Cemeteries	2.80	2.95	2.30	3.05	5.12%
Planning & Zoning	0.20	1.00	0.30	0.35	0.59%
Public Safety - Management	0.65	0.65	0.65	0.65	1.09%
Public Safety - Police Division	8.50	8.15	8.20	8.20	13.77%
Environmental Health & Inspections	0.10	0.35	0.30	0.70	1.18%
Construction Inspections	0.65	0.85	0.75	1.05	1.76%
Streets Division	1.10	1.20	1.20	1.25	2.10%
Transportation Management & Engineering	0.45	0.35	0.30	0.30	0.50%
Ourstreet / Neighborhood Liaison	0.65	0.40	0.00	0.00	0.00%
Housing & Neighborhoods	0.00	0.00	0.65	0.65	1.09%
Economic Development	0.45	0.60	0.40	0.40	0.67%
Human Relations	0.50	0.50	1.10	1.40	2.35%
Recreation Programs	0.70	0.90	1.20	1.20	2.01%
Parks	11.15	11.35	11.70	13.70	23.00%
Municipal Stadium	0.40	0.05	0.00	0.00	0.00%
DeGraaf Nature Center	2.20	2.20	1.80	1.70	2.85%
8th Street Market	0.90	0.90	1.00	0.70	1.18%
Civic Center	1.90	1.90	1.85	2.10	3.53%
Downtown Public Parking	0.60	0.75	0.85	0.85	1.43%
Downtown Development Authority	0.40	0.45	0.60	0.60	1.01%
Downtown Principal Shopping District	0.95	2.50	1.40	1.30	2.18%
CATV Public Access Television	0.00	1.40	1.40	1.40	2.35%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.18%
Windmill Island Gardens	11.10	11.10	11.05	11.20	18.80%
Public Transportation Facilities & Mgmt	0.35	0.15	0.00	0.00	0.00%
Centralized Vehicle / Equipment	1.00	1.15	1.15	1.70	2.85%
Holland Historic Trust	2.36	2.36	1.76	1.76	2.96%
<b>TOTAL</b>	<b>52.61</b>	<b>56.81</b>	<b>54.46</b>	<b>59.56</b>	<b>100.00%</b>

# MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.20
*** 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	9.20
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	1.00	1.00	0.95	0.95
Assistant City Manager	0.35	0.35	0.35	0.35
Executive Assistant II	1.00	1.00	0.90	0.90
Executive Assistant I	0.15	0.15	0.15	0.10
Total Full Time	2.50	2.50	2.35	2.30
*** PART TIME ***				
Technical Assistant	0.00	0.05	0.10	1.45
Total Full & Part Time FTE	2.50	2.55	2.45	3.75
<u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	0.000	0.000
Administrative Aide I	0.75	0.00	0.000	0.000
Total Full Time	1.75	1.00	0.000	0.000
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.500	0.500
International Relations Coordinator	0.00	0.00	0.300	0.300
Human Relations Coordinator	0.00	0.00	0.300	0.600
Total Part-Time	0.50	0.50	1.100	1.400

## MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	0.25	0.00	0.00	0.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	<u>2.25</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
*** PART TIME ***				
Clerical Assistant	0.50	0.50	0.70	0.60
Total Full & Part Time FTE	<u>2.75</u>	<u>2.50</u>	<u>2.70</u>	<u>2.60</u>
<u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	0.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	0.00	0.00
Executive Assistant I	0.25	0.25	0.25	0.60
Total Full Time	<u>2.25</u>	<u>1.25</u>	<u>1.25</u>	<u>1.60</u>
<u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
<u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.02	0.20	0.20	0.20
Total Full Time	<u>0.02</u>	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>
*** PART TIME ***				
Clerical Assistant	0.00	1.40	1.40	1.40
Total Full & Part Time FTE	<u>0.02</u>	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>
<u>MANAGEMENT &amp; ADMINISTRATIVE SERVICES TOTAL</u>				
Full Time	9.12	7.30	6.15	6.40
Part Time	1.00	2.45	3.30	4.85
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	<u>19.12</u>	<u>18.75</u>	<u>18.45</u>	<u>20.25</u>

# FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b>FINANCE</b>				
*** FULL TIME ***				
Director of Finance	0.80	0.80	0.80	0.80
Assistant Finance Director	0.90	0.95	0.95	0.95
Sr. Municipal Accountant	1.00	0.00	0.00	0.00
Municipal Accountant I	0.50	0.00	0.00	0.00
Assistant Treasurer	0.00	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.00	0.00	0.00
Accountant / Special Projects	0.00	0.50	0.50	0.50
Account Clerk / Payables	1.00	2.00	2.00	2.00
Payroll Benefits Clerk	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	0.05	0.00
<b>Total Full Time</b>	<b>6.15</b>	<b>6.20</b>	<b>6.05</b>	<b>6.00</b>
*** PART TIME ***				
Clerical Assistant	0.00	0.05	0.00	0.00
<b>Total Full &amp; Part Time FTE</b>	<b>6.15</b>	<b>6.25</b>	<b>6.05</b>	<b>6.00</b>
<b>TREASURER</b>				
*** FULL TIME ***				
Director of Finance	0.10	0.10	0.10	0.10
Assistant Finance Director	0.10	0.05	0.05	0.05
Assistant Treasurer	0.00	0.50	0.50	0.50
Municipal Accountant I	0.50	0.00	0.00	0.00
Collections Supervisor & Acct Assistant	0.50	0.00	0.00	0.00
Accountant / Special Projects	0.00	0.50	0.50	0.50
Account Clerk / Cashier	0.70	0.70	0.70	0.70
<b>Total Full Time</b>	<b>1.90</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>
*** PART TIME ***				
Clerical Assistant	0.60	0.60	0.60	0.60
<b>Total Full &amp; Part Time FTE</b>	<b>2.50</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>

## FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
<u>PROPERTY ASSESSING</u>				
*** FULL TIME ***				
Director of Finance	0.10	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	0.00	1.00	0.00	0.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser II	2.00	1.00	0.00	0.00
Appraiser	0.00	0.00	2.00	2.00
Departmental Assistant I	1.00	0.00	1.00	1.00
Total Full Time	<u>5.10</u>	<u>4.10</u>	<u>5.10</u>	<u>5.10</u>
*** PART TIME ***				
Clerical Assistant	<u>0.70</u>	<u>0.70</u>	<u>0.45</u>	<u>0.00</u>
Total Full & Part Time FTE	<u><u>5.80</u></u>	<u><u>4.80</u></u>	<u><u>5.55</u></u>	<u><u>5.10</u></u>
<u>FISCAL SERVICES TOTAL</u>				
Full Time	13.15	12.15	13.00	12.95
Part Time	<u>1.30</u>	<u>1.35</u>	<u>1.05</u>	<u>0.60</u>
Total Full & Part Time FTE	<u><u>14.45</u></u>	<u><u>13.50</u></u>	<u><u>14.05</u></u>	<u><u>13.55</u></u>

## PUBLIC SAFETY SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>PUBLIC SAFETY MANAGEMENT</u></b>				
*** FULL TIME ***				
Director of Public Safety	1.00	1.00	1.00	1.00
Public Safety Captain	4.00	4.00	4.00	4.00
Department Assistant II	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
*** PART TIME ***				
Department Assistant III	0.65	0.65	0.65	0.65
<b>Total Full &amp; Part Time FTE</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>	<b>0.65</b>
<b><u>POLICE DIVISION</u></b>				
*** FULL TIME ***				
Police Sergeant	13.00	13.00	14.00	14.00
Computer Crimes investigator	1.00	1.00	1.00	1.00
Police Officer	36.00	36.00	35.00	35.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	6.00	6.00	5.00	5.00
Civilian Jailer	1.00	1.00	1.00	1.00
Building Custodian	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>59.00</b>	<b>59.00</b>	<b>58.00</b>	<b>58.00</b>
*** PART TIME ***				
Police Desk Assistant	0.50	0.00	0.70	0.70
Police Cadet	4.40	4.50	4.30	4.30
Police Reserve Officer	1.95	1.95	1.50	1.50
School Crossing Guards	1.10	1.10	1.10	1.10
General Maintenance Worker	0.55	0.60	0.60	0.60
<b>Total Part Time</b>	<b>8.50</b>	<b>8.15</b>	<b>8.20</b>	<b>8.20</b>
<b>Total Full &amp; Part Time FTE</b>	<b>67.50</b>	<b>67.15</b>	<b>66.20</b>	<b>66.20</b>
<b><u>PUBLIC SAFETY GRANTS</u></b>				
*** FULL TIME ***				
Police Officer	3.00	3.00	3.00	3.00
<b>Total Full Time</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## PUBLIC SAFETY SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>FIRE DIVISION</u>				
*** FULL TIME ***				
Fire Sergeant	7.00	7.00	7.00	7.00
Firefighter	13.00	12.00	12.00	12.00
Community Firefighter	2.00	0.00	0.00	0.00
Part-Paid Firefighter	29.00	29.00	27.00	27.00
Part-Paid Firefighter Sergeant	1.00	1.00	3.00	3.00
	52.00	49.00	49.00	49.00
Total Full Time	52.00	49.00	49.00	49.00
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	120.00	117.00	116.00	116.00
Part Time	9.15	8.80	8.85	8.85
	129.15	125.80	124.85	124.85
Total Full & Part Time FTE	129.15	125.80	124.85	124.85

# TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>STREETS DIVISION</u></b>				
*** FULL TIME ***				
Director of Transportation Services	0.50	0.45	0.00	0.00
Departmental Assistant II	0.65	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	8.00	9.00	9.00
Equipment Operator	3.00	2.00	1.00	1.00
<b>Total Full Time</b>	<b>18.15</b>	<b>16.10</b>	<b>15.65</b>	<b>15.65</b>
*** PART TIME ***				
Maintenance	1.10	1.20	1.20	1.25
<b>Total Full &amp; Part Time FTE</b>	<b>19.25</b>	<b>17.30</b>	<b>16.85</b>	<b>16.90</b>
<b><u>TRANSPORTATION MANAGEMENT &amp; ENGINEERING</u></b>				
*** FULL TIME ***				
Director of Transportation Services	0.25	0.23	0.00	0.00
Interim Transportation Services Director	0.00	0.00	1.00	1.00
Civil Engineering Supervisor	1.00	1.00	0.00	0.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.35	0.35	0.35	0.35
<b>Total Full Time</b>	<b>2.60</b>	<b>2.58</b>	<b>2.35</b>	<b>2.35</b>
*** PART TIME ***				
Technical Assistant	0.45	0.35	0.30	0.30
<b>Total Full &amp; Part Time FTE</b>	<b>3.05</b>	<b>2.93</b>	<b>2.65</b>	<b>2.65</b>
<b><u>PUBLIC TRANSPORTATION FACILITIES &amp; MGMT</u></b>				
*** PART TIME ***				
Security	0.35	0.15	0.00	0.00
<b>Total Part Time</b>	<b>0.35</b>	<b>0.15</b>	<b>0.00</b>	<b>0.00</b>

# TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.25	0.23	0.00	0.00
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	1.00	1.00	1.00	1.00
Equipment Mechanic II	4.00	4.00	4.00	4.00
Department Assistant	0.55	0.55	0.15	0.00
<b>Total Full Time</b>	<u>7.80</u>	<u>7.78</u>	<u>7.15</u>	<u>7.00</u>
*** PART TIME ***				
Administrative Aide I	0.00	0.00	0.55	0.70
Mechanic Assistant	1.00	1.15	0.60	1.00
<b>Total Part Time</b>	<u>1.00</u>	<u>1.15</u>	<u>1.15</u>	<u>1.70</u>
<b>Total Full &amp; Part Time FTE</b>	<u><u>8.80</u></u>	<u><u>8.93</u></u>	<u><u>8.30</u></u>	<u><u>8.70</u></u>
<u>TRANSPORTATION SYSTEM &amp; SERVICES TOTAL</u>				
Full Time	28.55	26.46	25.15	25.00
Part Time	2.90	2.85	2.65	3.25
<b>Total Full &amp; Part Time FTE</b>	<u><u>31.45</u></u>	<u><u>29.31</u></u>	<u><u>27.80</u></u>	<u><u>28.25</u></u>

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CITY HALL &amp; GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.000	1.000
*** PART TIME ***				
Custodian	0.05	0.10	0.000	0.000
Total Full & Part Time FTE	<u>1.05</u>	<u>1.10</u>	<u>1.000</u>	<u>1.000</u>
<u>PLANNING &amp; ZONING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.70	0.70	0.700	0.700
Municipal Planner II	1.00	1.00	1.000	1.000
Municipal Planner II	0.50	0.50	0.000	0.000
Neighborhood Commercial Specialist	0.20	0.00	0.000	0.000
Departmental Assistant II	0.20	0.20	0.200	0.200
Total Full Time	<u>2.60</u>	<u>2.40</u>	<u>1.900</u>	<u>1.900</u>
*** PART TIME ***				
Preservation Planner	0.20	0.20	0.200	0.250
Clerical Assistant	0.00	0.30	0.000	0.000
Intern	0.00	0.50	0.100	0.100
Total Part Time	<u>0.20</u>	<u>1.00</u>	<u>0.300</u>	<u>0.350</u>
Total Full & Part Time FTE	<u>2.80</u>	<u>3.40</u>	<u>2.200</u>	<u>2.250</u>
<u>ENVIRONMENTAL HEALTH &amp; INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.70	0.55	0.500	0.500
Chief Sanitarian	1.00	0.75	0.000	0.000
Building Inspector / Zoning Administrator	0.10	0.10	0.100	0.100
Housing Inspector I	0.98	0.00	0.000	1.000
Housing Inspector II	0.90	1.88	1.880	1.880
Neighborhood Commercial Specialist	0.50	0.00	0.000	0.000
Departmental Assistant I	0.40	0.33	0.330	0.330
Departmental Assistant II	0.40	0.20	0.200	0.200
Community Development Planner	0.30	0.30	0.300	0.300
Total Full Time	<u>5.28</u>	<u>4.11</u>	<u>3.310</u>	<u>4.310</u>
*** PART TIME ***				
Clerical Assistant	0.10	0.35	0.300	0.700
Total Full & Part Time FTE	<u>5.38</u>	<u>4.46</u>	<u>3.610</u>	<u>5.010</u>

# COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
City Manager	0.00	0.00	0.050	0.050
Asst Community & Nghbr Svcs Director	0.30	0.30	0.300	0.300
Building Inspector/Zoning Administrator	0.90	0.90	0.900	0.900
Plumbing & Electrical Inspector	1.00	1.00	1.000	1.000
Housing Inspector I	0.02	0.00	0.000	0.000
Housing Inspector II	0.10	0.12	0.120	0.120
Departmental Assistant I	0.60	0.60	0.600	0.600
Departmental Assistant II	0.40	0.40	0.400	0.400
Account Clerk / Cashier	0.05	0.05	0.050	0.050
<b>Total Full Time</b>	<u>3.37</u>	<u>3.37</u>	<u>3.420</u>	<u>3.420</u>
*** PART TIME ***				
Electrical Inspector	0.50	0.50	0.500	0.500
Clerical Assistant	0.10	0.30	0.200	0.500
Account Clerk / Cashier	0.05	0.05	0.050	0.050
<b>Total Part-Time</b>	<u>0.65</u>	<u>0.85</u>	<u>0.750</u>	<u>1.050</u>
<b>Total Full &amp; Part Time FTE</b>	<u>4.02</u>	<u>4.22</u>	<u>4.170</u>	<u>4.470</u>
<u>COMMUNITY SOCIAL SERVICES ASSISTANCE</u>				
*** FULL TIME ***				
Municipal Planner II	0.05	0.00	0.000	0.000
<b>Total Full Time</b>	<u>0.05</u>	<u>0.00</u>	<u>0.000</u>	<u>0.000</u>
<u>OURSTREET / NEIGHBORHOOD LIAISON</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.05	0.05	0.000	0.000
Ourstreet Coordinator	1.00	1.00	0.000	0.000
<b>Total Full Time</b>	<u>1.05</u>	<u>1.05</u>	<u>0.000</u>	<u>0.000</u>
*** PART TIME ***				
Clerical Assistant	0.55	0.30	0.000	0.000
Graffiti Removal	0.10	0.10	0.000	0.000
<b>Total Part-Time</b>	<u>0.65</u>	<u>0.40</u>	<u>0.000</u>	<u>0.000</u>
<b>Total Full &amp; Part Time FTE</b>	<u>1.70</u>	<u>1.45</u>	<u>0.000</u>	<u>0.000</u>

# COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>HOUSING &amp; NEIGHBORHOODS</u></b>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.00	0.00	0.050	0.050
Municipal Planner II	0.00	0.00	0.450	0.450
Ourstreet Coordinator	0.00	0.00	1.000	1.000
<b>Total Full Time</b>	<b>0.00</b>	<b>0.00</b>	<b>1.500</b>	<b>1.500</b>
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.500	0.500
Graffiti Removal	0.00	0.00	0.150	0.150
<b>Total Part-Time</b>	<b>0.00</b>	<b>0.00</b>	<b>0.650</b>	<b>0.650</b>
<b>Total Full &amp; Part Time FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>2.150</b>	<b>2.150</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>				
*** FULL TIME ***				
Assistant City Manager	0.65	0.65	0.650	0.650
Municipal Planner II	0.00	0.00	0.100	0.100
Executive Assistant II	0.00	0.00	0.100	0.100
Executive Assistant I	0.25	0.25	0.250	0.000
<b>Total Full Time</b>	<b>0.90</b>	<b>0.90</b>	<b>1.100</b>	<b>0.850</b>
*** PART TIME ***				
Communications Assistant	0.45	0.60	0.400	0.400
<b>Total Full &amp; Part Time FTE</b>	<b>1.35</b>	<b>1.50</b>	<b>1.500</b>	<b>1.250</b>
<b><u>DOWNTOWN PUBLIC PARKING</u></b>				
*** FULL TIME ***				
Downtown Manager	0.00	0.10	0.100	0.100
Downtown Development Coordinator	0.15	0.15	0.000	0.000
Skilled Plumber/Irrigation Technician	0.05	0.05	0.050	0.050
<b>Total Full Time</b>	<b>0.20</b>	<b>0.30</b>	<b>0.150</b>	<b>0.150</b>
*** PART TIME ***				
Clerical Assistant	0.15	0.35	0.500	0.500
Parking Enforcement	0.25	0.25	0.250	0.250
Maintenance	0.10	0.10	0.100	0.100
Tulip Time Help - Parking Deck	0.10	0.05	0.000	0.000
<b>Total Part-Time</b>	<b>0.60</b>	<b>0.75</b>	<b>0.850</b>	<b>0.850</b>
<b>Total Full &amp; Part Time FTE</b>	<b>0.80</b>	<b>1.05</b>	<b>1.000</b>	<b>1.000</b>

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.25	0.25	0.125	0.125
Downtown Manager	0.00	0.35	0.350	0.350
Downtown Development Coordinator	0.85	0.85	0.000	0.000
Total Full Time	<u>1.10</u>	<u>1.45</u>	<u>0.475</u>	<u>0.475</u>
*** PART TIME ***				
Clerical Assistant	0.30	0.35	0.500	0.500
Maintenance	0.10	0.10	0.100	0.100
Total Part-Time	<u>0.40</u>	<u>0.45</u>	<u>0.600</u>	<u>0.600</u>
Total Full & Part Time FTE	<u>1.50</u>	<u>1.90</u>	<u>1.075</u>	<u>1.075</u>
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.00	0.00	0.125	0.125
Downtown Manager	0.00	0.55	0.550	0.550
PSD Marketing & Promotions Coordinator	0.90	0.90	0.900	0.900
Event Coordinator	1.00	0.00	0.800	0.800
Total Full Time	<u>1.90</u>	<u>1.45</u>	<u>2.375</u>	<u>2.375</u>
*** PART TIME ***				
Clerical Assistant	0.30	0.15	0.150	0.150
Event Coordinator	0.00	1.20	0.000	0.000
Event Employees	0.20	0.45	0.450	0.350
Social Media Coordinator	0.00	0.50	0.500	0.500
Intern	0.45	0.20	0.300	0.300
Total Part-Time	<u>0.95</u>	<u>2.50</u>	<u>1.400</u>	<u>1.300</u>
Total Full & Part Time FTE	<u>2.85</u>	<u>3.95</u>	<u>3.775</u>	<u>3.675</u>

## COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.00	0.15	0.200	0.200
Chief Sanitarian	0.00	0.25	0.000	0.000
Community Development Planner	0.20	0.20	0.200	0.200
Departmental Assistant I	0.00	0.07	0.070	0.070
Departmental Assistant II	0.00	0.20	0.200	0.200
Total Full Time	<u>0.20</u>	<u>0.87</u>	<u>0.670</u>	<u>0.670</u>
*** PART TIME ***				
Recycle Education Coordinator	0.70	0.70	0.700	0.700
Total Full & Part Time FTE	<u>0.70</u>	<u>0.70</u>	<u>0.700</u>	<u>0.700</u>
<u>CDBG ENTITLEMENT GRANT</u>				
*** FULL TIME ***				
Municipal Planner II	0.45	0.50	0.450	0.450
Neighborhood Commercial Specialist	0.30	0.00	0.000	0.000
Community Development Planner	0.50	0.50	0.500	0.500
Total Full Time	<u>1.25</u>	<u>1.00</u>	<u>0.950</u>	<u>0.950</u>
<u>COMMUNITY &amp; NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	18.90	17.90	16.85	17.60
Part Time	4.75	7.70	5.95	6.60
Total Full & Part Time FTE	<u>23.65</u>	<u>25.60</u>	<u>22.800</u>	<u>24.200</u>

# PARKS & RECREATION SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b>LEISURE &amp; CULTURAL SERVICES ADMINISTRATION</b>				
*** FULL TIME ***				
Transportation Service Director	0.00	0.09	0.00	0.00
Interim Parks & Recreation Director	0.00	0.00	0.40	0.40
Leisure & Cultural Director	0.95	0.00	0.00	0.00
Departmental Assistant II	0.30	0.30	0.30	0.10
<b>Total Full Time</b>	<b>1.25</b>	<b>0.39</b>	<b>0.70</b>	<b>0.50</b>
<b>RECREATION PROGRAMS</b>				
*** FULL TIME ***				
Recreation & Civic Center Manager	0.00	1.00	1.00	1.00
Youth/General Recreation Coordinator	1.00	0.00	0.00	0.00
Departmental Assistant II	0.40	0.40	0.40	0.45
Skilled Recreation Worker	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Skilled Maintenance Technician	0.05	0.00	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
<b>Total Full Time</b>	<b>3.50</b>	<b>3.45</b>	<b>3.45</b>	<b>3.50</b>
*** PART TIME ***				
Maintenance/Grounds	0.35	0.35	0.35	0.35
Recreation Program Assistant	0.00	0.25	0.40	0.40
Recreation Officials Assistant	0.00	0.00	0.10	0.10
Clerical Assistant	0.35	0.30	0.35	0.35
<b>Total Part Time</b>	<b>0.70</b>	<b>0.90</b>	<b>1.20</b>	<b>1.20</b>
<b>Total Full &amp; Part Time FTE</b>	<b>4.20</b>	<b>4.35</b>	<b>4.65</b>	<b>4.70</b>

# PARKS & RECREATION SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>PARKS</u></b>				
*** FULL TIME ***				
Interim Parks & Recreation Director	0.00	0.00	0.40	0.40
Park & Cemetery Division Manager	0.75	0.75	0.00	0.00
Supervisor	2.00	2.00	1.50	1.50
Tree Trimmer I	1.00	0.00	1.00	1.00
Skilled Maintenance Technician	0.25	0.00	0.00	0.00
Greenhouse Operator	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.70	0.75	0.75	0.75
Laborer II	0.50	0.50	0.50	0.50
Grounds Keeper	1.00	1.00	1.00	1.00
Department Assistant I	0.00	0.00	0.50	0.50
<b>Total Full Time</b>	<b>8.20</b>	<b>7.00</b>	<b>7.65</b>	<b>7.65</b>
*** PART TIME ***				
Grounds Maintenance	10.00	9.50	9.90	10.80
Tree Trimmer	0.00	0.70	0.70	1.80
Gardener	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.40	0.40
<b>Total Part Time</b>	<b>11.15</b>	<b>11.35</b>	<b>11.70</b>	<b>13.70</b>
<b>Total Full &amp; Part Time FTE</b>	<b>19.35</b>	<b>18.35</b>	<b>19.35</b>	<b>21.35</b>
<b><u>CEMETERIES</u></b>				
*** FULL TIME ***				
Interim Parks & Recreation Director	0.00	0.00	0.20	0.20
Park & Cemetery Division Manager	0.25	0.25	0.00	0.00
Supervisor	1.00	1.00	0.50	0.50
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	0.50	0.50	0.50	0.50
Department Assistant I	0.00	0.00	0.50	0.50
<b>Total Full Time</b>	<b>2.90</b>	<b>2.90</b>	<b>2.85</b>	<b>2.85</b>
*** PART TIME ***				
Clerical Assistant	1.30	1.35	0.70	0.70
Grounds Maintenance	1.50	1.60	1.60	2.35
<b>Total Part Time</b>	<b>2.80</b>	<b>2.95</b>	<b>2.30</b>	<b>3.05</b>
<b>Total Full &amp; Part Time FTE</b>	<b>5.70</b>	<b>5.85</b>	<b>5.15</b>	<b>5.90</b>

# PARKS & RECREATION SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>MUNICIPAL STADIUM</u>				
*** FULL TIME ***				
Skilled Maintenance Technician	0.70	0.00	0.00	0.00
Skilled Plumber/Irrigation Technician	0.05	0.00	0.00	0.00
Total Full Time	0.75	0.00	0.00	0.00
*** PART TIME ***				
Maintenance/Grounds	0.40	0.05	0.00	0.00
Total Full & Part Time FTE	1.15	0.05	0.00	0.00
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	1.95	1.95	1.95	1.95
*** PART TIME ***				
Grounds Maintenance	0.40	0.35	0.35	0.05
Intern	0.55	0.00	0.20	0.00
Educational Assistant	0.65	0.65	0.65	0.65
Outdoor Assistant	0.60	1.20	0.60	1.00
Total Part Time	2.20	2.20	1.80	1.70
Total Full & Part Time FTE	4.15	4.15	3.75	3.65
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Event Coordinator	0.00	0.00	0.20	0.20
Total Full Time	0.10	0.10	0.30	0.30
*** PART TIME ***				
Market Master	0.80	0.50	0.45	0.45
Event Staff	0.00	0.20	0.25	0.05
Intern	0.00	0.05	0.10	0.10
Event Maintenance	0.10	0.15	0.20	0.05
Market Ambassador	0.00	0.00	0.00	0.05
Total Part Time	0.90	0.90	1.00	0.70
Total Full & Part Time FTE	1.00	1.00	1.10	0.80

# PARKS & RECREATION SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>CIVIC CENTER</u>				
*** FULL TIME ***				
Departmental Assistant II	0.30	0.30	0.30	0.45
Sr Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	<u>1.30</u>	<u>1.30</u>	<u>1.30</u>	<u>1.45</u>
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.55	1.55	1.50	1.50
Event Planner	0.00	0.00	0.00	0.25
Total Part Time	<u>1.90</u>	<u>1.90</u>	<u>1.85</u>	<u>2.10</u>
Total Full & Part Time FTE	<u><u>3.20</u></u>	<u><u>3.20</u></u>	<u><u>3.15</u></u>	<u><u>3.55</u></u>
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Leisure & Cultural Director	0.05	0.00	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
Windmill Island Gardens Coordinator	0.00	0.00	0.00	0.25
Total Full Time	<u>2.05</u>	<u>2.00</u>	<u>2.00</u>	<u>2.25</u>
*** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.60	0.60
Klompes Dancer/Tour Guide	2.50	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
Assistant Event Organizer	0.20	0.20	0.20	0.20
Grounds Maintenance	5.30	5.30	5.25	5.50
Clerical Assistant	1.00	1.00	1.00	0.90
Total Part Time	<u>11.10</u>	<u>11.10</u>	<u>11.05</u>	<u>11.20</u>
Total Full & Part Time FTE	<u><u>13.15</u></u>	<u><u>13.10</u></u>	<u><u>13.05</u></u>	<u><u>13.45</u></u>

# PARKS & RECREATION SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>HOLLAND HISTORIC TRUST</u>				
*** FULL TIME ***				
Director	0.00	0.00	1.00	1.00
Registrar	0.00	0.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Facilities	1.00	1.00	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	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>	<u>6.00</u>
*** PART TIME ***				
Media Relations	0.60	0.60	0.00	0.00
Museum Attendant	0.86	0.86	0.86	0.86
Facility Manager	0.30	0.30	0.30	0.30
Education Manager	0.60	0.60	0.60	0.60
Total Part Time	<u>2.36</u>	<u>2.36</u>	<u>1.76</u>	<u>1.76</u>
Total Full & Part Time FTE	<u><u>6.36</u></u>	<u><u>6.36</u></u>	<u><u>7.76</u></u>	<u><u>7.76</u></u>
<u>LEISURE &amp; CULTURAL SERVICES TOTAL</u>				
Full Time	26.00	23.09	26.20	26.45
Part Time	33.51	33.71	32.66	35.41
Total Full & Part Time FTE	<u><u>59.51</u></u>	<u><u>56.80</u></u>	<u><u>58.86</u></u>	<u><u>61.86</u></u>

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b>POWER SUPPLY</b>				
*** FULL TIME ***				
Auxiliary Operator	4.00	4.00	4.00	4.00
Coal & Ash Handler	2.00	2.00	3.00	1.00
Electric Instrumentation & Controls Lead	1.00	1.00	1.00	1.00
Electric Production Engineer	2.00	2.00	2.00	1.00
Electric Production Mechanical Lead	1.00	1.00	1.00	1.00
Electric Production Operations Supervisor	0.00	0.00	0.00	1.00
Electric Production Services Supervisor	0.00	1.00	1.00	1.00
Electric Production Superintendent	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
Instrumentation & Controls Technician	1.00	1.00	1.00	1.00
Instrumentation & Controls Technician - Operator	1.00	1.00	1.00	1.00
Lead Plant Operator - PP	4.00	4.00	4.00	4.00
Maintenance Planner	1.00	1.00	1.00	1.00
Maintenance Supervisor - PP	1.00	1.00	1.00	1.00
Mechanical Maintenance A	1.00	1.00	1.00	1.00
Mechanical Maintenance B	3.00	3.00	3.00	2.00
Plant Operator - PP	8.00	8.00	8.00	8.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility I (apprentice) & II - PP	6.00	6.00	6.00	3.00
Utility Operator	2.00	2.00	1.00	1.00
Clerk Typist II - PP	1.00	0.00	0.00	0.00
Lead Coal & Ash Handler	1.00	1.00	0.00	0.00
Mechanical Maintenance C	1.00	0.00	0.00	0.00
Operations Planner	1.00	0.00	0.00	0.00
Operations Supervisor - PP	1.00	1.00	1.00	0.00
<b>Total Full Time</b>	<b>46.00</b>	<b>44.00</b>	<b>43.00</b>	<b>36.00</b>

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>ELECTRIC TRANSMISSION &amp; DISTRIBUTION</u></b>				
*** FULL TIME ***				
Administrative Coordinator	1.00	1.00	1.00	1.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Electric Distribution Engineering Specialist	1.00	1.00	2.00	3.00
Electric Distribution Technician I (apprentice) & II	3.00	3.00	3.00	3.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Electric Transmission & Distrib Superintendent	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker B (apprentice) & A	7.00	8.00	8.00	8.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
System Operations Technician	4.00	4.00	5.00	5.00
Electric Distribution GIS Specialist	1.00	1.00	0.00	0.00
Lineworker B - Non-Certified	2.00	0.00	0.00	0.00
Utility Engineering Aide	1.00	1.00	1.00	0.00
Total Full Time	27.00	26.00	27.00	27.00
ELECTRIC UTILITY TOTAL	73.00	70.00	70.00	63.00

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Administrative Assistant	0.00	0.00	1.00	1.00
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician	2.00	1.00	1.00	1.00
Laboratory Analyst	2.00	1.00	1.00	1.00
Lead Maintenance - WWTP	1.00	1.00	1.00	1.00
Maintenance II - WWTP	2.00	2.00	2.00	2.00
Operations & Maintenance Supervisor - WWTP	0.00	0.00	0.00	1.00
Plant Operator - WWTP	5.00	6.00	6.00	6.00
Pollution Control Technician	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
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Clerk Typist II - WWTP / WTP	1.00	1.00	0.00	0.00
Maintenance Supervisor - WWTP / WTP	0.00	1.00	0.00	0.00
Operations Supervisor - WWTP	1.00	0.00	1.00	0.00
 Total Full Time	20.00	19.00	19.00	19.00
 <u>WATER TREATMENT</u>				
*** FULL TIME ***				
Industrial Electrician	0.00	1.00	1.00	1.00
Lead Maintenance - WTP	1.00	1.00	1.00	1.00
Maintenance I - WTP	1.00	1.00	1.00	1.00
Operations & Maintenance Supervisor - WTP	0.00	0.00	0.00	1.00
Plant Operator - WTP	5.00	5.00	5.00	5.00
Utility I - WTP	1.00	1.00	1.00	1.00
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor - WTP	1.00	1.00	1.00	0.00
 Total Full Time	10.00	11.00	11.00	11.00

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## WATER & WASTEWATER UTILITY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Engineering Field Technician	3.00	3.00	2.00	2.00
GIS / CAD Specialist	1.00	1.00	1.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance I (apprentice) & II	7.00	7.00	7.00	7.00
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
W / WW Civil Engineer	0.00	0.00	1.00	1.00
W / WW Services Coordinator	0.00	0.00	0.00	1.00
W / WW Engineering Specialist	1.00	1.00	2.00	2.00
W / WW Services Superintendent	1.00	1.00	1.00	1.00
Scheduler	1.00	1.00	1.00	0.00
Water & Wastewater Engineering Supervisor	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
 Total Full Time	 <u>19.00</u>	 <u>19.00</u>	 <u>19.00</u>	 <u>19.00</u>
 WATER & WASTEWATER UTILITY TOTAL	 <u><u>49.00</u></u>	 <u><u>49.00</u></u>	 <u><u>49.00</u></u>	 <u><u>49.00</u></u>

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>ADMINISTRATION</u>				
*** FULL TIME ***				
Administrative Specialist	1.00	1.00	1.00	1.00
General Manager	1.00	1.00	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
<b>Total Full Time</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
 <u>ACCOUNTING &amp; COLLECTIONS</u>				
*** FULL TIME ***				
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00	1.00
Billing Coordinator	2.00	2.00	2.00	2.00
Finance Director	1.00	1.00	1.00	1.00
Finance System Specialist	1.00	1.00	1.00	1.00
General Accountant	0.00	0.00	0.00	3.00
Payroll Specialist	1.00	1.00	1.00	1.00
Utility Rates Accountant	1.00	1.00	1.00	1.00
General Accountant I	1.00	1.00	1.00	0.00
Senior Accountant	1.00	1.00	1.00	0.00
<b>Total Full Time</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>
 <u>BUSINESS SERVICES</u>				
*** FULL TIME ***				
Administrative Specialist	0.00	1.00	1.00	1.00
Business Services Director	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
Planning Engineer	0.00	0.00	0.00	2.00
Planning Engineering Manager	1.00	1.00	1.00	1.00
Planning Specialist	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Planning Engineer I	2.00	2.00	2.00	0.00
Regulatory Compliance Program Manager	0.00	0.00	1.00	0.00
Regulatory Specialist	1.00	1.00	0.00	0.00
<b>Total Full Time</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>INFORMATION TECHNOLOGY</u></b>				
*** FULL TIME ***				
Computer Systems Specialist	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Information Systems Analyst	1.00	1.00	1.00	1.00
Information Technology Manager	0.00	0.00	0.00	1.00
Information Technology Security Specialist	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	2.00	2.00	2.00	2.00
Programmer / Analyst	2.00	2.00	2.00	1.00
Technology Director	1.00	1.00	1.00	1.00
Applications Manager	1.00	1.00	1.00	0.00
Total Full Time	11.00	11.00	11.00	10.00
 <b><u>CUSTOMER SERVICE, MARKETING &amp; ENERGY OPTIMIZATION</u></b>				
*** FULL TIME ***				
Communications & Customer Programs Manager	0.00	0.00	0.00	1.00
Conservation Programs Specialist	0.00	0.00	1.00	1.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Customer Communications Specialist	0.00	0.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	5.00	7.00	7.00	6.00
Energy Efficiency Administrator	0.00	0.00	0.00	1.00
Energy Efficiency Engineer	0.00	0.00	0.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	0.00	0.00
Conservation Programs Manager	1.00	1.00	1.00	0.00
Customer Service Representative - Cashier	2.00	0.00	0.00	0.00
Total Full Time	12.00	12.00	13.00	14.00

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<b><u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u></b>				
*** FULL TIME ***				
Buyer	0.00	0.00	0.00	1.00
Courier	1.00	1.00	1.00	1.00
Grounds & Utility I	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
Maintenance I - Warehouse/Facilities & Grounds	1.00	1.00	1.00	1.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	1.00
Utility I - Warehouse & Facilities	0.00	0.00	0.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
Junior Buyer	1.00	1.00	1.00	0.00
Utility I - Custodian	1.00	1.00	1.00	0.00
 Total Full Time	 9.00	 9.00	 9.00	 9.00
 ADMIN & MARKETING TOTAL	 57.00	 58.00	 59.00	 59.00
 UTILITY SERVICES TOTAL	 179.00	 177.00	 178.00	 171.00

## INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 12	FY 13	FY 14	FY 15
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.98	0.80	0.80	0.80
Sr Network Systems Specialist	0.00	1.00	1.00	1.00
Network Systems Specialist	1.00	0.00	0.00	0.00
Web Specialist	1.00	1.00	1.00	1.00
Technical Support-Computers/GIS	1.00	1.00	0.00	0.00
Technology Specialist	0.00	0.00	1.00	1.00
<b>Total Full Time</b>	<b>3.98</b>	<b>3.80</b>	<b>3.80</b>	<b>3.80</b>

# APPENDIX B

## CAPITAL OUTLAY

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- > CAPITAL OUTLAY BY SERVICE GROUP
  
- > CAPITAL OUTLAY - CONTROLLED ITEMS BY SERVICE GROUP

**CAPITAL OUTLAY**  
**MANAGEMENT & ADMINISTRATIVE SERVICES**

Department	Type	Description	New or Replacement	Approved Amount
CABLE TV PUBLIC ACCESS FUND	Machinery & Equipment			
		(2) Editing Workstation and Software	Replace	14,400
	Office Furniture			
		Council Chairs	Replace	7,500
	Building & Additions			
		Council Chambers Lighting	Replace	15,000
		Chambers back wall	Replace	<u>12,500</u>
		Total - Building & Additions		<u>27,500</u>
		Total Cable TV Public Access Fund		<u><u>49,400</u></u>
	TOTAL MANAGEMENT & ADMINISTRATIVE SERVICES			

**CAPITAL OUTLAY**  
**PUBLIC SAFETY SERVICES**

Department	Type	Description	New or Replacement	Approved Amount	
PUBLIC SAFETY POLICE (GENERAL FUND)	Machinery & Equipment	Less Lethal Sage Impact Package	Replace	6,000	
		K-9 Unit	New	<u>9,000</u>	
		Total Public Safety - Police (General Fund)			<u><u>15,000</u></u>
PUBLIC SAFETY FIRE (GENERAL FUND)	Machinery & Equipment	(10) Personal Protective Equipment Ensembles NFPA Compliant Turnout Coats & Pants	Replace	21,000	
		Land Improvements	Kollen Park Station Front Driveway	Replace	15,000
			Approach and Departure Angle Corrections		
Total Public Safety - Fire (General Fund)				<u><u>36,000</u></u>	
TOTAL PUBLIC SAFETY SERVICES				<u><u>\$ 51,000</u></u>	

**CAPITAL OUTLAY**  
**TRANSPORTATION SYSTEM & SERVICES**

Department	Type	Description	New or Replacement	Approved Amount		
CENTRALIZED VEHICLE & EQUIPMENT FUND	Machinery & Equipment	Brush Chipper #329	Replace	65,000		
		Trade in		(8,000)		
		Stump Router #328	Replace	40,000		
		Trade in		(6,500)		
		Bulk Pre-wet Station (Additional Capacity) #90	New	7,500		
		Mill Attachment for Bobcat #93	New	19,500		
		Snow Blower Attachment for Loader #141	Replace	90,000		
		Trade in		(4,500)		
		Trash Pump #165	Replace	16,000		
		Trade in		(1,000)		
		Iron Worker	New	9,000		
		Loader, Grapple, Bucket & Forks for JD Tractor #350	New	18,000		
		Equipment Trailer #279	Replace	7,500		
		Trade in		(1,500)		
		Total - Machinery & Equipment				<u>251,000</u>
			Vehicles			
				Police Department :		
				Marked Police Vehicles (Tahoe) #10, #16, #31 and #25	New/Replace	90,000
				Trade in		(11,500)
				Police Sedans (Caprice) #241 & #233	Replace	39,000
		Hybrid Option		15,000		
		Trade in		(8,000)		
		3/4 Ton Pickup w/plow & lift gate #240	Replace	31,000		
		Trade in		(4,500)		
		Street Department:				
		Tandem Axle Salt Truck #120	Replace	120,000		
		Additional Components (Wing)		85,000		
		Trade in		(5,000)		
		3/4 Ton Pickup w/plow #142	Replace	28,000		
		Trade in		(3,500)		
		Total - Vehicles		<u>375,500</u>		
		Total - Centralized Vehicle/Equipment Fund		<u>626,500</u>		
TOTAL TRANSPORTATION SYSTEMS & SERVICES				<u>\$ 626,500</u>		

**CAPITAL OUTLAY**  
**COMMUNITY & NEIGHBORHOOD SERVICES**

Department	Type	Description	New or Replacement	Approved Amount
DOWNTOWN PARKING SYSTEM FUND	Land Improvements	Repairs to drainage and sewer in lots	New/Replace	<u>15,000</u>
		Total Downtown Parking System Fund		<u><u>15,000</u></u>
TOTAL COMMUNITY & NEIGHBORHOOD SERVICES				<u><u>\$ 15,000</u></u>

**CAPITAL OUTLAY**  
**PARKS & RECREATION SERVICES**

Department	Type	Description	New or Replacement	Approved Amount
CEMETERIES (GENERAL FUND)	Machinery & Equipment	14x20 Roll-Around Chapel Tent at Graafschap Cemetery	Replace	<u>5,500</u>
WINDMILL ISLAND GARDENS FUND	Buildings & Additions	Repair several corners of Post house, bricks are breaking and cracking off	Replace	17,000
	Machinery & Equipment	Refurbish Organ	Replace	<u>25,000</u>
		Total Windmill Island Gardens Fund		<u><u>42,000</u></u>
HOLLAND HISTORICAL TRUST FUND	Machinery & Equipment	(2) Desktops	New	3,400
		(2) Laptops	New	2,000
		Software	New	<u>600</u>
		Total - Machinery & Equipment		<u>6,000</u>
		Total Holland Historical Trust Fund		<u><u>6,000</u></u>
TOTAL PARKS & RECREATION DEPARTMENT				<u><u>\$ 53,500</u></u>

# CAPITAL OUTLAY

## Board of Public Works Utilities Services

Department	Description	Approved	
		FY2015 Amount	Multi-Year Budget
Power Plant	New combined cycle	57,114,948	228,884,766
	Snowmelt Support	2,100,000	2,100,000
	Unit 6 Exhaust Diffuser & Plenum	550,000	550,000
	Unit 8 Exhaust Plenum	500,000	500,000
	48th St. Driveway	125,000	125,000
	Unit 6 Atomizing Air Compressor	90,000	90,000
	Replace ash pond weir outlet pipe to lake	50,000	50,000
	All Remaining projects	<u>87,500</u>	<u>87,500</u>
Total Power Plant		<u>60,617,448</u>	<u>232,387,266</u>
Electric Transmission and Distribution	Distribution System Upgrades	1,800,000	1,800,000
	Pine Ave Substation	1,000,000	6,000,000
	New Metering	1,000,000	1,000,000
	Smart Grid upgrades - distribution automation	500,000	500,000
	UG distribution in new Power Plant area	320,000	320,000
	Relocate Circuits from JDY	300,000	1,700,000
	OH to UG conversion	250,000	250,000
	New Line to Feed Devos Fieldhouse from Waverly Substation Circuit	210,000	210,000
	Greenly Sub Circuit backup to 128th and Greenly	175,000	175,000
	Backup Circuit 104 for Southside	132,000	132,000
	Capacitor Switching Automation	100,000	100,000
	Replace Porcelain Cutouts	100,000	100,000
	UG cable replacement	100,000	100,000
	All Remaining projects	<u>280,000</u>	<u>280,000</u>
Total Electric Transmission and Distribution		<u>6,267,000</u>	<u>12,667,000</u>
Broadband	Expand Fiber run to Jenison	50,000	50,000
	Fiber Zeeland distribution	50,000	50,000
	128th - Quincy to N Holland	40,000	40,000
	Replacement and new switches	40,000	40,000
	All Remaining projects	<u>85,000</u>	<u>85,000</u>
Total Broadband		<u>265,000</u>	<u>265,000</u>

# CAPITAL OUTLAY

## Board of Public Works Utilities Services

Department	Description	Approved	Multi-Year
		FY2015 Amount	Budget
Water Plant	Filter Pipe Gallery rehab	1,300,000	1,300,000
	Basin Rebuild	100,000	100,000
	Replace Plant surge protection valve	40,000	40,000
	Paint Low Service	30,000	30,000
	All Remaining projects	<u>78,000</u>	<u>78,000</u>
	Total Water Plant	<u><u>1,548,000</u></u>	<u><u>1,548,000</u></u>
Wastewater Plant	Bio-Solids	4,750,000	9,500,000
	Optimization Project	3,500,000	7,000,000
	New Chlorine Contact and Plant effluent	1,750,000	3,500,000
	Ferric Chloride Chemical Feed Improvements	90,000	90,000
	Replace Drive on Final Clarifier, No. 6	60,000	60,000
	Oxygen Reactor Control Upgrades	45,000	45,000
	Replace Transformer in No. 2 Blower Bldg.	31,000	31,000
	Program Logic Controls Upgrade	30,000	30,000
	Replace Pollution Control Vehicle (2003)	25,000	25,000
	All Remaining projects	<u>93,500</u>	<u>93,500</u>
	Total Wastewater Plant	<u><u>10,374,500</u></u>	<u><u>20,374,500</u></u>
Water Distribution	Water Main Replacement Central 7th - State 19th, Central to Columbia	940,000	1,880,000
	Water Main Replacement 16th Country Club to W of Quarterline	335,000	335,000
	Water systems improvements	125,000	125,000
	Water Main Replacement 11th, Kollen Pk to Van Raalte	100,000	100,000
	Water Main Replacement, Country Club, Birdie Lane to Legion Park	84,000	84,000
	Replace Vehicle 73, Boom Truck (1991) 1/2 Water 1/2 Wastewater	65,000	65,000
	Replace Vehicle 77- Hydro Excavator & Valve Truck (1999)	64,000	64,000
	Water Main Replacement South Shore Old Orchard 17th St	50,000	1,889,000
	Hydrant Replacements	30,000	30,000
	Various Pump Station Rebuilds/Replacement	25,000	25,000
	Southside Pump Station Dehumidifiers	20,000	20,000
All Remaining projects	<u>72,000</u>	<u>100,500</u>	
	Total Water Distribution	<u><u>1,910,000</u></u>	<u><u>4,717,500</u></u>

**CAPITAL OUTLAY**  
Board of Public Works Utilities Services

Department	Description	Approved	Multi-Year
		FY2015 Amount	Budget
Wastewater Collection	Sewer Main Replacement: Southshore Old Orchard - Goldenrod	646,000	822,000
	Sewer Lining (Focus on smaller diameter mains)	500,000	500,000
	Azalea, Myrtle and Goldenrod lift station improvements	350,000	700,000
	Manhole Abandonment	300,000	300,000
	16th St and Crescent lift station improvements	300,000	300,000
	Sanitary Sewer improvements	150,000	150,000
	Sewer Main Replacement: 33rd, Millridge Pioneer 32nd -33rd	98,000	260,000
	Replace Vehicle 73, Boom Truck (1991) 1/2 Water 1/2 Wastewater	65,000	65,000
	Remove steel sheeting & scour protection in creek @ Birdie Lane	50,000	50,000
	Sewer Main Replacement: Central, 19th - State	50,000	325,000
	All Remaining projects	110,000	110,000
Total Wastewater Collection		<u>2,619,000</u>	<u>3,582,000</u>
Administration	AMI Advanced Metering Infrastructure	500,000	500,000
	MDM Meter Data Management	210,000	210,000
	HBPW Facility Signage	90,000	90,000
	Renovation Service Center Bathrooms	60,000	60,000
	Replace Service Center parking lot and drives	50,000	50,000
	Upgrade to MS SQL 2012	38,000	38,000
	Vendor Invoice Processing	38,000	38,000
	Multi-function Printer Scanners	30,000	30,000
	Replace Vehicle #22 - 1998 Ford	28,000	28,000
	Increase electronic file storage capacity	25,000	25,000
	Upgrade Finance System	20,000	20,000
	Replace UPS in Communications Room	10,000	10,000
	Speech Privacy System	10,000	10,000
	All Remaining Projects	24,500	24,500
Total Administration		<u>1,133,500</u>	<u>1,133,500</u>
TOTAL BOARD OF PUBLIC WORKS UTILITIES SERVICES		<u>\$ 84,734,448</u>	<u>\$ 276,674,766</u>

**CAPITAL OUTLAY**  
**INTERNAL SERVICES FUNDS**

Department	Type	Description	New or Replacement	Approved Amount
TECHNOLOGY SERVICES FUND	Machinery & Equipment			
		Mailromm Color Printer	Replace	10,000
		HyperV Server	Replace	7,500
		Server Replacement schedule	Replace	7,500
		HPD Monitor and Move 80	Replace	10,500
		Network Switches and Reconfiguration	Replace	50,000
		Governmental Management Software	New	9,000
		Total - Machinery & Equipment		<u>94,500</u>
		Total Technology Services Fund		<u><u>94,500</u></u>
		TOTAL INTERNAL SERVICES FUNDS		<u><u>\$ 94,500</u></u>

# CAPITAL OUTLAY - CONTROLLED ITEMS SUMMARY

Department	Description	New or Replacement	Approved Amount
<b>MANAGEMENT &amp; ADMINISTRATIVE SERVICES</b>			
CABLE TV PUBLIC ACCESS FUND	Tripod	Replace	1,200
	(2) Zoom Servo	New	1,200
	IDX Camera Battery	Replace	1,200
	Web Camera	New	900
	Still Flash	New	550
	DVD Ripping PC	Replace	1,000
	GO Pro/ Quad copter Kit	Replace	2,400
	Live Streaming Hardware	New	4,000
	DSLR Video Kit	New	4,000
	LED Camera Light	New	2,400
	Total Cable TV Public Access Fund		<u>18,850</u>
	TOTAL MANAGEMENT & ADMINISTRATIVE SERVICES		<u>18,850</u>
<b>PUBLIC SAFETY SERVICES</b>			
PUBLIC SAFETY - POLICE SERVICES (GENERAL FUND)	(3) X26E Taser with Holster and 5 year warranty	Replace	4,510
	(3) Kustom Signal Golden Eagle Dual Antenna Radar Units	Replace	4,635
	Evidence Technician Equipment Package	Replace	1,800
	(2) E/Z Rider K-9 Platform, rubber mat, and Vault for Chevy Tahoe	Replace	5,640
	(44) Duckbill Law Gun Belt System	Replace	15,950
	(7) LIFEPAK 1000 Basic Automatic Electronic Defibrillators	New	17,095
	Total Public Safety - Police Services		<u>49,630</u>
PUBLIC SAFETY - FIRE SERVICES (GENERAL FUND)	Replacement of Portable Water Appliances (Ball valves, Stortz adaptors, gate valves and wyes for apparatus)	Replace	2,000
	Mounting Hardware and Bracketing for post delivery of replacement engine and refurbished Tahoe	New	1,500
	Final payment to Park township for completion of painting at the Virginia Park Fire Station	New	4,200
	Total Public Safety - Fire Services		<u>7,700</u>
	TOTAL PUBLIC SAFETY SERVICES		<u>57,330</u>

# CAPITAL OUTLAY - CONTROLLED ITEMS SUMMARY

Department	Description	New or Replacement	Approved Amount
<b>TRANSPORTATION SYSTEM &amp; SERVICES</b>			
CENTRALIZED VEHICLE & EQUIPMENT FUND	Bulk Tack Tank	New	2,000
	Forks for Bobcat #93	New	1,400
	(2) Refurbish Plow Truck	New/Replace	10,000
	Salt Box Refurbish	New/Replace	5,000
	GPS Units (4 ea.)	New	2,800
	Storage Cabinets (Haz Mat / Motorpool)	New	4,000
	MSDS Center	New	1,200
	(2) Battery Chargers	New	1,600
	Fluid Evacuator	New	1,500
	Oil Meter & Pump	New	<u>1,500</u>
	Total Centralized Vehicle/Equipment Fund		<u>31,000</u>
	TOTAL TRANSPORTATION SYSTEM & SERVICES		<u>31,000</u>
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES</b>			
CITY HALL & GROUNDS (GENERAL FUND)	(20) Repair/replace furniture as needed	Replace	<u>2,000</u>
DOWNTOWN DEVELOPMENT AUTHORITY FUND	Decorative Planter Art	New	4,000
	(2) Benches	New	800
	Miscellaneous	New	<u>200</u>
	Total Downtown Development Authority Fund		<u>5,000</u>
SOLD WASTE RECYCLING FUND	Refuse Containers	New/Replace	<u>60,000</u>
	TOTAL COMMUNITY & NEIGHBORHOOD SERVICES		<u>67,000</u>
<b>PARKS &amp; RECREATION SERVICES</b>			
CEMETERIES (GENERAL FUND)	Repairs to limestone wall - Cemetery Office Building	Replace	3,000
	One steel door and frame for the Park and Cemetery Dept. Warehouse	Replace	2,800
	(6) FS 130 R Grass Trimmers	Replace	2,400
	10 HP dual stage snow blower with tracks	New	<u>2,700</u>
	Total Cemeteries		<u>10,900</u>

# CAPITAL OUTLAY - CONTROLLED ITEMS SUMMARY

Department	Description	New or Replacement	Approved Amount
<b>PARKS &amp; RECREATION SERVICES (continued)</b>			
PARKS (GENERAL FUND)	(2) Stihl HS Pruning Saw	Replace	1,400
	(2) Stihl MS 201T-16 Chain Saw	Replace	1,300
	(48) Construction items - (8) stands for signs (8) reflective rollup signs (30) safety cones and (2) stop/slow paddles	New	2,600
	Front tine rototiller	New	950
	(6) Grass Trimmers	Replace	3,000
	(2) Backpack blowers	Replace	1,200
	Steel door and frame for the Parks and Cemetery warehouse	Replace	2,800
	Improvements and re-landscaping materials for 23rd St., Pine Ave, and Michigan Ave	New	750
	Lumber and brick to replace retaining wall and brick to reconfigure path to gazebo at Centennial Park	Replace	2,500
	Seeds and plants for re-establishing ground cover on the forest floor at Prospect Woods	Replace	1,800
	<b>Total Parks</b>		<u><u>18,300</u></u>
RECREATION (GENERAL FUND)	(2) Soccer Goals	New	3,000
	10hp Dual Stage Snow Blower	New	2,500
	7' Truck Tailgate Ramp	New	1,000
	Flammable Liquid Storage Cabinet	New	1,000
	(4) Outdoor Basketball Hoops (MW)	New	1,600
	<b>Total Recreation</b>		<u><u>9,100</u></u>
8TH STREET MARKET (GENERAL FUND)	(10) Street Bollards	New	1,000
WINDMILL ISLAND GARDENS FUND	(2) Weed Wackers	Replace	800
	(7) Replace doors on the Pavilion	Replace	12,500
	<b>Total Windmill Island Gardens Fund</b>		<u><u>13,300</u></u>
<b>TOTAL PARKS &amp; RECREATION DEPARTMENT</b>			<u><u>52,600</u></u>

# CAPITAL OUTLAY - CONTROLLED ITEMS

## SUMMARY

Department	Description	New or Replacement	Approved Amount
<b>INTERNAL SERVICES FUNDS</b>			
TECHNOLOGY SERVICES FUND	Kender Laptop	Replace	1,400
	(3) PC Replacement	Replace	4,200
	HPD front office printer and scanner	Replace	650
	CNS Ipad	New	500
	(2) CNS laptops (Osman & Padnos)	Replace	3,000
	Trane PC	Replace	1,400
	(2) CNS Desktops (Counter & Glennie)	Replace	2,800
	Civic Center Computer	Replace	1,400
	CNS Creative Suite upgrade	Replace	2,000
	(7) PD Desktops	Replace	9,800
	Parks LCD with cart	New	1,200
	(2) EOC Laptops	New	3,200
	(2) Leyetek Printers	New	1,000
	(4) Assessor Tablets	New	2,200
	(2) Battery Backups	Replace	1,300
	Finance System Ram upgrade	New	2,500
	Windmill Island LCD	Replace	2,900
	Parks Supervisor PC	Replace	1,400
	CNS DDA Adobe upgrade	Replace	<u>2,800</u>
	Total Technology Services Fund		<u><u>45,650</u></u>
TOTAL INTERNAL SERVICES FUNDS			<u><u>45,650</u></u>

# APPENDIX C

## DEBT SERVICE

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> 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, 2014**

**DEBT LIMITATION AT JULY 1, 2014**

Total Taxable Value Across All Property Classifications	\$ 1,144,360,106
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	<u>\$ 114,436,011</u>

**DEBT APPLICABLE TO LIMITATION AT JULY 1, 2014**

Total Bonded Debt at July 1, 2014 (excludes Capital Leases)	\$ 197,534,000
Less the Following:	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	( 70,000 )
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	( 177,338,993 )
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2014:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	<u>( 182,892 )</u>
Debt Amount Applicable to Debt Limitation	<u>\$ 19,942,115</u>

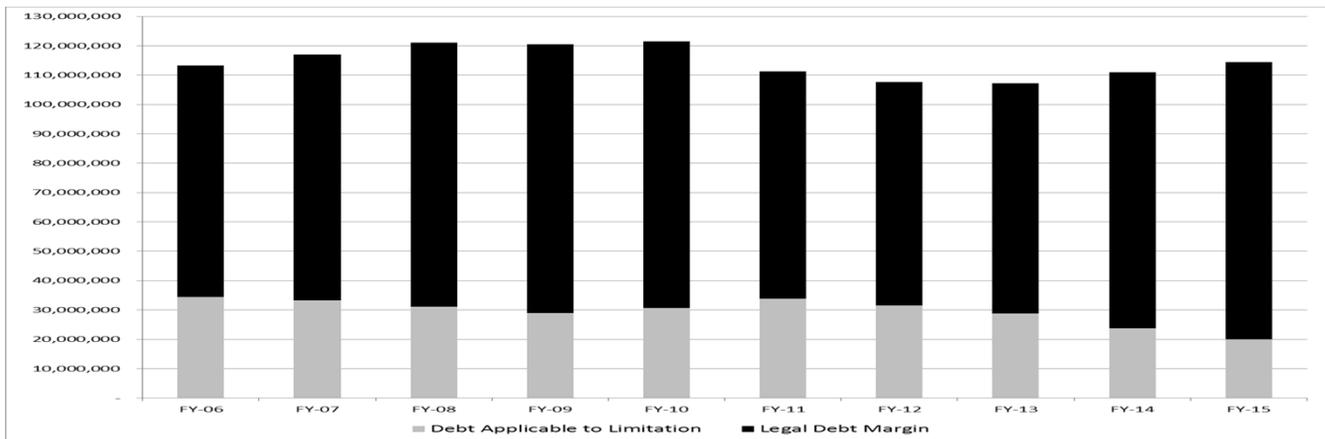
**ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2014**

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	<u>\$ 94,493,896</u>
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**ADDITIONAL NOTE:**

The City of Holland is legally indebted for the \$1,325,000 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 \$1,325,000, or \$822,825, should be added to the Legal Debt Margin shown above.



# DEBT SERVICE

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of		Net Effective Interest Rate	Original Issuance		Remaining @ 07/01/14	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>Act 34 Capital Improvements Bond Issues</u>								
2008 Parking Deck	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	3,675,000	1,968,725
2010 Street Improvements	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	3,880,000	362,578
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	7,555,000	2,331,303
<u>Ottawa County Drain Commission Loans</u>								
2010 Holland Heights Drain	Property Taxation	05-05-10	04-15-15	4.38000%	170,000	21,946	34,000	1,489
2010 No. 24 Drain	Property Taxation	05-05-10	04-15-15	4.38000%	150,000	19,400	30,000	1,314
Total Drain Loans					320,000	41,346	64,000	2,803
<u>Building Authority Bond Issues</u>								
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,020,000	1,688,456
2010 Refunding Police/Transp/W.G.	Property Taxation	09-09-10	10-01-18	2.39586%	7,425,000	1,204,325	5,435,000	397,838
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	0	0
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	1,325,000	110,650
Total Building Authority Bond Issues					24,250,000	7,929,133	13,780,000	2,196,944
<u>Special Assessment Issues</u>								
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	70,000	13,409
Total Special Assessment Issues					155,000	60,720	70,000	13,409
Total Governmental Funds					34,225,000	11,796,924	21,469,000	4,544,459
<u>Board of Public Works Issues</u>								
Series 2012-A Refunding	Water Fund	07-01-14	07-01-24	2.81250%	9,740,000	2,635,719	9,740,000	2,331,706
Series 2013-A Refunding	Water Fund	01-01-14	07-01-17	1.22000%	3,260,000	238,350	3,260,000	238,350
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	5,550,000	1,206,567
Electric Revenue Bond	Electric Fund	04-22-14	07-01-39	4.06000%	158,840,000	95,900,678	158,840,000	95,900,678
Total Board of Public Works Issues					177,866,500	100,203,515	177,390,000	99,677,301
Total Enterprise Funds					177,866,500	100,203,515	177,390,000	99,677,301
<b>Grand Total</b>					<b>212,091,500</b>	<b>112,000,439</b>	<b>198,859,000</b>	<b>104,221,760</b>



# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
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#### - - FUNDING SOURCES & USES - -

##### FUNDING SOURCES -

Taxes	\$ 2,312,351	\$ 2,870,315	\$ 2,831,577	\$ 2,390,687
Special Assessments	126,529	68,592	70,344	51,551
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,950,702	2,025,887	3,012,319	1,631,632
from Herrick District Library	572,037	568,638	529,625	505,300
* Special Assessment Interest	35,810	13,968	10,346	6,778
* Investment Income	9,226	3,726	3,950	3,850
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	234,491	440,224	1,280,360	261,567
<b>TOTAL SOURCES</b>	<b>\$ 5,241,146</b>	<b>\$ 5,991,350</b>	<b>\$ 7,738,521</b>	<b>\$ 4,851,365</b>

##### FUNDING USES -

Other Current Expenditures -				
* Other Miscellaneous	\$ 1,813	\$ 3,586	\$ 501	\$ 2,001
* Building Authority Rental Payments	1,950,702	2,025,887	3,012,319	1,631,632
Debt Service Payments -				
* Principal	2,631,963	3,218,225	3,838,601	2,389,000
* Interest	1,105,602	1,009,186	910,070	775,401
* Agent Fees	2,822	1,650	1,850	3,113
Transfers Out	3,627	1	50,682	22,329
<b>TOTAL USES</b>	<b>\$ 5,696,529</b>	<b>\$ 6,258,535</b>	<b>\$ 7,814,023</b>	<b>\$ 4,823,476</b>

#### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (455,383)	\$ (267,185)	\$ (75,502)	\$ 27,889
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 41,965	\$ 135,267	\$ 177,858	\$ 182,891
- for Special Assessment Long-term Debt	477,965	117,477	(616)	22,240
<b>TOTAL FUND EQUITY</b>	<b>\$ 519,930</b>	<b>\$ 252,744</b>	<b>\$ 177,242</b>	<b>\$ 205,131</b>



# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### TAXATION & CASH CONTROL

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>FUNDING SOURCES -</b>				
Taxes	\$ 2,312,351	\$ 2,870,315	\$ 2,831,577	\$ 2,390,687
Investment Income	4,924	3,070	3,400	3,400
Transfers In	234,490	241,815	1,213,954	261,566
<b>TOTAL SOURCES</b>	<b>\$ 2,551,765</b>	<b>\$ 3,115,200</b>	<b>\$ 4,048,931</b>	<b>\$ 2,655,653</b>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ 1,812	\$ 3,585	\$ 500	\$ 2,000
- Principal - Land Contract	12,500	12,500	- 0 -	- 0 -
- Interest - Land Contract	1,250	625	- 0 -	- 0 -
- Principal - Act 34 Capital Improvement	65,000	75,000	85,000	100,000
- Interest - Act 34 Capital Improvement	168,690	166,415	163,790	160,815
- Fees - Act 34 Capital Improvement	400	400	400	750
- Principal - Act 34 Streets	520,000	540,000	560,000	585,000
- Interest - Act 34 Streets	132,040	124,605	114,960	102,919
- Fees - Act 34 Streets	100	100	200	750
- Principal-Ottawa County Drain	64,000	64,000	64,000	64,000
- Interest-Ottawa County Drain	11,244	8,410	5,606	2,803
- Building Auth. Lease Payments	1,950,703	2,025,888	3,011,920	1,631,632
Transfers Out	1	1	1	1
<b>TOTAL USES</b>	<b>\$ 2,927,740</b>	<b>\$ 3,021,529</b>	<b>\$ 4,006,377</b>	<b>\$ 2,650,670</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ (375,975)</b>	<b>\$ 93,671</b>	<b>\$ 42,554</b>	<b>\$ 4,983</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 29,009</b>	<b>\$ 122,680</b>	<b>\$ 165,234</b>	<b>\$ 170,217</b>

2.34 mills  
Taxable Value  
of \$1,021,661,354  
(excludes Ren. Zones, includes Brownfields)



## DEBT SERVICE

### LIMITED TAX GENERAL OBLIGATION (LTGO)

### BUILDING AUTHORITY CONSTRUCTION BONDS

#### (SUMMARY OF FOUR OUTSTANDING ISSUES)

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>FUNDING SOURCES -</b>				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	\$ 1,950,702	\$ 2,025,887	\$ 3,012,319	\$ 1,631,632
- from Herrick District Library	572,037	568,638	529,625	505,300
* Investment Earnings	181	31	50	50
* Other	- 0 -	- 0 -	- 0 -	- 0 -
* Transfers In	1	1	1	1
<b>TOTAL SOURCES</b>	<b>\$ 2,522,921</b>	<b>\$ 2,594,557</b>	<b>\$ 3,541,995</b>	<b>\$ 2,136,983</b>
<b>FUNDING USES -</b>				
Other Current Expenditures -				
* Other	\$ 1	\$ 1	\$ 1	\$ 1
Debt Service Payments -				
* Principal	1,780,000	1,915,000	2,925,000	1,630,000
* Interest	741,825	679,300	616,332	505,319
* Agent Fees	915	625	625	1,613
<b>TOTAL USES</b>	<b>\$ 2,522,741</b>	<b>\$ 2,594,926</b>	<b>\$ 3,541,958</b>	<b>\$ 2,136,933</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 180</b>	<b>\$ (369)</b>	<b>\$ 37</b>	<b>\$ 50</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 12,956</b>	<b>\$ 12,587</b>	<b>\$ 12,624</b>	<b>\$ 12,674</b>



# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### SPECIAL ASSESSMENT BONDS

#### (SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 126,529	\$ 68,592	\$ 70,344	\$ 51,551
Interest & Rents:				
* Special Assessment Interest	35,810	13,968	10,346	6,778
* Investment Income	4,121	625	500	400
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	198,408	66,405	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 166,460</b>	<b>\$ 281,593</b>	<b>\$ 147,595</b>	<b>\$ 58,729</b>
<b>FUNDING USES -</b>				
Debt Service Payments -				
* Principal	\$ 190,463	\$ 611,725	\$ 205,000	\$ 10,000
* Interest	50,553	29,831	9,382	3,545
* Agent Fees	1,407	525	625	- 0 -
Transfers Out	3,626	- 0 -	50,681	22,328
<b>TOTAL USES</b>	<b>\$ 246,049</b>	<b>\$ 642,081</b>	<b>\$ 265,688</b>	<b>\$ 35,873</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ (79,589)</b>	<b>\$ (360,488)</b>	<b>\$ (118,093)</b>	<b>\$ 22,856</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 477,965</b>	<b>\$ 117,477</b>	<b>\$ (616)</b>	<b>\$ 22,240</b>



# DEBT SERVICE

## SPECIAL ASSESSMENT BOND SERIES 1998A

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>FUNDING SOURCES -</b>				
Special Assessments	\$ 4,438	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest on Special Assessment Installments	244	- 0 -	- 0 -	- 0 -
Investment Income	190	- 0 -	- 0 -	- 0 -
Investment Income - Market Adjustment	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 4,872</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>				
Principal Retirement	\$ 25,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest Expense	1,262	- 0 -	- 0 -	- 0 -
Paying Agent Fees	600	- 0 -	- 0 -	- 0 -
Transfers Out	3,626	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 30,488</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>(25,616)</b>	<b>- 0 -</b>	<b>- 0 -</b>	<b>- 0 -</b>
<b>FUND EQUITY - End of Fiscal Year</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>



# DEBT SERVICE

## SPECIAL ASSESSMENT BOND SERIES 1999

### (ANNEXED DISTRICT OF FILLMORE TOWNSHIP)

Description	FY-2012 Final Actual	FY-2013 Final Actual	FY-2014 Final Revised Est.	FY-2015 Adopted Budget
<b>FUNDING SOURCES -</b>				
Special Assessments	\$ 51,108	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest on Special Assessment Installments	17,973	- 0 -	- 0 -	- 0 -
Fillmore Annexation Turnover	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	2,749	164	- 0 -	- 0 -
Investment Income - Market Adjustment	(222)	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	198,408	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 71,608</b>	<b>\$ 198,572</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>				
Principal Retirement	\$ 70,463	\$ 516,725	\$ - 0 -	\$ - 0 -
Interest Expense	27,104	12,137	- 0 -	- 0 -
Paying Agent Fees	282	- 0 -	- 0 -	- 0 -
Transfer to G.O. Debt Fund	- 0 -	- 0 -	164	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 97,849</b>	<b>\$ 528,862</b>	<b>\$ 164</b>	<b>\$ - 0 -</b>
Excess (Deficiency) of Funding Sources over Funding Uses	(26,241)	(330,290)	(164)	- 0 -
<b>ENDING FUND EQUITY</b>	<b>\$ 330,454</b>	<b>\$ 164</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>



## DEBT SERVICE

### SPECIAL ASSESSMENT BOND SERIES 2000A

Description	FY-2012	FY-2013	FY-2014	FY-2015
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
<b>FUNDING SOURCES -</b>				
Special Assessments	\$ 12,747	\$ 12,747	\$ 12,747	\$ 1,164
Special Assessments - Alternates	- 0 -	- 0 -	- 0 -	- 0 -
Interest on Special Assessment Installments	2,637	1,808	980	151
Investment Income	571	304	200	100
Investment Income - Market Adjustment	(38)	(139)	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 15,917</b>	<b>\$ 14,720</b>	<b>\$ 13,927</b>	<b>\$ 1,415</b>
<b>FUNDING USES -</b>				
Principal Retirement	\$ 25,000	\$ 25,000	\$ 25,000	\$ - 0 -
Interest Expense	4,375	2,925	1,462	- 0 -
Paying Agent Fees	275	275	275	- 0 -
Transfer to G.O. Debt Fund	- 0 -	- 0 -	30,000	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 29,650</b>	<b>\$ 28,200</b>	<b>\$ 56,737</b>	<b>\$ - 0 -</b>
Excess (Deficiency) of Funding Sources over Funding Uses	(13,733)	(13,480)	(42,810)	1,415
<b>ENDING FUND EQUITY</b>	<b>\$ 56,623</b>	<b>\$ 43,143</b>	<b>\$ 333</b>	<b>\$ 1,748</b>



## DEBT SERVICE

### SPECIAL ASSESSMENT BOND SERIES 2002A

Description	FY-2012	FY-2013	FY-2014	FY-2015
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
<b>FUNDING SOURCES -</b>				
Special Assessments	\$ 47,688	\$ 47,996	\$ 49,630	\$ 42,557
Interest on Special Assessment Installments	10,922	8,706	6,343	4,043
Bond Proceeds	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	650	356	150	150
Investment Income - Market Adjustment	(40)	(146)	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	66,405	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 59,220</b>	<b>\$ 56,912</b>	<b>\$ 122,528</b>	<b>\$ 46,750</b>
<b>FUNDING USES -</b>				
Principal Retirement	\$ 60,000	\$ 60,000	\$ 170,000	\$ - 0 -
Interest Expense	12,745	10,225	3,866	- 0 -
Paying Agent Fees	250	250	350	- 0 -
Transfer out	- 0 -	- 0 -	20,517	22,328
<b>FUNDING USES - TOTALS</b>	<b>\$ 72,995</b>	<b>\$ 70,475</b>	<b>\$ 194,733</b>	<b>\$ 22,328</b>
Excess (Deficiency) of Funding Sources over Funding Uses	(13,775)	(13,563)	(72,205)	24,422
<b>ENDING FUND EQUITY</b>	<b>\$ 58,798</b>	<b>\$ 45,235</b>	<b>\$ (26,970)</b>	<b>\$ (2,548)</b>



## DEBT SERVICE

### SPECIAL ASSESSMENT BOND SERIES 2006A

Description	FY-2012	FY-2013	FY-2014	FY-2015
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
<b>FUNDING SOURCES -</b>				
Special Assessments	\$ 10,548	\$ 7,849	\$ 7,967	\$ 7,830
Interest on Special Assessment Installments	4,034	3,454	3,023	2,584
Investment Income	283	179	150	150
Investment Income - Market Adjustment	(22)	(93)	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 14,843</b>	<b>\$ 11,389</b>	<b>\$ 11,140</b>	<b>\$ 10,564</b>
<b>FUNDING USES -</b>				
Principal Retirement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense	5,067	4,544	4,054	3,545
Paying Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
Transfer to Capital Project Funds	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 15,067</b>	<b>\$ 14,544</b>	<b>\$ 14,054</b>	<b>\$ 13,545</b>
Excess (Deficiency) of Funding Sources over Funding Uses	(224)	(3,155)	(2,914)	(2,981)
<b>ENDING FUND EQUITY</b>	<b>\$ 32,090</b>	<b>\$ 28,935</b>	<b>\$ 26,021</b>	<b>\$ 23,040</b>

## DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES  
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

### ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)  
\$5,500,000 Non-Voted Bond Issue dated May 26, 2010

Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019  
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	585,000	102,919	687,919
2015-16	605,000	88,624	693,624
2016-17	630,000	72,247	702,247
2017-18	660,000	53,850	713,850
2018-19	685,000	33,498	718,498
2019-20	715,000	11,440	726,440
Total	<u>3,880,000</u>	<u>362,578</u>	<u>4,242,578</u>

### BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1996 City Hall Bond Issue)  
\$4,170,000 Non-Voted Bond Issue dated May 13, 2004

Total Original Bond Issue: 12 Annual Serial Maturities from May 1, 2005 to May 1, 2016  
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2014-15	Pre-Paid April 2014	0	0
2015-16	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>0</u>	<u>0</u>	<u>0</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004**

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Library Bond Issue)  
 \$5,400,000 Non-Voted Bond Issue dated May 13, 2004

Total Original Bond Issue: 13 Annual Serial Maturities from May 1, 2005 to May 1, 2017  
 Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	450,000	55,188	505,188
2015-16	445,000	37,187	482,187
2016-17	430,000	18,275	448,275
Total	<u>1,325,000</u>	<u>110,650</u>	<u>1,435,650</u>

**BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2006**

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)  
 \$7,255,000 Non-Voted Bond Issue dated April 13, 2006

Total Original Bond Issue: 16 Annual Serial Maturities from October 1, 2006 to October 1, 2021  
 Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	35,000	279,781	314,781
2015-16	35,000	278,469	313,469
2016-17	35,000	277,156	312,156
2017-18	40,000	275,750	315,750
2018-19	1,450,000	246,000	1,696,000
2019-20	1,735,000	182,300	1,917,300
2020-21	1,810,000	111,400	1,921,400
2021-22	1,880,000	37,600	1,917,600
Total	<u>7,020,000</u>	<u>1,688,456</u>	<u>8,708,456</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2008**

**With Limited Tax General Obligation Pledge (Funding for the 7th Street Parking Deck)**

**\$4,000,000 Non-Voted Bond Issue dated July 31, 2008**

**Total Original Bond Issue: 24 Annual Serial Maturities from May 1, 2010 to May 1, 2033**

**Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	100,000	160,815	260,815
2015-16	110,000	157,065	267,065
2016-17	125,000	152,940	277,940
2017-18	130,000	147,940	277,940
2018-19	135,000	142,740	277,740
2019-20	120,000	137,340	257,340
2020-21	135,000	132,540	267,540
2021-22	150,000	126,802	276,802
2022-23	165,000	120,427	285,427
2023-24	180,000	113,415	293,415
2024-25	195,000	105,765	300,765
2025-26	215,000	97,478	312,478
2026-27	235,000	88,340	323,340
2027-28	255,000	78,118	333,118
2028-29	275,000	67,025	342,025
2029-30	285,000	54,650	339,650
2030-31	285,000	41,825	326,825
2031-32	290,000	29,000	319,000
2032-33	290,000	14,500	304,500
Total	<u>3,675,000</u>	<u>1,968,725</u>	<u>5,643,725</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2010**

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

\$7,425,000 Non-Voted Bond Issue dated September 9, 2010

Total Original Bond Issue: 8 Annual Serial Maturities from Oct. 1, 2011 to Oct. 1, 2018

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	1,145,000	170,350	1,315,350
2015-16	1,240,000	128,375	1,368,375
2016-17	1,350,000	73,200	1,423,200
2017-18	1,460,000	23,663	1,483,663
2018-19	150,000	2,250	152,250
Total	<u>5,345,000</u>	<u>397,838</u>	<u>5,742,838</u>

**HOLLAND HEIGHTS DRAIN LOAN, Series 2010**

\$170,000 Ottawa County Drain Commission Loan dated May 5, 2010

Total Original Loan: 5 Annual Serial Maturities from April 15, 2011 to April 15, 2015

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	34,000	1,489	35,489
Total	<u>34,000</u>	<u>1,489</u>	<u>35,489</u>

**NO. 24 DRAIN LOAN, Series 2010**

\$150,000 Ottawa County Drain Commission Loan dated May 5, 2010

Total Original Loan: 5 Annual Serial Maturities from April 15, 2011 to April 15, 2015

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	30,000	1,314	31,314
Total	<u>30,000</u>	<u>1,314</u>	<u>31,314</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**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

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	Pre-Paid August 2012	0	0
2015-16	0	0	0
2016-17	0	0	0
2017-18	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>

**SPECIAL ASSESSMENT BOND ISSUE, Series 2002-A**

With Limited Tax General Obligation Pledge

\$800,000 Non-Voted Bond Issue dated June 1, 2002

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2003 to June 1, 2016

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	Pre-Paid November 2013	0	0
2015-16	0	0	0
Total	<u>0</u>	<u>0</u>	<u>0</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**SPECIAL ASSESSMENT BOND ISSUE, Series 2006-A**

With Limited Tax General Obligation Pledge

\$155,000 Non-Voted Bond Issue dated June 1, 2006

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2007 to June 1, 2020

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014-15	10,000	3,542	13,542
2015-16	10,000	3,036	13,036
2016-17	10,000	2,530	12,530
2017-18	10,000	2,024	12,024
2018-19	15,000	1,518	16,518
2019-20	15,000	759	15,759
Total	<u>70,000</u>	<u>13,409</u>	<u>83,409</u>

**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**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
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
				0
Total	<u>9,740,000</u>	<u>2,331,706</u>	<u>(51,007)</u>	<u>12,020,699</u>

**WATER FUND**  
**DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS**  
**FOR REMAINING MATURITIES**

**WATER SUPPLY REFUNDING BOND ISSUE, Series 2013-A**

Without Limited Tax General Obligation Pledge  
**\$3,260,000 Non-Voted Bond Issue dated January 1, 2014 with 5 Annual Serial Maturities**  
**from January 1, 2014 to July 1, 2017**  
**Principal and Interest maturities are financed 100% by Water Utility Fund Revenues**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2014-15		42,750	24,050	66,800
2015-16	780,000	82,200	20,391	882,591
2016-17	795,000	62,475	13,855	871,330
2017-18	830,000	38,100	7,030	875,130
2018-19	855,000	12,825	0	867,825
Total	<u>3,260,000</u>	<u>238,350</u>	<u>65,327</u>	<u>3,563,677</u>

**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**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
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)		373,108
				0
Total	<u>5,550,000</u>	<u>1,206,567</u>	<u>0</u>	<u>6,756,567</u>

Note - BPW makes entire debt payment and is reimbursed in part by the City of Wyoming.

**ELECTRIC FUND  
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS  
FOR REMAINING MATURITIES**

**ELECTRIC SYSTEM REVENUE BONDS ISSUE, Series 2014A**

Without Limited Tax General Obligation Pledge  
\$158,840,000 Non-Voted Bond Issue dated April 22, 2014 with 26 Annual Serial Maturities  
from July 1, 2014 to July 1, 2039  
Principal and Interest maturities are financed 100% by Electric Utility Fund Revenues

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total Requirements</u>
2015		4,579,806	4,579,806
2016		6,621,406	6,621,406
2017		6,621,406	6,621,406
2018	4,600,000	6,575,406	11,175,406
2019	4,690,000	6,490,513	11,180,513
2020	4,770,000	6,391,994	11,161,994
2021	4,890,000	6,283,469	11,173,469
2022	4,985,000	6,134,869	11,119,869
2023	5,185,000	5,949,994	11,134,994
2024	5,355,000	5,762,125	11,117,125
2025	5,560,000	5,576,031	11,136,031
2026	5,725,000	5,399,600	11,124,600
2027	5,915,000	5,173,847	11,088,847
2028	6,180,000	4,894,613	11,074,613
2029	6,470,000	4,607,725	11,077,725
2030	6,750,000	4,301,350	11,051,350
2031	7,085,000	3,961,444	11,046,444
2032	7,430,000	3,616,819	11,046,819
2033	7,775,000	3,264,225	11,039,225
2034	8,135,000	2,888,300	11,023,300
2035	8,525,000	2,523,750	11,048,750
2036	8,865,000	2,139,566	11,004,566
2037	9,295,000	1,701,841	10,996,841
2038	9,740,000	1,243,028	10,983,028
2039	10,210,000	762,150	10,972,150
2040	10,705,000	258,022	10,963,022
Total	<u>158,840,000</u>	<u>95,900,678</u>	<u>0</u> <u>254,740,678</u>

# GLOSSARY OF FINANCIAL TERMS

## A

Accounting System: The total structure of records and procedures which discover, record, classify, summarize and report upon results of transactions and operations, as well as financial condition/status.

Accrual Basis of Accounting: Recognition of transaction when they occur, regardless of the timing of related cash flows. Accrual accounting techniques prevents fiscal period distortions in financial statement presentations that result the timing of cash flows and related economic events near the conclusion of a fiscal period.

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

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).

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).

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.

## C

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.

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.

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 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.

**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.

## 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 Transparency – Dashboard and Citizens Guide (10/1), Consolidation of Services Plan (1/1) and Employee Compensation Plan (5/1). 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'. 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 Contribution'. 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, and the Windmill Island Fund.

**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.

**Financial Accounting Standards Board (FASB):** A non-government private organization that sets GAAP in the United States for profit making entities and not-for-profit non-governmental organizations.

**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.

**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/Types:** For governmental purposes, funds will fall into one of three classifications. Within the classifications, funds are categorized into fund types they 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

## 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.

## I

Industrial Facilities Tax (IFT) Abatement: Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

New Facility or Equipment -

The new property is assessed in the regular manner based upon true cash value. However, tax rates applied against the assessment are roughly 50% of the regular tax rates, for a specified period of years.

Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure: Public domain capital assets that that are stationary in nature and normally can be preserved over a significant number of years. Examples include roads, bridges, tunnels, sidewalks, drainage systems, water and sewer systems, lighting systems, etc.

Intergovernmental Revenues: Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Funds: Proprietary fund type used to record and report upon activities that provide goods and/or services to other funds, departments, or agencies of the primary government and its component units; or to other governmental units, on a cost-reimbursement basis.

## L

Legal Debt Margin: The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

## M

Macatawa Area Coordinating Council (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.

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

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.

## 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.

Other Post-Employment Benefits (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.

## P

Performance Measurers: 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.

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'.

## R

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).

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.

## S

### 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.

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.

## 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.

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

Undesignated Unreserved Fund Balance: Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

## W

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).

## Acronyms

**CAFR** – Comprehensive Annual Financial Report  
**CATV** – Cable Access Television  
**CCF** – Cubic Foot  
**CDBG** – Community Development Block Grant  
**DDA** – Downtown Development Authority  
**EBT** – Electronic Benefit Transfer  
**FEMA** – Federal Emergency Management Agency  
**FTE** – Full Time Equivalent  
**FY** – Fiscal Year (July 1 – June 30)  
**GO** – General Obligation  
**HBPW** – Holland Board of Public Works  
**HRC** – Human Relations Commission  
**IRC** – International Relations Commission  
**KWH** – Kilowatt Hour  
**LTGO** – Long Term General Obligation  
**MAX** – Macatawa Area Express  
**MERS** – Municipal Employees Retirement System  
**MDOT** – Michigan Department of Transportation  
**MG** – Million Gallons  
**MML** – Michigan Municipal League  
**MSHDA** – Michigan State Housing Development Authority  
**MVH** – Motor Vehicle Highway  
**MWH** – Megawatt Hour  
**PRE** – Principal Residence Exemption  
**PSD** – Principal Shopping District  
**SEV** – State Equalized Value  
**TPA** – Third Party Administrator  
**WEMET** – West Michigan Enforcement Team  
**WMAA** – West Michigan Airport Authority