



Holland
MICHIGAN



Annual Budget Fiscal Year 2017

Civic Center Place

The Civic Center Place project includes a recommended building and site plan totaling \$16.5 million.

The Holland Civic Center and 8th Street Market is a place where the beauty of the ordinary moments of everyday life are recognized as having extraordinary values. More than any other public place in Holland, the Civic Center is where residents from all walks of life gather and feel welcome. After 60 plus years of service to our community, the next chapter in the life of the Holland Civic Center will build on this legacy and welcome an even broader range of uses in a more capable space that will remain flexible and adaptable over time. It is intended that fifty years from now we will still be celebrating the Civic Center as the heart of the community.

The public involvement phase over the winter of 2015 included 2,763 visual survey respondents, fifty stakeholder interviews, 400 attendees at public meetings, a 300-person mailing list, eight formal public meetings, two design charrettes and a multi-disciplinary design team involving six disciplines.

The City Council discussed this project in the Budget Study Sessions held on April 12th and April 18th as well as at several special study sessions thereafter. The conclusion was to take this opportunity to optimize the building now and the site secondarily. The rationale being that it will be difficult to address the building again at a later point, whereas site work will be easier to accomplish in future phases.

The building will support up to 2,000 seats for concerts and shows as well as community recreation as before. Its primary focus will shift from being an active recreation center to a community wellness and activity center.

The base building includes renovation, code compliance, air conditioning, modernization, flexible multi-purpose rooms, a catering kitchen, maximized sound and lighting, a replacement roof, a larger North Hall for a winter Farmer's Market and other multiple activities, including flexible multi-purpose spaces on the second floor and a balcony overlooking 8th Street. The building will be heated using snowmelt water as a demonstration project of District Heat --made possible by re-use of rejected heat from the new gas-powered electrical generation plant.

The site improvements include gutters and other merchant service improvements at the 8th Street Market along with a water jet play feature on the west end of 8th Street and a park addition on the southeast corner that will serve as overflow parking.

The actual bonded amount will depend on fund raising for the potential East Side reception hall and the Northwest Demonstration Kitchen that is currently underway.

The above plans are responsive to every waterfront visioning process for the last forty years and to the most recent Place Plan and Downtown Strategic Plan as well.

The schedule includes construction starting in January 2017 and concluding in July 2018. A Public Hearing is scheduled on July 6th to resolve the funding details and to develop a FY 17 Budget Adjustment.

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For the Fiscal Year
July 1, 2016 - June 30, 2017

Prepared 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

Nancy De Boer
Wayne Klomprens
Quincy Byrd
Myron Trethewey
Jay Peters
Brian Burch
Brian Lynn
Todd Whiteman
David Hoekstra

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



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- > COMMUNITY PROFILE
- > POPULATION TRENDS
- > DEMOGRAPHICS
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- > GUIDE TO THE BUDGET PROCESS AND FINANCIAL POLICIES
- > ANNUAL BUDGET RESOLUTION

Organizational Vision and Mission Statements

In 2006, the City Council developed 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

Maximize Livability.

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.

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OVERALL COUNCIL STRATEGIES, GOALS AND ACTION PLANS

To implement the City's Vision and Mission, the City Council developed seven (7) strategies and related goals as follows. Budget Action Plans were subsequently developed in the body of this document that follows to be specific, measurable, attainable, realistic and timely (SMART) and related to the Council overall Strategies and the FY 17 priorities. These Strategies are supplemented with the highest priority goals set by the City Council on February 17, 2016 below. See the underlined words for new goals.

STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION:

- A. Provide the **infrastructure** necessary to support the City's economic development mission, including an emphasis on safety, cost-effectiveness and **complete** streets multi-modal transportation.
- B. Quality streets and sidewalks 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.
- C. Foster an environment that supports the **retention** and growth of industrial businesses. Foster an environment that supports the retention and **growth** of commercial businesses, including on an attractive waterfront.
- D. Utilize the **incentives** available to the City to retain and attract business.
- E. Work with **area organizations** on providing a quality workforce for area employers.
- F. Reduce the tax burden.

STRATEGY II: AREA COOPERATION:

- A. **Collaborate** with other area organizations in order to provide a region that is strong and dynamic.
- B. Look for opportunities to create efficiency and **economies of scale** through collaboration and **regionalization**.

STRATEGY III: NEIGHBORHOODS:

- A. Develop **mixed income** neighborhoods that are a synergistic for people, activities, facilities, and investment.
- B. Target **no more than 30%** of the housing stock to be rentals on any given block.
- C. Encourage **green space** and leisure opportunities within or near all neighborhoods.
- D. Ensure all housing and all greenspace in all neighborhoods is attractive and **well-maintained**.
- E. Ensure all neighborhoods are **well served** by police, fire and medical emergency responders.

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STRATEGY IV: COMMUNITY AND FAMILY:

- A. **Develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
- B. Focus on issues that are important to **senior citizens**.
- C. 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.
- D. Promote personal and community **health**.

STRATEGY V: PUBLIC UTILITIES:

- A. Provide the **right stuff, in right place, for the right value** (electric, water, sewer, fiber optic, electric heat, energy optimization and conservation.)
- B. Foster **regional cooperation** on the provision of utility services to ensure efficient and adequate resources.
- C. Maintain **local control and a Holland citizen-focus** in the administration of the utility operation.
- D. Provide public utilities in an aesthetically sensitive manner, striving for a **perceived invisibility of services**.
- E. Evaluate the benefits of **renewable energy sources** to sustaining long-term energy alternatives.

STRATEGY VI: PUBLIC SPACES:

- A. Ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
- B. Emphasize **environmental stewardship** in the construction, maintenance and efficient operation of all public spaces.
- C. Support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

STRATEGY VII: ORGANIZATION:

- A. Support a culture of **continuous innovation**.
- B. **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 updated City Council Strategies and Goals are then used by the City Manager and the Departmental Leadership Team to develop individual Action Plans for the relevant fiscal year.

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CITY MANAGER BUDGET MESSAGE:

May 4, 2016

Honorable Mayor Nancy DeBoer and Members of the City Council:

It is my pleasure to submit the FY 17 Budget to the City Council for your consideration (July 1, 2016 to June 30, 2017). 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. Everything you need to form an opinion on Holland's fiscal affairs is contained in this Budget Message. Please do not hesitate to call upon Tim Vagle, Finance Director or me for any questions.

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.

This year's budget was built in order to re-establish middle management depth that was reduced during the recession years, while also re-establishing an achievable path to a "once every 20-year street program" and tackling deferred investments like the Civic Center Place project. An assumption in payment of \$978,804 in the State of Michigan's essential services tax to be shared with the City is built in. The State legislature created this plan in order to replace the personal property tax elimination a few years ago.

The cost of snowmelt on 9th Street is a consideration. There was \$840,000 gap in possible funding. Maintaining fiscal stability is a primary purpose for budgeting. Several alternative ways to amend the funding flow and/or the snowmelt plans are explored on page 11 of this message, (section 7). Note that no use of General Fund balance is recommended for snowmelt in this initial budget document.



Executive Summary

1. Bottom Lines for FY 17

The recommended FY 17 budget is balanced with a General Fund contribution to surplus of (\$8,408) while maintaining a modest fund balance – assuming no use of the General Fund for snowmelt on 9th Street. The year will end with \$3.4 million in fund balance, which is the equivalent to 16% of annual expenditures.

The annual inflationary rate established by the State of Michigan through Proposal A for all property was only 0.3% this year. In other words, if there were no change in ownership or major improvements made, residential property owners would only see a 0.3% increase in their City taxes. The City's overall growth well-exceeded this average. The City's property tax revenues attributed to real property grew at a rate that exceeded inflation, due to new development and redevelopment. Real property taxable value growth is estimated to be approximately 3.8%.

Personal Property experienced a large decrease this year, due to changes in State Law regarding how personal property is reported and valued. When including the personal property, the overall taxable value decreased 7.47% for 2016-17. This budget assumes full replacement revenue as provided by state statute for loss of the personal property taxable value. (This replacement will be via an Essential Services Assessment. MCL 211.1051 thru MCL 211.1061. This calculation enables a \$978,804 addition to General Fund revenues.)

Total General Fund revenues are down 2.5%, nevertheless given the vagaries of accounting needed to properly reflect the new unfunded pension obligation payments coming from the one-time borrow last year. These total revenues include state statutory revenue sharing, the \$5.85 million of ownership dividends from Holland Board of Public Works (HBPW), and the new growth in taxable value mentioned above.

The one-time unfunded pension liability action in FY 16 enabled the City's overall operating costs to decrease as well (down by 2.8%) due to the closed group pension payments now being made from the one-time borrowed funding. I recommend that this same approach be taken for addressing the unfunded liability of the public safety defined benefit plans in the next few years also.

Replacement Positions and Operating Improvements

The recommended budget includes three (3) replacement positions and one vacancy for a net of 2.0 new full-time equivalents. Given the cutbacks of the last decade and consistent with the 2016 Retreat discussions, there is a need to strategically fund replacement positions. The General Fund budget includes \$157,728 of new recommended funding for the increase in full time equivalents (FTE). (Note: The vacancy is the former Personal Property Appraiser position.)

1. A Lead Streets Supervisor (replacement for a retirement four (4) years ago);
2. A Geographic Information System position (replacement for a transfer ten (10) years ago);
3. A Recreation Programmer (replacement for a reduction in force five (5) years ago); and
4. Leave the Personal Property Appraiser position vacant due to new leadership and changes in personal property tax assessments.

Management of our buildings and facilities will also be centralized under the Parks and Recreation Director in FY 17 given the successful pilot project of transferring the former City Hall custodian and the use of the Parks and Recreation team to assist in facility oversight last year.

Succession planning in several departments to be discussed throughout the budget review is an emerging goal in the context of a Staffing Study. The City Council's goal of a \$60,000 Staffing Study was approved with new revenue expected from a potential land sale (still pending).

Major Capital Projects

It is important for the City to reinvest in its basic infrastructure again.

Major projects recommended are street projects on 6.8 miles of roadway, including the 9th Street Reconstruction; the Greenhouse Replacement project (\$250,000 in FY 17); the Civic Center Place Renovations and Construction

(\$11 million in FY 17); Windmill Island Gardens Path and Bridge Connection (\$787,000 in FY 17); and Windmill Island Gardens replacement water line (\$410,000). (The extent of the 9th Street snowmelt capital investments will be reviewed further once unit bid prices are known at the time of our budget review sessions.)

2. FY 17 Budget Sources and Uses for the Future

The total budget sources and uses are \$210,907,182. This is a balanced budget, yet \$21,372,452 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 \$60,709,076 in sources, excluding use of fund balances, and \$68,683,416 in uses. The City’s HBPW utility funds account for \$128,825,654 in sources excluding use of fund balances, and \$142,223,766 in uses.

The City continues to pay down \$21 million in infrastructure debt spanning the last decade for road and building projects. A significant reduction of 0.55 mills was paid off in FY 14 from accumulated reserves. The entire remaining amount of approximately 2.2198 mills could come off by FY 23.

This millage is proposed to be re-directed to capital reinvestments as it is paid off as per the Reinvestment Task Force discussed at the February 2014 Retreat. 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 FY 17 Budget continues to re-direct these funds to replacement fire station (s) instead (later increased by 0.1 mills for a total of 0.2585 mills).

After the above funding priorities are addressed, any remaining debt service funds could be considered for a regional Recreation Center (3-Gym) at Smallerburg Park to be organized between now and then without increasing the tax rate. **See Attachment C** for a “What If” scenario at that time.

A. FY 17 Tax Rate

The operating millage dropped to 8.3494 mills due to payback of the closed group pension unfunded liability with the sale of bonds. The debt service levy increased a corresponding amount. The new distribution of the tax rate is indicated below:

PROPERTY TAX LEVY MILLAGE RATES							
CITY OF HOLLAND	FY 12	FY 13	FY 14	FY 15	FY16	FY 17	Percent Change
Operating Levies:							
General	9.5089	9.6585	9.6585	9.5000	9.5000	8.3494	-12.11%
Total Operating	9.5089	9.6585	9.6585	9.5000	9.5000	8.3494	-12.11%
Capital Levies:							
Property Acquisition	0.0000	0.0000	0.0000	0.0000	0.000	0.0000	0.000
Street Improvement Projects	1.0000	1.0000	1.0000	1.3669	1.4268	1.4268	0.000
Sidewalk Improve. Projects	0.0500	0.0500	0.0500	.0500	0.0500	.0500	0.000
Municipal Capital Projects	0.2004	0.1343	0.2360	.2459	0.318	.057	- 81.777
Fire Station Funds (MCIF)				0.2585	0.2585	.2585	0.000
Total Capital	1.2504	1.1843	1.2860	1.9213	2.0533	1.7923	-12.71
Debt Service Levies:							
Fire Station Reinvestment Fund							
General Obligation Debt	2.1277	2.8936	2.8069	2.3400	2.2198	3.629	63.48
Total City of Holland	12.8870	13.7364	13.7514	13.7613	13.7731	13.7707	0.00
HERRICK DISTRICT LIBRARY							
Operation Levy	1.1000	1.1000	1.1000	1.1000	1.1000	1.1000	0.000
Debt Service Levy *	0.1630	0.1721	0.1571	0.1472	0.1362	.1386	0.017
Total Herrick District Library	1.2634	1.2721	1.2571	1.2472	1.2362	1.2386	0.018
Airport Authority *	0.1000	0.1000	0.1000	0.1000	0.0992	0.0992	0.000
TOTAL MILLAGE RATES	14.2500	15.1085	15.1085	15.1085	15.1085	15.1085	0.000

* May be adjusted before final approval of budget.

A review of City tax rates in comparable communities in West Michigan is shown in **Attachment D**. Holland is ranked 15th highest out of 52, i.e. in the bottom one-third of Michigan mid-size communities. This is slightly higher over last year when we were 10th out of 43 due to three new communities being listed. Out of seven

communities that are lower in West Michigan, three (3) have a local option income tax (Muskegon, Grand Rapids and Walker).

3. Council Goals for FY 17

This year’s budget is based on a refreshed list of City Council Strategies, Goals and Action Plans. The City Council created the following goal priorities at your Retreat on January 30, 2016 and was subsequently approved for further action/policy steps at your February 17, 2016 meeting. Action Plans were created to address each priority as reported later in this Budget Message. The full set of strategies with these new Action Plans is shown in **Attachment A** to this message:

SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC AND TIMELY (SMART)		
February 2017		
Rank	2016 City Council Priorities	Votes
1	Create a path to begin to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by the creation of priorities, perhaps down Pine or in the Smart Zone)	11
2	Eliminate barriers to new development and re-development by reviewing ways to reduce requirements (review Historic District Commission Guidelines), streamline reviews (reduce the number of steps or boards), provide a clear path to success (one-stop shopping and form-based code approaches), provide incentives (like Neighborhood Enterprise Zone tax reductions), and/or streamlining this permitting (for Partners for Renewal, for example)	9
3	Create the budget to be within the annual taxable value increases and reduce the tax burden over time by eliminating the 0.7 capital debt and 0.15 fire station millage increases from 2012/2013	8
4	Add a water feature for Downtown public areas, parks and/or at Civic Center Place (splash pads)	5
5	Add restaurant and indoor/outdoor concert venue at Windmill Island Gardens as part of the Interpretive and Landscape Plan steps in the Business Plan	5
6	Work with MDOT to make the US 31 Corridor From 8th to 32nd more pedestrian friendly and more aesthetically pleasing and budget the City's share	5
7	Add language to City ordinances and policies to protect LGBT community against discrimination in housing, employment and accommodation	5
8	Create and plan for a beautiful, world -class waterfront with public access by water	4
9	Create a Dog Park at Window on the Waterfront or at Van Raalte Farm	4
10	Consider zoning revisions for "Air BNB" (short-term vacation rentals) in the (R-TRN) zones (Downtown neighborhoods)	4
11	Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, mobile apps, photo survey of visual preferences and by otherwise leveraging technology	3
12	Create a Downtown ice rink in relation to Civic Center Place, potentially an ice skating pathway	3

This budget therefore includes the following Action Plans (in the same order as above):

1. A report from the Holland Board of Public Works on **Broadband Fiber** on March 30, 2016 recommends a long-term plan to provide 1 gigabyte service capability to every residence. A \$25,000 contribution to assist in potential planning is included in this budget. The City Council agreed on a cost share with the Holland Board of Public Works for initial engineering. The parties concur to try to install fiber in Downtown in the next 12 months.
2. A plan to conduct lean engineering on development projects **to eliminate barriers** via an interdisciplinary staff development team is included in the Community and Neighborhood Services Action Plan (No budgetary impact);
3. **No operating tax changes.** Capital costs include deferred maintenance projects (like the Civic Center, the replacement Greenhouse at \$250,000 in FY 17, and Baseline Fix It first projects for Parks. Other projects are either supported by grant funding (Windmill Island Garden path/bridge) or are former Council priorities (signage, dog parks, street ends on Lake Macatawa, etc.);
4. A small **water feature** is included for the Civic Center Place project (part of the site plan improvements in the \$11 million plan);

5. Funding for an Interpretative Plan at Windmill Island Gardens that could eventually lead to landscaping and business planning for a **concert venue and restaurant** at Windmill Island Gardens is included for \$15,000;
6. **US-31 pedestrian improvements.** No extra action proposed at this time other than the recent changes at 16th Street and proposed changes at 8th Street;
7. **LGBT rights.** No extra action proposed at this time, other than continued general education on discrimination;
8. **Waterfront public access.** Initiatives to realize joint ownership are pending and will be supported by \$25,000 when realized in the Municipal Capital Improvement Fund;
9. **Dog Park.** A Van Raalte Dog Park area is being worked on by the Parks and Recreation Board and is supported by \$25,000 in the Municipal Capital Improvement Fund;
10. **Short-Term Rentals.** Zoning changes are being studied and developed. No budgetary impact;
11. **Increase community messaging** in various forms is supported by re-filling the Public Information Coordinator's position and \$90,000 of signage that would include an electronic message board at the Civic Center Place in a way that captures passing traffic on 7th and Pine; and
12. A **downtown ice rink.** This is listed as an optional item in fund raising for the Civic Center Place Project (\$590,000).

4. Financial Summaries for FY 17

A. City Overview

In addition to the above summarized statements on the Council Goals and key statements below, the Departmental Action Plans appear in the individual departmental sections that are explained later in this budget.

The largest operating changes in FY 17 address staffing improvements. The most important changes that increase or decrease costs are listed below:

- a. Strategically replace positions in FY 17 (\$236,460 impact; \$157,728 in the General Fund);
- b. Provide for a potential 8% increase in health insurance;
- c. Plan on 75% of the expected utility savings from the City building deep energy retrofits (\$64,000 savings);
- d. Reduce street light costs due to converting the existing 250 watt street lights to lower energy use 107 watt LED's (\$45,000 savings);
- e. Add \$25,000 to resolve retirement issues in public safety via arbitration services;
- f. Increase the Holland Historic Trust Funding by \$11,000 from \$89,000 to \$100,000;
- g. Maintain funding for Project Clarity contract with a flat financial contribution of \$30,000, as well as in-kind tree planting efforts and other efforts worth \$30,000, for a total value to Project Clarity of \$60,000;
- h. Use the Municipal Capital Improvement fund balance to pay for a long-needed water line replacement to Windmill Island Gardens at the same time as the pathway installation along the causeway (\$410,000 water line and \$787,000 pathway/bridge); and
- i. Use the new state street funds to re-establish the 20-year cycle for addressing street resurfacing and reconstruction. (The Central Park area will be resurfaced in FY 17 as well as State Street from Michigan to 32nd Street, and 9th Street reconstruction for a total of 6.8 miles. South Shore is planned for FY 18).

Note: 39,093 additional square foot of new snowmelt distribution on 9th Street and College Avenue is included.

B. City General Fund for FY 17

The operating millage is reduced consistent with the closed group pension payoff (8.3494 mills). The reserves remain in good shape (\$3,442,930) – no use of reserves for snowmelt is recommended until the unit prices on the bids are known.

The total General Fund Revenue is recommended at \$21,212,062; this is a 2.5% reduction from the budget in FY 16 of \$21,763,424.

General Fund expenditures declined to \$21,203,654 or 2.8% from FY 16 budget of \$21,805,283 given the closed group unfunded pension reduction last year. A surplus of \$8,408 is projected as of June 30, 2016. An estimated fund balance of \$3,442,930 represents 16.2% of FY 17 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 \$916,213 compared to its former high point of \$1,016,820 in FY 10. This fund traditionally addresses unforeseen losses created by appeals to the Michigan Tax Tribunal. The purpose of the Budget Stabilization Fund is to assist in weathering these types of financial situations as per Sec. 2-110 (c) of the City Ordinance regulating this fund. The Budget Stabilization 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 estimated expenses.*

An operating transfer of \$115,000 from the Cable Television (CATV) Fund will be made to the General Fund in FY 17. This compares to \$115,000 in FY 16, \$126,900 in FY 15; and \$100,000 in FY 14.

Another key variable is the dividend from the Holland Board of Public Works each year. \$5,850,000 for FY 17. Again this year, 0.25% or \$255,000 is reserved to be transferred to the Holland Energy Fund to address the Community Energy Plan's continued implementation.

FUND	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%	HBPW FY 15 (5.5%)	HBPW FY 16 (ADOPTED: 5.75%)	HBPW FY 17 (ADOPTED: 5.75%)
GEN FUND	\$3,195,400	\$3,950,000	\$4,351,200	\$4,590,804	\$4,694,000	\$4,904,000	\$4,952,000	\$5,195,000
MCIF*	\$603,800	\$357,040	\$300,000	\$400,000	\$400,000	\$440,000	\$400,000	\$400,000
HEF**	0	0	0	0	0	0	\$183,000	\$255,000
TOTAL	\$3,799,200	\$4,307,040	\$4,651,200	\$4,990,800	\$5,094,000	\$5,344,000	\$5,535,000	\$5,850,000

*Municipal Capital Improvement Fund ** Holland Energy Fund

C. City Outside Agencies

The Holland Historic Trust requested increased funding from \$89,000 last year to \$100,000. Some of the Community Development Block Grant (CDBG) funding was shifted from funding Neighborhood Connectors to low income assistance. A comparable change to enable less General Fund contributions to the Neighborhood Improvement program was done instead.

FY 12 Request	Agencies	Funding Category	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
\$160,750	17	Social Services	\$97,000	\$0	\$0	\$0	\$0	\$40,000*
\$124,080	15	Cultural Activities (4 th of July Fireworks)	\$73,600	\$8,045	\$8,045	\$8,200	\$8,200	\$8,200
\$235,239	1	Holland Historical Trust	\$235,239	\$117,600	\$89,000	\$250,000	\$89,000	\$100,000
\$47,000	1	Economic Dev. – Lakeshore Advantage	\$47,000	\$47,000	\$50,000	\$50,000	\$75,000	\$50,000
\$85,940	9	CDBG – Outside Agencies	\$56,250	\$48,500	\$50,000	\$52,200	\$30,000*	\$0
\$653,009	43	Total	\$509,089	\$221,145	\$197,045	\$360,400	\$202,200	\$198,200

*Both of these changes are related to funding Neighborhood Connectors, yet the accounting has been changed from CBDG funding to using HBPW dividend funds.

D. Summary of Overall City Fiscal Health for FY 17

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. These numbers demonstrate fiscal stability.

Fund Transfer	Highest Point & Year	Actual Balances at 6/30/11	Actual Balances at 6/30/12	Actual Balances at 6/30/13	Actual Balances At 6/30/14	Actual Balance at 6/30/15	Estimated Balance At 6/30/16	Estimated Balance at 6/30/17	Dashboard
Budget Stabilization Fund	\$1,872,659 in 2003	\$ -0-	\$720,877	\$917,936	\$983,286	\$981,213	\$966,213	\$916,213	↔
MCIF*	\$1,400,000 in 2004	\$657,796	\$352,386	\$1,644,036	\$657,004	\$1,123,914	\$4,860,497	\$2,097,786	↓
Extra Streets Fund Transfers from General Revenues	\$ -0-	\$ -0-	\$ -0-	\$100,000	\$100,000	* \$169,000	\$ -0-	\$0	↔
Legacy Funds	NA	NA	NA	NA	\$1,327,926	\$1,099,175	\$1,259,942	\$857,942	↓
General Fund	\$4,042,039	\$3,129,046	\$3,684,340	\$4,239,773	\$3,704,073	\$3,988,315	\$3,414,522	\$3,442,930	↔
*Municipal Capital Improvement Fund									

E. Holland Board of Public Works Budgets for FY 17 (Adapted from presentation by David Koster, General Manager, to the Holland Board of Public Works on March 14, 2016.)

In accordance with the Holland City Charter, and in accordance with best business practices, the Holland Board of Public works (HBPW) develops and submits an annual budget for inclusion with the General City Budget each fiscal year.

The Holland Board of Public Works Board approved a \$5.85 million dividend distribution to the City, on March 14, 2015 of which 0.25% (\$255,000) is due to be slated by the City Council to be placed into the Holland Energy Fund.

The electric, water and wastewater budgets include proposed rate adjustments (between 2.2 % and 4.3% increases). (Note: The proposed rate adjustments do not have a separate rate increase component for the pension bond obligations. Previously, the pension obligation was included in operating expenses. Those amounts are now being used to reduce the bond obligation since the fall of 2015.) The broadband/fiber optics rates remain the same.

Sixty-one (61%) of the annual operating expenses are related to the cost of fuel and purchased power for the **electric utility**. Future generation needs are planned to be met with the new gas-fired combined cycle facility planned to be online February 2017. The planning for this unit has positioned the utility to handle the capital cost and the debt requirement with minimal impact on ratepayers. Currently the plan is a **2.2% increase** in FY 17. The four-year projection estimates modest annual increases for FY 2018 - FY 2021 of between 1.8% and 2.4%.

For the **water utility**, the capital investment in replacing aging distribution infrastructure remains a large cash demand. The capital budget for water mains replacement for FY 17 is approximately \$2.3 million. 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 **2.5% increase** in FY 17 with similar 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 biosolids handling and the oxygen optimization projects are continuing during FY 17. The majority of these two large capital projects were funded through a \$19 million bond issue. Estimated completion is October 2017. The rate requirements to meet the ongoing capital needs and the debt obligations are **4.3% increase** for FY 17, then average rate increases of 3.0% for the next four years.

The following are other highlights of the proposed budget:

1. The electric utility reflects operating revenues of \$107,740,361 with a projected net income of \$20,983,562.
2. The water utility reflects operating revenues of \$9,272,234 with a projected net income of \$2,738,676.
3. The wastewater utility reflects operating revenues of \$10,862,683 with a projected net income of \$978,390.
4. Fuel and purchased power is anticipated to be \$47,422,205 which is approximately 61% of total electric operating expenses and represents 45.5% of combined total expenses for all utilities.
5. The contribution to the City is proposed to be \$5,850,000, 5.75% of calendar year 2015 actual sales revenue from the electric utility.
6. Wages and benefits represent 16.2% of combined total expense budget which is slightly higher than the previous year.
7. The capital budget cash outlay for FY 17 is projected to be \$51,265,219 with a related multiple year total project cost of \$282,780,166. See attachment for details including large projects and improvements for each utility with \$228,884,766 representing anticipated capital budget for the gas fired combined cycle generating unit and \$4,000,000 for the snowmelt lines and upgrades.

- Various electric production related repairs \$647,500
- Distribution upgrades and replacements \$7,910,000
- Broadband improvements and extensions \$506,000
- Water Treatment Plant capital improvements \$664,630
- Water distribution improvements \$3,090,000
- Wastewater Treatment Plant capital improvements \$2,043,900
- Wastewater collection improvements \$2,585,000
- Administrative Capital for all utilities combined \$527,400

Summary: FY 17 Proposed			
	Revenues	Expenses	Net Income
Electric Utility	\$108,255,365	\$87,271,803	\$20,983,562
Water	\$9,412,363	\$6,673,687	\$2,738,676
Wastewater	\$11,157,926	\$10,179,537	\$978,389
Total	\$128,825,654	\$104,125,027	\$24,700,627

Revenues include all operating revenues (sales) as well as fees, grant revenue, assessments and interest income. Expenses include all operating expenses, transfers and non-capitalized interest on debt.

See http://www.hollandbpw.com/images/Board_Packets/20150312Packet2.pdf for additional highlights of the proposed budget.

5. Capital Action Plan Summaries for FY 17

A. **Municipal Capital Improvement Program:** (The three major categories for capital projects are due to Council Goals, Infrastructure/Deferred Maintenance or Strategic Planning.)

The primary new **Council Goals** are to include funding for broadband fiber planning, a water feature at Civic Center Place, planning funds for an indoor/outdoor venue at Windmill Island Gardens, waterfront planning, a dog park and ice skate rink planning. Former funding priorities for wayfinding signage are included as well.

The primary **Infrastructure/deferred maintenance** items budgeted include the Civic Center Place (up to \$16.5; \$8.5 million tax payers); Greenhouse replacement with a Grow House (\$250,000 for two fiscal years); Windmill Island Gardens water line (\$410,000); Van Raalte barn structural improvements for \$120,000; Centennial Park and Kollen Park rail painting (\$60,000); City Hall carpet/chairs/blinds/security (\$50,000) and Downtown Broadcast System (\$50,000).

The primary **Strategic plan** capital goals include an overlap with the above deferred maintenance items and include street end improvements (\$25,000), Parks and Recreation (\$75,000 for a fix-it first approach), and tree planting (\$50,000), for example. The Fix-it First approach pertains to miscellaneous deferred patching, ball field repairs, playground equipment, vandalism, signage, etc. The intent is to fix large capital maintenance problems in our Parks and Recreation facilities as soon as recognized rather than waiting for a new budget cycle.

B. **Capital Equipment**

The Central Equipment FY 17 budget includes \$808,100 for equipment and vehicle replacement. Revenue budgeted from sale of old vehicles and equipment is \$96,500 for a net of \$711,600. The equipment reserve balance by June 2017 is estimated at \$300,000. It is important this balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicles on schedule.

The above includes a purchase of a junior wing plow at a net cost change of \$80,000. These wing plows will enable an eventual staff reduction of two employees through attrition as per the proposed Strategic Plan. A 15-passenger van is also budgeted for \$35,000 for use by DeGraaf and to loan out to other departments.

Other major expenditures continue to include the annual fire truck replacement contribution of \$100,000.

6. Highlights of Departmental and Non-General Fund Action Plans

1. **Management and Administration:** Funding for the Michigan Municipal League conference on Mackinac Island is planned (\$6,000); Holland Youth Connections and EPIC interns in the City Manager's Office (\$4,600); third year of funding for the Sustainability Institute (\$15,000 or \$2,500 more); a \$5,000 increase in the contingency for a possible true-up of the Holland City Manager's compensation in relation to Holland-area communities; funding for the International Institute Municipal Clerks and the National Clerk Conference so as to obtain Certified and Masters Certification (\$4,200); upgrade the required election equipment (\$5,250); implementation of an Ad Hoc committee to increase voter participation and turnout for all elections; implementation of a Safety Program Contract with the Holland Board of Public Works (\$15,000); activation of a Crisis Response Team, an increase in Human Relations/International Relations to assist in more community-wide training, as well as to send four International Relations Commissioners to Queretaro to reinvigorate this international exchange (\$8,080). A \$63,800 utility savings is planned from the Energy Performance Contract implementation planned to be completed in FY 17. Further savings are expected in FY 18. These savings are guaranteed by Schneider Electric given the Energy Service Company (ESCO) approach.
2. **Fiscal Services:** Assessing services will be provided with one less full-time person via use of two summer interns and management efficiencies (net \$61,100 savings). Civic Center Place financing will need to be secured for approximately \$11 million, implementation of the Holland Energy Fund processes,

and an upgrade of security at City Hall will be accomplished.

3. **Public Safety:** The budget includes no material change yet maintains a \$100,000 fire truck fund contribution, a four-officer WEMET service in the face of declining grant funding, a four-officer Community Policing services, and a three-strong K-9 officer program. \$5,000 is included to implement the enhanced VHF county-wide radio system and \$4,000 for replacement safety vests is budgeted. A \$25,000 line item is included in the Human Resources line item for up to two arbitration settlements of the labor contracts.
4. **Transportation:** Replacement of a four-year vacancy in the former Lead Streets Supervisor is included (approximately \$60,000) to provide more oversight to permitted right-of-way work, more supervision of street crews and more flexibility to distribute supervisory work load (snow and ice removal supervision). Design for the reconstruction of South Shore Drive for construction in summer of 2017 is expected as well as funds to reconfigure fire suppression system in airport tunnel (\$20,000).
5. **Community and Neighborhood Services:** Neighborhood Connections funding is removed from the CDBG funding stream and placed into the General Fund (\$40,000); the Assistant Director's position is eliminated in return for funding four (4) new Coordinator position promotions, a full-time building inspector, a part-time Home Energy Retrofit Administrator and transfer of the City Hall maintenance staff to Parks and Recreation as part of a new Facility team for a total budget reduction of \$9,875. (The City Council supported funding and completing a Staffing Study before fully executing these plans.)
6. Although the **Principal Shopping District (PSD)**, the **Downtown Development Authority**, and **Parking Fund** are under control of the Downtown Director, they appear in Community and Neighborhood Services category since this description is more representative of their functional contributions to Holland. The PSD budget is balanced due to conservative measures on new revenue, cost cutting, and a vacancy of the former Downtown Director's position, while still investing in new parking technology (\$25,000) and innovation training (\$2,000). The actual training cost is \$12,000 and assumes a scholarship of \$10,000 or so. Major maintenance is needed downtown within the next ten years. A Tax Increment Financing District is recommended to accrue the funding needed to refresh the streetscape. More parking management is needed as soon as possible. A parking study is underway and may recommend a computerized tracking system from fund balance, as well as increased enforcement, to manage reduced employee parking in prime parking spaces. The details will be recommended to the City Council in FY 17. (A vacancy in the Downtown Director's position will lead to mid-year budget adjustments and a potential Administrative Plan amendment.)
7. **Parks and Recreation:** Replacement of a former Recreation Program Assistant by upgrading a part-time position to full-time is recommended (net \$27,000); Project Clarity contributions of \$60,000 are continued as adjusted downward by \$30,000 of tree plantings for a total of \$30,000—same as last year; a new 15-passenger van will increase lease rates by \$4,000. Increased sponsorship opportunities for the Holland Recreation programs and events will be secured (\$15,000); a park development plan for Lakeview School Park will be developed with joint funding from Laketown Township officials (\$5,000).
8. **Technology Services:** A Storage Area Network will be created to improve computing speed, efficiency and reliability across all applications. Storage will be converted from local disk on servers to a distributed environment. This is the last major investment in our information technology infrastructure following the IP scheme, Network, Wireless, Phone and Server Virtualization efforts of the last several years. These efforts will allow the city to make smaller yearly incremental investments to maintain our infrastructure into the future. (\$90,000) Total transfers from the Cable Access Television Fund are budgeted at \$235,000, or \$59,500 less when compared to \$294,500 last year (the new phone system was included last year). The Cable Access Television fund will gain \$40,193 in Fund Balance.

7. Snowmelt Fund

A 35% increase in revenue is needed for FY 17 as well as \$840,000 of new funding if the complete 9th Street build-out is to happen.

This extra assessment and funding is primarily needed to cover the extra cost for the new transmission line and distribution beyond Central Avenue. (The assessment would go from 0.39 per square foot to 0.50 per square foot for a 28% direct change. Overall revenue should climb by 35%, however, given the new users on the system).

The cost to extend transmission beyond Central Avenue to serve snowmelt in the new area to be developed west of Central to the Civic Center is estimated at \$840,000 (assumes no distribution costs initially). Some of the overall transmission costs (\$500,000) could logically be recovered from a tax increment financing assessment on the new growth west of River and some of this could come from assessments over time through a higher than 28% increase next calendar year.

If extra funding of \$840,000 came from the General Fund, it would reduce the General Fund balance to approximately \$2.6 million, or 12% of the City's annual operating revenues. This would create potential weakness in the City's financial position according to auditing norms (a minimum of 15% of reserves is recommended). The City Council concluded to use year-end fund balance surpluses expected and/or reduce the interest exposure by conversation with BPW and by potential use of Qualified Environmental Conservation Bonds.

Better alternatives are listed below:

1. Use the existing fund balances in other City funds via an internal borrow and pay back over time -- as long as the General Fund maintains a 15% minimum and work with HBPW on long-term funding scenarios. (This was the option chosen by the City Council);
2. Extend the term for the transmission cost borrowing with the Holland Board of Public Works to thirty years at 4% and pass on the difference in cost to the users. (The special assessment might go from 0.39 per square foot to 0.60 per square foot, for example. This would amount to a 54% increase per square foot;
3. Do not build any transmission from Central west. This would save \$840,000 and then wait for actual unit pricing from the bids and provide for any differences from a budget adjustment transfer from the General Fund (expected to be known by mid-April).

A second problem is the need to give good information to the snowmelt users ahead of the formal snowmelt process in September. The Downtown staff is planning a series of snowmelt information sessions to ensure there are no surprises regarding the 28% increase in rates and what other changes will be seen on snowmelt (flushing, valve replacement, etc.) via Downtown coffees, special open houses, special postings, etc.

See **Attachment E** to better understand the snowmelt transmission and distribution costs.

Assuming the 35% overall revenue increase (28% rate increase) in revenue is approved after the public information sessions and formal special assessment process in September of 2016, the FY 17 annual operating snowmelt budget is recommended to be \$242,667, with revenues of \$323,824 and \$81,157 of fund balance after the above costs are taken into account.

The fund balance by June 2017 is estimated at \$84,576.

8. Holland Energy Fund

The City and the Holland Board of Public Works is in the fourth year of a four-decade long Community Energy Plan to increase generation, business and residential user efficiencies in ways that have the potential to reduce per capita carbon consumption to 10 metric tons per person as compared to the average of 24 metric tons if no coordinated actions were made.

To this end, the City and Holland Board of Public Works are working to implement the plan via creation of a Holland Energy Fund in FY 16. Projects for FY 17 are listed below:

1. **On-bill financing** legislation was achieved for use in residential energy retrofits and may involve statewide coordination with the Governor’s Michigan Saves initiative. Launch is planned for October with \$80,000 expended in the current fiscal year and an amount to be determined in FY 17. A potential loan of \$3,000,000 from the HBPW to the Holland Energy Fund is being discussed.
2. **Home Energy Retrofit Program:** This program is recommended to be incentivized while working in concert with on-bill financing for up to \$200,000 in \$3,000 apiece grant amounts to each eligible and participating homeowner to overcome barriers to deep energy retrofits via likely assistance with asbestos removal, wiring upgrades, lead paint abatement, etc.
3. **District heat:** As the budget goes to press, it appears that the Civic Center could be the first pilot project for District Energy (inclusive of a heat pump to provide both heat and cooling transfer) subject to the funding discussions for snowmelt transmission under 9th Street. Newer buildings on the snowmelt transmission system are more likely to get connected than existing buildings from a payback point of view. Up to \$11,000,000 of Qualified Energy Conservation Bonding for the Civic Center Place project is being requested so as to reduce interest costs by \$3 million over twenty years. The amount of savings from using District Energy is estimated to be 37% in the new Civic Center building compared to traditional heating. (No district heat will be pursued should Council decide to not fund snowmelt westward expansion on 9th Street at Central or River Avenues. This cost/benefit policy judgement will be up to Council once bid prices are known regarding snowmelt.)

9. Community Development Block Grant (CDBG) Program

A change this year is to not use Community Development Block Grant funding for the Neighborhood Connectors (\$30,000). Instead, \$40,000 will be paid from the General Fund for this program and a corresponding less transfer into the Municipal Capital Improvement funds share of the Neighborhood Improvement Program will be made. The use of these funds is made possible from the Holland Board of Public Works annual dividend inclusion in the revenues. A trial program to assist low income homeowners and renters to lower their bills is recommended with some of these Community Development Block Grant funds (\$146,000).

10. Solid Waste Program and Rates

The City’s Solid Waste program started in 1993 and is administered by the City, yet 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. The Action Plans for solid waste program include:

- Promote the yard waste pick up program by providing education on what kitchen scraps can be added to the yard waste container at no additional charge. Determine if compostable materials can be added to yard waste, or if a second container is required. Promote and provide education for onsite and backyard composting.
- Implement a 3% fee increase to cover the 3% cost increase in the contract. (Approved in December for July 2016)

Type of Service	2008 RATES	2009 RATES	2010–2013 RATES	2014 RATES (3%)	2015 RATES (3%)	2016 RATES (3%)
1 bag/month	\$5.27	\$5.53	\$5.70	\$5.90	\$6.15	\$6.33
2 bags/months	6.84	7.18	7.40	7.65	7.95	8.19
32 gallons	10.00	10.50	10.82	11.15	11.55	11.90
65 gallons	12.62	13.25	13.65	14.15	14.60	15.04
90 gallons	14.72	15.46	15.92	16.40	16.95	17.46
Additional bags	3.00	3.15	3.25	3.25	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 seven (7) year contract was bid in 2010, Chef Container was 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 2015, and each year thereafter, by 3% to cover the increased contractual costs.

11. Windmill Island Gardens

This fund ended last year in the black. Since good weather cannot be guaranteed, a General Fund subsidy of \$110,000 is recommended to support the full operation from fees based on anticipated admissions in FY 17. The hire of a specialized Windmill Island Gardens Development Manager is intended to accomplish the six major goals below. Each one will take a few years to realize:

1. Achieve active support by **all of the units of government** in the 107,000 population region;
2. Promote the Island as the **center of natural recreation** by virtue of its geographic location and be viewed as equally welcoming to all in the region;
3. Ensure the Island bustles with **monthly activities year-round** that celebrate our culture, our environment, our history/heritage as per the Strategic Plan in a manner that breaks even or earns funds for reinvestment;
4. No longer rely on a subsidy by the General Fund (with the exception of another StemFest) and otherwise **contribute \$100,000 per year** to a Capital Reinvestment Fund for the Island as per the Business Plan;
5. Maintain the DeZwaan Windmill **to perfection**; and
6. Ensure DeZwaan turns for **every major public event** via a cadre of professional/volunteer team members.

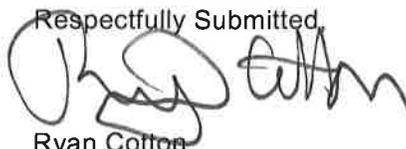
It is proposed that the current admission fee will initially remain at \$9.00 for the summer of 2016.

The new Development Manager is tasked with re-thinking the entire rate structure, inclusive of how to handle peak and off-peak fees, car loads driven by non-Holland residents, etc. for the 2017 season. The new Development Manager is also tasked with programming at least one cultural, educational and/or environmental event a month as per the Strategic Plan that also increases revenue so as to better cover costs. Long-term planning includes a more regional approach to funding this shared resource.

Closing Comment

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 staff pictured on page one and without the special help of Tim Vagle, Michelle Price, Aaron Thelenwood and Sinka Babinec.

Respectfully Submitted,

Ryan Cotton
City Manager

Attachments

- A. Overall Council Strategies, Goals and Action Plans
- B. Five Year Financial Plan
- C. Long-term Debt Service with New Potential Capital Projects ("What If" Scenario)
- D. 2015 Municipal Tax Rate Survey
- E. Snowmelt Cost Options

Attachment A: Overall Council Strategies, Goals and Action Plans

To implement the City's Vision and Mission, the City Council developed seven (7) strategies and related goals as follows. Budget Action Plans were subsequently developed in the body of this document that follows to be specific, measurable, attainable, realistic and timely (SMART) and related to the Council overall Strategies and the FY 17 priorities. These Strategies are supplemented with the highest priority goals set by the City Council on February 17, 2016 below. See the underlined words for new goals.

SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC AND TIMELY (SMART)		
February 2017		
Rank	2016 City Council Priorities	Votes
1	Create a path to begin to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by the creation of priorities, perhaps down Pine or in the Smart Zone)	11
2	Eliminate barriers to new development and re-development by reviewing ways to reduce requirements (review Historic District Commission Guidelines), streamline reviews (reduce the number of steps or boards), provide a clear path to success (one-stop shopping and form-based code approaches), provide incentives (like Neighborhood Enterprise Zone tax reductions), and/or streamlining this permitting (for Partners for Renewal, for example)	9
3	Create the budget to be within the annual taxable value increases and reduce the tax burden over time by eliminating the 0.7 capital debt and 0.15 fire station millage increases from 2012/2013	8
4	Add a water feature for Downtown public areas, parks and/or at Civic Center Place (splash pads)	5
5	Add restaurant and indoor/outdoor concert venue at Windmill Island Gardens as part of the Interpretive and Landscape Plan steps in the Business Plan	5
6	Work with MDOT to make the US 31 Corridor From 8th to 32nd more pedestrian friendly and more aesthetically pleasing and budget the City's share	5
7	Add language to City ordinances and policies to protect LGBT community against discrimination in housing, employment and accommodation	5
8	Create and plan for a beautiful, world -class waterfront with public access by water	4
9	Create a Dog Park at Window on the Waterfront or at Van Raalte Farm	4
10	Consider zoning revisions for "Air BNB" (short-term vacation rentals) in the (R-TRN) zones (Downtown neighborhoods)	4
11	Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, mobile apps, photo survey of visual preferences and by otherwise leveraging technology	3
12	Create a Downtown ice rink in relation to Civic Center Place, potentially an ice skating pathway	3

STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION (NOTE: Underlined words are based on new Council Goals for FY 17):

Goals

- A. Provide the **infrastructure** necessary to support the City's economic development mission, including an emphasis on safety, cost-effectiveness and **complete** streets multi-modal transportation.
- B. Quality streets and sidewalks 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.

- C. Foster an environment that supports the **retention** and growth of industrial businesses. Foster an environment that supports the retention and **growth** of commercial businesses, including on an attractive waterfront.
- D. Utilize the **incentives** available to the City to retain and attract business.
- E. Work with **area organizations** on providing a quality workforce for area employers.
- F. Reduce the tax burden.

FY 17 Action Plans

- A1. **Snowmelt Extensions Action Plan:** Extend snowmelt whenever possible as desired by City Council (and as per the Snowmelt/District Heat Potential Master Plan from December 2015). See the Downtown section of the Municipal Capital Improvement Fund budget regarding new \$500,000 for major maintenance (to initially be paid for by the Holland Board of Public Works and then spread across the users).
- A2. **Improve non-motorized access to Kollen Park Action Plan:** Monitor the parking and lane narrowing at 10th and 11th and Van Raalte.
- A3. **US-31 Corridor Improvements:** Work with MDOT to make the US 31 Corridor from 8th Street to 32nd Street to be more pedestrian friendly and more aesthetically pleasing and budget the City's share.
- B1. **Streets Action Plan:** 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 of 2014 recommended use of the declining debt payments to increased street resurfacing and reconstructions from three lane miles per year to seven lane miles (\$500,000 more per year eventually as well as one major reconstruction per year for a cost of roughly \$1.75 million more each per year by FY 22). Re-direction of mills from debt paid off in prior years to the Street Reinvestment Fund started this program in FY 15 with .4268 mills (approximately \$425,000) in FY 17 budget, in addition to 2 mills from City and counties, plus new state road funding, will facilitate 6.8 miles of street reconstructions and resurfacing (9th Street, Central Park area, and State Street).
- B2. **Sidewalks Action Plan:** Sidewalks will continue to be addressed in FY 17 by re-surfacing the path along Lugers.
- B3. **Mark Alternative Transportation Routes Action Plan:** Bicycle Highways will be mapped and marked via routes on-street and off as part of the Master Plan Update due end of 2016. (\$5,000)
- C1. **Waterfront Redevelopment Action Plan:** The Ad Hoc Task Force on Lake Macatawa Waterfront is working with the private sector on transitional planning. Waterfront Conceptual Redevelopment funds are included in the Municipal Capital Improvement Fund for FY 17 (\$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 so as to create a plan for a beautiful, world-class waterfront with public access by water.
- C2. **Holland Energy Fund and the Community Energy Plan Action Plan:** Implementation of community energy planning has been a priority since 2012. 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 values.
 - i. The Community Energy Plan Steering Committee members will work on additional initiatives in 1) home energy retrofits and building energy labeling via funding in the Holland Energy Trust and implementation of on-bill financing -- \$25,000; 2) commercial/institutional energy retrofit projects; 3) continued partial funding for a new grant-supported creation of Sustainability Institute (\$15,000 from the City Manager's budget and \$15,000 from the Holland Board of Public Works' Energy Optimization budget); 4) re-building the Civic Center to use District Energy via

snowmelt and; 5) creating new public policies to win the Georgetown University Energy Prize.

- ii. Implement deep energy savings in City buildings via completion of the Energy Performance Contract.

- C3. **Strategic Broadband Fiber Optic Utility/Network Action Plan:** Create a path to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by creation of priorities, perhaps down Pine Avenue, or in the Smart Zone).

- C4. **Eliminate Barriers to New Development and Redevelopment:** Review ways to reduce requirements (review Historic District Commission Guidelines), streamline reviews (reduce the number of steps or boards), provide a clear path to success (one-stop shopping and form-based code approaches), provide incentives (like Neighborhood Enterprise zone tax reductions), and streamline permitting (Partners for Renewal, for example).

- D1. **Neighborhood Commercial Action Plan:** Work to incentivize and otherwise enable Service Businesses growth for Neighborhood commercial areas. 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 17 to fund gateway, wayfinding and community message board signs (\$90,000).

- D2. **US-31 Corridor Redevelopment Action Plan:** A major initiative needed is the US-31 Corridor and improved land uses (24th to 16th Street, especially on the east side). 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. Developers will need to be incentivized as a result starting with a realistic land use plan and marketing study from a firm specializing in these matters. Redevelopment ready planning funds are included in the Municipal Capital Improvement Fund for FY 17 (\$25,000).

- E1. **Holland Youth Connections for At-Risk Youth Growth Action Plan:** Gang prevention is a key staff goal. Eradication of gangs will enhance economic development. The Holland Youth Connections program will be maintained at 135 youth if contributions and employment opportunities can be retained. Public funds for this summer youth employment (under 18) remain included in the FY 17 budget for Fire, Streets and Parks projects (\$30,000 total).

- F1. **Create budgets to reduce the tax burden:** (New in February 2016). Need more discussion in the FY 17 Budget Study Sessions on whether to reduce operating programs or capital projects.

STRATEGY II: AREA COOPERATION:

Goals

- A. **Collaborate** with other area organizations in order to provide a region that is strong and dynamic.

- B. Look for opportunities to create efficiency and **economies of scale** through collaboration and **regionalization**.

FY 17 Action Plans

- A1. **Regionalization Action Plan.** Work with the Macatawa Area Coordinating Council to address ways to work together as part of a bigger whole. No extra cost.
- A2. **Collaboration Action Plan:** Actively support incremental moves to collaborate with Holland Charter Township as per Fire Services' experimentation with Auto Aid Agreement completed in FY 14 and expanding to include Graafschap Fire Department in FY 16.
- A3. **Regional Recreation Action Plan:** Plan and create ways to separate recreation from the Civic Center and look for regional recreational efficiencies. A three-gym solution to competitive sport recreation is proposed for Smallenburg Park when other debt is paid off. This project will be done with special collaboration of the school districts and municipalities on the south side of Lake Macatawa that may, or may not, include regional funding.
- A4. **Shared Positions Action Plan:** 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.
- B2. **Regionalize Windmill Island Gardens Action Plan:** Windmill Island Gardens' will gain non-motorized access grants/cost sharing with Holland Charter Township in FY 17. (\$600,000 is being cost shared in FY 17, along with use of \$1.9 million in grants and donations).

STRATEGY III: NEIGHBORHOODS:

Goals

- A. Develop **mixed income** neighborhoods that are synergistic for people, activities, facilities, and investment.
- B. Target **no more than 30%** of the housing stock to be rentals on any given block.
- C. Encourage **green space** and leisure opportunities within or near all neighborhoods.
- D. Ensure all housing and all green space in all neighborhoods is attractive and **well-maintained**.
- E. Ensure all neighborhoods are **well served** by police, fire and medical emergency responders.

FY 17 Action Plans

- A1. **Owner-occupied Housing Encouragement Action Plan:** Although rental housing may be the only option for some City households, work for all neighborhoods to attract a mix of incomes. Neighborhoods should be characterized by an inclusiveness of all economic, social, and racial factors. An Annual Neighborhood Report is planned for January 2017 at no extra expense.
- A2. **Washington School Block Redevelopment Action Plan:** Washington School Block Redevelopment for high density housing is supported.
- A3. **Consider zoning revisions for "AirBNB" (short-term vacation rentals) in the R-TRN zones (Downtown neighborhoods).**
- B1. **Neighborhood Residential Improvement Action Plan:** Residential Neighborhood redevelopment and renewal is paramount. Private and public sector efforts to encourage owner-occupied home ownership are supported in this budget. Part of the proposed \$35,000 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.

- B2. **Rental Property Improvements Action Plan:** The City's rental inspection fees go toward this 100% annual inspection goal. Significant progress to 95% from 49% two years ago is expected.
- C1. **Plant Trees and Return the Tree Canopy Action Plan:** Replacement trees remain included for \$50,000 per year given a new \$100,000 grant being implemented. Meanwhile, the program to pay for half of trees placed inside yards and front yards visible from the street will be better marketed. A 35% tree canopy is planned.
- C2. **Create a Dog Park Action Plan:** Create a Dog Park at Window on the Waterfront or Van Raalte Farm (\$25,000 is recommended in the Municipal Capital Improvement Fund).

STRATEGY IV: COMMUNITY AND FAMILY:

Goals

- A. **Develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
- B. Focus on issues that are important to **senior citizens**.
- C. 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.
- D. Promote personal and community **health**.

FY 17 Action Plans

- A1. **Human Relations Action Plan:** Support the Human Relations Commission as they create goals to support inclusion and community team building in core areas as a goal for all residents to feel safe and affirmed by others and be a diverse, inclusive, and tolerant community.
- D1. **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 was successful recently (34%). Funds for this summer youth employment (under 18) are included in the FY 17 budget for Fire, Streets and Parks (\$30,000 total).
- D2. **Non-Discrimination:** Add language to City ordinances and policies to protect LGBT community against discrimination in housing, employment, and accommodation.

STRATEGY V: PUBLIC UTILITIES:

Goals

- A. Provide the **right stuff**, in the **right place**, for the **right value** (electric, water, sewer, fiber optic, electric heat, energy optimization and conservation.)
- B. Foster **regional cooperation** on the provision of utility services to ensure efficient and adequate resources.
- C. Maintain **local control** and a Holland citizen-focus in the administration of the utility operation.
- D. Provide public utilities in an **aesthetically sensitive manner**, striving for a perceived invisibility of services.
- E. Evaluate the benefits of **renewable energy sources** to sustaining long-term energy alternatives.

FY 17 Action Plans

- A1. **Replace DeYoung Coal Burning Plant Action Plan:** Implement construction of a gas-powered generation plant. See the Holland Board of Public Works budget.
- A2. **Community Energy Plan Implementation:** See Strategy I Action Plans regarding the Community Energy Plan.
- A3. **Fiber Optic Extension Action Plan:** Create a path to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by creation of priorities, perhaps down Pine Avenue, or in the Smart Zone.

STRATEGY VI: PUBLIC SPACES:

Goals

- A. Ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
- B. Emphasize **environmental stewardship** in the construction, maintenance and efficient operation of all public spaces.
- C. Support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

FY 17 Action Plans

- A1. **Implement the Five Year Recreation Action Plan:** This Plan outlines major park maintenance and upgrades needed. A total of \$2,029,800 of priorities is recommended in the Municipal Capital Improvement Fund (one-third funded from grants). Use of Legacy Funds and the Municipal Capital Improvement funds are recommended.
- A2. **Civic Center Renewal Action Plan:** Implement the Civic Center Place Steering Committee's vision of an \$11 million facility with air conditioning, new restrooms and an expanded connection to the Farmers' Market for year-round use. Add a water feature for Downtown public area, parks and/or at Civic Center Place (splash pads).
- A3. **Bouws Pool Improvements Action Plan:** Restoration of Bouws Pool (including a destination Splash Pad) will be part of the three-gym recreation center project when existing debt is paid off. The amount needed for the destination splash pad(s) is \$500,000 to \$1,000,000. No expenses except planning funds are included in the FY17 Budget (\$15,000).
- A4. **Combine/Enhance Public Enjoyment of Windmill Island Gardens via Implementation of the Strategic Plan and Business Action Plans.** Add a restaurant and indoor/outdoor concert venue at Windmill Island Gardens as part of the interpretive and Landscape Plan steps in the Windmill Island Gardens' Business Plan.
- A5. **Fire Station Replacement/Renovation Action Plan:** **Planning** for land acquisition and/or renovation options will continue in FY 17 with use of existing funding streams (planning started in FY 15 with re-directed millage of \$270,000 per year). These funds will be saved up for construction/renovation on or before FY 19 (\$6.0 million expected by then).

- B1. **Greenhouse Replacement Action Plan:** Construct a grow house in FY 17 & 18 once the existing greenhouse on State Street is transferred to Evergreen Commons. \$250,000 for each of two years is budgeted.
- C1. **Trees and Tree Canopy Action Plan:** Keep & plant more trees to recover from ash borer and achieve a multi-year goal of 35% tree canopy (up from 24% now). See Strategy III on Neighborhoods.
- C2. **DeGraaf Nature Center Action Plan:** The long-term plan is for DeGraaf Nature Center to be self-sustaining with programming expansion and/or collaboration with other like-entities. Meanwhile, this function draws a decreasing amount from the General Fund revenues.
- C3. **Review the public art policy** and develop incentives for public sculptures/art at City entrances.

STRATEGY VII: ORGANIZATION:

Goals

- A. Support a culture of **continuous innovation**.
- B. **Support the team**.

FY 17 Action Plans

- A1. **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, as well as continued Holland Charter Township collaboration via auto aid, and coordinated training/recruitment of part-paid firefighters.
- A2. **Conserve on economic and environmental resources Action Plan:** Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes. An on-bill financing mechanism to provide deep energy retrofits for City buildings, parks and other facilities will be implemented in July 2016.
- A3. **Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, mobile apps, and by otherwise leveraging technology.**
- B1. **Pension Solution Action Plan:** Reduce unfunded liability in the public safety pension system (about 60% funded now) by securing a closed group in negotiations. Borrow and pay off the remaining unfunded liability when economic conditions are right.

Attachment B: Five-Year Financial Plan Summary

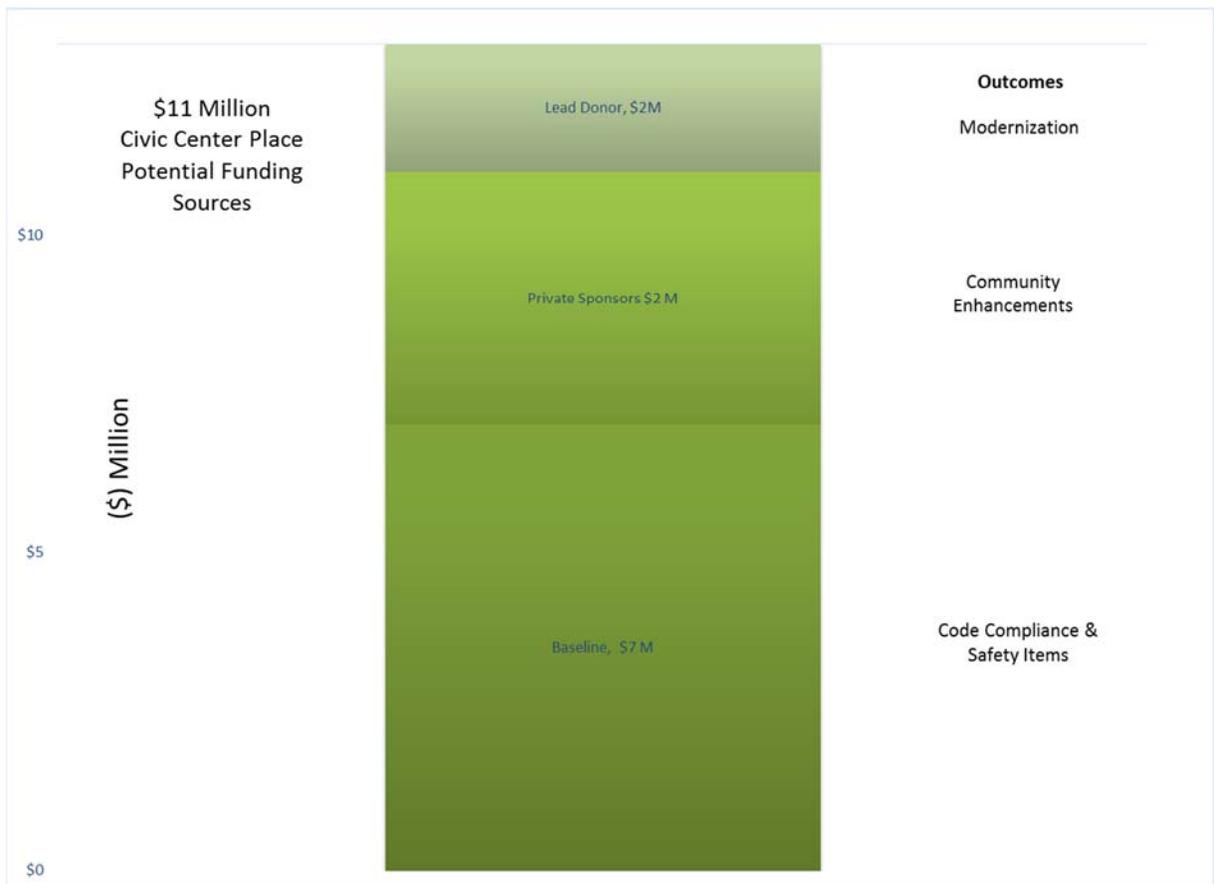
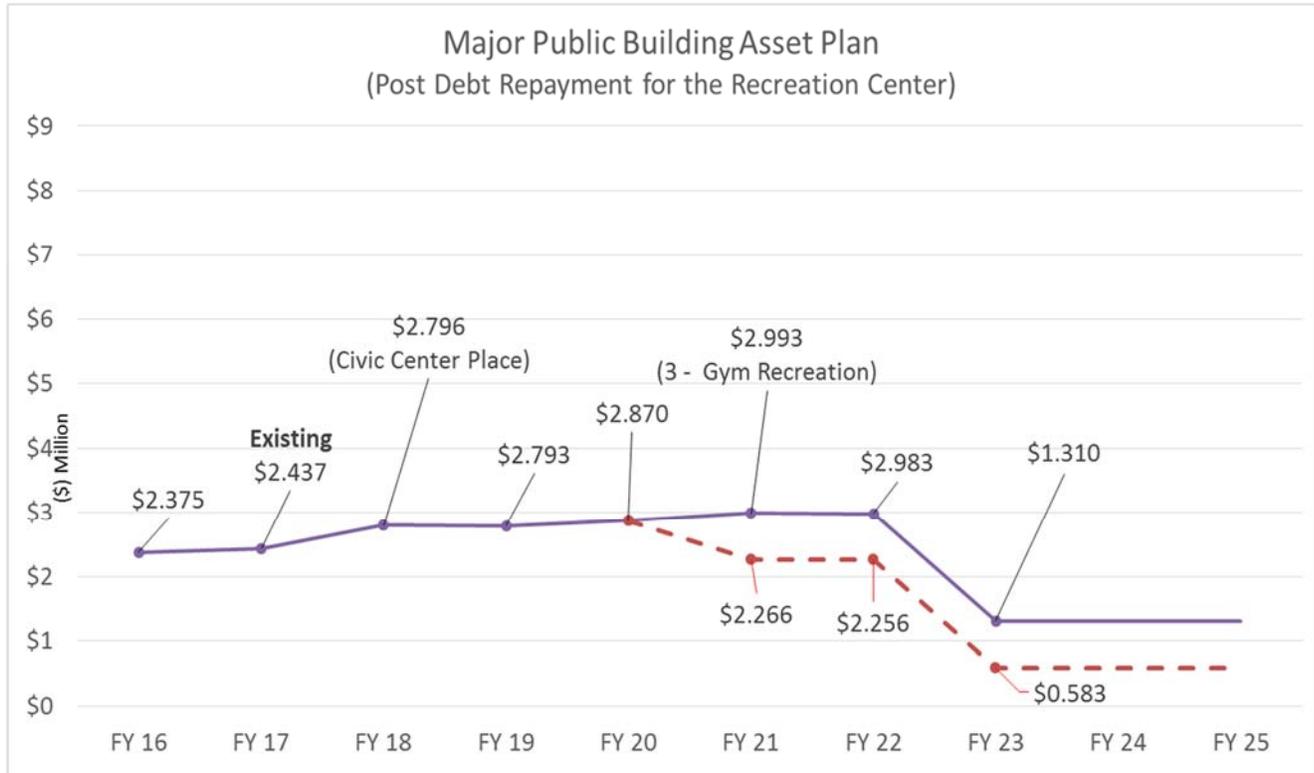
FY 2022 Long-Term Financial Plan and Assumptions:

A long-term Financial Plan is provided by the Finance Department 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.

	FY-13 Final Actual	FY-14 Final Actual	FY-15 Final Budget	FY-16 Estimated	FY-17 Manager Projected	FY-18 Projected	FY-19 Projected	FY-20 Projected	FY-21 Projected	FY-22 Projected
Total Funding Sources	\$19,819,734	\$20,580,886	\$20,935,044	\$21,676,382	\$21,212,062	\$21,783,068	\$22,360,072	\$22,951,170	\$23,506,768	\$24,077,287
Total Funding Uses	\$19,273,977	\$20,905,935	\$20,650,083	\$22,263,090	\$21,203,654	\$21,714,921	\$22,311,586	\$22,938,648	\$23,588,478	\$24,268,665
Net Increase (Decrease) from Operations	\$545,757	(\$325,049)	\$284,241	(\$586,708)	\$8,408	\$68,147	\$48,486	\$12,522	(\$81,710)	(\$191,378)
Fund Equity	\$4,042,038	\$3,716,989	\$4,001,230	\$3,414,522	\$3,422,930	\$3,491,077	\$3,539,563	\$3,552,085	\$3,470,375	\$3,278,997

Attachment C: Long-Term Debt Service with New Potential Capital Projects (“What If” Scenario)

(Note: Does not include new short-term pension pay off debt or the energy performance contract debt for City buildings)



Attachment D: 2015 Municipal Tax Rate Survey

2015 MUNICIPAL TAX RATE SURVEY (OF SELECTED MICHIGAN CITIES) ¹						
September 23, 2015						
Responding City	Parcel Count 2015	(Estimated) Population 2014 Census	Income Tax City ²	Total City Millage Rate 2015	Rate Rank City Millage	Property Taxes 2015 (City Only) ³
Oak Park	11,913	29,834	No	37.6060	52	\$ 2,861.74
Taylor	25,764	61,594	No	29.2327	51	\$ 2,224.55
Warren	61,385	135,099	No	27.7637	50	\$ 2,112.76
Dearborn	37,412	95,535	No	26.4500	49	\$ 2,012.79
Southfield	30,360	73,002	No	26.2712	48	\$ 1,999.19
Allen Park	13,707	27,566	No	25.5524	47	\$ 1,944.49
Madison Heights	13,177	30,267	No	23.9616	46	\$ 1,823.43
Lincoln Park	15,358	37,231	No	23.0386	45	\$ 1,753.19
Southgate	11,666	29,416	No	22.8766	44	\$ 1,740.86
Roseville	20,468	47,598	No	22.8494	43	\$ 1,738.79
Wyandotte	11,421	25,151	No	22.75	42	\$ 1,731.23
East Lansing	9,197	48,648	No	22.7011	41	\$ 1,727.51
Garden City	12,645	27,052	No	22.5217	40	\$ 1,713.86
Kalamazoo	26,752	75,922	No	21.4205	39	\$ 1,630.06
Bay City	15,400	34,149	No	21.3365	38	\$ 1,623.66
St. Clair Shores	28,833	60,036	No	21.2633	37	\$ 1,618.09
*Lansing	48,101	114,620	Yes	19.7	35	\$ 1,499.13
*Flint	58,577	99,002	Yes	19.1	34	\$ 1,453.47
Westland	30,563	82,314	No	17.8923	33	\$ 1,361.57
Dearborn Heights	26,000	56,415	No	17.836	32	\$ 1,357.28
Royal Oak	27,791	59,069	No	17.6796	31	\$ 1,345.38
Inkster	11,948	24,786	No	17.2349	30	\$ 1,311.54
Monroe	9,325	20,198	No	16.7484	29	\$ 1,274.52
Ann Arbor	36,650	117,770	No	16.4406	28	\$ 1,251.10
Mount Pleasant	6,434	25,971	No	16.25	27	\$ 1,236.59
*Port Huron	12,942	29,168	Yes	16.0869	26	\$ 1,224.18
*Jackson	15,973	33,200	Yes	16.0329	25	\$ 1,220.07
Marquette	7,772	21,441	No	15.2725	24	\$ 1,162.21
Sterling Heights	48,255	131,741	No	15.1858	23	\$ 1,155.61
Midland	18,602	41,957	No	15	22	\$ 1,141.47
*Saginaw	27,719	49,844	Yes	14.8830	21	\$ 1,132.57
*Battle Creek	23,987	51,833	Yes	14.7360	20	\$ 1,121.38
Farmington Hills	30,500	81,435	No	14.3908	19	\$ 1,095.11
Ferndale	11,192	20,256	No	14.3528	18	\$ 1,092.22
Burton	13,749	28,974	No	14.1946	17	\$ 1,080.18
Livonia	44,773	94,958	No	14.0380	15	\$ 1,068.26
Holland	13,565	33,644	No	13.7731	14	\$ 1,048.11
*Muskegon	16,619	38,393	Yes	13.0875	13	\$ 995.93
Eastpointe	n/a	32,654	No	12.1754	12	\$ 926.52

Wyoming	25,652	74,826	No	11.9073	11	\$ 906.12
Romulus	11,253	23,496	No	11.5165	10	\$ 876.38
Birmingham	11,281	20,757	No	11.4943	9	\$ 874.69
Norton Shores	12,232	24,081	No	10.95	8	\$ 833.27
Portage	19,372	47,837	No	10.9256	7	\$ 831.42
Auburn Hills	8,366	21,845	No	10.5602	6	\$ 803.61
Rochester Hills	27,460	73,125	No	10.3605	5	\$ 788.41
Novi	21,022	58,416	No	10.2000	4	\$ 776.20
Kentwood	18,122	50,764	No	9.6066	3	\$ 731.04
*Grand Rapids	66,455	193,792	Yes	9.1515	2	\$ 696.41
*Walker	9,573	24,468	Yes	1.3360	1	\$ 101.67

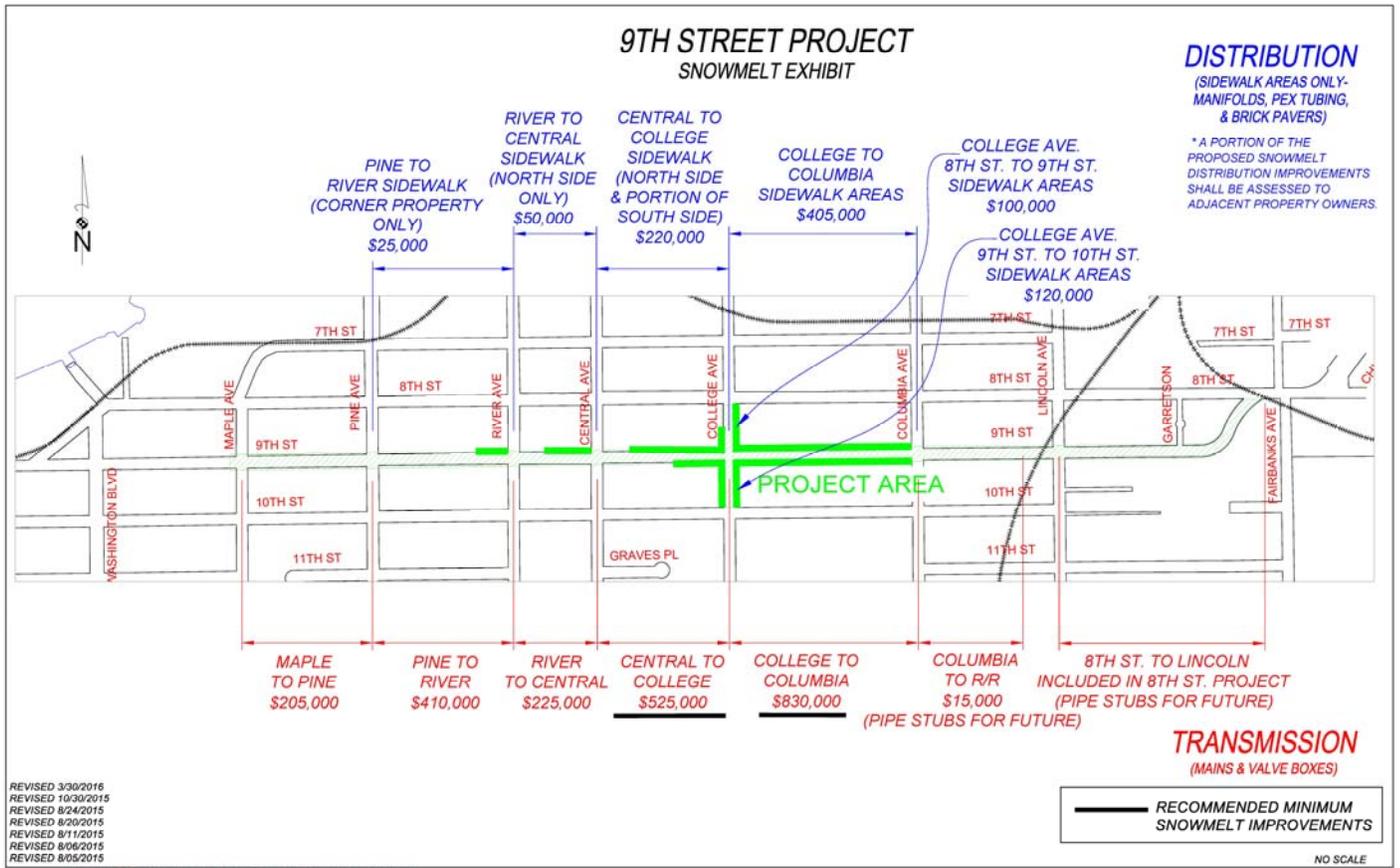
¹This report was prepared by the City of Portage Office of the City Assessor using (survey) information received from selected Michigan cities. The primary selection criterion was a population of at least 20,000 people. Estimated population provided by 2014 US Census Bureau.

²With the exception of Detroit, Grand Rapids, Highland Park, and Saginaw, cities with an income tax levy 1% on residents and .5% on non-residents. Detroit levies 2.4% on residents and 1.2% on non-residents. Highland Park levies 2% on residents and 1% on non-residents. Grand Rapids and Saginaw levy 1.5% on residents and .75% on non-residents. Tax rates provided by the Michigan Department of Treasury

³These taxes are based on a taxable value of **\$76,098**, which is the average taxable value of a single-family residence in the City of Portage for 2015.

*Communities which also levy an income tax.

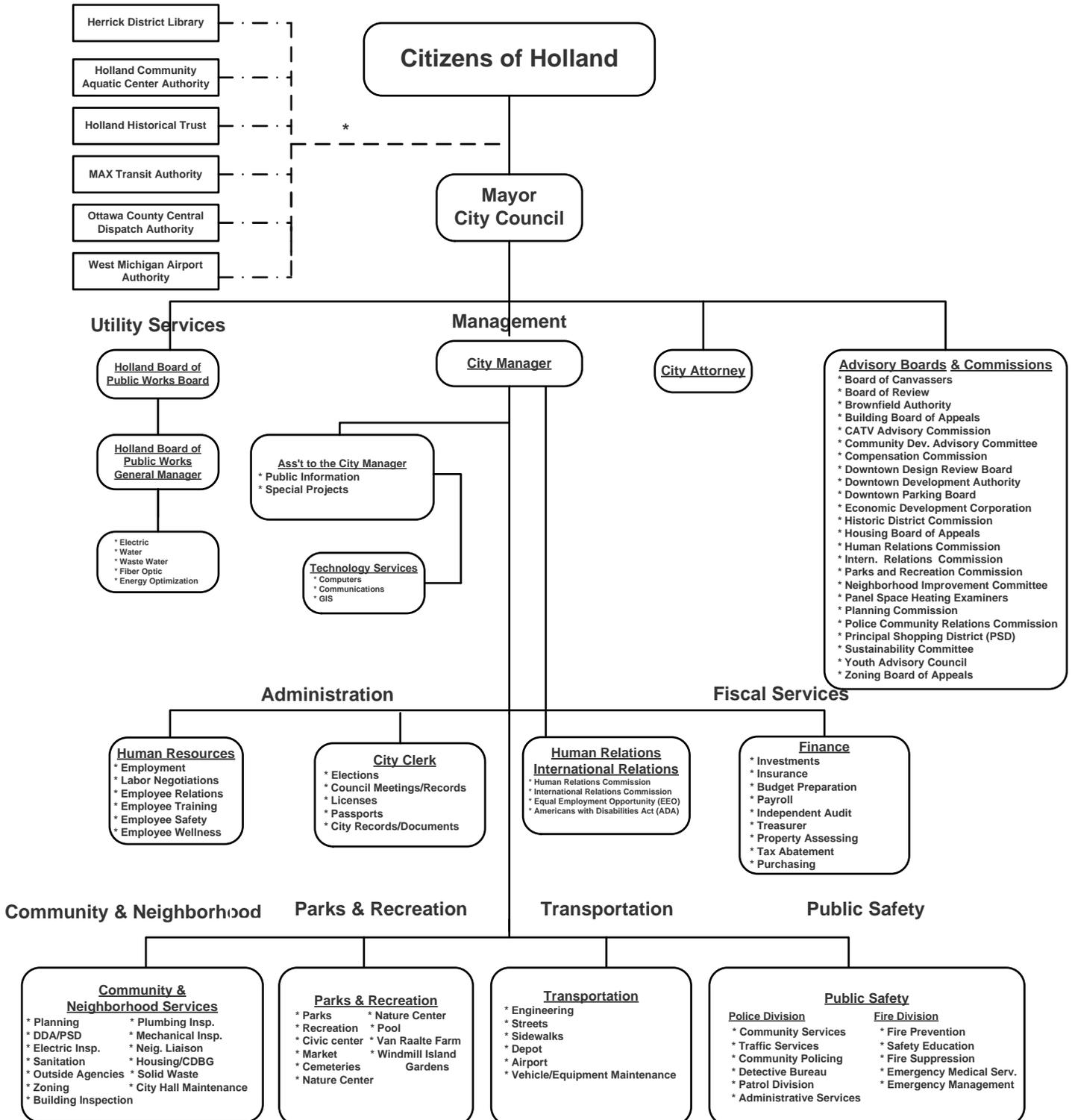
Attachment E: Snowmelt Transmission and Distribution Estimates on 9th Street



REVISED 3/30/2016
 REVISED 10/30/2015
 REVISED 8/24/2015
 REVISED 8/20/2015
 REVISED 8/11/2015
 REVISED 8/06/2015
 REVISED 8/05/2015

City of Holland

Organizational Chart



* The City Council makes appointments to these Districts and Authorities

Community Profile: Holland, Michigan

The City of Holland is located along the coast of West Michigan in the lower left corner of Ottawa County and the upper left corner of Allegan County. Nicknamed the “Tulip City” for its annual festival, the city spans an area reaching just more than 17 square miles. According to the census, which took place in 2010, the current population was 33,051 people. This makes Holland the 53rd largest municipality in Michigan, by population.

Holland relies on the cycle of tourism, specifically in the months not included in winter, to drive local business and create internal growth. Specifically, the Tulip Time Festival and the proximity to Lake Michigan are the two ways in which Holland brings in tourists. The festival relates to the long history of Dutch heritage that is still present and strong within the community. Through the main downtown area in Holland, you will find comfortable dining and shopping experiences as well as various entertainment avenues. While downtown offers a refreshing getaway from busy days, a well-respected list of companies call Holland home. Among those companies are Haworth, Herman Miller, Johnson Controls, Tiara Yachts and H.J. Heinz. The city also offers accommodations for banking, insurance, realtors, advertising agencies, employment services and consulting firms to ensure that the needs of visitors and residents alike are met year-round.

While the economic standing of Holland is impressive, it also boasts a highly diverse list of cultural attractions, within the city and surrounding townships. Among these attractions are museums explaining both Michigan and Dutch history, a recognized Michigan State Park, and historical landmark attractions such as Dutch Windmills and Harbor Lighthouses. In 2013, the Holland area was named as most secure mid-sized city in the United States by Farmers Insurance. In recent years, it has also been praised as the second healthiest/happiest town in the United States by the Well-being Index as well as being named one of the top-5 places to retire by CNN Money.

Housing

Holland offers a wide variety of housing options depending on how near to the heart of the city one finds his/herself. On the outskirts of the town, you will find subdivisions filled with single-family homes as well as duplexes. As you approach the city, you will continue to see this standard housing, but also will find apartments for multiple families and condominiums. Many of the rental houses in the Hope College area are reserved for students. Holland has been a place of demand for housing in recent memory due to the strong school districts, the variety of school choices and the safety of the community at large.

Economy and Population Statistics

Per 2010 Census

	Holland, MI	United States
Unemployment Rate	6.6%	6.3%
Income Taxes	4.25%	4.72%
Median Household Income	\$42,138	\$53,046
Recent Job Growth	4.51%	1.18%

The Holland economy relies heavily on the tourists that visit the city each year. As far as career opportunities, many people are drawn in permanently based on the long list of established companies in the area, some of which are highlighted in the section overview above. Holland also enjoys a diversified industrial sector that includes manufacturing in areas such as office systems and furniture, auto and truck parts, boats, aluminum extrusion, food manufacturing, wind energy components and lithium-ion batteries.

Community Profile: Holland, Michigan

Higher Education

There are a variety of higher education institutions in the Holland, Michigan area. Most notably, Hope College. Other schools include the Western Theological Seminary, as well as satellite campuses for Grand Valley State University, Davenport University and Grand Rapids Community College. With this wide array of higher educational opportunities, Holland provides an exceptional opportunity for young adults and professionals alike to continue their education for further opportunities.

Medical Facilities

Holland is fortunate to have a large and noteworthy hospital to handle the medical needs of its community. Holland Hospital was established in 1917. It is also one of the major employers of residents in the area as well as around the surrounding cities and serves the needs of more than 250,000 people on a yearly basis. Some of the major awards accredited to Holland Hospital include Healthgrades 50 Best Hospitals, National Best and Brightest (companies to work for) and the H100 award for being in the top 100 healthiest workplaces in the United States.

Utilities and Government Programs

The Holland Board of Publics Works (BPW) is responsible for supplying utilities to residents in the City of Holland and surrounding areas. Established in 1893, the purpose of the BPW is to provide reliable and economical electric, water and wastewater treatment services while also maintaining environmental responsibility. According to a recent survey done by the entity, BPW provides services to over 75,000 members of communities.

Holland is progressive with its operation "Snowmelt". In this instance, the city runs warm water through tubes under the streets of the city to melt snow and ice away and keep roads safer in the wintertime. The entire system is over 400,000 square feet and is designed to melt up to 1 inch of snow per hour when running at peak capacity. Downtown Holland has the largest municipally-owned snowmelt system in the United States. This shows yet another reason why Holland has a high resident satisfaction percentage and continues to be a great place to live.

Transportation.

Macatawa Area Transportation Authority (MAX) provides public bus transportation for citizens living in the city and surrounding townships. With the relatively close proximity of places to go in the city and outside, MAX offers people with a safe and reliable form of public transportation.

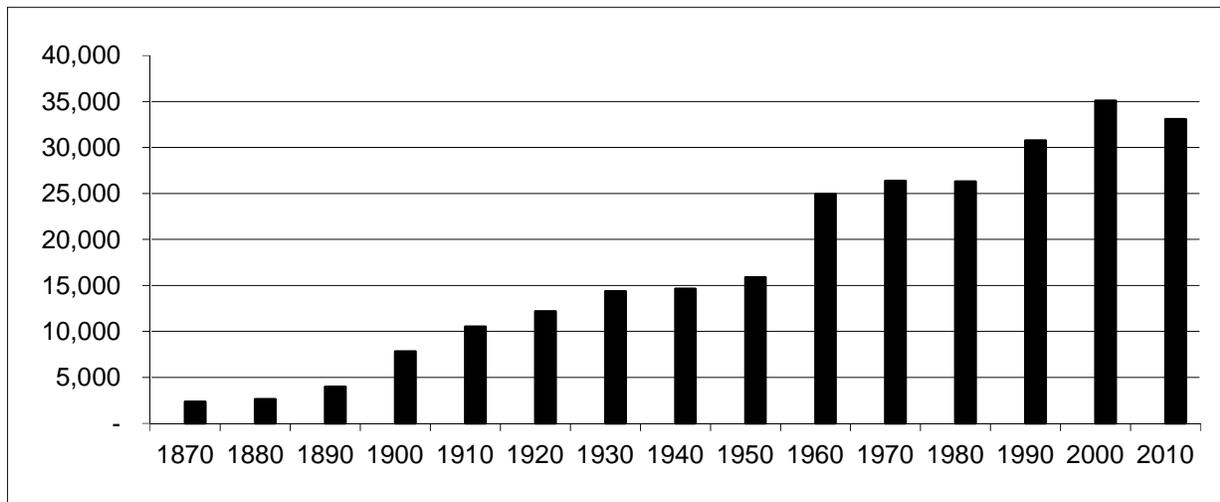
In terms of accessibility, Holland is an intricate network of smaller roads that make up a large system of moving to and from places. Sitting just off an exit from US 31, Holland is easily accessible by tourist and visitors traveling north or south along Michigan's Lake Michigan coast. Interstate 196, also known as the "Gerald R Ford Freeway", cups the city from below and also offers an opportunity to reach Detroit and Chicago respectively from the city.

Conclusion

All in all, the City of Holland has plenty to offer from an economic, residential and municipal standpoint. A robust downtown district mixed with the presence of all age groups allows for many opportunities for all interested parties. With a rich heritage, strong cultural presence and friendly atmosphere, it will continue to draw a large number of tourists and be a destination for all people in the heart of West Michigan.

CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

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

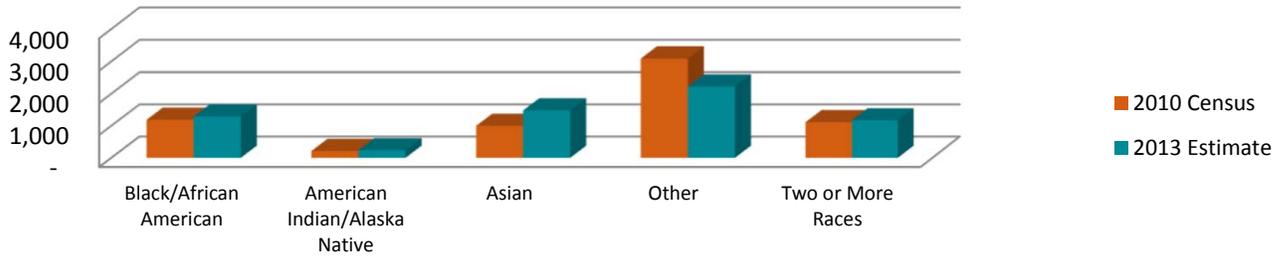


Source for Information:

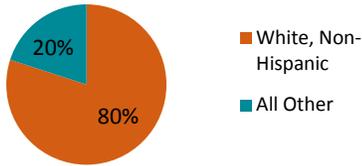
* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

DEMOGRAPHICS

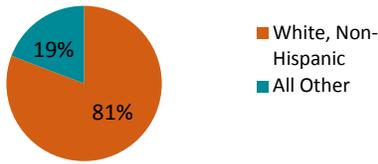
Race: City of Holland Non-White Population 2010 & 2013



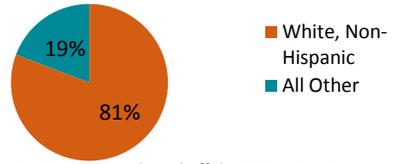
Race: 2010 Census Population 33,051



Race: 2013 Estimate Population 33,281

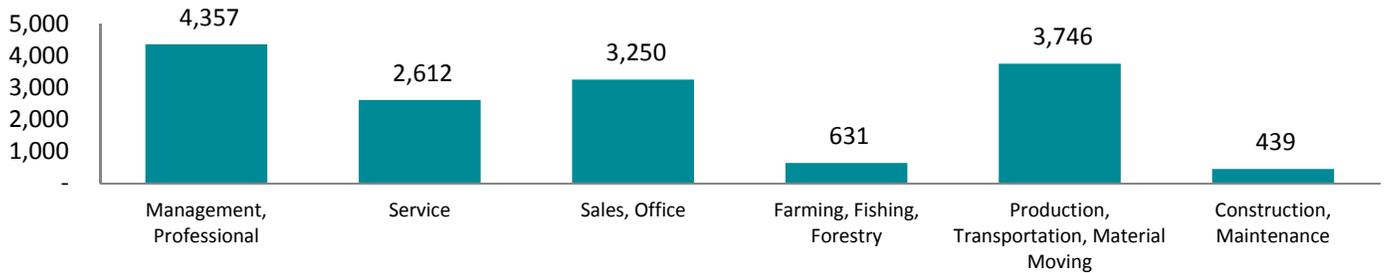


Race: 2015 Estimate Population 33,742

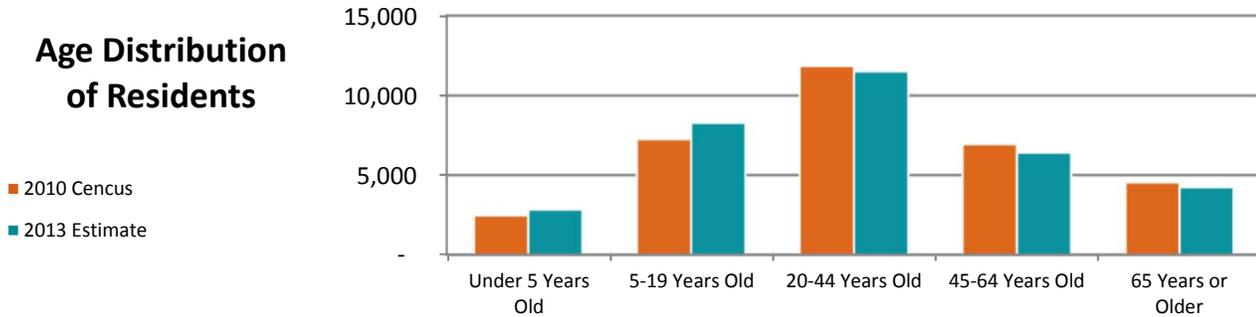


note: Percentages based off the 2013 estimate which is most current.

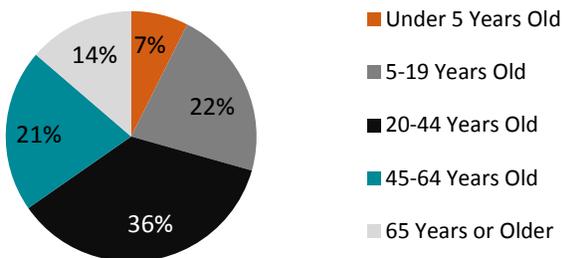
Employed Civilian Population - 15,035 (16 Years and over)



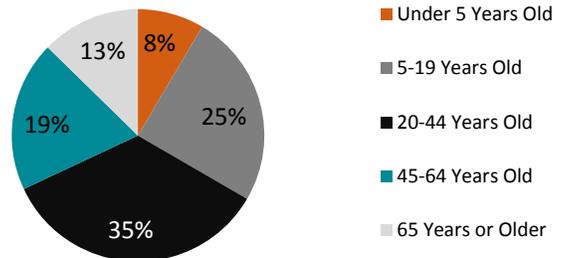
Age Distribution of Residents



2000 Census Age Distribution



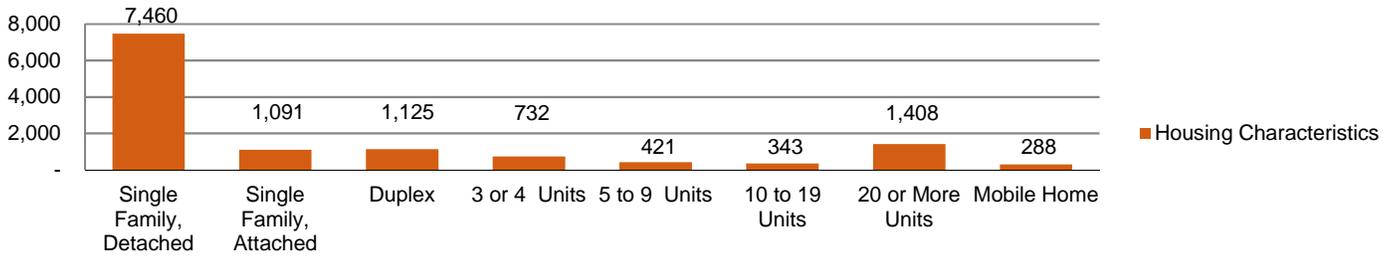
2013 Estimate Age Distribution



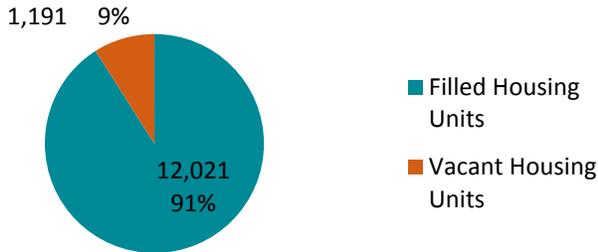
DEMOGRAPHICS

Total Housing Units per 2010 Census

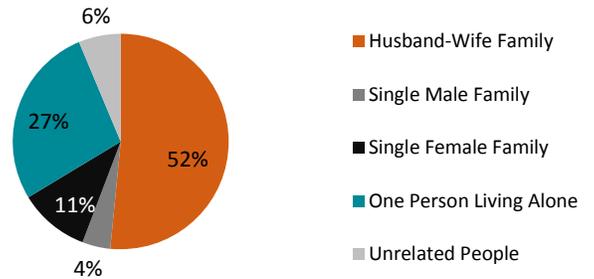
12,868



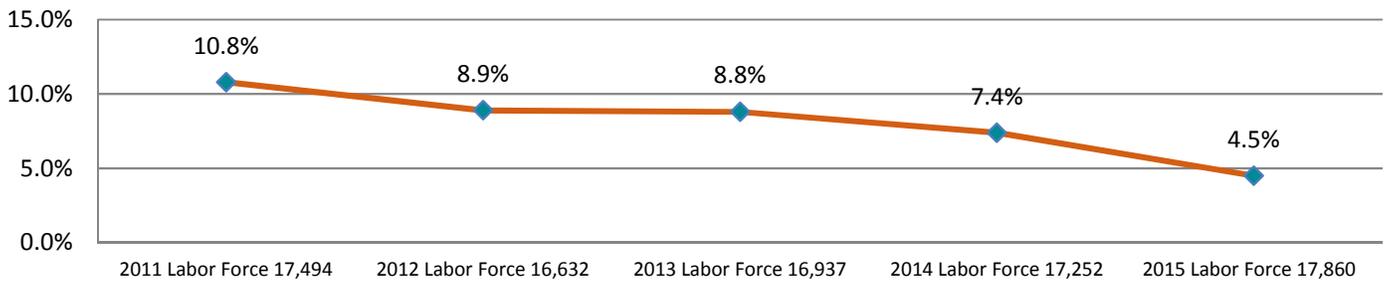
Filled Housing vs. Vacant Housing per 2010 Census



2010 Population composition by Household



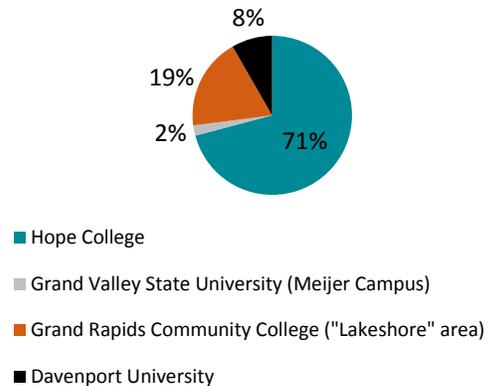
Unemployment Rate 5 Year History



Miscellaneous Statistics

Fire Stations	3
Police Patrol Units	19
Parks	23
Cemeteries (City Owned)	2
Sports Complexes	2
Community Centers	1
Nature Center	1
Community Pools	2
Public Libraries	1
Higher Education Institutions	4

2016 Higher Education Enrollment Total of 4,807 Degree Seeking



Source: Information on Higher Education Enrollment was found through websites of local colleges and universities and US News rankings and the miscellaneous statistics is based on actual count of City assets. All other information is from www.census.gov.

HISTORY OF THE CITY OF HOLLAND

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

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

HISTORY OF THE CITY OF HOLLAND (continued)

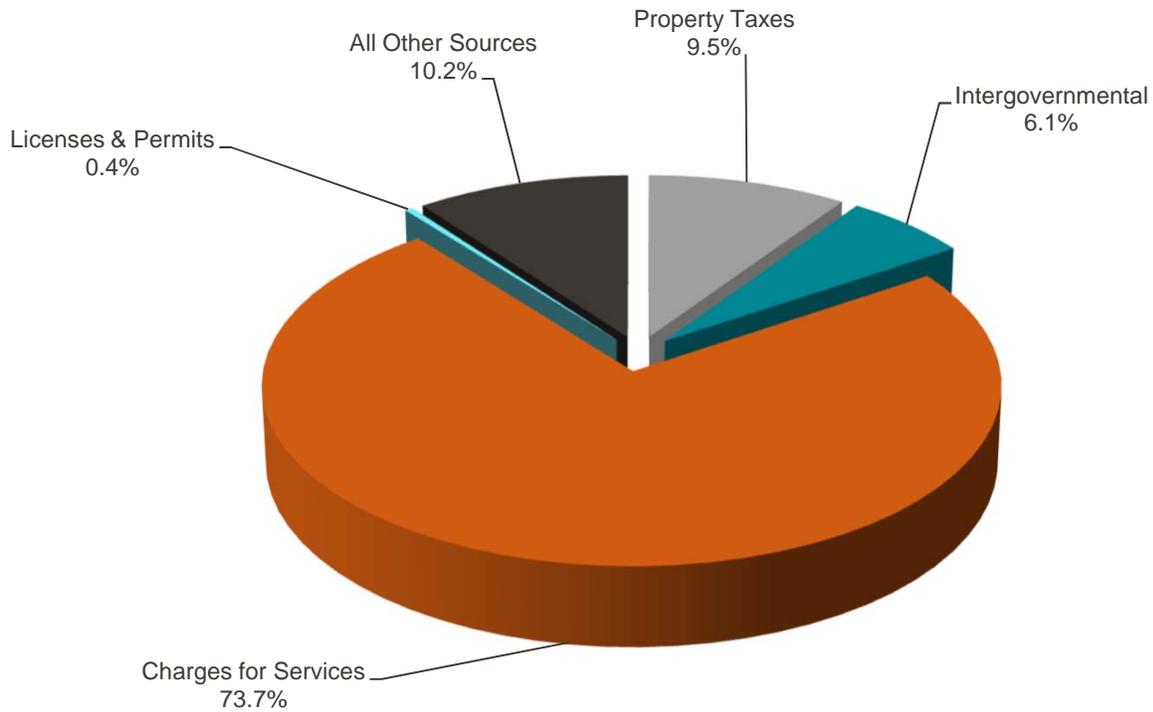
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| <p>1980 BLD Products Ltd. moves from Flint, Mich. Cappon House Museum purchased.</p> <p>1983 City purchases Van Raalte Farm.</p> <p>1984 Mainstreet designation for downtown Holland</p> <p>1985 Evergreen Commons (Senior Center).</p> <p>1988 Westshore 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 & 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 & 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 & 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> |
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HISTORY OF THE CITY OF HOLLAND (concluded)

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2009 Downtown 7th Street Parking Deck constructed.</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> |
| <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> | <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>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 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 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 City Council approved a Community Energy Plan and several committees were formed to create implementation strategies.</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 In June Holland Youth Connection Program started for area at-risk youth. Funding for the program achieved through donations and sponsorship fees from employers.</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>2015 In April the Board of Public Works breaks ground on the new Holland Energy 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> | |

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.

2017 Budgeted Revenues

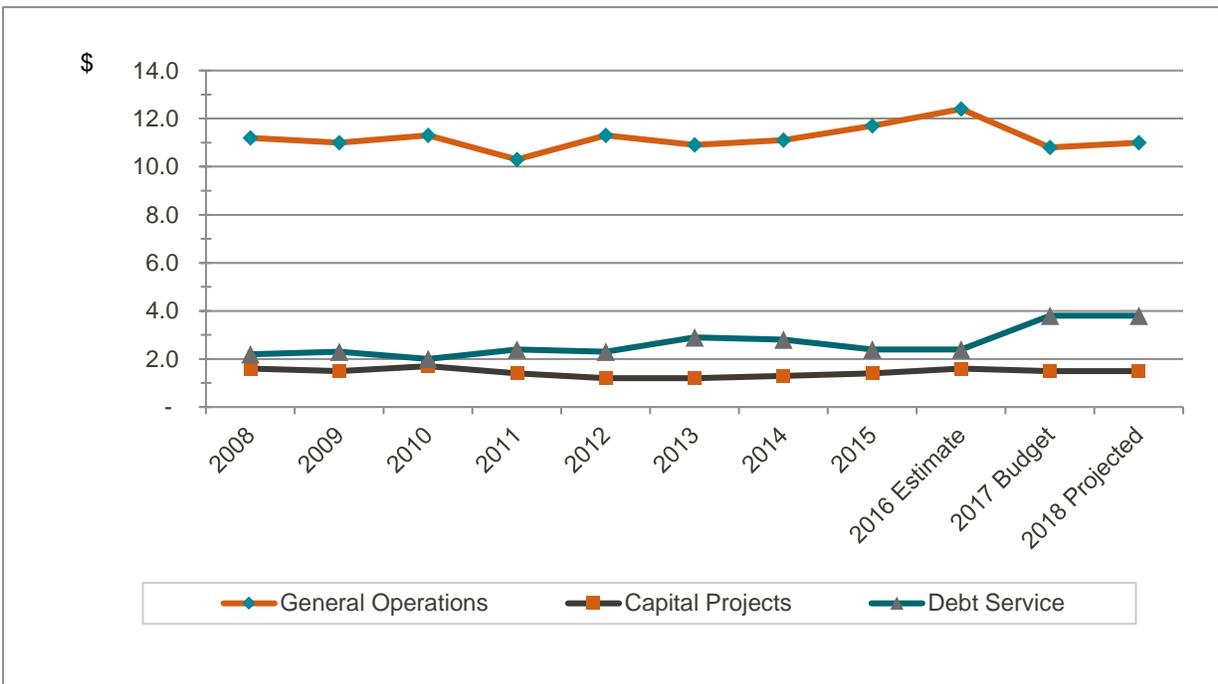


Primary revenue sources, across all funds, are grouped into the classifications listed below. The other sources include special assessments, fines & forfeitures, interest, rent and other miscellaneous revenues, but excludes bond proceeds.

Revenue Classification	2014 Actual	2015 Actual	2016 Estimate	2017 Budget
Property Taxes	16,592,896	16,833,866	17,800,204	17,429,061
Intergovernmental	7,449,573	7,588,921	8,042,015	11,144,728
Charges for Services	122,913,760	126,061,708	130,101,273	134,596,296
Licenses & Permits	666,982	760,024	699,100	705,300
All Other Sources	13,884,289	13,973,457	14,011,642	18,659,345
Total Revenues	\$ 161,507,500	\$ 165,217,976	\$ 170,654,234	\$ 182,534,730

MAJOR REVENUE SOURCE ANALYSIS

Property Taxes (Millions of Dollars)



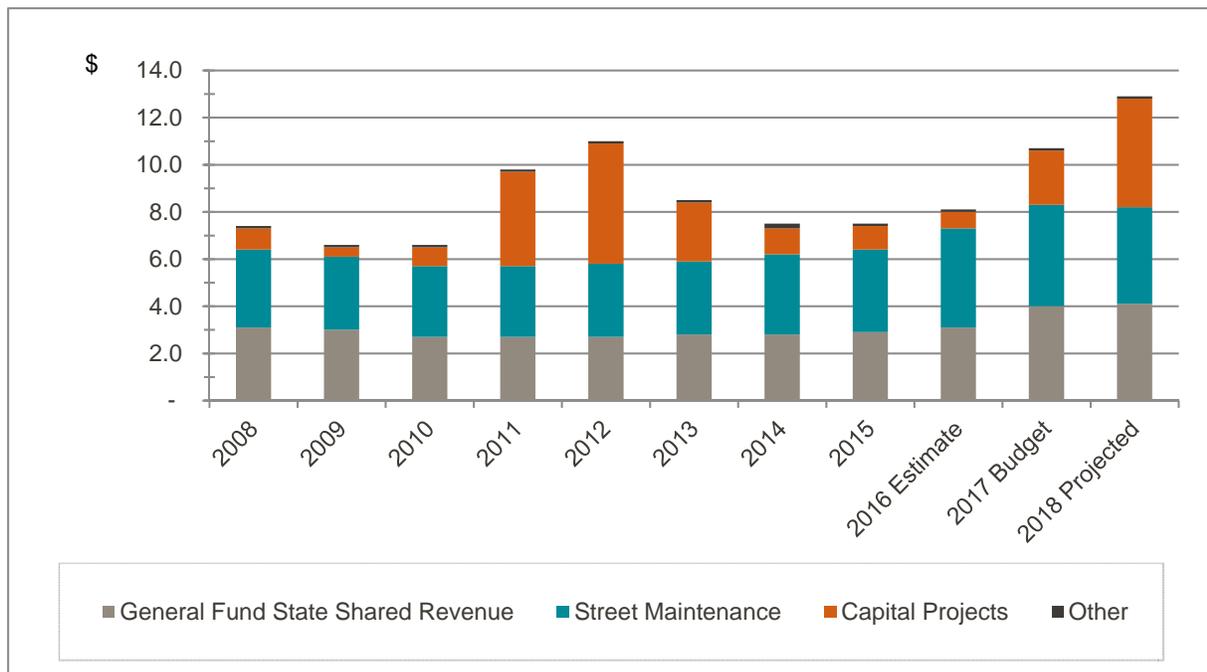
Property Taxes represent the primary revenue source for General Municipal Operations, Capital Projects for Municipal and Street Projects and General Obligation Debt Service.

The City of Holland's taxable valuation base decreased 7.47% in Fiscal Year 2017 and is projected to increase 2.0% in Fiscal Year 2018. The original millage rate authorized by City Charter is 17.5; has been reduced for Fiscal Year 2017 to 15.9046 by the Headlee Rollback. As a general guideline City Council prefers to levy a tax rate not to exceed 14.00 mills. The property tax millage rates for Fiscal Year 2017 include:

- General Operations: 8.3494 mills
- Capital Projects: 1.7923 mills
- Debt Service: 3.6290 mills

MAJOR REVENUE SOURCE ANALYSIS

Intergovernmental - Revenue Sharing and Grants (Millions of Dollars)



State Shared Revenue

State shared revenue from sales tax is authorized by the state constitution and/or state statutes, providing funding for local units of government. This revenue source is subject to volatility and unpredictability, especially during economic swings. During the recent downturn in the economy the City of Holland experienced a 15% decrease in revenue, from Fiscal Year 2008 to 2010. Since 2011 revenue has increased 12%, with another 2.0% increase projected for Fiscal Year 2018. Included in this category is the replacement revenue for the personal property tax loss, via an Essential Services Agreement.

Street Maintenance

Funding for street maintenance comes from:

- State revenue sharing from the gas & weight tax, projected 5.5% increase for Fiscal Year 2018.
- Annual maintenance fee payment as provided by Public Act 48 of 2002; Metro Authority
- Allegan & Ottawa County revenue sharing from the Road & Bridge Tax. This is a voted county tax requiring period voter re-approval; projected to increase 2.0% in Fiscal Year 2018.

Federal and State Grants for Capital Projects

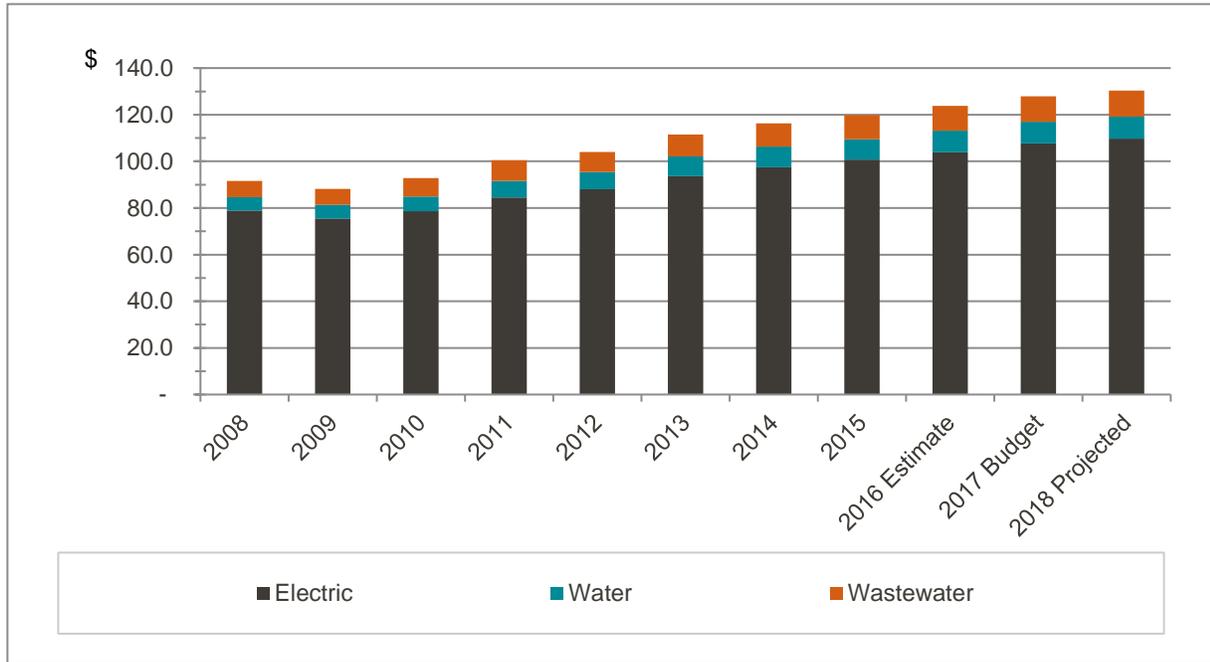
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time non-recurring in nature. The projected amount for Fiscal Year 2018 is based on an estimate included in the five (5) year plan.

Other

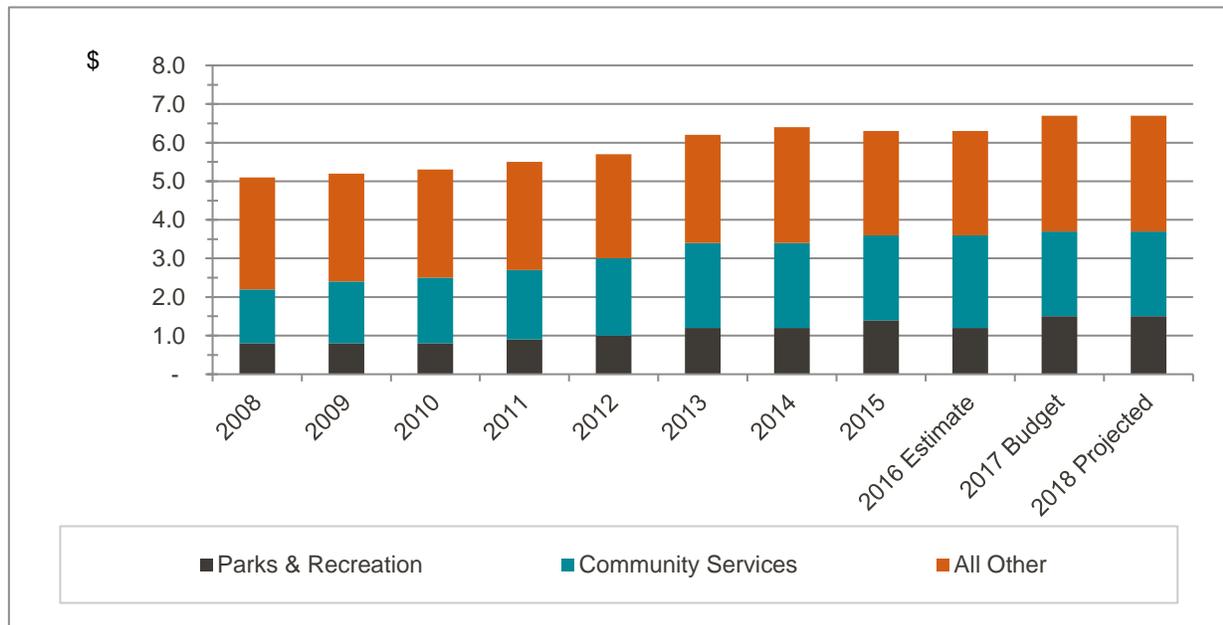
Funding for State of Michigan for Criminal Justice and the Fair Food Network for the 8th Street Market are included in this category.

MAJOR REVENUE SOURCE ANALYSIS

Charges for Services - Utilities (Millions of Dollars)



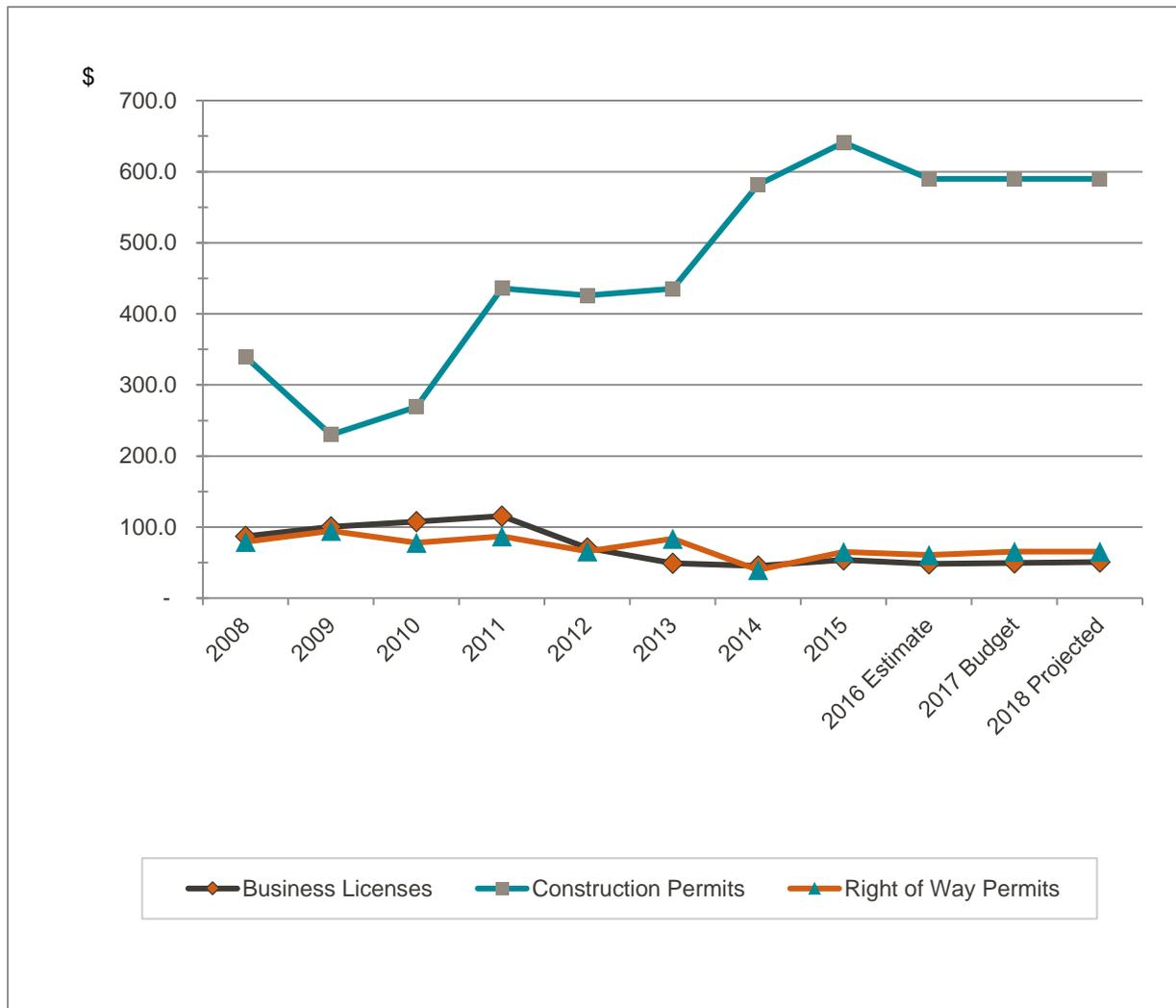
Charges for Services - Other than Utilities (Millions of Dollars)



Charges for Services is the City's largest single revenue source. Customer charges for the municipal utilities (Electric, Water and Wastewater) comprise more than 60% of all revenue sources. Anticipated increases in utility rates for Fiscal Year 2018 include 1.8% for electric, 2.5% for water and 3% for wastewater. Fiscal Year 2018 revenue is not projected to increase for Community Services (including inspections), Parks & Recreation and All Other groups.

MAJOR REVENUE SOURCE ANALYSIS

Licenses & Permits (Thousands of Dollars)



Licenses & Permits do not represent a material source of revenue, but it is significant enough to reflect an illustration of trends over time.

The projection for Fiscal Year 2017 anticipates a 2% increase in revenue for Business Licenses and no increase in revenue for Construction Permits and Right of Way Permits.

BUDGET CALENDAR

Fiscal Year 2016-17

Leadership Team Retreat	Jan 8, 2016
Coffee with City Council & HBPW Board	Jan 16, 2016
Budget packets distributed to Leadership Team	Jan 22, 2016
City Council meets with Leadership Team to discuss priorities	Jan 29, 2016
City Council Annual Retreat	Jan 30, 2016
City Council approves Budget Calendar with extension	Feb 3, 2016
Computer equipment requests submitted to Tech Services	Feb 5, 2016
Personnel reclassification requests submitted to HR Director	Feb 5, 2016
City Manager and HR Director make recommendations regarding wages, reclassifications and union negotiations	Feb 12, 2016
Leadership Team submit budgets and narratives to Finance Office	Feb 12, 2016
Finance Office assembles budgets	Feb 15 – Mar 1, 2015
City Manager reviews budgets with Leadership Team members	Feb 18 – Mar 10, 2016
City Manager & Budget Team make final decisions	Mar 11 - 18, 2016
Finance Office prepares proposed budget document	Mar 11 - Apr 1, 2016
Proposed budget formally submitted to City Council and date of public hearing is set	Apr 13, 2016
City Council budget study sessions	Apr 13, 14, 18 (optional), 2016
Public hearing held on Proposed Budget; and formal adoption of FY-2017 Budget Resolution	May 4, 2016

FINANCIAL INFORMATION

ADJUSTMENTS TO THE BUDGET

During a fiscal year, circumstances may result in changes to department spending priorities. At the beginning of each year, appropriations are made at the fund and department level, as adopted by City Council in May. Budget amendments are made throughout the fiscal year based on specific council action; individual amendments are approved at virtually every meeting. The City Manager has been authorized by City Council to approve amendments within each department of the General Fund, up to a maximum of \$10,000.

ACCOUNTING BASIS OF THE BUDGET

The basis of budgeting mirrors the basis of accounting. Governmental fund types are budgeted using the modified-accrual basis; these include the General Fund, Special Revenue Funds, General Debt Service Funds and Capital Project Funds.

Proprietary fund types are budgeted using the full accrual basis; these include Enterprise and Internal Service Funds. The following exception is followed:

- The budget basis includes expenditures for capital outlay, which are not considered expenses on the accrual basis of accounting.

BASIS OF ACCOUNTING

All governmental type funds and trust funds use modified-accrual basis of accounting. Revenues that are measurable and available for funding current appropriations are recognized when earned. All other revenues are recognized when cash is received, except revenues of a material amount that have not been received at the normal time of receipt are accrued, and revenues received in advance are deferred. Expenditures are recorded when a liability is incurred; except general obligation debt principal & interest maturities that are recorded at the time of payment.

Proprietary type funds use the full accrual basis of accounting under which revenues are recognized when earned and expenses are recognized and recorded as a liability when incurred.

BUDGETARY AND FINANCIAL POLICIES

BALANCED BUDGET

The General Fund budget will be balanced each fiscal year. The City considers the budget balanced when total revenues are equal to or exceeds total expenditures. For FY-2016 the City's General Fund budget is balanced, with revenues equal to expenditures.

MULTI-YEAR FINANCIAL PROJECTIONS

To support the City's budgetary planning and decision making process, its financial situation and key factors impacting recurring revenues and expenditures will be analyzed. The annual budget will include a 5 year General Fund projection, with major assumptions identified.

BUDGET PROCESS BASED ON AN ANNUAL CYCLE

As required by the City Charter, an annual budget will be adopted by council in the month of May. Budgeting on an annual basis provides time to review revenue sources, develop solutions to identified problems and discuss priorities. An annual budget process also allows management to effectively plan and implement changes.

CASH AND INVESTMENTS

Cash and investments will be maintained in accordance with the City Charter and the adopted investment policy will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity and financial return on principal.

REVENUE POLICIES

Diversification – The City shall attempt to achieve diversified, reliable and stable sources of revenue to support the general operating budget. Management will vigilantly seek new sources, to include grants made available by local, state and federal government agencies.

User Fees – The fees and charges are associated with recovering the cost of providing a service. Each is reviewed annually and modified to reflect the changing costs of providing the service; City Council approves the rates for the ensuing calendar year in the month of December.

Collections – The City will follow an aggressive approach toward collection of past due taxes receivable and all other types of receivables.

Non-recurring revenue – This type of revenue is received only one time or for a very limited time. This type of revenue is not considered stable and will not be used to fund ongoing operations. Instead, it will be used for one-time uses, including capital and other one-time expenditures, increasing reserves or paying down unfunded liabilities.

CAPITAL PROJECTS

Capital Improvement Plan Development - The City shall annually update a 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.

Proposed projects will be reviewed and prioritized for accuracy of cost and consistency with the City's goals and objectives. Staff will be diligent in searching for 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.

Future operating and maintenance costs associated with new projects will be forecasted and included in the appropriate operating budget.

DEBT MANAGEMENT

Bond Rating - The City will make every attempt to maintain a high bond rating, for the purpose of minimizing borrowing costs and preserve access to credit.

Debt Capacity – An analysis showing the new issue combined with current debt impacts the City's debt capacity will accompany every future bond issue proposal.

General Obligation Debt – General Obligation Debt, which is supported by property tax revenues that grow in proportion to the City's assessed valuation and/or property tax increases, will be utilized

to make the principal and interest payments on the bonds. Other types of debt may be issued when it is supported by a dedicated revenue source (i.e. revenue bonds paid by utility rates).

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

Inter-fund Loans – The City will consider loans from one fund to another as an alternative to installment loans and/or bond issuance. When evaluating inter-fund borrowing the financial health of the lending fund will be closely reviewed, as well as the future cash flow projections for the fund borrowing the money.

FUND BALANCE

General Fund - A minimum fund balance of 15.0% of the General Fund adopted budget expenditures shall be maintained in the General and Budget Stabilization Fund. The minimum balance represents about two months of expenditures; projected fund balance at the end of Fiscal Years 2015 and 2016 is 22%.

All Other Funds – Each fund of the City represents a stand-alone financial operation and has its own operating characteristics, financial capabilities and constraints. The level of reserves needed for each fund is based on the financial and operating characteristics.

Reserves - As a part of the budgeting process, the City Council has made the decision to maintain designated cash reserve balances in certain Internal Service Funds for the future purchases of capital outlay.

FINANCIAL REPORTING POLICIES

Accounting and Reporting Methods – The City’s accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

Comprehensive Annual Financial Report (CAFR) – The City’s CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions minimize ambiguities and potentials for misleading inference. The audit opinion will be included with the City’s CAFR.

Distinguished Budget Awards Program – The City’s Fiscal Year 2016 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2015 submission, its twelfth consecutive award.

Internal Controls – Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

Fiscal Monitoring – Financial reports present actual expenditures to the budget on a monthly and cumulative basis. Major revenue sources are monitored quarterly, noting the status of each revenue source as compared to the budget.

Monthly reports are presented to the City Manager and City Council indicating the status of actual revenues and expenditures as compared to the budget on a monthly and cumulative basis. Notice will be given if action is necessary to maintain the City’s financial position.

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2016 - JUNE 30, 2017

May 4, 2016

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2016-17 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 4, 2016 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, 2016 through June 30, 2017; 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 separate action 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 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, excluding utility rates, shall be adopted as a separate action of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager is 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 is hereby authorized to administer appropriation adjustments to budgets of the fiscal year 2015-16, to the extent that such adjustments do not exceed the *2015-16 Revised Estimates*, as outlined in the fiscal year 2016-17 annual budget; and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2016 will be liquidated and re-established as of July 1, 2016. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2016-17, 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, 2016 - June 30, 2017 is adopted as follows:

<u>Designated Purpose</u>	<u>Property Tax Millage</u>	
	<u>Rate</u>	<u>Amount</u>
CITY OF HOLLAND		
<u>Operating:</u>		
– General Government Operations	8.3494	\$ 8,414,048
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement	0.0500	50,387
– Street Development & Improvement	1.4268	1,437,848
– Municipal Capital Projects	0.3155	317,943
<u>Debt Service Obligations:</u>		
– General Obligation Debt	3.6290	3,766,932
<u>Total Property Tax Millage Levy</u>	<u>13.7707</u>	<u>13,987,158</u>
HERRICK DISTRICT LIBRARY		
– Library Operating	1.1000	1,108,517
– Library Debt Service Obligation	0.1386	143,868
<u>Total Property Tax Millage Levy</u>	<u>1.2386</u>	<u>1,252,385</u>
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	<u>0.0992</u>	<u>99,968</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>15.1085</u>	<u>\$ 15,339,511</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.6034</u>	<u>\$ 200,823</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, 2015, 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 2015-16: \$15,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2015).

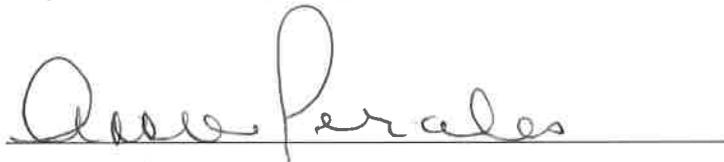
Fiscal Year 2016-17: \$50,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2016).

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

Pursuant to Section 12.17 of the Holland City Charter, the City Council is empowered to approve all rates to be charged for all public utilities under the control of the Holland Board of Public Works (HBPW). Pursuant to the Charter, the HBPW is empowered to operate the electric and water utilities and the City Council, by resolution, has designated the HBPW to operate the waste water utility. The City Council has been presented with tariffs for the above utilities on rate sheets which are attached as Exhibit A for an increase for bills issued on or after July 1, 2016 for the water and waste water utilities; and for waste water surcharge rates and pollution control fees for bills issued on or after July 1, 2016.

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

I hereby certify that this is a summarization of the Fiscal Year 2017 budget as adopted by the Holland City Council on May 4, 2016.

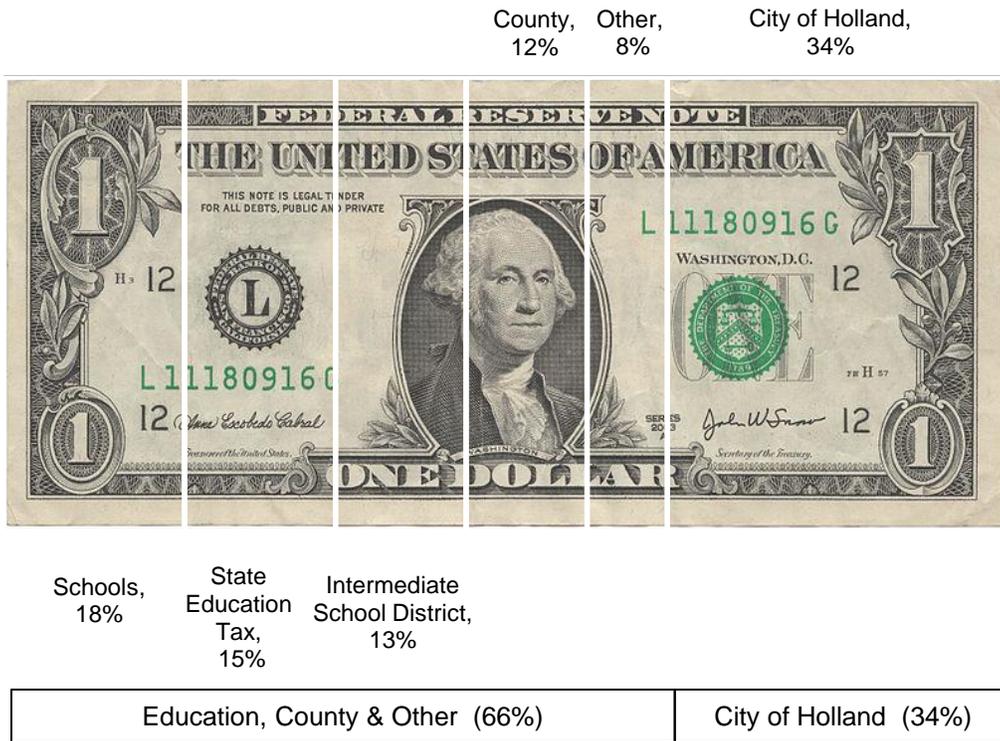


Anna Perales

Deputy City Clerk

City of Holland

Average Property Tax Distribution Principal Resident Properties



Property taxes account for 43% 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 2015 AND 2016

-- BY PROPERTY CLASSIFICATION --

	Tax Year		Increase (Decrease)	
	2015	2016	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
<u>Residential</u>				
Real Property + NEZ (\$2,811,911)	\$ 544,175,806	\$ 566,196,788	\$ 22,020,982	4.05%
<u>Business</u>				
<u>Real Property:</u>				
- Industrial	\$ 114,155,758	\$ 114,671,435	\$ 515,677	0.45%
- Commercial	244,689,377	257,083,309	12,393,932	5.07%
- Agricultural	1,437,358	1,496,290	58,932	4.10%
- Developmental	720,681	559,428	(161,253)	-22.38%
- <u>Total Business Real Property</u>	\$ 361,003,174	\$ 373,810,462	\$ 12,807,288	3.55%
<u>Personal Property:</u>				
- Industrial	\$ 218,838,700	\$ 92,244,100	\$ (126,594,600)	-57.85%
- Commercial	33,822,000	38,226,300	4,404,300	13.02%
- Utilities	6,729,500	7,120,700	391,200	5.81%
- <u>Total Business Personal Property</u>	\$ 259,390,200	\$ 137,591,100	\$ (121,799,100)	-46.96%
<u>Total Business Property</u>	\$ 620,393,374	\$ 511,401,562	\$ (108,991,812)	-17.57%
<u>Total Regular Assessment Roll</u>	\$ 1,164,569,180	\$ 1,077,598,350	\$ (86,970,830)	-7.47%

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

<u>@ Regular Valuations</u>				
<u>Real Property:</u>				
- New	\$ 17,471,515	\$ 17,771,760	\$ 300,245	1.72%
- Rehabilitated	578,040	578,040	-	0.00%
- <u>Total Real Property</u>	\$ 18,049,555	\$ 18,349,800	\$ 300,245	1.66%
<u>Personal Property:</u>				
- New	\$ 39,197,000	\$ 18,747,900	\$ (20,449,100)	-52.17%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	\$ 39,197,000	\$ 18,747,900	\$ (20,449,100)	-52.17%
<u>Total Real and Personal Property</u>	\$ 57,246,555	\$ 37,097,700	\$ (20,148,855)	-35.20%
<u>@ Taxable Valuation Equivalency</u>	\$ 28,912,298	\$ 18,837,870	\$ (10,074,428)	-34.84%

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll + NEZ	\$ 1,164,569,180	\$ 1,077,598,350	\$ (86,970,830)	-7.47%
Tax Abatement Assessment Roll (IFT)	28,912,298	18,837,870	\$ (10,074,428)	-34.84%
<u>Grand Total</u>	\$ 1,193,481,478	\$ 1,096,436,220	\$ (97,045,258)	-8.13%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2016 (fiscal year 2017), 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 2016 (fiscal year 2017) amount to \$30,265,336.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2016 (fiscal year 2017), P.A. 376 Tool & Die abatements amount to \$4,726,781.
For tax year 2016 (fiscal year 2017), P.A. 376 Michigan Strategic Fund abatements amount to \$53,674,805.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2016

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property + NEZ (\$2,811,911)	\$ 851,332,607	\$ 88,674,643	\$ - 0 -	\$ 940,007,250
Personal Property	71,655,100	65,927,400	8,600	137,591,100
Total	<u>\$ 922,987,707</u>	<u>\$ 154,602,043</u>	<u>\$ 8,600</u>	<u>\$ 1,077,598,350</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 19,617,531	\$ 16,902,129	\$ - 0 -	\$ 36,519,660
Rehabilitated Property	578,040	- 0 -	- 0 -	578,040
Total	<u>\$ 20,195,571</u>	<u>\$ 16,902,129</u>	<u>\$ - 0 -</u>	<u>\$ 37,097,700</u>
Valuation for Budgeting Purposes	<u>\$ 10,386,806</u>	<u>\$ 8,451,065</u>	<u>\$ - 0 -</u>	<u>\$ 18,837,870</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 933,374,513</u>	<u>\$ 163,053,108</u>	<u>\$ 8,600</u>	<u>\$ 1,096,436,220</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>County Of</u>		
	<u>Ottawa</u>	<u>Allegan</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property + NEZ (\$2,811,911)	\$ 654,661,069	\$ 285,346,181	\$ 940,007,250
Personal Property	45,181,300	92,409,800	137,591,100
Total	<u>\$ 699,842,369</u>	<u>\$ 377,755,981</u>	<u>\$ 1,077,598,350</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 7,124,613	\$ 29,395,047	\$ 36,519,660
Rehabilitated Property	244,900	333,140	578,040
Total	<u>\$ 7,369,513</u>	<u>\$ 29,728,187</u>	<u>\$ 37,097,700</u>
Valuation for Budgeting Purposes	<u>\$ 3,807,207</u>	<u>\$ 15,030,664</u>	<u>\$ 18,837,870</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 703,649,576</u>	<u>\$ 392,786,645</u>	<u>\$ 1,096,436,220</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2016 (fiscal year 2017), 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 2016 (fiscal year 2017) amount to \$30,265,336.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2016 (fiscal year 2017), P.A. 376 Tool & Die abatements amount to \$4,726,781.

For tax year 2016 (fiscal year 2017), P.A. 376 Michigan Strategic Fund abatements amount to \$53,674,805.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2015 AND 2016

-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2015		TAX YEAR 2016	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property + NEZ (\$2,811,911)	\$ 544,175,806		\$ 566,196,788	
Total - All Residential Property	\$ 544,175,806	45.60%	\$ 566,196,788	51.64%
Business Property				
Regular Assessment Roll:				
- Real Property	\$ 361,003,174		\$ 373,810,462	
- Personal Property	259,390,200		137,591,100	
- Total	\$ 620,393,374		\$ 511,401,562	
IFT Abatement Assessment Roll:				
- Real Property	\$ 9,313,798		\$ 9,463,920	
- Personal Property	19,598,500		9,373,950	
- Total	\$ 28,912,298		\$ 18,837,870	
Total - All Business Property	\$ 649,305,672	54.40%	\$ 530,239,432	48.36%
Grand Total - All Property	\$ 1,193,481,478	100.00%	\$ 1,096,436,220	100.00%

TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY

Total - All Real Property	\$ 914,492,778	76.62%	\$ 949,471,170	86.60%
Total - All Personal Property	278,988,700	23.38%	146,965,050	13.40%
Grand Total - All Property	\$ 1,193,481,478	100.00%	\$ 1,096,436,220	100.00%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2016 (fiscal year 2017), 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 2016 (fiscal year 2017) amount to \$30,265,336.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2016 (fiscal year 2017), P.A. 376 Tool & Die abatements amount to \$4,726,781.

For tax year 2016 (fiscal year 2017), P.A. 376 Michigan Strategic Fund abatements amount to \$53,674,805.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2016

-- BY PROPERTY TYPE --

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
<u>Residential Property</u>			
Regular Assessment Roll + NEZ:	\$ 687,208,900	\$ 566,196,788	\$ 121,012,112
Land Bank Assessment Roll:			
- Total	\$ 32,500	\$ 25,271	\$ 7,229
- Total (Taxable Equivalency)	\$ 16,250	\$ 12,636	\$ 3,615
Total - All Residential Property (Taxable Equivalency)	\$ 687,225,150	\$ 566,209,424	\$ 121,015,727
<u>Business Property</u>			
Regular Assessment Roll:	\$ 560,074,700	\$ 511,401,562	\$ 48,673,138
Land Bank Assessment Roll:			
- Total	\$ 31,600	\$ 27,615	\$ 3,985
- Total (Taxable Equivalency)	\$ 15,800	\$ 13,808	\$ 1,993
IFT Abatement Assessment Roll:			
- Real Property	\$ 22,047,500	\$ 17,799,375	\$ 4,248,125
- Real Rehab Property	\$ 578,100	\$ 578,040	\$ 60
- Personal Property	18,747,900	39,197,000	\$(20,449,100)
- Total	\$ 41,373,500	\$ 57,574,415	\$ (16,200,915)
- Total (Taxable Equivalency)	\$ 20,975,800	\$ 29,076,228	\$ (8,100,428)
Total - All Business Property (Taxable Equivalency)	\$ 581,066,300	\$ 540,491,597	\$ 40,574,703
<u>Grand Total - All Property</u>	\$ 1,268,291,450	\$ 1,106,701,021	\$ 161,590,430
			Reduction Percentage 12.74%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2016 (fiscal year 2017), 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 2016 (fiscal year 2017) amount to \$30,265,336.

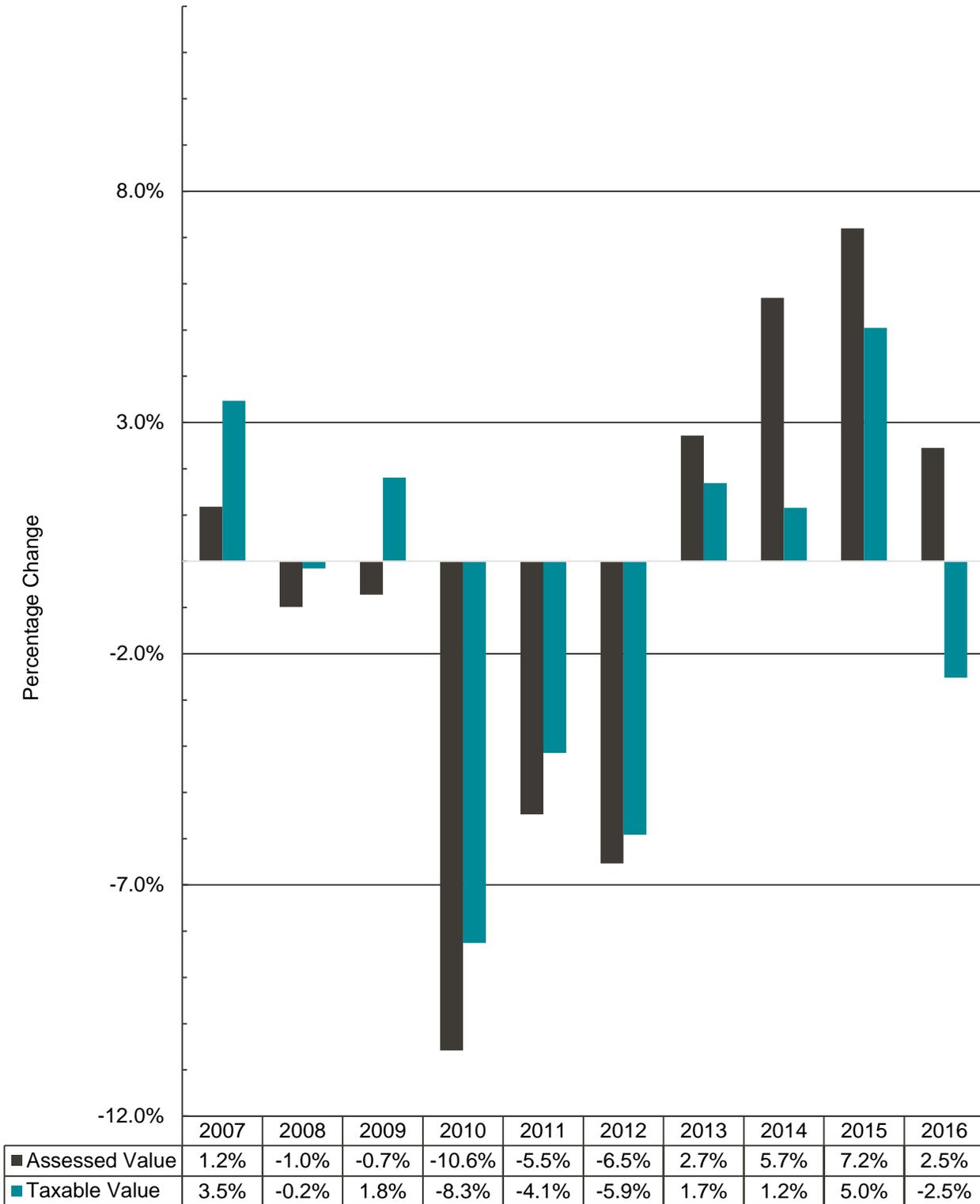
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2016 (fiscal year 2017), P.A. 376 Tool & Die abatements amount to \$4,726,781.

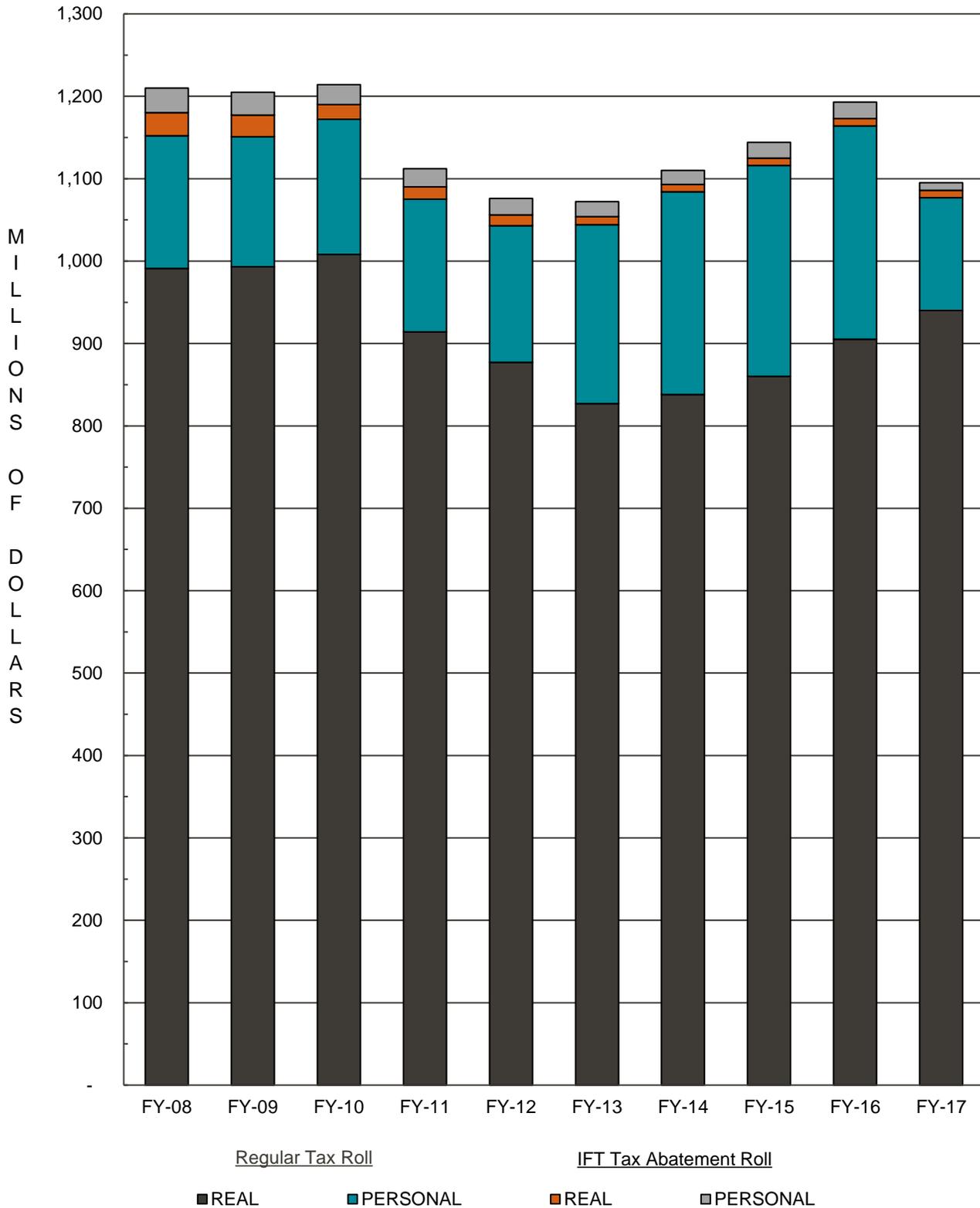
For tax year 2016 (fiscal year 2017), P.A. 376 Michigan Strategic Fund abatements amount to \$53,674,805.

PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2007-2016

(ad-valorem parcels not including LG Ren Zone)

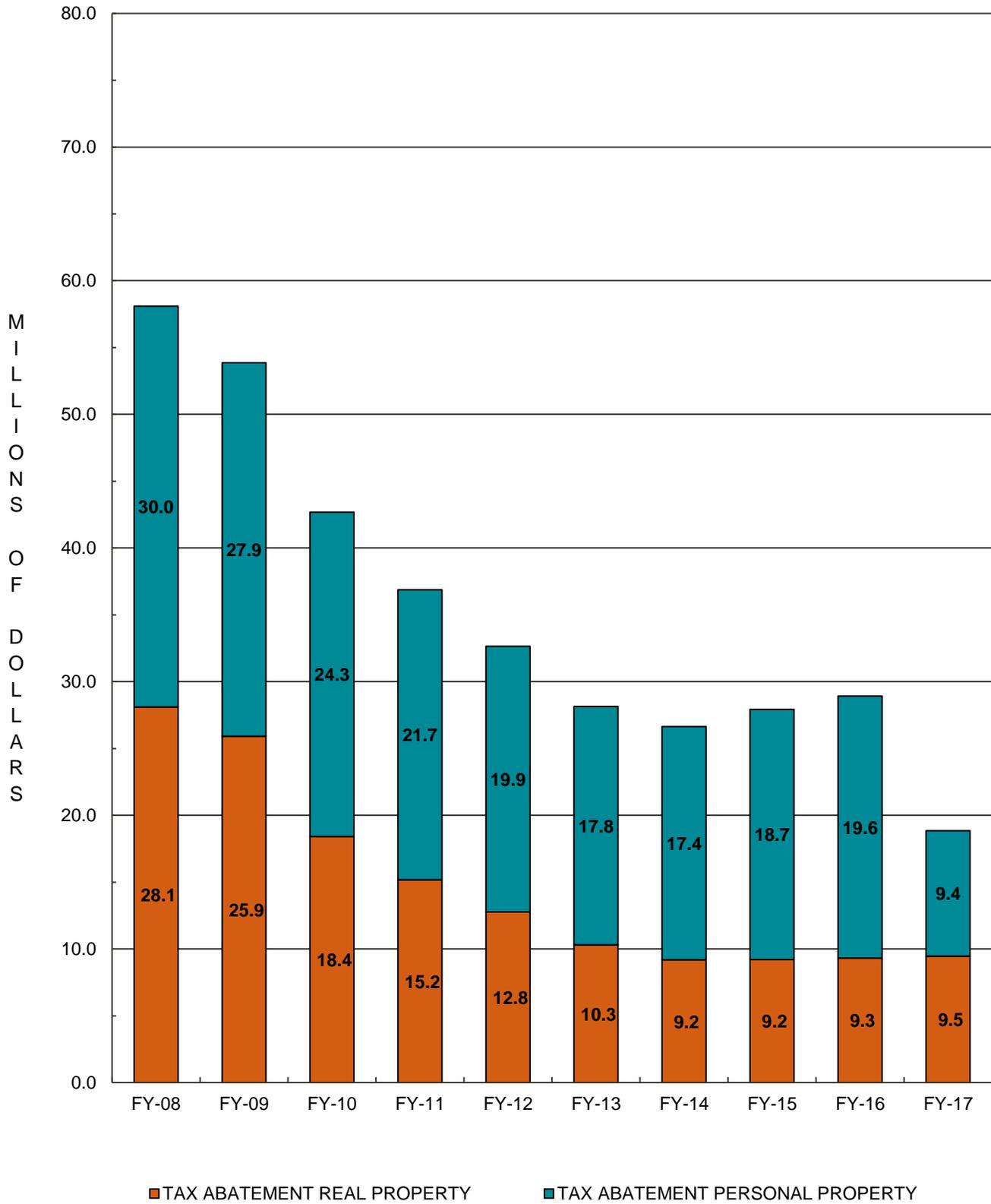


CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



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

CITY OF HOLLAND IFT ABATED PROPERTY ASSESSMENTS



BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2016 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS
EXPRESSED AT EQUIVALENCY**

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	29 E.6th St. (5th St Partners,LLC)		570 E.16th St. (16th St Development)		Crescent Shores (561 Crescent Dr)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
-Capital Levies:								
Property Acquisition	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
Street Improv.	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
Sidewalk Improv.	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
Municipal Cap.Improv.	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
MACATAWA TRANS. AUTH.								
Operating	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
WEST MI AIRPOR AUTH.								
Operating	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	---	-----	Y	104,556
Road Improvements	---	-----	---	-----	---	-----	Y	104,556
Emergency 911	---	-----	---	-----	---	-----	Y	104,556
COUNTY OF OTTAWA								
Operating	Y	2,828,994	Y	2,691,725	Y	1,830,264	---	-----
Parks	Y	2,828,994	Y	2,691,725	Y	1,830,264	---	-----
Emergency 911	Y	2,828,994	Y	2,691,725	Y	1,830,264	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
Special Education	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
Vocational Education	Y	2,828,994	Y	2,691,725	Y	1,830,264	Y	104,556
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	- 0 -	N	- 0 -	Y	1,511,297	Y	19,800
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	- 0 -	N	- 0 -	Y	1,830,264	Y	36,700

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2016 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	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
-Capital Levies:								
Property Acquisition	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
Street Improv.	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
Sidewalk Improv.	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
Municipal Cap.Improv.	Y	7,987,418	Y	191,428	Y	3,241,226	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	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	Y	191,428	---	-----	---	-----
Road Improvements	---	-----	Y	191,428	---	-----	---	-----
Emergency 911	---	-----	Y	191,428	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	7,987,418	---	-----	Y	3,241,226	Y	- 0 -
Parks	Y	7,987,418	---	-----	Y	3,241,226	Y	- 0 -
Emergency 911	Y	7,987,418	---	-----	Y	3,241,226	Y	- 0 -
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
Special Education	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
Vocational Education	Y	7,987,418	Y	191,428	Y	3,241,226	Y	- 0 -
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	6,061,890	N	- 0 -	Y	3,241,226	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	7,987,418	N	- 0 -	Y	3,241,226	N	- 0 -

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2016 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	1,271,276	Y	9,951,463	30,098,350
-Capital Levies:					
Property Acquisition	Y	1,271,276	Y	9,951,463	30,098,350
Street Improv.	Y	1,271,276	Y	9,951,463	30,098,350
Sidewalk Improv.	Y	1,271,276	Y	9,951,463	30,098,350
Municipal Cap.Improv.	Y	1,271,276	Y	9,951,463	30,098,350
-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	1,271,276	Y	9,951,463	30,098,350
<u>WEST MI AIRPOR AUTH.</u>					
Operating	Y	1,271,276	Y	9,951,463	30,098,350
<u>DISTRICT LIBRARY</u>					
Debt Service	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,271,276	Y	9,951,463	30,098,350
<u>COMMUNITY POOL</u>					
Debt	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,271,276	Y	9,951,463	30,098,350
<u>COUNTY OF ALLEGAN</u>					
Operating	---	-----	---	-----	295,984
Road Improvements	---	-----	---	-----	295,984
Emergency 911	---	-----	---	-----	295,984
<u>COUNTY OF OTTAWA</u>					
Operating	Y	1,271,276	Y	9,951,463	29,802,366
Parks	Y	1,271,276	Y	9,951,463	29,802,366
Emergency 911	Y	1,271,276	Y	9,951,463	29,802,366
<u>INTERMEDIATE SCHOOL</u>					
General Education	Y	1,271,276	Y	9,951,463	30,098,350
Special Education	Y	1,271,276	Y	9,951,463	30,098,350
Vocational Education	Y	1,271,276	Y	9,951,463	30,098,350
<u>HOLLAND SCHOOL</u>					
Debt	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,271,276	Y	9,951,463	22,056,952
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>					
State Education Tax	Y	1,271,276	Y	9,951,463	24,318,347

PROPERTY TAX LEVY
PROPOSED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2016-17

	Tax Year 2015	Tax Year 2016	Increase (Decrease)	
	FY 2015-16	FY 2016-17	Amount	Percent
PROPERTY TAX MILLAGE RATES				
City of Holland				
- Operating Levies:				
General	9.5000	8.3494	(1.1506)	- 12.11%
Total Operating	9.5000	8.3494	(1.1506)	- 12.11%
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
Street Improvement Projects	1.4268	1.4268	0.0000	0.00%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.5765 (1)	0.3155 (1)	(0.2610)	- 45.27%
Total Capital	2.0533	1.7923	(0.2610)	- 12.71%
- Debt Service Levies:				
General Obligation Debt	2.2198	3.6290	1.4092	63.48%
- Total City of Holland	13.7731	13.7707	(0.0024)	- 0.02%
Herrick District Library				
- Operating	1.1000	1.1000	0.0000	0.00%
- Debt Service	0.1362 (1)	0.1386 (1)	0.0024	1.76%
- Total Herrick District Library	1.2362	1.2386	0.0024	0.19%
Airport Authority	0.0992	0.0992	0.0000	0.00%
Total Millage Levy Rate	15.1085	15.1085	(0.0000)	- 0.00%

PROPERTY TAX MILLAGE AMOUNTS				
City of Holland				
- Operating Levies:				
General	9,975,857	8,414,048	(1,561,809)	- 15.66%
Total Operating	\$ 9,975,857	\$ 8,414,048	\$ (1,561,809)	- 15.66%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,498,269	1,437,848	(60,421)	- 4.03%
Sidewalk Improvement Projects	52,505	50,387	(2,118)	- 4.03%
Municipal Capital Projects	605,377	317,943	(287,434)	- 47.48%
Total Capital	\$ 2,156,151	\$ 1,806,178	\$ (349,973)	- 16.23%
- Debt Service Levies:				
General Obligation Debt *	2,383,458	3,766,932	1,383,474	58.04%
- Total City of Holland	\$ 14,515,466	\$ 13,987,158	\$ (528,308)	- 3.64%
Herrick District Library				
- Operating	1,155,099	1,108,517	(46,582)	- 4.03%
- Debt Service *	146,242	143,868	(2,374)	- 1.62%
- Total Herrick District Library	\$ 1,301,341	\$ 1,252,385	\$ (48,956)	- 3.76%
Airport Authority	104,169	99,968	(4,201)	- 4.03%
Total Millage Levy Amount	\$ 15,920,976	\$ 15,339,511	\$ (581,465)	- 3.65%

* Brownfield Captures Are Not Excluded From Debt Service Levies

(1) Final Adjusted Millage Rate Per County Equalization

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	<u>Tax Year 2015</u>	<u>Tax Year 2016</u>	<u>Change</u>	
	<u>FY 2015-16</u>	<u>FY 2016-17</u>		
Regular Roll (Includes Frozen NEZ)	\$ 1,162,577,825	\$ 1,077,598,350	\$ (84,979,475)	- 7.31%
- Less Renaissance Zones				
- LS Mold Tool & Die	(636,583)	(187,051)	449,532	
- STM Manufacturing Tool & Die	(702,859)	(426,940)	275,919	
- Buhler Prince	(1,901,596)	(2,099,904)	(198,308)	
- LG Chem/Compact Power	(68,787,456)	(53,674,805)	15,112,651	
- Johnson Controls - Saft APS	(43,020,272)	- 0 -	43,020,272	
Subtotal Renaissance Zones	<u>(115,048,766)</u>	<u>(56,388,700)</u>	<u>58,660,066</u>	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,801,630)	(2,828,994)	(27,364)	
- 665 East 48th Street (Lifesavers)	(125,703)	(104,556)	21,147	
- 570 East 16th Street (GE)	(3,033,625)	(2,691,725)	341,900	
- 573 Columbia Ave (Baker-Lofts)	(7,652,890)	(7,987,428)	(334,538)	
- 99 East 8th Street (Plaza East)	(3,054,972)	(3,421,226)	(366,254)	
- 146 River Ave (Scrap Yard Lofts)	(587,327)	(1,271,276)	(683,949)	
- 7th Street Project (Parking Deck)	(6,133,729)	(9,951,463)	(3,817,734)	
- 1110 Lincoln Ave (Lincolnshire)	(159,284)	(191,428)	(32,144)	
- 561 Crescent Drive (Crescent Shores)	(86,909)	(1,817,240)	(1,730,331)	
Subtotal Brownfields	<u>(23,636,069)</u>	<u>(30,265,336)</u>	<u>(6,629,267)</u>	
- Less Landbank	<u>(26,365)</u>	<u>(26,443)</u>	<u>(79)</u>	
Subtotal Regular Roll	1,023,866,626	990,917,871	\$ (32,948,755)	- 3.22%
Tax Abatement Roll (Expressed at Equivalency)	28,596,913	18,837,870	(9,759,043)	- 34.13%
- Less Renaissance Zones			- 0 -	
- Buhler Prince	(1,672,368)	(1,499,550)	172,818	
- STM Manufacturing Tool & Die	(700,996)	(513,336)	187,660	
Subtotal Renaissance Zones	<u>(2,373,364)</u>	<u>(2,012,886)</u>	<u>360,478</u>	
Subtotal Abatement Roll	26,223,549	16,824,984	\$ (9,398,565)	- 35.84%
Total - All Rolls Adjusted	<u>\$ 1,050,090,175</u>	<u>\$ 1,007,742,855</u>	<u>\$ (42,347,320)</u>	- 4.03%
Valuation to Add Back to Debt Levies	23,636,069	30,265,336	6,629,267	28.05%
Valuation of Brownfields/Renaissance Zones	141,058,199	88,666,922	(52,391,277)	- 37.14%

FY16 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$23,636,069 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total FY16 Taxable Valuation used for Debt Service computation is \$1,074,015,264.

FY17 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$30,265,336 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total FY17 Taxable Valuation used for Debt Service computation is \$1,038,008,191.

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2016-17

Taxing Jurisdiction	2016 Taxable Value		2016-17 Millage		Projected
	Within		Rates	Amounts	1% Administration Fee
	City of Holland				
City of Holland	\$ 1,038,808,189		13.7707	\$ 14,305,116	\$ 143,051
- Unfrozen NEZ Property	2,688,811		12.7270	34,221	342
Special Assessments/Operating Assessments				700,000	7,000
Downtown Development Authority	125,248,189		1.6034	200,823	2,008
Herrick District Library	1,041,497,000		1.2386	1,289,998	12,900
West Michigan Airport Authority	1,041,497,000		0.0992	103,317	1,033
State of Michigan	948,905,550		6.0000	5,693,433	56,934
- Commercial Personal Property	38,309,750		6.0000	229,859	2,299
- Industrial Personal Property	54,281,700		- 0 -	- 0 -	0
Holland Public School District:					
- Principal Residence Exempt Properties (a)	476,997,544		7.3622	3,511,751	35,118
- Non-Principal Residence Properties	382,854,609		25.3622	9,710,035	97,100
- Commercial Personal Property	33,555,150		13.3622	448,371	4,484
- Industrial Personal Property	34,894,650		7.3622	256,901	2,569
- Renaissance Zones - Debt Only	5,099,003		6.6200	33,755	338
Hamilton Community School District:					
- Principal Residence Exempt Properties (a)	19,848,203		4.5000	89,317	893
- Non-Principal Residence Properties	69,196,594		22.5000	1,556,923	15,569
- Commercial Personal Property	4,754,600		10.5000	49,923	499
- Industrial Personal Property	19,387,050		4.5000	87,242	872
- Renaissance Zones - Debt Only	55,876,621		4.5000	251,445	2,514
Zeeland Public School District:					
- Principal Residence Exempt Properties (a)	- 0 -		8.3500	- 0 -	- 0 -
- Non-Principal Residence Properties	8,600		26.3500	227	2
Ottawa Intermediate School District	1,041,497,000		5.5234	5,752,605	57,526
Holland Area Community Pool Authority	928,301,953		1.6675	1,547,944	15,479
MAX Authority	1,041,497,000		0.3989	415,453	4,155
County of Allegan	331,811,021		6.0937	2,021,957	20,220
County of Ottawa	639,985,141		4.8565	3,108,088	31,081
- Unfrozen NEZ Property	2,688,811		4.4065	11,848	118
Total				\$ 51,398,702	\$ 513,987

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 2016. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

Valuations are adjusted downward by the LG Chem Renaissance Zone - school debt shown separately.

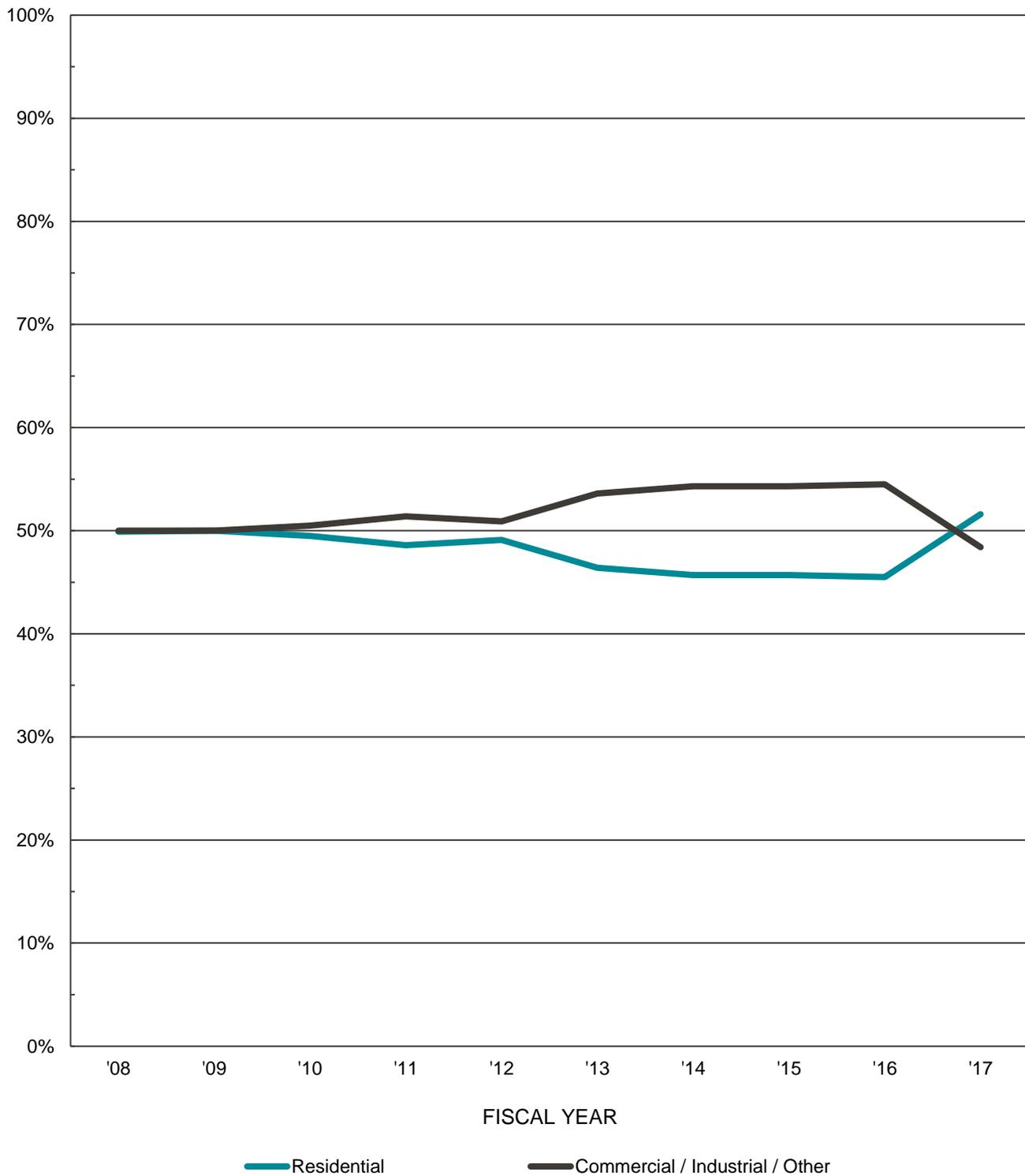
DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2015-16 AND FISCAL YEAR 2016-17

	<u>Tax Year 2015</u> <u>FY 2015-16</u>	<u>Tax Year 2016</u> <u>FY 2016-17</u>	<u>Increase (Decrease)</u>	
			<u>Amount</u>	<u>Percent</u>
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 107,379,167	\$ 113,528,341	\$ 6,149,174	5.73%
- Personal Property	9,862,200	9,921,900	59,700	0.61%
- Total	<u>\$ 117,241,367</u>	<u>\$ 123,450,241</u>	<u>\$ 6,208,874</u>	5.30%
Tax Abatement Roll				
- Real Property (includes NEZ)	\$ 151,075	\$ 912,948	\$ 761,873	504.30%
- Personal Property	2,350,200	1,770,000	(580,200)	-24.69%
- Total:	<u>\$ 2,501,275</u>	<u>\$ 2,682,948</u>	<u>\$ 181,673</u>	7.26%
- Total (Taxing Equivalency):	<u>\$ 1,326,175</u>	<u>\$ 1,797,948</u>	<u>471,773</u>	35.57%
Total Assessment Rolls	<u>\$ 118,567,542</u>	<u>\$ 125,248,189</u>	<u>\$ 6,680,647</u>	5.63%
<u>PROPERTY TAX MILLAGE RATE LEVY</u>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.6034	1.6034	- 0 -	0.00%
<u>PROPERTY TAX MILLAGE AMOUNT LEVY</u>				
<u>Operating Levy</u>				
- For Operations & Maintenance	<u>\$ 190,111</u>	<u>\$ 200,823</u>	<u>\$ 10,712</u>	5.63%

MULTI-YEAR COMPARATIVE OVERVIEW
PROPERTY CLASSIFICATIONS EXPRESSED AS A PERCENTAGE
OF ANNUAL PROPERTY VALUATION OF TOTAL CITY
(Includes Real & Personal Properties of Regular Tax Roll,
plus Tax Abatement Properties at Taxable Equivalency Values)

	<u>TY2007</u> <u>FY-08</u>	<u>TY2008</u> <u>FY-09</u>	<u>TY2009</u> <u>FY-10</u>	<u>TY2010</u> <u>FY-11</u>	<u>TY2011</u> <u>FY-12</u>	<u>TY2012</u> <u>FY-13</u>	<u>TY2013</u> <u>FY-14</u>	<u>TY2014</u> <u>FY-15</u>	<u>TY2015</u> <u>FY-16</u>	<u>TY2016</u> <u>FY-17</u>
Agricultural	0.2%	0.2%	0.2%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%
Commercial	23.7%	24.7%	24.7%	26.0%	25.3%	24.0%	23.0%	22.0%	23.4%	27.0%
Industrial	25.7%	24.7%	25.2%	24.7%	24.8%	28.6%	30.5%	31.5%	30.3%	20.5%
Residential	50.0%	50.0%	49.5%	48.6%	49.1%	46.4%	45.7%	45.7%	45.5%	51.6%
Utility	0.4%	0.4%	0.4%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%
Developmental	<u>0.0%</u>	<u>0.0%</u>	<u>0.0%</u>	<u>0.1%</u>	<u>0.1%</u>	<u>0.2%</u>	<u>0.1%</u>	<u>0.1%</u>	<u>0.1%</u>	<u>0.1%</u>
Total	<u>100.0%</u>									

CITY OF HOLLAND PROPERTY CLASSIFICATION



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

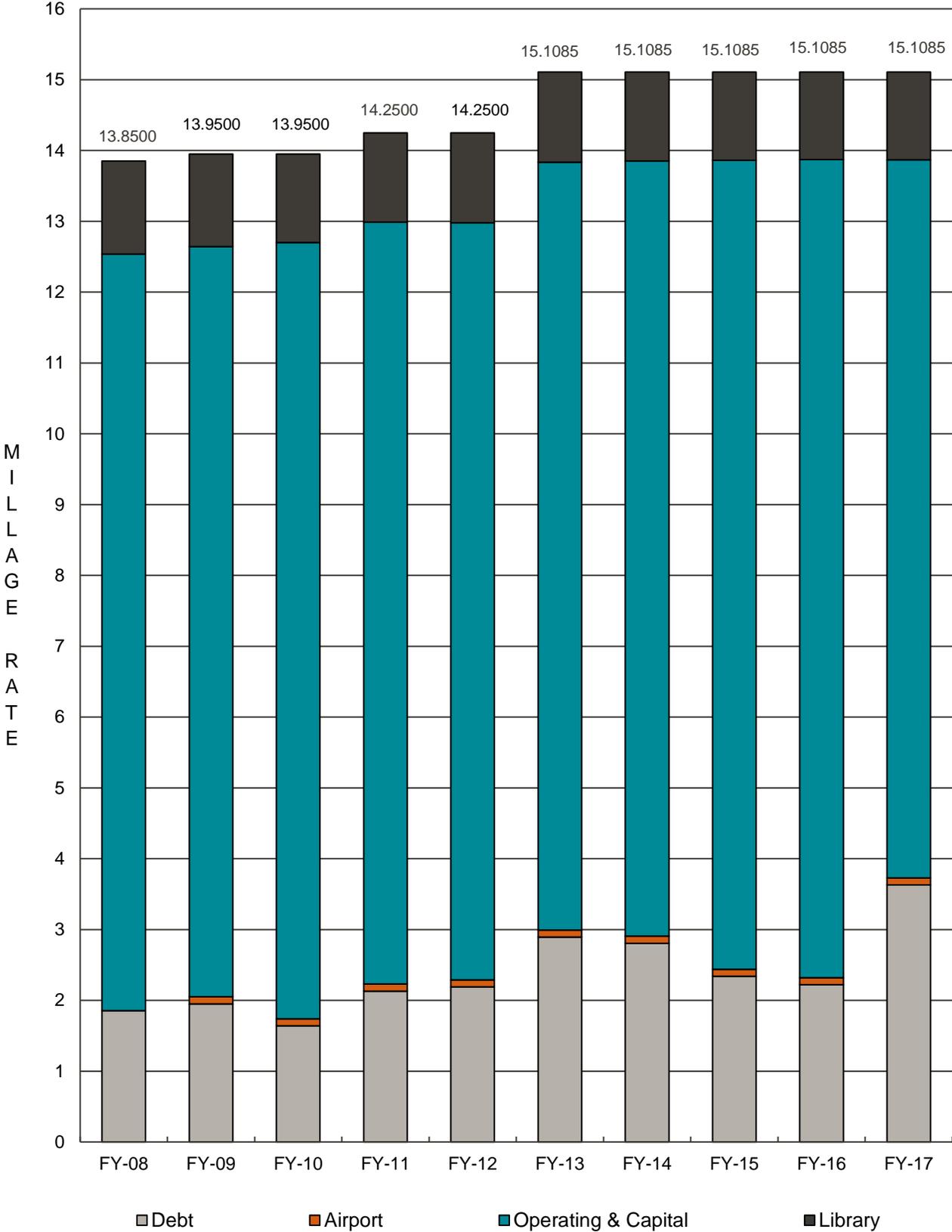
**MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES**

Fiscal Year	Millage Rate Levies										% Change
	LTGO		Capital Projects				MAX	West Michigan	Herrick	Total	Increase (Decr.) In Total Rate
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Airport Authority	District Library		
1998	1.1216	8.9900	0.2500	0.2500	0.0000	1.1078	0.2750	0.0000	1.4886 *	13.4831	0.00%
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%
2016	2.2198	9.5000	0.0000	1.4268	0.0500	0.5765	0.0000	0.0992	1.2362	15.1085	0.00%
2017	3.6290	8.3494	0.0000	1.4268	0.0500	0.3155	0.0000	0.0992	1.2386	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



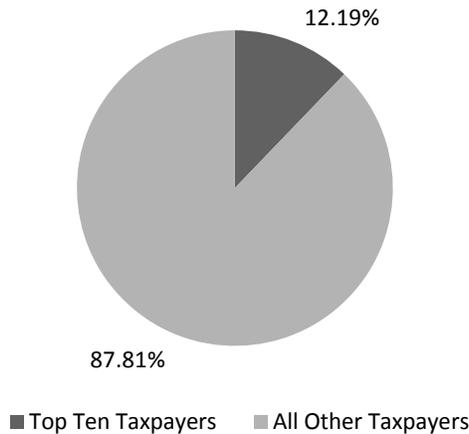
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2016 (FY 2017)
CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 33,148,364	3.29%
2. Haworth Inc	Office Furniture Manufacturing	\$ 17,572,987	1.74%
3. Lumir LLC	Real Estate Holdings	\$ 14,488,159	1.44%
4. Johnson Controls Interiors	Automotive Parts Manufacturing	\$ 13,483,433	1.34%
5. YenFang Global	Automotive Parts Manufacturing	\$ 11,583,100	1.15%
6. Challenge Mfg Co	Automotive Parts Manufacturing	\$ 7,949,418	0.79%
7. Kraft Heinz Food Co	Misc Food Manufacturing	\$ 6,598,029	0.65%
8. Semco Energy	Utility	\$ 6,522,600	0.65%
9. JCIM US LLC	Automotive Parts Manufacturing	\$ 5,815,129	0.58%
10. Hotel Holdings Holland DTW LLC	Hotel	\$ 5,687,346	0.56%
Totals		<u>\$ 122,848,565</u>	<u>12.19%</u>

2016 Total Taxable Value is \$1,032,648,686 which includes IFT's at equivalency valuation.
The abatements are taxed at approximately one-half the tax rate.
Taxable valuations of Renaissance Zones are excluded.

Concentration of Taxpayers



FUND SUMMARIES

- > 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)

-incl. Budget Stabilization

Special Revenue Funds (Modified Accrual)

- MVH Major Street Fund
- MVH Local Street Fund
- Allegan Co. Road Tax Fund
- Ottawa 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
- Energy Performance 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 Insurance Fund
- Income Protection Insurance Fund
- Health/Dental Insurance Fund
- Vehicle Insurance Fund
- Property Insurance Fund
- Liability Insurance 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.

DEPARTMENT / FUND RELATIONSHIP

Department	Governmental			Proprietary		
	General Fund	Capital Projects	Other Govt.	Utility Funds	Other Enterprise	Internal Service
City Council	x					
City Manager	x		x			
Elections	x					
Finance	x					x
Assessor	x					
Clerk	x					
Human Resources	x				x	x
Treasurer	x					
City Hall & Grounds	x					
Cemetery	x					
Volunteer Services	x					
Planning & Zoning	x					
Public Safety - Police	x		x		x	
Public Safety - Fire	x					x
Environmental Health	x					
Construction Inspections	x				x	
Streets Division	x		x		x	
Engineering Management	x	x	x			
Housing & Neighborhoods	x					
Human Relations	x					
International Relations	x					
Youth Services	x					
Recreation	x					
Parks	x				x	
DeGraaf Nature Center	x					
8th St Market	x					
Civic Center	x					
Downtown Holland			x			
Solid Waste & Recycling					x	
Windmill Island					x	
Water				x		
Electric				x		
Wastewater				x		
Technology Services			x			x
Vehicle & Equipment Mntc						x

The table shows which funds each Department is a part of.

FUND TYPE: GENERAL FUND

GENERAL FUND

The General Fund is a governmental fund, and represents the basic and primary operating fund of general government operations. This fund records financial resources used for day-to-day general government service activities, such as City Administration, Public Safety, Community & Neighborhood Services, Leisure & Cultural Services, Cemeteries, etc. Certain activities, programs and projects are financed and recorded in other funds, in accordance with legal restrictions and by *Governmental Accounting Standards Board (GASB)* requirements.

The General Fund receives the majority of its financing from four primary sources, to include property taxes, state shared revenues, fees & charges for services and an annual transfer from the City's Electric Utility Fund as authorized by City Charter provisions.

The informal policy is to maintain the fund balance within a 7.5% to 15% range of the ensuing year's adopted budget appropriation for this fund. This is in addition to the balance in the Budget Stabilization Fund.

BUDGET STABILIZATION (RAINY DAY) FUND

Pursuant to Michigan P.A. 30 of 1978, the City Council adopted Ordinance No. 757 that became effective June 25, 1980, authorizing the establishment of a *Budget Stabilization Fund*.

By City Ordinance and State of Michigan statutes, the balance maintained in this fund may be used to meet General Fund deficits, to alleviate the reduction of levels of essential services (if so desired by City Council), or offset costs incurred as the result of natural disasters. In recent years this fund has been used to directly fund prior years' portions of Michigan Tax Tribunal stipulated taxpayer refunds and make transfers to the General Fund to offset state revenue sharing reductions.

Investment income generated in this fund is credited to the General Fund.

As a part of the annual budgeting process, the balance of this fund is examined and, to the extent possible, maintained at ten percent of the General Fund operating appropriations for the ensuing fiscal year. Each year the balance in the Budget Stabilization Fund may be adjusted by way of a transfer from or to the General Fund.

FUND TYPE: PERMANENT FUNDS

Permanent Funds are governmental funds reporting upon legally restricted resources to the extent that only earnings, and not principal, may be used for purposes supporting the government's programs and benefit the citizenry.

CEMETERY PERPETUAL CARE FUND

This fund provides financial accountability for fifty percent of revenues from the sale of cemetery lots (which includes perpetual care service). Revenues accumulate in the fund, with the cash balance being continuously invested. The principal within this fund (represented by accumulated revenues of cemetery lot sales) is designated as non-expendable. Legally appropriated amounts of the expendable fund balance may be transferred to capital projects that are specific to enhancements and/or development of municipal cemetery facilities.

FUND TYPE: SPECIAL REVENUE FUNDS

Special Revenue Funds are governmental funds that account for proceeds of specific revenue sources (other than those for major capital projects), which are legally restricted to expenditures for specified purposes.

MOTOR VEHICLE HIGHWAY MAJOR STREET FUND

The Major Street Fund is established pursuant to State of Michigan P.A. 51 of 1951, as amended. Its purpose is to receive formula distributions from the Michigan Transportation Fund. Funding is also received from the State's Local Road Program (a.k.a., Build Michigan) and State P.A. 48 Metro Act Maintenance Fee payments.

These revenues are required to be expended for maintenance and/or construction of designated *major* streets and bridges. The local government is allowed to transfer a portion of these revenues to the Local Street Fund for use on designated *local* streets & bridges (ref: Michigan Public Act 51 of 1951, as amended).

MOTOR VEHICLE HIGHWAY LOCAL STREET FUND

The Local Street Fund is established pursuant to State of Michigan P.A. 51 of 1951, as amended. Its purpose is to receive formula distributions from the Michigan Transportation Fund. Funding is also received from the State's Local Road Program (a.k.a., Build Michigan).

Revenues are required to be expended for maintenance and/or construction of designated *local* streets and bridges. All outlays for construction of *local streets* must be matched dollar-for-dollar with locally derived sources (ref: Michigan Public Act 51 of 1951, as amended).

ALLEGAN & OTTAWA COUNTY ROAD TAX FUND

The purpose of these funds is to receive a portion of a county-wide, voted property tax millage; distribution is based on the taxable value of the City located in the County, compared to the taxable value of the entire County. Outlays from this fund are used for street, bridges, and right-of-way projects located within the corresponding county.

STREET IMPROVEMENTS RESERVE FUND

Primary funding is attained from a property tax levy. Funding can also be provided in the form of bond proceeds when debt is issued for a street construction project. Outlays are in the form of interfund transfers to designated capital projects for streets, bridges, and right-of-ways.

PUBLIC SYSTEM FUND

The downtown area includes several municipally-owned public parking lots and one two-story parking structure. Various privately-owned parking lots, some of which are leased to the City of Holland for use as public parking facilities, are also available downtown.

The primary revenue source is an annual operating assessment levied against property owners within a designated downtown district that receive direct or indirect benefit from the parking lots. Expenditures include routine maintenance and upkeep of public parking lots and a parking deck, lease payments on privately-owned lots and minor capital projects.

DOWNTOWN SNOWMELT FUND

Revenues are received from an annual operating special assessment levied against property owners within a designated downtown district that benefits from the snowmelt system. Public space assessments for the City Police and Ottawa County Court Complex parking lot and parking deck, the 8th Street Market Area and the 7th Street Parking Deck are also received. Additionally, transfers-in are received from the Motor Vehicle Highway Major Streets Fund and the Downtown Parking System Fund. Expenditures include operating and maintaining the snowmelt system.

FUND TYPE: SPECIAL REVENUE FUNDS
(continued)

PRINCIPAL SHOPPING DISTRICT FUND

This fund was created for the purpose of promoting the downtown shopping district via a coordinated effort of marketing and special events. Revenues are received from an annual operating assessment levied against property owners within a designated downtown district that benefit from the PSD and from special event fees. Expenditures include advertising & marketing, consultants and special events designed to benefit the downtown.

CATV PUBLIC ACCESS TV FUND

In accordance with terms of a licensing agreement with the cable television firms, Comcast, Inc. and AT&T, Inc. and Michigan Public Act 480 of 2006 entitled the *Uniform Video Services Local Franchise Act*, the City of Holland receives an annual franchise fee equal to five percent of gross subscriber revenues. Expenditures include operating costs associated with providing local cable television programming services and enhancements to communications technology to meet the informational needs of the City.

DISTRICT LIBRARY TAXATION FUND

Herrick Public Library (municipally-owned by City of Holland) became *Herrick District Library* (a separate area-wide library entity) in 1997. Rather than the library entity imposing its own tax levy, the intergovernmental contractual arrangement provides that the City and the three adjacent townships that make up the library district levy an identical tax millage rate and each taxing unit will pay the collected taxes to the library district.

POLICE CRIMINAL JUSTICE TRAINING FUND

State of Michigan Act 302 of 1982 requires district courts to impose an added assessment on civil infractions under the Michigan Vehicle Code, with a few exceptions. The assessments are in addition to the fines and court costs ordered to be paid, and are forwarded to the State of Michigan. The State distributes 60% of assessments to local governments based upon the number of full-time police officers currently employed. The funding is required to supplement training appropriations in the Public Safety Police Division. The funding is not in the form of a grant.

REVOLVING CASH ASSISTANCE FUND

This fund provides upfront working capital assistance for construction projects for which special assessment bonds are issued. This fund receives significant reimbursement revenue from long term special assessment installment payments.

SPECIFIED DONATIONS FUND

This fund accounts for contributions from donors that stipulate how the money is to be used. It provides financial accountability for receipt of donations and disbursements made in accordance with the intended purpose.

DANGEROUS STRUCTURES FUND

Various sections and sub-sections within Chapters 6, 14, 15 and 19 of the City Ordinance Code establish local government authority for actions to be taken regarding housing and business properties that are considered to be 'dangerous structures'. Legal actions the city government may impose include the right to secure, fix or demolish such properties if the property owner of record does not take appropriate action in a timely manner. In such instances, the City submits an invoice to the property owner for reimbursement of costs incurred.

This fund provides accountability of costs associated with housing and business properties considered "dangerous structures" and property owners are invoiced for costs incurred.

FUND TYPE: DEBT SERVICE FUNDS

Debt Service Funds are governmental funds that account for financial resources accumulated to provide payment of principal, interest, and fees on general obligation, limited tax general obligation, building authority, and special assessment long-term debt.

GENERAL OBLIGATION AND BUILDING AUTHORITY DEBT FUND

The fund accounts for revenues from property taxes, internal fund transfers-in, and investment used for payment of principal and interest of the general obligations bonds sold.

SPECIAL ASSESSMENT DEBT FUND

This fund accounts for revenue paid by property owners in designated districts that are used to pay the principal and interest on special assessment debt.

ENERGY PERFORMANCE DEBT FUND

This fund accounts for revenue from property taxes and is used to pay the installment payments due on the loan.

FUND TYPE: CAPITAL PROJECTS FUNDS

Capital Project Funds are governmental funds that account for financial resources designated for the acquisition or construction of major capital facilities (other than those projects that are financed by proprietary funds).

CAPITAL PROJECT FUNDS

Capital Project Funds are established for new construction or major improvements to municipal facilities, equipment and infrastructure. Projects are frequently multi-year with reserves established to assure project financing requirements are met.

Financing for capital projects is derived from various sources, to include property taxes and special assessments, grants from other government and non-government agencies, inter-fund transfers and contributions from the private sector. Larger projects frequently will require financing through the issuance of long-term debt instruments, such as bond issues, allowable borrowing arrangements with financial institutions, and land contracts.

FUND TYPE: ENTERPRISE FUNDS

Enterprise Funds are proprietary funds that account for operations (a) financed and operated in a manner similar to private-sector business entities - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed primarily through user charges; or, (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

SOLID WASTE FUND

This fund accounts for the revenue and expenses associated with a mandatory refuse and recycling pickup program for all single family residences, as well as multi-family residential units.

WINDMILL ISLAND FUND

This fund accounts for the revenue and expenses associated with operating a public attraction, referred to as Windmill Island, that features an imported authentic operating windmill from the Netherlands. The revenue base consists of admission fees, concession fees, and other miscellaneous revenues; along with an annual General Fund transfer to subsidize operating deficits, if needed.

DEPOT OPERATIONS FUND

The City of Holland owns and leases out a renovated railroad depot located on the main street of the downtown area. Per agreement, the MAX Transportation Authority operates and maintains the building and grounds and also receives related rental income from the other tenants

AIRPORT FACILITIES AND MANAGEMENT FUND

On January 18, 2007 the City of Holland adopted a resolution to form the West Michigan Airport Authority along with Holland Charter Township, Park Township and the City of Zeeland. The tax levy up to 0.1 mill was approved by voters in all jurisdictions, except Holland Charter Township, in May 2008. Rather than the airport entity imposing its own tax levy, the intergovernmental contractual arrangement provides that the City and two adjacent jurisdictions (composing the airport authority) each levy an identical tax millage rate for the airport, and each taxing unit will pay the collected taxes to the Authority. The City's portion of this tax levy is accounted for by this fund.

Capital assets formerly acquired by the City of Holland, prior to the formation of the Authority, remain under the City's ownership and continue to be accounted for in this City fund. These City owned assets are leased to the Authority for their use, operation and maintenance. The Authority contracts with the City for managerial staff, fiscal agent services and some minor administrative costs which continue to be accounted for in this fund.

PUBLIC TRANSIT FACILITY AND MANAGEMENT FUND

Effective July 1, 2007 the City of Holland adopted a resolution to form the Macatawa Area Express Transportation Authority, along with Holland Charter Township. The cost of property insurance on the Depot, which the Authority leases, is charged to this fund. They are then invoiced so all cost

EMPLOYEES BENEFIT FUNDS

Various departmental facilities provide a coffee shop / lunch room for staff members and commissions. This fund provides financial accountability. Revenues are from merchandise sales to employees and payroll deductions. Expenses include the purchase of lunch room inventory items and miscellaneous costs associated with special events, such as decorated cakes, flowers, cards, and gifts.

FUND TYPE: ENTERPRISE FUNDS

(continued)

ELECTRIC UTILITY FUND

Mandated by chapter 12 of the City Charter, the Electric Utility Fund provides financial accountability for a municipally-owned electric generating facility and distribution system that supplies electrical power to residential, commercial, industrial, and other users. Fiber Optics (broadband) is also supplied to a limited customer base. The City has entered into agreements with several of the surrounding governmental jurisdictions to supply electrical power to various residential, commercial, and industrial areas outside of the City.

WASTEWATER UTILITY FUND

The Wastewater Utility Fund provides financial accountability for a municipally-owned sewage treatment facility and collection system that services residential, commercial, industrial, and other users within the City of Holland.

In 1979, a joint agreement was established between the City of Holland and surrounding townships to expand the sewage treatment plant, and provide sewage collection services to an expanded area. In 1994 and 1995 these same governing units took action to construct another large expansion of the treatment plant capacity to service the ever-increasing volumes of sewage treatment requirements.

WATER UTILITY FUND

Mandated by chapter 12 of the Holland City Charter, the Water Utility Fund provides financial accountability for a municipally-owned water treatment facility and distribution system that supplies water too residential, commercial, industrial and other users within the City of Holland. The City of Holland has entered into joint agreements with several of the surrounding governmental jurisdictions for the sale and distribution of water to various areas outside of the City.

FUND TYPE: INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of services provided by one department or activity to other departments or activities of the City, and/or to other governmental units on a cost-reimbursement basis. These types of funds are established, managed, and operated as a proprietary type operation, providing financial accountability for revenues, expenses, and balance sheet items.

TECHNOLOGY SERVICES FUND

The Technology Services Dept provides computer-processing capabilities to all departments; and to a small extent, to other local area governmental units. To recover the cost of operations, user fees are charged to departments for computer usage plus a surcharge for the purpose of accumulating reserves for future purchases.

POSTAGE SERVICES FUND

This fund accounts for the fees charged to departments for postage used and the cost of postage meter.

COMMUNICATION SERVICES FUND

This fund accounts for the cost of communication using the telephone system. Also captured are operating costs across all departments for usage of cellular phones, pager units, broadband fiber as well as modems for computers and credit card validation machines. Departments are charged user fees to recover costs plus a surcharge for the purpose of accumulating a reserve for future purchases.

FUEL DISPENSING FUND

The *City of Holland* and *Holland Public School District* share the operating, maintenance, and capital costs for underground storage tanks and automated fuel dispensing systems. This fund accounts for the purchase of fuel used by their vehicles and equipment. User fees are charged to cover costs.

CENTRALIZED VEHICLE/EQUIPMENT FUND

This fund accounts for the costs associated with maintaining the City's vehicles and equipment. Departments using the vehicles and equipment on a daily basis pay an annual lease. Certain vehicles are available for use as needed; department users are charged a per mile fee to recover costs.

FIRE VEHICLES & EQUIPMENT FUND

This fund accounts for cash reserves to be used for purchase of additional or replacement emergency vehicles, and for major renovations to emergency vehicles. Primary financing for this fund is an annual operating transfer from the General Fund.

COMPENSATED ABSENCES FUND

This fund is used to account for the liabilities related to accumulated vacation, paid time off, unused sick pay, time off in lieu of holiday (fire union), comp time and related mandatory fringes across the General Fund and Special Revenue Funds. Revenues and expenses relate to the annual adjustment of these liabilities.

FUND TYPE: INTERNAL SERVICE FUNDS

(continued)

WORKERS COMPENSATION FUND

This fund accounts for the premiums paid by departments, according to the wages paid employees and the rates provided by Accident Fund. Expenses of the fund include commercial insurance premiums on the current policy. A small number of medical claims are also charged to this fund (retroactive to a time when the City's workers' compensation coverage was partially self-insured). However, all such claims have reached the stop-loss limits of self-insured coverage so reimbursement from the commercial insurance carrier is received.

EMPLOYEE DISABILITY INCOME PROTECTION FUND

The City of Holland provides a short-term disability income protection coverage through a fully self-funded plan, with the City acting as the administrator. Revenues to this fund are generated from a combination of internally-developed premium charges (short-term) and commercial carrier rates (long-term) to various departments and funds. Expenses include disability income claims, as well as commercial insurance premiums for long-term income protection.

EMPLOYEE & RETIREE HEALTH / DENTAL FUND

Medical/dental insurance is provided for full-time employees and dependents, as well as for retirees, through a partially self-funded plan. Revenues to this fund are generated primarily from internal premium charges to departments and funds, employees and retirees. Expenses include payments for claims, administrative claim-handling fees and commercial insurance premiums for stop-loss coverages.

VEHICLE INSURANCE FUND

The City of Holland partially self-insures for the cost of repairs or replacement to its damaged vehicles, other than fire emergency vehicles. Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for self-retention vehicle damage claims, as well as commercial insurance premiums for stop-loss coverage.

PROPERTY INSURANCE FUND

The City of Holland partially self-insures coverage for the cost of repairs or replacement to its damaged property (other than vehicles). Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for self-retention property damage claims, as well as commercial insurance premiums for stop-loss coverage.

GENERAL & PROFESSIONAL LIABILITY FUND

The City of Holland partially self-insures coverage for the cost of General Liability claims against the City. Revenues to this fund are generated primarily from internally-developed premium charges to various departments and funds. Expenses are primarily for payment of liability claims of the general public related to injuries and/or damaged property resulting from administrative errors & omissions, faulty design, negligence, carelessness, etc. Expenses also include commercial insurance premiums for stop-loss coverage.

FUND TYPE: COMPONENT UNIT FUNDS

A component unit is a legally separate entity that satisfies at least one of the following criteria:

- The primary government (City of Holland) is financially accountable for the legally separate entity.
 - The nature and significance of the relationship between the primary government and the legally separate entity is such that to exclude the entity from the financial reporting entity would render the financial statements misleading or incomplete.
-

BROWNFIELD REDEVELOPMENT AUTHORITY FUNDS

The Brownfield Redevelopment Authority Financing Act, State of Michigan P.A. 381 of 1996, as amended, establishes a method for municipalities to facilitate and promote revitalization of environmentally contaminated and/or blighted and functionally obsolete sites. A separate fund is established for each approved project site, to record revenues from Tax Increment Financing 'captured property taxes'; and to record reimbursement payments to project developers for authorized redevelopment expenditure outlays.

DOWNTOWN DEVELOPMENT AUTHORITY FUND

The Downtown Development Authority (DDA) Fund was established in May 1984 with adoption of City Ordinance Number 757, under authority granted by State of Michigan, Public Act 197 of 1975, as amended. The Main Street Program, is the mechanism used for administering operations and programs, under direction of a board of directors.

At the current time funding is accomplished with a district wide tax levy. Expenses are related to programs for low interest loans to improve both exteriors and interiors of downtown buildings; recruitment of new businesses; improved ambiance for shoppers such as assistance with window displays, a sidewalk hanging banners program, improved shopping atmosphere through new and expanded decorations and music, underground electrical expansion programs; and presentations to area groups and news media promoting the downtown area.

HOLLAND HISTORICAL TRUST FUND

Holland Historical Trust is a Michigan non-profit corporation with its own board of directors that is not appointed by the Holland City Council. Primary revenue sources include an annual contribution from the City of Holland - General Fund and bequests from the private sector. The portion of this fund that represents accumulated bequests – with limitations placed upon use of the contributed principal – is established as non-expendable. This fund provides financial accountability for the administration, operations and general maintenance of four local area historical buildings: Holland Museum, Holland Armory (currently offices), Cappon House and the Settlers House. The buildings, with the exception of the Armory, are owned by the City of Holland.



FY2017 ADOPTED APPROPRIATIONS

FUNDS BY TYPE

Including Basis of Budgeting & Accounting

GENERAL OPERATING (Modified Accrual)		ENTERPRISE (Full Accrual)	
General Fund		Solid Waste Recycling	1,526,097
-Including Budget Stabilization	21,253,654	Windmill Island Gardens	1,903,905
		Employees Benefit	8,350
		Municipal Airport Facilities & Mgmt	133,101
		Public Transit Facilities & Mgmt	275
		Electric Utility	125,343,349
		Water Utility	10,066,905
		Wastewater Utility	12,663,512
			151,645,494
PERMANENT (Modified Accrual)		INTERNAL SERVICE FUNDS (Full Accrual)	
Cemetery Perpetual Care	31,000	Technology Services	829,911
		Fuel Dispensing	779,960
		Postage Services	20,800
		Communications Services	121,800
		Centralized Vehicle/Equip	2,680,446
		Compensated Absences	35,000
		Risk Management	6,424,150
			10,892,067
SPECIAL REVENUE (Modified Accrual)		COMPONENT UNITS (Modified Accrual)	
Street Funds	7,298,813	Downtown Development Auth.	283,835
Downtown Funds	793,026	Brownfield Redevel. Auth.	1,244,602
CATV-Public Access TV	457,307	Holland Historical Trust	659,986
Herrick District Library Taxation	1,253,100		2,188,423
C/J Police Training	9,600		
Specified Donations	145,000		
Dangerous Structures	12,800		
	9,969,646		
DEBT SERVICE (Modified Accrual)			
General Obligation LTGO	5,946,694		
Building Authority	2,185,432		
Special Assessment	12,530		
Energy Performance	353,201		
	8,497,857		
CAPITAL PROJECTS (Modified Accrual)			
Municipal Improvements	16,425,400		
Street, Bridge, Signalization	4,536,594		
Sidewalk Improvements	71,000		
	21,032,994		

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.



GOVERNMENTAL TYPE FUNDS

SUMMARY OF REVENUES

Fund	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
GENERAL FUND	20,649,890	20,935,050	46,676,382	21,212,062
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Streets	2,420,548	2,498,981	2,715,083	2,866,600
MVH Local Streets	1,376,938	1,263,983	1,363,728	1,468,980
Allegan County Road Tax	430,290	452,801	454,000	454,000
Ottawa County Road Tax	-	-	330,500	331,000
Street Improvements Reserve	1,103,862	1,556,517	5,393,793	2,346,892
Downtown Parking System	211,119	213,511	215,160	246,650
Downtown Snowmelt O&M	160,321	234,684	216,573	323,824
Principal Shopping District	327,338	300,261	264,664	341,000
CATV - Public Access TV	447,872	491,097	499,500	497,500
Herrick Dist. Library Taxation	1,247,366	1,251,454	1,305,974	1,253,100
Criminal Justice - Police Training	10,531	10,834	9,800	10,000
Revolving Cash Assistance	213,356	156,177	199,472	124,448
Specified Donations	1,041,921	508,524	25,000	70,000
Dangerous Structures	1,707	4,260	68,300	12,800
<u>DEBT SERVICE FUNDS</u>				
General Obligation	4,049,559	2,654,679	2,703,951	5,961,879
Building Authority	3,542,153	2,137,281	2,165,922	2,185,532
Special Assessments	165,913	55,866	39,621	9,559
Energy Performance	-	-	-	353,201
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	40,917	37,285	42,600	42,600
TOTAL	37,441,601	34,763,245	64,690,023	40,111,627
Less Interfund Transfers	(6,912,540)	(6,149,310)	(9,874,875)	(6,949,465)
NET REVENUES	30,529,061	28,613,935	54,815,148	33,162,162



GOVERNMENTAL TYPE FUNDS

SUMMARY OF EXPENDITURES

Fund	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
GENERAL FUND	20,909,592	20,652,881	47,278,090	21,253,654
<u>SPECIAL REVENUE FUNDS</u>				
MVH Major Streets	2,412,416	2,727,954	5,200,571	2,879,089
MVH Local Streets	1,376,938	1,263,983	1,363,728	1,468,980
Allegan County Road Tax	165,002	504,609	867,074	375,000
Ottawa County Road Tax	-	-	330,000	330,000
Street Improvements Reserve	779,577	2,270,544	6,180,939	2,245,744
Downtown Parking System	193,975	166,308	300,113	236,489
Downtown Snowmelt O&M	238,716	260,905	213,191	242,674
Principal Shopping District	340,776	374,204	365,273	313,863
CATV - Public Access TV	401,103	422,513	554,746	457,307
Herrick Dist. Library Taxation	1,247,634	1,251,468	1,300,471	1,253,100
Criminal Justice - Police Training	10,575	9,475	9,525	9,600
Revolving Cash Assistance	-	-	-	-
Specified Donations	746,578	469,245	415,000	145,000
Dangerous Structures	1,707	4,260	68,300	12,800
<u>DEBT SERVICE FUNDS</u>				
General Obligation	4,002,930	2,649,428	2,647,034	5,946,694
Building Authority	3,541,995	2,137,120	2,165,832	2,185,432
Special Assessments	265,473	36,233	37,143	12,530
Energy Performance	-	-	-	353,201
<u>PERMANENT FUNDS</u>				
Cemetery Perpetual Care	21,072	11,485	11,000	31,000
TOTAL	36,656,059	35,212,615	69,308,030	39,752,157
Less Interfund Transfers	(4,606,215)	(5,330,394)	(13,563,120)	(5,008,799)
NET EXPENDITURES	32,049,844	29,882,221	55,744,910	34,743,358



GOVERNMENTAL TYPE FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2016	Revenue Estimate FY-2017	Expenditure Estimate FY-2017	Change in Fund Balance	Estimated Balance 6/30/2017
GENERAL FUND	4,380,735	21,212,062	21,253,654	(41,592)	4,339,143
<u>SPECIAL REVENUE FUNDS</u>					
MVH Major Streets	13,499	2,866,600	2,879,089	(12,489)	1,010
MVH Local Streets	2,000	1,468,980	1,468,980	-	2,000
Allegan County Road Tax	69,962	454,000	375,000	79,000	148,962
Ottawa County Road Tax	500	331,000	330,000	1,000	1,500
Street Improvements Reserve	10,769	2,346,892	2,245,744	101,148	111,917
Downtown Parking System	165,199	246,650	236,489	10,161	175,360
Downtown Snowmelt O&M	3,420	323,824	242,674	81,150	84,570
Principal Shopping District	16,325	341,000	313,863	27,137	43,462
CATV - Public Access TV	388,433	497,500	457,307	40,193	428,626
Herrick Dist. Library Taxation	5,557	1,253,100	1,253,100	-	5,557
Criminal Justice - Police Training	2,207	10,000	9,600	400	2,607
Revolving Cash Assistance	203,903	124,448	-	124,448	328,351
Specified Donations	117,889	70,000	145,000	(75,000)	42,889
Dangerous Structures	-	12,800	12,800	-	-
<u>DEBT SERVICE FUNDS</u>					
General Obligation	231,478	5,961,879	5,946,694	15,185	246,663
Building Authority	12,996	2,185,532	2,185,432	100	13,096
Special Assessments	39,864	9,559	12,530	(2,971)	36,893
Energy Performance	-	353,201	353,201	-	-
<u>PERMANENT FUNDS</u>					
Cemetery Perpetual Care	1,652,730	42,600	31,000	11,600	1,664,330
TOTAL ESTIMATED EQUITY	7,317,466	40,111,627	39,752,157	359,470	7,676,936



COMPONENT UNIT FUNDS

SUMMARY OF REVENUES, EXPENDITURES & FUND EQUITY ESTIMATES

	Actual FY-14	Actual FY-15	Revised Estimate FY-16	Adopted Budget FY-17
<u>REVENUES</u>				
Downtown Development Authority	186,536	188,861	199,157	197,000
Brownfield Redevel. Authority	853,718	939,911	1,058,324	1,368,706
Holland Historical Trust	597,606	778,933	565,930	670,950
	1,637,860	1,907,705	1,823,411	2,236,656
Removal Of Interfund Transfers	(155,734)	(318,123)	(162,940)	(182,259)
NET REVENUES	1,482,126	1,589,582	1,660,471	2,054,397

<u>EXPENDITURES</u>				
Downtown Development Authority	146,217	175,068	247,485	283,835
Brownfield Redevel. Authority	805,785	89,431	939,748	1,244,602
Holland Historical Trust	787,831	785,768	555,700	659,986
	1,739,833	1,050,267	1,742,933	2,188,423
Removal Of Interfund Transfers	(318,759)	(344,834)	(343,814)	(423,097)
NET EXPENDITURES	1,421,074	705,433	1,399,119	1,765,326

	Estimated Balance 7/1/2016	Revenue Estimate FY-2017	Expenditure Estimate FY-2017	Adjust Non-Cash Assets	Change in Fund Balance	Estimated Balance 6/30/2017
<u>FUND EQUITY</u>						
Downtown Development Authority	137,813	197,000	283,835		(86,835)	50,978
Brownfield Redevel. Authority	255,491	1,368,706	1,244,602		124,104	379,595
Holland Historical Trust	2,190,615	670,950	659,986	(109,285)	(98,321)	2,092,294
FUND EQUITY	2,583,919	2,236,656	2,188,423	(109,285)	(61,052)	2,522,867



PROPRIETARY TYPE FUNDS

SUMMARY OF REVENUES

Fund	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
<u>GENERAL CITY</u>				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,565,059	1,566,624	1,750,600	1,622,300
- Windmill Island Gardens	1,283,653	924,793	728,670	1,909,750
- Railroad Depot Operations	1	1	1	1
- Municipal Airport Facilities	98,858	118,293	220,076	133,123
- Public Transit Facilities & Mgmt	554	339	290	290
- Police Employees Benefit	5,650	5,779	3,160	3,110
- City Hall Employees Benefit	3,431	3,397	3,460	3,750
- Transportation Employees Ben.	1,354	1,325	1,420	1,420
- Park/Cemetery Employees Ben.	4	103	380	355
	<u>2,958,564</u>	<u>2,620,654</u>	<u>2,708,057</u>	<u>3,674,099</u>
<u>Internal Services Funds</u>				
- Technology Services	617,076	610,296	723,830	851,290
- Fuel Dispensing	1,090,682	773,796	505,400	808,100
- Postage Services	16,535	18,688	20,020	21,520
- Communications Services	116,102	128,029	210,283	119,100
- Centralized Vehicle/Equipment	2,463,118	2,344,001	2,335,318	2,267,551
- Fire Emergency Vehicles Pool	91,432	88,476	100,600	101,000
- Compensated Absences	131,865	29,712	20,000	35,000
- Risk Management:				
Workers Comp Insurance	313,498	336,433	351,250	358,600
Employee Disability Ins.	106,776	104,347	109,200	108,600
Health/Dental Insurance	5,375,148	5,157,156	5,210,805	5,692,000
Vehicle Insurance	120,536	124,122	108,805	111,000
Property Insurance	31,593	47,057	26,095	27,300
Liability Insurance	1,290,803	135,218	112,285	114,700
	<u>11,765,164</u>	<u>9,897,331</u>	<u>9,833,891</u>	<u>10,615,761</u>
Removal Of Interfund Transfers	0	(409,373)	(550,901)	(1,527,000)
General City Revenues	14,723,728	12,108,612	11,991,047	12,762,860
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	98,211,707	266,795,320	104,753,141	108,255,365
- Water	8,503,960	8,670,713	9,348,649	9,412,363
- Wastewater	10,306,970	21,967,869	20,825,222	11,157,926
Removal Of Interfund Transfers	0	0	0	0
BPW Utility Revenues	117,022,637	297,433,902	134,927,012	128,825,654
NET REVENUES	131,746,365	309,542,514	146,918,059	141,588,514



PROPRIETARY TYPE FUNDS

SUMMARY OF EXPENSES

Fund	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
GENERAL CITY				
<u>Enterprise Funds</u>				
- Solid Waste & Recycling	1,429,548	1,658,052	1,499,235	1,526,097
- Windmill Island Gardens	1,392,345	775,886	777,987	1,903,905
- Depot Operations	0	0	0	0
- Municipal Airport Facilities	99,003	116,877	128,076	133,101
- Public Transit Facilities & Mgmt	541	328	275	275
- Police Employees Benefit	5,192	5,723	2,800	2,800
- City Hall Employees Benefit	2,750	3,401	3,200	3,700
- Transportation Employees Ben.	892	1,695	1,900	1,700
- Park/Cemetery Employees Ben.	182	0	150	150
	2,930,453	2,561,962	2,413,623	3,571,728
<u>Internal Services Funds</u>				
- Technology Services	642,076	661,743	736,633	829,911
- Fuel Dispensing	1,051,639	843,385	484,860	779,960
- Postage Services	16,623	18,622	19,800	20,800
- Communications Services	113,164	119,323	207,800	121,800
- Centralized Vehicle/Equipment	2,659,309	2,410,403	3,060,908	2,680,446
- Fire Emergency Vehicles Pool	300,331	275,104	0	0
- Compensated Absences	131,865	29,712	20,000	35,000
- Risk Management:				
Workers Comp Insurance	314,456	312,711	374,850	386,000
Employee Disability Ins.	89,068	55,114	108,380	85,000
Health/Dental Insurance	4,615,182	4,950,748	5,843,968	5,688,150
Vehicle Insurance	110,202	121,803	96,455	101,000
Property Insurance	31,012	49,234	25,120	29,000
Liability Insurance	1,303,959	146,050	132,610	135,000
	11,378,886	9,993,952	11,111,384	10,892,067
Removal Of Interfund Transfers	0	(35,200)	0	0
Total General City	14,309,339	12,520,714	13,525,007	14,463,795
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>				
- Electric	109,594,117	79,729,279	211,207,386	125,343,349
- Water	8,203,215	8,110,451	10,614,512	10,066,905
- Wastewater	11,696,478	13,372,505	26,722,041	12,663,512
Removal Of Interfund Transfers	0	(5,344,000)	(5,535,000)	(5,850,000)
Total BPW Utility	129,493,810	95,868,235	243,008,939	142,223,766
NET EXPENSES	143,803,149	108,388,949	256,533,946	156,687,561

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



PROPRIETARY TYPE FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2016	Revenue Estimate FY-2017	Expense Estimate FY-2017	Capital & Debt Principal FY-2017	Non-Cash Items FY-2017	Estimated Balance 6/30/2017
GENERAL CITY:						
Enterprise Funds						
- Solid Waste & Recycling	701,314	1,622,300	1,526,097			797,517
- Windmill Island Gardens	2,029,142	1,909,750	1,903,905	1,202,000	(130,000)	3,106,987
- Railroad Depot Operations	772,970	1	0		(24,550)	748,421
- Municipal Airport Facilities	9,859,327	133,123	133,101		(461,000)	9,398,349
- Public Transit Facilities & Mgmt	232,942	290	275		(11,750)	221,207
- Police Employees Benefit	1,781	3,110	2,800			2,091
- City Hall Employees Benefit	7,498	3,750	3,700			7,548
- Transportation Employees Ben.	2,404	1,420	1,700			2,124
- Park/Cemetery Employees Ben.	629	355	150			834
	13,608,007	3,674,099	3,571,728	1,202,000	(627,300)	14,285,078
Internal Services Funds						
- Technology Services	464,320	851,290	829,911	117,000	(80,000)	522,699
- Fuel Dispensing	265,977	808,100	779,960		(1,150)	292,967
- Postage Services	6,973	21,520	20,800			7,693
- Communications Services	109,938	119,100	121,800		(7,000)	100,238
- Centralized Vehicle/Equipment	4,552,419	2,267,551	2,680,446	808,100	(500,000)	4,447,624
- Fire Emergency Vehicles Pool	1,424,181	101,000	0		(110,000)	1,415,181
- Compensated Absences	0	35,000	35,000			0
- Risk Management:						
Workers Comp Insurance	539,662	358,600	386,000			512,262
Employee Disability Insurance	151,690	108,600	85,000			175,290
Health/Dental Insurance	1,515,410	5,692,000	5,688,150			1,519,260
Vehicle Insurance	268,654	111,000	101,000			278,654
Property Insurance	384,858	27,300	29,000			383,158
Liability Insurance	232,430	114,700	135,000			212,130
	9,916,512	10,615,761	10,892,067	925,100	(698,150)	9,867,156
Total General City	23,524,519	14,289,860	14,463,795	2,127,100	(1,325,450)	24,152,234
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:						
- Electric	233,080,816	108,255,365	125,343,349	48,273,481	(10,201,935)	254,064,378
- Water	37,736,283	9,412,363	10,066,905	5,184,266	(1,791,048)	40,474,959
- Wastewater	56,288,626	11,157,926	12,663,512	5,362,798	(2,878,823)	57,267,015
Total Holland BPW Utility	327,105,725	128,825,654	148,073,766	58,820,545	(14,871,806)	351,806,352
TOTAL ESTIMATED EQUITY -	350,630,244	143,115,514	162,537,561	60,947,645	(16,197,256)	375,958,586



PROPRIETARY TYPE FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2016	Estimated Balance 6/30/2017	Change in Fund Equity
GENERAL CITY:			
Enterprise Funds			
- Solid Waste & Recycling	701,314	797,517	96,203
- Windmill Island Gardens	2,029,142	3,106,987	1,077,845
- Railroad Depot Operations	772,970	748,421	(24,549)
- Municipal Airport Facilities	9,859,327	9,398,349	(460,978)
- Public Transit Facilities & Mgmt	232,942	221,207	(11,735)
- Police Employees Benefit	1,781	2,091	310
- City Hall Employees Benefit	7,498	7,548	50
- Transportation Employees Benefit	2,404	2,124	(280)
- Park/Cemetery Employees Benefit	629	834	205
	13,608,007	14,285,078	677,071
Internal Services Funds			
- Technology Services	464,320	522,699	58,379
- Fuel Dispensing	265,977	292,967	26,990
- Postage Services	6,973	7,693	720
- Communications Services	109,938	100,238	(9,700)
- Centralized Vehicle/Equipment	4,552,419	4,447,624	(104,795)
- Fire Emergency Vehicles Pool	1,424,181	1,415,181	(9,000)
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	539,662	512,262	(27,400)
Employee Disability Insurance	151,690	175,290	23,600
Health/Dental Insurance	1,515,410	1,519,260	3,850
Vehicle Insurance	268,654	278,654	10,000
Property Insurance	384,858	383,158	(1,700)
Liability Insurance	232,430	212,130	(20,300)
	9,916,512	9,867,156	(49,356)
Total General City	23,524,519	24,152,234	627,715
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:			
- Electric	233,080,816	254,064,378	20,983,562
- Water	37,736,283	40,474,959	2,738,676
- Wastewater	56,288,626	57,267,015	978,389
Total Holland BPW Utility	327,105,725	351,806,352	24,700,627
TOTAL ESTIMATED EQUITY -	350,630,244	375,958,586	25,328,342



PROPRIETARY TYPE FUNDS

SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
GENERAL CITY:				
Enterprise Funds				
- Solid Waste & Recycling	541,377	449,949	701,314	797,517
- Windmill Island Gardens	0	151,388	102,071	110,907
- Railroad Depot Operations	6	7	8	9
- Municipal Airport Facilities	0	1,416	1,416	1,438
- Public Transit Facilities & Mgmt	1,637	1,648	1,663	1,678
- Police Employees Benefit	1,365	1,421	1,781	2,091
- City Hall Employees Benefit	7,242	7,238	7,498	7,548
- Transportation Employees Ben.	3,254	2,884	2,404	2,124
- Park/Cemetery Employees Ben.	296	399	629	834
Total Enterprise	555,177	616,350	818,784	924,146
Internal Services Funds				
- Technology Services	4,969	5,079	20,576	41,955
- Fuel Dispensing	37,656	9,281	10,431	11,581
- Postage Services	6,687	6,753	6,973	7,693
- Communications Services	15,254	23,960	26,443	23,743
- Centralized Vehicle/Equipment	322,058	352,627	57,037	244,142
- Fire Emergency Vehicles Pool	259,796	76,056	176,656	277,656
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	524,540	563,262	539,662	512,262
Employee Disability Ins.	101,637	150,870	151,690	175,290
Health/Dental Insurance	1,942,165	2,148,573	1,515,410	1,519,260
Vehicle Insurance	253,985	256,304	268,654	278,654
Property Insurance	386,060	383,883	384,858	383,158
Liability Insurance	248,587	237,755	217,430	197,130
Total Internal Service	4,103,394	4,214,403	3,375,820	3,672,524
Total General City	4,658,571	4,830,753	4,194,604	4,596,670
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	105,809,863	95,866,933	46,266,880	30,476,552
- Water	5,055,938	4,547,659	3,281,796	2,469,887
- Wastewater	11,007,790	13,111,737	8,941,303	8,845,757
Total Holland BPW Utility	121,873,591	113,526,329	58,489,979	41,792,196
NET WORKING CAPITAL	126,532,162	118,357,082	62,684,583	46,388,866



PROPRIETARY TYPE FUNDS

SUMMARY OF ENDING RESERVES

FUND	Actual FY-2014	Actual FY-2015	Revised Estimate FY-2016	Adopted Budget FY-2017
GENERAL CITY:				
Enterprise Funds				
- Solid Waste & Recycling	0	0	0	0
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	0	0	0	0
- Public Transit Facilities & Mgmt	0	0	0	0
- Police Employees Benefit	0	0	0	0
- City Hall Employees Benefit	0	0	0	0
- Transportation Employees Ben.	0	0	0	0
- Park/Cemetery Employees Ben.	0	0	0	0
Total Enterprise	0	0	0	0
Internal Services Funds				
- Technology Services	168,800	128,300	100,000	100,000
- Fuel Dispensing	212,801	171,587	190,977	217,967
- Postage Services	0	0	0	0
- Communications Services	0	0	0	0
- Centralized Vehicle/Equipment	1,345,000	1,330,000	900,000	300,000
- Fire Emergency Vehicles Pool	168,364	168,364	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	15,000	0	0	0
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	15,000	15,000	15,000	15,000
Total Internal Service	1,924,965	1,813,251	1,205,977	632,967
Total General City	1,924,965	1,813,251	1,205,977	632,967
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	16,668,000	109,373,361	52,519,169	51,221,513
- Water	3,166,865	4,235,406	4,284,617	4,441,984
- Wastewater	6,273,822	12,765,239	11,038,854	9,628,814
Total Holland BPW Utility	26,108,687	126,374,006	67,842,640	65,292,311
NET RESERVES	28,033,652	128,187,257	69,048,617	65,925,278



FINANCIAL SOURCES & USES

ACROSS ALL FUND TYPES

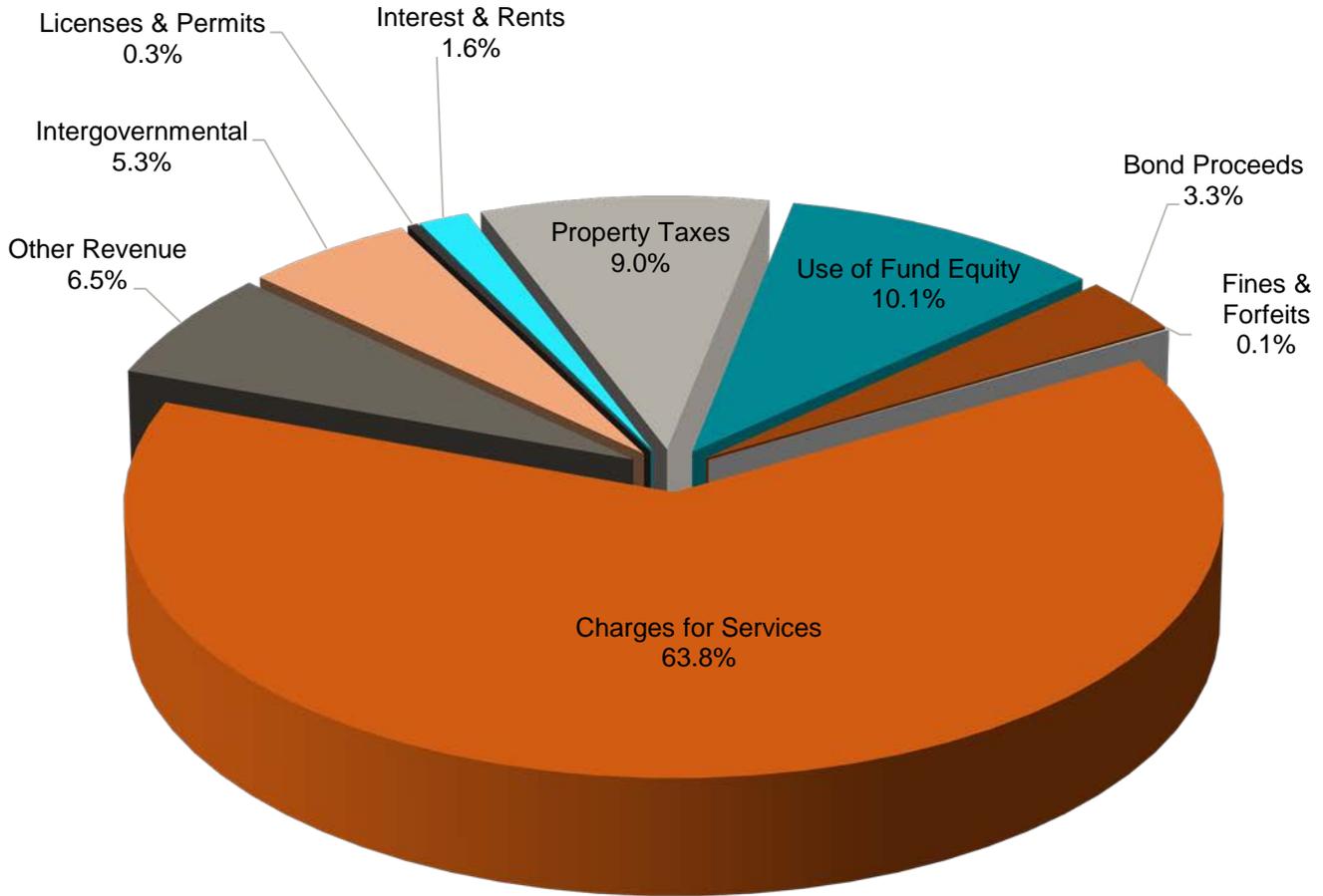
Fiscal Year July 1, 2016 - June 30, 2017

SOURCES	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	18,922,251	9.0%
Licenses & Permits	705,300	0.3%
Intergovernmental	11,144,728	5.3%
Charges for Services	134,596,296	63.8%
Fines & Forfeits	131,700	0.1%
Interest & Rents	3,327,876	1.6%
Other Revenues	13,706,579	6.5%
Bond Proceeds	7,000,000	3.3%
Use of Fund Equity	21,372,452	10.1%
Total Sources	\$ 210,907,182	100.0%
USES		
Management & Administration	2,237,604	1.1%
Fiscal Services (Including Budget Stabilization)	1,321,770	0.6%
Public Safety	10,811,432	5.1%
Transportation	7,285,454	3.5%
Community & Neighborhood Services	5,040,918	2.4%
Parks & Recreation	7,565,824	3.6%
Utility Services	142,223,766	67.4%
Internal Services	8,211,621	3.9%
Capital Projects ⁽¹⁾	19,800,994	9.4%
Debt Service	6,407,799	3.0%
Total Applications	\$ 210,907,182	100.0%

Note: "USES" excludes Depreciation, a non-cash expense. Transfers between funds are also excluded from this presentation, while capital projects and debt service of principal and interest for all fund types are included.

⁽¹⁾ Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included here, but rather within the related service groups. This explains the variance with the Service Groups presentation.

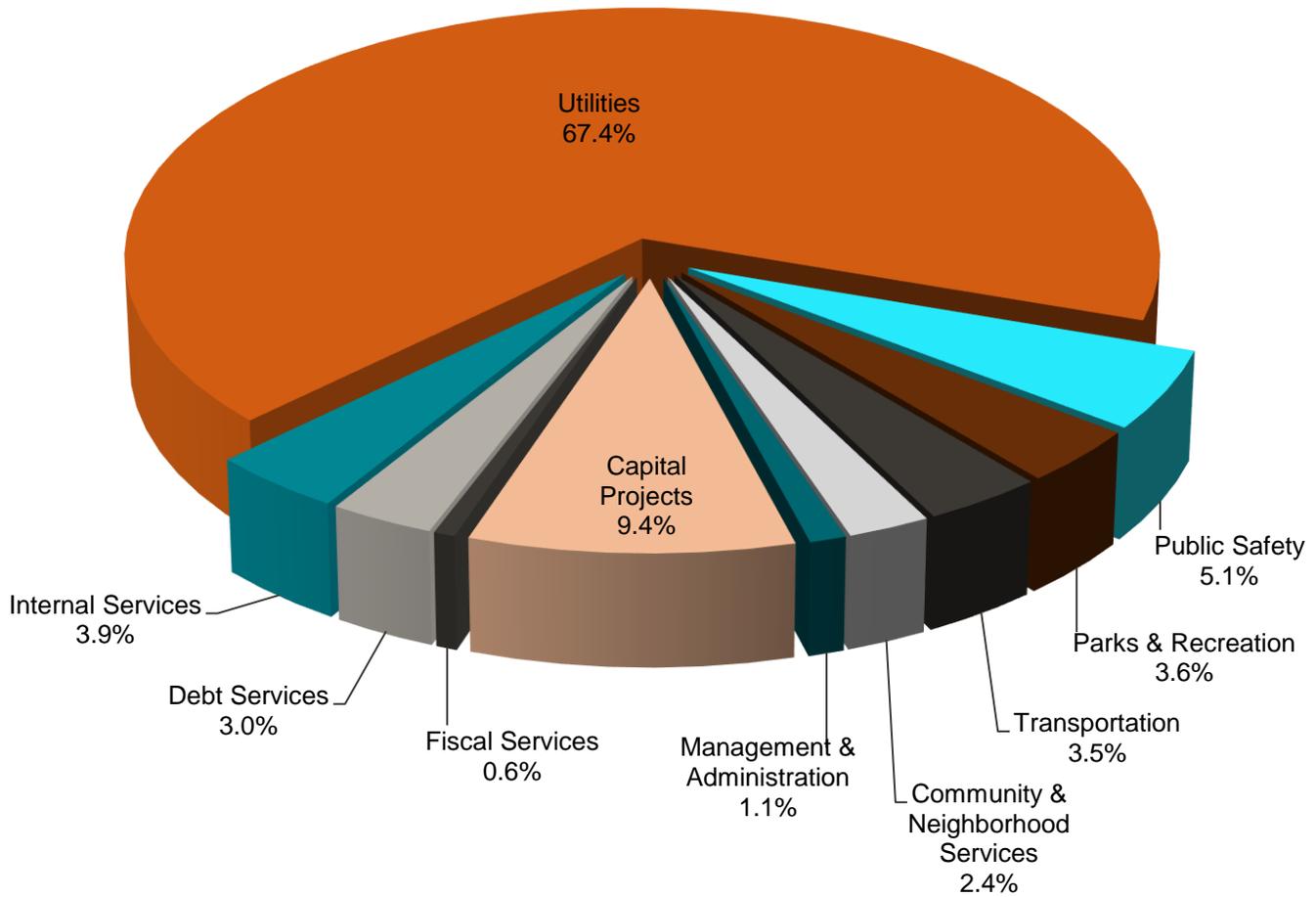
FISCAL YEAR 2017 SOURCES ACROSS ALL FUND TYPES



TOTAL \$210,907,182

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

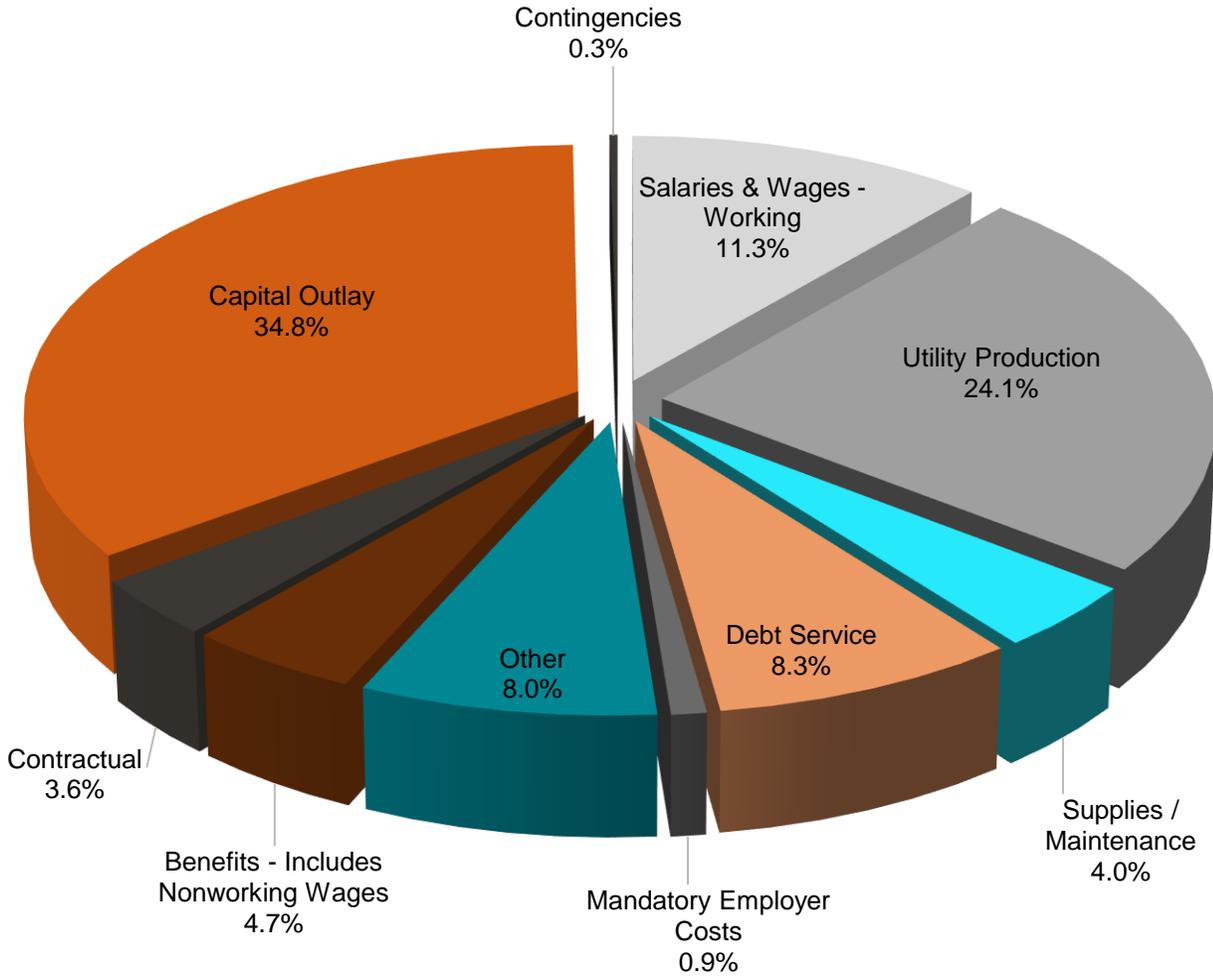
FISCAL YEAR 2017 USES ACROSS ALL FUND TYPES



TOTAL \$210,907,182

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 USE CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

FISCAL YEAR 2017 USES ACROSS ALL FUND TYPES



TOTAL \$210,907,182

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.

FINANCING SOURCES, USES & FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL	PERMANENT	SPECIAL	DEBT	CAPITAL	COMPONENT
	FUND	FUNDS	REVENUE FUNDS	SERVICE FUNDS	PROJECT FUNDS	UNIT FUNDS
FUND EQUITY - PROJECTED BEGINNING BALANCE						
As of July 1, 2016	\$ 4,380,735	\$ 1,652,730	\$ 999,663	\$ 284,338	\$ 5,963,786	\$ 2,583,919
FINANCING SOURCES						
Taxes	9,030,988	-	2,916,945	4,060,214	370,911	1,464,758
Special Assessments	-	-	585,231	7,704	380,850	-
Intergovernmental	4,061,654	-	4,643,647	-	2,350,677	88,750
Licenses and Permits	637,600	-	65,000	-	-	2,700
Charges for Services	1,656,300	31,600	632,150	-	-	168,630
Fines and Forfeits	131,700	-	-	-	-	-
Interest & Rents	336,300	11,000	33,267	453,530	21,203	44,203
Other	34,300	-	123,500	1,619,475	4,696,073	285,356
Total Financing Sources	15,888,842	42,600	8,999,740	6,140,923	7,819,714	2,054,397
FINANCING USES						
Group:						
Management & Administration	2,015,297	-	222,307	-	-	-
Fiscal Services	1,318,070	-	-	-	-	-
Public Safety	10,799,032	-	9,600	-	-	-
Transportation	1,215,243	-	3,254,689	-	-	-
Community & Neighborhood	1,746,329	-	1,816,252	-	-	1,105,340
Parks & Recreation	3,848,683	-	-	-	-	769,271
General Debt Service	-	-	-	6,407,799	-	-
Internal Services	-	-	-	-	-	-
Capital Projects	-	-	-	-	19,800,994	-
Utilities	-	-	-	-	-	-
Total Financing Uses	20,942,654	-	5,302,848	6,407,799	19,800,994	1,874,611
Sources Over (Under) Uses	(5,053,812)	42,600	3,696,892	(266,876)	(11,981,280)	179,786
OTHER FINANCING SOURCES (USES)						
Bond Proceeds	-	-	-	-	7,000,000	-
Transfers In	5,323,220	-	1,347,054	279,191	3,855,172	182,259
Transfers Out	(311,000)	(31,000)	(4,666,798)	(1)	(1,232,000)	(423,097)
Net Change in Fund Equity	(41,592)	11,600	377,148	12,314	(2,358,108)	(61,052)
FUND EQUITY - PROJECTED ENDING BALANCE						
As of June 30, 2017	\$ 4,339,143	\$ 1,664,330	\$ 1,376,811	\$ 296,652	\$ 3,605,678	\$ 2,522,867



FUND SUMMARY

FINANCING SOURCES, USES & FUND EQUITY

PROPRIETARY-TYPE FUNDS

ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 340,713,732	\$ 9,916,512	\$ 366,495,415
104,650	-	17,948,466
-	-	973,785
-	-	11,144,728
-	-	705,300
130,046,626	2,060,990	134,596,296
-	-	131,700
579,202	1,849,171	3,327,876
462,275	6,485,600	13,706,579
<u>131,192,753</u>	<u>10,395,761</u>	<u>182,534,730</u>
-	-	2,237,604
3,700	-	1,321,770
2,800	-	10,811,432
632,376	-	5,102,308
1,526,097	-	6,194,018
832,055	-	5,450,009
-	-	6,407,799
-	10,665,117	10,665,117
-	-	19,800,994
98,275,027	-	98,275,027
<u>101,272,055</u>	<u>10,665,117</u>	<u>166,266,078</u>
<u>29,920,698</u>	<u>(269,356)</u>	<u>16,268,652</u>
-	-	7,000,000
1,307,000	220,000	12,513,896
(5,850,000)	-	(12,513,896)
<u>25,377,698</u>	<u>(49,356)</u>	<u>23,268,652</u>
<u>\$ 366,091,430</u>	<u>\$ 9,867,156</u>	<u>\$ 389,764,067</u>

FUND EQUITY - PROJECTED BEGINNING BALANCE
As of July 1, 2016

FINANCING SOURCES

Taxes
Special Assessments
Intergovernmental
Licenses and Permits
Charges for Services
Fines and Forfeits
Interest & Rents
Other

Total Financing Sources

FINANCING USES

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

Total Financing Uses

Sources Over (Under) Uses

OTHER FINANCING SOURCES (USES)

Bond Proceeds
Transfers In
Transfers Out

Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE
As of June 30, 2017

(Concluded)



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2015	FY-2016	FY-2017	FY-2015	FY-2016	FY-2017
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
Fund Equity - Beginning Balance	\$ 4,700,274	\$ 4,982,443	\$ 4,380,735	\$ 1,595,330	\$ 1,621,130	\$ 1,652,730
FINANCING SOURCES						
Taxes	10,131,445	10,681,295	9,030,988	-	-	-
Special Assessments	-	-	-	-	-	-
Intergovernmental	2,981,647	3,171,893	4,061,654	-	-	-
Licenses and Permits	694,822	636,700	637,600	-	-	-
Charges for Services	1,559,390	1,602,142	1,656,300	26,200	31,600	31,600
Fines and Forfeits	156,384	132,200	131,700	-	-	-
Interest & Rents	341,499	344,700	336,300	11,085	11,000	11,000
Other	27,878	29,348	34,300	-	-	-
Total Financing Sources	15,893,065	16,598,278	15,888,842	37,285	42,600	42,600
FINANCING USES						
Management & Administration	1,338,924	1,431,701	2,015,297	-	-	-
Fiscal Services	1,241,366	26,564,467	1,318,070	-	-	-
Public Safety	10,533,713	10,831,858	10,799,032	-	-	-
Transportation	1,310,365	1,273,509	1,215,243	-	-	-
Community & Neighborhood Services	1,605,987	1,779,933	1,746,329	-	-	-
Parks & Recreation	3,745,487	3,765,469	3,848,683	400	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-
Total Financing Uses	19,775,842	45,646,937	20,942,654	400	-	-
Sources Over (Under) Uses	(3,882,777)	(29,048,659)	(5,053,812)	36,885	42,600	42,600
OTHER FINANCING SOURCES (USES)						
Bond Proceeds	-	25,000,000	-	-	-	-
Transfers In	5,041,985	5,078,104	5,323,220	-	-	-
Transfers Out	(877,039)	(1,631,153)	(311,000)	(11,085)	(11,000)	(31,000)
Net Change in Fund Equity	282,169	(601,708)	(41,592)	25,800	31,600	11,600
Fund Equity - Ending Balance	\$ 4,982,443	\$ 4,380,735	\$ 4,339,143	\$ 1,621,130	\$ 1,652,730	\$ 1,664,330



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2015	FY-2016	FY-2017	FY-2015	FY-2016	FY-2017	FY-2015	FY-2016	FY-2017
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 5,889,430	\$ 5,107,049	\$ 999,663	\$ 199,807	\$ 224,853	\$ 284,338	\$ 2,112,719	\$ 2,561,303	\$ 5,963,786
2,811,847	3,004,062	2,916,945	2,390,584	2,432,854	4,060,214	554,309	658,042	370,911
482,691	537,785	585,231	49,665	35,985	7,704	-	478,811	380,850
3,550,749	4,186,498	4,643,647	-	-	-	1,020,726	580,125	2,350,677
64,513	60,000	65,000	-	-	-	-	-	-
618,462	642,484	632,150	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
64,722	45,395	33,267	514,380	489,213	453,530	22,489	31,117	21,203
504,340	56,650	123,500	-	-	1,619,475	14,053	1,695,805	4,696,073
8,097,324	8,532,874	8,999,740	2,954,629	2,958,052	6,140,923	1,611,577	3,443,900	7,819,714
195,613	260,246	222,307	-	-	-	-	-	-
390,464	-	-	-	-	-	-	-	-
9,475	9,525	9,600	-	-	-	-	-	-
2,932,439	2,977,364	3,254,689	-	-	-	-	-	-
1,787,340	2,024,812	1,816,252	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	3,169,013	3,142,684	6,407,799	-	-	-
-	-	-	-	-	-	5,081,146	11,451,461	19,800,994
5,315,331	5,271,947	5,302,848	3,169,013	3,142,684	6,407,799	5,081,146	11,451,461	19,800,994
2,781,993	3,260,927	3,696,892	(214,384)	(184,632)	(266,876)	(3,469,569)	(8,007,561)	(11,981,280)
-	-	-	-	-	-	-	3,000,000	7,000,000
845,760	4,528,673	1,347,054	261,566	268,098	279,191	3,960,734	8,660,921	3,855,172
(4,410,134)	(11,896,986)	(4,666,798)	(22,136)	(23,981)	(1)	(42,581)	(250,877)	(1,232,000)
(782,381)	(4,107,386)	377,148	25,046	59,485	12,314	448,584	3,402,483	(2,358,108)
\$ 5,107,049	\$ 999,663	\$ 1,376,811	\$ 224,853	\$ 284,338	\$ 296,652	\$ 2,561,303	\$ 5,963,786	\$ 3,605,678



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2015	FY-2016	FY-2017	FY-2015	FY-2016	FY-2017
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
Fund Equity - Beginning Balance	\$ 14,497,560	\$ 14,496,778	\$ 13,281,252	\$ 2,701,592	\$ 2,616,714	\$ 2,583,919
FINANCING SOURCES						
Taxes	15,888,185	16,776,253	16,379,058	1,051,475	1,161,128	1,464,758
Special Assessments	532,356	1,052,581	973,785	-	-	-
Intergovernmental	7,553,122	7,938,516	11,055,978	100,000	60,966	88,750
Licenses and Permits	759,335	696,700	702,600	-	2,400	2,700
Charges for Services	2,204,052	2,276,226	2,320,050	100,137	92,700	168,630
Fines and Forfeits	156,384	132,200	131,700	-	-	-
Interest & Rents	954,175	921,425	855,300	28,657	16,555	44,203
Other	546,271	1,781,803	6,473,348	309,313	326,722	285,356
Total Financing Sources	28,593,880	31,575,704	38,891,819	1,589,582	1,660,471	2,054,397
FINANCING USES						
Management & Administration	1,534,537	1,691,947	2,237,604	-	-	-
Fiscal Services	1,631,830	26,564,467	1,318,070	-	-	-
Public Safety	10,543,188	10,841,383	10,808,632	-	-	-
Transportation	4,242,804	4,250,873	4,469,932	-	-	-
Community & Neighborhood Services	3,393,327	3,804,745	3,562,581	729,665	843,419	1,105,340
Parks & Recreation	3,745,887	3,765,469	3,848,683	918,084	668,973	769,271
Debt Service	3,169,013	3,142,684	6,407,799	-	-	-
Capital Projects	5,081,146	11,451,461	19,800,994	-	-	-
Total Financing Uses	33,341,732	65,513,029	52,454,295	1,647,749	1,512,392	1,874,611
Sources Over (Under) Uses	(4,747,852)	(33,937,325)	(13,562,476)	(58,167)	148,079	179,786
OTHER FINANCING SOURCES (USES)						
Bond Proceeds	-	28,000,000	7,000,000	-	-	-
Transfers In	10,110,045	18,535,796	10,804,637	318,123	162,940	182,259
Transfers Out	(5,362,975)	(13,813,997)	(6,240,799)	(344,834)	(343,814)	(423,097)
Net Change in Fund Equity	(782)	(1,215,526)	(1,998,638)	(84,878)	(32,795)	(61,052)
Fund Equity - Ending Balance	\$ 14,496,778	\$ 13,281,252	\$ 11,282,614	\$ 2,616,714	\$ 2,583,919	\$ 2,522,867



ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget
Fund Equity - Beginning Balance	\$ 292,748,218	\$ 314,279,951	\$ 340,713,732
FINANCING SOURCES			
Taxes	99,984	104,441	104,650
Special Assessments	-	-	-
Intergovernmental	-	-	-
Licenses and Permits	-	-	-
Charges for Services	122,036,326	125,973,503	130,046,626
Fines and Forfeits	-	-	-
Interest & Rents	1,163,879	915,600	579,202
Other	2,068,129	908,459	462,275
Total Financing Sources	125,368,318	127,902,003	131,192,753
FINANCING USES			
Management & Administration	-	-	-
Fiscal Services	3,401	3,200	3,700
Public Safety	5,723	2,800	2,800
Transportation	616,189	627,551	632,376
Community & Neighborhood Services	1,658,052	1,499,235	1,526,097
Parks & Recreation	809,512	833,137	832,055
Utilities	95,577,946	93,200,365	98,275,027
Total Financing Uses	98,670,823	96,166,288	101,272,055
Sources Over (Under) Uses	26,697,495	31,735,715	29,920,698
OTHER FINANCING SOURCES (USES)			
Transfers In	178,238	233,066	1,307,000
Transfers Out	(5,344,000)	(5,535,000)	(5,850,000)
Net Change in Fund Equity	21,531,733	26,433,781	25,377,698
Fund Equity - Ending Balance	\$ 314,279,951	\$ 340,713,732	\$ 366,091,430



INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget
Fund Equity - Beginning Balance	\$ 10,293,459	\$ 10,537,391	\$ 9,916,512
FINANCING SOURCES			
Taxes	-	-	-
Special Assessments	-	-	-
Intergovernmental	-	-	-
Licenses and Permits	-	-	-
Charges for Services	1,813,564	1,624,763	2,060,990
Fines and Forfeits	-	-	-
Interest & Rents	1,931,732	1,863,683	1,849,171
Other	5,920,900	6,027,610	6,485,600
Total Financing Sources	9,666,196	9,516,056	10,395,761
FINANCING USES			
Type of Internal Service:			
Technology	630,787	696,733	792,911
Fuel Dispensing	740,010	486,010	781,110
Postage	18,622	19,800	20,800
Communications	120,285	131,800	128,800
Centralized Vehicle & Equipment	2,372,201	2,409,044	2,372,346
Fire Emergency Vehicle Replacement	89,922	110,000	110,000
Compensated Absences	29,712	20,000	35,000
Risk Management - All Coverages	5,616,660	6,581,383	6,424,150
Total Financing Uses	9,618,199	10,454,770	10,665,117
Sources Over (Under) Uses	47,997	(938,714)	(269,356)
OTHER FINANCING SOURCES (USES)			
Transfers In	231,135	317,835	220,000
Transfers Out	(35,200)	-	-
Net Change in Fund Equity	243,932	(620,879)	(49,356)
Fund Equity - Ending Balance	\$ 10,537,391	\$ 9,916,512	\$ 9,867,156

GENERAL FUND SUMMARY

- > FUND SUMMARY - GENERAL FUND, INCLUDING BUDGET STABILIZATION

- > FUND SUMMARY - GENERAL FUND ONLY

- > FUNDING SOURCES

- > FUNDING USES

The General Fund is the basic and primary operating fund of general government operations. Departments and activities of the General Fund are included throughout the Group tabs of the budget document.



TOTAL GENERAL FUND

GENERAL FUND AND BUDGET STABILIZATION

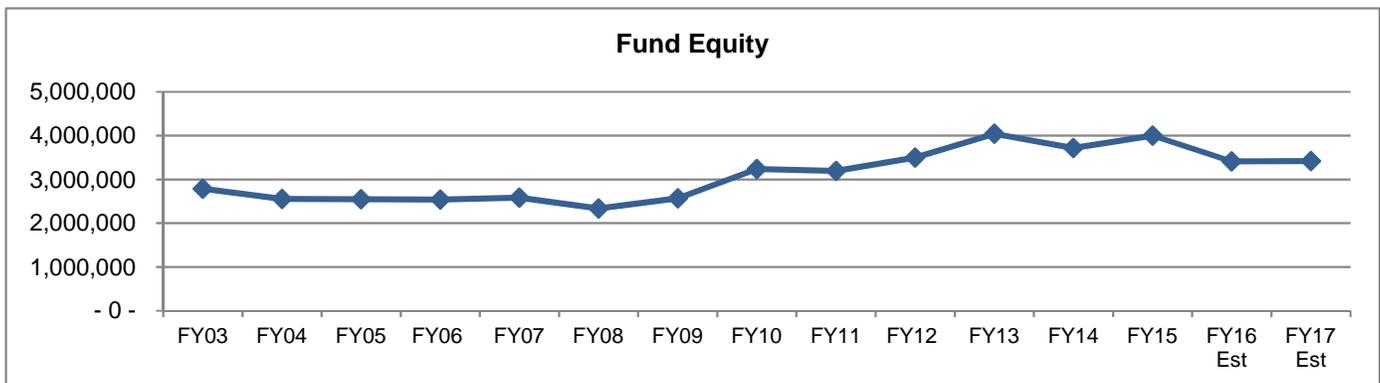
Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget
Funding Sources:				
General Fund	\$ 20,580,890	\$ 20,935,050	\$ 46,676,382	\$ 21,212,062
Budget Stabilization	69,000	- 0 -	- 0 -	- 0 -
TOTAL FUNDING SOURCES	20,649,890	20,935,050	46,676,382	21,212,062
Funding Uses:				
General Fund	20,905,942	20,650,808	47,263,090	21,203,654
Budget Stabilization	3,650	2,073	15,000	50,000
TOTAL FUNDING USES	20,909,592	20,652,881	47,278,090	21,253,654
Net Increase (Decrease)				
From Operations	(259,702)	282,169	(601,708)	(41,592)
FUND EQUITY - June 30:				
Reserved:				
- NIP/MSHDA Devel. Fees	\$ 12,915	\$ 12,915	\$ - 0 -	\$ - 0 -
- Budget Stabilization	983,286	981,213	966,213	916,213
Unreserved:				
- Designated-Market Adj.	- 0 -	- 0 -	- 0 -	- 0 -
- Undesignated	3,704,073	3,988,315	3,414,522	3,422,930
Total Ending Fund Equity	\$ 4,700,274	\$ 4,982,443	\$ 4,380,735	\$ 4,339,143
Change from Prior Fiscal Year	17.6%	6.0%	-12.1%	-0.9%
Fund Equity Expressed as A				
A Percentage of Expenditures	22.5%	24.1%	9.3%	20.4%



GENERAL FUND

FUND SUMMARY

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget
TOTAL FUNDING SOURCES	20,580,890	20,935,050	46,676,382	21,212,062
TOTAL FUNDING USES	20,905,942	20,650,808	47,263,090	21,203,654
Net Increase (Decrease)				
From Operations	(325,052)	284,242	(586,708)	8,408
FUND EQUITY - June 30:				
Reserved:				
- NIP/MSHDA Devel. Fees	12,915	12,915	- 0 -	- 0 -
Unreserved:				
- Designated	- 0 -	- 0 -	- 0 -	- 0 -
- Undesignated	3,704,073	3,988,315	3,414,522	3,422,930
Total Ending Fund Equity	\$ 3,716,988	\$ 4,001,230	\$ 3,414,522	\$ 3,422,930
Change from Prior Fiscal Year	9.4%	7.6%	-14.7%	0.2%
Fund Equity Expressed as A				
A Percentage of Expenditures	17.8%	19.4%	7.2%	16.1%



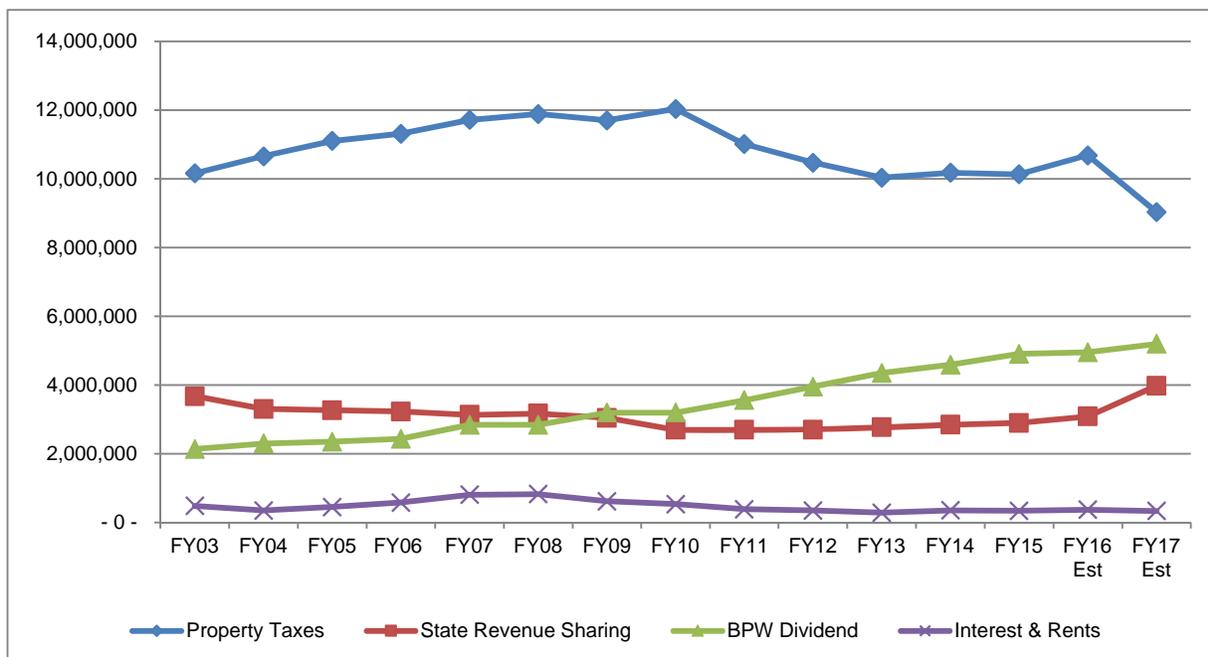
This fund presentation is a summary of all General fund and department activities that can be found in the Groups: Management & Administration, Fiscal Services, Public Safety, Transportation, Community & Neighborhood Services, and Parks and Recreation.



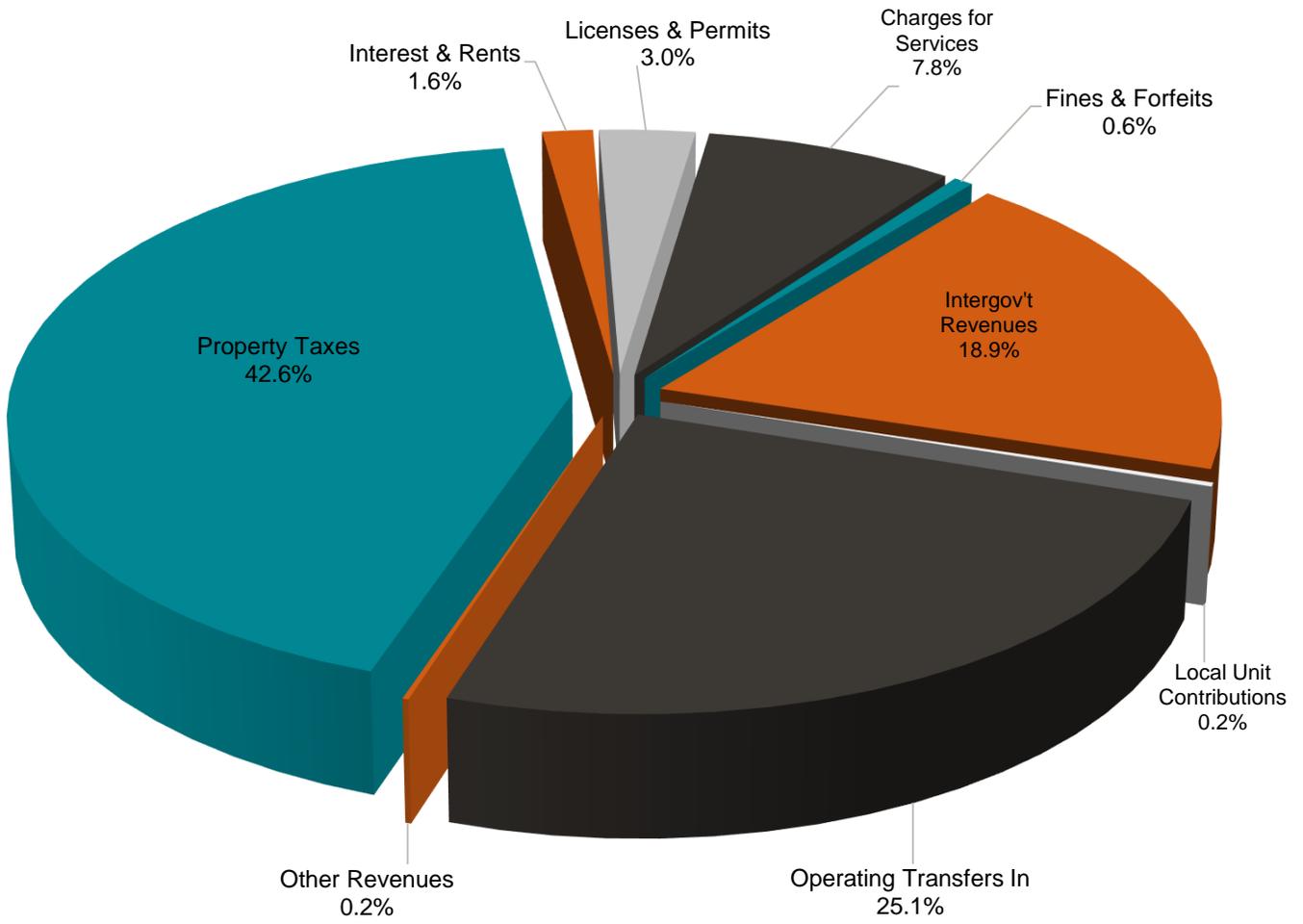
GENERAL FUND

FUNDING SOURCES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget	FY-16 Revised Est to FY-17
Taxes	\$ 10,179,160	\$ 10,131,445	\$ 10,681,295	\$ 9,030,988	-15.5%
Licenses & Permits	627,716	694,822	636,700	637,600	0.1%
Federal Grants	39,533	32,311	36,900	34,100	-7.6%
State Revenue Sharing	2,844,147	2,895,971	3,084,993	3,977,554	28.9%
Local Unit Contributions	42,717	53,365	50,000	50,000	0.0%
Charges for Services	1,554,820	1,559,390	1,602,142	1,656,300	3.4%
Fines & Forfeits	192,433	156,384	132,200	131,700	-0.4%
Interests & Rents	354,830	341,499	344,700	336,300	-2.4%
Other Revenue	33,513	27,878	29,348	34,300	16.9%
Bond Proceeds	- 0 -	- 0 -	25,000,000	- 0 -	-100.0%
Transfers from Other Funds	4,712,021	5,041,985	5,078,104	5,323,220	4.8%
Total Funding Sources	\$ 20,580,890	\$ 20,935,050	\$ 46,676,382	\$ 21,212,062	-54.6%



General Fund FY-2017 Revenues by Source



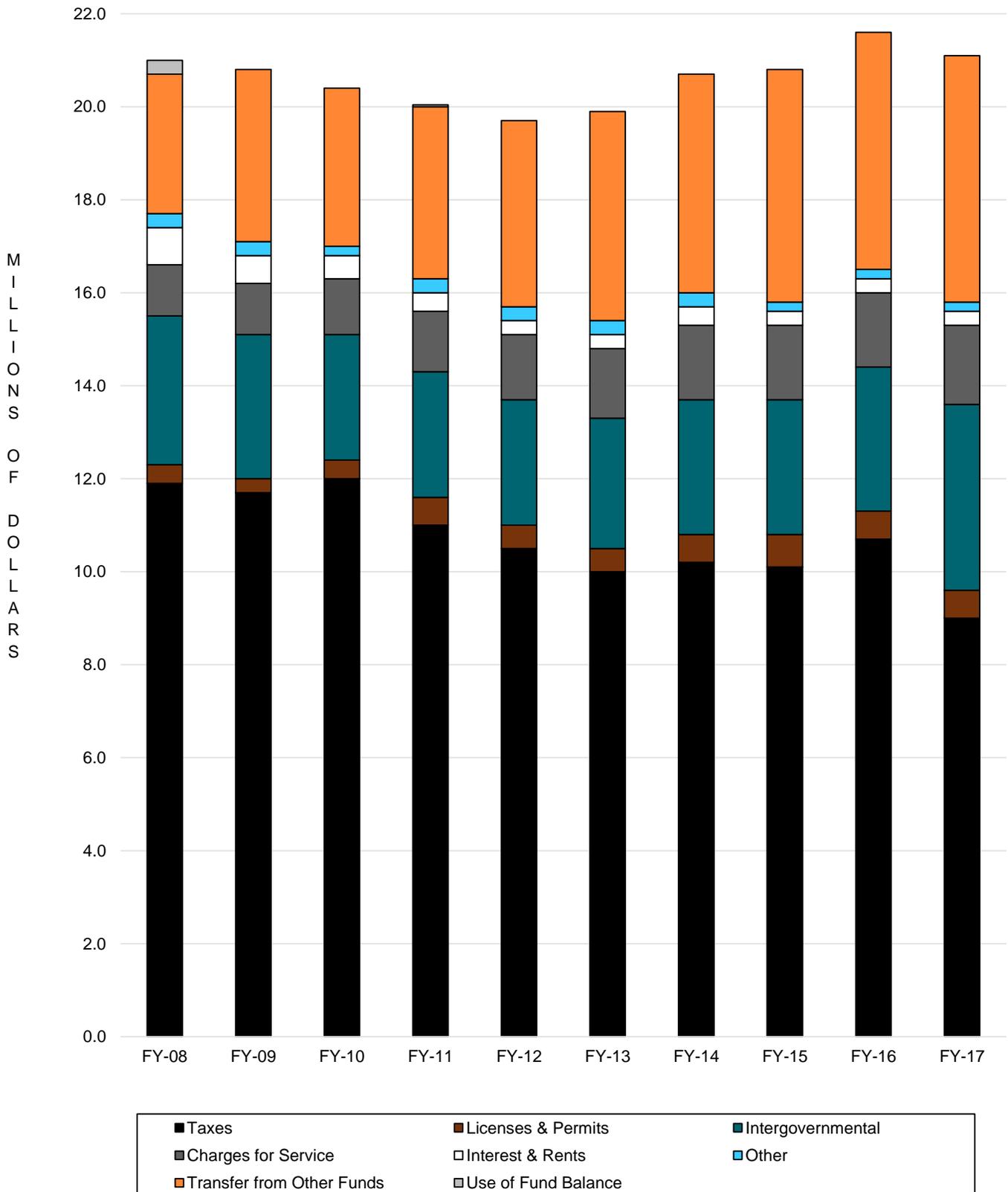
TOTAL \$21,212,062

GENERAL FUND

Comparison by Classification of Revenues & Other Financing Sources

Revenue Classification	2006-07 Actual		2011-12 Actual		2016-17 Adopted	
Taxes	\$11,687,614	56.80%	\$10,468,953	52.93%	\$9,030,988	42.57%
Licenses & Permits	543,700	2.64%	497,102	2.51%	637,600	3.01%
Intergovernmental	3,252,100	15.80%	2,718,670	13.75%	4,011,654	18.91%
Local Unit Contributions	37,000	0.18%	44,310	0.22%	50,000	0.24%
Charges for Services	1,093,020	5.31%	1,424,747	7.20%	1,656,300	7.81%
Fines & Forfeits	255,000	1.24%	205,665	1.04%	131,700	0.62%
Interest & Rents	617,031	3.00%	348,156	1.76%	336,300	1.59%
Other Revenue	6,300	0.03%	88,000	0.44%	34,300	0.16%
Operating Transfers In	2,902,669	14.11%	3,983,553	20.14%	5,323,220	25.10%
Use of Fund Balance	182,719	0.89%	0	0.00%	0	0.00%
TOTAL REVENUES	\$20,577,153	100.00%	\$19,779,156	99.99%	\$21,212,062	100.01%

CITY OF HOLLAND GENERAL FUND REVENUES BY SOURCE





GENERAL FUND

FUNDING USES BY FUNCTION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget	FY-16 Revised Est to FY-17
<u>Management & Administration</u>					
City Council	163,909	163,188	171,930	183,113	6.5%
City Manager	325,688	332,988	323,870	340,625	5.2%
Elections / Voter Registration	31,231	72,613	74,367	79,067	6.3%
City Attorney	215,346	199,784	202,600	202,600	0.0%
City Clerk	186,765	216,273	266,732	302,382	13.4%
Human Resources	252,306	240,869	225,116	247,100	9.8%
Volunteer Services	7,272	7,303	5,904	7,521	27.4%
Human Relations Commission	92,036	105,906	141,182	159,089	12.7%
Contingencies Appropriation	0	0	20,000	493,800	2369.0%
Total	1,274,553	1,338,924	1,431,701	2,015,297	40.8%
<u>Fiscal Services</u>					
Finance Office	502,164	449,000	517,091	501,225	-3.1%
Independent Audit	48,292	51,529	46,080	42,850	-7.0%
Property Assessing Office	443,489	405,009	401,767	421,592	4.9%
Treasurer's Office	172,055	240,946	212,787	222,403	4.5%
Unallocated Insurance	77,581	92,809	80,000	80,000	0.0%
Pension Bonds	0	0	25,291,742	0	-100.0%
Transfers to Other Funds	1,787,518	537,039	1,442,153	111,000	-92.3%
Total	3,031,099	1,776,332	27,991,620	1,379,070	-95.1%
<u>Public Safety</u>					
Management	933,579	982,398	887,426	780,882	-12.0%
Police Division	6,326,446	6,455,072	6,808,811	6,854,586	0.7%
Fire Division	2,624,852	2,788,560	2,861,128	2,895,108	1.2%
Facilities	398,589	397,683	374,493	368,456	-1.6%
Total	10,283,466	10,623,713	10,931,858	10,899,032	-0.3%
<u>Transportation</u>					
Street Division	1,039,139	1,126,700	1,100,071	1,000,843	-9.0%
Transportation Mgmt/Engineering	174,596	183,665	173,438	214,400	23.6%
Total	1,213,735	1,310,365	1,273,509	1,215,243	-4.6%

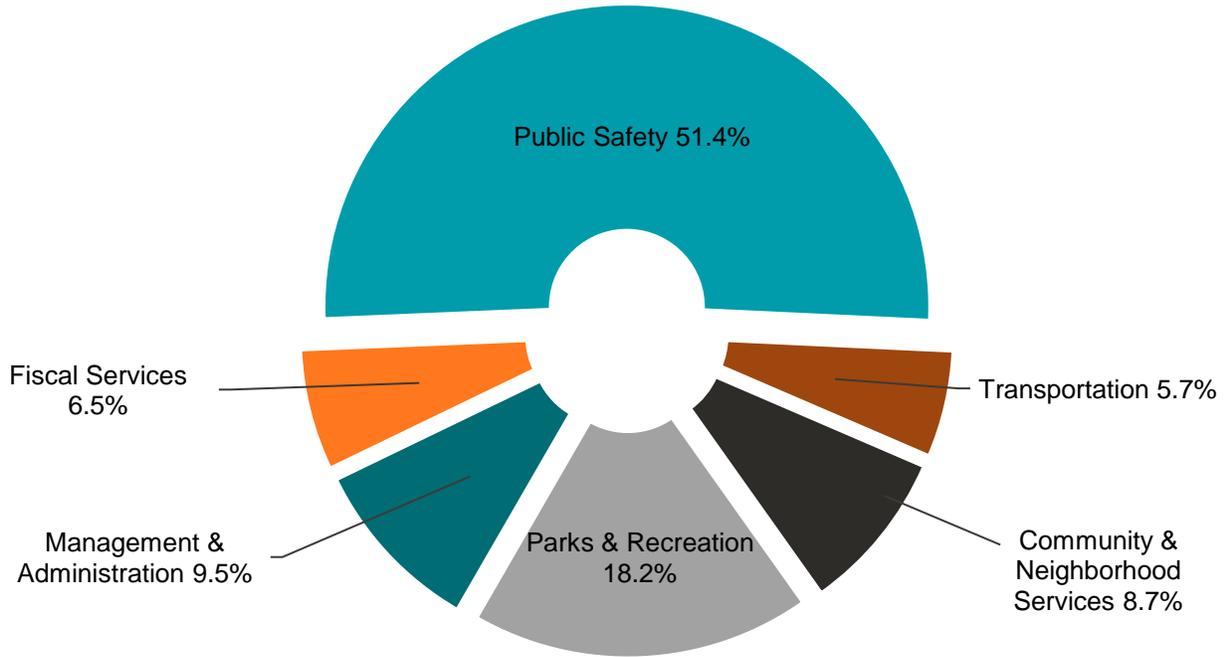


GENERAL FUND

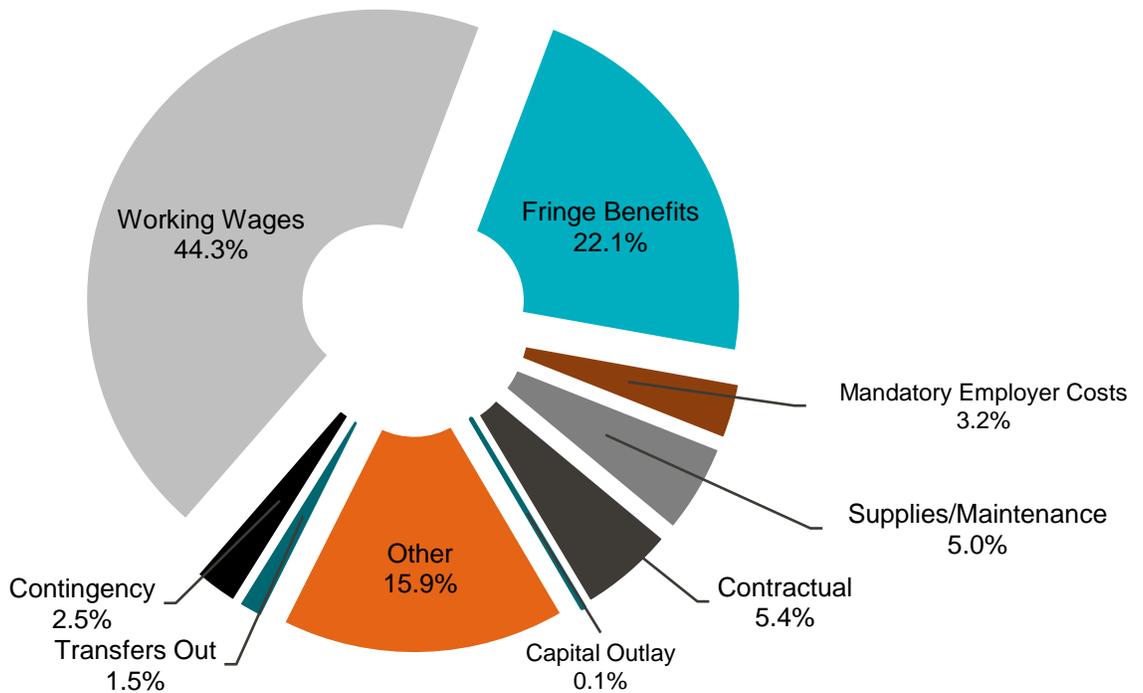
FUNDING USES BY FUNCTION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Estimate	FY-2017 Adopted Budget	FY-16 Revised Est to FY-17
<u>Community & Neighborhood Services</u>					
City Hall	229,646	233,214	189,071	167,968	-11.2%
Planning & Zoning	251,218	226,349	182,427	169,295	-7.2%
Environmental Health & Inspections	376,626	463,339	447,125	403,823	-9.7%
Construction Inspections	457,802	502,786	589,754	619,055	5.0%
Social Assistance	0	0	0	40,000	100.0%
Housing & Neighborhoods	200,032	197,706	214,940	207,136	-3.6%
Economic Devel. Assistance	198,295	101,960	90,026	73,750	-18.1%
8th Street Market	122,969	130,633	155,590	165,302	6.2%
Total	1,836,588	1,855,987	1,868,933	1,846,329	-1.2%
<u>Parks & Recreation</u>					
Cemeteries	465,672	448,750	466,223	492,132	5.6%
Parks & Recreation Administration	59,901	52,366	58,093	59,174	1.9%
Recreation	830,374	887,623	937,577	973,110	3.8%
Parks	1,321,050	1,574,316	1,653,716	1,686,264	2.0%
DeGraaf Nature Center	246,849	268,965	315,481	353,682	12.1%
Cultural Activities Assistance	97,589	258,685	98,093	109,200	11.3%
Civic Center	245,066	254,782	236,286	175,121	-25.9%
Total	3,266,501	3,745,487	3,765,469	3,848,683	2.2%
Total Funding Uses	20,905,942	20,650,808	47,263,090	21,203,654	-55.1%

FY-2017 Expenditures by Function



FY-2017 Expenditures by Type



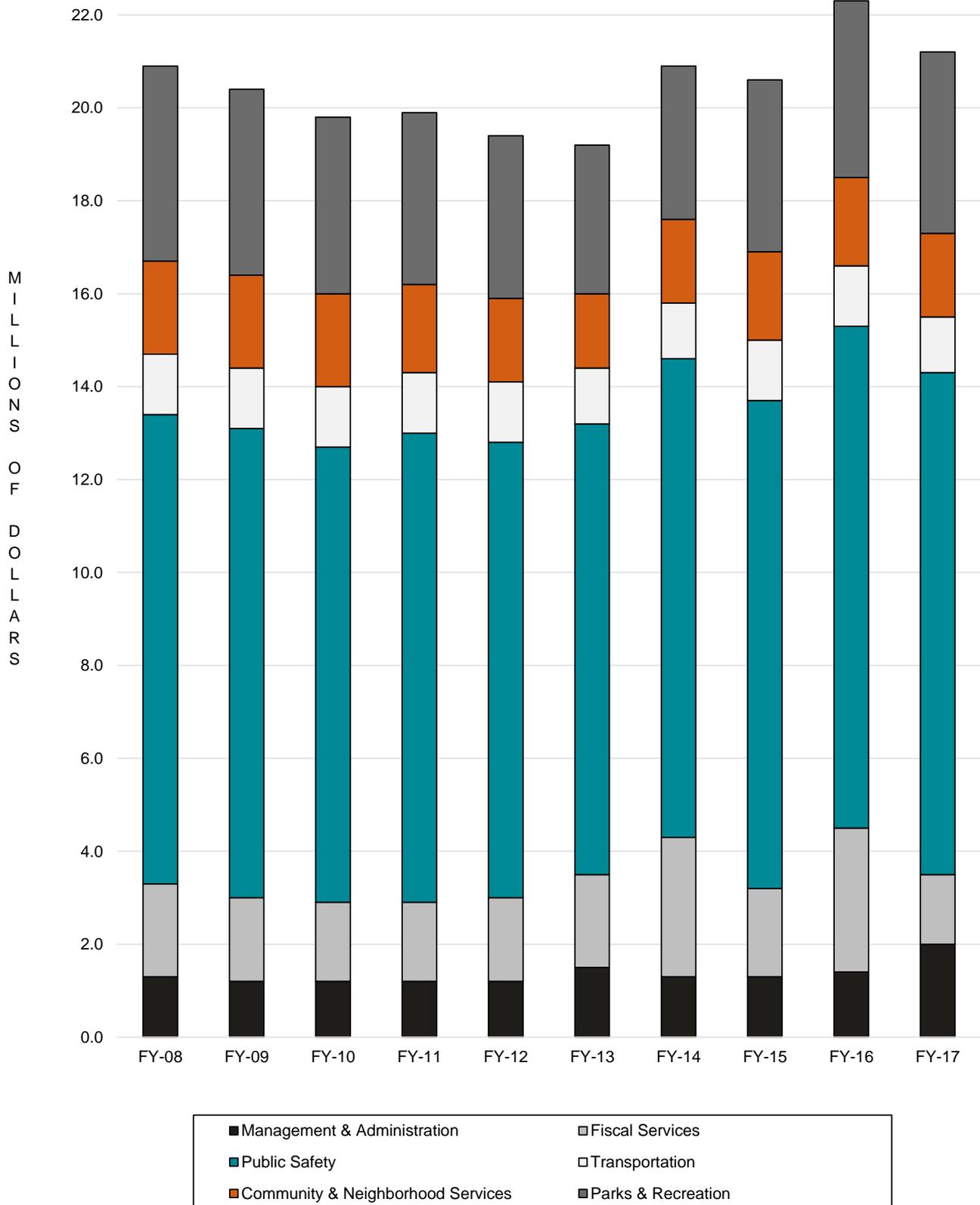
TOTAL \$21,203,654

GENERAL FUND

Comparison of Appropriations by Function

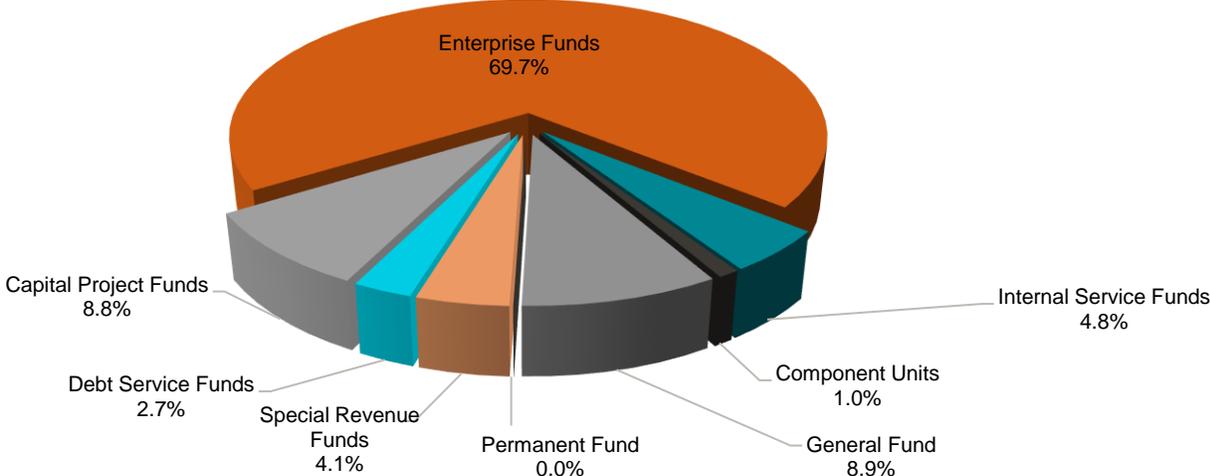
Service Group	2006-07 Actual		2011-12 Actual		2016-17 Adopted	
Management & Administration	\$1,722,830	8.37%	\$1,086,208	5.58%	\$2,015,297	9.51%
Fiscal Services	1,903,976	9.25%	1,828,273	9.39%	1,379,070	6.50%
Public Safety	9,657,254	46.93%	9,837,572	50.50%	10,899,032	51.40%
Transportation	1,239,989	6.03%	1,283,936	6.59%	1,215,243	5.73%
Community & Neighborhood Svcs	2,074,453	10.08%	1,915,324	9.83%	1,846,329	8.71%
Parks & Recreation	3,978,921	19.34%	3,527,398	18.11%	3,848,683	18.15%
Total Appropriations	\$20,577,423	100.00%	\$19,478,711	100.00%	\$21,203,654	100.00%

CITY OF HOLLAND GENERAL FUND EXPENDITURES BY FUNCTION

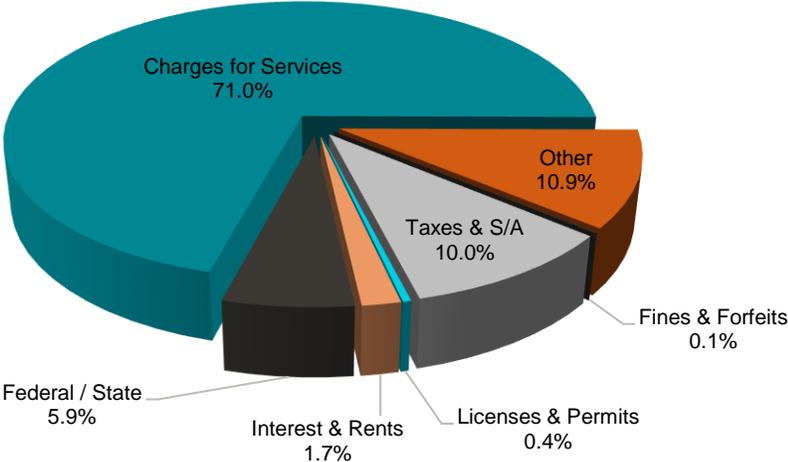


ALL SERVICE GROUPS

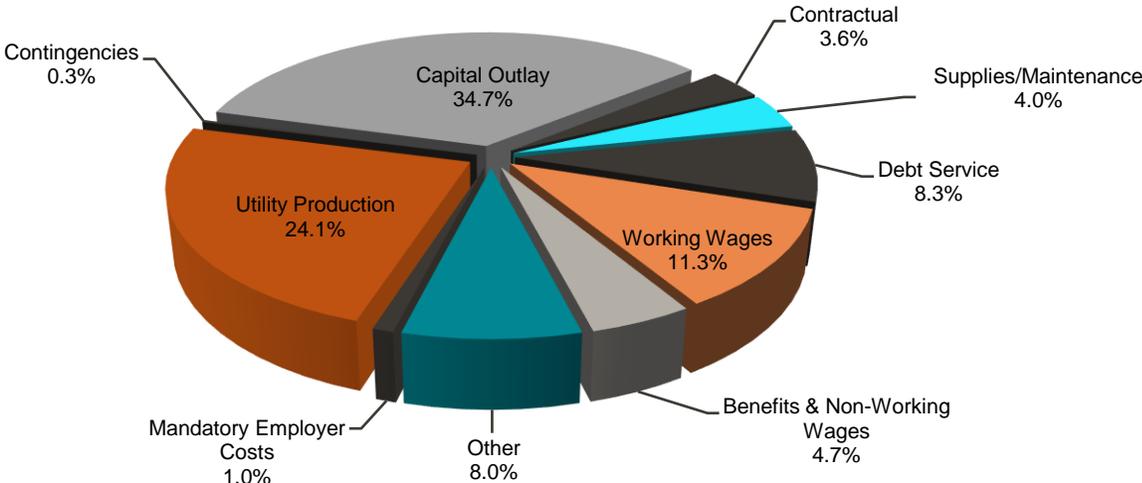
Total Uses by Fund Type \$239,730,619 (Incl. Transfers)



Sources: \$189,534,730 Excluding Transfers



Uses: \$210,907,182 Excluding Transfers & Depreciation





ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2017 Adopted Budget
-- GROUP FUNDING USES ACROSS FUNDS --	
FUND TYPES -	
General	\$ 21,253,654
Permanent	31,000
Special Revenue	9,969,646
Debt Service	6,407,800
Capital Projects	21,032,994
Enterprise	167,144,600
Internal Service	11,590,217
Component Unit	2,300,708
FUND TYPE - TOTALS	\$ 239,730,619
-- GROUP FUNDING SOURCES & USES TOTALS --	
FUNDING SOURCES -	
Taxes & Special Assessments	18,922,251
Licenses & Permits	705,300
Intergovernmental	11,144,728
Charges for Services	134,596,296
Fines & Forfeits	131,700
Interest & Rents	3,327,876
Other	20,706,579
Transfers In	12,513,896
TOTAL SOURCES	\$ 202,048,626
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 23,860,304
* Benefits - Includes NonWorking Wages	9,827,585
* Mandatory Employer Costs	2,012,394
Other Current Expenditures -	
* Supplies / Maintenance	8,541,663
* Contractual	7,513,940
* Utility Production	50,891,214
* Other	16,871,029
Capital Outlay	73,369,483
Debt Service Payments	
* Principal Maturities	12,556,025
* Interest & Fee Payments	4,929,745
Transfers Out	12,513,896
Depreciation & Amortization Expense	16,309,541
Contingencies	533,800
TOTAL USES	\$ 239,730,619

-- GROUP STAFFING TOTALS --

Personnel Services Total Amount	\$ 35,700,283
* Full-Time Positions	357.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	60.78



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
FUND TYPES -					
General		- 0 -	- 0 -	21,253,654	21,253,654
Permanent		- 0 -	- 0 -	31,000	31,000
Special Revenue		- 0 -	- 0 -	9,969,646	9,969,646
Debt Service		6,407,800	6,407,800	- 0 -	6,407,800
Capital Projects		- 0 -	- 0 -	21,032,994	21,032,994
Enterprise		- 0 -	- 0 -	167,144,600	167,144,600
Internal Service		- 0 -	- 0 -	11,590,217	11,590,217
Component Unit		- 0 -	- 0 -	2,300,708	2,300,708
FUND TYPE - TOTALS	\$ - 0 -	\$ 6,407,800	\$ 6,407,800	\$ 233,322,819	\$ 239,730,619
FUNDING SOURCES -					
Taxes & Special Assessments	9,030,988	4,067,918	13,098,906	5,823,345	18,922,251
Licenses & Permits	1,500	- 0 -	1,500	703,800	705,300
Intergovernmental	3,977,554	- 0 -	3,977,554	7,167,174	11,144,728
Charges for Services	56,645	- 0 -	56,645	134,539,651	134,596,296
Fines & Forfeits	- 0 -	- 0 -	- 0 -	131,700	131,700
Interest & Rents	101,500	453,530	555,030	2,772,846	3,327,876
Other	1,300	1,619,475	1,620,775	19,085,804	20,706,579
Transfers In	5,312,220	279,191	5,591,411	6,922,485	12,513,896
TOTAL SOURCES	\$ 18,481,707	\$ 6,420,114	\$ 24,901,821	\$ 177,146,805	\$ 202,048,626
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working		- 0 -	- 0 -	23,860,304	23,860,304
* Benefits - Includes NonWorking Wages		- 0 -	- 0 -	9,827,585	9,827,585
* Mandatory Employer Costs		- 0 -	- 0 -	2,012,394	2,012,394
Other Current Expenditures -					
* Supplies / Maintenance		- 0 -	- 0 -	8,541,663	8,541,663
* Contractual		- 0 -	- 0 -	7,513,940	7,513,940
* Utility Production		- 0 -	- 0 -	50,891,214	50,891,214
* Other		1,001	1,001	16,870,028	16,871,029
Capital Outlay			- 0 -	73,369,483	73,369,483
Debt Service Payments					
* Principal Maturities		5,126,459	5,126,459	7,429,566	12,556,025
* Interest & Fee Payments		1,280,339	1,280,339	3,649,406	4,929,745
Transfers Out		1	1	12,513,895	12,513,896
Depreciation & Amortization Expense				16,309,541	16,309,541
Contingencies		- 0 -	- 0 -	533,800	533,800
TOTAL USES	\$ - 0 -	\$ 6,407,800	\$ 6,407,800	\$ 233,322,819	\$ 239,730,619

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$2,090,057 for two related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses).



ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description				FY-2017
	General Fund	BPW Utility Funds	All Other Funds	Adopted Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 9,030,988	\$ -	\$ 9,891,263	\$ 18,922,251
Licenses & Permits	637,600	-	67,700	705,300
Intergovernmental	4,061,654	-	7,083,074	11,144,728
Charges for Services	1,656,300	127,875,278	5,064,718	134,596,296
Fines & Forfeits	131,700	-	-	131,700
Interest & Rents	336,300	488,101	2,503,475	3,327,876
Other	34,300	462,275	20,210,004	20,706,579
Transfers In	5,323,220	-	7,190,676	12,513,896
TOTAL SOURCES	\$ 21,212,062	\$ 128,825,654	\$ 52,010,910	\$ 202,048,626
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 9,407,556	\$ 11,880,451	\$ 2,572,297	\$ 23,860,304
* Benefits - Includes NonWorking Wages	4,677,840	4,097,294	1,052,451	9,827,585
* Mandatory Employer Costs	672,944	1,088,851	250,599	2,012,394
Other Current Expenditures -				
* Supplies / Maintenance	1,068,813	4,706,785	2,766,065	8,541,663
* Contractual	1,140,000	4,484,740	1,889,200	7,513,940
* Utility Production	-	50,891,214	-	50,891,214
* Other	3,363,291	2,604,480	10,903,258	16,871,029
Capital Outlay	28,410	51,390,979	21,950,094	73,369,483
Debt Service Payments				
* Principal Maturities	-	7,429,566	5,126,459	12,556,025
* Interest & Fee Payments	-	3,649,406	1,280,339	4,929,745
Transfers Out	311,000	5,850,000	6,352,896	12,513,896
Depreciation & Amortization Expense	-	14,871,806	1,437,735	16,309,541
Contingencies	533,800	-	-	533,800
TOTAL USES	\$ 21,203,654	\$ 162,945,572	\$ 55,581,393	\$ 239,730,619

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 14,758,340	\$ 17,066,596	\$ 3,875,347	\$ 35,700,283
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* Full-Time Positions	357.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	60.78

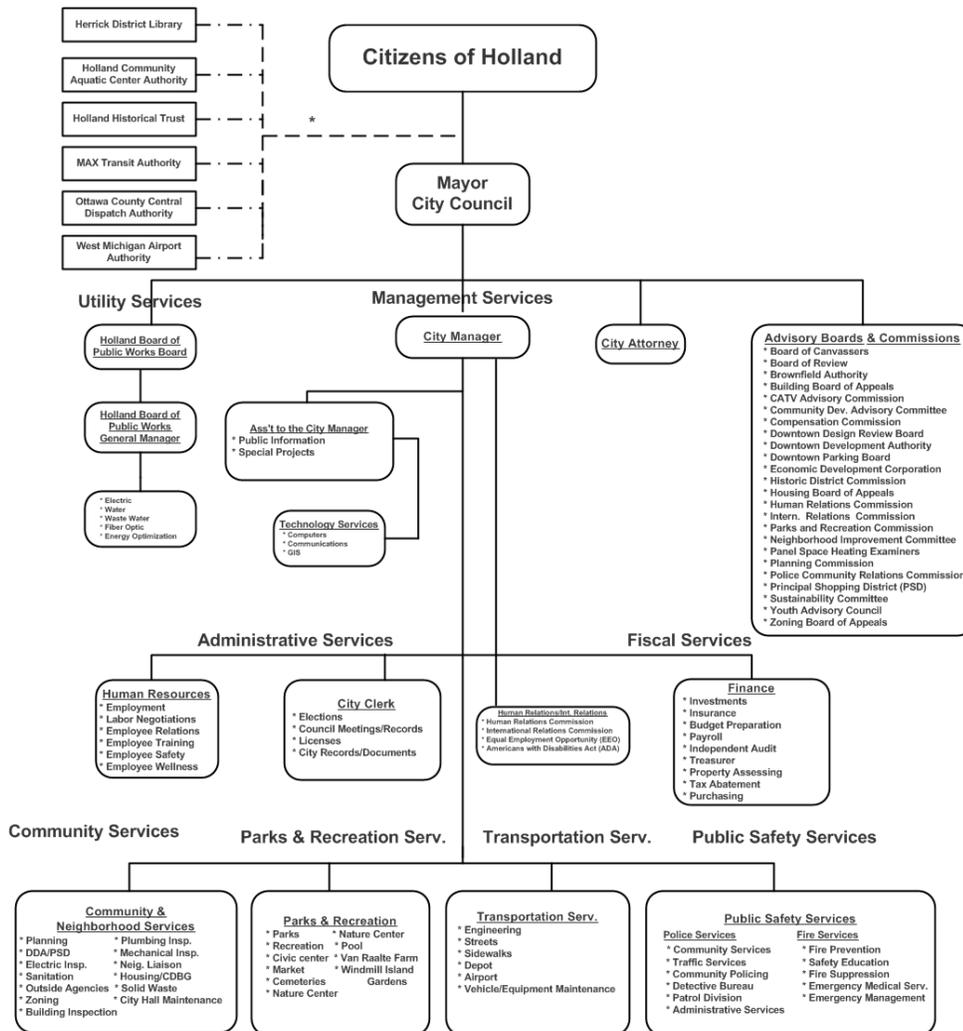
MANAGEMENT & ADMINISTRATION

INTRODUCTION

GROUP MISSION STATEMENT

The Management and Administration 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.

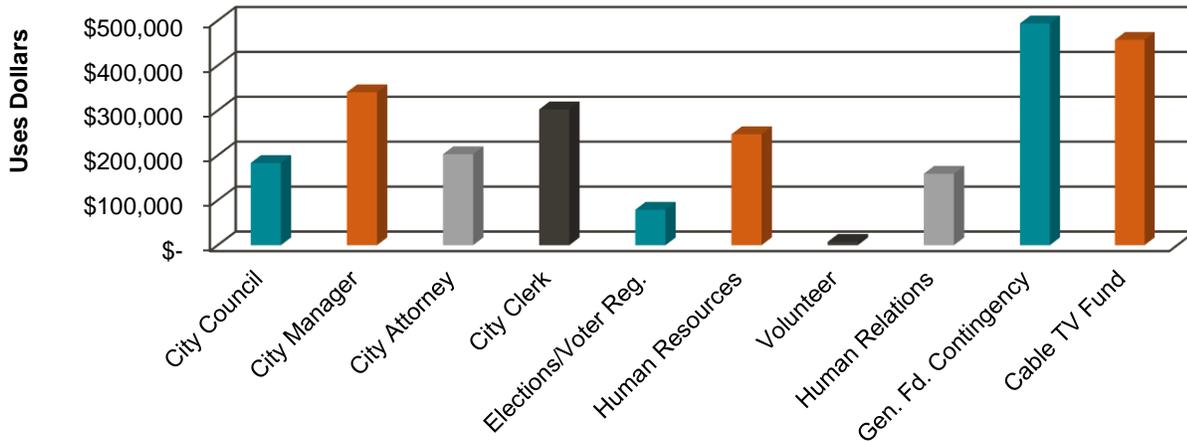
GROUP ORGANIZATIONAL STRUCTURE



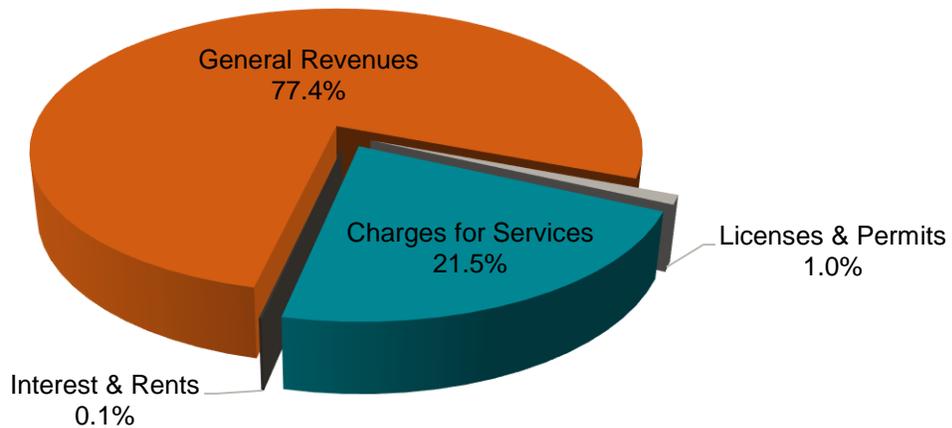
* The City Council makes appointments to these Districts and Authorities

MANAGEMENT & ADMINISTRATION

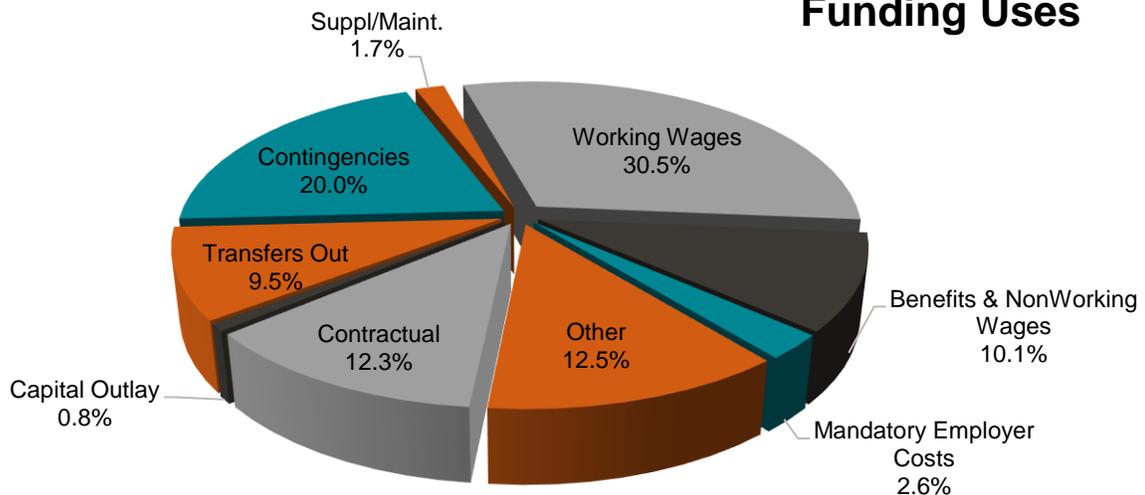
Total Uses by Department \$2,472,604



Funding Sources



Funding Uses





MANAGEMENT & ADMINISTRATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 1,274,553	\$ 1,338,940	\$ 1,431,701	\$ 2,015,297
Special Revenue	401,104	422,513	554,746	457,307
TOTAL FUND TYPE	\$ 1,675,657	\$ 1,761,453	\$ 1,986,447	\$ 2,472,604

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	610	- 0 -	2,550	- 0 -
Licenses & Permits	25,809	28,229	25,000	26,000
Charges for Services	446,698	510,328	549,400	540,200
Interest & Rents	3,337	2,855	3,000	3,000
Other	3,307	- 0 -	5,700	5,700
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 479,761	\$ 541,412	\$ 585,650	\$ 574,900

FUNDING USES -				
Personal Services -				
* Salaries & Wages - Working	\$ 572,314	\$ 680,552	\$ 723,522	\$ 755,132
* Benefits - Incl. NonWorking Wages	195,885	267,917	231,688	248,996
* Mandatory Employer Costs	48,342	54,411	59,895	63,945
Other Current Expenditures -				
* Supplies / Maintenance	26,750	34,344	48,046	42,026
* Contractual Expenditures	349,929	257,840	295,316	304,050
* Other	199,169	202,974	251,480	310,655
Capital Outlay	83,268	36,515	62,000	19,000
Transfers Out	200,000	226,900	294,500	235,000
Contingencies	- 0 -	- 0 -	20,000	493,800
TOTAL USES	\$ 1,675,657	\$ 1,761,453	\$ 1,986,447	\$ 2,472,604

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 816,541	\$ 1,002,880	\$ 1,015,105	\$ 1,068,073
* Full-Time Positions	6.15	9.15	9.07	9.07
* Part-Time Positions @ F.T.E.	4.05	4.75	4.95	5.60
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

ACTION PLAN

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 Holland 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 2016 Retreat on Saturday, January 30, 2016. The goals that received support via a modified dotocracy process were:

Rank	2016 City Council Priorities	Votes
1	Create a path to begin to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by the creation of priorities, perhaps down Pine or in the Smart Zone)	11
2	Eliminate barriers to new development and re-development by reviewing ways to reduce requirements (review Historic District Commission Guidelines), streamline reviews (reduce the number of steps or boards), provide a clear path to success (one-stop shopping and form-based code approaches), provide incentives (like Neighborhood Enterprise Zone tax reductions), and/or streamlining this permitting (for Partners for Renewal, for example)	9
3	Create the budget to be within the annual taxable value increases and reduce the tax burden over time by eliminating the 0.7 capital debt and 0.15 fire station millage increases from 2012/2013	8
4	Add a water feature for Downtown public areas, parks and/or at Civic Center Place (splash pads)	5
	Add restaurant and indoor/outdoor concert venue at Windmill Island Gardens as part of the Interpretive and Landscape Plan steps in the Business Plan	5
6	Work with MDOT to make the US 31 Corridor From 8th to 32nd more pedestrian friendly and more aesthetically pleasing and budget the City's share	5
7	Add language to City ordinances and policies to protect LGBT community against discrimination in housing, employment and accommodation	5
8	Create and plan for a beautiful, world -class waterfront with public access by water	4
9	Create a Dog Park at Window on the Waterfront or at VanRaalte Farm	4
10	Consider zoning revisions for "Air BNB" (short-term vacation rentals) in the (R-TRN) zones (Downtown neighborhoods)	4
11	Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, mobile apps, photo survey of visual preferences and by otherwise leveraging technology	3
12	Create a Downtown ice rink in relation to Civic Center Place, potentially an ice skating pathway	3

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Regular Scheduled Legislative Sessions	24	24	24	24
	Number of Special Called Legislative Sessions	15	9	10	10
	Number of Study Sessions	16	19	20	20
	Number of Council Actions (Calendar Year)	695	732	711	720
	Number of Ordinances Adopted	20	20	20	15
	Facebook Posts on Legislative-Policy-Related	0	0	17	30
	Post Reach (Post is Viewed in Users Newsfeed)	Unk	Unk	98,700	250,000



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	163,908	163,205	171,930	183,113
TOTAL SOURCES	\$ 163,908	\$ 163,205	\$ 171,930	\$ 183,113

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 62,533	\$ 62,852	\$ 65,870	\$ 67,449
* Benefits - Incl. NonWorking Wages	3,651	2,811	3,625	5,362
* Mandatory Employer Costs	4,856	4,937	5,196	5,302

Other Current Expenditures -

* Supplies / Maintenance	1,194	1,180	3,000	1,800
* Contractual	5,398	8,249	8,300	6,200
* Other	86,276	83,176	85,939	97,000

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 163,908	\$ 163,205	\$ 171,930	\$ 183,113

-- STAFFING --

Personnel Services Total Amount	\$ 71,040	\$ 70,600	\$ 74,691	\$ 78,113
* Full-Time Positions	0.25	0.20	0.20	0.20
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

MANAGEMENT & ADMINISTRATION

CITY MANAGER

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- **Celebrate team success: Summer and Christmas events.**
- **Work to implement the City Council goals from January, 2016:**
 - a. Create a path to begin to achieve fiber internet access to neighborhoods (after HBPW Pilot program and after review of the Business Case and by the creation of priorities, perhaps down Pine or in the Smart Zone). Create a "Fiber to Neighborhoods" Strategic Plan. Work to fund in FY 18.
 - b. Eliminate barriers to new development and re-development by reviewing ways to reduce requirements (review Historic District Commission Guidelines), streamline reviews (reduce the number of steps or boards), provide a clear path to success (one-stop shopping and form-based code approaches), provide incentives (like Neighborhood Enterprise Zone tax reductions), and streamline permitting (Partners for Renewal, for example). The Holland Historic District guidelines could be written to enable flexibility when warranted (glass blocks, materials that appear original yet are more easily purchased and installed, larger footprints for garages when reviewed, etc.). (Planning funds TBD).
 - c. Create the budget to be within the annual taxable value increases so as to recommend a FY 17 budget that has no operating tax increase and reduce the tax burden over time by rolling back the 0.7 for capital debt and 0.15 millage for Fire Station renovations.
 - d. Add a water feature for Downtown public areas, parks and/or at Civic Center Place (splash pads). (Cost TBD by GO Construction)
 - e. Work with MDOT to make the US 31 Corridor from 8th to 32nd more pedestrian friendly and more aesthetically pleasing and budget the City's share. (Experiment in FY16 to be evaluated this spring).
 - f. Create an "interpretive plan" for Windmill Island Gardens that includes a restaurant and an indoor/outdoor concert venue feasibility study via an Interpretative Plan and an eventual Landscape Plan (\$15,000).
 - g. Seek a city-wide charrette approach to the question of protecting the LGBT community against housing and job discrimination (\$TBD for speakers, outreach, facilitators,

MANAGEMENT & ADMINISTRATION

CITY MANAGER

neighborhood coffees, Council open houses, etc. and \$TBD for professional facilitation help). Legislation may, or may not, occur. Knowledge and education would be the goal.

- h. Create and plan for a beautiful, world -class waterfront with public access by water. Creation of common ownership will be the goal for FY17 (no public funds). Work with experts to complete the Waterfront Visioning (\$25,000) and begin implementation of a multi-year redevelopment outcome determined by the City Council. (\$25,000) in the Municipal Capital Improvement Fund.
 - i. Create a Dog Park at Window on the Waterfront or at VanRaalte Farm Dog Park by working with the Parks and Recreation Board and donors (\$15,000).
 - j. Create a Downtown ice rink in relation to Civic Center Place, potentially an ice skating pathway (\$TBD by GO Construction).
 - k. Work with the Neighborhood Improvement Committee, the Planning Commission and the City Council to consider "AirBnB" Short Term Vacation Rental Policy changes, at least in the R-TRN and commercial districts. (No extra cost).
 - l. Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, mobile apps and by otherwise leveraging links, mobile apps, visual preference surveys, etc. (No extra cost).
- **Work to complete the FY 17 City Manager's Budget Theme to focus on Infrastructure and Service Reinvestment by:**
 - Complete the Civic Center Design and proceed to construction groundbreaking. A total of approximately \$200,000 will be needed for final design costs FY17 and \$500,000 in bidding and initial construction management services. A fund raising goal of \$2 million more will be discussed. Total construction in FY17 is estimated to be \$5 million.
 - Create a Five Year Plan for reinvesting in Fire Station(s) via use of the established sinking fund for debt service from re-directed millage. (No extra cost).
 - Backfilling and/or new positions as needed will be funded and filled as determined to be fiscally responsible in the new normal mode (Deputy Street Superintendent, Recreation programmer, part-time Home Energy Retrofit Manager, etc. for approximately \$150,000 more yet net of \$X to General Fund)
 - Overall team professional growth and support by facilitating coaching, professional trainings, an orientation ambassador program, and retreats via about \$5,000.
 - Complete the Energy Service Company Performance contract and secure \$177,000 or more in annual savings (no extra cost above the debt service financed in FY16).
 - **Create action on the Waterfront Redevelopment Plan(s) by creating a cruise ship and daytime dock plan at South Shore waterfront with tax increment funds and facilitating common ownership at the end of 8th Street. (\$TBD)**

MANAGEMENT & ADMINISTRATION

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- Partner with the Holland Board of Public Works staff on creation of a James DeYoung City-owned land repurposing project. Ramp up to fund a design and development team in FY 18 involving public charrette's after remediation (FY17 via HBPW funds).
- Implement the Parks and Recreation and the Transportation Department's Strategic Plans by streamlining administrative procedures, back filling where recommended, investing in new technology and equipment, investing in experienced part-time staff for enhanced flexibility and reinvesting in infrastructure. (\$TBD)
- If the Five Year Recreation Plan is amended, conduct a joint Recreation Center facility development planning and design process: \$15,000 for design; \$10,000 for educational materials and \$15,000 for Bouws pool/splash pad design in the Municipal Capital Improvements Fund.
- Initiate a comprehensive Home Energy Retrofit and On-Bill Financing program via the Holland Energy Fund, inclusive of Building Energy labeling rental conversions tackled by Jubilee Ministries and Homecor (\$3 million of Holland Board of Public Works investments for creation of a revolving loan fund, \$225,000 of the extra 0.25 HPBW rate (\$250,000) and \$25,000 and part of \$75,000 of Neighborhood Improvement Funds in Community and Neighborhood Services in the Municipal Capital Improvement fund budget for removal of ancillary homeowner barriers (lead, asbestos, etc.)
- Make the third year payment for Sustainability Institute Director housed at Hope College (\$15,000 in the City Manager's Budget) and complete annual reports to funders. Next year will be undetermined until such time as an endowment is created.
- Increase social networking from the City Manager's Office. (up to 26 posts on Facebook)
- Complete the second year of new Program Measurements associated with new results being measured, strategic goals being accomplished and the Annual Calendar Report tracked in real time with assistance of the Executive Assistant III.
- Revise and recommend and Amended Communications Plan with the help of the Technology Services Director and Assistant to the City Manager plus the Public Information Coordinator.
- Budget for the Phase Two of the New Wayfinding Signage Construction: Message Board and Neighborhood commercial, institutional destinations, etc. (\$TBD 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. (\$25,000 in the Municipal Capital Improvement fund to become a Redevelopment Ready Community and establish a plan as well as \$10,000 in the Economic Development budget)
- Sustain the Holland Youth Connections Program and work 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) plus 25 plus community employers. Decrease the percentage of annual donated funding to less than 50%.

MANAGEMENT & ADMINISTRATION

CITY MANAGER

- Complete Snowmelt Expansion installations/cost share execution on 9th Street (\$TBD from the General Fund balance initially until special assessment payments reimburse over twenty years).
- 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). Work to increase community policing and decrease routine patrol so as to be even more preventative... perhaps over the night hours more via unusual recreational engagement (midnight drop in basketball, Bouws Pool, for example).
- Ramp-up Downtown neighborhood investments via getting to 100% in rental inspections per year.
- Secure full implementation for the Windmill Island Gardens Strategic Plan implementation with a \$2.9 million pathway and bridge construction kick-off in 2017 with assistance from Legacy Funds (City of Holland and Holland Charter Township sharing \$TBD in local contributions)
- To lead and bring new, non-tax resources into the community via grants, foundations, fund raisers, interns, volunteers, collaboration and cooperation prior to FY 17 Budget.
- Complete the efforts to win the Georgetown Energy Prize \$5 Million (use the remaining Holland Energy Fund budget approved in FY 16 and ensure media, links, reports and other prize completion activities are done to the best of our ability).
- Continue to look for continuous improvements in costs, while not cutting services.
- Assist Mayor DeBoer in new initiatives (Ad Hoc Welcoming Committee, American Wind Symphony, etc.)
- Assist in traffic flow re-education associated with reducing use of 9th Street for vehicles and trucks.
- Additional budgetary changes:
 - EPIC Administrative Intern \$ (down \$3,520 due to less hours)
 - Holland Youth Connections Intern (new \$1,080)
 - Sustainability Director \$15,000 (\$2,500 more than last year)
 - Lakeshore Advantage down \$25,000 after prior year request for assistance in SmartZone setup. Also in-kind fiscal services to be provided for SmartZone.

MANAGEMENT & ADMINISTRATION

CITY MANAGER

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Management and Administrative / Council Action Plans	46	36	39	44
	Number of City Manager Action Plans	20	32	28	34
	Reinvestments in Existing Municipal Capital Improvements	\$511,000	\$633,500	\$2,260,000	\$8,250,000
	New Capital Improvements	\$398,000	\$0	\$642,000	\$3,100,000
	Number of Discrimination Investigations	6	1	2	2
	Number of Grants Applied for	5	5	5	4
	Amount of Grants Applied for:	\$1,300,000	\$304,000	\$360,000	\$280,000
	Parks & Recreation		\$4,000	\$320,000	\$100,000
	Community & Neighborhood Services (1)		\$150,000	\$0	\$50,000
	Public Safety Services		\$150,000	\$140,000	\$130,000
Energy Costs (\$)	\$1,169,784	\$958,580	\$910,650	\$733,650	
Reduction	(4%)	(12%)	(5%)	(19%)	
Facebook Posts	2	4	3	6	
Effectiveness	Percentage of Council Actions Plans Achieved	35% (16)	36% (13)	59% (23)	50% (22)
	Percentage of City Manager Action Plans Achieved	65% (13)	56% (18)	60% (23)	50% (20)
	Management Efficiency Savings	(\$43,000)	(\$34,000)	(\$530,000)	(\$50,000)
	New Earned Income Donations	\$1,500,000	Unk	\$1,250,000	\$1,700,000
	Holland Budget Financial Snap Shot Improvements	3 for 5	3 for 5	3 for 5	2 for 5
	Energy Savings Achieved (CO ²) - Metric Tons of CO ²	71,570	63,633	63,000	61,900
	Reduction	Unk	(11%)	(1%)	(2%)



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY MANAGER

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	325,687	332,986	323,870	340,625
TOTAL SOURCES	\$ 325,687	\$ 332,986	\$ 323,870	\$ 340,625

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 188,284	\$ 187,374	\$ 186,770	\$ 189,875
* Benefits - Incl. NonWorking Wages	98,339	97,438	77,295	81,283
* Mandatory Employer Costs	16,401	16,379	16,255	17,267

Other Current Expenditures -

* Supplies / Maintenance	2,417	3,232	5,900	4,400
* Contractual	656	2,720	3,200	3,200
* Other	19,590	25,843	34,450	44,600

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 325,687	\$ 332,986	\$ 323,870	\$ 340,625

-- STAFFING --

Personnel Services Total Amount	\$ 303,024	\$ 301,191	\$ 280,320	\$ 288,425
* Full-Time Positions	2.35	2.05	1.97	1.97
*Part-Time Positions @ F.T.E.	0.10	1.05	1.00	1.15

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- To provide supplies, materials, voting machines and trained staff for polling places for Local Elections in August 2017 Primary and November 2015, and the possibility of a Special Election May 2018, as well as process voters and tabulate results. (From \$175 to \$350 per machine for a total new cost. (\$5,250)
- To obtain inspectors from both political parties and train them in the use of the E-Poll book for all elections and polling locations.
- To purchase various election equipment to replace privacy screens and signage for all polling locations. (\$1,676)
- To work with the League of Women Voters to help inform voters of all elections and procedures.
- To send office staff to the Michigan Bureau of Elections for a one day training on the Qualified Voter File system. (\$100)
- To implement an Ad Hoc committee to increase voter participation and turnout for all elections.
- To participate in the review of new election equipment to be purchased by State or County for use in FY 2017.
- To collaborate with other jurisdictions to purchase E-Poll Books (laptops) to replace existing laptops for FY 2018

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Registered Voters for November Election	23,552	23,753	23,652	23,702
	August Election	20,562	23,658	23,110	23,500
	May Election	23,737	23,602	23,669	23,635
	Number of Elections (Total)	2	3	3	3
	Regular	2	3	3	3
	Special	0	0	0	0
	Average Number of Election Workers per Precinct	5	5	5	6
	Voting Station Election Officials:				
	Chairperson	16	16	16	16
	Election Worker	65	65	65	85
	Voter Turnout:				
	August	N/A	3,368	N/A	3,500
	November	4,334	8,702	4,360	14,050
	February	N/A	N/A	4,160	N/A
	May	1,780	4,435	2,850	3,000
	Absentee Voters:				
	August	N/A	1,046	N/A	1,200
November	1,232	1,961	1,245	1,500	
February	N/A	N/A	1,297	N/A	
May	940	1,230	1,070	1,100	
Efficiency	% Turnout per Election:				
	August	N/A	14.24%	N/A	6.71%
	November	18.40%	36.64%	18.39%	59.93%
	February	N/A	N/A	18.42%	N/A
	May	7.62%	18.79%	12.00%	7.87%



MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS / VOTER REGISTRATION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 610	\$ - 0 -	\$ 2,550	\$ - 0 -
Charges for Services	1,190	20,494	34,000	25,000
General Fund Operating Revenues	29,432	52,119	37,817	54,067
TOTAL SOURCES	\$ 31,232	\$ 72,613	\$ 74,367	\$ 79,067

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 12,142	\$ 57,962	\$ 45,977	\$ 49,347
* Benefits - Incl. NonWorking Wages	- 0 -	80	75	50
* Mandatory Employer Costs	371	1,265	485	394
Other Current Expenditures -				
* Supplies / Maintenance	9,982	3,494	11,330	6,776
* Contractual	4,264	3,120	10,150	16,650
* Other	4,473	6,692	6,350	5,850
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 31,232	\$ 72,613	\$ 74,367	\$ 79,067

-- STAFFING --

Personnel Services Total Amount	\$ 12,513	\$ 59,307	\$ 46,537	\$ 49,791
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
*Part-Time Positions @ F.T.E.	0.75	1.50	1.50	1.25

MANAGEMENT & ADMINISTRATION

CITY ATTORNEY

ACTIVITY MISSION STATEMENT

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

ACTION PLAN

- 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 2016)
- To provide only the level of legal services desired by the client:
 - Provide templates to enable greater customer service with less delay for re-occurring agreements.
 - Approve re-occurring contracts as to form if minimal changes are made year-to-year.
 - Reduce overall legal expenses associated with the above efficiency improvements.



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY ATTORNEY

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	215,346	199,783	202,600	202,600
TOTAL SOURCES	\$ 215,346	\$ 199,783	\$ 202,600	\$ 202,600

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 215,346	\$ 199,783	\$ 202,600	\$ 202,600
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 215,346	\$ 199,783	\$ 202,600	\$ 202,600

-- STAFFING --

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

MANAGEMENT & ADMINISTRATION

CITY CLERK

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- To assist all departments with records management for paper documents; to establish an accurate inventory of stored documents; to work with the Holland Historical Trust to allow for storage of and access to permanently retained City documents and artifacts.
- To re-codify city ordinances in phases with General Code (42 years) and maintain every 15 years.
- To send Deputy City Clerk and Administrative Aide to conferences for continuing education to obtain Certified and Masters Certification with the International Institute Municipal Clerks and to attend National Clerk Conference. (\$4,200)
- To send staff annually to Customer Service seminars. (\$440)
- To send staff to Records Retention Workshops. (\$500)
- To provide Customer Service personnel during all regular business hours with ½ of positions be paid from Community and Neighborhood Services.
- To implement and collaborate with the Mayor AD-HOC and HYAC committees, a new program to welcome new residents that move into the City of Holland through schools, churches, apartment complexes, senior housing etc. (\$TBD)

MANAGEMENT & ADMINISTRATION

CITY CLERK

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>Licenses & Applications</u>				
	Business Licenses and Permits Issued	264	378	390	385
	Passports		23	475	525
	Zoning Board of Appeals Applications Processed	17	19	40	25
	<u>Ordinances</u>				
	Ordinance Adopted	24	20	20	15
	Council - Regular, Special, Closed Meetings (Total)	55	55	52	50
	Board of Review Meetings	9	9	9	0
Compensation Commission Meetings	0	1	0	1	

Passports effective June 2015

ZBA is being attended by CNS Staff approved by resolution

BOR is being attended by Assessor staff approved by resolution



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Licenses & Permits	\$ 25,809	\$ 28,229	\$ 25,000	\$ 26,000
Charges for Services	1,002	1,592	19,400	21,200
General Fund Operating Revenues	159,953	186,452	222,332	255,182
TOTAL SOURCES	\$ 186,764	\$ 216,273	\$ 266,732	\$ 302,382

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 106,733	\$ 126,676	\$ 151,975	\$ 176,177
* Benefits - Incl. NonWorking Wages	46,907	53,889	52,150	59,070
* Mandatory Employer Costs	8,805	10,202	12,950	14,965

Other Current Expenditures -

* Supplies / Maintenance	2,627	4,280	9,795	8,700
* Contractual	5,027	3,790	9,500	11,250
* Other	16,665	17,436	30,362	32,220

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 186,764	\$ 216,273	\$ 266,732	\$ 302,382

-- STAFFING --

Personnel Services Total Amount	\$ 162,445	\$ 190,767	\$ 217,075	\$ 250,212
* Full-Time Positions	2.00	2.00	2.00	2.00
* Part-Time Positions @ F.T.E.	0.70	1.50	1.75	2.50

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- Work to coordinate placing recruitment tools on the City of Holland Human Resources webpage. (December 2016). Further research is needed to identify what our New World system can accommodate.
- Ensure all full, part-time and seasonal new employees see the orientation video and are paired up with a mentor on a regular basis. (August 2016) (\$1,000 in expenses)
- Ensure a quarterly employee newsletter at the end of each quarter, hard copy for those who need it and electronic starting in June 2016.
- Create an employee wide event or series of events to be different from, yet like, the cook out events of the last two years.
- Create a Short Term Disability summary plan document by November 2016.
- Train employees on the revised OSHA Globally Harmonized System (GHS) by June 2016. (\$3000)
- Prepare and adopt a formal written safety policy by August 2016. (\$250)
- Implement the Safety Contract with the Holland Board of Public Works (\$15,000) and create an employee safety committee by August 2016.
- Increase the multi-cultural representation of the City's workforce via use of best practice recruiting and interviewing means to overcome unconscious bias.

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Employees (Full-Time and Part-Time A)	171	174	173	176
	Number of New Hires (Full-time and Part-Time A)	4	2	13	5
	Number of Labor Contract Settlements	2	0	12	1
	Number of Recordable Work Compensation Claims (Calendar Year)	12	13	10	10
	Number of Lost Time Accidents (Calendar Year)	7	5	4	2
	Number of Lost Days (Calendar Year)	190	325	100	20



MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	252,307	240,870	225,116	247,100
TOTAL SOURCES	\$ 252,307	\$ 240,870	\$ 225,116	\$ 247,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 68,096	\$ 84,911	\$ 87,030	\$ 85,202
* Benefits - Incl. NonWorking Wages	32,353	80,038	42,225	45,858
* Mandatory Employer Costs	6,776	8,357	8,875	8,995

Other Current Expenditures -

* Supplies / Maintenance	1,715	3,724	2,100	2,650
* Contractual	116,216	32,093	47,500	48,350
* Other	27,151	31,747	37,386	56,045

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 252,307	\$ 240,870	\$ 225,116	\$ 247,100

-- STAFFING --

Personnel Services Total Amount	\$ 107,225	\$ 173,306	\$ 138,130	\$ 140,055
* Full-Time Positions	1.25	1.60	1.60	1.60
*Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

MANAGEMENT & ADMINISTRATION

VOLUNTEER SERVICES

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.

ACTION PLAN

- To make increased efforts to ensure that all positions on City boards, committees and commissions are filled. (July 2016)
- To collaborate with the Human Relations Coordinator and Commission to increase minority representation on City boards and commissions. The goal for FY 2017 is 12% minority representation. (December 2016)
- 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. (January 2016)

MANAGEMENT & ADMINISTRATION

VOLUNTEER SERVICES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	CVS Boards/Project/Program Volunteers				
	Boards and Commissions Volunteers	200	210	220	220
	Females	70	80	80	80
	Minorities	21	21	25	25
	DeGraaf Nature Center Volunteers	150	175	200	200
	Teen Court Coordinator, Jurors and Assistants	70	70	70	70
	Victims Services Unit	18	18	18	18
	Recreation Dept. Volunteers	246	255	260	260
	Youth Council Volunteers	44	52	55	55
	Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	2,175	2,100	2,200	2,200
	Total	2,903	2,880	3,023	3,023
	CVS/Boards/Project/Program Hours				
	Boards and Commissions	5,085	4,925	4,950	4,950
	DeGraaf Nature Center Volunteers	900	1,004	1,110	1,110
	Teen Court Coordinator, Jurors and Assistants	150	150	150	150
	Victims Services Unit Volunteers	396	560	560	560
	Recreation Dept. Volunteers	3,460	3,326	3,350	3,350
	Youth Council Volunteers	928	910	920	920
	Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	7,394	7,298	7,300	7,300
	Total	18,313	18,173	18,340	18,340



MANAGEMENT & ADMINISTRATION

GENERAL FUND - VOLUNTEER SERVICES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	7,272	7,304	5,904	7,521
TOTAL SOURCES	\$ 7,272	\$ 7,304	\$ 5,904	\$ 7,521

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 4,248	\$ 3,869	\$ 4,175	\$ 3,657
* Benefits - Incl. NonWorking Wages	1,461	1,497	1,313	2,248
* Mandatory Employer Costs	335	338	344	316

Other Current Expenditures -

* Supplies / Maintenance	5	1	- 0 -	400
* Contractual	- 0 -	321	- 0 -	700
* Other	1,223	1,278	72	200
TOTAL USES	\$ 7,272	\$ 7,304	\$ 5,904	\$ 7,521

-- STAFFING --

Personnel Services Total Amount	\$ 6,044	\$ 5,704	\$ 5,832	\$ 6,221
* Full-Time Positions	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

DEPARTMENT MISSION STATEMENT

The Human Relations Department serves to protect the equal rights and equal opportunities of all citizens by preventing discrimination in housing, education, employment, and public services by conducting activities that promote social justice and cultural understanding and improve relationships among all the citizens of the City of Holland.

ACTION PLAN

This year's action plan focuses on long-term initiatives from prior year. We will focus on increasing community presence and inclusion of citizens in the overall Human Relations Directives. We strive to have a greater presence in the community through collaborations. To maximize the greatest impact to community, we will focus on benchmarking other communities that have Human Relation Commissions as a continuous improvement process for the greatest outcome to citizens. Other activities include:

- Develop and benchmark Diversity and Inclusion programs. Staff person will attend Competencies to Advance Diversity and Inclusion Strategies held in New York.
- Activate a Crisis Response Team. The Commission will initiate dialogue by community sector: education, healthcare, local cultural organizations, neighborhood and faith community.
- Serve as a resource to citizens and City Council.
- Conduct educational forums and engage positive community dialogue that promote social justice, cultural understanding, and improves relationships among all citizens of the City of Holland. Educational forums to include: Refugee Awareness, Affordable Housing within our City limits (focus on City limits), and topics related to race. The City's responsibility for the Forum on Does Race Matter was completed in March.

EMPLOYMENT

- Conduct Staff training. Develop and maintain diversity training logs for all City staff. Completed February 2016.
- Examine City's posting, recruitment, retention, and recruitment process and outcomes in 2017.
- Monitor Title VI and Title VII federal mandate compliance at City Hall.

EDUCATION

- Identify Social Justice Award recipient pool for all categories. Completed January 2016.
- Educate community on those issues that impact community vibrancy. This year the commission has targeted Refugee series occurring in July and November to cross

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

promote The Big Read.

- Facilitate Community Network for Education (CNE) and encourage collaboration and partnerships community wide that celebrate our diverse community. The CNE completed the first National Hispanic Heritage month event at City Hall in October 2015. In May, we are organizing the Japan Foundation photography exhibit and have invited the Consul of Japan to speak as part of Asia American Heritage Month to be completed in May 2016.

HOUSING

- Explore and investigate affordable housing in the City of Holland (What is it? Do we have it? Benchmark other communities). Research within city limits.

GOVERNMENT/COMMUNITY RELATIONS

- Extend annual invitation to IRC for collaborative Work Session. June 2016.
- Promote citizen engagement and participation in City Government. The commission will be developing an educational pamphlet to share with citizens that explains how to engage in city government. (How do I run for City Council? How can I be a commissioner? etc.) The commission will be hosting commission meetings at neighborhood locations. The first to occur in April 2016.

YOUTH SERVICES MISSION STATEMENT

The Holland Youth Advisory Council (HYAC), 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.”

ACTION PLAN

- To hold social events for both current and past HYAC members, including a HYAC reunion by January 2016. The reunion is scheduled to take place on Saturday, June 18, from 4-7 pm at Kollen Park.
- To collaborate with local organizations and Windmill Island personnel in the planning and production of the Run of the Mill by April 2016. The Run of the Mill has been taken over by personnel at Windmill Island, with the new hire of their Events Coordinator. This event will be completed by April 2016.
- To sponsor City-wide events that create awareness and support for area Sustainability programs by May 2016. The Special Events Committee organized and implemented the Energy Wars, a friendly competition between the area schools as to which school could save the most energy in gas and electric between January, 2016 and March 2016. The final Energy Wars event will take place on Wednesday, April 20, 2016 at Maas Auditorium on Hope College’s campus from 7-9pm.

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

- To promote the Human Relations Commission Social Justice Awards and provide youth nominations by November 2015. Completed - HYAC Core Council nominated and presented the Youth Social Justice Award to Kyler Beal at the awards ceremony on Wednesday, January 20, 2016. This event is an annual event.
- To support and host the Lakeshore Youth Leadership Board's activities and events in November 2015 and February 2016 (namely the Leadership as a Lifestyle training and the Mayor's Roundtable). Leadership as a Lifestyle was hosted on Saturday, November 14, 2015 by HYAC, at the Herrick District Library. Mayor's Roundtable took place in February 2017.
- To partner with the International Relations Commission in the planning and implementation of their annual Multicultural Festival. Completed. This is an annual initiative.

INTERNATIONAL RELATIONS COMMISSION MISSION STATEMENT

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

IRC Vision

The City of Holland connected to and growing with the wider world.

IRC Mission

We build and maintain meaningful relationships between the people of Holland and the wider world through cultural, educational and professional contact.

IRC Values

Respect: We commit to the highest levels of courtesy and fairness for those who serve on this commission and those whom this commission serves.

Reliability: We fulfill our commitments to ourselves, Holland residents, its government, and our local and global partners.

Collaboration: We seek great ideas and resources in our community and beyond our borders.

Hospitality: We strive to make Holland a welcoming community for everyone.

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

ACTION PLAN

- **Oversee, maintain and grow existing relationships while exploring new relationships in other cities. The International Relations Commission will be sending at least 4 commissioners to Queretaro, Mexico. This will be used to forge new educational, economic and cultural relationships for future community exchange.**
- **Provide the community and government of Holland with opportunities for education, support and advice on multiculturalism and international values. The International Relation Commission has invited the Mayor of Queretaro to come to Holland during Tulip Time. Host the Mayor of Queretaro for Goodwill visit. The Commission would like to send Commissioner and student to the Annual Sister City Conference.**
- **Become a valued member of the economic development community in Holland. The Human Relations Commission is working to meet with Michigan Economic Development Corporation to develop economic ties with our sister city.**

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Meetings with Wayfinding Task Force for Sister City Signs	N/A	N/A	2	2
	Reg. Meetings w/ Regional Econ. Development Organizations	N/A	1	3	6
	Attain Coverage of IRC Programming in Traditional Media*	0	8	10	12
	Increase Social Media Presence w/ Reg. Updates on Facebook*	0	6	15	30
	Develop & Update Website for Multicultural Festival*	0	1	1	1
	Participate in Tulip Time Parade (IRC Members Only)	0	0	0	0
	IRC Members Attend Governor's Luncheon	0	3	3	3
	Participate in World Affairs Council Programming	0	1	3	5
	Attend Mexican Consulate Activities (IRC members & Coord.)	0	1	2	2
	Host Queretaro Delegation	0	0	0	0
	Visit Queretaro with Delegation	0	0	0	0
	Promote IRC Membership	2	5	0	0
	Coordinate Multicultural Festival Fundraising	28	30	35	35
	Multicultural Festival Event Planning**	1	1	1	1
	Coordinate Efforts to Permanently Fix Queretaro Fountain	0	0	In process	In process
	* City Website, Facebook, Updates	4	6	20	25



MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund Operating Revenues	20,457	29,484	32,390	43,857
TOTAL SOURCES	\$ 20,457	\$ 29,484	\$ 32,390	\$ 43,857

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 13,146	\$ 17,732	\$ 16,100	\$ 16,125
* Benefits - Incl. NonWorking Wages	- 0 -	3,811	4,890	5,700
* Mandatory Employer Costs	1,080	1,390	1,320	1,427
Other Current Expenditures -				
* Supplies / Maintenance	312	540	800	1,300
* Contractual	281	206	300	500
* Other	5,638	5,805	8,980	18,805
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 20,457	\$ 29,484	\$ 32,390	\$ 43,857

-- STAFFING --

Personnel Services Total Amount	\$ 14,226	\$ 22,933	\$ 22,310	\$ 23,252
* Full-Time Positions	- 0 -	0.30	0.30	0.30
* Part-Time Positions @ F.T.E.	0.30	- 0 -	- 0 -	- 0 -

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Holland Youth Advisory Council (HYAC) members (Total)	50	48	57	55
	Females	32	28	36	30
	Minorities	13	13	13	15
	Special Events Committee	11	12	12	12
	Recreation Committee	8	10	12	12
	Social Services Committee	9	8	12	12
	Youth on Adult Boards	20	18	21	20
	Planned Events by HYAC				
	Raise Your Voice:				
	Total High School students involved	30	*	*	*
	Total 6th Grade students impacted	840	*	*	*
	Teen Court - # of cases	8	13+	12	12

* No longer a city event



MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	39,899	53,472	73,262	77,947
TOTAL SOURCES	\$ 39,899	\$ 53,472	\$ 73,262	\$ 77,947

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 24,226	\$ 31,882	\$ 37,525	\$ 37,625
* Benefits - Incl. NonWorking Wages	5,400	9,211	16,565	13,306
* Mandatory Employer Costs	1,995	2,446	3,045	3,331

Other Current Expenditures -

* Supplies / Maintenance	648	1,003	1,300	2,200
* Contractual	276	217	636	1,200
* Other	7,354	8,713	14,191	20,285

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 39,899	\$ 53,472	\$ 73,262	\$ 77,947

-- STAFFING --

Personnel Services Total Amount	\$ 31,621	\$ 43,539	\$ 57,135	\$ 54,262
* Full-Time Positions	- 0 -	0.70	0.70	0.70
* Part-Time Positions @ F.T.E.	0.30	- 0 -	- 0 -	- 0 -

MANAGEMENT & ADMINISTRATIVE SERVICES

YOUTH SERVICES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Holland Youth Advisory Council (HYAC) members (Total)	50	48	57	55
	Females	32	28	36	30
	Minorities	13	13	13	15
	Special Events Committee	11	12	12	12
	Recreation Committee	8	10	12	12
	Social Services Committee	9	8	12	12
	Youth on Adult Boards	20	18	21	20
	Planned Events by HYAC				
	Raise Your Voice:				
	Total High School students involved	30	*	*	*
	Total 6th Grade students impacted	840	*	*	*
	Teen Court - # of cases	8	13+	12	12

* No longer a city event



MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Other	\$ 3,277	\$ - 0 -	\$ 5,200	\$ 5,200
General Fund Operating Revenues	28,404	22,950	30,330	32,085
TOTAL SOURCES	\$ 31,681	\$ 22,950	\$ 35,530	\$ 37,285

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 18,721	\$ 15,035	\$ 18,400	\$ 19,125
* Benefits - Incl. NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	1,527	1,178	1,450	1,510

Other Current Expenditures -

* Supplies / Maintenance	368	469	700	700
* Contractual	191	- 0 -	1,330	900
* Other	10,874	6,268	13,650	15,050

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 31,681	\$ 22,950	\$ 35,530	\$ 37,285

-- STAFFING --

Personnel Services Total Amount	\$ 20,248	\$ 16,213	\$ 19,850	\$ 20,635
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.50	0.50	0.50	0.50

MANAGEMENT & ADMINISTRATION

CONTINGENCIES

ACTIVITY MISSION STATEMENT

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

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

ACTION PLAN

- 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 2017.



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CONTINGENCIES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	- 0 -	- 0 -	20,000	493,800
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 20,000	\$ 493,800

FUNDING USES -

Contingencies	\$ - 0 -	\$ - 0 -	\$ 20,000	\$ 493,800
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 20,000	\$ 493,800

-- STAFFING --

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CABLE TELEVISION - PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Televised Programs:				
	Government Meetings	72	72	72	72
	Staff Produced	133	145	252	260
	Producer Shows	880	890	850	850
	Online Video Hits:				
	YouTube	6,000	91,955	140,000	150,000
	Vimeo	5,489	20,293	14,000	14,000
	Facebook (30 Seconds or More)	N/A	20,206	130,000	140,000
	Facebook (3 Seconds +)	N/A	71,149	550,000	600,000



MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 444,506	\$ 488,242	\$ 496,000	\$ 494,000
Interest & Rents	3,337	2,855	3,000	3,000
Other	30	- 0 -	500	500
TOTAL SOURCES	\$ 447,873	\$ 491,097	\$ 499,500	\$ 497,500

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 74,185	\$ 92,259	\$ 109,700	\$ 110,550
* Benefits - Incl. NonWorking Wages	7,774	19,142	33,550	36,119
* Mandatory Employer Costs	6,196	7,919	9,975	10,438
Other Current Expenditures -				
* Supplies / Maintenance	7,482	16,421	13,121	13,100
* Contractual	2,274	7,341	11,800	12,500
* Other	19,925	16,016	20,100	20,600
Capital Outlay	83,268	36,515	62,000	19,000
Transfers Out	200,000	226,900	294,500	235,000
TOTAL USES	\$ 401,104	\$ 422,513	\$ 554,746	\$ 457,307

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 46,769	\$ 68,584	\$ (55,246)	\$ 40,193
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	375,095	443,679	388,433	428,626
TOTAL FUND EQUITY	\$ 375,095	\$ 443,679	\$ 388,433	\$ 428,626

-- STAFFING --

Personnel Services Total Amount	\$ 88,155	\$ 119,320	\$ 153,225	\$ 157,107
* Full-Time Positions	0.20	2.20	2.20	2.20
* Part-Time Positions @ F.T.E.	1.40	0.20	0.20	0.20

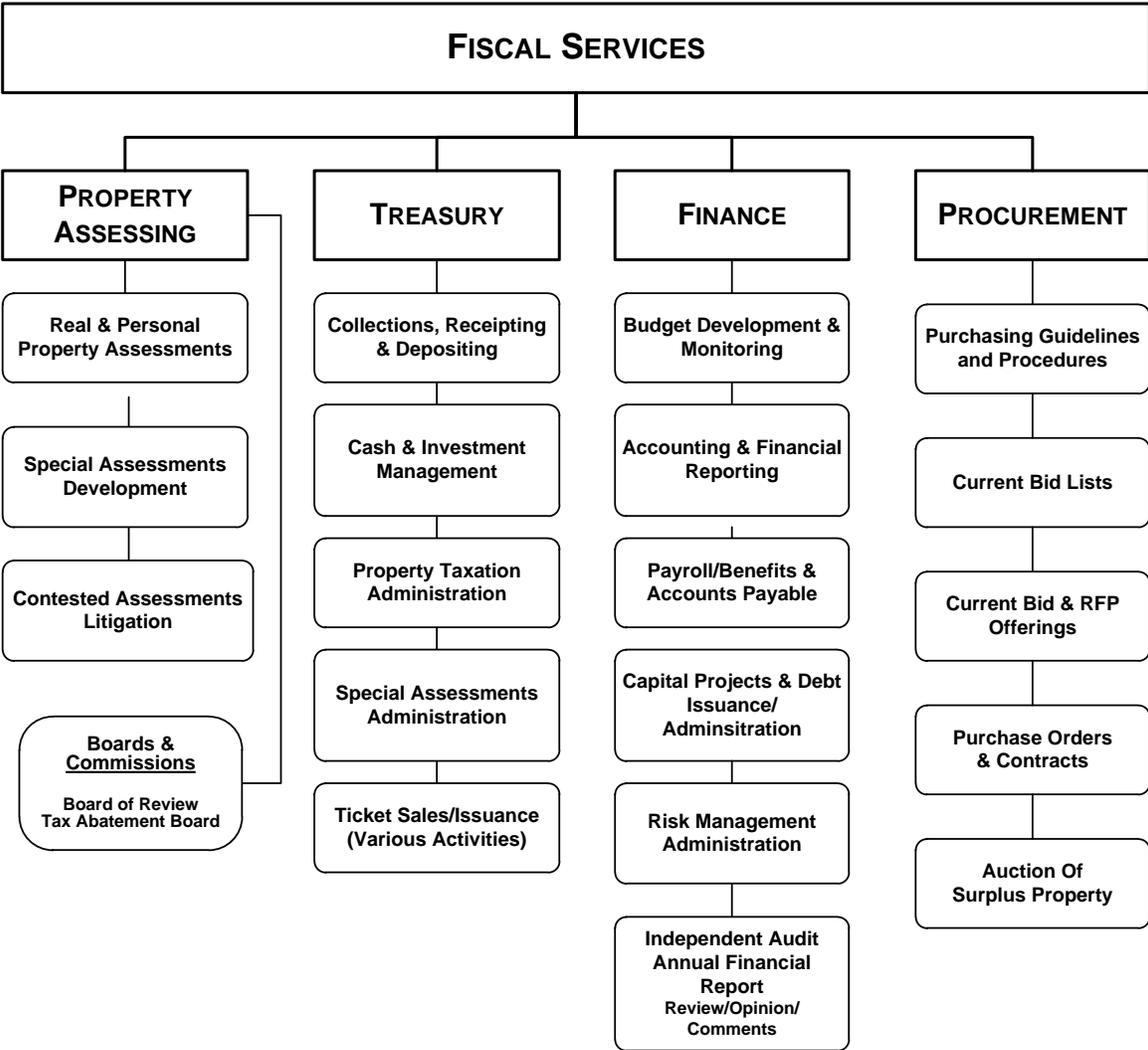
FISCAL SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

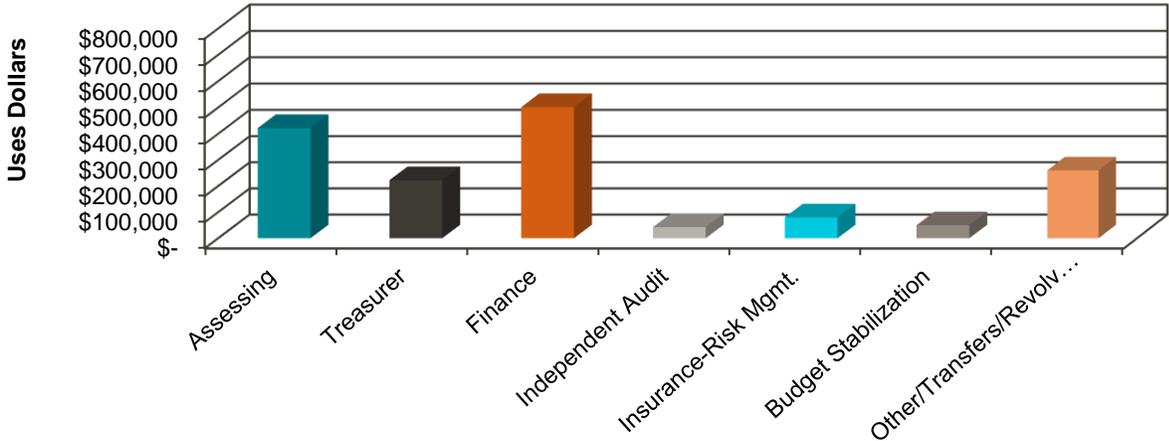
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City’s financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

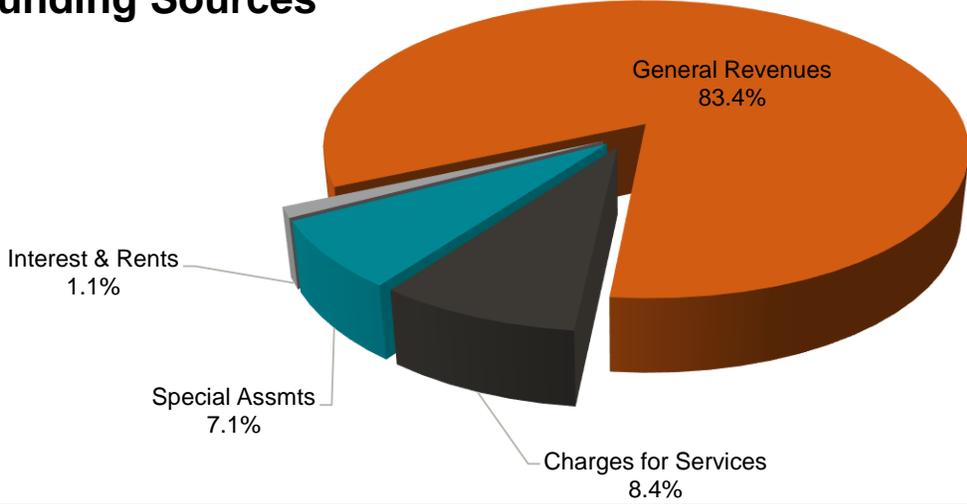


FISCAL SERVICES

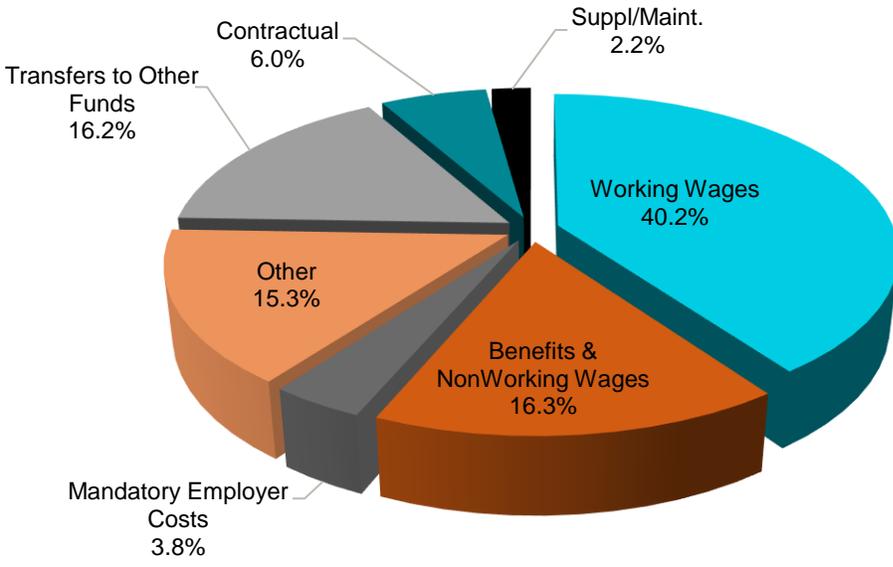
Total Uses by Department \$1,577,770



Funding Sources



Funding Uses





FISCAL SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- GROUP FUNDING USES ACROSS FUNDS --

FUND TYPES-

General Fund	\$ 3,034,749	\$ 1,778,402	\$ 28,006,620	\$ 1,429,070
Special Revenue Funds	746,578	469,245	415,000	145,000
Enterprise Funds	2,750	3,401	3,200	3,700
TOTAL- ALL FUND TYPES	\$ 3,784,077	\$ 2,251,048	\$ 28,424,820	\$ 1,577,770

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 187,306	\$ 137,359	\$ 184,552	\$ 107,481
Intergovernmental	375,000	- 0 -	- 0 -	- 0 -
Charges for Services	142,583	141,645	131,495	127,105
Interest & Rents	26,110	18,867	14,980	17,017
Other	648,461	465,613	25,000	70,000
Bond Proceeds	- 0 -	- 0 -	25,000,000	- 0 -
Transfers In	74,000.0	30,000.0	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,453,460	\$ 793,484	\$ 25,356,027	\$ 321,603

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 586,027	\$ 605,167	\$ 582,681	\$ 632,519
* Benefits - Incl. NonWorking Wages	321,652	300,977	302,108	257,719
* Mandatory Employer Costs	54,574	54,741	53,920	59,568
Other Current Expenditures -				
* Supplies / Maintenance	49,008	79,538	36,375	34,800
* Contractual	170,631	216,882	109,100	95,150
* Other	193,947	268,181	25,317,733	242,014
Capital Outlay	4,072	109,741	165,750	- 0 -
Transfers Out	2,404,166	615,821	1,857,153	256,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 3,784,077	\$ 2,251,048	\$ 28,424,820	\$ 1,577,770

- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 962,253	\$ 960,885	\$ 938,709	\$ 949,806
* Full-Time Positions	12.95	11.95	11.90	11.90
* Part-Time Positions @ F.T.E.	0.60	1.15	0.60	1.10

FISCAL SERVICES

FISCAL SERVICES GROUP

ACTIVITY MISSION STATEMENT

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

ACTION PLAN

- Develop Civic Center Funding Strategy.
- Expand number of property reviews/assessing site inspections by employing two (2) summer part-time staff (\$13,250).
- Streamline budget process and document.
- Streamline Purchasing Process with possible ordinance change.
- Implement Holland Energy Fund processes.
- Upgrade Security at City Hall.

FISCAL SERVICES

FINANCE & TREASURER

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Financial Activities of Individual Funds	68	68	70	70
	Number of Grants Monitored	21	21	21	21
	Payroll Cks Issued & Direct Deposits Made - City	13,483	13,390	13,939	13,950
	Payroll Cks Issued & Direct Deposits Made- As Fiscal Agent	4,001	4,352	4,340	4,360
	Accounts Payable Checks Issued - City	6,497	6,669	6,800	6,900
	Accounts Payable Checks Issued - As Fiscal Agent	2,006	2,180	2,300	2,400
	1099's Issued by City	121	151	165	175
	1099's Issued as Fiscal Agent	35	43	55	65
	W-2's Issued by City	700	734	750	750
	W-2's Issued as Fiscal Agent	175	186	190	200
	Purchase Orders Issued	1,078	1,186	1,200	1,300
	Bid Requests Issued	17	37	35	35
	Utility Billings Processed	4,072	3,690	3,680	3,670
	Property Tax Billings Processed *	17,097	16,349	15,725	15,800
	Dog Licenses Issued	102	77	80	80
	Special Assessment (Full Payment) Receipts	69	68	70	75
	Other Licenses, Permits, & Misc. Invoices Processed	10,314	12,333	12,500	12,750
	Pursuit of Delinquent Personal Property Taxes	138	60	90	100
Efficiency	Avg. Days to Compile Monthly Financial Statements	18	20	20	20
	Active Employees Receiving Compensation/Benefits	201	204	208	210
	Years Received G.F.O.A. Budget Award	12	13	14	15
	Bond Rating - Standard and Poor's	AA	AA	AA	AA
	Bond Rating - Dun & Bradstreet	Aa3	Aa3	Aa3	Aa3

* FY14 & 15 - Tax Year 2013 & 2014 - Winter millages in Ottawa Co. were billed on the summer tax statement if winter tax was under \$100.00.

* FY15 - Tax Year 2015 - First year with revised personal property tax law.

* FY16 - Tax Year 2015 - Winter millages in both Allegan & Ottawa Co. were billed on summer tax statements if winter tax was under \$100.00.



FISCAL SERVICES

GENERAL FUND - FINANCE

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 95,260	\$ 94,890	\$ 83,250	\$ 81,350
General Fund Operating Revenues	406,904	354,109	433,841	419,875
TOTAL SOURCES	\$ 502,164	\$ 448,999	\$ 517,091	\$ 501,225

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 262,073	\$ 244,624	\$ 293,739	\$ 296,424
* Benefits - Incl. NonWorking Wages	170,847	134,150	137,632	116,731
* Mandatory Employer Costs	24,186	21,879	26,840	28,060

Other Current Expenditures -

* Supplies / Maintenance	7,860	8,613	12,020	9,900
* Contractual	7,319	8,550	11,200	10,950
* Other	29,879	31,183	35,660	39,160

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 502,164	\$ 448,999	\$ 517,091	\$ 501,225

-- STAFFING --

Personnel Services Total Amount	\$ 457,106	\$ 400,653	\$ 458,211	\$ 441,215
* Full-Time Positions	6.00	4.50	5.00	5.00
* Part-Time Positions @ F.T.E.	- 0 -	0.45	0.60	0.60

FISCAL SERVICES

INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>AUDITS COORDINATED:</u>				
	General City	1	1	1	1
	As Fiscal Agent:				
	Herrick District Library	1	1	1	1
	Holland Energy Fund	N/A	N/A	1	1
	Macatawa Area Transportation Authority	1	1	1	1
	West Michigan Airport Authority	1	1	1	1
	Audit Committee Meetings Held	3	2	2	2
Efficiency	Years Received G.F.O.A. CAFR Award	24	25	26	27



FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	48,292	51,529	46,080	42,850
TOTAL SOURCES	\$ 48,292	\$ 51,529	\$ 46,080	\$ 42,850

FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ 9	\$ 12	\$ 65	\$ 100
* Contractual	47,185	50,387	44,800	41,500
* Other	1,098	1,130	1,215	1,250
TOTAL USES	\$ 48,292	\$ 51,529	\$ 46,080	\$ 42,850

-- STAFFING --

Positions: Not Applicable

FISCAL SERVICES

ASSESSING

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Total Properties	13,533	13,561	13,513	13,525
	Special Assessment Projects (New/Ongoing)	3	1/3	1/3	1/3
	Board of Review Appeals				
	Board of Review Meeting Minutes	-	-	1	9
	Appointments *	50	0	0	50
	Letters *	6	0	0	5
	Recommendations *	48	0	0	100
	Total Parcels Appealed	126	323	203	220
	MTT Assessment Appeal Properties				
	Full Tribunal	5	9	6	5
Small Claims Division	3	3	2	3	

*May reflect more than one parcel being appealed.



FISCAL SERVICES

GENERAL FUND - ASSESSING

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 3,504	\$ 3,828	\$ 2,920	\$ 3,020
General Fund Operating Revenues	439,984	401,180	398,847	418,572
TOTAL SOURCES	\$ 443,488	\$ 405,008	\$ 401,767	\$ 421,592

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 223,841	\$ 214,189	\$ 197,995	\$ 236,975
* Benefits - Incl. NonWorking Wages	112,809	114,196	112,235	91,562
* Mandatory Employer Costs	20,611	19,323	18,325	21,756

Other Current Expenditures -

* Supplies / Maintenance	8,584	12,785	9,390	9,500
* Contractual	46,911	19,225	35,300	23,600
* Other	30,732	25,290	28,522	38,199

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 443,488	\$ 405,008	\$ 401,767	\$ 421,592

-- STAFFING --

Personnel Services Total Amount	\$ 357,261	\$ 347,708	\$ 328,555	\$ 350,293
* Full-Time Positions	5.10	5.10	4.10	4.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	0.50



FISCAL SERVICES

GENERAL FUND - TREASURER

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 26,988	\$ 26,668	\$ 41,925	\$ 39,035
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
General Fund Operating Revenues	145,068	214,276	170,862	183,368
TOTAL SOURCES	\$ 172,056	\$ 240,944	\$ 212,787	\$ 222,403

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 82,645	\$ 108,651	\$ 90,947	\$ 99,120
* Benefits - Incl. NonWorking Wages	37,996	52,631	52,241	49,426
* Mandatory Employer Costs	8,107	9,859	8,755	9,752

Other Current Expenditures -

* Supplies / Maintenance	8,489	9,102	13,100	13,100
* Contractual	31,923	36,118	17,800	19,100
* Other	2,896	24,583	29,944	31,905

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 172,056	\$ 240,944	\$ 212,787	\$ 222,403

-- STAFFING --

Personnel Services Total Amount	\$ 128,748	\$ 171,141	\$ 151,943	\$ 158,298
* Full-Time Positions	1.85	2.35	2.80	2.80
* Part-Time Positions @ F.T.E.	0.60	0.70	- 0 -	- 0 -



FISCAL SERVICES

GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	77,581	92,809	80,000	80,000
TOTAL SOURCES	\$ 77,581	\$ 92,809	\$ 80,000	\$ 80,000

FUNDING USES -

Other Current Expenditures -

* Other	77,581	92,809	80,000	80,000
TOTAL USES	\$ 77,581	\$ 92,809	\$ 80,000	\$ 80,000

-- STAFFING --

Positions: Not Applicable



FISCAL SERVICES

GENERAL FUND - PENSION BONDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
-- FUNDING SOURCES & USES --				
FUNDING SOURCES -				
Bond Proceeds	\$ - 0 -	\$ - 0 -	\$ 25,000,000	\$ - 0 -
General Fund Operating Revenues	- 0 -	- 0 -	291,742	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 25,291,742	\$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Other	- 0 -	- 0 -	25,125,992	- 0 -
Capital Outlay	- 0 -	- 0 -	165,750	- 0 -
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 25,291,742	\$ - 0 -

-- STAFFING --

Positions: Not Applicable



FISCAL SERVICES

GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	1,787,518	537,040	1,442,153	111,000
TOTAL SOURCES	\$ 1,787,518	\$ 537,040	\$ 1,442,153	\$ 111,000

FUNDING USES -

Transfers Out	\$ 1,787,518	\$ 537,040	\$ 1,442,153	\$ 111,000
TOTAL USES	\$ 1,787,518	\$ 537,040	\$ 1,442,153	\$ 111,000

-- STAFFING --

Positions: Not Applicable



FISCAL SERVICES

GENERAL FUND - BUDGET STABILIZATION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Transfers In	\$ 69,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL SOURCES	\$ 69,000	\$ - 0 -	\$ - 0 -	\$ - 0 -

FUNDING USES -

Other	\$ 3,650	\$ 2,073	\$ 15,000	\$ 50,000
Transfers Out	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
TOTAL USES	\$ 3,650	\$ 2,073	\$ 15,000	\$ 50,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 65,350	\$ (2,073)	\$ (15,000)	\$ (50,000)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	983,286	981,213	966,213	916,213
TOTAL FUND EQUITY	\$ 983,286	\$ 981,213	\$ 966,213	\$ 916,213

-- STAFFING --

Positions: Not Applicable

-- COMPARISON TO TARGET BALANCE --

10% Target of General Fund Total Funding Uses	\$ 2,120,365
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	\$ 1,204,152
Combined Ending FY2017 Fund Balance General Fund and Budget Stabilization Fund	\$ 4,359,143
Percentage of FY2017 General Fund Expenditures	20.56%



FISCAL SERVICES

REVOLVING CASH ASSISTANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Special Assessments	\$ 187,306	\$ 137,359	\$ 184,552	\$ 107,481
Interest & Rents	26,050	18,818	14,920	16,967
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 213,356	\$ 156,177	\$ 199,472	\$ 124,448

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ - 0 -			

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 213,356	\$ 156,177	\$ 199,472	\$ 124,448
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	(151,746)	4,431	203,903	328,351
TOTAL FUND EQUITY	\$ (151,746)	\$ 4,431	\$ 203,903	\$ 328,351

-- STAFFING --

Positions: Not Applicable



FISCAL SERVICES

SPECIFIED DONATIONS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 375,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	13,460	12,911	- 0 -	- 0 -
Other	648,461	465,613	25,000	70,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	5,000	30,000	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,041,921	\$ 508,524	\$ 25,000	\$ 70,000

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 17,468	\$ 37,703	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	1,670	3,680	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	22,376	47,282	- 0 -	- 0 -
* Contractual	37,293	102,602	- 0 -	- 0 -
* Other	47,051	89,456	- 0 -	- 0 -
Capital Outlay	4,072	109,741	- 0 -	- 0 -
Transfers Out	616,648	78,781	415,000	145,000
TOTAL USES	\$ 746,578	\$ 469,245	\$ 415,000	\$ 145,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 295,343	\$ 39,279	\$ (390,000)	\$ (75,000)
ENDING BALANCE -				
Designated / Reserved	3,606	3,606	3,606	3,606
Undesignated / Unreserved	465,004	504,283	114,283	39,283
TOTAL FUND EQUITY	\$ 468,610	\$ 507,889	\$ 117,889	\$ 42,889

-- STAFFING --

Positions: Not Applicable

ADDITIONAL NOTE -

With the Exception of Transfers Out and Related Revenue, No Attempt Is Made To Budget Specified Donations. Appropriations Are Established upon City Council Acceptance of Donations. Virtually All Donors/Benefactors Include a Specific Purpose.

At the close of FY-2010 this fund received the \$8,473 balance of the Bicentennial Celebration Fund in conformance with GASB No. 54. This balance will be maintained separately until 2047 and earn interest annually. In FY-2011 \$5,000 of the Balance was used towards the Albutus Van Raalte Bicentennial Celebration.



FISCAL SERVICES

CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 3,371	\$ 3,348	\$ 3,400	\$ 3,700
Interest & Rents	60	49	60	50
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 3,431	\$ 3,397	\$ 3,460	\$ 3,750

FUNDING USES -

Other Current Expenses -				
* Supplies / Maintenance	\$ 1,690	\$ 1,744	\$ 1,800	\$ 2,200
* Other	1,060	1,657	1,400	1,500
TOTAL USES	\$ 2,750	\$ 3,401	\$ 3,200	\$ 3,700

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 681	\$ (4)	\$ 260	\$ 50
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	7,242	7,238	7,498	7,548
TOTAL FUND EQUITY	\$ 7,242	\$ 7,238	\$ 7,498	\$ 7,548

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ 681	\$ (4)	\$ 260	\$ 50
ENDING BALANCE	\$ 7,242	\$ 7,238	\$ 7,498	\$ 7,548

-- STAFFING --

Positions: Not Applicable

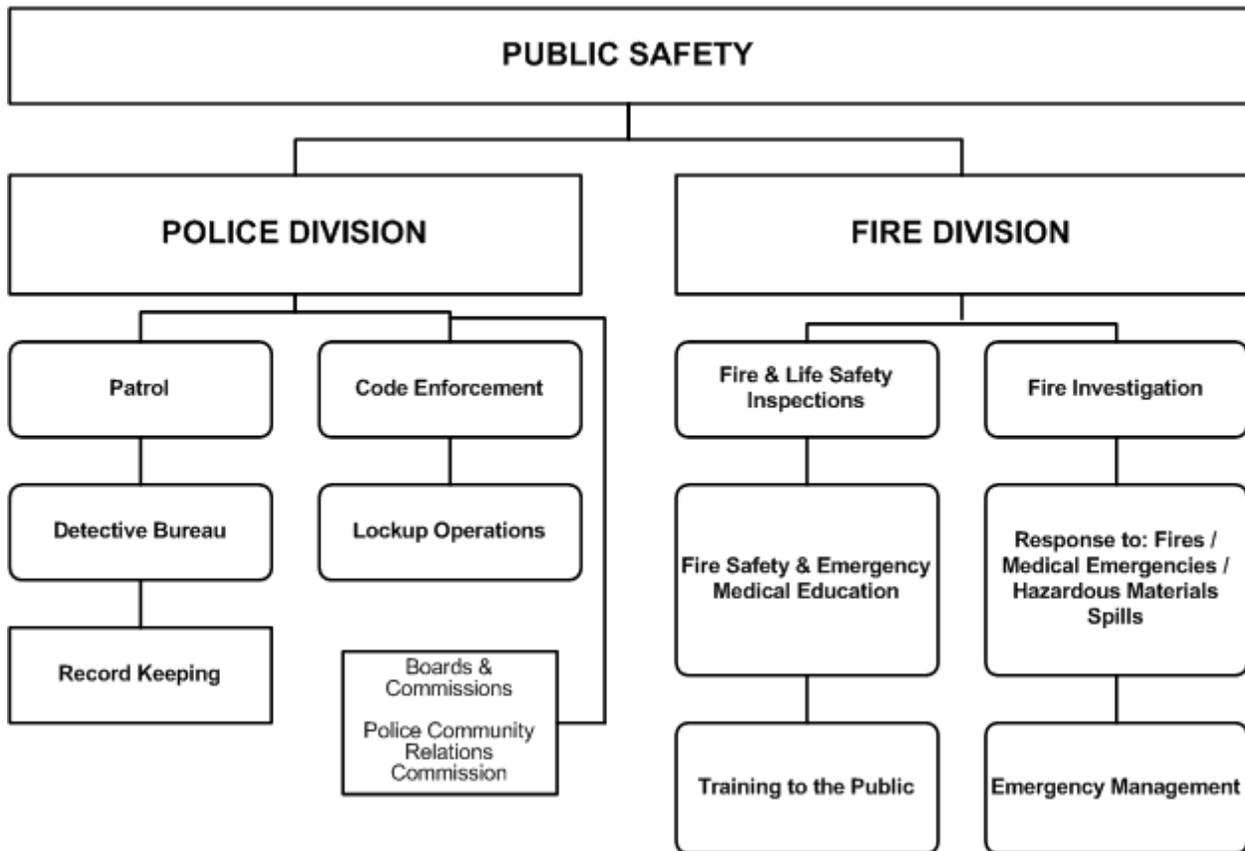
PUBLIC SAFETY

INTRODUCTION

GROUP MISSION STATEMENT

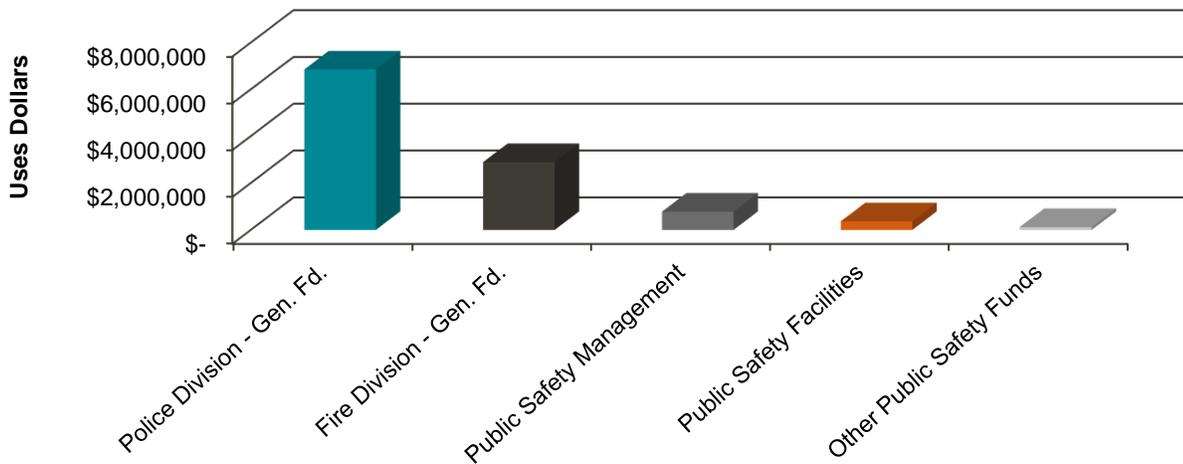
Public Safety is directed toward the coordination and integration of all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement 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

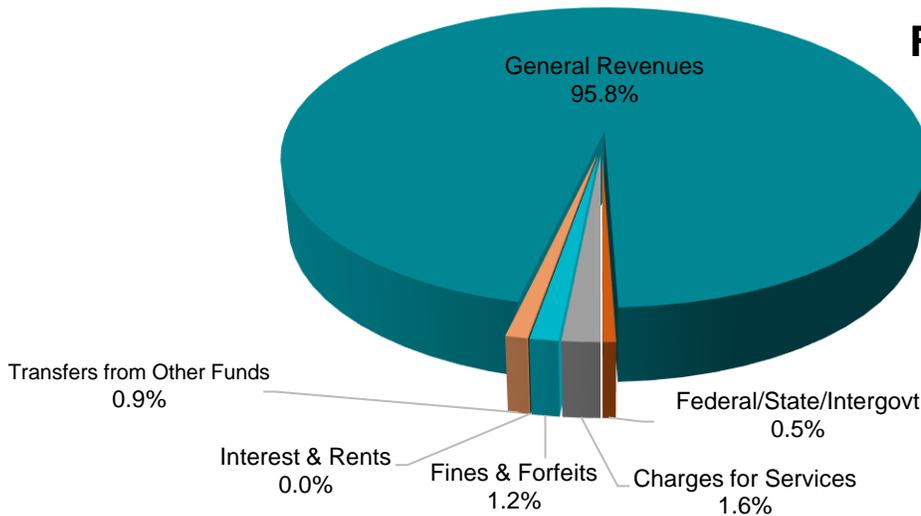


PUBLIC SAFETY

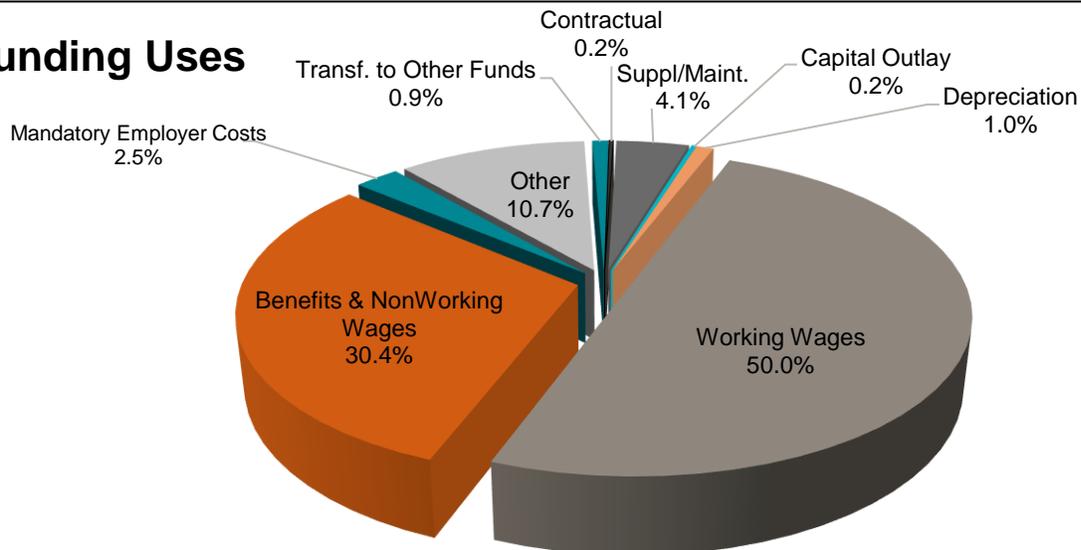
Total Uses by Department \$11,021,432



Funding Sources



Funding Uses





PUBLIC SAFETY

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
-- GROUP FUNDING USES ACROSS FUNDS --				
FUND TYPES-				
General	\$ 10,283,467	\$ 10,623,706	\$ 10,931,858	\$ 10,899,032
Special Revenue	10,575	9,475	9,525	9,600
Enterprise	5,192	5,723	2,800	2,800
Internal Service	388,458	365,026	110,000	110,000
TOTAL- ALL FUND TYPES	\$ 10,687,692	\$ 11,003,930	\$ 11,054,183	\$ 11,021,432

-- GROUP FUNDING SOURCES & USES TOTALS --				
FUNDING SOURCES -				
Intergovernmental	\$ 53,773	\$ 64,565	\$ 60,050	\$ 60,000
Charges for Services	180,869	172,013	148,590	173,300
Fines & Forfeits	191,808	155,204	130,500	130,000
Interest & Rents	3,904	1,375	610	1,010
Other	3,020	525	500	500
Transfers In	86,890	90,000	100,000	100,000
TOTAL SOURCES	\$ 520,264	\$ 483,682	\$ 440,250	\$ 464,810

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 4,992,326	\$ 5,092,580	\$ 5,414,850	\$ 5,505,293
* Benefits - Incl. NonWorking Wages	3,411,664	3,589,680	3,557,684	3,345,318
* Mandatory Employer Costs	230,546	244,733	261,925	280,430
Other Current Expenditures -				
* Supplies / Maintenance	401,823	439,178	431,678	455,767
* Contractual Expenditures	22,994	21,604	15,600	25,600
* Other	1,080,179	1,106,489	1,125,885	1,176,114
Capital Outlay	373,143	329,744	36,561	22,910
Transfers Out	86,890	90,000	100,000	100,000
Depreciation Expense	88,127	89,922	110,000	110,000
TOTAL USES	\$ 10,687,692	\$ 11,003,930	\$ 11,054,183	\$ 11,021,432

-- GROUP STAFFING TOTALS --				
Personnel Services Total Amount	\$ 8,634,536	\$ 8,926,993	\$ 9,234,459	\$ 9,131,041
* Full-Time Positions	83.00	83.00	83.00	83.00
* Part-Time Positions @ F.T.E.	8.85	9.90	9.55	9.55
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

PUBLIC SAFETY

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.

ACTION PLAN

OPERATIONAL OBJECTIVES

- Use innovation techniques from New North to establish an action plan to preserve and enhance trust between police and the community via one more potential command staff. (Throughout 2016-17)
- Assist City Manager's Office and Human Relations Coordinator with creating community relations opportunities to discuss the impact that gang activity and investigations have on the Holland community. (Throughout 2015-16)
- 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. (July - August 2016)
- Implementation and associated training of police and fire staff on the new 800 MHZ / enhanced VHF county-wide radio system. This new radio system in conjunction with the new CAD system will create a challenge for the next two years. (Funded by Ottawa County Central Dispatch, except for cruiser/Console brackets and holders for radios of \$5,000.)
- To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants. (Summer 2016) (Fire budget \$10,000. Same as prior years.)
- To organize, promote and participate in at least two (2) charity events to raise money for Holland area organizations or families in need. (Throughout 2016-17)
- Update the Fire Operations vehicle replacement schedule and make necessary budget recommendations to support it with contributions to the fire vehicle/ boat replacement fund. (July 2016) (Fire Budget \$100,000. Same as prior years.)
- Become more proactive by increasing our recruiting methods for full-time staff, part-paid firefighters, and reserve police officers. Staff must also look closely at what measures can be implemented to retain our current employees. (Throughout fiscal year) (\$5,000)
- Enhance fire ground and medical response training for fire staff. Consistent training across the department continues to be a challenge. A small training committee has been created to coordinate and manage training; however, this is over and above other responsibilities that are placed upon them. Their efforts help to maintain essential skills, but there is little opportunity to add more advanced skills and keep up with new skills and

PUBLIC SAFETY

techniques that would benefit the community. Currently there is adequate training for our paid on call personnel. The larger concern is in the area of improving the ongoing and consistent training for full paid personnel. (Increase in staffing or contracting out as needed eventually.)

- Create a steady funding source for the purchase of vests for officers. Ballistic vests can only be worn for five years as directed by the manufacture guidelines. For the past several years the department has received a federal grant that funds 50% of the purchase price and the remaining 50% was funded by a local private donation. Staff believes that the federal grant will remain in place, but we have lost our local donor for half the cost of the vests. We must either establish an annual budgeted amount or generate a new donation source to purchase vests in the future. (\$4,000 annually. Included in budget.)
- Replace service handguns, holsters, and magazine carriers for law enforcement personnel. (July – August 2016. Police Budget \$16,250)

PUBLIC SAFETY

POLICE DIVISION

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Police Calls:				
	Total Police Calls	19,975	19,867	19,900	19,900
	Part I Criminal Offenses	2,929	2,692	2,700	2,700
	Part II Criminal Offenses	3,074	2,542	2,600	2,600
	Service Calls	12,480	13,196	13,200	13,200
	Accidents Reported:				
	Total Crashes Investigated	1,492	1,437	1,450	1,450
	Injury	220	171	180	180
	Property Damage	1,270	1,265	1,270	1,270
	Fatalities	2	1	4	4
	Bookings/Arrests				
	Total Bookings	2,694	2,095	2,100	2,100
	Adult Arrests	1,901	1,421	1,500	1,500
	Juvenile Arrests	412	293	290	290
	Court Commitments / Transfers	836	674	675	675
	Police Vehicle Report:				
	Total Miles Driven	416,843	419,065	418,000	418,000
	Preventable Cruiser Accidents	7	2	4	4
	Non-Preventable Accidents	0	0	0	0
	Training:				
	Total Hours-FTO, Reserve, & Regular Officers	8,917	8,990	8,990	8,990
	Complaints Investigated				
	Domestic Animals	152	154	150	150
	Yard Parking	156	100	100	100
	Court Citations Issued	4,373	3,209	3,500	3,500
	Parking Enforcement				
Overnight Violations	2,903	3,196	3,200	3,200	
Handicapped Violations	34	42	50	50	
Ordinance Violations	690	672	680	680	
Parking Fines Collected	\$45,450	\$39,545	\$40,000	\$40,000	
Park Patrol - Total Incidents	8	8	8	8	
Abandoned Vehicles - Total Processed	12	19	19	19	
Found/Recovered Bicycles - Total Processed	123	292	250	250	
Efficiency	Call Response Time % on Total Police Calls				
	10 Minutes & Under	86.1%	86.3%	86.0%	86.0%
	5 Minutes & Under	64.0%	63.1%	63.5%	63.5%

PUBLIC SAFETY

FIRE DIVISION

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected	
Workload	Total Fire Incidents	103	101	110	104	
	Structure Fires	44	52	40	42	
	Outside of Structure Fires	4	1	6	4	
	Vehicle Fires	25	19	20	20	
	Vegetation Fires	4	2	6	4	
	Refuse Fires	9	13	15	15	
	Explosion with no After-Fire	10	10	5	8	
	Fire or Explosion not Otherwise Classified	7	4	2	4	
	Medical Emergencies	2,079	2,160	2,200	2,200	
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	154	112	160	150	
	Service Calls	202	255	250	250	
	Good Intent Calls	254	295	290	290	
	False Alarms/Alarm Malfunctions	308	343	330	330	
	Other/Miscellaneous Calls	1	2	2	2	
	TOTAL INCIDENTS	3,101	3,369	3,436	3,423	
	Change from Previous Year	5.33%	8.64%	1.99%	-0.38%	
	Value of Property Exposed to Fire	\$63,413,563	\$119,519,601	\$50,000,000	\$50,000,000	
	Combined Real and Personal Property Lost	\$754,890	\$855,565	\$700,000	\$700,000	
	Percent of Exposed Property Saved	98.81%	99.28%	98.60%	98.60%	
	<u>TRAINING AND SAFETY ACTIVITIES</u>					
	Total Personnel-Hours Spent in Training	4,038	4,962	2,510	3,000	
	Civilian Fire-Related Injuries	1	5	1	1	
	Firefighter Duty-Related Injuries	4	2	1	1	
	<u>FIRE PREVENTION ACTIVITIES</u>					
	Fire Code Inspections Performed	202	214	220	220	
	Fire Investigations Conducted	13	12	20	20	
	Outside Fire Prevention Programs Presented	18	95	100	100	
	Child Passenger Safety Seat Installations & Inspections	122	119	95	80	
	Insurance Service Office Rating	4	4	4	4	
	Number of Fire Stations	3	3	3	3	
Fire Hydrant Maintenance & Flowing	1,739	1,739	1,739	1,739		
<u>EMERGENCY MANAGEMENT</u>						
Conduct Emergency Warning Systems Tests	9	9	9	9		
Maintain and Update City Emergency Plan	1	1	1	1		
Department Head Semi-Annual Tabletop Exercises	0	1	1	1		
Plan and Implement City Emergency Plan Test Exercise	0	1	1	1		

PUBLIC SAFETY

FIRE DIVISION

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected	
Workload	Total Fire Incidents	103	101	110	104	
	Structure Fires	44	52	40	42	
	Outside of Structure Fires	4	1	6	4	
	Vehicle Fires	25	19	20	20	
	Vegetation Fires	4	2	6	4	
	Refuse Fires	9	13	15	15	
	Explosion with no After-Fire	10	10	5	8	
	Fire or Explosion not Otherwise Classified	7	4	2	4	
	Medical Emergencies	2,079	2,160	2,200	2,200	
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	154	112	160	150	
	Service Calls	202	255	250	250	
	Good Intent Calls	254	295	290	290	
	False Alarms/Alarm Malfunctions	308	343	330	330	
	Other/Miscellaneous Calls	1	2	2	2	
	TOTAL INCIDENTS	3,101	3,369	3,436	3,423	
	Change from Previous Year	5.33%	8.64%	1.99%	-0.38%	
	Value of Property Exposed to Fire	\$63,413,563	\$119,519,601	\$50,000,000	\$50,000,000	
	Combined Real and Personal Property Lost	\$754,890	\$855,565	\$700,000	\$700,000	
	Percent of Exposed Property Saved	98.81%	99.28%	98.60%	98.60%	
	<u>TRAINING AND SAFETY ACTIVITIES</u>					
	Total Personnel-Hours Spent in Training	4,038	4,962	2,510	3,000	
	Civilian Fire-Related Injuries	1	5	1	1	
	Firefighter Duty-Related Injuries	4	2	1	1	
	<u>FIRE PREVENTION ACTIVITIES</u>					
	Fire Code Inspections Performed	202	214	220	220	
	Fire Investigations Conducted	13	12	20	20	
	Outside Fire Prevention Programs Presented	18	95	100	100	
	Child Passenger Safety Seat Installations & Inspections	122	119	95	80	
	Insurance Service Office Rating	4	4	4	4	
	Number of Fire Stations	3	3	3	3	
Fire Hydrant Maintenance & Flowing	1,739	1,739	1,739	1,739		
<u>EMERGENCY MANAGEMENT</u>						
Conduct Emergency Warning Systems Tests	9	9	9	9		
Maintain and Update City Emergency Plan	1	1	1	1		
Department Head Semi-Annual Tabletop Exercises	0	1	1	1		
Plan and Implement City Emergency Plan Test Exercise	0	1	1	1		



PUBLIC SAFETY

GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 43,242	\$ 53,731	\$ 50,250	\$ 50,000
Charges for Services	177,602	168,958	145,440	170,200
Fines & Forfeits	191,808	155,204	130,500	130,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	700	500	500
General Fund Operating Revenues	9,870,815	10,245,113	10,605,168	10,548,332
TOTAL SOURCES	\$ 10,283,467	\$ 10,623,706	\$ 10,931,858	\$ 10,899,032

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 4,992,326	\$ 5,092,580	\$ 5,414,850	\$ 5,505,293
* Benefits - Incl. NonWorking Wages	3,411,664	3,589,680	3,557,684	3,345,318
* Mandatory Employer Costs	230,546	244,733	261,925	280,430
Other Current Expenditures -				
* Supplies / Maintenance	399,337	436,743	429,178	453,267
* Contractual	22,994	21,604	15,600	25,600
* Other	1,066,898	1,093,726	1,116,060	1,166,214
Capital Outlay	72,812	54,640	36,561	22,910
Transfers Out	86,890	90,000	100,000	100,000
TOTAL USES	\$ 10,283,467	\$ 10,623,706	\$ 10,931,858	\$ 10,899,032

-- STAFFING --

Personnel Services Total Amount	\$ 8,634,536	\$ 8,926,993	\$ 9,234,459	\$ 9,131,041
* Full-Time Positions	83.00	83.00	83.00	83.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	8.85	9.90	9.55	9.55



PUBLIC SAFETY

POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 10,531	\$ 10,834	\$ 9,800	\$ 10,000
TOTAL SOURCES	\$ 10,531	\$ 10,834	\$ 9,800	\$ 10,000

FUNDING USES -

Other Current Expenditures -				
* Other	10,575	9,475	9,525	9,600
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 10,575	\$ 9,475	\$ 9,525	\$ 9,600

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (44)	\$ 1,359	\$ 275	\$ 400
ENDING BALANCE -				
Designated / Reserved - Vehicles	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	573	1,932	2,207	2,607
TOTAL FUND EQUITY	\$ 573	\$ 1,932	\$ 2,207	\$ 2,607

-- STAFFING --

Positions: Not Applicable



PUBLIC SAFETY

POLICE EMPLOYEES BENEFIT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 3,267	\$ 3,055	\$ 3,150	\$ 3,100
Interest & Rents	12	11	10	10
Other	2,370	2,713	- 0 -	- 0 -
TOTAL SOURCES	\$ 5,649	\$ 5,779	\$ 3,160	\$ 3,110

FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ 2,486	\$ 2,435	\$ 2,500	\$ 2,500
* Other	2,706	3,288	300	300
TOTAL USES	\$ 5,192	\$ 5,723	\$ 2,800	\$ 2,800

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 457	\$ 56	\$ 360	\$ 310
ENDING BALANCE -				
Designated / Reserved - Vehicles	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	1,365	1,421	1,781	2,091
TOTAL FUND EQUITY	\$ 1,365	\$ 1,421	\$ 1,781	\$ 2,091

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ 458	\$ 56	\$ 360	\$ 310
ENDING BALANCE	\$ 1,365	\$ 1,421	\$ 1,781	\$ 2,091

-- STAFFING --

Positions: Not Applicable



PUBLIC SAFETY

FIRE VEHICLE AND EQUIPMENT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Interest & Rents	\$ 3,892	\$ 1,364	\$ 600	\$ 1,000
Other	650	(2,888)	- 0 -	- 0 -
Transfers In	86,890	90,000	100,000	100,000
TOTAL SOURCES	\$ 91,432	\$ 88,476	\$ 100,600	\$ 101,000

FUNDING USES -

Other Current Expenditures -				
* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	300,331	275,104	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	88,127	89,922	110,000	110,000
TOTAL USES	\$ 388,458	\$ 365,026	\$ 110,000	\$ 110,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 3,305	\$ (1,446)	\$ (9,400)	\$ (9,000)
ENDING BALANCE -				
Designated / Reserved - Vehicles	168,364	168,364	- 0 -	- 0 -
Undesignated / Unreserved	1,266,663	1,265,217	1,424,181	1,415,181
TOTAL FUND EQUITY	\$ 1,435,027	\$ 1,433,581	\$ 1,424,181	\$ 1,415,181

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ (208,899)	\$ (186,628)	\$ 100,600	\$ 101,000
ENDING BALANCE	\$ 259,796	\$ 76,056	\$ 176,656	\$ 277,656

-- STAFFING --

Positions: Not Applicable

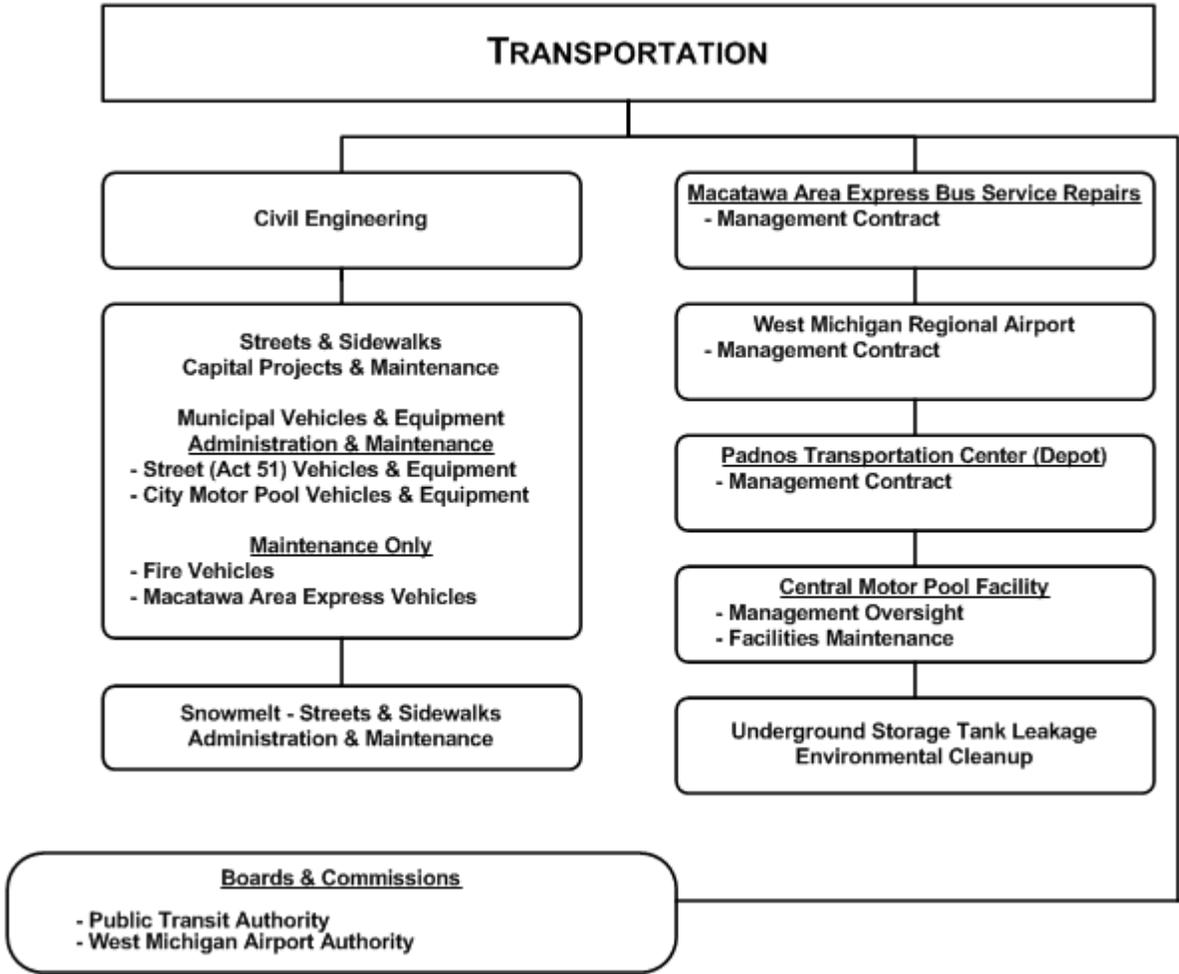
TRANSPORTATION

INTRODUCTION

GROUP MISSION STATEMENT

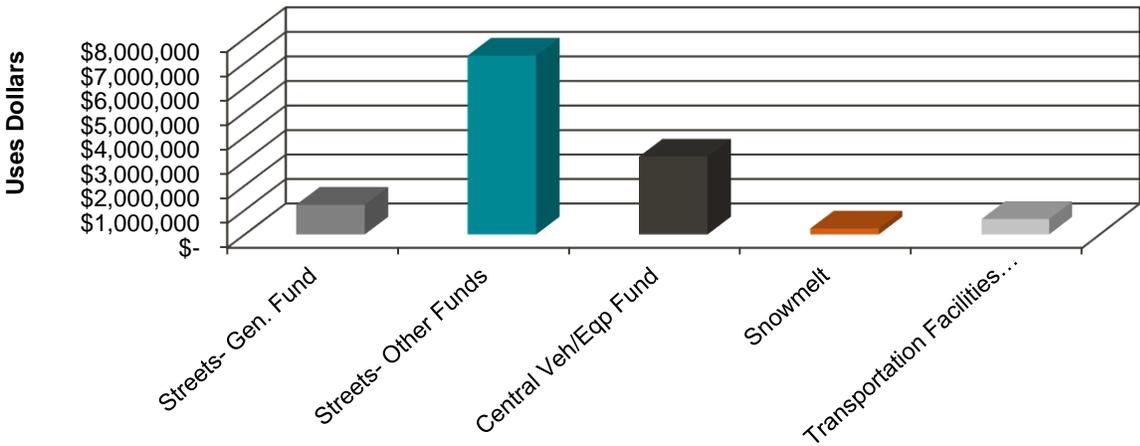
The Transportation Group has responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation network that includes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

GROUP ORGANIZATIONAL STRUCTURE

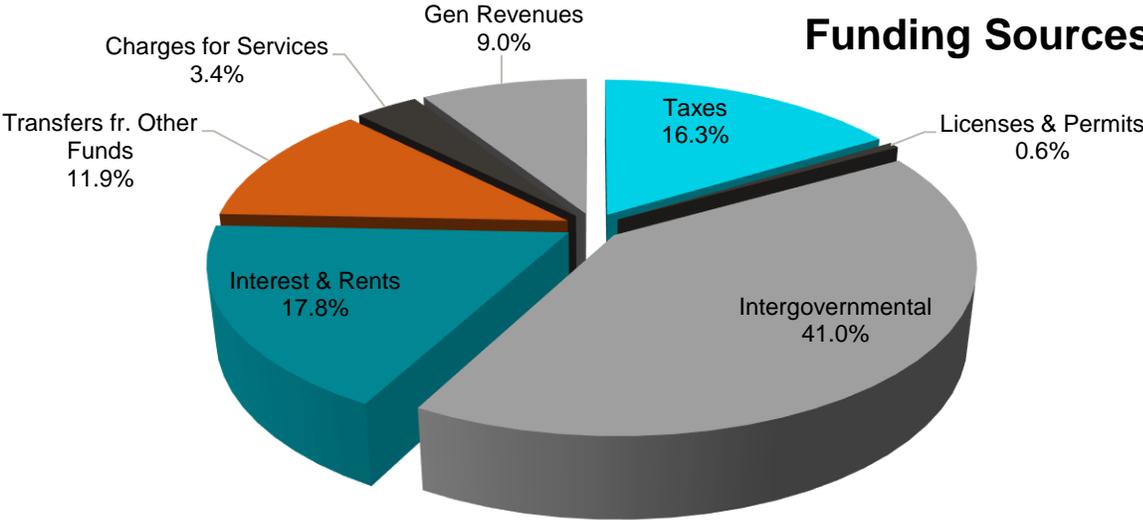


TRANSPORTATION

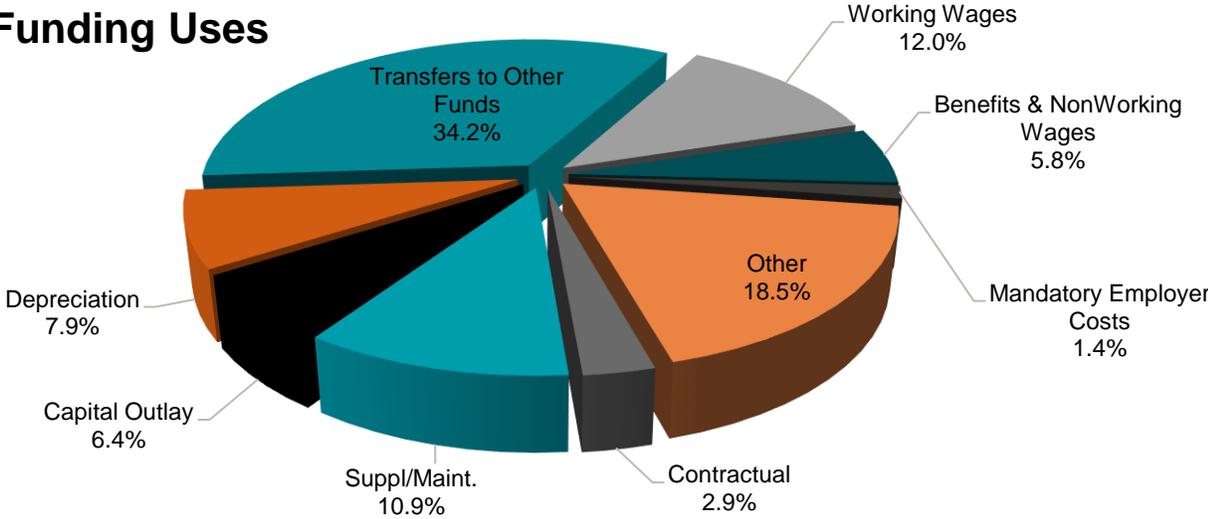
Total Uses by Department \$12,569,552



Funding Sources



Funding Uses





TRANSPORTATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
-- GROUP FUNDING USES ACROSS FUNDS --				
FUND TYPES-				
General Fund	\$ 1,215,559	\$ 1,310,363	\$ 1,273,509	\$ 1,215,243
Special Revenue Funds	4,972,650	7,027,992	14,155,505	7,541,487
Enterprise Funds	597,748	616,189	719,551	632,376
Internal Service	3,147,087	2,883,169	3,560,908	3,180,446
TOTAL- ALL FUND TYPES	\$ 9,933,044	\$ 11,837,713	\$ 19,709,473	\$ 12,569,552

-- GROUP FUNDING SOURCES & USES TOTALS --				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,196,836	\$ 1,632,870	\$ 1,777,672	\$ 1,840,245
Licenses & Permits	39,766	65,038	60,600	65,500
Intergovernmental	3,383,080	3,539,915	4,176,698	4,633,647
Charges for Services	324,583	370,108	359,460	386,548
Fines & Forfeits	50	50	100	100
Interest & Rents	2,283,050	2,114,521	2,040,224	2,017,387
Other	68,106	72,937	239,620	102,500
Transfers In	930,507	852,635	4,566,608	1,346,054
TOTAL SOURCES	\$ 8,225,978	\$ 8,648,074	\$ 13,220,982	\$ 10,391,981

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,346,482	\$ 1,273,896	\$ 1,322,233	\$ 1,511,765
* Benefits - Incl. NonWorking Wages	847,253	856,967	837,017	729,915
* Mandatory Employer Costs	137,725	133,666	142,567	171,033
Other Current Expenditures -				
* Supplies / Maintenance	1,428,897	1,371,769	1,334,116	1,376,165
* Contractual	214,551	308,047	343,236	370,150
* Other	2,496,439	2,316,792	2,310,999	2,318,326
Capital Outlay	663,957	494,768	1,243,864	808,100
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	1,812,650	4,111,753	11,178,141	4,286,798
Depreciation Expense	985,090	970,055	997,300	997,300
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 9,933,044	\$ 11,837,713	\$ 19,709,473	\$ 12,569,552

-- GROUP STAFFING TOTALS --				
Personnel Services Total Amount	\$ 2,331,460	\$ 2,264,529	\$ 2,301,817	\$ 2,412,713
* Full-Time Positions	25.00	25.20	26.16	27.16
* Part-Time Positions @ F.T.E.	2.65	3.45	3.50	3.65

TRANSPORTATION

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.

ACTION PLAN

- Utilize new project engineer staff member to administer construction projects, review site developments, stay up to date with new MS4 permit reporting requirements expected in the coming years, among other work activities. Implementation of Parks & Recreation and Transportation Strategic Plan.
- Plan to hire assistant street superintendent to provide more oversight to permitted right-of-way work, more supervision of street crews and more flexibility to distribute supervisory work load (snow and ice removal supervision). Implementation of Parks & Recreation and Transportation Strategic Plan. Target \$60,000 expense implement prior to winter 2016/2017.
- Continue to place high importance on non-motorized improvements within the City. Resume annual concrete sidewalk restoration program and resurface HMA pathways.
- Complete the design for the reconstruction of South Shore Drive and advance the project to the bidding phase for construction in summer for 2017. Ready to bid, winter 2016/2017.
- Procure asset management software to track complaints and work completed by street crews. Exploring development of module within existing software, Roadsoft. Target \$20,000 deduct (avoid purchasing separate software). 2 year time frame to develop.
- Continue to improve our use of electronic means for providing updates to citizens regarding construction projects. Target \$1,000 deduct over the year.
- Replace a part-time mechanic position that was vacated in fiscal year 2016. Increase pay rate to attract more qualified replacement and retain both part time mechanic positions. Target \$13,900 expense to be implemented as soon as possible.
- Reconfigure fire suppression system in airport tunnel to simply and avoid more costly maintenance in the future. Target \$20,000 expense over the year.
- Provide additional funding for traffic signal maintenance to allow the BPW to start upgrading old traffic signal installations. Target \$15,000 expense over the year.

TRANSPORTATION

STREETS DIVISION

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles)	149.08	148.97	149.38	149.38
	Mileage per MDOT Act 51 Approved Map				
	Major Streets	56.88	56.88	56.88	56.88
	Local Streets	92.20	92.09	92.50	92.50
	Street Cut Permits Issued For Utility Repair or New Construction	315	266	300	325
	Amount of Asphalt Used for Street Patching and Repairing (in Tons - Reflects Feb. to Feb.)	997	1,270	1,300	1,300
	Amount of Salt Used for Winter Road Maintenance (in Tons) Calendar Year 2015	3,955	2,045	2,200	2,200
	Amount Liquid Deicing Used for Winter Road Maintenance (in Gallons) Calendar Year 2015	24,805	16,680	15,000	15,000
	Number of Street Sweeper Hours Operated (Reflects Feb. to Feb.)	1,570.0	1,540.0	1,500.0	1,500.0
		CY2014 Actual	CY2015 Actual	CY2016 Projected	CY2017 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (Personnel and Equipment)	\$112,829	\$135,422	\$120,000	\$125,000
	Removal Costs	\$16,215	\$29,137	\$32,000	\$35,000
	Number of Hours Worked by Streets Division Personnel	1,884	2,200	2,000	2,000
	Spring Cleanup:				
	Streets Division Costs (Personnel and Equipment)	\$72,597	\$59,010	\$60,000	\$62,000
	Removal Costs	\$11,962	\$10,197	\$12,000	\$13,000
	Number of Hours Worked by Streets Division Personnel	1,224	956	1,100	1,100



TRANSPORTATION

GENERAL FUND - STREETS DIVISION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 4,584	\$ 6,574	\$ 8,500	\$ 8,500
Licenses & Permits	500	525	600	500
Fines & Forfeits	50	50	100	100
Interest & Rents	165,000	170,000	180,000	187,200
General Fund Operating Revenues	870,829	949,550	910,871	804,543
TOTAL SOURCES	\$ 1,040,963	\$ 1,126,699	\$ 1,100,071	\$ 1,000,843

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 157,222	\$ 165,144	\$ 167,273	\$ 184,400
* Benefits - Incl. NonWorking Wages	22,900	127,677	96,312	10,566
* Mandatory Employer Costs	27,401	30,559	31,997	35,680

Other Current Expenditures -

* Supplies / Maintenance	42,089	30,438	36,188	43,240
* Contractual	65,541	74,692	95,613	102,550
* Other	725,810	698,189	672,688	624,407

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,040,963	\$ 1,126,699	\$ 1,100,071	\$ 1,000,843

- - STAFFING - -

Personnel Services Total Amount	\$ 207,523	\$ 323,380	\$ 295,582	\$ 230,646
* Full-Time Positions	15.65	15.65	15.65	16.65
* Part-Time Positions @ F.T.E.	1.20	1.10	1.10	1.10

NOTE: The majority of time for these positions is charged directly to the two Motor Vehicle Highway Funds.

TRANSPORTATION

MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	CY-14 Actual	CY-15 Actual	CY-16 Projected	CY-17 Projected
Workload	Construction Projects in Process (Calendar)	12	11	10	10
	Total Miles of Streets Reconstructed (Calendar)	0.00	2.44	1.35	2.49
	Total Miles of Streets Resurfaced (Calendar)	3.790	0.880	5.530	6.880
	Total Miles of Path Construction or Resurfacing (Calendar)	1.970	1.000	0.500	0.500
	Sidewalk Repair Activities in Square Feet (Calendar)	500	107,078	100,000	100,000



TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 1,000	\$ 2,000
General Fund Operating Revenues	174,596	183,664	172,438	212,400
TOTAL SOURCES	\$ 174,596	\$ 183,664	\$ 173,438	\$ 214,400

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 90,501	\$ 81,498	\$ 88,775	\$ 130,800
* Benefits - Incl. NonWorking Wages	38,250	46,737	37,875	34,436
* Mandatory Employer Costs	9,156	8,562	9,725	13,550

Other Current Expenditures -

* Supplies / Maintenance	2,324	1,872	2,400	2,250
* Contractual	2,110	13,615	2,000	2,000
* Other	32,255	31,380	32,663	31,364

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 174,596	\$ 183,664	\$ 173,438	\$ 214,400

-- STAFFING --

Personnel Services Total Amount	\$ 137,907	\$ 136,797	\$ 136,375	\$ 178,786
Full-Time Positions	2.35	2.35	3.35	3.35
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.35



TRANSPORTATION

MOTOR VEHICLE HIGHWAY MAJOR STREETS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 2,381,647	\$ 2,460,808	\$ 2,675,083	\$ 2,836,600
Licenses & Permits	16,451	20,456	20,000	25,000
Interest & Rents	22,450	17,717	20,000	5,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 2,420,548	\$ 2,498,981	\$ 2,715,083	\$ 2,866,600

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 378,757	\$ 316,644	\$ 302,600	\$ 362,725
* Benefits - Incl. NonWorking Wages	284,462	215,639	221,400	234,250
* Mandatory Employer Costs	32,265	27,009	27,240	35,610
Other Current Expenditures -				
* Supplies / Maintenance	248,710	248,700	233,000	258,500
* Contractual	96,280	139,934	184,173	201,200
* Other	570,276	459,628	448,230	450,750
Transfers Out	801,666	1,320,400	3,783,928	1,336,054
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 2,412,416	\$ 2,727,954	\$ 5,200,571	\$ 2,879,089

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 8,132	\$ (228,973)	\$ (2,485,488)	\$ (12,489)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	2,727,960	2,498,987	13,499	1,010
TOTAL FUND EQUITY	\$ 2,727,960	\$ 2,498,987	\$ 13,499	\$ 1,010

-- STAFFING --

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



TRANSPORTATION

MOTOR VEHICLE HIGHWAY LOCAL STREETS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
-- FUNDING SOURCES & USES --				
FUNDING SOURCES -				
Intergovernmental	\$ 573,609	\$ 629,883	\$ 695,400	\$ 728,000
Licenses & Permits	22,815	44,057	40,000	40,000
Interest & Rents	(452)	1,143	975	1,000
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	780,966	588,900	627,353	699,980
TOTAL SOURCES	\$ 1,376,938	\$ 1,263,983	\$ 1,363,728	\$ 1,468,980
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 347,104	\$ 320,350	\$ 342,113	\$ 394,400
* Benefits - Incl. NonWorking Wages	254,488	215,547	240,175	256,575
* Mandatory Employer Costs	30,441	27,582	28,342	37,805
Other Current Expenditures -				
* Supplies / Maintenance	228,891	225,039	214,500	237,500
* Contractual	14,095	52,195	51,600	55,600
* Other	501,919	423,268	487,000	487,100
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,376,938	\$ 1,263,981	\$ 1,363,730	\$ 1,468,980
-- FUND EQUITY --				
INCREASE (DECREASE)	\$ - 0 -	\$ 2	\$ (2)	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	2,000	2,002	2,000	2,000
TOTAL FUND EQUITY	2,000	2,002	2,000	2,000
-- STAFFING --				

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



TRANSPORTATION

ALLEGAN COUNTY ROAD TAX FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 427,824	\$ 449,224	\$ 450,000	\$ 450,000
Interest & Rents	2,465	3,577	4,000	4,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 430,289	\$ 452,801	\$ 454,000	\$ 454,000

FUNDING USES -

Transfers Out	\$ 165,002	\$ 504,609	\$ 867,074	\$ 375,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 165,002	\$ 504,609	\$ 867,074	\$ 375,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 265,287	\$ (51,808)	\$ (413,074)	\$ 79,000
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	534,844	483,036	69,962	148,962
TOTAL FUND EQUITY	\$ 534,844	\$ 483,036	\$ 69,962	\$ 148,962

-- STAFFING --

Positions: Not Applicable



TRANSPORTATION

OTTAWA COUNTRY ROAD TAX FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ 330,000	\$ 330,000
Interest & Rents	- 0 -	- 0 -	500	1,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ 330,500	\$ 331,000

FUNDING USES -

Transfers Out	\$ - 0 -	\$ - 0 -	\$ 330,000	\$ 330,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ 330,000	\$ 330,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ - 0 -	\$ - 0 -	\$ 500	\$ 1,000
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	- 0 -	- 0 -	500	1,500
TOTAL FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ 500	\$ 1,500

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

FUND MISSION STATEMENT

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

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.
- With the unusually high amount of road reconstruction projects being programmed in 2015/2016, primarily due to the necessity to back-feed the snowmelt system from the new power plant, fund balances across all City road funds will finish FY16 at extremely low levels (historically low levels). In addition, the 2015 Resurfacing program is also being severely trimmed in order to afford the reconstruction projects and capitalize on rare snowmelt expansion opportunities. Future road projects are expected to have to be moved out further into the future in order to rebuild fund balances and the overall PASER rating for our road network is expected to continue on its current downward trend. Michigan voters will have an opportunity in May of 2015 to approve new funding for road work in the form of a sales tax increase. The vote will have a major impact on the City's road funds with additional revenues expected to approach \$1.7 million phased in over a three year period. In the event this measure would pass, the transportation department would be able to make several positive adjustments to our five year street improvement program and maintain or even increase upon the usual amount of yearly road projects the City completes and reverse the downward trend of our PASER rating.



TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 988,452	\$ 1,366,547	\$ 1,498,578	\$ 1,437,845
Intergovernmental	- 0 -	- 0 -	26,215	289,047
Interest & Rents	15,411	13,970	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	100,000	176,000	3,869,000	620,000
TOTAL SOURCES	\$ 1,103,863	\$ 1,556,517	\$ 5,393,793	\$ 2,346,892

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	779,577	2,270,544	6,180,939	2,245,744
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 779,577	\$ 2,270,544	\$ 6,180,939	\$ 2,245,744

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 324,286	\$ (714,027)	\$ (787,146)	\$ 101,148
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	1,511,942	797,915	10,769	111,917
TOTAL FUND EQUITY	1,511,942	797,915	10,769	111,917

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

FUND MISSION STATEMENT

To provide the downtown and downtown neighborhoods 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.

ACTION PLAN

- Complete transmission and distribution improvements along Central Avenue with minimum level of transmission improvement necessary to back-feed existing snowmelt system. Will be completed in the spring/summer of 2016. Remaining portion South of 19th Street.
- Complete transmission and distribution improvements along 8th Street with minimum level of transmission improvement necessary to back-feed existing snowmelt system. Completed fall of 2015.
- Complete design of 9th Street project that will include final piece of transmission piping to back-feed existing snowmelt system. This task will be completed spring of 2016.
- Develop long-term snowmelt planning and financing strategy utilizing the downtown snowmelt vision map developed by the planning, downtown and transportation staff. Will be completed summer/fall of 2016.
- Complete plan for maintenance overhaul of snowmelt system prior to conversion to new power plant. Actual maintenance overhaul scheduled for fall of 2016. Coordinating with BPW to ensure that this work progresses and is planned appropriately. (Estimated \$500,000)



TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 109,526	\$ 166,339	\$ 174,653	\$ 297,750
Interest & Rents	1,014	357	- 0 -	- 0 -
Other	20,531	21,388	10,000	- 0 -
Transfers In	29,250	46,600	31,920	26,074
TOTAL SOURCES	\$ 160,321	\$ 234,684	\$ 216,573	\$ 323,824

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	238,717	260,904	196,991	242,674
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 -	16,200	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 238,717	\$ 260,904	\$ 213,191	\$ 242,674

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (78,396)	\$ (26,220)	\$ 3,382	\$ 81,150
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	26,258	38	3,420	84,570
TOTAL FUND EQUITY	\$ 26,258	\$ 38	\$ 3,420	\$ 84,570

-- STAFFING --

Positions: Not Applicable



TRANSPORTATION

DEPOT OPERATIONS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 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 -
TOTAL SOURCES	\$ 1	\$ 1	\$ 1	\$ 1

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	24,540	24,539	24,550	24,550
TOTAL USES	\$ 24,540	\$ 24,539	\$ 24,550	\$ 24,550

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (24,539)	\$ (24,538)	\$ (24,549)	\$ (24,549)
ENDING BALANCE -				
Undesignated / Unreserved	822,057	797,519	772,970	748,421
TOTAL FUND EQUITY	\$ 822,057	\$ 797,519	\$ 772,970	\$ 748,421

-- WORKING CAPITAL --

INCREASE (DECREASE)	-----	\$ 1	\$ 1	\$ 1
ENDING BALANCE	6	\$ 7	\$ 8	\$ 9

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

MUNICIPAL AIRPORT FACILITIES AND MANAGEMENT FUND

FUND MISSION STATEMENT

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

ACTION PLAN

- 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.

MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --
FUNDING SOURCES -

Taxes & Special Assessments	\$ 98,858	\$ 99,984	\$ 104,441	\$ 104,650
Charges for Services	- 0 -	18,309	23,635	28,473
Other	- 0 -	- 0 -	92,000	- 0 -
TOTAL SOURCES	\$ 98,858	\$ 118,293	\$ 220,076	\$ 133,123

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ 14,958	\$ 18,400	\$ 21,725
* Benefits - To Include NonWorking Wages	- 0 -	2,156	3,645	4,826
* Mandatory Employer Costs	- 0 -	1,190	1,590	1,900
Other Current Expenditures -				
* Other	99,003	98,573	104,441	104,650
Capital Outlay	- 0 -	- 0 -	92,000	- 0 -
Depreciation Expense	461,005	461,005	461,000	461,000
TOTAL USES	\$ 560,008	\$ 577,882	\$ 681,076	\$ 594,101

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (461,150)	\$ (459,589)	\$ (369,000)	\$ (460,978)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	10,687,916	10,228,327	9,859,327	9,398,349
TOTAL FUND EQUITY	\$ 10,687,916	\$ 10,228,327	\$ 9,859,327	\$ 9,398,349

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ -	\$ 1,416	\$ -	\$ 22
ENDING BALANCE	\$ - 0 -	\$ 1,416	\$ 1,416	\$ 1,438

-- STAFFING --

Personnel Services Total Amount	\$ - 0 -	\$ 18,304	\$ 23,635	\$ 28,451
Full-Time Positions	- 0 -	0.20	0.16	0.16
Part-Time Positions @ F.T.E.	- 0 -	0.35	0.35	0.35



TRANSPORTATION

PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 541	\$ 328	\$ 275	\$ 275
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	13	11	15	15
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 554	\$ 339	\$ 290	\$ 290

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures				
* Supplies / Maintenance	1	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	540	328	275	275
Depreciation Expense	11,767	11,745	11,750	11,750
TOTAL USES	\$ 12,308	\$ 12,073	\$ 12,025	\$ 12,025

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (11,754)	\$ (11,734)	\$ (11,735)	\$ (11,735)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	256,411	244,677	232,942	221,207
TOTAL FUND EQUITY	\$ 256,411	\$ 244,677	\$ 232,942	\$ 221,207

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ 13	\$ 11	\$ 15	\$ 15
ENDING BALANCE	\$ 1,637	\$ 1,648	\$ 1,663	\$ 1,678

-- STAFFING --

Positions: Not Applicable



TRANSPORTATION

TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 1,328	\$ 1,305	\$ 1,400	\$ 1,400
Interest & Rents	26	20	20	20
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,354	\$ 1,325	\$ 1,420	\$ 1,420

FUNDING USES -

Other Current Expenses -				
* Supplies / Maintenance	\$ 385	\$ 481	\$ 500	\$ 500
* Other	507	1,214	1,400	1,200
TOTAL USES	\$ 892	\$ 1,695	\$ 1,900	\$ 1,700

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 462	\$ (370)	\$ (480)	\$ (280)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	3,254	2,884	2,404	2,124
TOTAL FUND EQUITY	\$ 3,254	\$ 2,884	\$ 2,404	\$ 2,124

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ 462	\$ (370)	\$ (480)	\$ (280)
ENDING BALANCE	\$ 3,254	\$ 2,884	\$ 2,404	\$ 2,124

-- STAFFING --

Positions: Not Applicable

TRANSPORTATION

CENTRALIZED VEHICLE/EQUIPMENT

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	General Motor Pool:				
	Vehicles	52	62	62	62
	Equipment	59	59	59	59
	Two Way Radios	34	34	34	34
	Street:				
	Vehicles	30	29	29	29
	Equipment	70	78	79	80
	Two Way Radios	47	47	47	47
	Police:				
	Vehicles	33	23	23	23
	Macatawa Area Express:				
	Vehicles (Maintenance Only, not Purchased in this Fund) (Note: Surplus Vehicles Waiting to be Disposed of)	27	29	29	29
	Fire:				
	Vehicles (Maintenance Only, not Purchased in this Fund)	8	8	8	8
	Total:				
	Vehicles (not Including MAX or Fire)	115	114	114	114
	Equipment	129	137	138	139
Two Way Radios	81	81	81	81	



TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
-- FUNDING SOURCES & USES --				
FUNDING SOURCES -				
Charges for Services	\$ 318,130	\$ 343,592	\$ 324,650	\$ 345,900
Interest & Rents	2,077,122	1,907,725	1,834,713	1,819,151
Other	47,575	51,549	137,620	102,500
Transfers In	20,291	41,135	38,335	- 0 -
TOTAL SOURCES	\$ 2,463,118	\$ 2,344,001	\$ 2,335,318	\$ 2,267,551
FUNDING USES -				
Personal Services -				
* Salaries & Wages - Working	\$ 372,898	\$ 375,302	\$ 403,072	\$ 417,715
* Benefits - Includes NonWorking Wages	247,153	249,211	237,610	189,262
* Mandatory Employer Costs	38,462	38,764	43,673	46,488
Other Current Expenses -				
* Supplies / Maintenance	906,497	865,239	847,528	834,175
* Contractual	36,525	27,611	9,850	8,800
* Other	327,412	343,308	367,311	375,906
Capital Outlay	663,957	494,768	1,151,864	808,100
Transfers Out	66,405	16,200	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	487,778	472,766	500,000	500,000
TOTAL USES	\$ 3,147,087	\$ 2,883,169	\$ 3,560,908	\$ 3,180,446

This Fund Continues On Next Page



TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

This Fund Continues From Previous Page

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (20,012)	\$ (44,400)	\$ (73,726)	\$ (104,795)
ENDING BALANCE -				
Reserved for Asset Replacement	1,345,000	1,330,000	900,000	300,000
Undesignated / Unreserved	3,325,545	3,296,145	3,652,419	4,147,624
TOTAL FUND EQUITY	\$ 4,670,545	\$ 4,626,145	\$ 4,552,419	\$ 4,447,624

- - WORKING CAPITAL - -				
INCREASE (DECREASE)	\$ 320,506	\$ 30,569	\$ (295,590)	\$ 187,105
ENDING BALANCE	\$ 322,058	\$ 352,627	\$ 57,037	\$ 244,142

- - STAFFING - -				
Personnel Services Total Amount	\$ 658,513	\$ 663,277	\$ 684,355	\$ 653,465
Full-Time Positions	7.00	7.00	7.00	7.00
Part-Time Positions @ F.T.E.	1.15	1.70	1.75	1.85

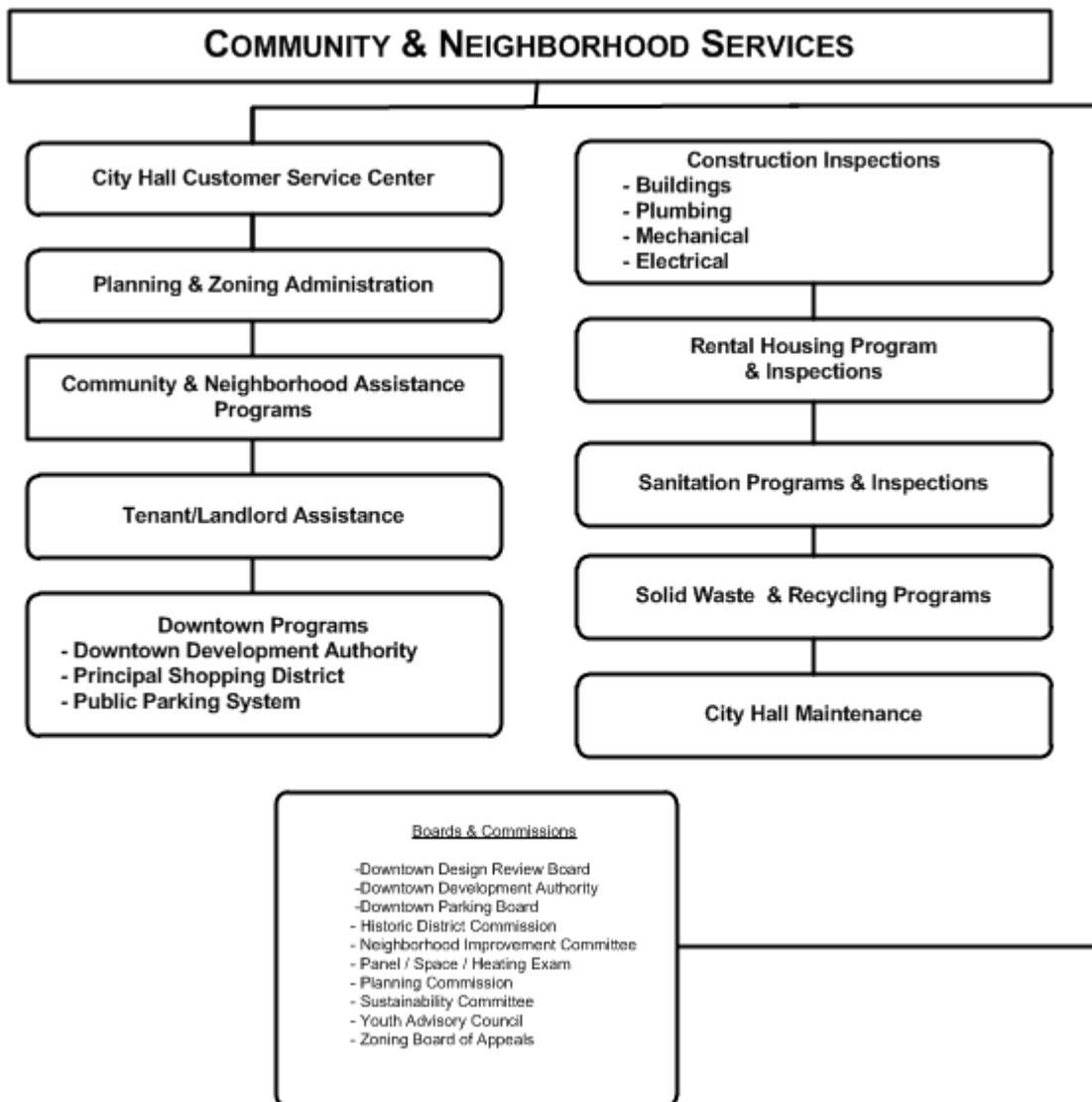
COMMUNITY & NEIGHBORHOOD SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

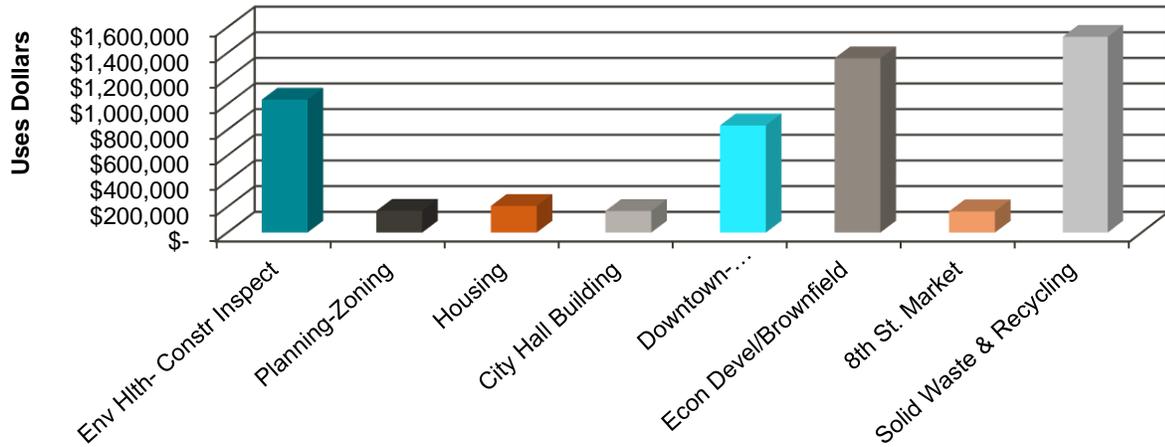
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

GROUP ORGANIZATIONAL STRUCTURE

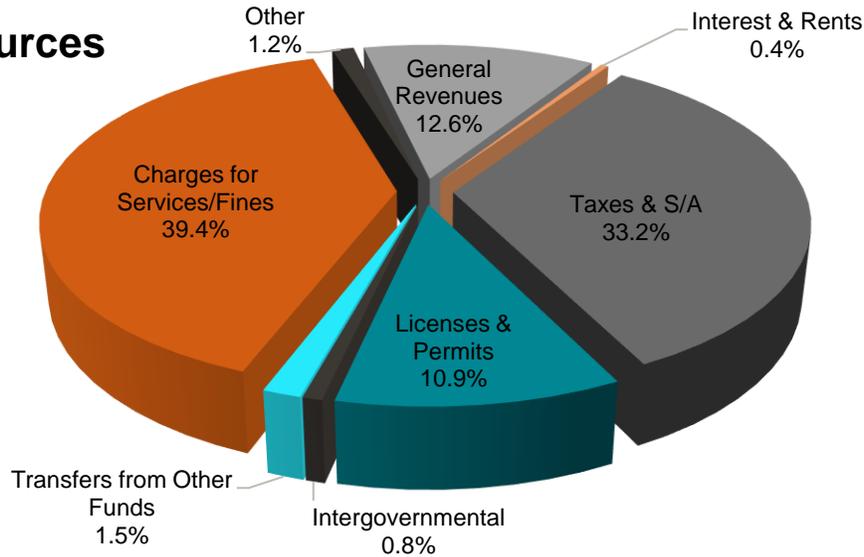


COMMUNITY & NEIGHBORHOOD SERVICES

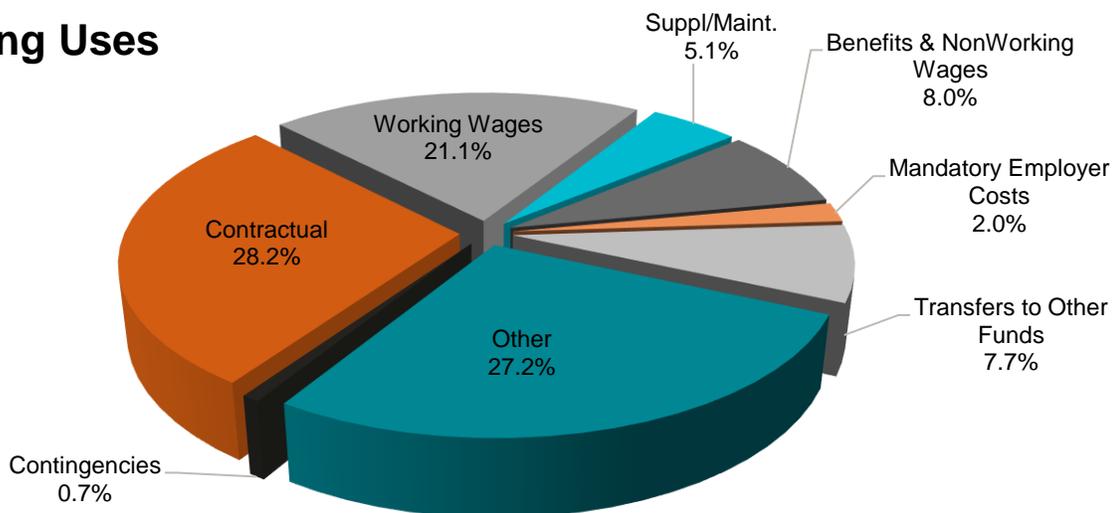
Total Uses by Department \$5,464,015



Funding Sources



Funding Uses





COMMUNITY & NEIGHBORHOOD SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
-- GROUP FUNDING USES ACROSS FUNDS --				
FUND TYPES-				
General Fund	\$ 1,836,586	\$ 1,855,985	\$ 1,868,933	\$ 1,846,329
Special Revenue Funds	536,459	544,772	733,686	563,152
Enterprise Funds	1,429,548	1,658,052	1,499,235	1,526,097
Component Unit	952,003	1,074,499	1,187,233	1,528,437
TOTAL- ALL FUND TYPES	\$ 4,754,596	\$ 5,133,308	\$ 5,289,087	\$ 5,464,015

-- GROUP FUNDING SOURCES & USES TOTALS --				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,333,756	\$ 1,424,314	\$ 1,539,218	\$ 1,870,758
Licenses & Permits	599,603	664,608	612,000	612,300
Intergovernmental	37,025	31,945	45,066	42,850
Charges for Services	2,234,749	2,154,194	2,360,387	2,227,150
Fines & Forfeits	575	1,130	1,600	1,600
Interest & Rents	31,444	28,648	22,325	23,539
Other	36,266	35,014	27,570	66,000
Transfers In	78,562	72,877	74,340	83,259
TOTAL SOURCES	\$ 4,351,980	\$ 4,412,730	\$ 4,682,506	\$ 4,927,456

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,090,376	\$ 1,032,436	\$ 1,108,044	\$ 1,154,038
* Benefits - Incl. NonWorking Wages	614,076	645,979	543,455	437,409
* Mandatory Employer Costs	98,456	92,877	101,235	107,027
Other Current Expenditures -				
* Supplies / Maintenance	200,419	229,246	269,509	276,450
* Contractual	1,382,338	1,635,045	1,510,963	1,538,400
* Other	1,041,573	1,143,991	1,402,722	1,487,594
Capital Outlay	49	- 0 -	- 0 -	- 0 -
Transfers Out	327,309	353,734	353,159	423,097
Contingencies	- 0 -	- 0 -	- 0 -	40,000
TOTAL USES	\$ 4,754,596	\$ 5,133,308	\$ 5,289,087	\$ 5,464,015

-- GROUP STAFFING TOTALS --				
Personnel Services Total Amount	\$ 1,802,908	\$ 1,771,292	\$ 1,752,734	\$ 1,698,474
* Full-Time Positions	16.00	17.00	17.97	17.97
* Part-Time Positions @ F.T.E.	6.95	6.45	5.65	6.10

COMMUNITY & NEIGHBORHOOD SERVICES

CITY HALL & GROUNDS

ACTIVITY MISSION STATEMENT

To maintain the structure which serves as a focal point for City government and the citizens of the community in a manner which represents the quality of the community, and provide the most economical and efficient space for the needs of municipal government, including its citizen boards, commissions, and committees.

ACTION PLAN

- Oversee the ESCO projects being installed in City Hall that were approved by City Council, including new windows, climate control and lighting.
- Put together a coordinated plan to replace worn out and inoperable office furniture and carpeting throughout City Hall, where needed.
- Investigate and repair the water leaking issue at the River Avenue Exterior Doors causing damage to the south side interior pillar.
- Replace the failing pervious concrete around the westernmost catch basin in the parking lot with solid concrete.

COMMUNITY & NEIGHBORHOOD SERVICES

CITY HALL & GROUNDS

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Total Electrical Usage (Kilowatts)	666,900	645,300	660,000	594,000
	Total Water Usage (CCF)	1,507	1,171	1,100	1,000
	Total Gas Usage (CCF)	25,933	19,428	19,000	18,000



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	229,646	233,217	189,071	167,968
TOTAL SOURCES	\$ 229,646	\$ 233,217	\$ 189,071	\$ 167,968

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 39,868	\$ 37,186	\$ 24,900	\$ 25,086
* Benefits - Incl. NonWorking Wages	26,360	32,004	22,062	11,486
* Mandatory Employer Costs	4,218	4,354	2,775	2,896

Other Current Expenditures -

* Supplies / Maintenance	23,408	26,198	16,200	20,200
* Contractual	43,246	45,113	47,700	47,700
* Other	92,546	88,362	75,434	60,600

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 229,646	\$ 233,217	\$ 189,071	\$ 167,968

-- STAFFING --

Personnel Services Total Amount	\$ 70,446	\$ 73,544	\$ 49,737	\$ 39,468
Full-Time Positions	1.00	1.00	0.60	0.60
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

ACTIVITY MISSION STATEMENT

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

ACTION PLAN

- Complete a Re-Write of the City’s Subdivision and Zoning Ordinances in light of the new City Master Plan which will be approved in the spring of 2016.
- Assemble a plan and process for the redevelopment of fatigued shopping centers and corridor commercial centers, including the Waverly/Chicago Drive/8th Street Corridors, 40th Street and Washington Avenue and 16th Street to 24th Street along US 31.
- Prepare for application to the Michigan Economic Development Corporation for certification as a Redevelopment Ready Community.

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Planning Commission				
	Site Plan Reviews:				
	Approvals	10	13	10	10
	Extensions	0	1	0	0
	Amendments	0	1	1	1
	Approved Non-Res Sq. Ft.	0	168,992	40,000	40,000
	New Construction	0	13	0	10
	Additions	0	2	0	3
	Approved Residential Units	96	65	65	65
	Infill Review (Commission)	2	0	0	0
	Infill Review (by Staff)	1	5	10	5
	Recommendations to City Council				
	Rezoning	3	3	3	3
	Text Amendments	0	7	6	5
	Street Vacations	1	1	0	0
	Master Plan Amendments	0	0	0	0
	Other	0	0	0	0
	Review of Zoning Board of Appeals Referrals	0	0	1	1
	Study Session Items	28	23	30	30
	Historic District Commission				
	Community Education Sessions	0	1	2	1
	Certificates of Appropriateness Reviewed	40	34	35	35
	Certificates of Appropriateness Approved	40	33	34	35



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	16,555	7,150	4,200	7,200
General Fund Operating Revenues	234,662	219,200	178,227	162,095
TOTAL SOURCES	\$ 251,217	\$ 226,350	\$ 182,427	\$ 169,295

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 133,811	\$ 105,135	\$ 91,950	\$ 91,547
* Benefits - Incl. NonWorking Wages	79,191	89,278	55,992	41,174
* Mandatory Employer Costs	11,804	10,243	8,125	8,354

Other Current Expenditures -

* Supplies / Maintenance	2,370	3,022	3,000	3,000
* Contractual	5,840	5,465	6,900	6,900
* Other	18,201	13,207	16,460	18,320

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 251,217	\$ 226,350	\$ 182,427	\$ 169,295

-- STAFFING --

Personnel Services Total Amount	\$ 224,806	\$ 204,656	\$ 156,067	\$ 141,075
Full-Time Positions	1.90	2.10	1.60	1.60
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.30

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

ZONING

- To identify obstacles to investment that may exist in the zoning ordinance.
- Participate in the Master Plan process to prepare for a zoning ordinance re-vamp.

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- Use staff to address expired rental housing certificates, and be in line with the requirements of the ordinance, completing one inspection every three years. (Two year goal to have no expired permits)
- Shift clerical duties currently done by inspectors to clerical staff.
- A plan to conduct Lean Engineering on development projects to eliminate barriers via an interdisciplinary staff development team is included in the Community and Neighborhood Services Action Plan. (No budgetary impact)

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

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Rental Housing - Inspections (Properties)	378	554	550	550
	Vacant Recheck (Rental and Other than Vacant and Abandoned)	62	0	0	*
	Rental Housing - Inspections (Units)	Unk	1,315	1,300	1,300
	Public Lodging Facility (Includes Complaints)	20	7	10	10
	Land Use Permits	229	274	290	300
	Inoperable Vehicles - Violations Corrected	163	170	180	180
	Garbage and Rubbish - Investigations	560	404	500	500
	Weeds - Investigations	426	732	700	700
	Point of Sale Smoke Detectors	584	624	650	650
	Home Business Inspections	1	1	1	1
	Home Business Type I Renewals	4	4	4	4
	NEZ Inspections	3	6	5	5
	Vacant and Abandoned Registration	55	32	25	20
	Monthly Inspections (Fire) Vacant and Abandoned	461	398	350	300
	Pre-Sale Inspections	58	37	30	25
	Vacant Occupancy Inspections	66	41	35	30
	Vacant Other Inspections	252	172	120	100

*Eliminated



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Licenses & Permits	\$ 17,785	\$ 23,537	\$ 19,600	\$ 19,600
Charges for Services	312,758	314,236	313,000	313,000
Fines & Forfeits	450	250	800	800
General Fund Operating Revenues	45,632	125,314	113,725	70,423
TOTAL SOURCES	\$ 376,625	\$ 463,337	\$ 447,125	\$ 403,823

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 165,660	\$ 218,093	\$ 222,925	\$ 215,553
* Benefits - Incl. NonWorking Wages	148,915	170,668	145,500	103,816
* Mandatory Employer Costs	16,410	19,911	21,425	21,083

Other Current Expenditures -

* Supplies / Maintenance	5,187	6,144	6,600	6,600
* Contractual	10,706	18,797	18,100	18,100
* Other	29,747	29,724	32,575	38,671

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 376,625	\$ 463,337	\$ 447,125	\$ 403,823

-- STAFFING --

Personnel Services Total Amount	\$ 330,985	\$ 408,672	\$ 389,850	\$ 340,452
Full-Time Positions	3.31	4.51	4.51	4.51
Part-Time Postions @ F.T.E.	0.30	0.10	- 0 -	- 0 -

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

ACTIVITY MISSION STATEMENT

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

ACTION PLAN

- Evaluate opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
- Evaluate our ability to continue to provide quality mechanical inspection services for Holland Township.
- 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.
- Create a new administrative plan given the current leadership retirement.

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Plumbing - Permits	485	438	500	500
	Mechanical - Permits	652	708	800	800
	Electrical - Permits	737	737	800	800
	Building - Permits	638	661	680	680
	Building - Construction Valuation	\$76,833,554	\$74,490,179	\$75,000,000	\$75,000,000
	Holland Township Mechanical Inspections Contract	841	1000	1000	1000
	Zeeland City Mechanical Inspections Contract	174	180	180	180



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Licenses & Permits	\$ 581,818	\$ 641,071	\$ 590,000	\$ 590,000
Charges for Services	48,915	61,957	62,000	62,000
Fines & Forfeits	125	880	800	800
General Fund Operating Revenues	(173,056)	(201,123)	(63,046)	(33,745)
TOTAL SOURCES	\$ 457,802	\$ 502,785	\$ 589,754	\$ 619,055

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 216,556	\$ 223,072	\$ 275,325	\$ 322,975
* Benefits - Incl. NonWorking Wages	146,063	157,897	159,810	139,792
* Mandatory Employer Costs	19,383	19,682	24,975	29,700
Other Current Expenditures -				
* Supplies / Maintenance	34,215	33,741	34,100	34,100
* Contractual	10,144	30,139	57,200	47,200
* Other	31,441	38,254	38,344	45,288
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 457,802	\$ 502,785	\$ 589,754	\$ 619,055

-- STAFFING --

Personnel Service Total Amount	\$ 382,002	\$ 400,651	\$ 460,110	\$ 492,467
Full-Time Positions	3.42	3.42	5.47	5.47
Part-Time Positions @ F.T.E.	0.75	0.75	1.00	1.25



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

General Fund Operating Revenues	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 40,000
TOTAL SOURCES	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 40,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	- 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 -

Contingencies	- 0 -	- 0 -	- 0 -	40,000
TOTAL USES	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 40,000

-- STAFFING --

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

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).

ACTION PLAN

- Transfer funding for the Neighborhood Connections Program from the Community Development Block Grant Fund to the General Fund and increase the City's contribution to each neighborhood group to \$10,000 and require that this funding only be distributed on a one to one match for each site. (Total budget impact \$40,000).
- Redesign the Neighborhood Leadership Academy to focus more on City of Holland relationships with its residents as a way to educate residents on the best way to interact with City Departments and grow participants to volunteer and take leadership roles on the City's various advisory committees and boards. (No budget impact).

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>Social/Human Relations Activities</u>				
	Coordinate Fair Housing Activities				
	Fair Housing Workshop Breakfast	1	1	1	1
	Complaint Based or Survey Tests	5	5	5	5
	3 Hr class for Industry Personnel	1	1	1	1
	3 Hr Class for Protected Classes or Social Service Agencies	1	1	1	1
	Coordinate with and Promote Visibility of Good Samaritan Ministries				
	Neighborhood Connections				
	Hold Monthly Meetings with Good Sam & City Staff	12	10	10	10
	City Staff Landlord/Tenant Liaison				
	Hold 1 Tenant Workshop with Ottawa Area Housing Coalition	1	1	1	1
	Hold 1 Landlord Workshop w/ Ottawa Area Housing Coalition	0	1	1	1
	Distribute the Landlord and Tenant Rights and Responsibilities Handbook	50	60	60	60
	Provide Neighborhood Mini Grants	3	2	3	3
	Neighbor Led Initiative				
	Neighborhood Celebrations (Including NNO)				
	Annual National Night Out Celebration	3	1	1	1
	Hold a Neighborhood Leadership Academy				
	Recruit Residents to Participate	19	0	12	12
	Serve as a Liaison for the Neighborhood Commercial Districts				
Host Quarterly Business Meetings	8	8	8	8	
Marketing Efforts Promote the Benefits of Living in the City					
Distribute Welcome Neighbor Gift Bags	2	12	n/a	n/a	
Create a Realtor Education Program - Hold Trainings	1	1			
Graffiti Complaints	165	129	50	50	



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Other	\$ 35	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers In	7,635	- 0 -	- 0 -	- 0 -
General Fund Operating Revenues	192,362	197,706	214,940	207,136
TOTAL SOURCES	\$ 200,032	\$ 197,706	\$ 214,940	\$ 207,136

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 102,869	\$ 93,622	\$ 100,250	\$ 101,070
* Benefits - Incl. NonWorking Wages	70,137	72,756	68,075	55,434
* Mandatory Employer Costs	9,410	8,732	9,350	9,682
Other Current Expenditures -				
* Supplies / Maintenance	944	1,022	750	1,900
* Contractual	1,222	8,337	7,000	12,000
* Other	15,450	13,237	29,515	27,050
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 200,032	\$ 197,706	\$ 214,940	\$ 207,136

-- STAFFING --

Personnel Services Total Amount	\$ 182,416	\$ 175,110	\$ 177,675	\$ 166,186
Full-Time Positions	1.50	1.90	1.87	1.87
Part-Time Positions @ F.T.E.	0.65	0.65	0.05	0.10

COMMUNITY & NEIGHBORHOOD SERVICES

ECONOMIC DEVELOPMENT ASSISTANCE

ACTIVITY MISSION STATEMENT

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

ACTION PLAN

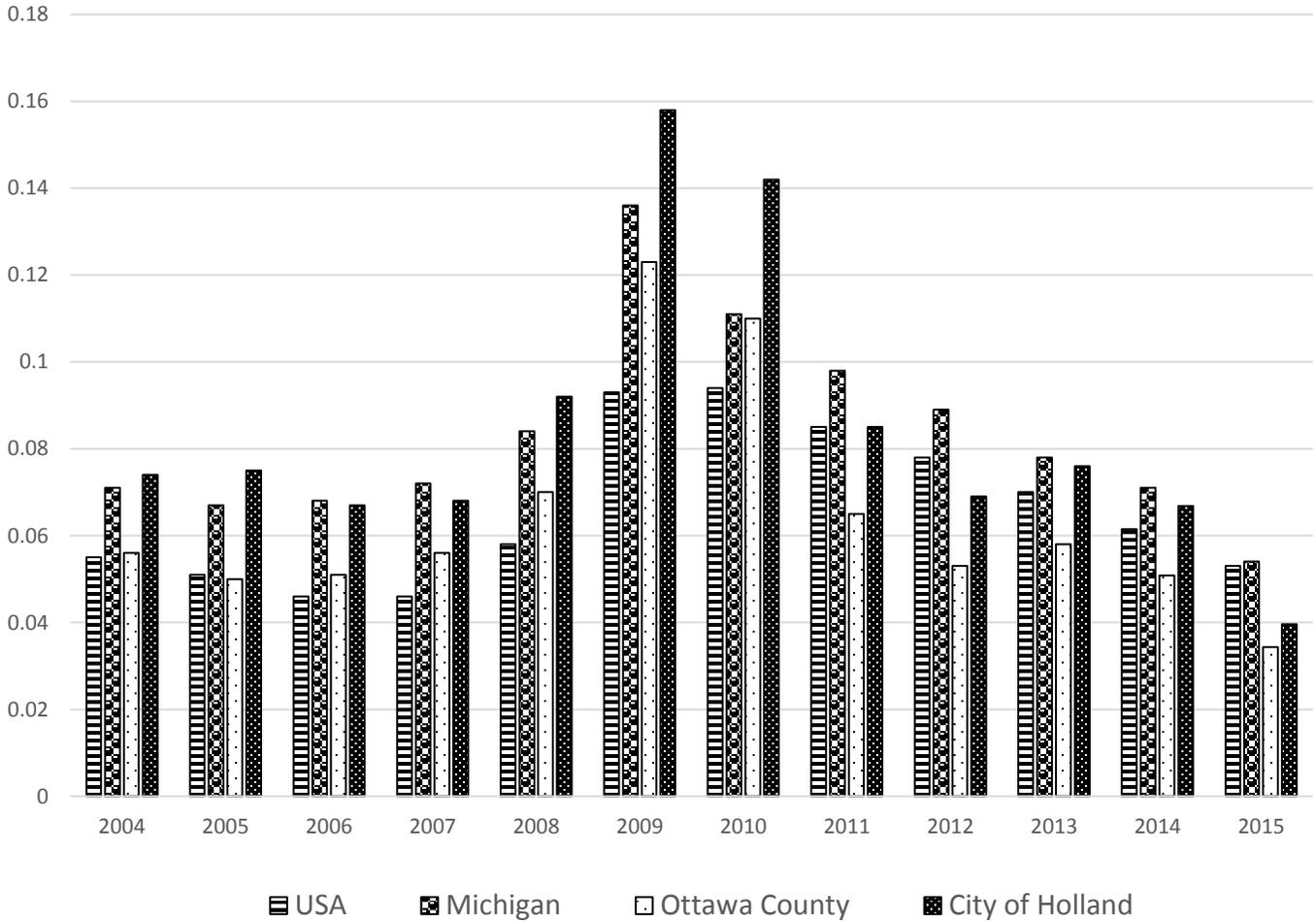
- To continue collaboration and support of Lakeshore Advantage to enhance economic opportunity in the City and area. (\$50,000 down from \$75,000 last year).
- Provide in kind fiscal services to Lakeshore Advantage and the LDFA/SmartZone including accounting, coordination of the audit, funds management and coordination of insurance coverage. (No out of pocket costs are anticipated)
- To work with the Community & Neighborhood Services Department and the City Manager's Office to become a Redevelopment Ready Community (RRC) including updates to the Master Land Use Plan and Zoning Ordinance.

COMMUNITY & NEIGHBORHOOD SERVICES

ECONOMIC DEVELOPMENT

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Brownfield Projects Adopted / Amended	0	1	0	2
	Brownfield Projects Actively Capturing Tax Dollars	9	10	9	9
	Tax Abatement Projects	6	5	5	6
	Neighborhood Enterprise Zones Created	0	0	1	1

Comparison of Unemployment Rates (Annual Average)





COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 74,019	\$ 7,800	\$ 3,750	\$ 3,600
Transfers In	2,486	494	- 0 -	- 0 -
General Fund Operating Revenues	121,789	93,664	86,276	70,150
TOTAL SOURCES	\$ 198,294	\$ 101,958	\$ 90,026	\$ 73,750

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 79,997	\$ 4,995	\$ 4,700	\$ 4,755
* Benefits - Incl. NonWorking Wages	47,856	31,052	5,771	2,904
* Mandatory Employer Costs	7,721	403	405	441
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	241	200	300
* Contractual	6,218	5,240	1,300	12,300
* Other	56,502	60,027	77,650	53,050
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 198,294	\$ 101,958	\$ 90,026	\$ 73,750

-- STAFFING --

Personnel Services Total Amount	\$ 135,574	\$ 36,450	\$ 10,876	\$ 8,100
Full-Time Positions	1.10	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.40	- 0 -	- 0 -	- 0 -

COMMUNITY & NEIGHBORHOOD SERVICES

8TH STREET MARKET

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
	Farmers Market				
	Wednesday Market (Markets Held Each Season)	29	29	29	29
	Saturday Market (Markets Held Each Season)	31	37	39	39
	Total Daily Stalls Rented (Calendar Year)	1,420	1,500	1,500	1,500
	Total Number of Seasonal Stalls Rented	78	80	80	80
	Project Fresh Coupon Program	6,560	3,644	4,000	4,000
	EBT Program	25,940	22,316	25,000	25,000
	Double Up Bucks	18,998	22,316	25,000	25,000
	External Events Held in Tandem with Market	1	1	1	1
	Saturday Market Demos	17	18	18	18
	Wednesday Children's Activities	12	13	13	13
	Seasonal Special Event Days	2	2	2	2
	Other Activities				
	Events Held at 8th Street Market	29	32	32	32

Workload



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - 8TH STREET MARKET

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Intergovernmental	\$ 37,025	\$ 31,945	\$ 34,100	\$ 34,100
Interest & Rents	16,565	16,890	14,000	15,000
Charges for Services	84,592	76,107	79,353	79,900
Other	5,740	16,985	4,698	13,000
General Fund Operating Revenues	(20,952)	(11,295)	23,439	23,302
TOTAL SOURCES	\$ 122,970	\$ 130,632	\$ 155,590	\$ 165,302

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 29,278	\$ 27,485	\$ 43,750	\$ 48,741
* Benefits - Incl. NonWorking Wages	2593	2536	5130	5971
* Mandatory Employer Costs	2517	2354	3705	4140

Other Current Expenditures -

* Supplies / Maintenance	1,942	2,008	5,664	5,700
* Contractual	5,006	5,983	6,300	6,300
* Other	81,634	90,266	91,041	94,450

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
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TOTAL USES	\$ 122,970	\$ 130,632	\$ 155,590	\$ 165,302
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-- STAFFING --

Personnel Services Total Amount	\$ 34,388	\$ 32,375	\$ 52,585	\$ 58,852
Full-Time Positions	0.10	0.15	0.40	0.40
Part-Time Positions @ F.T.E.	1.00	1.05	0.75	0.90

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PARKING SYSTEM FUND

FUND MISSION STATEMENT

To create and maintain a viable downtown area for the greater Holland community by providing a parking system that has adequate spaces for customers, employees, downtown residents, and visitors. Such parking must remain cost effective, be well designed, and be well distributed and located so as not to act as a barrier between the retail core and surrounding neighborhoods.

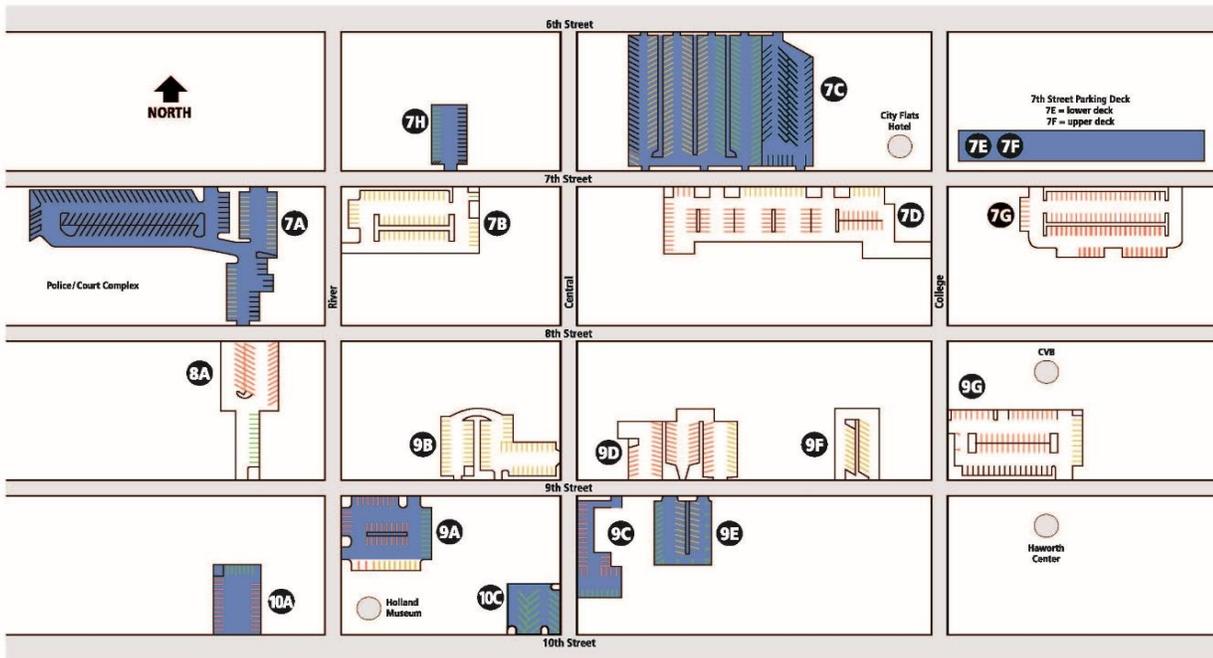
ACTION PLAN

- Pursue new enforcement methods and tools to most effectively manage the Downtown parking system. Ideas to pursue include, but are not limited to, a Downtown parking ordinance, time limited spaces and electronic parking software. The downtown parking study will inform recommendations on this action item. Recommendations will be pursued late spring/early summer of 2016.
- Working with the part-time Downtown Parking Officer, consider additional part-time staffing and other creative programs that could supplement enforcement. Again, this will be informed by the downtown parking study.
- Evaluate the possibility of additional overnight parking locations, including the upper level of the parking deck, and changes to the overnight parking system that will improve resident perception of the overnight parking policies. New locations were added in 2015 (18); however, additional locations will be considered as a part of the downtown parking study.
- 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. Staff has met with representatives of various kiosk companies to learn more about this technology and how it might be applied in downtown Holland. Staff is looking into installing such kiosk at the downtown parking deck (\$13,000).
- Continue to focus on Downtown Parking Strategic Plan (DPSP) education programs for Downtown employees, business owners and customers. Staff created new brochures to highlight the importance of appropriate employee parking, became authorized to enforce parking ordinances in downtown and made additional in-person outreach efforts to educate employees and residents.
- Coordinate with the Streets and Transportation Department to develop a thorough maintenance and improvement plan for the Downtown parking lots and parking deck. Improvements to the downtown parking deck are expected this spring with larger parking lot projects being considered as a part of a larger downtown streetscape/infrastructure improvement effort.
- Enforcement costs budgeted in technology and personnel services (\$30,000 for enforcement technology and \$6,000 for personnel)

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PARKING FUND

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	150	135	115	150
	Revenue	\$12,060	\$10,420	\$10,000	\$15,000
	Deck				
	Number	19	10	0	0
	Revenue	\$5,030	\$3,600	\$0	\$0
	Public Off-Street Parking Supply Downtown				
	Lots	17	17	18	18
	Spaces	1,011	1,011	1,105	1,105
	Deck Spaces	256	256	256	456
	Spaces Available 24/7	10	10	0	0





COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PUBLIC PARKING FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
-- FUNDING SOURCES & USES --				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 188,183	\$ 193,846	\$ 199,510	\$ 226,000
Charges for Services	15,910	14,270	13,850	18,850
Interest & Rents	7,026	5,395	1,800	1,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 211,119	\$ 213,511	\$ 215,160	\$ 246,650

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 63,118	\$ 52,687	\$ 69,625	\$ 69,399
* Benefits - Incl. NonWorking Wages	4,194	4,322	4,719	5,243
* Mandatory Employer Costs	5,686	4,771.00	6,725.00	6,522.00
Other Current Expenditures				
* Supplies / Maintenance	46,020	37,271	48,500	47,350
* Contractual	5,032	1,943	6,500	5,500
* Other	61,375	56,414	154,699	102,475
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	8,550	8,900	9,345	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 193,975	\$ 166,308	\$ 300,113	\$ 236,489

-- FUND EQUITY --				
INCREASE (DECREASE)	\$ 17,144	\$ 47,203	\$ (84,953)	\$ 10,161
ENDING BALANCE -				
Designated / Reserved (Deck O&M)	30,000	30,000	30,000	30,000
Undesignated / Unreserved	172,949	220,152	135,199	145,360
TOTAL FUND EQUITY	\$ 202,949	\$ 250,152	\$ 165,199	\$ 175,360

-- STAFFING --				
Personnel Services Total Amount	\$ 72,998	\$ 61,780	\$ 81,069	\$ 81,164
Full-Time Positions	0.15	0.15	0.15	0.20
Part-Time Positions @ F.T.E.	0.85	0.90	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)

FUND MISSION STATEMENT

To create and maintain a viable downtown area for the greater Holland community through effective organization, design, business recruitment and retention, new development, parking, traffic patterns and land use.

ACTION PLAN

- Complete the Housing Target Market Analysis that was initiated in late fall/early winter of 2015. Using the results of the report, develop a Downtown housing strategy that will meet the housing needs and objectives identified by City staff and approved by the DDA Board. (Summer 2015) Housing TMA has been completed and data shared with area property owners and developers.
- With the assistance of the City Parks and Recreation and Streets and Transportation Departments develop a comprehensive Streetscape Improvement Plan that will identify a structured program for on-going maintenance of Downtown streetscape, opportunities for streetscape expansion and new amenities. This plan will identify any substantial costs that may be associated with new or significant changes to streetscape, snowmelt, or other infrastructure that might seek possible inclusion in a TIF or other larger funding effort. (Fall 2015) Inventory of necessary maintenance has been completed. Estimated costs and financing methods are currently under review. Annual maintenance is estimated at \$45,000 up from \$25,000 in previous years.
- Develop a plan for expanding upon the successful Downtown holiday décor plan to include new and exciting lighting elements. This plan will also identify other possible community partners. New holiday lights and garland were added in the winter of 2015. Additional concepts for expanding the lighting program are currently being explored with outside holiday lighting firms for the winter of 2016. \$10,000
- Work with the Board, Strategic Planning Committee, and Streetscape Infrastructure Group and any new committees to develop and implement projects and programming that support the Downtown strategic plan. Several initiatives from the plan have started including working on key development projects in the western end of Downtown Holland, downtown parking study, 6th Street visioning, etc. (Summer/Fall 2016)
- Working with the 6th Street neighborhood and a hired consultant support the established vision for this corridor of downtown by developing streetscape amenity standards and creating a plan for updating streetscape. (Spring/Summer of 2016) \$5,000
- Review ordinances for the C-3 zoning district related to signage, awnings and outdoor cafes and offer recommendations for updating these ordinances to ensure that they not only meet the character of downtown Holland but are not barriers to development. (Spring 2016)

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Building Improvement Expenditures	\$3,600,000	\$17,205,000	\$3,000,000	\$4,000,000
	Net New Downtown Businesses Recruited	10	8	10	8
	Street Performer Permits	214	195	180	180
	Number of businesses Downtown	183	185	186	189
	Square Footage Total *	1,248,667	1,248,667	1,318,667	1,334,667
	Square Footage Use:				
	Office	383,427	383,427	383,427	383,427
	Retail	802,783	802,783	802,783	818,783
	Vacant / Storage / Other / Hotel	62,457	62,457	122,457	122,457
	(FY10 & FY11 reflect entire SF of district; beginning with FY12, SF will reflect commercial uses only.)				
	Amenities:				
	Public Benches (Victor Stanley & Porter)	36	36	40	45
	Private Benches	25	25	25	25
	Trash Cans	53	53	53	56
	Trees total in tree management district	196	186	191	200
Trees replaced	0	0	4	9	
Bike Racks	10	10	10	13	
Bikes Accommodated	76	76	76	84	
* Square footage reflects the C-3 district.					



COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
-- FUNDING SOURCES & USES --				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 181,019	\$ 182,381	\$ 190,535	\$ 190,800
Licenses & Permits	- 0 -	- 0 -	2,400	2,700
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	3,685	4,050	2,500	2,000
Interest & Rents	1,832	1,740	2,000	1,500
Other	- 0 -	690	1,722	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 186,536	\$ 188,861	\$ 199,157	\$ 197,000

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 61,198	\$ 56,769	\$ 65,025	\$ 70,268
* Benefits - To Include NonWorking Wages	10,170	11,560	11,930	16,606
* Mandatory Employer Costs	5,310	4,924	5,600	6,186
Other Current Expenditures -				
* Supplies / Maintenance	35,226	47,331	75,150	78,100
* Contractual	2,958	3,448	9,200	7,700
* Other	31,307	36,384	80,580	49,975
Capital Outlay	49	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	14,652	- 0 -	55,000
TOTAL USES	\$ 146,218	\$ 175,068	\$ 247,485	\$ 283,835

-- FUND EQUITY --				
INCREASE (DECREASE)	\$ 40,318	\$ 13,793	\$ (48,328)	\$ (86,835)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	172,348	186,141	137,813	50,978
TOTAL FUND EQUITY	\$ 172,348	\$ 186,141	\$ 137,813	\$ 50,978

-- STAFFING --				
Personnel Services Total Amount	\$ 76,678	\$ 73,253	\$ 82,555	\$ 93,060
Full-Time Positions	0.48	0.48	0.45	0.65
Part-Time Positions @ F.T.E.	0.60	0.65	0.65	0.65

COMMUNITY & NEIGHBORHOOD SERVICES

PRINCIPAL SHOPPING DISTRICT FUND

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- Create a new and comprehensive sponsorship program for all existing and new events that will offset expenses for Downtown events allowing PSD revenue for new activities and promotions. To be completed spring of 2016.
- 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. The PSD is working with downtown merchants to update all events, create new events and develop new marketing to promote downtown. This was identified as a key goal in the downtown strategic plan.
- Evaluate the Downtown PSD Assessment policies to ensure that the existing rates and policies are equitable to all property owners and, specifically, review policies concerning sidewalk cafes and other retail/restaurant space not currently being assessed Assessment rates have not been changed largely due to timing of significant road work throughout downtown in 2015 and upcoming in 2016.
- Implement a Community Partnership Program, Friends of Downtown Holland, which will be mutually beneficial to Downtown Holland and participating community partners. Revenue generated from this program will support existing Downtown events and programming and new activities. This program has been approved by the PSD Board and a plan for rollout is in the works.
- Complete the PSD Strategic Plan and develop work plan to support the goals and priorities that are developed through this process. Spring 2016
- Create signage and communication for stakeholders and the public that will provide a positive experience for each during the 9th Street construction. Spring 2016
- Develop new spring art event which will support the downtown Holland image and bring people to downtown to enjoy artistic expression as well as bring people into retail stores – spring 2017. (\$10,000)

COMMUNITY & NEIGHBORHOOD SERVICES

PRINCIPAL SHOPPING DISTRICT

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>Additional Revenue Sources</u>				
	Associate Membership	2	3	3	3
	Corporate Sponsorship	10	8	8	10
	Grants Awarded *	1	1	1	1
	Revenue-Generating Events & Programs *	4	4	2	3
	<u>Marketing & Promotion Initiatives</u>				
	Calendar of Events	3	3	3	4
	Downtown Holland Magazine Spreads *	3	3	3	3
	Downtown Holland Map & Directories	8	8	8	8
	Social Media Accounts *	16	12	12	15
	Event Posters *	13	16	16	17
	Installation of Seasonal Décor	1	1	1	1
	Press Releases *	75	0	0	0
	Restaurant Guide	1	1	1	1
	Visiting Groups Coupon Booklet	1	1	1	1
	<u>Events Organized</u>	16	16	15	16
	<u>Business Advocacy</u>				
	D-Coffee	6	6	6	6
	Member Newsletters	12	12	12	12
	Additional Workshops and Seminars *	1	1	0	1

*New program measurement added for FY14



COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 179,733	\$ 178,993	\$ 178,580	\$ 180,000
Charges for Services	115,694	103,039	64,734	107,500
Interest & Rents	1,620	890	200	500
Other	30,291	17,339	21,150	53,000
TOTAL SOURCES	\$ 327,338	\$ 300,261	\$ 264,664	\$ 341,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 136,954	\$ 147,885	\$ 141,349	\$ 134,601
* Benefits - Incl. NonWorking Wages	33,561	41,565	39,850	38,176
* Mandatory Employer Costs	11,480	12,770	12,475	12,236
Other Current Expenditures				
* Supplies / Maintenance	7,169	7,108	9,500	3,400
* Contractual	15,926	15,530	18,793	15,500
* Other	135,687	149,346	143,306	109,950
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 340,777	\$ 374,204	\$ 365,273	\$ 313,863

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (13,439)	\$ (73,943)	\$ (100,609)	\$ 27,137
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	190,877	116,934	16,325	43,462
TOTAL FUND EQUITY	\$ 190,877	\$ 116,934	\$ 16,325	\$ 43,462

-- STAFFING --

Personnel Services Total Amount	\$ 181,995	\$ 202,220	\$ 193,674	\$ 185,013
Full-Time Positions	2.38	2.53	2.15	1.90
Part-Time Positions @ F.T.E.	1.40	1.35	1.35	1.35

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURE FUND

FUND MISSION STATEMENT

To proceed with the repair or demolition of dangerous structures in an efficient manner as one of many methods employed to protect the health, safety, and welfare of occupants, neighbors, and the general public.

ACTION PLAN

Respond per state statute.

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Dangerous Structures Public Hearings	2	1	6	0
	Number of Housing Board of Appeals Public Hearings	1	0	6	0
	Number Repaired by the Owner	2	0	1	0
	Number Repaired by the City	0	1	5	0
	City Cost of Repairs/Demolition	\$1,707	\$2,334	\$65,500	\$10,000
	Number of Vacant Properties	2	0	0	0
	Non-Rental Properties	2	0	0	0
	Residential	2	0	0	0



COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ 67,900	\$ 11,800
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	1,707	4,260	400	1,000
TOTAL SOURCES	\$ 1,707	\$ 4,260	\$ 68,300	\$ 12,800

FUNDING USES -

Other Current Expenses -				
* Supplies / Maintenance	\$ 135	\$ 361	\$ 200	\$ 200
* Contractual	794	1,565	2,600	2,600
* Other	778	2,334	65,500	10,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,707	\$ 4,260	\$ 68,300	\$ 12,800

-- FUND EQUITY --

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

-- STAFFING --

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

FUND MISSION STATEMENT

To provide methods, programs, education, and resources to allow for the cost efficient and environmentally responsible disposal of solid waste for all city residents and businesses.

ACTION PLAN

- Create and implement a new administrative plan given the current leadership retirement. (No budget Impact)
- Create a monthly reporting process that highlights certain performance metrics to better measure work output and better allocate limited resources as it relates to our Solid Waste and Recycling Program. (No budget Impact)

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE / RECYCLING

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>PROJECT PRIDE</u>				
	Est. Pnds trash collected through coupons redeemed	441,340	865,860	875,000	890,000
	Coupons redeemed	1,134	1,300	1,320	1,350
	<u>RECYCLABLE MATERIALS</u>				
	Tons of recyclable materials not sent to landfill*	1,238	1,275	1,300	1,300
	<u>CURB SIDE RECYCLING</u>				
	Type of Waste Recycles - In Pounds				
	Total Fiber	2,810,210	2,504,316	2,685,699	2,766,270
	Newsprint	1,880,560	1,596,956	1,712,619	1,763,997
	Corrugated	945,100	907,361	973,080	1,002,272
	Total Commingle	1,354,036	719,023	602,166	741,179
	Dairy plastic / #1 & #2 Colored	498,440	372,562	212,475	218,850
	Aluminum	17,090	13,181	4,335	4,465
	Tin	198,031	1,288,671	84,675	87,215
	Glass	641,000	544,413	300,681	309,702
	Total Pounds Collected Curbside	4,164,246	3,223,339	3,287,865	3,507,449
	<u>REFUSE</u>				
	1 Bag/month	201	194	195	197
	2 Bag/month	126	122	120	121
	32 Gallon weekly	2,696	2,618	2,673	2,680
	65 Gallon weekly	3,297	3,271	3,300	3,315
	90 Gallon weekly	2,434	2,497	2,655	2,650
	Subtotal Recycle	8,754	8,702	8,943	8,963
	Multi Family - 2 Yard	5	6	6	7
	Multi Family - 4 Yard	1	0	0	1
	Multi Family - 6 Yard	1	1	1	1
	Subtotal Multi-Family	7	7	7	9
	Multi Family - 4 Units	3	3	3	3
Multi Family - 8 Units	3	3	3	3	
Multi Family - 16 Units	1	1	1	1	
Subtotal Multi-Family	7	7	7	7	

* This number is reported directly to Finance



COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 1,562,621	\$ 1,565,585	\$ 1,749,100	\$ 1,621,300
Interest & Rents	2,238	1,039	1,500	1,000
Other	200	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,565,059	\$ 1,566,624	\$ 1,750,600	\$ 1,622,300

FUNDING USES -

Personal Services -

* Salaries & Wages - Working	\$ 61,067	\$ 65,507	\$ 68,245	\$ 70,043
* Benefits - Incl. NonWorking Wages	45,036	32,341	24,616	16,807
* Mandatory Employer Costs	4,517	4,733	5,675	5,787

Other Current Expenses -

* Supplies / Maintenance	43,803	64,799	69,645	75,600
* Contractual	1,275,246	1,493,485	1,329,370	1,356,600
* Other	(121)	(2,813)	1,684	1,260
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 1,429,548	\$ 1,658,052	\$ 1,499,235	\$ 1,526,097
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-- FUND EQUITY --

INCREASE (DECREASE)	\$ 135,511	\$ (91,428)	\$ 251,365	\$ 96,203
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	541,377	449,949	701,314	797,517
TOTAL FUND EQUITY	\$ 541,377	\$ 449,949	\$ 701,314	\$ 797,517

-- WORKING CAPITAL --

INCREASE (DECREASE)	\$ 135,511	\$ (91,428)	\$ 251,365	\$ 96,203
ENDING BALANCE	\$ 541,377	\$ 449,949	\$ 701,314	\$ 797,517

-- STAFFING --

Personnel Services Total Amount	\$ 110,620	\$ 102,581	\$ 98,536	\$ 92,637
Full-Time Positions	0.67	0.67	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)**

FUND MISSION STATEMENT

To provide a fund to receive Brownfield Redevelopment tax increment financing revenues and to distribute these revenues to the various Brownfield projects.

ACTION PLAN

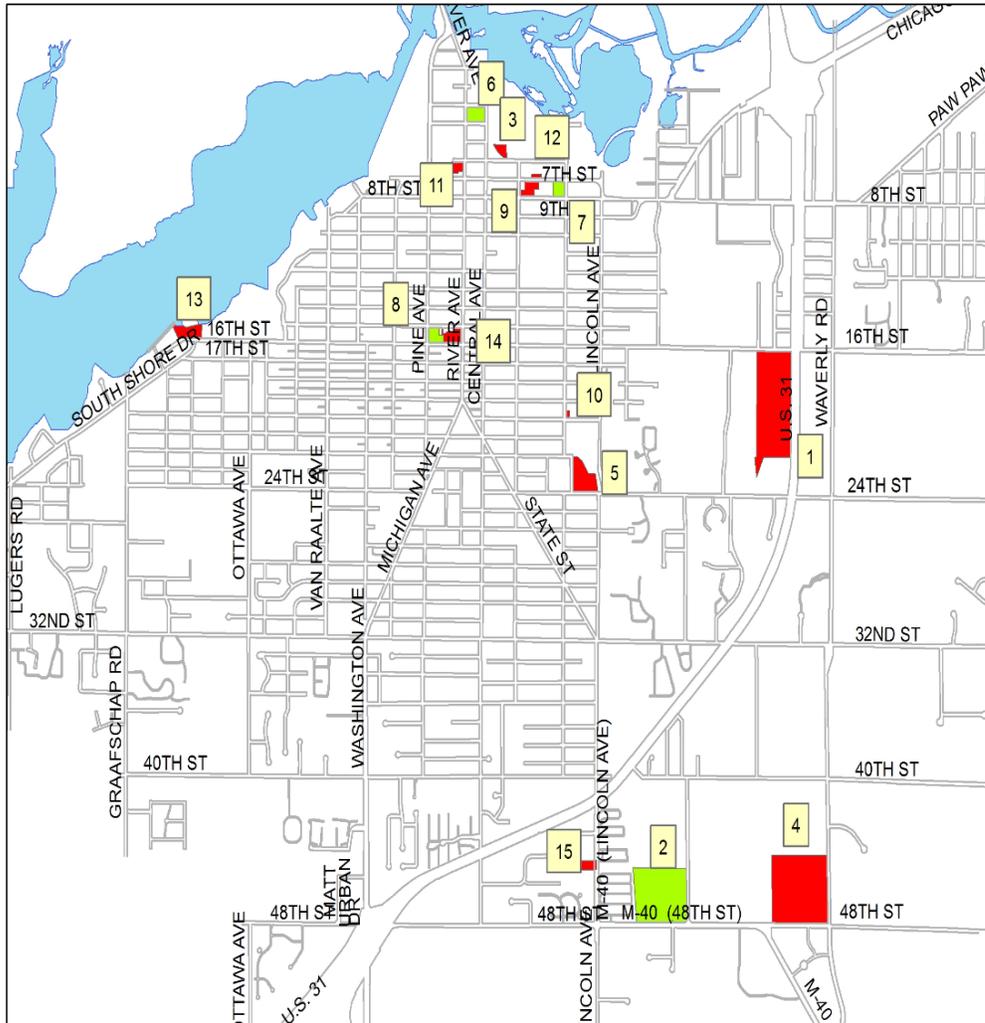
- To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.
- To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.
- To facilitate process to consider approval of two new Brownfield project applications in FY17 (Washington School and 8th/9th Street redevelopment) as well as any other projects to be presented.

COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Number of Active Projects (Capturing Taxes)	10	10	9	9
	Number of Active Projects (Not Capturing Taxes)	1	1	1	1
	Total Number of Active Projects	11	11	10	10
	Taxable Valuation Capture (IFT at Equivalency)	\$19,945,731	\$19,945,731	\$23,636,069	\$30,098,350

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-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 784,821	\$ 869,094	\$ 970,593	\$ 1,273,958
Intergovernmental	- 0 -	- 0 -	10,966	8,750
Interest & Rents	2,163	2,694	2,825	3,739
Transfers In	66,734	68,123	73,940	82,259
TOTAL SOURCES	\$ 853,718	\$ 939,911	\$ 1,058,324	\$ 1,368,706

FUNDING USES -

Other Current Expenses -

* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	487,026	569,249	595,934	876,505
Transfers Out	318,759	330,182	343,814	368,097
TOTAL USES	\$ 805,785	\$ 899,431	\$ 939,748	\$ 1,244,602

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 47,933	\$ 40,480	\$ 118,576	\$ 124,104
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	96,435	136,915	255,491	379,595
TOTAL FUND EQUITY	\$ 96,435	\$ 136,915	\$ 255,491	\$ 379,595

-- STAFFING --

Positions: Not Applicable

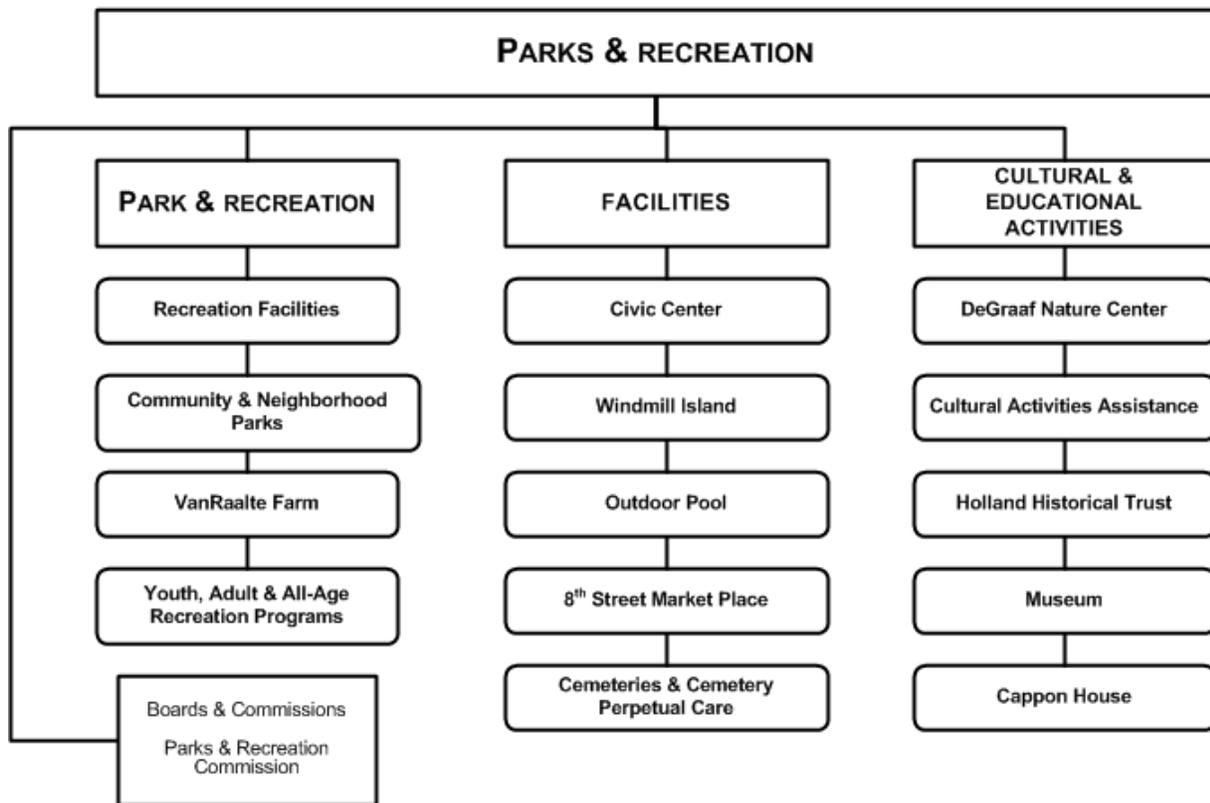
PARKS & RECREATION

INTRODUCTION

GROUP MISSION STATEMENT

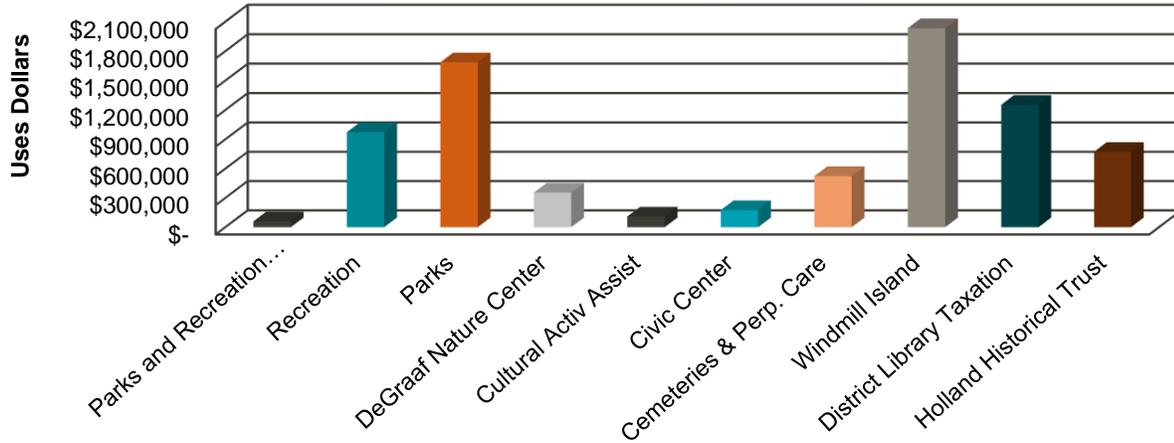
The Parks & Recreation Group has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit 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

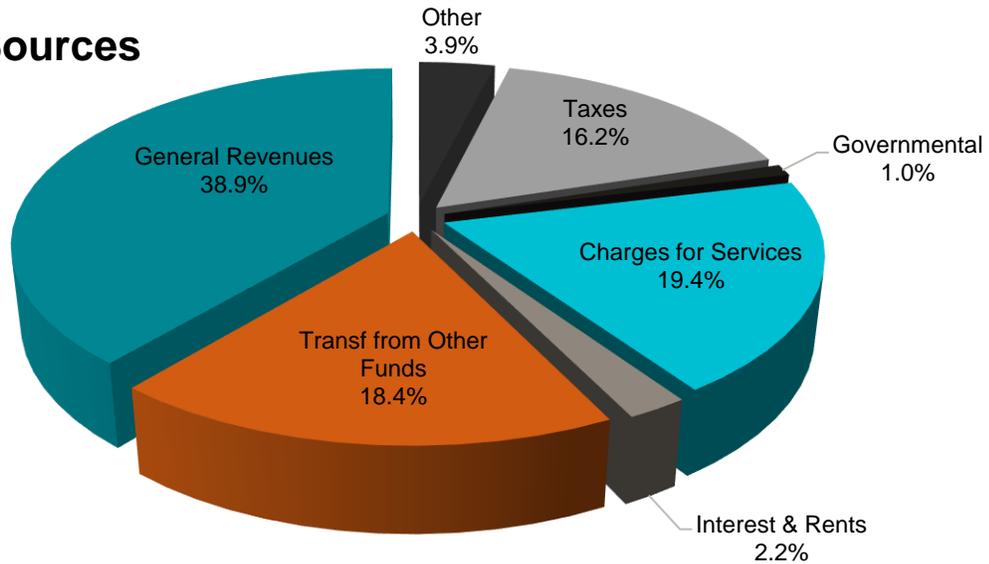


PARKS & RECREATION

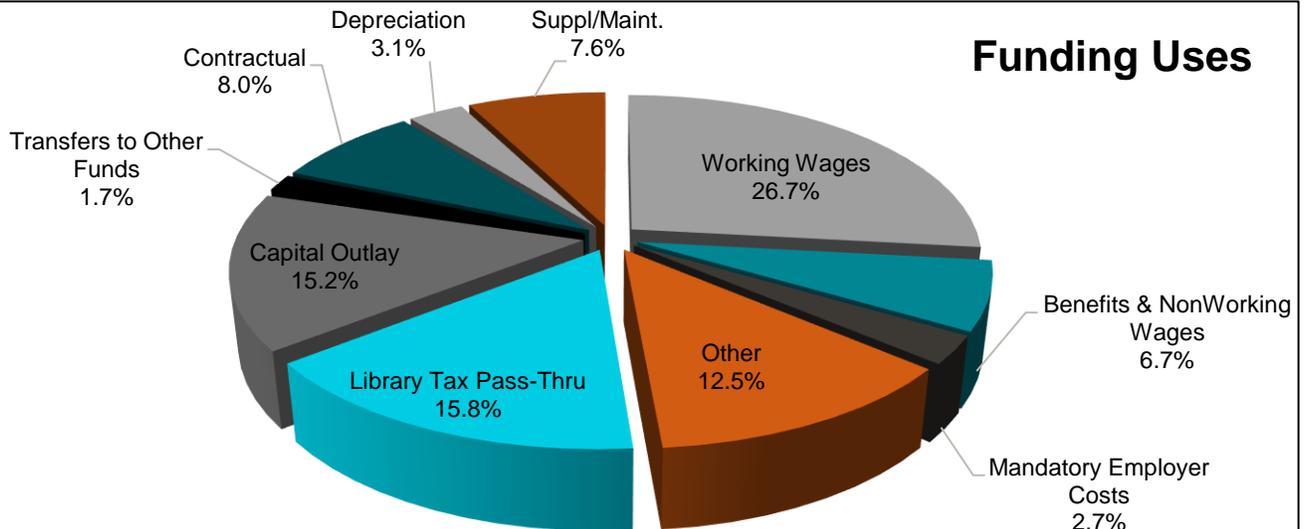
Total Uses by Department \$7,939,109



Funding Sources



Funding Uses





PARKS & RECREATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	\$ 3,239,816	\$ 3,745,481	\$ 3,765,469	\$ 3,848,683
Permanent	21,072	11,485	11,000	31,000
Special Revenue	1,247,634	1,251,468	1,300,471	1,253,100
Enterprise	1,502,295	895,748	898,137	2,034,055
Component Unit	926,425	918,084	668,973	772,271
TOTAL - ALL FUND TYPES	\$ 6,937,242	\$ 6,822,266	\$ 6,644,050	\$ 7,939,109

- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 1,247,366	\$ 1,251,454	\$ 1,305,974	\$ 1,253,100
Intergovernmental	50,000	100,000	50,000	80,000
Charges for Services	1,234,884	1,445,787	1,248,595	1,494,980
Interest & Rents	276,071	173,559	163,249	172,569
Other	261,015	358,876	348,894	299,656
Transfers In	811,042	439,323	333,066	1,418,000
TOTAL SOURCES	\$ 3,880,377	\$ 3,768,999	\$ 3,449,778	\$ 4,718,305

FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 1,856,696	\$ 2,004,159	\$ 2,036,348	\$ 2,124,293
* Benefits - Incl. NonWorking Wages	456,516	490,682	532,775	530,906
* Mandatory Employer Costs	198,561	191,172	202,707	216,667
Other Current Expenditures -				
* Supplies / Maintenance	579,504	632,977	630,920	601,550
* Contractual	399,680	465,825	575,269	638,050
* Other	2,335,807	2,412,393	2,262,516	2,243,858
Capital Outlay	743,369	111,795	70,242	1,210,500
Depreciation Expense	248,361	252,178	233,273	242,285
Transfers Out	118,747	261,085	100,000	131,000
TOTAL USES	\$ 6,937,242	\$ 6,822,266	\$ 6,644,050	\$ 7,939,109

- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	\$ 2,511,773	\$ 2,686,013	\$ 2,771,830	\$ 2,871,866
* Full-Time Positions	25.90	23.90	25.30	26.30
* Part-Time Positions @ F.T.E.	31.71	34.73	35.93	34.78

PARKS & RECREATION

RECREATION/CIVIC CENTER

MISSION STATEMENT

Provide diverse and coordinated recreational, cultural and leisure time activities which appeal to and are enjoyed by citizens of all ages and interests; assure outdoor recreation facilities are properly and adequately supervised and maintained in good working condition; and provide an indoor facility which accommodates the residents of Holland for recreational and leisure time activities and special community events, along with a traditional outdoor market and special event venue that is a focal point for the central City area for the enjoyment of all.

ACTION PLAN

- Increase sponsorship opportunities for the Holland Recreation programs and events. Develop a form to market to companies that clearly shows all opportunities for sponsorships. Goal of \$15,000 total. (Targeted Completion date of August 2016)
- Continue to work towards a world-class, 3-gym Recreation Facility and have a plan in place for operation, fundraising, etc. (Targeted Completion date of June 2017)
- Evaluate and determine the needs of the existing sports complexes that Recreation actively uses for its programs, (Matt Urban Sports Complex, Maplewood Youth Complex, Moran Park, Holland Heights Park, Smallenburg Park, Rosa Parks Green, Riverview Park, Window-on-the-Waterfront). Update equipment, regrade fields, make safety recommendations, etc. (Targeted Completion date of May 2017)
- Develop a plan for Lakeview School Park. Work with Laketown Township officials to evaluate collaboration of this park. \$5,000 in the Municipal Capital Improvement Fund (MCIF) to plan on a potential 50/50 cost basis with Lakeview Township. (Targeted Completion date of December 2016)
- Continue to work with the Convention of Visitors Bureau (CVB) to bring sporting events to Holland. (Targeted Completion date of June 2017)
- Determine where the Recreation offices will operate out of when Civic Center is under construction. Increase the use of online registration for programs to help this process.
- Add a full-time Recreation program person in the budget (\$27,000). (To go into effect July 2016)
- Evaluate staffing and operations of the Civic Center and Recreation Department. Plan for future operations of the Civic Center Place (staffing vs. contractual cleaning, Events Coordinator for Civic Center rentals and Recreation events). (Targeted Completion date of February 2017)
- Research a ski club collaboration and/or one new program per year (like Lacrosse was last year) and evaluate if any programs need to be phased out. (Targeted Completion date of December 2016)

PARKS & RECREATION

PARKS & CEMETERIES

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.

ACTION PLAN

- Continue to remove ash trees. Forestry staff will remain ramped up for the upcoming fiscal year. (Additional part time staff will again be hired for this effort) (\$30,000) Ash tree removal is nearing completion along rights of way. Continuing in Parks and other City properties. PTB employee ramp up will be winding down in November 2016.
- Collaborate with Hope College, Macatawa Area Coordinating Council, and Grand Valley State University on a city wide tree inventory. Possible grants and other assistance will be explored. (The total cost for inventory could be \$100-\$125,000) Received grant for planting trees (\$100,000), hoping to use City tree funds plus granting to accomplish inventory by fall 2016. Realistic number will be \$30-\$40,000.
- Complete an updated inventory of assets at each of our park properties. This will include items such as signage, hard scape, and amenities. Out of date items will be removed. Underway. Completion date of June 2016.
- Purchase and install new outdoor columbarium niche units, for Pilgrim Home. (Cost for these units would be close to \$15,000 each) Units are currently being prepared for bidding. Completion date of summer 2016.
- Implement the newly developed strategic plan for the Parks and Recreation Department. Continue to pursue ways to cross train employees between our department and the Transportation Department. Plan is currently being implemented.
- Continue repairs to Van Raalte Farm. Items in need of attention include the lighting on the 24th Street side, the barns need to be cleaned out, and the garage needs painting. Some signage needs updating as well. (Repairs needed would be approximately \$100,000) Lighting and barns completed. Interior of house being painted currently. Other projects will continue throughout the summer with a completion date June 2016.
- Begin to study Lakeview School Park, and investigate fully what is needed there, and avenues to finance it; grants, etc. Staff met with Laketown Township Manager to begin this process. Plans will continue to develop with hopes to apply for the next granting cycle in 2017.
- Continue to work with the newly put together Water Trails Team, to find ways to allow people of all abilities to have access to Lake Macatawa, through the installation of kayak launches.

PARKS & RECREATION

PARKS & CEMETERIES

Engaging with Ottawa County Parks Dept. and the LIAA to create a water trail system throughout the Greenway. Seeking funding for a kayak launch at Kollen Park (ADA accessible).

- Continue to fundraise and seek out grants for improvements to the entrance of the DeGraaf Nature Center. (Total estimates are nearly \$300,000 for total project. Many donations have already been received, and more to hopefully come.) Applying for a Trust Fund Grant, April 1, 2016. \$73,000 has been raised so far for this effort.
- The Park Department will play a major role in hosting the national America In Bloom symposium. Efforts will be needed in the late summer of 2015 to insure that the city is prepared for the event. This may mean purchasing some plant material, and other landscaping items. Items to be included in FY16 budget. (Holland In Bloom, and many sponsors are funding this effort.) Symposium was held in September 2015. Very Successful.
- Develop a plan for adding splash pads or other water features to parks in conjunction with the study below (\$10,000 in Municipal Capital Improvement Fund). Completion date of July 2017.
- Continue to investigate locations for a new World Class, 3-gym Recreation Center. Funding options, programming, and size will also be studied. Completion date of July 2017.
- Create and install new directional signage throughout the cemeteries (Perpetual Care funds available, \$5,000). Completion date of November 2016.
- Research, consider alternatives, and maximize cemetery rates to have a completion date of December 2016.
- Plant an impactful urban tree corridor along 9th Street, due to the construction planned for 2016.
- Work with the Schneider Energy Team to make sure we have a seamless construction season throughout our parks system, and ensure that staff is trained on how to operate all new equipment and lighting systems.
- Develop detailed building plans for a new Greenhouse and begin construction at end of FY 17.
- Complete the Myrtle Street end and Thomas street end (\$5,000 in Municipal Capital Improvement Fund), by July 2017.
- Supervise the start of construction for Windmill Island Gardens path and bridge starting with November bids.

PARKS & RECREATION SERVICES

CEMETERIES

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Lot Sales:				
	Pilgrim Home Cemetery	78	75	100	85
	Graafschap Cemetery	17	26	35	29
	Burials:				
	<u>Pilgrim Home Cemetery - Annual</u>				
	Graveside Services	106	121	120	120
	Drop Services	66	81	60	70
	Witness Services	11	2	0	0
		183	204	180	190
	Full Body Burial	137	160	120	145
	Cremation Burial	46	44	60	45
		183	204	180	190
	% of Cremation Burial to Full Body Burial	33.58%	27.50%	50.00%	31.03%
	<u>Graafschap Cemetery - Annual</u>				
	Graveside Services	26	37	50	43
	Drop Services	13	22	20	21
	Witness Services	4	0	0	0
		43	59	70	64
	Full Body Burial	37	42	50	47
	Cremation Burial	6	17	20	17
		43	59	70	64
	% of Cremation Burial to Full Body Burial	16.22%	40.48%	40.00%	36.17%
	Marker Foundation Installations:				
Pilgrim Home Cemetery	130	150	150	140	
Graafschap Cemetery	40	55	45	40	
Niche Sales					
Pilgrim Home Cemetery	3	0	4	2	



PARKS & RECREATION

GENERAL FUND - CEMETERIES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 198,808	\$ 240,392	\$ 224,600	\$ 221,600
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	13,582	11,085	11,000	11,000
General Fund Operating Revenues	253,282	197,274	230,623	259,532
TOTAL SOURCES	\$ 465,672	\$ 448,751	\$ 466,223	\$ 492,132

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 162,895	\$ 162,870	\$ 172,225	\$ 178,450
* Benefits - Incl. NonWorking Wages	71,873	51,083	57,910	59,611
* Mandatory Employer Costs	17,424	15,914	17,500	18,656
Other Current Expenditures -				
* Supplies / Maintenance	43,278	45,512	50,450	52,450
* Contractual	52,595	57,976	60,200	67,200
* Other	117,607	109,956	102,696	110,265
Capital Outlay	- 0 -	5,440	5,242	5,500
TOTAL USES	\$ 465,672	\$ 448,751	\$ 466,223	\$ 492,132

- - STAFFING - -

Personnel Services Total Amount	\$ 252,192	\$ 229,867	\$ 247,635	\$ 256,717
Full-Time Positions	2.35	2.35	2.35	2.35
Part-Time Positions @ F.T.E.	2.30	2.65	3.05	3.05



PARKS & RECREATION

GENERAL FUND - PARKS & RECREATION ADMINISTRATION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	59,901	52,367	58,093	59,174
TOTAL SOURCES	\$ 59,901	\$ 52,367	\$ 58,093	\$ 59,174

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 37,639	\$ 31,906	\$ 34,850	\$ 35,450
* Benefits - Incl. NonWorking Wages	15,361	12,103	15,065	15,507
* Mandatory Employer Costs	3,495	2,858	3,228	3,417

Other Current Expenditures -

* Supplies / Maintenance	914	1,707	2,050	2,100
* Other	2,491	3,793	2,900	2,700

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 59,901	\$ 52,367	\$ 58,093	\$ 59,174

- - STAFFING - -

Personnel Services Total Amount	\$ 56,496	\$ 46,867	\$ 53,143	\$ 54,374
Full-Time Positions	0.70	0.50	0.50	0.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PARKS & RECREATION SERVICES

RECREATION

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Youth Athletic Programs	2,766	3,262	3,500	4,000
	Adult Athletic Programs	5,486	5,902	6,500	6,800
	Family Special Events	10,370	10,568	10,700	11,000
	Non-Athletic Youth Programs	2,084	1,980	2,125	2,125
	Bouws Pool Attendance	11,068	17,000	17,000	17,000



PARKS & RECREATION

GENERAL FUND - RECREATION

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 284,466	\$ 321,221	\$ 310,885	\$ 348,800
Interest & Rents	16,367	13,923	14,000	15,000
Other	1,074	922	750	2,000
General Fund Operating Revenues	501,783	551,549	611,942	607,310
TOTAL SOURCES	\$ 803,690	\$ 887,615	\$ 937,577	\$ 973,110

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 308,562	\$ 356,948	\$ 322,508	\$ 345,185
* Benefits - Incl. NonWorking Wages	81,124	82,560	82,625	98,413
* Mandatory Employer Costs	30,203	33,081	31,274	34,621

Other Current Expenditures

* Supplies / Maintenance	124,895	121,836	142,200	137,900
* Contractual	122,411	153,687	200,281	202,400
* Other	136,495	139,503	158,689	154,591

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
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TOTAL USES	\$ 803,690	\$ 887,615	\$ 937,577	\$ 973,110
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- - STAFFING - -

Personnel Services Total Amount	\$ 419,889	\$ 472,589	\$ 436,407	\$ 478,219
Full-Time Positions	3.45	3.50	3.50	4.50
Part-Time Positions @ F.T.E.	1.20	1.20	1.20	1.10

PARKS & RECREATION SERVICES

PARKS

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>Forestry Activities</u>				
	Trees Planted	148	119	375	500
	Trees Trimmed	889	860	1,006	1,000
	Trees Removed	592	602	368	250
	Stump Removal	433	551	304	200
	Tulip Beds & Lanes - Annual Tulip Plantings	297,500	298,500	306,500	305,000
	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	385 acres	385 acres
	Number of Events in Park Facilities:	70	97	93	95



PARKS & RECREATION

GENERAL FUND - PARKS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 28,779	\$ 31,180	\$ 29,000	\$ 29,000
Interest & Rents	8,416	13,491	7,700	7,600
General Fund Operating Revenues	1,283,854	1,529,645	1,617,016	1,649,664
TOTAL SOURCES	\$ 1,321,050	\$ 1,574,316	\$ 1,653,716	\$ 1,686,264

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 499,016	\$ 575,124	\$ 645,750	\$ 715,700
* Benefits - Incl. NonWorking Wages	131,747	175,300	204,850	211,137
* Mandatory Employer Costs	48,944	56,095	66,050	73,905

Other Current Expenditures

* Supplies / Maintenance	189,641	217,639	212,650	188,530
* Contractual	58,710	81,670	84,500	102,400
* Other	379,310	448,369	439,916	394,592

Capital Outlay

Capital Outlay	13,681	20,119	- 0 -	- 0 -
TOTAL USES	\$ 1,321,050	\$ 1,574,316	\$ 1,653,716	\$ 1,686,264

- - STAFFING - -

Personnel Services Total Amount	\$ 679,707	\$ 806,519	\$ 916,650	\$ 1,000,742
Full-Time Positions	8.15	8.15	9.55	9.55
Part-Time Positions @ F.T.E.	11.70	14.15	14.50	14.20

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

Small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Group'.

PARKS & RECREATION

DEGRAAF NATURE CENTER

ACTIVITY MISSION STATEMENT

To provide nature, environmental, conservation and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it, and to provide a place for people to relax and enjoy the beauty of nature.

ACTION PLAN

- **Begin construction of the new entry way and parking area in December of 2016. Grant funding and private fundraising are underway. A donor brick program has been successful to this point (\$8,000 has been raised to this point), and will continue beyond the construction phase to help support ongoing maintenance at the Center.**
- **Requesting new Ford Transit van. Vehicle will be used primarily by the Nature Center, but will be available as a general fleet vehicle. City Council trips and tours, staff conferences, etc. could use the van. Purchase is being handled through the Motor Pool.**
- **We will be seeking additional hours for a current Part-time B employee and expand the number of weeks per year in our internship program to help us grow the educational programs and nature tours, both of which generate revenue for the center. Increase of \$20,000 to annual budget.**

PARKS & RECREATION SERVICES

DEGRAAF NATURE CENTER

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>ATTENDANCE</u>				
	Summer Recreation Department Classes	339	443	388*	400
	School Classroom Programs	8,117	7,804	8,500	9,000
	Public Program (Special Events, Classes, etc.)	5,569	5,047	5,500	6,000
	After School Programs (Birthday Parties, Scouts, etc.)	200	300	325	350
	Natural History Tour Participants	40	51	50	55
	Outside Groups Utilizing the Nature Center	350	350	350	350
*Expanding summer one day classes offered outside of the recreation programs to accommodate summer cottagers.					



PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 86,482	\$ 92,394	\$ 157,489	\$ 184,000
Other	16,987	9,358	12,300	12,300
General Fund Operating Revenues	143,379	167,213	145,692	157,382
TOTAL SOURCES	\$ 246,849	\$ 268,965	\$ 315,481	\$ 353,682

FUNDING USES -

Personnel Services

* Salaries & Wages - Working	\$ 130,739	\$ 137,409	\$ 140,365	\$ 148,000
* Benefits - Incl. NonWorking Wages	38,447	38,052	40,660	42,007
* Mandatory Employer Costs	12,310	13,375	13,875	15,189

Other Current Expenditures

* Supplies / Maintenance	17,408	23,550	21,350	24,350
* Contractual	28,566	32,866	73,288	99,150
* Other	19,378	23,713	25,943	24,986

Capital Outlay

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 246,849	\$ 268,965	\$ 315,481	\$ 353,682

- - STAFFING - -

Personnel Services Total Amount	\$ 181,496	\$ 188,836	\$ 194,900	\$ 205,196
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.80	1.80	1.85	2.10



PARKS & RECREATION

CULTURAL ACTIVITIES ASSISTANCE

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Approved Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	97,589	258,685	98,093	109,200
TOTAL SOURCES	\$ 97,589	\$ 258,685	\$ 98,093	\$ 109,200

FUNDING USES -

Other Current Expenditures				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	8,589	8,685	9,093	9,200
Transfers Out	89,000	250,000	89,000	100,000
TOTAL USES	\$ 97,589	\$ 258,685	\$ 98,093	\$ 109,200

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION SERVICES

CIVIC CENTER

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>Building Use</u>				
	Entire Facility	287	327	325	325
	Gymnasium Only	505	544	500	500
	North Hall	32	10	45	45



PARKS & RECREATION

GENERAL FUND - CIVIC CENTER

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 463	\$ 411	\$ 500	\$ 250
Interest & Rents	55,406	42,054	38,000	10,000
General Fund Operating Revenues	189,197	212,317	197,786	164,871
TOTAL SOURCES	\$ 245,066	\$ 254,782	\$ 236,286	\$ 175,121

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 98,171	\$ 104,236	\$ 99,550	\$ 77,450
* Benefits - Incl. NonWorking Wages	34,731	44,127	38,826	29,672
* Mandatory Employer Costs	9,772	9,959	9,950	8,125

Other Current Expenditures -

* Supplies / Maintenance	44,794	38,336	41,239	31,400
* Contractual	1,474	2,920	2,900	1,500
* Other	56,125	55,204	43,821	26,974

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 245,066	\$ 254,782	\$ 236,286	\$ 175,121

- - STAFFING - -

Personnel Services Total Amount	\$ 142,674	\$ 158,322	\$ 148,326	\$ 115,247
Full-Time Positions	1.30	1.45	1.45	1.45
Part-Time Positions @ F.T.E.	1.85	2.10	1.80	0.80



PARKS & RECREATION

CEMETERY PERPETUAL CARE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 27,335	\$ 26,200	\$ 31,600	\$ 31,600
Interest & Rents	13,582	11,085	11,000	11,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 40,917	\$ 37,285	\$ 42,600	\$ 42,600

FUNDING USES -

Other Current Expenditures				
* Other	\$ - 0 -	\$ 400	\$ - 0 -	\$ - 0 -
Transfers Out	21,072	11,085	11,000	31,000
TOTAL USES	\$ 21,072	\$ 11,485	\$ 11,000	\$ 31,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 19,845	\$ 25,800	\$ 31,600	\$ 11,600
ENDING BALANCE -				
Designated / Reserves	\$ 1,530,437	\$ 1,554,087	\$ 68,643	\$ 70,243
Undesignated / Unreserved	64,893	67,043	1,584,087	1,594,087
TOTAL FUND EQUITY	\$ 1,595,330	\$ 1,621,130	\$ 1,652,730	\$ 1,664,330

- - STAFFING - -

Positions: Not Applicable



PARKS & RECREATION

HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 1,247,366	\$ 1,251,454	\$ 1,305,974	\$ 1,253,100
TOTAL SOURCES	\$ 1,247,366	\$ 1,251,454	\$ 1,305,974	\$ 1,253,100

FUNDING USES -

Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,247,634	\$ 1,251,468	\$ 1,300,471	\$ 1,253,100
TOTAL USES	\$ 1,247,634	\$ 1,251,468	\$ 1,300,471	\$ 1,253,100

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (268)	\$ (14)	\$ 5,503	\$ - 0 -
ENDING BALANCE -				
Designated / Reserves	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	68	54	5,557	5,557
TOTAL FUND EQUITY	\$ 68	\$ 54	\$ 5,557	\$ 5,557

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION

WINDMILL ISLAND GARDENS

MISSION STATEMENT

To maintain a high quality tourist attraction, which reflects the Dutch heritage of the City of Holland. Windmill Island Gardens supports the Tulip Time Festival as well as the local tourism economy while connecting visitors and community members to the area's authentic Dutch heritage and natural resources.

ACTION PLAN

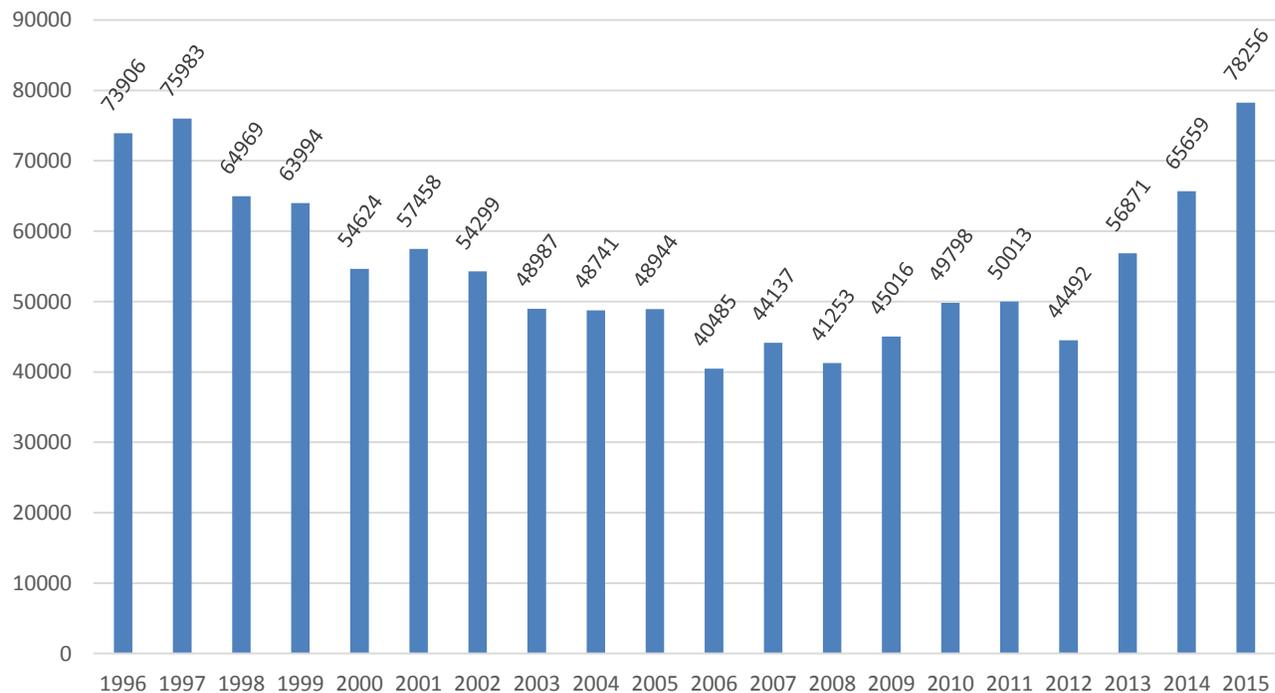
- Establish a more robust web presence for Windmill Island Gardens. (January 2017)
- Monthly events and make self-sufficient and grow to contribute to the capital cost bottom line over time.
- To grow programming on the Island including one or more new large events. (October 2016)
- Complete the refurbishment of the Street Organ and Carousel (repainting, etc.) (April 2017)
- Secure and accomplish an Interpretive Plan from Municipal Capital Improvement Fund. \$15,000.
- Bid out a Landscape Plan and budget for accomplishment in FY 18.
- Achieve active support by all of the units of government in the 107,000 population region.
- Promote the Island as the center of natural recreation by virtue of its geographic location and be viewed as equally welcoming to all from the region.
- Ensure the Island bustles with monthly activities year-round that celebrate our culture, our environment, our history/heritage as per the Strategic Plan in a manner that breaks even or earns funds for reinvestment.
- No longer rely on a subsidy by the General Fund (with the exception of another StemFest) and otherwise contribute \$100,000 per year to a Capital Reinvestment Fund for the Island as per the Business Plan.
- Ensure DeZwaan turns for every major public event via a cadre of professional/volunteer team members.

PARKS & RECREATION SERVICES

WINDMILL ISLAND GARDENS

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	REGULAR PAID VISITORS				
	Total Number of Paid Visitors (Excluding Spec. Events)	65,659	78,256	75,000	77,000
	Total Number of Bus Groups (Includes Student Groups)	175	175	175	175
	Visitors during Tulip Time Dates Only	26,721	38,471	35,000	35,000
	Percent of Visitors during Tulip Time	41%	49%	47%	45%
	Friends of WIG Memberships Sold	N/A	5	10	15
	UNPAID VISITORS				
	Total Local Visitors, Free Admission during Opening Hours	11,378	10,334	10,500	11,000
	Visitors Community Day (Rotates between Hope College & WIG)	200	1,729	200	2,000
	WEDDING & FACILITY RENTAL				
	Number of Weddings	25	25	28	30
	Number of Hosted Events	7	13	10	12
	Number of Guest Visits to Windmill Island through Rentals	5,048	8,711	8,500	8,750
	OTHER				
	Horticultural Volunteer Hours	N/A	487	500	550
	Run of the Mill: Total Registrants	250	150	100	150

Windmill Island Gardens Yearly Attendance





PARKS & RECREATION

WINDMILL ISLAND GARDENS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 483,464	\$ 637,802	\$ 403,946	\$ 512,750
Interest & Rents	80,330	68,780	80,814	90,000
Other	11,400	39,973	10,844	- 0 -
Transfers In - Specified Donations Fund	616,648	78,238	20,000	- 0 -
Transfers In - Capital Project Funds	29,066	- 0 -	40,000	1,197,000
Transfers In - General Fund	62,745	100,000	173,066	110,000
TOTAL SOURCES	\$ 1,283,653	\$ 924,793	\$ 728,670	\$ 1,909,750

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 331,305	\$ 365,352	\$ 369,100	\$ 371,800
* Benefits - Incl. NonWorking Wages	51,623	52,542	50,189	48,699
* Mandatory Employer Costs	31,520	34,010	34,530	35,706
Other Current Expenses:				
* Supplies / Maintenance	99,860	101,466	102,831	88,950
* Contractual	51,940	45,896	63,000	63,400
* Other	87,734	90,384	93,337	93,350
Capital Outlay	729,688	86,236	65,000	1,202,000
Transfers Out	8,675	- 0 -	- 0 -	- 0 -
Depreciation Expense	109,767	119,862	120,000	130,000
TOTAL USES	\$ 1,502,112	\$ 895,748	\$ 897,987	\$ 2,033,905

(This Fund Continues On Next Page)



PARKS & RECREATION

WINDMILL ISLAND GARDENS FUND

(This Fund Continues From Previous Page)

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 511,229	\$ 115,281	\$ (104,317)	\$ 1,077,845
ENDING BALANCE -				
Designated / Reserved:	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved:	2,018,178	2,133,459	2,029,142	3,106,987
UND EQUITY - END OF YEAR	<u>\$ 2,018,178</u>	<u>\$ 2,133,459</u>	<u>\$ 2,029,142</u>	<u>\$ 3,106,987</u>

- - WORKING CAPITAL - -

INCREASE (DECREASE)	- 0 -	\$ 151,388	\$ (49,317)	\$ 8,836
ENDING BALANCE	<u>\$ - 0 -</u>	<u>\$ 151,388</u>	<u>\$ 102,071</u>	<u>\$ 110,907</u>

- - STAFFING - -

Personnel Services Total Amount	\$ 414,448	\$ 451,904	\$ 453,819	\$ 456,205
Full-Time Positions	2.00	2.00	2.00	2.00
Part-Time Positions @ F.T.E.	11.10	11.40	11.70	11.70

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PARKS & RECREATION

PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 100	\$ 375	\$ 350
Interest & Rents	4	3	5	5
TOTAL SOURCES	\$ 4	\$ 103	\$ 380	\$ 355

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 182	\$ - 0 -	\$ 150	\$ 150
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 182	\$ - 0 -	\$ 150	\$ 150

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (179)	\$ 103	\$ 230	\$ 205
ENDING BALANCE -				
Designated / Reserves	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	296	399	629	834
TOTAL FUND EQUITY	\$ 296	\$ 399	\$ 629	\$ 834

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (179)	\$ 103	\$ 230	\$ 205
ENDING BALANCE	\$ 296	\$ 399	\$ 629	\$ 834

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION SERVICES

HOLLAND HISTORICAL TRUST

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Total Attendance at Museums	16,294	19,360	21,000	24,000
	Rentals - All Sites	1,254	1,897	3,500	7,000
	Education Tours Participation	1,270	834	1,500	2,000
	Memberships	498	450	525	600



PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	\$ 50,000	\$ 100,000	\$ 50,000	\$ 80,000
Charges for Services	125,086	96,087	90,200	166,630
Rental Income:				
* Armory	4,645	10,163	- 0 -	20,000
* Other Than Armory	3,224	6,950	1,500	8,000
Investment Income (Net of Market)	94,097	7,110	10,230	10,964
Other:				
* Other Private Contributions	231,554	295,751	325,000	285,356
* Gain on Sale of Property	- 0 -	12,872	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	89,000	250,000	89,000	100,000
TOTAL SOURCES	\$ 597,606	\$ 778,933	\$ 565,930	\$ 670,950

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 288,368	\$ 270,314	\$ 252,000	\$ 252,258
* Benefits - Incl. NonWorking Wages	31,609	34,915	42,650	25,860
* Mandatory Employer Costs	44,894	25,880	26,300	27,048

Other Current Expenditures -

* Supplies / Maintenance	58,531	82,931	58,000	75,720
* Contractual	83,984	90,810	91,100	102,000
* Other	280,445	280,918	85,650	174,100

Capital Outlay	- 0 -	- 0 -	- 0 -	3,000
Depreciation Expense	138,594	132,316	113,273	112,285
TOTAL USES	\$ 926,425	\$ 918,084	\$ 668,973	\$ 772,271

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:

* Holland Historical Trust	\$ 705,900	\$ 818,789	\$ 567,360	\$ 670,658
* Armory	19,531	21,295	33,213	33,213

OTHER APPLIED PURPOSES:

* Capital / Collections / Donated Facil.	200,994	78,000	68,400	68,400
TOTAL USES	\$ 926,425	\$ 918,084	\$ 668,973	\$ 772,271

(This Fund Continues On Next Page)



PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

(This Fund Continues From Previous Page)

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (328,819)	\$ (139,151)	\$ (103,043)	\$ (98,321)
ENDING BALANCE -				
Non-Expendable	110,000	110,000	110,000	110,000
Investment in Fixed Assets	1,632,024	1,402,103	1,288,832	1,176,547
Expendable:				
* Designated Restrictions -				
Temporary (Legal Restrictions)	292,372	310,242	226,855	266,072
Board of Directors (Board Action)	436,193	286,956	292,695	438,816
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	(37,780)	184,357	272,233	100,859
TOTAL FUND EQUITY	<u>\$ 2,432,809</u>	<u>\$ 2,293,658</u>	<u>\$ 2,190,615</u>	<u>\$ 2,092,294</u>

- - STAFFING - -				
Personnel Services Total Amount	\$ 364,871	\$ 331,109	\$ 320,950	\$ 305,166
Full-Time Positions	6.00	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	1.76	1.43	1.83	1.83

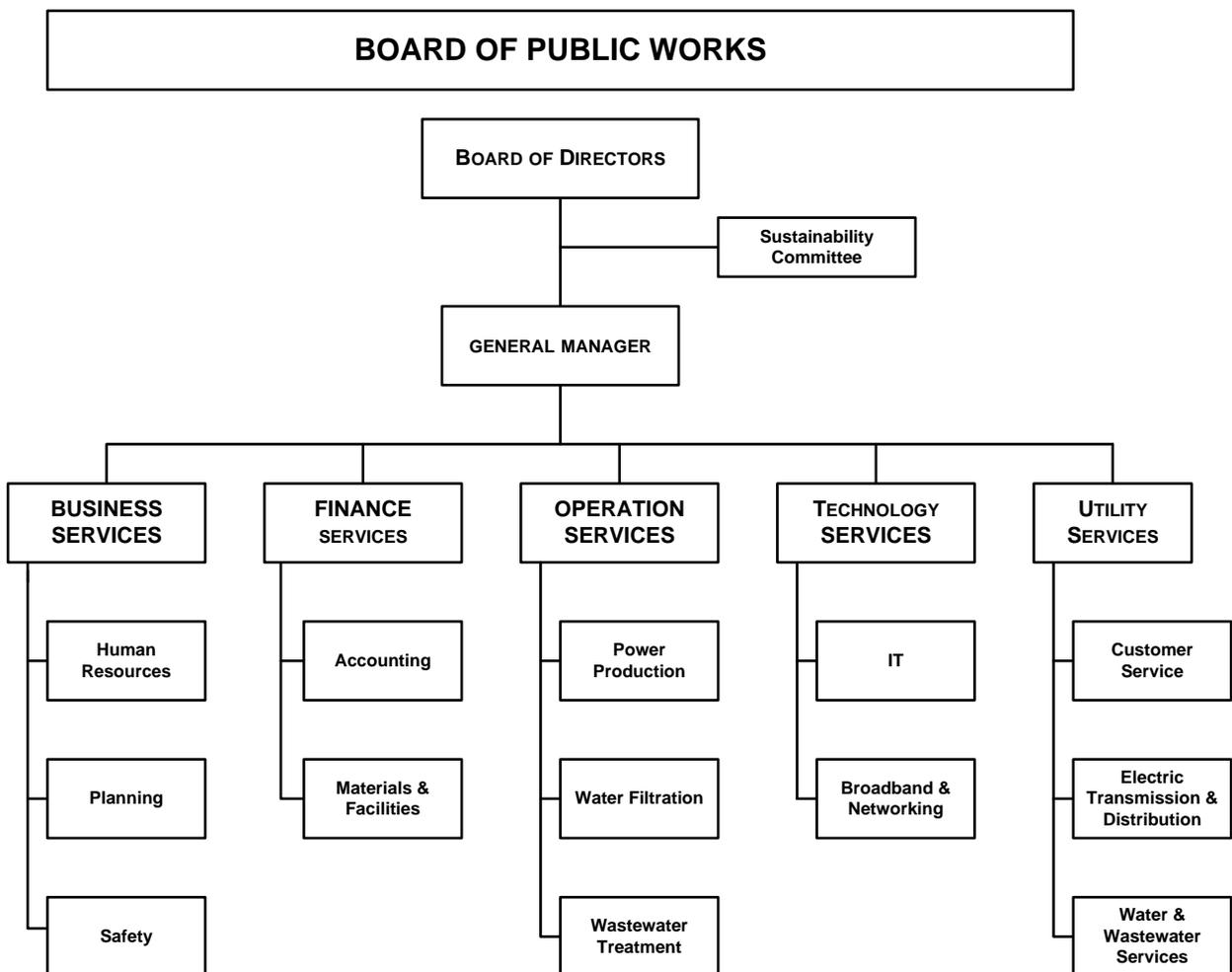
UTILITY SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

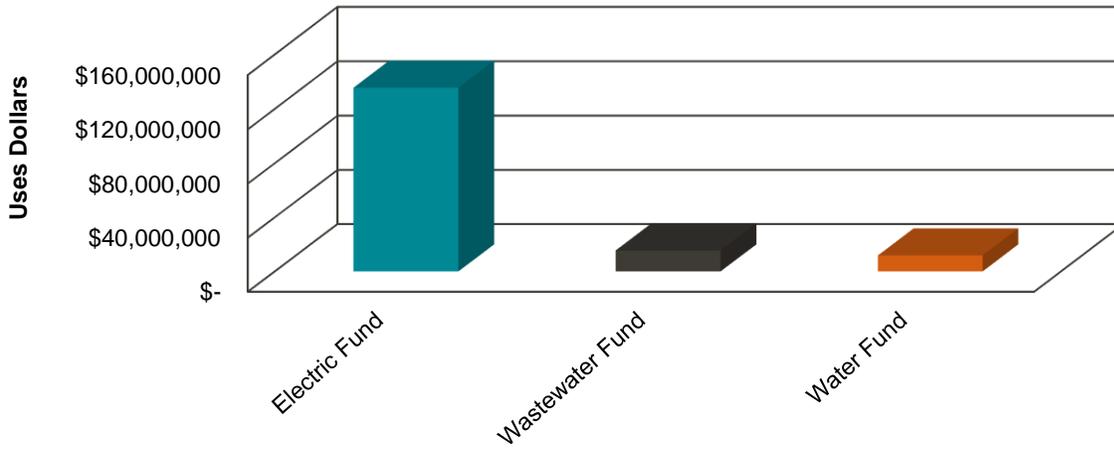
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

GROUP ORGANIZATIONAL STRUCTURE

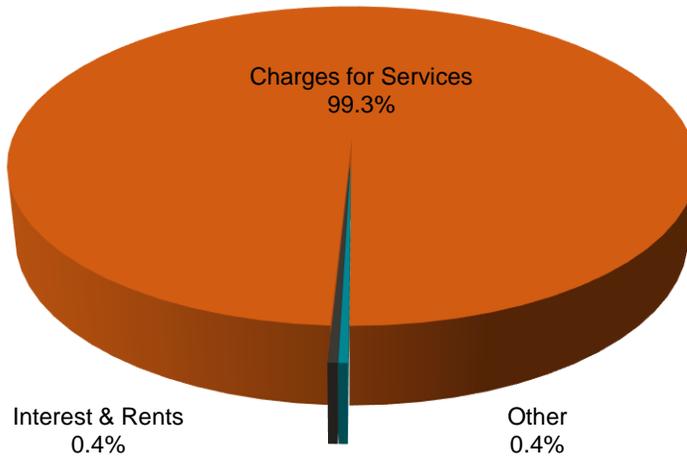


BOARD OF PUBLIC WORKS UTILITIES SERVICES

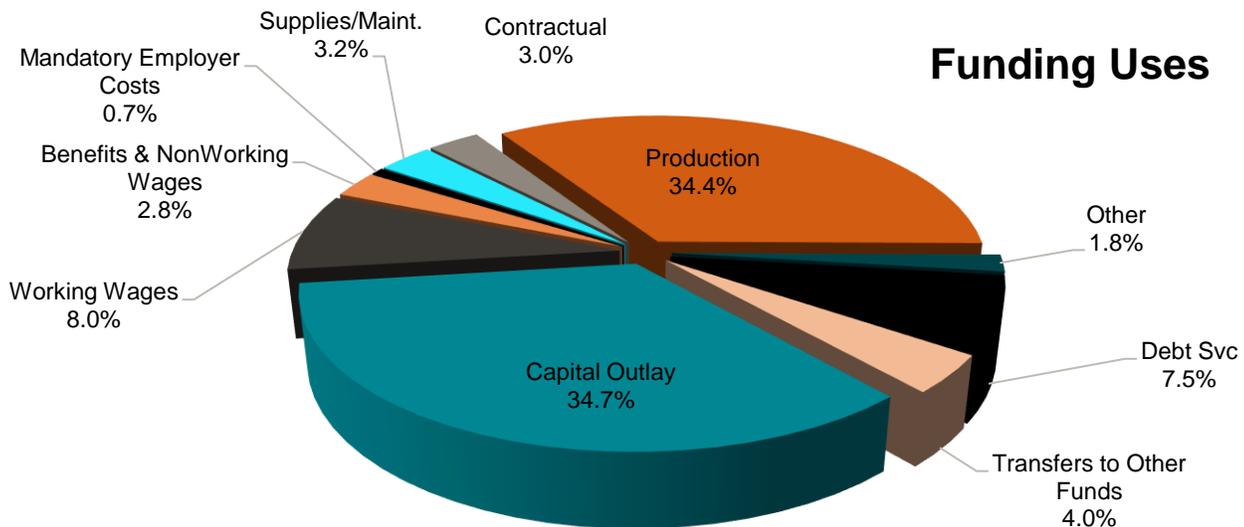
Total Uses by Departments \$162,945,572



Funding Sources



Funding Uses





UTILITY SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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----- GROUP FUNDING USES ACROSS FUNDS -----

FUND TYPES -

Enterprise	\$ 139,313,560	\$ 215,468,515	\$ 258,636,481	\$ 162,945,572
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----- GROUP FUNDING SOURCES & USES TOTALS -----

FUNDING SOURCES -

Charges for Services	\$ 116,399,089	\$ 119,806,494	\$ 123,788,222	\$ 127,875,278
Interest & Rents	748,932	1,093,965	833,175	488,101
Other	(125,384)	2,025,443	805,615	462,275
Bond Proceeds	- 0 -	174,508,000	9,500,000	- 0 -
TOTAL SOURCES	\$ 117,022,637	\$ 297,433,902	\$ 134,927,012	\$ 128,825,654

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 10,159,598	\$ 10,507,670	\$ 11,360,574	\$ 11,880,451
* Benefits - Incl NonWorking Wages	4,630,415	5,010,481	3,983,063	4,097,294
* Mandatory Employer Costs	925,326	945,244	1,004,965	1,088,851
Other Current Expenses -				
* Supplies / Maintenance	3,160,526	3,324,597	3,581,280	4,706,785
* Contractual	2,568,926	3,032,778	3,477,101	4,484,740
* Utility Production	63,718,394	60,139,973	56,730,869	50,891,214
* Other	2,197,148	2,203,758	2,317,076	2,604,480
Capital Outlays	33,031,575	113,440,919	158,782,853	51,390,979
Debt Service Payments -				
* Principal Maturities	2,157,924	1,105,650	1,118,263	7,429,566
* Interest & Fee Payments	1,953,178	460,775	652,895	3,649,406
Transfers Out	4,990,800	5,344,000	5,535,000	5,850,000
Depreciation Expense	9,789,568	9,952,670	10,092,542	14,871,806
Amortization Expense	30,182	-	-	-
TOTAL USES	\$ 139,313,560	\$ 215,468,515	\$ 258,636,481	\$ 162,945,572

----- GROUP STAFFING TOTALS -----

Personnel Services Total Amount	\$ 15,715,339	\$ 16,463,395	\$ 16,348,602	\$ 17,066,596
* Full-Time Positions	178.00	171.00	178.00	177.00

BOARD OF PUBLIC WORKS UTILITIES SERVICES

ELECTRIC TRANSMISSION & DISTRIBUTION & FIBER OPTICS

MISSION STATEMENT

POWER SUPPLY

To provide electrical energy to meet the requirements of electric system customers; and to provide that energy at the lowest cost possible at a high level of reliability as needed by those customers.

ELECTRIC TRANSMISSION & DISTRIBUTION

To provide a reliable delivery system for electricity utilizing a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and are committed to customer satisfaction.

ACTION PLAN

POWER SUPPLY

- To start use of the new natural gas fired combined cycle power plant to meet the demand growth of customers' load and to provide clean and efficient energy.
- 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 and capital expenditures 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 continue to expand the broadband distribution system working with the business community.

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 (AMI.)
- To provide responsible management of capital investment and operational expenses to ensure that our customers and community are served by the most reasonable 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.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - ELECTRIC FUND

PERFORMANCE MEASURES		FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
	Peak kW	229,715	220.8	225	228
	Total Number of Customers	27,990	28,208	28,220	28,235
	kWh Sales Total	1,048,830,770	1,049,754,679	1,047,408,051	1,071,613,444
	Revenue per Unit	\$0.08920	\$0.09501	\$0.09812	\$0.09941
	Cost per Unit	\$0.07910	\$0.07699	\$0.07419	\$0.07320
	Res. Avg.Usage - kWh per Month	631.4	600.1	612.8	621.4
	<u>KWH SALES</u>				
	Residential	177,495,613	170,027,264	173,619,559	176,227,879
	Commercial	327,127,845	324,327,100	322,042,178	327,038,424
	Industrial	540,465,440	551,287,537	547,959,508	564,518,438
	Street Lighting	3,741,872	4,112,778	3,786,806	3,828,703
	Total	1,048,830,770	1,049,754,679	1,047,408,051	1,071,613,444

Operational Activity	FY-16 Projected			FY-17 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY	101,934	5,412,781	53.10	-	-	-	-100.00%	-100.00%	-100.00%
Holland Energy Park Purchases	-	-	-	296,288	7,622,787	25.73			
Renewable	141,564	8,807,325	62.21	150,382	9,546,832	63.48	6.23%	8.40%	2.04%
Non-Reneable	517,679	18,416,149	35.57	261,913	7,772,472	29.68	-49.41%	-57.80%	-16.58%
CT #6,7,8,9	30,658	1,592,535	51.95	60,897	2,516,984	41.33	98.63%	58.05%	-20.43%
Belle River	204,912	5,073,624	24.76	225,504	6,968,839	30.90	10.05%	37.35%	24.81%
Campbell	62,083	2,346,207	37.79	77,285	2,311,399	29.91	24.49%	-1.48%	-20.86%
Fremont	21,554	818,499	37.97	19,218	668,593	34.79	-10.84%	-18.31%	-8.39%
Subtotal	1,080,384	\$ 42,467,120	\$ 39.31	1,091,487	\$ 37,407,906	\$ 34.27	1.03%	-11.91%	-12.81%
<u>CAPACITY</u>									
Belle River		8,318,888			7,504,325			-9.79%	
Campbell		2,263,629			2,099,845			-7.24%	
Fremont		291,422			410,129			40.73%	
TOTAL	1,080,384	\$ 53,341,059	\$ 49.37	1,091,487	\$ 47,422,205	\$ 43.45	1.03%	-11.10%	-12.00%



UTILITY SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 97,539,619	\$ 100,816,653	\$ 103,933,552	\$ 107,740,361
Interest & Rents	646,427	1,001,438	730,943	420,000
Other	25,661	(30,771)	88,646	95,004
Bond Proceeds	- 0 -	165,008,000	- 0 -	- 0 -
TOTAL SOURCES	\$ 98,211,707	\$ 266,795,320	\$ 104,753,141	\$ 108,255,365
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 6,379,070	\$ 6,828,109	\$ 7,508,102	\$ 7,798,703
* Benefits - Incl NonWorking Wages	2,982,000	3,318,530	2,654,112	2,732,444
* Mandatory Employer Costs	565,384	600,501	648,318	703,404
Other Current Expenses -				
* Supplies / Maintenance	1,778,170	1,997,916	1,926,282	3,312,577
* Contractual	1,970,501	2,377,300	2,738,277	3,667,412
* Electric Utility Production	60,914,622	57,348,299	53,701,072	47,926,431
* Other	1,848,370	1,914,374	1,940,215	2,097,369
Capital Outlays	26,737,357	104,303,610	134,385,156	42,827,236
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	5,446,245
* Interest & Fee Payments	1,427,843	250	170,852	2,981,528
Transfers Out	4,990,800	5,344,000	5,535,000	5,850,000
Depreciation Expense	6,480,527	6,430,984	6,586,346	10,201,935
TOTAL USES	\$ 116,074,644	\$ 190,463,873	\$ 217,793,732	\$ 135,545,284

(This Fund Continues On Next Page)



UTILITY SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 8,874,420	\$ 15,627,057	\$ 21,344,565	\$ 20,983,562
ENDING BALANCE -				
Designated / Reserved	16,668,000	109,373,361	52,519,169	51,221,513
Undesignated / Unreserved	188,728,194	102,362,890	180,561,647	202,842,865
TOTAL FUND EQUITY	\$ 205,396,194	\$ 211,736,251	\$ 233,080,816	\$ 254,064,378
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	\$ (22,703,108)	\$ (9,942,930)	\$ (49,600,053)	\$ (15,790,328)
ENDING BALANCE	\$ 105,809,863	\$ 95,866,933	\$ 46,266,880	\$ 30,476,552
- - STAFFING - -				
Personnel Services Total Amount	\$ 9,926,454	\$ 10,747,140	\$ 10,810,532	\$ 11,234,551
* Full-Time Positions	100.00	93.00	98.00	97.00

BOARD OF PUBLIC WORKS UTILITIES SERVICES

WASTEWATER

MISSION STATEMENT

WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN

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 complete improvements to bio-solids handling and disposal processes.
- To make improvements to efficiently and safely handle the processing of wastewater.

WASTEWATER COLLECTION

- To replace sanitary sewer mains in coordination with City street improvements.
 - 9th St.
- 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-14	FY-15	FY-16	FY-17
		Actual	Actual	Projected	Projected
Workload	Total Gallons Treated (mg)	3,338	3,279	3,150	3,200
	Total Number of Customers	12,326	123,360	12,365	12,370
	CCF Sales (Retail Only)	1,593,223	1,591,674	1,600,780	1,600,780
	Revenue per Unit (Retail)	\$3.38	\$3.57	\$3.72	\$3.95
	Cost per Unit (All Units)	\$2.26	\$2.29	\$2.43	\$2.67
	Residential. Avg. Usage- CCF per Month	5.2	5.1	5.0	5.0
	CCF Sales (Wholesale)	2,139,445	2,172,804	2,131,489	2,128,427
	Revenue per Unit (Wholesale)	\$1.23	\$1.18	\$1.24	\$1.15
	CCF Sales				
	Residential	655,944	646,048	638,287	638,287
	Commercial	673,134	681,970	689,844	689,844
	Industrial	264,145	263,656	272,649	272,649
	Wholesale	2,139,445	2,172,804	2,131,489	2,128,427
	Total	3,732,668	3,764,478	3,732,269	3,729,207



UTILITY SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	\$ 10,038,375	\$ 10,305,015	\$ 10,650,106	\$ 10,862,683
Interest & Rents	46,432	37,497	56,092	27,972
Other	222,163	2,125,357	619,024	267,271
Bond Proceeds	- 0 -	9,500,000	9,500,000	- 0 -
TOTAL SOURCES	\$ 10,306,970	\$ 21,967,869	\$ 20,825,222	\$ 11,157,926
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 2,093,077	\$ 2,059,588	\$ 2,085,199	\$ 2,248,355
* Benefits - Incl NonWorking Wages	898,248	922,783	722,447	752,239
* Mandatory Employer Costs	205,873	189,604	189,076	207,944
Other Current Expenses -				
* Supplies / Maintenance	762,099	727,513	1,168,673	846,184
* Contractual	315,109	331,888	391,846	420,961
* Wastewater Utility Production	2,147,682	2,232,170	2,369,857	2,296,065
* Other	215,101	176,646	223,176	290,745
Capital Outlays	4,323,828	6,659,850	19,522,618	4,727,682
Debt Service Payments -				
* Principal Maturity Payments	682,500	- 0 -	- 0 -	635,116
* Interest & Fee Payments	52,961	72,463	49,149	238,221
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	1,815,330	1,974,058	1,913,838	2,878,823
TOTAL USES	\$ 13,511,808	\$ 15,346,563	\$ 28,635,879	\$ 15,542,335

(This Fund Continues On Next Page)



UTILITY SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 1,801,490	\$ 3,781,156	\$ 2,211,961	\$ 978,389
ENDING BALANCE -				
Designated / Reserved	6,273,822	12,765,239	11,038,854	9,628,814
Undesignated / Unreserved	46,695,687	41,311,426	45,249,772	47,638,201
UND EQUITY - END OF YEAR	\$ 52,969,509	\$ 54,076,665	\$ 56,288,626	\$ 57,267,015
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	\$ (1,389,508)	\$ 2,103,947	\$ (4,170,434)	\$ (95,546)
ENDING BALANCE	\$ 11,007,790	\$ 13,111,737	\$ 8,941,303	\$ 8,845,757
- - STAFFING - -				
Personnel Services Total Amount	\$ 3,197,198	\$ 3,171,975	\$ 2,996,722	\$ 3,208,538
* Full-Time Positions	43.00	43.00	44.00	44.00

BOARD OF PUBLIC WORKS UTILITIES SERVICES

WATER

MISSION STATEMENT

WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WATER TRANSMISSION AND DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

ACTION PLAN

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 rebuild or replace various aging equipment to provide more efficient production of water.
- To rebuild sedimentation basin to maintain reliability.
- To rebuild Program Logic Controller.

WATER TRANSMISSION AND DISTRIBUTION

- To replace water mains in coordination with City street improvements:
 - Central, 3rd Street to State Street & 19th.
 - 9th, Kollen Park to 8th
 - 28th, Central to Lincoln
- To plan and construct necessary water main improvements to meet customer needs.
- Replace Hydrants and water meters.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WATER FUND

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Peak (MG)	28,132	24,953	26,185	26,968
	Gallons Treated (MG)	4,291	4,089	4,345	4,389
	Total number of Customers	13,399	13,433	13,440	13,450
	CCF Sales (Retail Only)	2,837,393	2,466,642	2,619,210	2,619,210
	Revenue per Unit (Retail Only)	\$2.23	\$2.53	\$2.53	\$2.62
	Cost per Unit	\$1.04	\$1.10	\$1.00	\$1.07
	Residential Avg. Usage - CCF per Month	8.34	7.39	7.72	7.72
	CCF Sales (Wholesale)	2,697,719	2,721,056	3,189,783	3,203,670
	Revenue per Unit (Wholesale)	\$0.76	\$0.72	\$0.65	\$0.62
	<u>CCF Sales</u>				
	Residential	1,066,905	947,371	990,697	990,697
	Commercial/Industrial	1,213,313	1,092,524	1,095,109	1,095,109
	Industrial	557,175	426,747	533,404	533,404
	Resales	2,697,719	2,721,056	3,189,783	3,203,670
	Total	5,535,112	5,187,698	5,808,993	5,822,880



UTILITY SERVICES

BOARD OF PUBLIC WORKS - WATER UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 8,821,095	\$ 8,684,826	\$ 9,204,564	\$ 9,272,234
Interest & Rents	56,073	55,030	46,140	40,129
Other	(373,208)	(69,143)	97,945	100,000
Bond Proceeds	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 8,503,960	\$ 8,670,713	\$ 9,348,649	\$ 9,412,363

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,687,451	\$ 1,619,973	\$ 1,767,273	\$ 1,833,393
* Benefits - Incl NonWorking Wages	750,167	769,168	606,504	612,611
* Mandatory Employer Costs	154,069	155,139	167,571	177,503

Other Current Expenses -

* Supplies / Maintenance	620,257	599,168	486,325	548,024
* Contractual	283,316	323,590	346,978	396,367
* Water Utility Production	656,090	559,504	659,940	668,718
* Other	133,677	112,738	153,685	216,366

Capital Outlays

	1,970,390	2,477,459	4,875,079	3,836,061
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Debt Service Payments -

* Principal Maturity Payments	1,475,424	1,105,650	1,118,263	1,348,205
* Interest & Fee Payments	472,374	388,062	432,894	429,657

Transfers Out

	- 0 -	- 0 -	- 0 -	- 0 -
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Depreciation Expense

	1,493,711	1,547,628	1,592,358	1,791,048
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Amortization Expense

	30,182	- 0 -	- 0 -	- 0 -
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TOTAL USES

	\$ 9,727,108	\$ 9,658,079	\$ 12,206,870	\$ 11,857,953
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UTILITY SERVICES

BOARD OF PUBLIC WORKS - WATER UTILITY FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ 2,222,666	\$ 2,595,743	\$ 3,135,121	\$ 2,738,676
ENDING BALANCE -				
Designated / Reserved	3,166,865	4,235,406	4,284,617	4,441,984
Undesignated / Unreserved	30,949,554	30,365,756	33,451,666	36,032,975
TOTAL FUND EQUITY	\$ 34,116,419	\$ 34,601,162	\$ 37,736,283	\$ 40,474,959
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	\$ 332,241	\$ (508,279)	\$ (1,265,863)	\$ (811,909)
ENDING BALANCE	\$ 5,055,938	\$ 4,547,659	\$ 3,281,796	\$ 2,469,887
- - STAFFING - -				
Personnel Services Total Amount	\$ 2,591,687	\$ 2,544,280	\$ 2,541,348	\$ 2,623,507
* Full-Time Positions	35.00	35.00	36.00	36.00

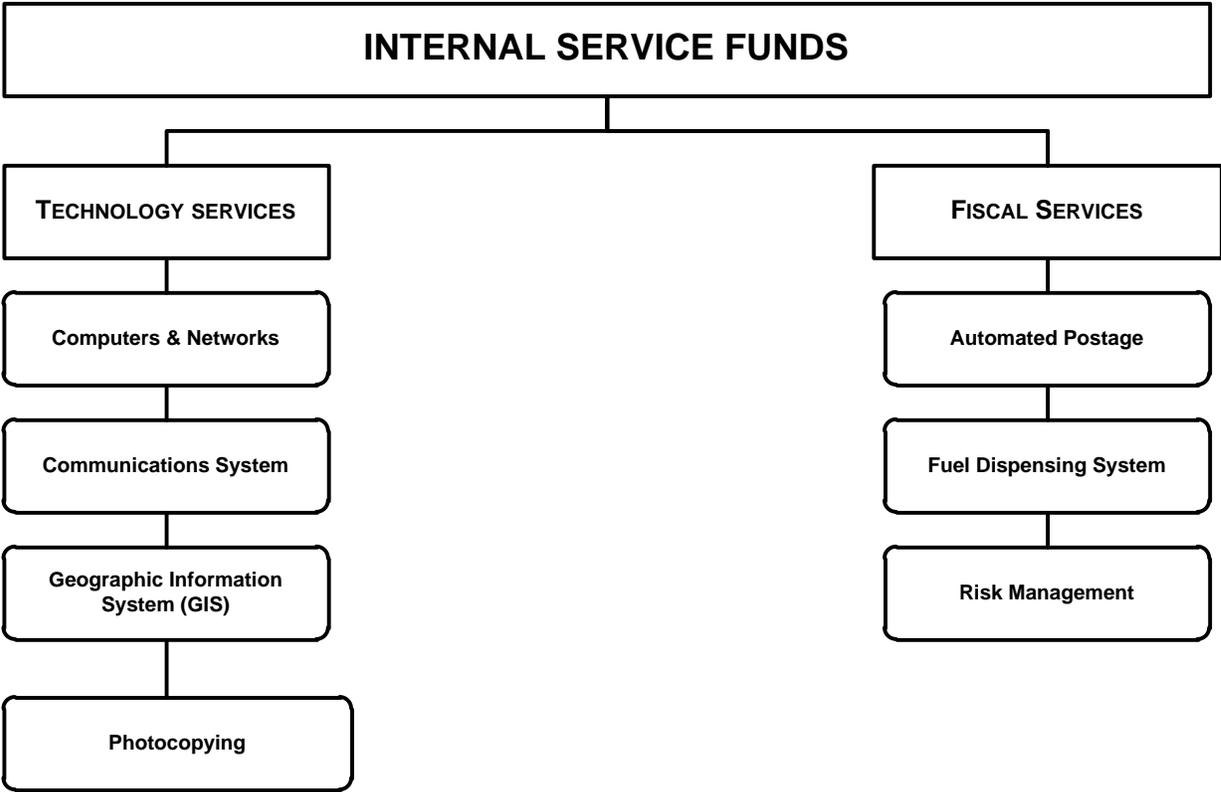
INTERNAL SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

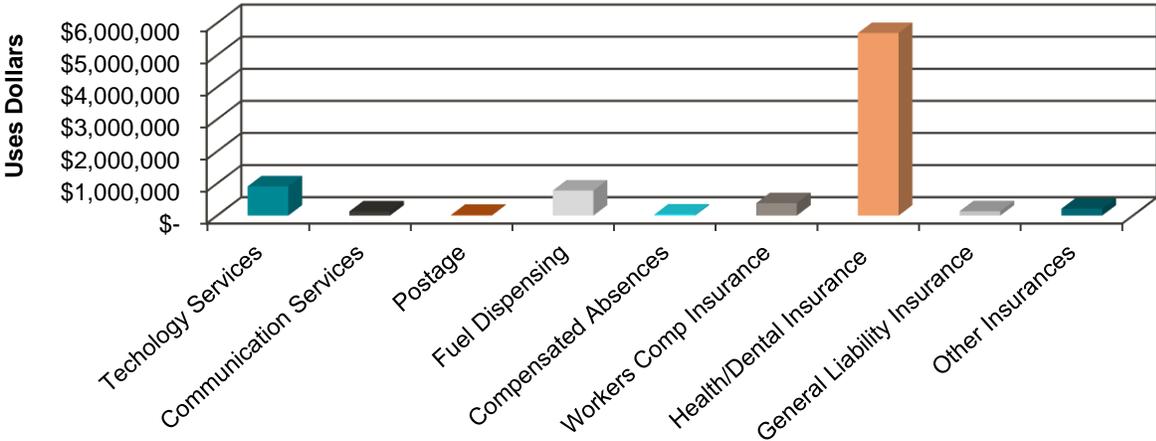
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

GROUP ORGANIZATIONAL STRUCTURE

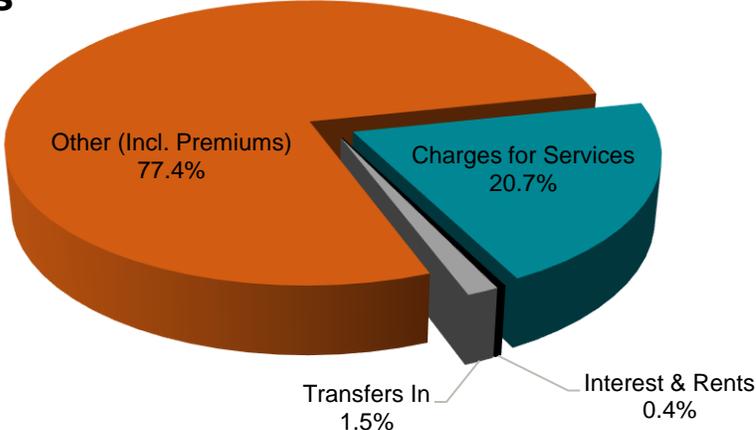


INTERNAL SERVICES

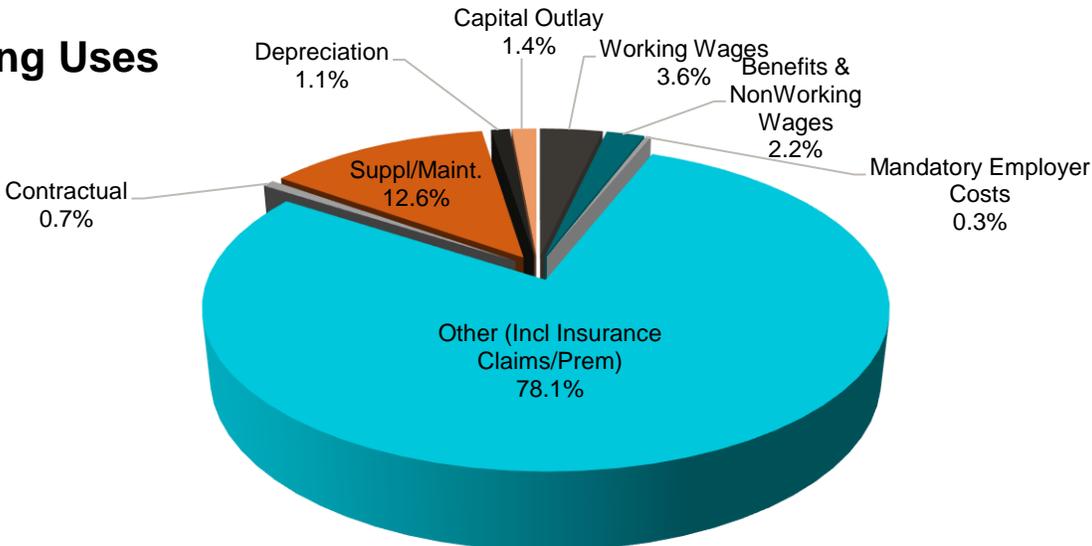
Total Uses by Departments \$8,299,771



Funding Sources



Funding Uses





INTERNAL SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Internal Service	\$ 8,500,153	\$ 7,390,180	\$ 8,135,126	\$ 8,299,771
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- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Charges for Services	\$ 1,738,707	\$ 1,440,260	\$ 1,280,113	\$ 1,715,090
Interest & Rents	25,593	22,643	28,370	29,020
Other	7,122,317	5,901,951	5,909,990	6,383,100
Transfers In	323,997	100,000	179,500	120,000
TOTAL SOURCES	\$ 9,210,614	\$ 7,464,854	\$ 7,397,973	\$ 8,247,210

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 209,269	\$ 227,126	\$ 241,443	\$ 296,813
* Benefits - Incl. NonWorking Wages	232,331	138,466	138,121	180,028
* Mandatory Employer Costs	19,504	18,545	20,844	24,873

Other Current Expenditures -

* Supplies / Maintenance	1,318,504	946,569	739,106	1,048,120
* Contractual Expenditures	193,932	33,134	53,000	57,800
* Other	6,379,090	5,710,501	6,658,562	6,486,987
Capital Outlay	66,616	215,104	199,400	117,000
Depreciation Expense	80,907	81,735	84,650	88,150
Transfers Out	- 0 -	19,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 8,500,153	\$ 7,390,180	\$ 8,135,126	\$ 8,299,771
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- - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 461,104	\$ 384,137	\$ 400,408	\$ 501,714
* Full-Time Positions	3.80	3.60	3.60	4.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTERNAL SERVICES

TECHNOLOGY SERVICES

FUND MISSION STATEMENT

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever changing informational needs of the City.

ACTION PLAN

- **Implement modern data storage solution for entire city. Improve the computing speed and efficiency of our server environment. (December 2016 - \$90,000)**
- **Work with the Clerk's office to address Electronic Document Retention schedules and disposal of outdated and unnecessary digital files. (December 2016 - \$20,000)**
- **Continue to embrace marketing the City of Holland online and on social media, reworking the enjoyholland.com site and increasing its marketing (January 2017 - \$18,000)**

INTERNAL SERVICES

TECHNOLOGY SERVICES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Equipment Maintained:				
	Servers	48	42	43	43
	Desktop & Mobile Computers	278	280	280	280
	Printers	75	75	74	74
	Scanning Devices	18	18	18	18
	Surveillance Cameras	116	121	130	136
	Help Desk Tickets Addressed	827	595	591	600
	City of Holland Website Visitors	916,846	742,210	1,146,396	1,250,000
Tax Bills Viewed via Internet	11,628	90,318	69,037	75,000	



INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 516,317	\$ 520,890	\$ 623,830	\$ 731,290
Interest & Rents	759	465	- 0 -	- 0 -
Other	- 0 -	(11,059)	- 0 -	- 0 -
Transfers In	100,000	100,000	100,000	120,000
TOTAL SOURCES	\$ 617,076	\$ 610,296	\$ 723,830	\$ 851,290

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 186,988	\$ 203,279	\$ 215,600	\$ 269,175
* Benefits - Incl. NonWorking Wages	88,474	95,913	104,208	130,093
* Mandatory Employer Costs	15,933	17,170	18,519	23,723

Other Current Expenditures -

* Supplies / Maintenance	230,174	191,927	228,606	243,120
* Contractual	21,159	4,266	4,000	4,000
* Other	32,732	38,567	45,800	42,800
Capital Outlay	66,616	110,621	119,900	117,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	78,102	79,665	80,000	80,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 720,178	\$ 741,408	\$ 816,633	\$ 909,911
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INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUND EQUITY - -

INCREASE (DECREASE)	(36,486)	\$ (20,491)	\$ 27,097	\$ 58,379
ENDING BALANCE -				
Reserved for Asset Replacement	\$ 138,800	\$ 128,300	\$ 100,000	\$ 100,000
Reserved for Copiers & Printers	30,000	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	288,914	308,923	364,320	422,699
TOTAL FUND EQUITY	\$ 457,714	\$ 437,223	\$ 464,320	\$ 522,699

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (800)	\$ 110	\$ 15,497	\$ 21,379
ENDING BALANCE	\$ 4,969	\$ 5,079	\$ 20,576	\$ 41,955

- - STAFFING - -

Personnel Services Total Amount	\$ 291,395	\$ 316,362	\$ 338,327	\$ 422,991
* Full-Time Positions	3.80	3.60	3.60	4.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTERNAL SERVICES
FUEL DISPENSING FUND

FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispersion system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and school buses.

ACTION PLAN

- 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 were replaced summer 2015.
- 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 17 which will be adjusted to final actual overhead costs at fiscal year end.
- Historical actual per gallon overhead charge:

FY 15	\$0.116667
FY 14	\$0.050004
FY 13	\$0.056535
FY 12	\$0.051511
FY 11	\$0.068885
FY 10	\$0.057317
FY 09	\$0.050585
FY 08	\$0.068258
FY 07	\$0.035692
FY 06	\$0.033134



INTERNAL SERVICES

FUEL DISPENSING FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,089,848	\$ 772,765	\$ 505,600	\$ 808,300
Interest & Rents	834	1,031	(200)	(200)
TOTAL SOURCES	\$ 1,090,682	\$ 773,796	\$ 505,400	\$ 808,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,624	\$ 4,172	\$ 4,219	\$ 4,338
* Benefits - Incl. NonWorking Wages	1,944	2,246	2,271	2,335

Other Current Expenditures -

* Supplies / Maintenance	1,044,964	722,555	471,000	766,000
* Contractual	954	862	1,800	1,800
* Other	153	9,067	5,570	5,487
Capital Outlay	- 0 -	104,483	- 0 -	- 0 -
Depreciation Expense	1,108	1,108	1,150	1,150
TOTAL USES	\$ 1,052,747	\$ 844,493	\$ 486,010	\$ 781,110

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 37,935	\$ 33,786	\$ 19,390	\$ 26,990
ENDING BALANCE -				
Designated / Reserves	\$ 212,801	\$ 171,587	\$ 190,977	\$ 217,967
Undesignated / Unreserved	- 0 -	75,000	75,000	75,000
TOTAL FUND EQUITY	\$ 212,801	\$ 246,587	\$ 265,977	\$ 292,967

- - WORKING CAPITAL - -

INCREASE (DECREASE)	1,108	(28,375)	1,150	1,150
ENDING BALANCE	\$ 37,656	\$ 9,281	\$ 10,431	\$ 11,581

- - 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

FUND MISSION STATEMENT

Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.

ACTION PLAN

- To implement anticipated changes to postal rates in a timely manner.
- To deliver the mail to the U.S. Post Office in a timely manner, at least once daily (and whenever feasible, twice daily).
- To utilize savings by discounting postage of 1st class mail pieces that are picked up daily by a mailing service courier.

INTERNAL SERVICES

POSTAGE SERVICES

	PERFORMANCE MEASURES	FY-14 Actual	FY-15 Actual	FY-16 Projected	FY-17 Projected
Workload	Mail Piece Count				
	City Hall	29,899	33,304	34,500	36,000
	Transportation Center	627	0	0	0
	Total	30,526	33,304	34,500	36,000
	Total Cost of Postage for All Fund Types	\$16,520	\$18,674	\$20,000	\$21,500



INTERNAL SERVICES

POSTAGE SERVICES FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 16,520	\$ 18,675	\$ 20,000	\$ 21,500
Interest & Rents	15	13	20	20
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 16,535	\$ 18,688	\$ 20,020	\$ 21,520

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 14,703	\$ 16,885	\$ 18,000	\$ 19,000
* Other	1,920	1,737	1,800	1,800
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 16,623	\$ 18,622	\$ 19,800	\$ 20,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (88)	\$ 66	\$ 220	\$ 720
ENDING BALANCE -				
Designated / Reserves	- 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,687	6,753	6,973	7,693
TOTAL FUND EQUITY	\$ 6,687	\$ 6,753	\$ 6,973	\$ 7,693

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (88)	\$ 66	\$ 220	\$ 720
ENDING BALANCE	\$ 6,687	\$ 6,753	\$ 6,973	\$ 7,693

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

COMMUNICATION SERVICES FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 116,022	\$ 127,930	\$ 130,683	\$ 119,000
Interest & Rents	80	99	100	100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	79,500	- 0 -
TOTAL SOURCES	\$ 116,102	\$ 128,029	\$ 210,283	\$ 119,100

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 10,787	\$ 8,453	\$ 6,500	\$ 2,000
* Contractual	4,342	- 0 -	- 0 -	- 0 -
* Other	98,035	110,870	121,800	119,800
Capital Outlay	- 0 -	- 0 -	79,500	- 0 -
Depreciation Expense	1,697	962	3,500	7,000
TOTAL USES	\$ 114,861	\$ 120,285	\$ 211,300	\$ 128,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,241	\$ 7,744	\$ 78,483	\$ (9,700)
ENDING BALANCE -				
Designated / Reserves	- 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	23,711	31,455	109,938	100,238
TOTAL FUND EQUITY	\$ 23,711	\$ 31,455	\$ 109,938	\$ 100,238

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 2,938	\$ 8,706	\$ 2,483	\$ (2,700)
ENDING BALANCE	\$ 15,254	\$ 23,960	\$ 26,443	\$ 23,743

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

COMPENSATED ABSENCES FUND

FUND MISSION STATEMENT

Provide funding for expenditures related to annual adjustment of compensated absences for full-time employees that are reported in governmental funds. Compensated absences include:

- **Comp time**
- **Payments in lieu of holiday (Fire Union)**
- **Paid Time Off (Non-Union)**
- **Unused sick leave payoff (Police Union)**
- **Vacation (Police and Fire Union)**

Mandatory employer costs and pension contribution costs that apply are also financed.

ACTION PLAN

- **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 SERVICES

COMPENSATED ABSENCES FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 131,865	\$ 29,712	\$ 20,000	\$ 35,000
TOTAL SOURCES	\$ 131,865	\$ 29,712	\$ 20,000	\$ 35,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	131,865	29,712	20,000	35,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 131,865	\$ 29,712	\$ 20,000	\$ 35,000

- - FUND EQUITY - -

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

- - WORKING CAPITAL - -

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

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

RISK MANAGEMENT

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.

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. This will be accomplished by assessing premiums to individual department budgets using rates provided by the insurance carrier (currently Accident Fund).
- Approve a contractual arrangement with the insurance agency and a third party administrator to provide claims services for claims occurring while self-insured.

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 benefit 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 health and prescription drug claims.
- Continue the contractual arrangement with Priority Health (third-party administrator) to provide claims services.
- 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.
- Renew a commercial insurance policy by July 2016 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

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.
- Renew a commercial insurance program by July 2016 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.
- Renew a commercial insurance program by July 2016 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.
- Approve 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

SUMMARY OF RISK MANAGEMENT

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 23,905	\$ 21,035	\$ 28,450	\$ 29,100
Other	6,990,452	5,883,298	5,889,990	6,383,100
Transfers In	223,997	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 7,238,354	\$ 5,904,333	\$ 5,918,440	\$ 6,412,200

FUNDING USES -

Personnel Services -				
* Salaries & Wages - Working	\$ 18,657	\$ 19,675	\$ 21,624	\$ 23,300
* Benefits - Incl. NonWorking Wages	10,048	10,595	11,642	12,600
* Mandatory Employer Costs	3,571	1,375	2,325	1,150
Other Current Expenditures -				
* Supplies / Maintenance	17,876	6,749	20,200	22,500
* Contractual	167,477	28,006	42,000	47,500
* Other	6,246,250	5,550,260	6,483,592	6,317,100
Transfers Out	- 0 -	19,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 6,463,879	\$ 5,635,660	\$ 6,581,383	\$ 6,424,150

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 774,475	\$ 268,673	\$ (662,943)	\$ (11,950)
ENDING BALANCE -				
Designated / Reserves	30,000	15,000	15,000	15,000
Undesignated / Unreserved	3,456,974	3,740,647	3,077,704	3,065,754
TOTAL FUND EQUITY	\$ 3,486,974	\$ 3,755,647	\$ 3,092,704	\$ 3,080,754

- - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 283,673	\$ (662,943)	\$ (11,950)
ENDING BALANCE	\$ 3,456,974	\$ 3,740,647	\$ 3,077,704	\$ 3,065,754

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 4,251	\$ 3,438	\$ 4,525	\$ 4,600
Other	309,247	332,995	346,725	354,000
TOTAL SOURCES	\$ 313,498	\$ 336,433	\$ 351,250	\$ 358,600

FUNDING USES -

Other Current Expenditures -				
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	314,456	312,711	374,850	386,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 314,456	\$ 312,711	\$ 374,850	\$ 386,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (958)	\$ 23,722	\$ (23,600)	\$ (27,400)
ENDING BALANCE -				
Designated / Reserves	15,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	524,540	563,262	539,662	512,262
TOTAL FUND EQUITY	\$ 539,540	\$ 563,262	\$ 539,662	\$ 512,262

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (958)	\$ 38,722	\$ (23,600)	\$ (27,400)
ENDING BALANCE	\$ 524,540	\$ 563,262	\$ 539,662	\$ 512,262

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 716	\$ 860	\$ 1,550	\$ 1,600
Other	106,060	103,487	107,650	107,000
TOTAL SOURCES	\$ 106,776	\$ 104,347	\$ 109,200	\$ 108,600

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs \$ 3,518 \$ 1,305 \$ 2,200 \$ 1,000

Other Current Expenditures -

* Other 85,550 53,809 106,180 84,000

Contingencies - 0 - - 0 - - 0 - - 0 -

TOTAL USES \$ 89,068 \$ 55,114 \$ 108,380 \$ 85,000

- - FUND EQUITY - -

INCREASE (DECREASE) \$ 17,708 \$ 49,233 \$ 820 \$ 23,600

ENDING BALANCE -

Designated / Reserves - 0 - \$ - 0 - \$ - 0 - \$ - 0 -

Undesignated / Unreserved 101,637 150,870 151,690 175,290

TOTAL FUND EQUITY \$ 101,637 \$ 150,870 \$ 151,690 \$ 175,290

- - WORKING CAPITAL - -

INCREASE (DECREASE) \$ 17,708 \$ 49,233 \$ 820 \$ 23,600

ENDING BALANCE \$ 101,637 \$ 150,870 \$ 151,690 \$ 175,290

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 13,670	\$ 12,109	\$ 16,800	\$ 17,100
Other	5,361,478	5,145,047	5,194,005	5,674,900
TOTAL SOURCES	\$ 5,375,148	\$ 5,157,156	\$ 5,210,805	\$ 5,692,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 18,657	\$ 19,675	\$ 21,624	\$ 23,300
* Benefits - Incl. NonWorking Wages	10,048	10,595	11,642	12,600
* Mandatory Employer Costs	53	70	125	150

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	5,200	4,500
* Contractual	7,088	26,665	40,500	46,000
* Other	4,579,336	4,893,743	5,764,877	5,601,600

Contingencies

	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 4,615,182	\$ 4,950,748	\$ 5,843,968	\$ 5,688,150

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 759,966	\$ 206,408	\$ (633,163)	\$ 3,850
ENDING BALANCE -				
Designated / Reserves	- 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,942,165	2,148,573	1,515,410	1,519,260
TOTAL FUND EQUITY	\$ 1,942,165	\$ 2,148,573	\$ 1,515,410	\$ 1,519,260

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 759,966	\$ 206,408	\$ (633,163)	\$ 3,850
ENDING BALANCE	\$ 1,942,165	\$ 2,148,573	\$ 1,515,410	\$ 1,519,260

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

VEHICLE INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,834	\$ 1,468	\$ 1,500	\$ 1,600
Other	118,702	122,654	107,305	109,400
TOTAL SOURCES	\$ 120,536	\$ 124,122	\$ 108,805	\$ 111,000

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 17,876	\$ 6,749	\$ 15,000	\$ 18,000
* Other	92,326	96,054	81,455	83,000
Transfers Out	- 0 -	19,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 110,202	\$ 121,803	\$ 96,455	\$ 101,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 10,334	\$ 2,319	\$ 12,350	\$ 10,000
ENDING BALANCE -				
Designated / Reserves	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	253,985	256,304	268,654	278,654
TOTAL FUND EQUITY	\$ 253,985	\$ 256,304	\$ 268,654	\$ 278,654

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 10,334	\$ 2,319	\$ 12,350	\$ 10,000
ENDING BALANCE	\$ 253,985	\$ 256,304	\$ 268,654	\$ 278,654

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

PROPERTY INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 3,217	\$ 2,501	\$ 2,900	\$ 3,000
Other	28,376	44,556	23,195	24,300
TOTAL SOURCES	\$ 31,593	\$ 47,057	\$ 26,095	\$ 27,300

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	- 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	31,012	49,234	25,120	29,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	\$ 31,012	\$ 49,234	\$ 25,120	\$ 29,000
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 581	\$ (2,177)	\$ 975	\$ (1,700)
ENDING BALANCE -				
Designated / Reserves	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	386,060	383,883	384,858	383,158
TOTAL FUND EQUITY	\$ 386,060	\$ 383,883	\$ 384,858	\$ 383,158

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 581	\$ (2,177)	\$ 975	\$ (1,700)
ENDING BALANCE	\$ 386,060	\$ 383,883	\$ 384,858	\$ 383,158

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

LIABILITY INSURANCE FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 217	\$ 659	\$ 1,175	\$ 1,200
Other	1,066,589	134,559	111,110	113,500
Transfers In	223,997	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 1,290,803	\$ 135,218	\$ 112,285	\$ 114,700

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 160,389	\$ 1,341	\$ 1,500	\$ 1,500
* Other	1,143,570	144,709	131,110	133,500
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,303,959	\$ 146,050	\$ 132,610	\$ 135,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (13,156)	\$ (10,832)	\$ (20,325)	\$ (20,300)
ENDING BALANCE -				
Designated / Reserves	15,000	15,000	15,000	15,000
Undesignated / Unreserved	248,587	237,755	217,430	197,130
TOTAL FUND EQUITY	\$ 263,587	\$ 252,755	\$ 232,430	\$ 212,130

- - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (13,156)	\$ (10,832)	\$ (20,325)	\$ (20,300)
ENDING BALANCE	\$ 248,587	\$ 237,755	\$ 217,430	\$ 197,130

- - STAFFING - -

Positions: Not Applicable

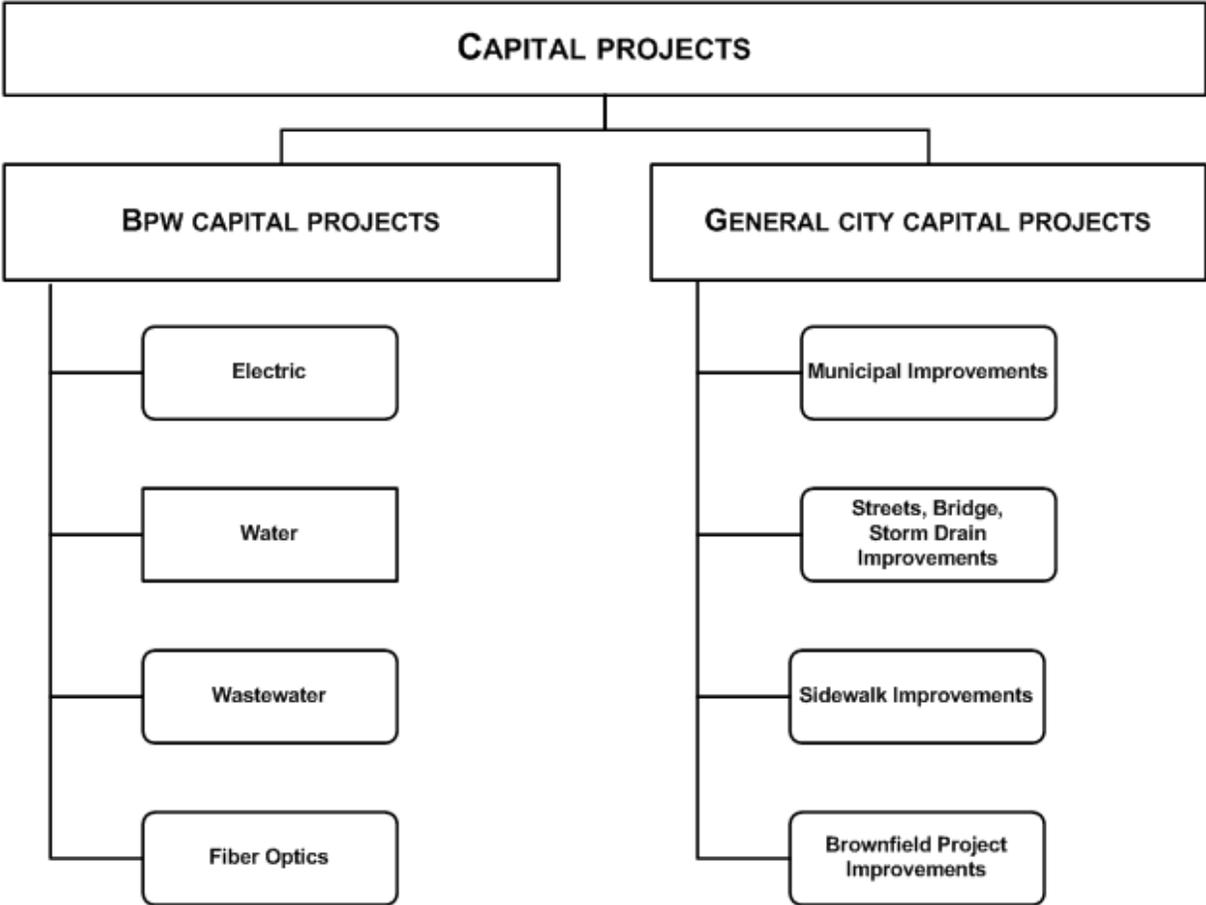
CAPITAL PROJECTS

INTRODUCTION

GROUP MISSION STATEMENT

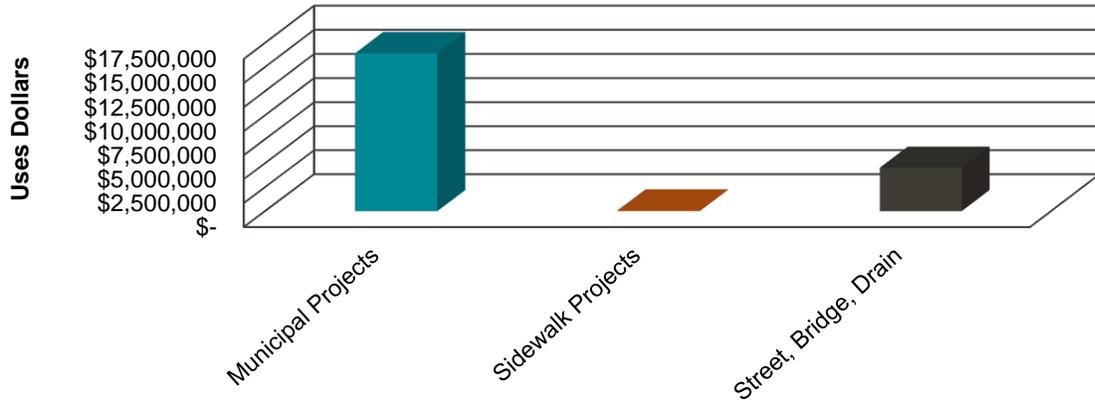
The Capital Projects Group accounts for all the City’s Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

GROUP ORGANIZATIONAL STRUCTURE

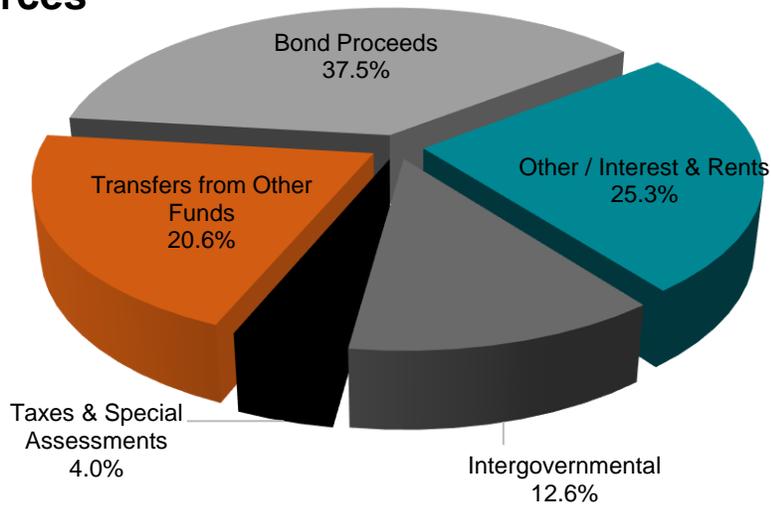


CAPITAL PROJECTS

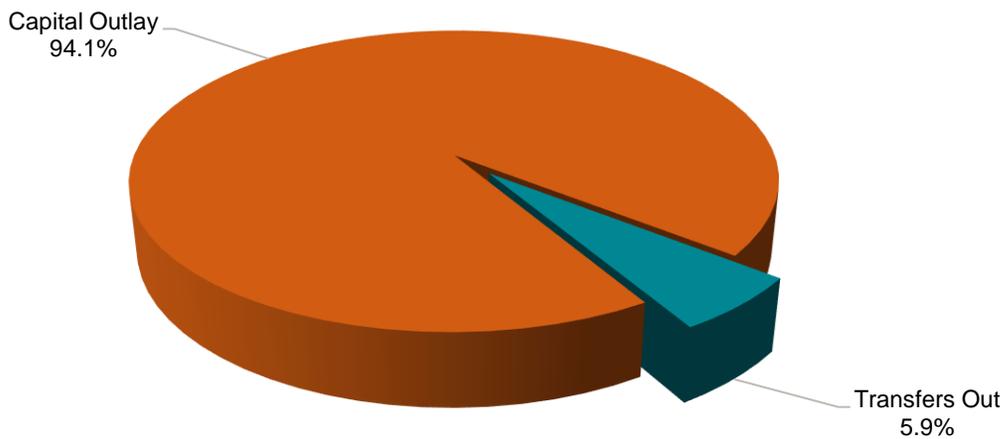
Total Uses by Project Type \$21,032,994



Funding Sources



Funding Uses



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented During Fiscal Year 2017

GOVERNMENTAL - TYPE FUNDS

Municipal Improvements Projects:	\$	16,425,400
Street, Bridge, Signalization, Storm Sewer Projects:		
City Share		2,925,744
MDOT, Grants, and Private Share		1,610,850
Sidewalk Improvements Projects		71,000

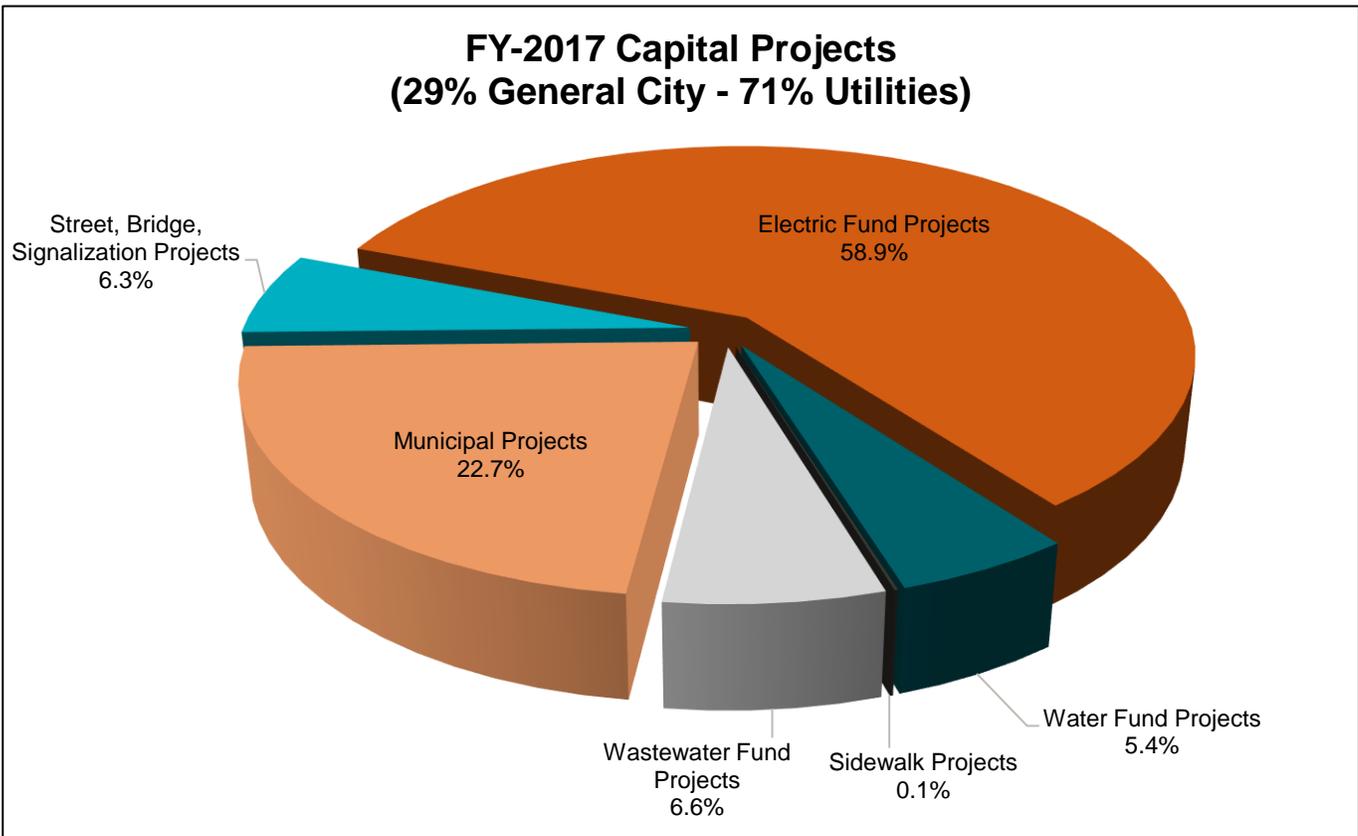
PROPRIETARY - TYPE FUNDS

Enterprise - Fund Capital Projects:		
See Electric Utility Fund		42,617,989
See Water Utility Fund		3,886,480
See Wastewater Utility Fund		4,760,750

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS

\$ 72,298,213

Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.





CAPITAL PROJECTS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Capital Projects	\$ 2,247,492	\$ 5,123,727	\$ 11,702,338	\$ 21,032,994
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- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 282,757	\$ 554,309	\$ 1,136,853	\$ 751,761
Intergovernmental	704,364	1,020,726	580,125	2,350,677
Interest & Rents	17,585	22,489	31,117	21,203
Other	28,709	14,053	1,695,805	4,696,073
Bond Proceeds	- 0 -	- 0 -	3,000,000	7,000,000
Transfers In	1,575,929	3,960,734	8,660,921	3,855,172
TOTAL SOURCES	\$ 2,609,344	\$ 5,572,311	\$ 15,104,821	\$ 18,674,886

FUNDING USES -

Other Current Expenditures -

Capital Outlay	\$ 2,168,236	\$ 5,081,146	\$ 11,451,461	\$ 19,800,994
Transfers Out	79,256	42,581	250,877	1,232,000
TOTAL USES	\$ 2,247,492	\$ 5,123,727	\$ 11,702,338	\$ 21,032,994

- - GROUP STAFFING TOTALS - -

Positions: Not Applicable

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS

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.

ACTION PLAN

- Use the existing .3155 millage to fund new municipal capital projects as approved by City Council; .2585 will be dedicated to building a reserve for Fire Station Renovation/Replacement projected to take place in FY-2018.

- To complete the design and/or construction of all capital projects outlined in the section of the Municipal Capital Projects Fund. Major projects include:
 - Civic Center Reconstruction
 - Energy Upgrades
 - Greenhouse Renovation
 - Wayfinding Signage
 - VanRaalte Farm Improvements

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2017 PROJECT DESCRIPTION

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 FY2017 budget. This document included funding sources and uses over a five year period. Much of this information was discussed with the City Council and staff at their Annual Retreat, which took place on January 30, 2016. The strategic plan and goals for Council lists the projects, and includes the ranking for each one.

PUBLIC INPUT:

Coffee with Council (& HBPW) was held on January 16, 2016 to provide citizens with an opportunity for share ideas, remarks and concerns regarding current issues relating to the City of Holland with elected and appointed officials as well as longer-term capital needs and projects; during an interactive and relaxed open house. In addition, three budget study sessions open to the public with the City Council were conducted in April (12th, 13th and 18th), as well as the budget Public Hearing on May 4, 2016.

APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:

The Municipal Capital Improvement Plan was approved on May 4, 2016, as part of the annual budget.

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Special Waterfront Planning Funds \$25,000: For realization of waterfront redevelopment planning.

Fiber Marketing \$25,000: For the City's share of marketing efforts for the HBPW fiber to the premise project.

Redevelopment Ready Community Planning \$25,000: For marketing/land use planning for obsolete commercial strips on US-31 and Washington Avenue.

DOWNTOWN PROJECTS:

Streetscape Refreshment \$20,000: For updated plan for Downtown Streetscape and Landscaping.

Snowmelt Refurbishment \$500,000: For the City's share of refurbishing or replacing snowmelt valves and flushing the system.

Broadcast System \$25,000: The downtown portion of the Broadcast System for the downtown.

Parking & Wayfinding Signage \$10,000: This will begin the build out of the downtown wayfinding signage.

COMMUNITY ENERGY STRATEGIES PROJECTS:

Contribution to Holland Energy Fund \$280,000: To pay for the contribution to the Holland Energy Fund from the HBPW dividend; the City's share of \$25,000 is included.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2017 PROJECT DESCRIPTION

PUBLIC SAFETY PROJECTS:

Broadcast System \$25,000: To pay for the Public Safety share of the Downtown Broadcast System.

Fire Station Planning \$25,000: Building on the 0.2585 millage, preparation for Waverly Road Fire Station Replacement/Rebuilding will begin in this fiscal year, with future debt service to come from the dedicated millage.

Kollen Park Fire Station Kitchen Remodel \$25,000: To pay for updates to the kitchen in crew living quarters.

Kollen Park Fire Station Repaint of living quarters \$11,600: To pay for painting to the crew living quarters.

Kollen Park Fire Station Tile \$14,000: To pay for the replacement of tile in the crew area of the fire station.

Parking Garage Repairs \$20,000: To pay for repairs to the parking deck and garage at the Public Safety building on 8th Street.

PARKS, RECREATION AND TRANSPORTATION SERVICES PROJECTS:

Windmill Island Gardens Water Line Replacement \$410,000: The original 6-inch line to provide fire protection to the DeZwaan Windmill still exists at 50 years old but is galvanized and corroded to only enable 1-inch of water flow when 6-inches is necessary.

Windmill Island Gardens Strategic Plan Implementation \$15,000: To pay for the creation and implementation of the Gardens Interpretative Plan.

Windmill Island Bridge to the North \$787,000: To pay the City's potential share of a joint project with Holland Charter Township to accomplish a \$2.3 million bridge and pathway safety and tourism project. The City's Legacy Fund share will likely equal \$238,000 (10% of total); the rest is grant and donation funded.

Civic Center Stage Two Design: \$500,000 To pay for final design and bid documents for the Civic Center Place Project.

Civic Center Project Manager: \$500,000 To pay for Project management of the Civic Center Place Construction Manager to oversee the entire project.

Civic Center Construction \$10,000,000: To pay for the complete renovation and construction of Civic Center Place including the building, Farmer's Market and Park improvements. An amendment was approved on July 6, 2016 to increase the construction budget to \$12,000,000, which will be funded by donations.

Cemetery Signs \$5,000: To pay for new signage at the Pilgrim Home and Graafschap Cemeteries.

Energy Upgrades \$2,250,000: To pay for Energy savings across City buildings, including building sealing, lighting upgrades, HVAC upgrades and centralization and new windows in City Hall as part of the Schneider guaranteed energy savings project.

Transportation Services Building Sealing \$19,000: To pay for building envelope sealing to improve energy efficiency.

Central and Decentralized Splash Pads \$10,000: To pay for conceptual design of a centralized splash pad at Bouws Pool and smaller splash pads at Holland Heights and Kollen Park. This improvement was suggested in the Community Recreation Plan.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2017 PROJECT DESCRIPTION

PARKS, RECREATION AND TRANSPORTATION SERVICES PROJECTS:

Dog Parks \$25,000: For ancillary facilities at a west side Dog Park (near West Middle School on 24th Street) once environmental studies are done; if not concluded, then for matching grant for Van Raalte Dog Park.

Citywide Tree Planting \$50,000: To get 35% tree canopy and recover from ash borer losses; to be coordinated at some locations with Project Clarity.

Lake Macatawa Street End \$25,000: For City's match for a grant to construct neighborhood-led improvements at each of 12 street ends providing community access.

Lakeview Park \$10,000: To pay for planning in coordination with Laketown Township for park improvements at Lakeview Park and the City Property North of 32nd Street where the former Lakeview School was located.

VanRaalte Farm Improvements \$120,000: To be used for updates to the Farmhouse itself including exterior painting, flooring and barn improvements.

Kollen Park Railing \$60,000: To pay for refurbishing and painting of the railings along the boardwalk at Kollen Park.

Greenhouse Renovation \$250,000: To build a new grow house near the existing Parks and Cemetery building to replace the Greenhouse that was recently sold to Freedom Village; with an additional \$250,000 to be budgeted in FY-2018.

Pilgrim Home Outdoor Niches \$15,000: To purchase two (2) new outdoor niche units.

Leaf Recycling Land/Facility \$3,800: To review alternative locations and collaborate with Holland Board of Public Works on 40th Street.

Paw Paw Park \$25,000: Funding for the 35-year lease to Ottawa County Parks.

Baseline Fix It First Costs - Parks \$75,000: To pay for fixes to maintenance issues in the parks that have been delayed or postponed in the past, without having to wait for the next budget cycle.

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Cappon and Settlers Home Improvements \$5,000: To be determined by the Holland Historic Trust.

Cappon Irrigation \$7,000: To repair the irrigation system at the Cappon House.

City Hall Carpet/Chairs/Blinds/Security \$50,000: To replace chairs that were purchased as part of the City Hall renovations in the mid 90's, add blinds and address security issues.

Downtown Neighborhoods Enhancement Program \$35,000: These small grants need to be defined according to a policy to be developed. Similar programs are used elsewhere to enable gap financing for small business growth and location.

Gateway/Wayfinding Signs & Message Boards \$90,000: This is the third year's cost for a comprehensive wayfinding, entryway signage and community value signage program. Phased implementation costs will begin with four entry signs and one community communications board at a later point.

Bicycle Highway/Macatawa Greenway I.D. signs \$5,000: These signs are needed to unify signage for regional bike routes and pathways. These signs are important for economic vitality, multi-modal transportation and tourism.



CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 233,214	\$ 504,204	\$ 605,433	\$ 320,361
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	4,000	280,125	1,115,610
Interest & Rents	16,983	21,985	30,911	21,000
Other	28,209	13,153	1,260,805	4,696,073
Bond Proceeds	- 0 -	- 0 -	3,000,000	7,000,000
Transfers In	631,351	609,001	2,017,908	914,428
TOTAL SOURCES	\$ 909,757	\$ 1,152,343	\$ 7,195,182	\$ 14,067,472

FUNDING USES -

Capital Outlay	\$ 489,607	\$ 660,227	\$ 3,553,637	\$ 15,193,400
Transfers Out	79,256	- 0 -	212,077	1,232,000
TOTAL USES	\$ 568,863	\$ 660,227	\$ 3,765,714	\$ 16,425,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 340,894	\$ 492,116	\$ 3,429,468	\$ (2,357,928)
ENDING BALANCE -				
Reserved - Fire Station	- 0 -	254,678	452,394	592,859
Reserved - Civic Center	- 0 -	- 0 -	376,927	- 0 -
Assigned - Legacy Projects	1,327,926	1,099,175	593,624	857,942
Undesignated / Unreserved	657,005	1,123,194	4,860,497	2,097,786
TOTAL FUND EQUITY	\$ 1,984,931	\$ 2,477,047	\$ 5,906,515	\$ 3,548,587

- - STAFFING - -

Positions: Not Applicable



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2017 Budgeted	FY-2018 Potential	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential
- - ESTIMATED BEGINNING FUND BALANCE AT JULY 1 - -					
Reserved:					
- Fire Station Renovation / Replacement	452,394	592,859	859,145	-	277,044
- Civic Center Place	376,927	-	-	-	-
- Windmill Island Projects	593,624	-	-	-	-
Assigned - Legacy Funds	1,259,942	857,942	772,942	772,942	772,942
Unassigned	3,223,628	2,097,786	70,268	(58,040)	(1,415,114)
Total	5,906,515	3,548,587	1,702,355	714,902	(365,128)

- - FINANCING SOURCES - -

PROPERTY TAX & ASSESSMENTS:

General Millage	59,296	60,482	61,692	62,926	64,185
Fire Station Renovation Millage	261,065	266,286	271,612	277,044	282,585
Personal Property Tax Reimbursement	13,610	10,000	2,000	2,000	2,000
Assessment - Washington Blvd LED	-	12,000	12,000	12,000	12,000

GRANTS:

MI DNR - DeGraaf Nature Center	165,000	-	-	-	-
MI DNR - Street Ends	-	50,000	50,000	50,000	50,000
MI DNR - Lakeview Park	-	-	-	-	200,000
MI DNR - Windmill Island Gardens	300,000	-	-	-	-
MDOT - Windmill Island Gardens	637,000	187,000	-	-	-
Recreation - Various	-	25,000	25,000	25,000	-
Macatawa Greenway	-	-	-	-	250,000

BONDS:

Civic Center	7,000,000	-	-	-	-
Fire Station Renovation	-	-	4,869,243	-	-
Parking Deck (West 9th Street)	-	-	-	6,000,000	-
Smallenburg Recreation Center (3 Gym)	-	-	-	-	10,000,000

PRIVATE DONATIONS:

Civic Center Anchor Donor	1,300,000	-	-	-	-
Civic Center Place	2,323,073	200,000	-	-	-

TRANSFERS IN FROM:

BPW - PILOT	655,000	400,000	400,000	400,000	400,000
Downtown Development Authority	55,000	-	90,000	-	-
General Fund	-	200,000	275,000	275,000	275,000
Perpetual Care Fund	20,000	-	-	-	-
Specified Donations - WIG	75,000	-	-	-	-
Specified Donations - DeGraaf	70,000	-	-	-	-
Brownfield - Crescent Shores	4,428	-	-	-	-



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2017 Budgeted	FY-2018 Potential	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential
- - FINANCING SOURCES - -					
Holland Charter Township - WIG Projects	318,000	-	-	-	-
Loan from BPW - Snowmelt Refurbishment	500,000	-	-	-	-
Donations - WIG @ CFHZ	250,000	320,000	-	-	-
Investment Income	20,000	10,000	10,000	10,000	10,000
Laketown Twp - Lakeview School Planning	5,000	-	-	-	-
Rent-Agricultural Land Lease	1,000	1,000	1,000	1,000	1,000
Streetscape (TIF)	-	-	-	500,000	500,000
TOTAL FINANCING SOURCES	14,032,472	1,741,768	6,067,547	7,614,970	12,046,770
- - FINANCING USES - -					
MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:					
Special Planning Funds: Waterfront	25,000	25,000	-	-	-
Fiber Marketing	25,000	-	-	-	-
Redevelopment Ready Community Funds	25,000	-	-	-	-
Land Acquisition (via Land Contracts)	-	25,000	-	25,000	-
Total	75,000	50,000	-	25,000	-
DOWNTOWN PROJECTS:					
Ice Rink Planning	-	18,000	-	-	-
Streetscape Refreshment	20,000	-	-	500,000	500,000
Snowmelt Refurbishment (Valves, Flushing)	500,000	-	-	-	-
Parking Deck (West 9th Street)	-	-	-	6,000,000	-
Downtown Broadcast System - 50%	25,000	-	-	-	-
Parking and Wayfinding Signage	10,000	20,000	30,000	30,000	30,000
Connections to Waterfront & Kollen Park	-	-	25,000	-	-
Total	555,000	38,000	55,000	6,530,000	530,000
PUBLIC SAFETY PROJECTS:					
Downtown Broadcast System - 50%	25,000	-	-	-	-
Fire Station Planning	25,000	-	-	-	-
Kollen Park Kitchen Remodel	25,000	-	-	-	-
Kollen Park Repaint of Living Quarters	11,600	-	-	-	-
Kollen Park Tile Replacement	14,000	-	-	-	-
Fire Station Addition/Renovation (Waverly)	-	-	6,000,000	-	-
Public Safety/Court Parking Garage Repairs	20,000	-	-	-	-
Total	120,600	-	6,000,000	-	-



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2017 Budgeted	FY-2018 Potential	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential
- - FINANCING USES - -					
PARKS, RECREATION & TRANSPORTATION SERVICES PROJECTS:					
WIG - Water Line Replacement	410,000	-	-	-	-
WIG - Bandshell/Concert Venue	-	-	200,000	-	-
WIG - Interpretive Plan	15,000	-	-	-	-
WIG - Landscape Plan	-	50,000	-	-	-
WIG - Business Plan Implementation	-	-	-	200,000	-
WIG - Bridge to North - Legacy Project	787,000	1,775,000	-	-	-
Window-on-the-Waterfront Renovation	-	50,000	-	-	-
Civic Center - Stage Two Design	500,000	-	-	-	-
Civic Center - Project Manager	500,000	200,000	-	-	-
Civic Center - Construction	10,000,000	-	-	-	-
Civic Center - Market Awnings	-	-	-	-	500,000
Civic Center - Maintenance	-	-	25,000	25,000	25,000
Cemetery Signs	5,000	-	-	-	-
Energy Upgrades	2,250,000	-	-	-	-
- Windows, Lighting Upgrades, HVAC, Building Automations Systems & Bouws Pool Renovations					
Transportation Services Building, Sealing	19,000	-	-	-	-
Central and Decentralized Splash Pads (3)	10,000	-	-	1,000,000	500,000
DeGraaf Nature Center Entrance Improvement	-	330,000	-	-	-
Dog Parks - West and East Side	25,000	-	-	-	-
City-Wide Tree Planting	50,000	50,000	50,000	50,000	50,000
Lake Macatawa Street Ends	25,000	25,000	25,000	-	25,000
Lakeview Park adjacent to Laketown Township	10,000	25,000	-	-	300,000
Moran Park Improvements	-	-	200,000	-	-
Tennis Court Resurfacing	-	-	-	50,000	50,000
VanRaalte Farm Improvements - Legacy	120,000	60,000	-	-	-
Barrier-Free Trail - Van Raalte - Legacy	-	25,000	-	-	-
Heinz Boardwalk - New Pier & Dock	-	-	-	100,000	-
Kollen Park Railing	60,000	100,000	-	-	-
Kollen Park - Outdoor Performing Facility	-	-	-	-	100,000
Greenhouse Renovation / Combination	250,000	250,000	-	-	-
Pickle ball Courts	-	-	35,000	-	-
Pilgrim Homes Outdoor Niches	15,000	-	-	-	-
Smallenburg Recreation Center Planning	-	-	-	150,000	-
Smallenburg Recreation Center (3 Gym)	-	-	-	-	10,000,000
Salt Storage Building & Transportation Site	-	90,000	-	-	-
Repaving at Transportation Building	-	-	75,000	75,000	75,000
Leaf Recycling Land/Facility 48th St	3,800	25,000	25,000	25,000	25,000
Paw Paw Park (Funding per 35 year lease)	25,000	-	-	-	-
Baseline Fix It First Costs - Parks	75,000	75,000	50,000	50,000	-
Macatawa Greenway	-	-	-	-	250,000
Total	15,154,800	3,130,000	685,000	1,725,000	11,900,000



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2017 Budgeted	FY-2018 Potential	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential
- - FINANCING USES - -					
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Cappon & Settlers Homes Improvements	5,000	5,000	5,000	5,000	5,000
Cappon Irrigation	7,000	-	-	-	-
City Float	-	25,000	-	-	-
City Hall Carpet/Chairs/Blinds/Security	50,000	25,000	25,000	-	-
Neighborhoods Enhancement Program ¹	35,000	50,000	50,000	50,000	50,000
Museum Repairs	13,000	10,000	-	10,000	10,000
Kensington Park Planning	-	-	-	-	20,000
Montello Park Rain Garden	-	5,000	-	-	-
Washington Blvd LED Street Lights	-	120,000	120,000	-	-
JDY Waterfront Planning	-	25,000	-	-	-
Gateway/Wayfinding Signs & Message Boards	90,000	90,000	90,000	-	-
Bicycle Highway/Macatawa Greenway ID Signs	5,000	-	-	-	-
Chicago D. Entryway Streetscape Collaboration	-	15,000	-	300,000	-
Holland Heights Neighborhood Initiative	-	-	-	50,000	-
Total	<u>205,000</u>	<u>370,000</u>	<u>290,000</u>	<u>415,000</u>	<u>85,000</u>
COMMUNITY ENERGY STRATEGIES PROJECTS:					
Contribution to Holland Energy Fund	280,000	-	25,000	-	25,000
Total	<u>280,000</u>	<u>-</u>	<u>25,000</u>	<u>-</u>	<u>25,000</u>
TOTAL FINANCING USES	<u>16,390,400</u>	<u>3,588,000</u>	<u>7,055,000</u>	<u>8,695,000</u>	<u>12,540,000</u>
- - ESTIMATED ENDING FUND BALANCE AT JUNE 30 - -					
Reserved:					
- Fire Station Renovation / Replacement	592,859	859,145	-	277,044	559,629
- Civic Center Place	-	-	-	-	-
- Windmill Island	-	-	-	-	-
Assigned - Legacy Funds	857,942	772,942	772,942	772,942	772,942
Unassigned	2,097,786	70,268	(58,040)	(1,415,114)	(2,190,929)
Total	<u>3,548,587</u>	<u>1,702,355</u>	<u>714,902</u>	<u>(365,128)</u>	<u>(858,358)</u>

¹ Project funded from Transer-In from BPW - PILOT.

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS

FUND MISSION STATEMENT

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

ACTION PLAN

- To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2016 construction season:
 - Finish Central Avenue, 3rd Street to State Street
 - 9th Street, Washington to 8th Street with an extension to snowmelt
 - MDOT M-40 Safety Project
 - MDOT US31, 8th to Quincy
- To develop a resurfacing program for the summer of 2016 and 2017, using street ratings developed through asset management techniques.
- To develop a crack sealing program for the summer of 2016 and 2017, using street ratings developed through asset management techniques.
- To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2017 or 2018.
- To identify planning needs for identified projects in future years (2019-2022).
- 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.
- To develop the next phase of the asphalt pathways and Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements.



CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN CAPITAL PROJECTS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ 478,811	\$ 380,850
Intergovernmental	704,364	1,016,726	300,000	1,230,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Other	500	900	435,000	- 0 -
Transfers In	944,578	3,351,733	6,578,013	2,925,744
TOTAL SOURCES	\$ 1,649,442	\$ 4,369,359	\$ 7,791,824	\$ 4,536,594

FUNDING USES -

Capital Outlay	\$ 1,649,442	\$ 4,378,007	\$ 7,791,824	\$ 4,536,594
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	\$ 1,649,442	\$ 4,378,007	\$ 7,791,824	\$ 4,536,594

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ (8,648)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	62,424	53,776	53,776	53,776
TOTAL FUND EQUITY	\$ 62,424	\$ 53,776	\$ 53,776	\$ 53,776

- - STAFFING - -

Positions: Not Applicable

NOTE:

Electric, Water and Wastewater Fund portions of these projects are included in the Utility Services Group.



STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2015 - JUNE 30, 2017

SUMMARY OF PROJECTED ACTIVITY

	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
Fiscal Year 2016					
Actual Fund Balance - July 1, 2015	\$ 2,498,987	\$ 483,036	\$ -	\$ 797,915	\$ 3,779,938
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,498,578	1,498,578
Intergovernmental	2,675,083	450,000	330,000	26,215	3,481,298
Fees	20,000	-	-	-	20,000
Investment Income	20,000	4,000	500	-	24,500
Transfer from Other Funds	-	-	-	3,869,000	3,869,000
TOTAL SOURCES	2,715,083	454,000	330,500	5,393,793	8,893,376
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	18,900	-	-	-	18,900
Street Maintenance	1,389,743	-	-	-	1,389,743
Transfer to Other Funds	3,783,928	867,074	330,000	6,180,939	11,161,941
TOTAL USES	5,200,571	867,074	330,000	6,180,939	12,578,584
Estimated Fund Balance - June 30, 2016	\$ 13,499	\$ 69,962	\$ 500	\$ 10,769	\$ 94,730

Fiscal Year 2017					
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,437,845	1,437,845
Intergovernmental	2,836,600	450,000	330,000	289,047	3,905,647
Fees	25,000	-	-	-	25,000
Investment Income	5,000	4,000	1,000	-	10,000
Transfer from Other Funds	-	-	-	620,000	620,000
TOTAL SOURCES	2,866,600	454,000	331,000	2,346,892	5,998,492
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,515,035	-	-	-	1,515,035
Transfer to Other Funds	1,336,054	375,000	330,000	2,245,744	4,286,798
TOTAL USES	2,879,089	375,000	330,000	2,245,744	5,829,833
Estimated Fund Balance - June 30, 2017	\$ 1,010	\$ 148,962	\$ 1,500	\$ 111,917	\$ 263,389



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	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
Estimated Fund Balance - July 1, 2017	\$ 1,010	\$ 148,962	\$ 1,500	\$ 111,917	\$ 263,389
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,473,791	1,473,791
Intergovernmental	2,827,364	450,000	338,250	-	3,615,614
Fees	25,000	-	-	-	25,000
Investment Income	8,000	2,000	1,000	-	11,000
Transfer from Other Funds	-	-	-	500,000	500,000
TOTAL SOURCES	2,860,364	452,000	339,250	1,973,791	5,625,405
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	21,000	-	-	-	21,000
Street Maintenance	1,525,000	-	-	-	1,525,000
Transfer to Other Funds	1,125,000	397,000	330,000	2,065,000	3,917,000
TOTAL USES	2,679,000	397,000	330,000	2,065,000	5,471,000
Estimated Fund Balance - June 30, 2018	<u>\$ 182,374</u>	<u>\$ 203,962</u>	<u>\$ 10,750</u>	<u>\$ 20,708</u>	<u>\$ 417,794</u>

Fiscal Year 2019					
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,510,636	1,510,636
Intergovernmental	3,017,202	450,000	346,706	-	3,813,908
Fees	20,000	-	-	-	20,000
Investment Income	10,000	2,000	1,000	-	13,000
Transfer from Other Funds	-	-	-	1,000,000	1,000,000
TOTAL SOURCES	3,047,202	452,000	347,706	2,510,636	6,357,544
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	21,500	-	-	-	21,500
Street Maintenance	1,530,000	-	-	-	1,530,000
Transfer to Other Funds	1,625,000	600,000	330,000	2,060,000	4,615,000
TOTAL USES	3,184,500	600,000	330,000	2,060,000	6,174,500
Estimated Fund Balance - June 30, 2019	<u>\$ 45,076</u>	<u>\$ 55,962</u>	<u>\$ 28,456</u>	<u>\$ 471,344</u>	<u>\$ 600,838</u>



STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2019 - JUNE 30, 2021

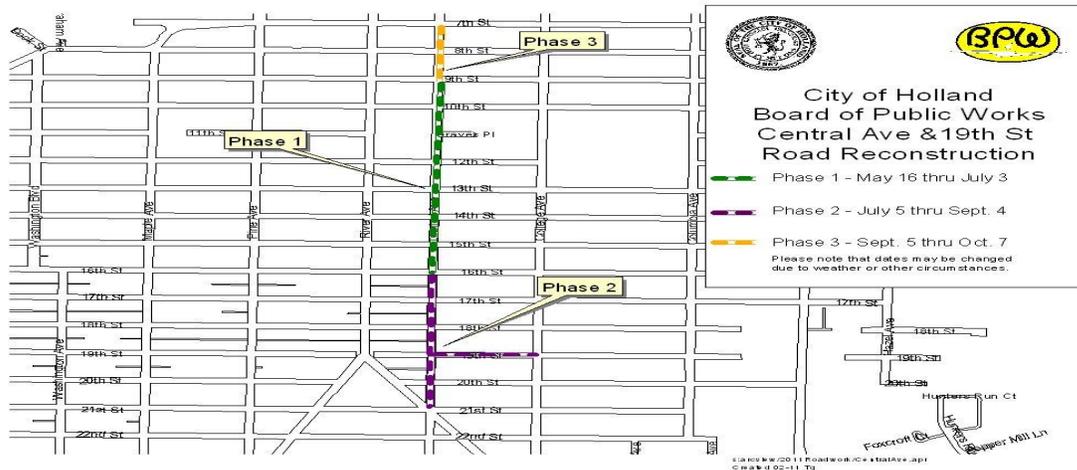
SUMMARY OF PROJECTED ACTIVITY

Fiscal Year 2020	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
Estimated Fund Balance - July 1, 2019	\$ 45,076	\$ 55,962	\$ 28,456	\$ 471,344	\$ 600,838
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,548,402	1,548,402
Intergovernmental	3,237,765	450,000	355,374	-	4,043,139
Fees	15,000	-	-	-	15,000
Investment Income	10,000	1,000	1,000	-	12,000
Transfer from Other Funds	-	-	-	1,000,000	1,000,000
TOTAL SOURCES	3,262,765	451,000	356,374	2,548,402	6,618,541
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	1,540,000	-	-	-	1,540,000
Transfer to Other Funds	1,625,000	-	330,000	2,110,000	4,065,000
TOTAL USES	3,195,000	-	330,000	2,110,000	5,635,000
Estimated Fund Balance - June 30, 2020	<u>\$ 112,841</u>	<u>\$ 506,962</u>	<u>\$ 54,830</u>	<u>\$ 909,746</u>	<u>\$ 1,584,379</u>

Fiscal Year 2021					
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,587,112	1,587,112
Intergovernmental	3,582,202	450,000	364,258	-	4,396,460
Fees	15,000	-	-	-	15,000
Investment Income	12,000	3,500	1,500	-	17,000
Transfer from Other Funds	-	-	-	1,000,000	1,000,000
TOTAL SOURCES	3,609,202	453,500	365,758	2,587,112	7,015,572
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	22,550	-	-	-	22,550
Street Maintenance	1,550,000	-	-	-	1,550,000
Transfer to Other Funds	1,875,000	70,000	350,000	3,845,000	6,140,000
TOTAL USES	3,455,550	70,000	350,000	3,845,000	7,720,550
Estimated Fund Balance - June 30, 2021	<u>\$ 266,493</u>	<u>\$ 890,462</u>	<u>\$ 70,588</u>	<u>\$ (348,142)</u>	<u>\$ 879,401</u>

Project: Central Avenue

Estimated Budget: \$9.67 million



Project Description: This project, spearheaded by the City of Holland and the Board of Public Works, contracted to Kaminga & Roodvoets, and entails limited watermain, sanitary sewer, snowmelt and storm sewer work, ADA sidewalk ramps and reconstruction of the roadway itself.

Historical Fun Fact - Central Avenue currently has what we called Zuidema curbs. They are called that since they were constructed in the 1920's when the City Engineer was Jacob Zuidema. Prior to the 1920's Central Avenue was a narrow 20 feet wide. In order to widen the road, the existing curb head was cut off and an additional 4-5 feet of cement gutter pan was added. An economical solution at the time!

Construction Limits -

Central Ave from 3rd St to State Street; 19th St from Central to Columbia Avenues and 13th St from Central to River Avenues.

Phases – (Start Date: Approximately March, 2015) – (Completion Date: October 31, 2016)

Construction will be done in Four Phases to minimize disruption to residents and businesses.

1. Central Ave starting just north of 7th Street and north to the Macatawa River north of 3rd Street.
2. Central Ave from 6th to 9th Street.
3. Central Ave from 9th to 16th Street, including 13th Street from River to Central Avenues.
4. Central Ave from 16th Street to State Street including 19th Street from Central to Columbia Avenues and 20th Street from State to Central.

Project: 9th Street Construction

Project Budget: The 9th Street Construction project has a total budget of \$8.2 million

Project Description:

This project, presented and controlled by the City of Holland and contracted to Kaminga & Roodvoets, aims at improving public utilities that include a new water main, some sanitary sewer and storm sewer improvements, snowmelt distribution between River and Columbia Ave. and snowmelt transmission between Maple Ave. and the railroad tracks east of Columbia Ave. This project is headlined by the reconstruction of 9th Street starting west of Washington Avenue and transitioning back to 8th Street by Fairbanks Ave. Shown below is a map of phases and specific target areas included in this project.



Construction Limits:

This project begins at 9th St. branching off from 8th Street. 9th St. construction continues through up to the end where 9th St. intersects Van Raalte Ave. Construction is also taking place on College Ave. running south from 8th to 10 St. intersections.

The map above lists the three phases of the construction project to be executed:

1. Phase one begins at the intersection of Lincoln Ave. and 9th St. and follows 9th all the way to River Ave.
2. Phase two takes place in two smaller segments. One segment starts at the intersection of River Ave. and 9th St. and follows East until the intersection of Pine Ave. and 9th St.
3. Phase three take place in two smaller segments as well. The first is the section of 9th St. that branches off of 8th St. and stops at the intersection of 9th St. and Lincoln Ave. The second section is from the intersection of 9th St. and Pine Ave. following East up to the end of 9th St. at Van Raalte Ave.

Time Frame: This Project is expected to start in the middle of May. An expected completion date has been set for the middle of October, barring any setbacks.

With the public and their convenience in mind, the City of Holland has segmented this project into three phases in order to limit accessibility issues. Everyone is encouraged to visit Downtown while improvements are made.



CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 49,543	\$ 50,105	\$ 52,609	\$ 50,550
Intergovernmental	- 0 -	- 0 -	- 0 -	5,067
Interest & Rents	602	504	206	203
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	65,000	15,000
TOTAL SOURCES	\$ 50,145	\$ 50,609	\$ 117,815	\$ 70,820

FUNDING USES -

SIDEWALKS - REPAIRS

Capital Outlay	\$ 26,884	\$ 27,106	\$ 40,000	\$ 20,000
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SIDEWALKS - ASPHALT WALKS

Capital Outlay	632	15,033	65,000	50,000
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SIDEWALKS - BRICK MAINT/REPAIRS

Capital Outlay	1,671	773	1,000	1,000
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SIDEWALKS - PROJECTS

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
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Transfers Out - Resurface HMA Pathways

	- 0 -	42,581	38,800	- 0 -
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TOTAL USES	\$ 29,187	\$ 85,493	\$ 144,800	\$ 71,000
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 20,958	\$ (34,884)	\$ (26,985)	\$ (180)
ENDING BALANCE -				
Designated / Reserved	- 0 -	- 0 -	- 0 -	- 0 -
Undesignated / Unreserved	65,364	30,480	3,495	3,315
TOTAL FUND EQUITY	\$ 65,364	\$ 30,480	\$ 3,495	\$ 3,315

- - STAFFING - -

Positions: Not Applicable



MUNICIPAL UTILITIES CAPITAL PROJECTS

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

ELECTRIC - WATER - WASTEWATER

	FY-2017 Budgeted	FY-2018 Projected	FY-2019 Projected	FY-2020 Projected	FY-2021 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	20,983,652	17,124,542	20,324,785	21,766,457	23,966,036
Financed from Cash Reserves	21,634,337	(9,817,632)	(14,874,785)	(16,446,457)	(20,941,036)
Bond Issue Proceeds	-	-	-	-	-
	<u>42,617,989</u>	<u>7,306,910</u>	<u>5,450,000</u>	<u>5,320,000</u>	<u>3,025,000</u>

Financing Uses:

Power Resources	33,938,289	1,691,910	1,900,000	2,050,000	-
Electric Transmission and Distribution & Allocated Admin Projects	<u>8,679,700</u>	<u>5,615,000</u>	<u>3,550,000</u>	<u>3,270,000</u>	<u>3,025,000</u>
	<u>42,617,989</u>	<u>7,306,910</u>	<u>5,450,000</u>	<u>5,320,000</u>	<u>3,025,000</u>

WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Water Fund - Net Revenues & Earnings	2,738,676	2,725,514	2,980,163	3,061,877	3,163,261
Financed from Cash Reserves	<u>1,147,804</u>	<u>296,986</u>	<u>593,837</u>	<u>(497,076)</u>	<u>17,739</u>
	<u>3,886,480</u>	<u>3,022,500</u>	<u>3,574,000</u>	<u>2,564,801</u>	<u>3,181,000</u>

Financing Uses:

Water Plant	664,630	577,000	575,000	512,000	296,000
Water Distribution & Allocated Admin	<u>3,221,850</u>	<u>2,445,500</u>	<u>2,999,000</u>	<u>2,052,801</u>	<u>2,885,000</u>
	<u>3,886,480</u>	<u>3,022,500</u>	<u>3,574,000</u>	<u>2,564,801</u>	<u>3,181,000</u>

WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Wastewater Fund - Net Revenues & Earnings	978,389	302,802	287,769	376,643	443,128
Financed from Cash Reserves	<u>(5,717,639)</u>	<u>4,131,498</u>	<u>2,494,831</u>	<u>1,973,510</u>	<u>7,093,189</u>
Bond Issue Proceeds	<u>9,500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>4,760,750</u>	<u>4,434,300</u>	<u>2,782,600</u>	<u>2,350,153</u>	<u>7,536,317</u>

Financing Uses:

Wastewater Plant	2,043,900	993,000	905,000	757,000	5,705,000
Wastewater Collection & Allocated Admin	<u>2,716,850</u>	<u>3,441,300</u>	<u>1,877,600</u>	<u>1,593,153</u>	<u>1,831,317</u>
	<u>4,760,750</u>	<u>4,434,300</u>	<u>2,782,600</u>	<u>2,350,153</u>	<u>7,536,317</u>

Holland Energy Park

What began in 2006 as a project to explore energy capacity expansion for the HBPW energy plant became a sustainability journey unique in the utility industry. After concluding a Sustainable Return on Investment (SROI) in 2011, and assembling a community stakeholder panel to collaborate on the architectural design in 2012, a vision came together that will make this an architecturally distinctive energy plant and park.

HBPW began planning for extensive materials reuse from the demolition site and collaborated with local charities to re-purpose building materials from vacated properties at the 26-acre site. On April 21, 2015, a groundbreaking ceremony at Holland Energy Park kicked off the project and Barton Malow; a Michigan-based firm began construction.

In July of 2016, a prestigious award was handed out by the Institute for Sustainable Infrastructure. This organization gave Holland Energy Park the Envision Platinum award recognizing the sustainability and public infrastructure the park will provide. This park is the first-in-the-country power generating plant to receive an Envision rating. This award validates the Board of Public Work's dedication and commitment to sustainable energy and its community.

The Energy Park, when complete in 2017, will include walking paths through the park that will connect to the Macatawa Greenway trail system. Environmentally sensitive landscaping and water retention features will also reduce runoff to the wetlands surrounding the Energy Park.

Budget: \$240 Million

Current Status: On schedule and within budget

Major Milestones:

Demolition complete	October, 2014
Engineer, Procure, Construct (EPC) contract signed:	January, 2015
Groundbreaking ceremony	April, 2015
Major equipment deliveries:	
▪ Combustion turbine delivery (CTG):	July, 2015
▪ Heat Recovery Steam Generators (HRSG's)	August, 2015
▪ Steam Turbine Generator (STG)	September, 2015
Building structural steel complete	January, 2016
First fire	November, 2016
Guaranteed substantial completion	February, 2017
Projected public open house	Summer, 2017

Cooling Towers (2016)



Administration Area (2016)



Heat Recovery Steam Generator (HRSG) Room (2016)



WRF Improvements Project

The Holland Area Water Reclamation Facility (WRF) is in the midst of major improvements that will substantially increase its efficiency in handling waste and reducing energy consumption. New equipment and processes are being integrated into the existing treatment infrastructure, eliminating the need for facility expansion.

Leading edge bio solids dewatering and thickening technologies are being installed to allow the dewatered solids to be hauled to a local landfill and help augment methane gas production (which in turn is used for power generation). High purity oxygen is also being added to the aeration process and will eliminate the need for electric power that is currently used for this process.

By replacing outdated equipment with newer, more efficient technologies and processes the WRF is ensuring effective treatment for years to come.

Budget: \$20 Million

Current Status: On schedule and within budget

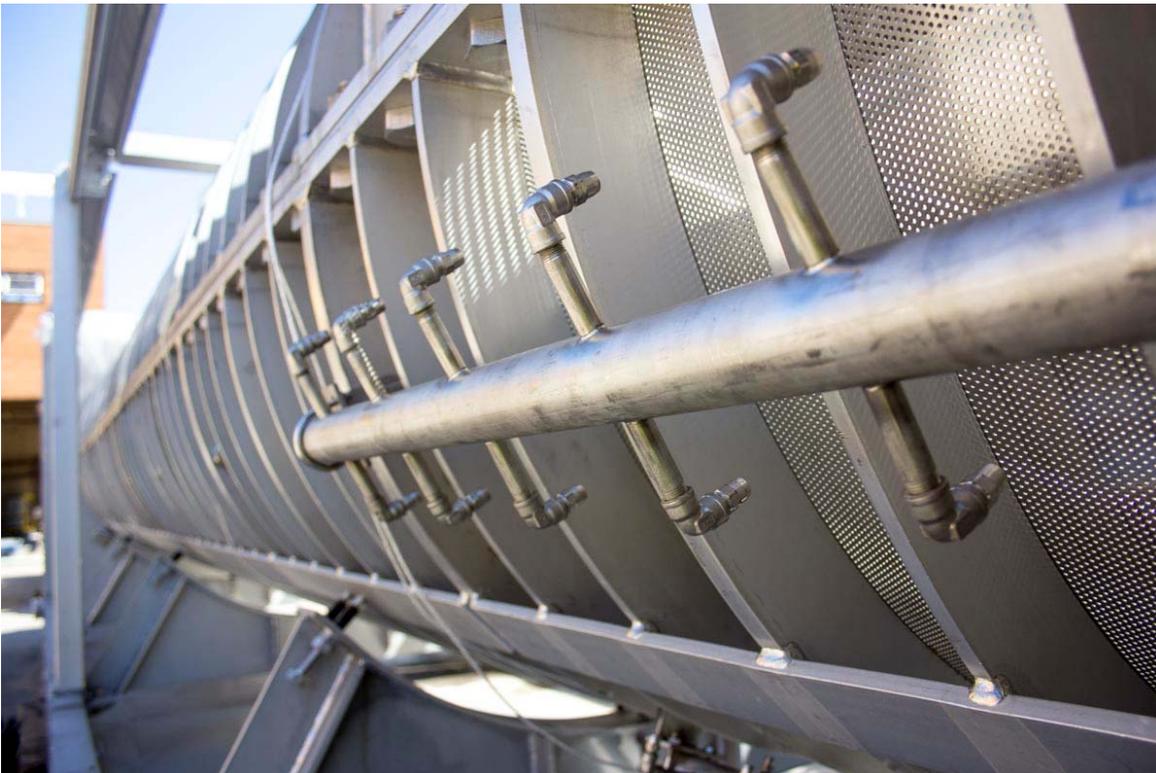
Major Milestones:

Design Completion:	December 2014
Construction Start:	April 2015
Major Equipment Deliveries:	June-October 2015
Biosolids Substantial Completion:	November 2015
Secondary Treatment Substantial Completion:	November 2016

Installation of a screw press for sludge dewatering



Spray jets and drum of screw press equipment



IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

Project Description	Amount
<u>Municipal Capital Improvement Projects</u>	
<u>Lake Macatawa Street Ends</u> - Grounds Maintenance	\$ 1,000
<u>Dog Parks</u> - Grounds Maintenance	1,500
<u>Energy Upgrades</u> - Utility Costs	(99,000)
<u>Windmill Island Bridge</u> - Grounds Maintenance (to be shared by Holland Township)	5,000
<u>Street Projects</u>	
<u>Central Avenue</u> - Grounds Maintenance	(1,500)
<u>9th Street & Central Avenue</u> - Additional snowmelt utility costs due to expansion	500

The majority of the projects are one time expenditures and will not financially impact operating budgets.

APPENDIX A

PERSONNEL SCHEDULE

- > FULL-TIME EMPLOYEE TRENDS AT FTE

- > PART-TIME EMPLOYEE TRENDS AT FTE

- > FULL-TIME SUMMARY BY DEPARTMENT

- > FULL-TIME SUMMARY BY GROUP AND FUND

- > PART-TIME SUMMARY BY DEPARTMENT

- > PART-TIME SUMMARY BY GROUP AND FUND

- > DETAIL BY POSITION WITHIN DEPARTMENT

PERSONNEL SUMMARY

State Revenue Sharing is projected to increase 21.6%, with an increase in Gas & Weight Tax revenue and reimbursement for the loss of personal property tax. The additional revenue will help offset the 3.1% drop in tax revenue due to a decrease in taxable value.

The increased revenue allows three (3) full-time positions that have not been funded for several years to be re-instated. The number of full-time employees for FY-2017 is budgeted to increase by 6.0 FTE. Below is a summary of the departments/funds that will experience a change in staff.

<u>General Fund Departments</u>	<u>Positions</u>
Recreation	+ 1.00
Streets Division	+ 1.00
<u>Other Funds</u>	
Utilities	+ 3.00
Technology Services	+ 1.00

A retirement in the Assessor's Office (General Fund) reduced the FTE from 5.1 to 4.1 in FY-2016. This position remains vacant and unfunded,

Various employees have time allocated to more than one (1) department/fund and the distribution may be adjusted each year without changing the total number of positions, depending on departmental needs.

There are additional full time positions for grants that are not included in the budget or on the Personnel Worksheets. The CDBG Entitlement Grant funds .95 FTE and the Public Safety Grants fund 3.0 FTE for FY-2017.

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - GENERAL FUND

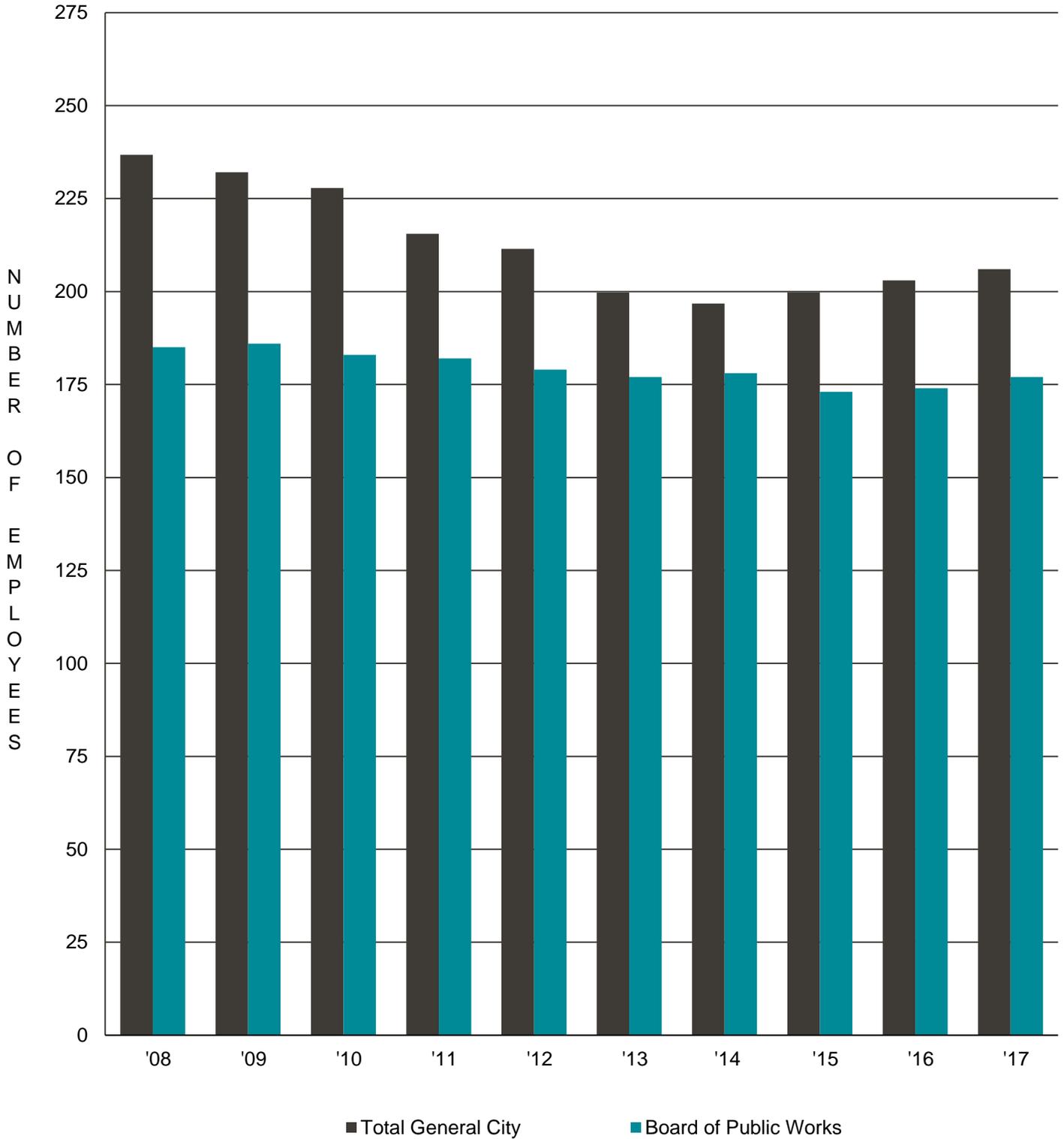
	<u>FY-08</u>	<u>FY-09</u>	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>
City Council	0.25	0.24	0.24	0.25	0.25	0.25	0.25	0.20	0.20	0.20
City Manager	2.70	2.60	2.60	2.50	2.50	2.50	2.35	2.05	1.97	1.97
Finance	6.00	5.90	5.90	6.15	6.15	6.20	6.00	4.50	5.00	5.00
Property Assessing	5.05	5.10	5.10	5.10	5.10	4.10	5.10	5.10	4.10	4.10
City Clerk	3.25	2.25	2.25	2.25	2.25	2.00	2.00	2.00	2.00	2.00
Human Resources	2.25	2.24	2.24	2.25	2.25	1.25	1.25	1.60	1.60	1.60
Procurement	0.45	0.45	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	2.85	2.85	1.90	1.90	1.90	1.85	1.85	2.35	2.80	2.80
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.60	0.60
Cemeteries	4.15	3.15	3.15	2.40	2.90	2.90	2.35	2.35	2.35	2.35
Volunteer Services	0.25	0.24	0.24	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	3.10	3.20	3.20	2.67	2.60	2.40	1.90	2.10	1.60	1.60
Public Safety - Management	0.00	0.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	71.50	69.50	67.00	66.00	59.00	59.00	58.00	58.00	58.00	58.00
Public Safety - Fire Division	28.00	27.00	26.00	25.00	22.00	19.00	19.00	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	5.48	5.38	5.38	5.48	5.28	4.11	3.31	4.51	4.51	4.51
Construction Inspections	4.62	4.62	4.57	3.17	3.37	3.37	3.42	3.42	5.47	5.47
Streets Division	19.81	19.90	19.90	17.90	18.15	16.10	15.65	15.65	15.65	16.65
Transp. Mgmt & Engineering	2.90	3.00	3.00	2.90	2.60	2.58	2.35	2.35	3.35	3.35
Community Social Services	0.05	0.05	0.05	0.05	0.05	0.00	0.00	0.00	0.00	0.00
Housing & Neighborhood Svcs	2.05	2.05	2.05	1.05	1.05	1.05	1.50	1.90	1.87	1.87
Economic Development	0.50	0.44	0.44	0.90	0.90	0.90	1.10	0.10	0.10	0.10
Human Relations	1.75	1.75	1.75	1.75	1.75	1.00	0.00	1.00	1.00	1.00
Parks & Recreation Admin	0.60	0.60	0.60	0.60	1.25	0.39	0.70	0.50	0.50	0.50
Recreation	4.00	4.00	4.00	4.00	3.50	3.45	3.45	3.50	3.50	4.50
Parks	10.40	10.40	9.40	9.15	8.20	7.00	8.15	8.15	9.55	9.55
Municipal Stadium	0.30	0.30	0.30	0.30	0.75	0.00	0.00	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	0.15	0.10	0.10	0.10	0.10	0.10	0.10	0.15	0.40	0.40
Civic Center	1.50	1.50	1.50	1.50	1.30	1.30	1.30	1.45	1.45	1.45
General Fund Total	216.86	211.76	206.26	198.37	194.20	181.85	180.13	180.98	184.62	186.62

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<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>	<u>FY-16</u>	<u>FY-17</u>
Downtown Public Parking	0.30	0.30	0.20	0.20	0.20	0.30	0.15	0.15	0.15	0.20
Downtown Develop. Authority	1.00	1.00	1.10	1.10	1.10	1.45	0.475	0.475	0.45	0.65
Principal Shopping District	0.85	0.90	0.90	1.90	1.90	1.45	2.375	2.525	2.15	1.90
CATV Public Access Television	0.01	0.01	0.01	0.01	0.02	0.20	0.20	2.20	2.20	2.20
Solid Waste Recycling	0.10	0.20	0.20	0.20	0.20	0.87	0.67	0.67	0.67	0.67
Windmill Island Gardens	2.00	2.00	2.00	2.00	2.05	2.00	2.00	2.00	2.00	2.00
Municipal Airport Fac & Mgmt	0.00	0.24	0.24	0.00	0.00	0.00	0.00	0.20	0.16	0.16
Public Transp Facilities & Mgmt	2.75	2.75	4.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Technology Services	4.00	4.00	4.00	3.99	3.98	3.80	3.80	3.60	3.60	4.60
Centralized Vehicle / Equipment	8.93	8.94	8.44	7.75	7.80	7.78	7.00	7.00	7.00	7.00
Other Funds Total	19.94	20.34	21.59	17.15	17.25	17.85	16.67	18.82	18.38	19.38
General City Total	236.80	232.10	227.85	215.52	211.45	199.70	196.80	199.80	203.00	206.00
Board of Public Works	185.00	186.00	183.00	182.00	179.00	177.00	178.00	173.00	174.00	177.00
Holland Historical Trust	6.00	6.00	6.00	4.00	4.00	4.00	6.00	4.00	4.00	4.00
Grand Total	427.80	424.10	416.85	401.52	394.45	380.70	380.80	376.80	381.00	387.00

CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS

	<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>	<u>FY-16</u>	<u>FY-17</u>
City Manager	0.00	0.00	0.00	0.00	0.00	0.05	0.10	1.05	1.00	1.15
Election	0.00	0.00	0.00	0.00	0.00	1.20	0.75	1.50	1.50	1.25
Finance	0.05	0.10	0.00	0.00	0.00	0.05	0.00	0.45	0.60	0.60
Property Assessing	0.50	0.50	0.50	0.50	0.70	0.70	0.00	0.00	0.00	0.50
City Clerk	0.55	0.50	0.40	0.45	0.50	0.50	0.70	1.50	1.75	2.50
Treasurer	0.10	0.50	1.00	1.00	0.60	0.60	0.60	0.70	0.00	0.00
City Hall & Grounds	0.10	0.05	0.05	0.05	0.05	0.10	0.00	0.00	0.00	0.00
Cemeteries	1.60	1.95	2.25	2.80	2.80	2.95	2.30	2.65	3.05	3.05
Planning & Zoning	0.30	0.25	0.20	0.20	0.20	1.00	0.30	0.30	0.30	0.30
Public Safety - Management	0.00	0.00	0.00	0.00	0.65	0.65	0.65	0.65	0.65	0.65
Public Safety - Police Division	8.85	9.45	9.60	9.55	8.50	8.15	8.20	9.25	8.90	8.90
Environmental Health & Insp.	0.05	0.20	0.10	0.10	0.10	0.35	0.30	0.10	0.00	0.00
Construction Inspections	0.05	0.10	0.15	0.65	0.65	0.85	0.75	0.75	1.00	1.25
Streets Division	0.05	0.45	1.15	0.95	1.10	1.20	1.20	1.10	1.10	1.10
Transp. Mgmt & Engineering	0.10	0.10	0.10	0.50	0.45	0.35	0.30	0.30	0.30	0.35
Housing & Neighborhoods	0.05	0.60	0.60	0.65	0.65	0.40	0.65	0.65	0.05	0.10
Economic Development	0.00	0.00	0.00	0.20	0.45	0.60	0.40	0.00	0.00	0.00
Human Relations	0.50	0.50	0.50	0.50	0.50	0.50	1.10	0.50	0.50	0.50
Recreation	0.95	0.95	0.95	0.95	0.70	0.90	1.20	1.20	1.20	1.10
Parks	10.70	11.25	11.45	11.45	11.55	11.40	11.70	14.15	14.50	14.20
DeGraaf Nature Center	2.30	2.30	2.25	2.15	2.20	2.20	1.80	1.80	1.85	2.10
Kollen Park Boat Launch	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8th Street Market	0.85	0.80	0.80	0.85	0.90	0.90	1.00	1.05	0.75	0.90
Civic Center	2.00	2.00	2.00	2.00	1.90	1.90	1.85	2.10	1.80	0.80
General Fund Total	29.65	32.55	34.05	35.50	35.15	37.50	35.85	41.75	40.80	41.30
Downtown Public Parking	0.55	0.75	0.55	0.60	0.60	0.75	0.85	0.90	0.85	0.85
Downtown Develop. Authority	0.15	0.25	0.40	0.40	0.40	0.45	0.60	0.65	0.65	0.65
Principal Shopping District	0.70	1.15	1.20	0.70	0.95	2.50	1.40	1.35	1.35	1.35
CATV Public Access Television	0.00	0.00	0.00	0.00	0.00	1.40	1.40	0.20	0.20	0.20
Solid Waste Recycling	0.80	0.80	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Windmill Island Gardens	11.95	12.15	12.15	11.55	11.10	11.10	11.10	11.40	11.70	11.70
Railroad Depot	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.35	0.35
Public Transp Facilities & Mgmt	2.10	2.85	1.85	0.35	0.35	0.15	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.05	1.00	1.15	1.15	1.70	1.75	1.85
Other Funds Total	17.25	18.95	17.85	15.35	15.10	18.20	17.20	17.25	17.55	17.65
General City Total	46.90	51.50	51.90	50.85	50.25	55.70	53.05	59.00	58.35	58.95
Holland Historical Trust	2.23	2.23	2.23	4.11	2.36	2.36	1.76	1.43	1.83	1.83
Grand Total	49.13	53.73	54.13	54.96	52.61	58.06	54.81	60.43	60.18	60.78

PERSONNEL WORKSHEET

FULL TIME POSITIONS - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
City Council	0.25	0.20	0.20	0.20	0.05%
City Manager	2.35	2.05	1.97	1.97	0.51%
Finance	6.00	4.50	5.00	5.00	1.29%
Property Assessing	5.10	5.10	4.10	4.10	1.06%
City Clerk	2.00	2.00	2.00	2.00	0.52%
Human Resources	1.25	1.60	1.60	1.60	0.41%
Treasurer	1.85	2.35	2.80	2.80	0.72%
City Hall & Grounds	1.00	1.00	0.60	0.60	0.16%
Cemeteries	2.35	2.35	2.35	2.35	0.61%
Volunteer Services	0.10	0.10	0.10	0.10	0.03%
Planning & Zoning	1.90	2.10	1.60	1.60	0.41%
Public Safety - Management	6.00	6.00	6.00	6.00	1.55%
Public Safety - Police Division	58.00	58.00	58.00	58.00	14.99%
Public Safety Fire Division	49.00	49.00	49.00	49.00	12.66%
Environmental Health & Inspections	3.31	4.51	4.51	4.51	1.17%
Construction Inspections	3.42	3.42	5.47	5.47	1.41%
Streets Division	15.65	15.65	15.65	16.65	4.30%
Transportation Management & Engineering	2.35	2.35	3.35	3.35	0.87%
Housing & Neighborhoods	1.50	1.90	1.87	1.87	0.48%
Economic Development	1.10	0.10	0.10	0.10	0.03%
Human Relations	0.00	1.00	1.00	1.00	0.26%
Parks & Recreation Administration	0.70	0.50	0.50	0.50	0.13%
Recreation	3.45	3.50	3.50	4.50	1.16%
Parks	8.15	8.15	9.55	9.55	2.47%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.50%
8th Street Market	0.10	0.15	0.40	0.40	0.10%
Civic Center	1.30	1.45	1.45	1.45	0.37%
Downtown Public Parking	0.15	0.15	0.15	0.20	0.05%
Downtown Development Authority	0.475	0.475	0.45	0.65	0.17%
Downtown Principal Shopping District	2.375	2.525	2.15	1.90	0.49%
CATV Public Access Television	0.20	2.20	2.20	2.20	0.57%
Solid Waste Recycling	0.67	0.67	0.67	0.67	0.17%
Windmill Island Gardens	2.00	2.00	2.00	2.00	0.52%
Municipal Airport Facilities Management	0.00	0.20	0.16	0.16	0.04%
Board of Public Works:					
- Power Supply	43.00	36.00	37.00	38.00	9.83%
- Electric Transmission & Distribution	27.00	27.00	27.00	27.00	6.98%
- Wastewater Treatment	19.00	19.00	19.00	19.00	4.91%
- Water Treatment	11.00	11.00	11.00	11.00	2.84%
- Water Distribution / Wastewater Collection	19.00	19.00	19.00	19.00	4.91%
- Administration	4.00	4.00	4.00	4.00	1.03%
- Accounting & Collections	11.00	12.00	12.00	12.00	3.10%
- Business Services	11.00	11.00	11.00	11.00	2.84%
- Information Technology	11.00	11.00	10.00	11.00	2.84%
- Customer Svc, Marketing & Energy Optimizatn	13.00	14.00	15.00	16.00	4.13%
- Purchasing, Facilities, Warehousing & Meters	9.00	9.00	9.00	9.00	2.33%
Technology Services	3.80	3.60	3.60	4.60	1.19%
Centralized Vehicle / Equipment	7.00	7.00	7.00	7.00	1.81%
Holland Historic Trust	6.00	4.00	4.00	4.00	1.03%
TOTAL	380.80	376.80	381.00	387.00	100.00%

PERSONNEL WORKSHEET

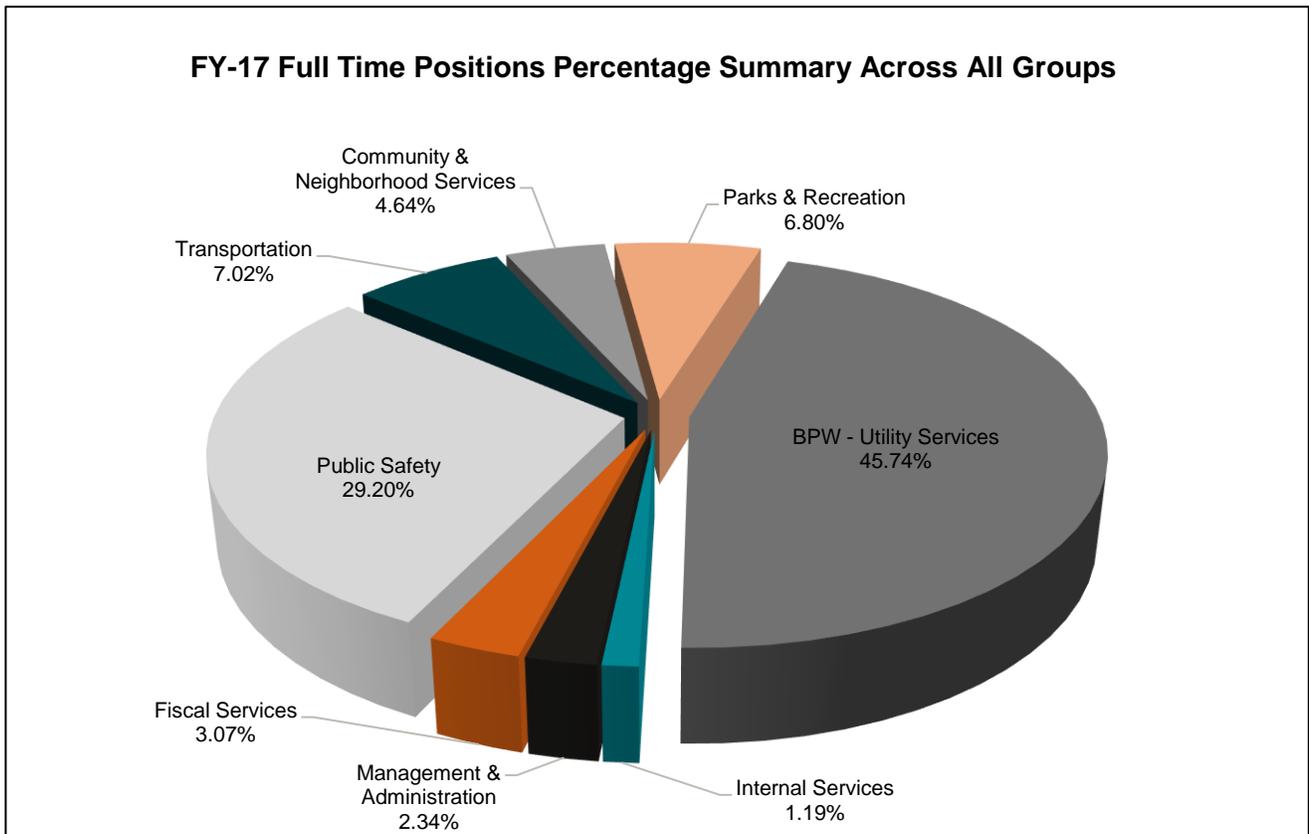
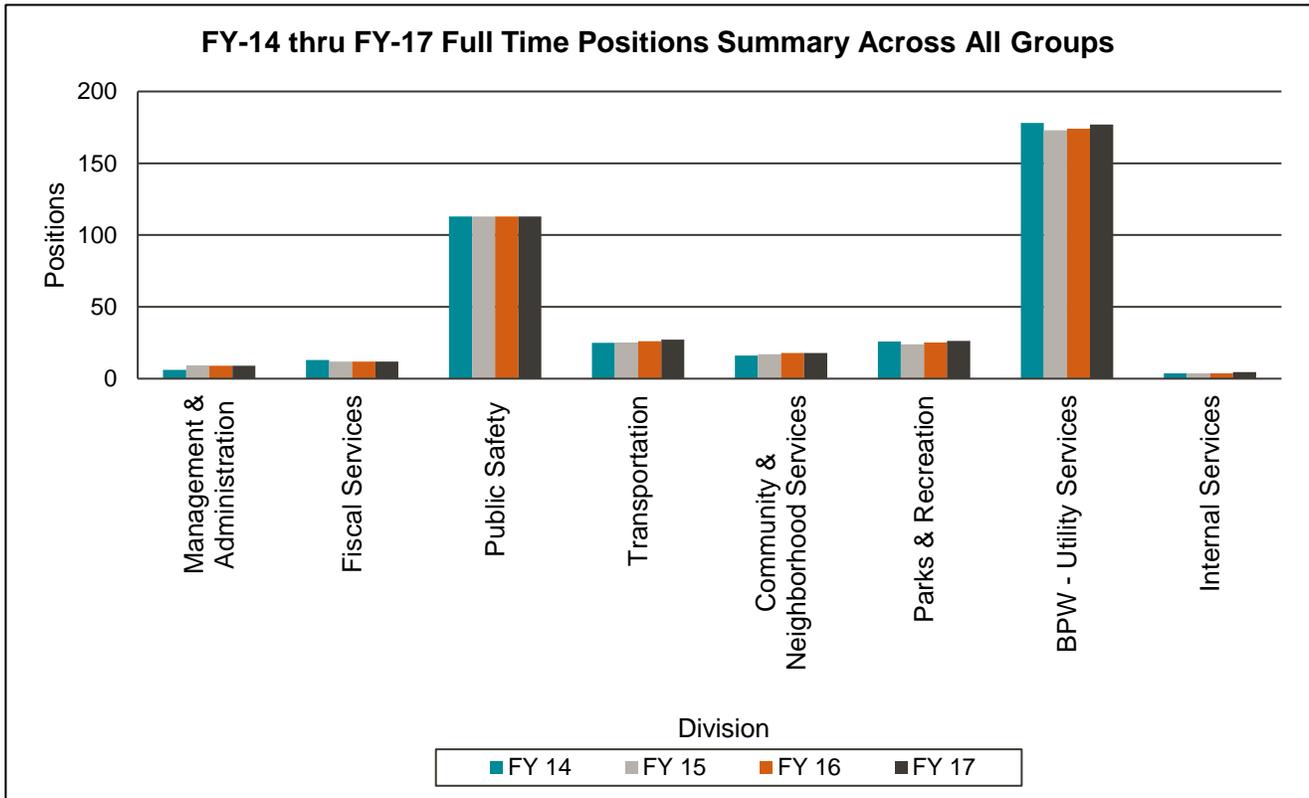
FULL TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
Management & Administration	6.15	9.15	9.07	9.07	2.34%
Fiscal Services	12.95	11.95	11.90	11.90	3.07%
Public Safety	113.00	113.00	113.00	113.00	29.20%
Transportation	25.00	25.20	26.16	27.16	7.02%
Community & Neighborhood Services	16.00	17.00	17.97	17.97	4.64%
Parks & Recreation	25.90	23.90	25.30	26.30	6.80%
BPW - Utility Services	178.00	173.00	174.00	177.00	45.74%
Internal Services	3.80	3.60	3.60	4.60	1.19%
TOTAL	380.80	376.80	381.00	387.00	100.00%

FUND	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
General Operating	180.13	180.98	184.62	186.62	48.22%
Downtown Public Parking	0.15	0.15	0.15	0.20	0.05%
Mainstreet/DDA	0.48	0.475	0.450	0.65	0.17%
Principal Shopping District	2.38	2.525	2.150	1.90	0.49%
CATV Public Access Television	0.20	2.20	2.20	2.20	0.57%
Solid Waste Recycling	0.67	0.67	0.67	0.67	0.17%
Windmill Island Gardens	2.00	2.00	2.00	2.00	0.52%
Municipal Airport Facilities Management	0.00	0.20	0.16	0.16	0.04%
Board of Public Works Utilities	178.00	173.00	174.00	177.00	45.74%
Technology Services	3.80	3.60	3.60	4.60	1.19%
Centralized Vehicle / Equipment	7.00	7.00	7.00	7.00	1.81%
Holland Historic Trust	6.00	4.00	4.00	4.00	1.03%
TOTAL	380.80	376.80	381.00	387.00	100.00%

PERSONNEL CHART PRESENTATION

TOTAL FULL-TIME POSITIONS WITHIN GROUPS



PERSONNEL WORKSHEET

PART TIME POSITIONS - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
City Manager	0.10	1.05	1.00	1.15	1.89%
Election	0.75	1.50	1.50	1.25	2.06%
Finance	0.00	0.45	0.60	0.60	0.99%
Property Assessing	0.00	0.00	0.00	0.50	0.82%
Clerk	0.70	1.50	1.75	2.50	4.11%
Treasurer	0.60	0.70	0.00	0.00	0.00%
City Hall & Grounds	0.00	0.00	0.00	0.00	0.00%
Cemeteries	2.30	2.65	3.05	3.05	5.02%
Planning & Zoning	0.30	0.30	0.30	0.30	0.49%
Public Safety - Management	0.65	0.65	0.65	0.65	1.07%
Public Safety - Police Division	8.20	9.25	8.90	8.90	14.64%
Environmental Health & Inspections	0.30	0.10	0.00	0.00	0.00%
Construction Inspections	0.75	0.75	1.00	1.25	2.06%
Streets Division	1.20	1.10	1.10	1.10	1.81%
Transportation Management & Engineering	0.30	0.30	0.30	0.35	0.58%
Housing & Neighborhoods	0.65	0.65	0.05	0.10	0.16%
Economic Development	0.40	0.00	0.00	0.00	0.00%
Human Relations	1.10	0.50	0.50	0.50	0.82%
Recreation	1.20	1.20	1.20	1.10	1.81%
Parks	11.70	14.15	14.50	14.20	23.36%
DeGraaf Nature Center	1.80	1.80	1.85	2.10	3.46%
8th Street Market	1.00	1.05	0.75	0.90	1.48%
Civic Center	1.85	2.10	1.80	0.80	1.32%
Downtown Public Parking	0.85	0.90	0.85	0.85	1.40%
Downtown Development Authority	0.60	0.65	0.65	0.65	1.07%
Downtown Principal Shopping District	1.40	1.35	1.35	1.35	2.22%
CATV Public Access Television	1.40	0.20	0.20	0.20	0.33%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.15%
Windmill Island Gardens	11.10	11.40	11.70	11.70	19.25%
Municipal Airport Facilities Mgmt	0.00	0.35	0.35	0.35	0.58%
Public Transportation Facilities & Mgmt	0.00	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	1.15	1.70	1.75	1.85	3.04%
Holland Historic Trust	1.76	1.43	1.83	1.83	3.01%
TOTAL	54.81	60.43	60.18	60.78	100.00%

PERSONNEL WORKSHEET

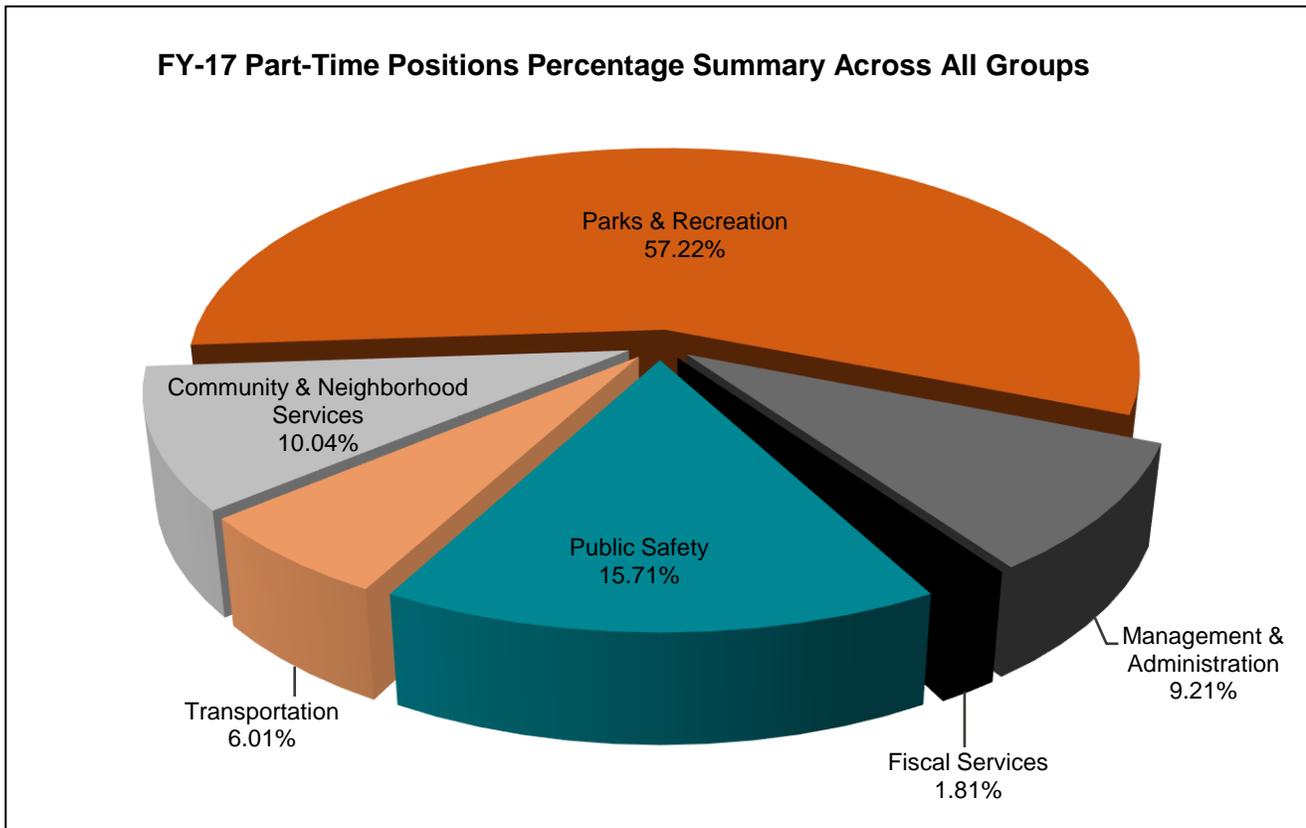
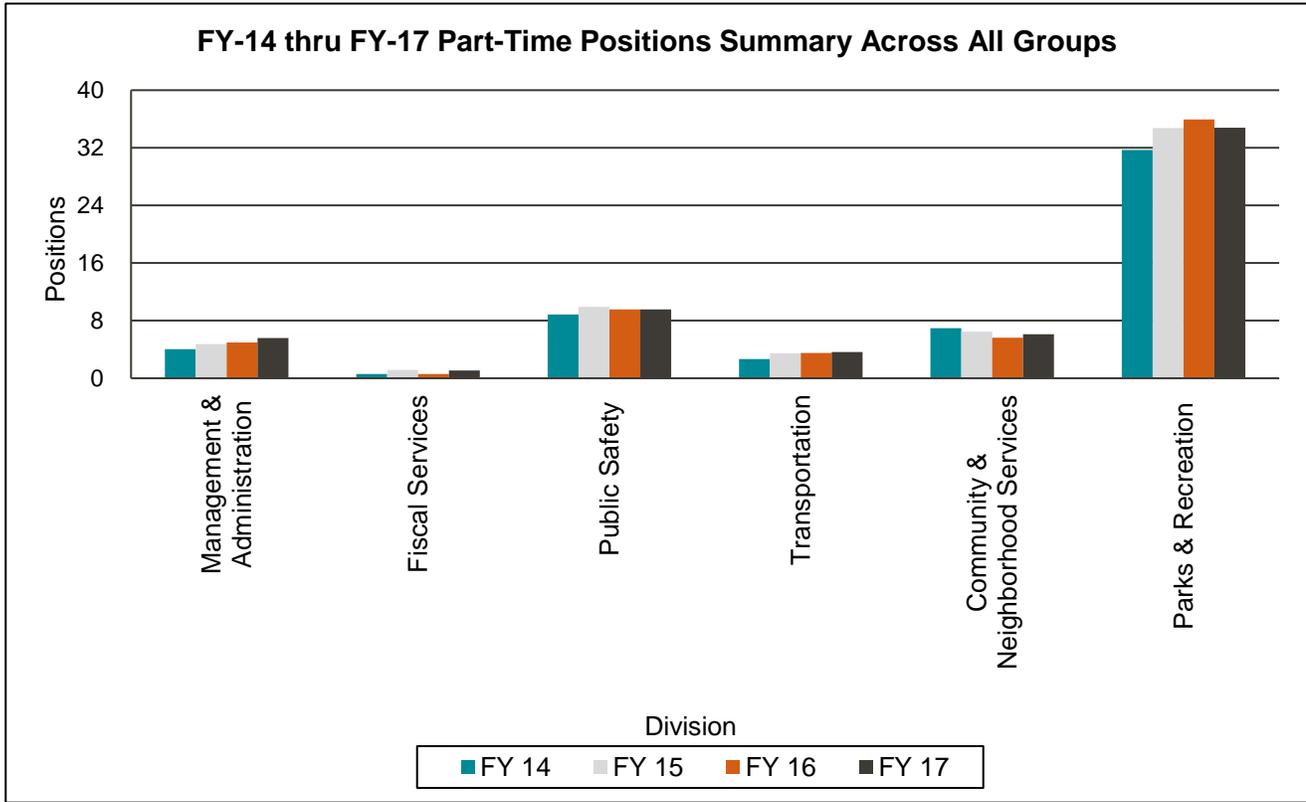
PART TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
Management & Administration	4.05	4.75	4.95	5.60	9.21%
Fiscal Services	0.60	1.15	0.60	1.10	1.81%
Public Safety	8.85	9.90	9.55	9.55	15.71%
Transportation	2.65	3.45	3.50	3.65	6.01%
Community & Neighborhood Services	6.95	6.45	5.65	6.10	10.04%
Parks & Recreation	31.71	34.73	35.93	34.78	57.22%
TOTAL	54.81	60.43	60.18	60.78	100.00%

FUND	POSITIONS			FY 17	
	FY 14	FY 15	FY 16	POSITIONS	PERCENT
General Operating	35.85	41.75	40.80	41.30	67.95%
Downtown Public Parking	0.85	0.90	0.85	0.85	1.40%
Downtown Development Authority	0.60	0.65	0.65	0.65	1.07%
Downtown Principal Shopping District	1.40	1.35	1.35	1.35	2.22%
CATV Public Access Television	1.40	0.20	0.20	0.20	0.33%
Solid Waste Recycling	0.70	0.70	0.70	0.70	1.15%
Windmill Island Gardens	11.10	11.40	11.70	11.70	19.25%
Municipal Airport Facilities Mgmt	0.00	0.35	0.35	0.35	0.58%
Public Transportation Facilities & Mgmt	0.00	0.00	0.00	0.00	0.00%
Centralized Vehicle / Equipment	1.15	1.70	1.75	1.85	3.04%
Holland Historic Trust	1.76	1.43	1.83	1.83	3.01%
TOTAL	54.81	60.43	60.18	60.78	100.00%

PERSONNEL CHART PRESENTATION

TOTAL PART-TIME POSITIONS WITHIN GROUPS



MANAGEMENT & ADMINISTRATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.25	0.20	0.20	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	9.20	9.20	9.20
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	0.95	0.95	0.85	0.85
Assistant City Manager	0.35	0.00	0.00	0.00
Assistant to City Manager	0.00	0.20	0.20	0.20
Executive Assistant IV	0.00	0.80	0.82	0.82
Executive Assistant II	0.90	0.00	0.00	0.00
Executive Assistant I	0.15	0.10	0.10	0.10
Total Full Time	2.35	2.05	1.97	1.97
*** PART TIME ***				
Technical Assistant	0.10	1.05	1.00	1.15
Total Full & Part Time FTE	2.45	3.10	2.97	3.12
<u>ELECTION</u>				
*** PART TIME ***				
Clerical Assistant	0.75	1.50	1.50	1.25
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	0.00	0.00	1.00	1.00
Departmental Assistant I	1.00	1.00	0.00	0.00
Total Full Time	2.00	2.00	2.00	2.00

MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>CITY CLERK</u>				
*** PART TIME ***				
Clerical Assistant	0.70	1.50	1.75	2.50
Total Full & Part Time FTE	<u>2.70</u>	<u>3.50</u>	<u>3.75</u>	<u>4.50</u>
 <u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Executive Assistant I	<u>0.25</u>	<u>0.60</u>	<u>0.60</u>	<u>0.60</u>
Total Full Time	<u>1.25</u>	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>
 <u>VOLUNTEER SERVICES</u>				
*** FULL TIME ***				
Executive Assistant I	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
 <u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Human/International Relations Coord	<u>0.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
Total Full Time	<u>0.000</u>	<u>1.000</u>	<u>1.000</u>	<u>1.000</u>
*** PART TIME ***				
Youth Services Coordinator	0.500	0.500	0.500	0.500
International Relations Coordinator	0.300	0.000	0.000	0.000
Human Relations Coordinator	<u>0.300</u>	<u>0.000</u>	<u>0.000</u>	<u>0.000</u>
Total Part-Time	<u>1.100</u>	<u>0.500</u>	<u>0.500</u>	<u>0.500</u>
 <u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.20	0.20	0.20	0.20
Multi-Media Specialist	<u>0.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time	<u>0.20</u>	<u>2.20</u>	<u>2.20</u>	<u>2.20</u>
*** PART TIME ***				
Multi-Media Specialist	<u>1.40</u>	<u>0.20</u>	<u>0.20</u>	<u>0.20</u>
Total Full & Part Time FTE	<u>1.60</u>	<u>2.40</u>	<u>2.40</u>	<u>2.40</u>

MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL</u>				
Full Time	6.15	9.15	9.07	9.07
Part Time	4.05	4.75	4.95	5.60
Elected Officials	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
Total Full & Part Time FTE	<u>19.20</u>	<u>22.90</u>	<u>23.02</u>	<u>23.67</u>

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
FINANCE				
*** FULL TIME ***				
Director of Finance	0.80	0.80	0.80	0.80
Assistant Finance Director	0.95	0.95	0.95	0.95
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant I	0.00	0.50	0.50	0.50
Accountant / Special Projects	0.50	0.00	0.00	0.00
Account Clerk / Payables	2.00	0.50	1.00	1.00
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	0.00	0.00	0.00	0.00
Total Full Time	6.00	4.50	5.00	5.00
*** PART TIME ***				
Municipal Accountant II	0.00	0.45	0.60	0.60
Total Full & Part Time FTE	6.00	4.95	5.60	5.60
TREASURER				
*** FULL TIME ***				
Director of Finance	0.10	0.10	0.10	0.10
Assistant Finance Director	0.05	0.05	0.05	0.05
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant I	0.00	0.50	0.50	0.50
Accountant / Special Projects	0.50	0.50	0.00	0.00
Account Clerk / Cashier	0.70	0.70	1.65	1.65
Total Full Time	1.85	2.35	2.80	2.80
*** PART TIME ***				
Clerical Assistant	0.60	0.70	0.00	0.00
Total Full & Part Time FTE	2.45	3.05	2.80	2.80

FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</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	0.00	0.00	0.00
Appraiser Analyst-Personal Property	1.00	1.00	0.00	0.00
Appraiser II	0.00	0.00	0.00	0.00
Appraiser	2.00	2.00	2.00	2.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	<u>5.10</u>	<u>5.10</u>	<u>4.10</u>	<u>4.10</u>
*** PART TIME ***				
Clerical Assistant	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>5.10</u></u>	<u><u>5.10</u></u>	<u><u>4.10</u></u>	<u><u>4.60</u></u>
<u>FISCAL SERVICES TOTAL</u>				
Full Time	12.95	11.95	11.90	11.90
Part Time	<u>0.60</u>	<u>1.15</u>	<u>0.60</u>	<u>1.10</u>
Total Full & Part Time FTE	<u><u>13.55</u></u>	<u><u>13.10</u></u>	<u><u>12.50</u></u>	<u><u>13.00</u></u>

PUBLIC SAFETY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>PUBLIC SAFETY MANAGEMENT</u>				
*** 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
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Department Assistant III	0.65	0.65	0.65	0.65
Total Full & Part Time FTE	0.65	0.65	0.65	0.65
<u>POLICE DIVISION</u>				
*** FULL TIME ***				
Police Sergeant	14.00	14.00	14.00	14.00
Computer Crimes investigator	1.00	1.00	1.00	1.00
Police Officer	35.00	35.00	35.00	35.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	5.00	5.00	5.00	5.00
Civilian Booking Officer	1.00	1.00	1.00	1.00
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	58.00	58.00	58.00	58.00
*** PART TIME ***				
Police Desk Assistant	0.70	0.70	0.70	0.70
Police Cadet	4.30	4.30	4.75	4.75
Police Reserve Officer	1.50	2.55	1.75	1.75
School Crossing Guards	1.10	1.10	1.10	1.10
General Maintenance Worker	0.60	0.60	0.60	0.60
Total Part Time	8.20	9.25	8.90	8.90
Total Full & Part Time FTE	66.20	67.25	66.90	66.90
<u>PUBLIC SAFETY GRANTS (Fund Summary not included in Budget Document)</u>				
*** FULL TIME ***				
Police Officer	3.00	3.00	3.00	3.00
Total Full Time	3.00	3.00	3.00	3.00

PUBLIC SAFETY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>FIRE DIVISION</u>				
*** FULL TIME ***				
Fire Sergeant	7.00	7.00	7.00	7.00
Firefighter	12.00	12.00	12.00	12.00
Part-Paid Firefighter	27.00	27.00	27.00	27.00
Part-Paid Firefighter Sergeant	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Total Full Time	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>
 <u>PUBLIC SAFETY SERVICES TOTAL</u>				
Full Time	116.00	116.00	116.00	116.00
Part Time	<u>8.85</u>	<u>9.90</u>	<u>9.55</u>	<u>9.55</u>
Total Full & Part Time FTE	<u>124.85</u>	<u>125.90</u>	<u>125.55</u>	<u>125.55</u>

TRANSPORTATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.00	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
Lead Streets Supervisor	0.00	0.00	0.00	1.00
Supervisor	2.00	2.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	1.00	1.00	1.00	1.00
Total Full Time	<u>15.65</u>	<u>15.65</u>	<u>15.65</u>	<u>16.65</u>
*** PART TIME ***				
Maintenance	1.20	1.10	1.10	1.10
Total Full & Part Time FTE	<u>16.85</u>	<u>16.75</u>	<u>16.75</u>	<u>17.75</u>
<u>TRANSPORTATION MANAGEMENT & ENGINEERING</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.00	0.00	0.00
Transportation Services Director	1.00	1.00	1.00	1.00
Project Engineer	0.00	0.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.35	0.35	0.35	0.35
Total Full Time	<u>2.35</u>	<u>2.35</u>	<u>3.35</u>	<u>3.35</u>
*** PART TIME ***				
Technical Assistant	0.30	0.30	0.30	0.35
Total Full & Part Time FTE	<u>2.65</u>	<u>2.65</u>	<u>3.65</u>	<u>3.70</u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.00	0.10	0.08	0.08
Executive Assistant IV	0.00	0.10	0.08	0.08
Total Full Time	<u>0.00</u>	<u>0.20</u>	<u>0.16</u>	<u>0.16</u>
*** PART TIME ***				
Communications Assistant	0.00	0.35	0.35	0.35
Total Full & Part Time FTE	<u>0.00</u>	<u>0.55</u>	<u>0.51</u>	<u>0.51</u>

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
Director of Transportation Services	0.00	0.00	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	0.00	0.00	0.00	0.00
Total Full Time	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
*** PART TIME ***				
Administrative Aide I	0.00	0.70	0.70	0.70
Mechanic Assistant	1.15	1.00	1.05	1.15
Total Part Time	<u>1.15</u>	<u>1.70</u>	<u>1.75</u>	<u>1.85</u>
Total Full & Part Time FTE	<u>8.15</u>	<u>8.70</u>	<u>8.75</u>	<u>8.85</u>
<u>TRANSPORTATION SYSTEM & SERVICES TOTAL</u>				
Full Time	25.00	25.20	26.16	27.16
Part Time	2.65	3.45	3.50	3.65
Total Full & Part Time FTE	<u>27.65</u>	<u>28.65</u>	<u>29.66</u>	<u>30.81</u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.000	1.000	0.50	0.50
Irrigation Tech/Facilities Coordinator	0.00	0.00	0.10	0.10
Total Full Time	<u>1.00</u>	<u>1.00</u>	<u>0.60</u>	<u>0.60</u>
 <u>PLANNING & ZONING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.700	0.700	0.00	0.00
Municipal Planner II	1.000	1.000	1.00	1.00
Departmental Assistant II	0.200	0.200	0.20	0.20
Departmental Assistant I	0.000	0.200	0.40	0.40
Total Full Time	<u>1.900</u>	<u>2.100</u>	<u>1.60</u>	<u>1.60</u>
*** PART TIME ***				
Preservation Planner	0.200	0.200	0.30	0.30
Intern	0.100	0.100	0.00	0.00
Total Part Time	<u>0.300</u>	<u>0.300</u>	<u>0.30</u>	<u>0.30</u>
Total Full & Part Time FTE	<u><u>2.200</u></u>	<u><u>2.400</u></u>	<u><u>1.90</u></u>	<u><u>1.90</u></u>
 <u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.500	0.500	0.50	0.50
Building Inspector / Zoning Administrator	0.100	0.100	0.10	0.10
Housing Inspector II	1.880	1.880	1.88	1.88
Housing Inspector I	0.000	1.000	1.00	1.00
Departmental Assistant II	0.200	0.200	0.20	0.20
Departmental Assistant I	0.330	0.530	0.53	0.53
Community Development Specialist	0.300	0.300	0.30	0.30
Total Full Time	<u>3.310</u>	<u>4.510</u>	<u>4.51</u>	<u>4.51</u>
 <u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** PART TIME ***				
Clerical Assistant	0.30	0.100	0.000	0.00
Total Full & Part Time FTE	<u><u>3.61</u></u>	<u><u>4.61</u></u>	<u><u>4.510</u></u>	<u><u>4.51</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
City Manager	0.050	0.050	0.05	0.05
Asst Community & Nghbr Svcs Director	0.300	0.300	0.30	0.30
Building Inspector/Zoning Administrator	0.900	0.900	0.90	0.90
Plumbing Inspector	1.000	1.000	1.00	1.00
Electrical Inspector	0.000	0.000	1.00	1.00
Housing Inspector II	0.120	0.120	0.12	0.12
Permit Technician	0.000	0.000	1.00	1.00
Departmental Assistant II	0.400	0.400	0.40	0.40
Departmental Assistant I	0.600	0.600	0.60	0.60
Account Clerk / Cashier	0.050	0.050	0.10	0.10
Total Full Time	<u>3.420</u>	<u>3.420</u>	<u>5.47</u>	<u>5.47</u>
*** PART TIME ***				
Electrical Inspector	0.500	0.500	0.15	0.00
Clerical Assistant	0.200	0.200	0.85	1.25
Account Clerk / Cashier	0.050	0.050	0.00	0.00
Total Part-Time	<u>0.750</u>	<u>0.750</u>	<u>1.00</u>	<u>1.25</u>
Total Full & Part Time FTE	<u><u>4.170</u></u>	<u><u>4.170</u></u>	<u><u>6.47</u></u>	<u><u>6.72</u></u>
<u>HOUSING & NEIGHBORHOODS</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.050	0.050	0.47	0.47
Municipal Planner II	0.450	0.450	0.00	0.00
Housing & Neighborhood Specialist	1.000	1.000	1.00	1.00
Department Assistant I	0.000	0.400	0.40	0.40
Total Full Time	<u>1.500</u>	<u>1.900</u>	<u>1.87</u>	<u>1.87</u>
*** PART TIME ***				
Clerical Assistant	0.500	0.500	0.00	0.00
Graffiti Removal	0.150	0.150	0.05	0.10
Total Part-Time	<u>0.650</u>	<u>0.650</u>	<u>0.05</u>	<u>0.10</u>
Total Full & Part Time FTE	<u><u>2.15</u></u>	<u><u>2.55</u></u>	<u><u>1.92</u></u>	<u><u>1.97</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Assistant City Manager	0.650	0.000	0.000	0.00
Municipal Planner II	0.100	0.000	0.000	0.00
Executive Assistant IV	0.000	0.100	0.100	0.10
Executive Assistant II	0.100	0.000	0.000	0.00
Executive Assistant I	0.250	0.000	0.000	0.00
Total Full Time	1.100	0.100	0.100	0.10
*** PART TIME ***				
Communications Assistant	0.400	0.000	0.000	0.00
Total Full & Part Time FTE	1.500	0.100	0.100	0.10
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Event Coordinator	0.00	0.05	0.30	0.30
Total Full Time	0.10	0.15	0.40	0.40
*** PART TIME ***				
Market Master	0.45	0.45	0.45	0.55
Event Staff	0.25	0.45	0.00	0.00
Intern	0.10	0.10	0.30	0.35
Event Maintenance	0.20	0.05	0.00	0.00
Market Ambassador	0.00	0.00	0.00	0.00
Total Part Time	1.00	1.05	0.75	0.90
Total Full & Part Time FTE	1.10	1.20	1.15	1.30
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Downtown Manager	0.100	0.100	0.100	0.15
Skilled Plumber/Irrigation Technician	0.050	0.000	0.000	0.00
Irrigation Tech/Facilities Coordinator	0.000	0.050	0.050	0.05
Total Full Time	0.150	0.150	0.150	0.20

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>DOWNTOWN PUBLIC PARKING</u>				
*** PART TIME ***				
Clerical Assistant	0.500	0.550	0.50	0.50
Parking Enforcement	0.250	0.250	0.25	0.25
Maintenance	0.100	0.100	0.10	0.10
Total Part-Time	<u>0.850</u>	<u>0.900</u>	<u>0.85</u>	<u>0.85</u>
Total Full & Part Time FTE	<u>1.000</u>	<u>1.050</u>	<u>1.00</u>	<u>1.05</u>
 <u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
City Manager	0.000	0.000	0.10	0.10
Community & Nghbr Svcs Director	0.125	0.125	0.00	0.00
Downtown Manager	0.350	0.350	0.35	0.55
Total Full Time	<u>0.475</u>	<u>0.475</u>	<u>0.45</u>	<u>0.65</u>
*** PART TIME ***				
Clerical Assistant	0.500	0.550	0.55	0.55
Maintenance	0.100	0.100	0.10	0.10
Total Part-Time	<u>0.600</u>	<u>0.650</u>	<u>0.65</u>	<u>0.65</u>
Total Full & Part Time FTE	<u>1.075</u>	<u>1.125</u>	<u>1.10</u>	<u>1.30</u>
 <u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.125	0.125	0.00	0.00
Downtown Manager	0.550	0.550	0.55	0.30
PSD Marketing & Promotions Coordinator	0.900	0.900	0.90	0.90
Event Coordinator	0.800	0.950	0.70	0.70
Total Full Time	<u>2.375</u>	<u>2.525</u>	<u>2.15</u>	<u>1.90</u>
*** PART TIME ***				
Clerical Assistant	0.150	0.200	0.20	0.20
Event Employees	0.450	0.350	0.35	0.35
Social Media Coordinator	0.500	0.500	0.50	0.50
Intern	0.300	0.300	0.30	0.30
Total Part-Time	<u>1.400</u>	<u>1.350</u>	<u>1.35</u>	<u>1.35</u>
Total Full & Part Time FTE	<u>3.775</u>	<u>3.875</u>	<u>3.50</u>	<u>3.25</u>

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
SOLID WASTE RECYCLING				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.200	0.200	0.20	0.20
Chief Sanitarian	0.000	0.000	0.00	0.00
Community Development Specialist	0.200	0.200	0.20	0.20
Departmental Assistant II	0.200	0.200	0.20	0.20
Departmental Assistant I	0.070	0.070	0.07	0.07
Total Full Time	<u>0.670</u>	<u>0.670</u>	<u>0.67</u>	<u>0.67</u>
*** PART TIME ***				
Recycle Education Coordinator	0.700	0.700	0.70	0.70
Total Part Time	<u>0.70</u>	<u>0.70</u>	<u>0.70</u>	<u>0.70</u>
Total Full & Part Time FTE	<u>1.37</u>	<u>1.37</u>	<u>1.37</u>	<u>1.37</u>
CDBG ENTITLEMENT GRANT (Fund Summary not included in Budget Document)				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.000	0.000	0.45	0.45
Municipal Planner II	0.450	0.450	0.00	0.00
Community Development Specialist	0.500	0.500	0.50	0.50
Total Full Time	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>
COMMUNITY & NEIGHBORHOOD SERVICES TOTAL				
Full Time	16.95	17.95	18.92	18.92
Part Time	<u>6.95</u>	<u>6.45</u>	<u>5.65</u>	<u>6.10</u>
Total Full & Part Time FTE	<u>23.90</u>	<u>24.40</u>	<u>24.570</u>	<u>25.02</u>

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>CEMETERIES</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Skilled Plumber/Irrigation Technician	0.15	0.00	0.00	0.00
Irrigation Tech/Facilities Coordinator	0.00	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	0.50	0.50	0.50	0.50
Total Full Time	2.35	2.35	2.35	2.35
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	0.70
Grounds Maintenance	1.60	1.95	2.35	2.35
Total Part Time	2.30	2.65	3.05	3.05
Total Full & Part Time FTE	4.65	5.00	5.40	5.40
<u>PARKS & RECREATION ADMINISTRATION</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Departmental Assistant II	0.30	0.10	0.10	0.10
Total Full Time	0.70	0.50	0.50	0.50
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Recreation & Civic Center Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	0.00	0.00	0.00	1.00
Departmental Assistant II	0.40	0.45	0.45	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 Plumber/Irrigation Technician	0.05	0.00	0.00	0.00
Irrigation Tech/Facilities Coordinator	0.00	0.05	0.05	0.05
Total Full Time	3.45	3.50	3.50	4.50

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>RECREATION PROGRAMS</u>				
*** PART TIME ***				
Maintenance/Grounds	0.35	0.35	0.35	0.35
Recreation Program Assistant	0.40	0.40	0.40	0.40
Recreation Officials Assistant	0.10	0.10	0.10	0.00
Clerical Assistant	0.35	0.35	0.35	0.35
Total Part Time	1.20	1.20	1.20	1.10
Total Full & Part Time FTE	4.65	4.70	4.70	5.60
 <u>PARKS</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Supervisor	2.00	2.00	3.00	3.00
Tree Trimmer I	1.00	1.00	1.00	1.00
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	0.75	0.00	0.00	0.00
Irrigation Tech/Facilities Coordinator	0.00	0.75	0.65	0.65
Laborer II	0.50	0.50	0.50	0.50
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Department Assistant I	0.50	0.50	0.50	0.50
Sr Building Custodian	0.00	0.00	0.50	0.50
Total Full Time	8.15	8.15	9.55	9.55
*** PART TIME ***				
Grounds Maintenance	9.90	11.75	12.00	11.70
Tree Trimmer	0.70	1.00	1.10	1.10
Gardener	0.70	1.00	1.00	1.00
Security Maintenance	0.40	0.40	0.40	0.40
Total Part Time	11.70	14.15	14.50	14.20
Total Full & Part Time FTE	19.85	22.30	24.05	23.75

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<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	0.35	0.35	0.35	0.30
Intern	0.20	0.20	0.20	0.45
Educational Assistant	0.65	0.65	0.65	0.70
Outdoor Assistant	0.60	0.60	0.65	0.65
Total Part Time	1.80	1.80	1.85	2.10
Total Full & Part Time FTE	3.75	3.75	3.80	4.05
 <u>CIVIC CENTER</u>				
*** FULL TIME ***				
Departmental Assistant II	0.30	0.45	0.45	0.45
Sr Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	1.30	1.45	1.45	1.45
*** PART TIME ***				
Clerical Assistant	0.35	0.60	0.35	0.30
Custodian	1.50	1.50	1.45	0.50
Total Part Time	1.85	2.10	1.80	0.80
Total Full & Part Time FTE	3.15	3.55	3.25	2.25

PARKS & RECREATION

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	0.00	0.00
Windmill Island Gardens Coordinator	0.00	0.00	1.00	1.00
Events Coordinator/Miller	1.00	1.00	1.00	1.00
Total Full Time	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</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	5.60	5.90	5.90
Clerical Assistant	1.00	1.00	1.00	1.00
Total Part Time	<u>11.10</u>	<u>11.40</u>	<u>11.70</u>	<u>11.70</u>
Total Full & Part Time FTE	<u>13.10</u>	<u>13.40</u>	<u>13.70</u>	<u>13.70</u>
 <u>HOLLAND HISTORIC TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Registrar	1.00	0.00	0.00	0.00
Operations Manager	1.00	1.00	1.00	1.00
Facilities / Maintenance	1.00	1.00	0.00	0.00
Museum and Gallery Manager	1.00	1.00	1.00	1.00
Education Manager	0.00	0.00	1.00	1.00
Archivist	1.00	0.00	0.00	0.00
Total Full Time	<u>6.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
*** PART TIME ***				
Media Relations	0.00	0.00	0.00	0.00
Museum Attendant	0.86	0.37	0.50	0.50
Facility Manager	0.30	0.20	0.20	0.20
Facilities / Maintenance	0.00	0.00	0.38	0.38
Volunteer & Tour Coordinator	0.00	0.86	0.75	0.75
Education Manager	0.60	0.00	0.00	0.00
Total Part Time	<u>1.76</u>	<u>1.43</u>	<u>1.83</u>	<u>1.83</u>
Total Full & Part Time FTE	<u>7.76</u>	<u>5.43</u>	<u>5.83</u>	<u>5.83</u>

PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>LEISURE & CULTURAL SERVICES TOTAL</u>				
Full Time	25.90	23.90	25.30	26.30
Part Time	<u>31.71</u>	<u>34.73</u>	<u>35.93</u>	<u>34.78</u>
Total Full & Part Time FTE	<u>57.61</u>	<u>58.63</u>	<u>61.23</u>	<u>61.08</u>

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>POWER SUPPLY</u>				
*** FULL TIME ***				
Auxiliary Operator	4.00	4.00	4.00	4.00
Electric Production Engineer	2.00	1.00	1.00	1.00
Electric Instrumentation & Controls Lead	1.00	1.00	1.00	1.00
Electric Production Maintenance Supervisor	1.00	1.00	1.00	1.00
Electric Production Mechanical Lead	1.00	1.00	1.00	1.00
Electric Production Operations Supervisor	1.00	1.00	1.00	1.00
Electric Production Services Supervisor	1.00	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 - Operator ¹	1.00	1.00	2.00	3.00
Lead Plant Operator	4.00	4.00	4.00	4.00
Maintenance Planner	1.00	1.00	1.00	1.00
Mechanical Maintenance ¹	1.00	1.00	3.00	3.00
Plant Operator	8.00	8.00	8.00	8.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility I (apprentice) & II	6.00	3.00	4.00	5.00
Utility Operator	1.00	1.00	2.00	1.00
Coal & Ash Handler	3.00	1.00	0.00	0.00
Instrumentation & Controls Technician	1.00	1.00	0.00	0.00
Mechanical Maintenance B	3.00	2.00	0.00	0.00
Total Full Time	43.00	36.00	37.00	38.00

¹ Includes apprentices in this job classification.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>ELECTRIC TRANSMISSION & DISTRIBUTION</u>				
*** 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	2.00	3.00	3.00	3.00
Electric Distribution Technician ¹	3.00	3.00	3.00	4.00
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	3.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker ¹	8.00	8.00	7.00	7.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
System Operations Technician	5.00	5.00	5.00	5.00
Utility Engineering Aide ²	1.00	0.00	0.00	0.00
Total Full Time	27.00	27.00	27.00	27.00
ELECTRIC UTILITY TOTAL	70.00	63.00	64.00	65.00

¹ Includes apprentices in this job classification.

² Transferred to Electric Distribution Engineering Specialist

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Administrative Assistant	1.00	1.00	1.00	1.00
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician	1.00	1.00	1.00	1.00
Laboratory Analyst	1.00	1.00	1.00	1.00
Lead Maintenance - WWTP	1.00	1.00	1.00	1.00
Maintenance II - WWTP ¹	2.00	2.00	2.00	2.00
Operations & Maintenance Supervisor - WWTP	1.00	1.00	1.00	1.00
Plant Operator - WWTP	6.00	6.00	6.00	6.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Utility II - WWTP ²	1.00	1.00	1.00	1.00
Utility - WWTP O&M ³	1.00	1.00	1.00	1.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00	1.00
 Total Full Time	19.00	19.00	19.00	19.00
 <u>WATER TREATMENT</u>				
*** FULL TIME ***				
Industrial Electrician	1.00	1.00	1.00	1.00
Lead Maintenance - WTP	1.00	1.00	1.00	1.00
Maintenance - WTP ⁴	1.00	1.00	1.00	1.00
Operations & Maintenance Supervisor - WTP	1.00	1.00	1.00	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
 Total Full Time	11.00	11.00	11.00	11.00

¹ Title changed from "Maintenance II" in FY16, includes apprentices in this classification.

² Title changed from "Utility II - Custodian" in FY16.

³ Title changed from "Utility II - Operator Assistant" in FY16.

⁴ Includes Maintenance I and apprentices in this classification.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Asset Management Specialist ¹	0.00	0.00	0.00	1.00
Engineering Field Technician	2.00	2.00	2.00	3.00
GIS Specialist	1.00	1.00	1.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance ²	7.00	7.00	7.00	6.00
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
W / WW Civil Engineer	1.00	1.00	1.00	1.00
W / WW Services Coordinator	1.00	1.00	1.00	1.00
W / WW Engineering Specialist	2.00	2.00	2.00	1.00
W / WW Services Superintendent	1.00	1.00	1.00	1.00
 Total Full Time	19.00	19.00	19.00	19.00
 WATER & WASTEWATER UTILITY TOTAL	49.00	49.00	49.00	49.00

¹ Revised from W/WW Services Engineering Specialist job classification in FY16.

² Includes apprentices in this job classification.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<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
Total Full Time	4.00	4.00	4.00	4.00
 <u>BUSINESS SERVICES</u>				
*** FULL TIME ***				
Administrative Assistant - Business Services	1.00	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	2.00	3.00	3.00	3.00
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
Regulatory Compliance Program Manager ¹	1.00	0.00	0.00	0.00
Total Full Time	11.00	11.00	11.00	11.00
 <u>CUSTOMER SERVICE, MARKETING & ENERGY OPTIMIZATION</u>				
*** FULL TIME ***				
Administrative Assistant - Conservation Programs	0.00	1.00	1.00	1.00
Communications Supervisor	0.00	0.00	0.00	1.00
Community Energy Services Manager ²	1.00	1.00	1.00	1.00
Conservation Programs Specialist	1.00	1.00	1.00	1.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Customer Communications Specialist	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	7.00	6.00	6.00	6.00
Energy Efficiency Engineer	0.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Meter Information Systems Specialist	0.00	0.00	1.00	1.00
Total Full Time	13.00	14.00	15.00	16.00

¹ Position was not filled.

² Title changed from "Communications & Customer Programs Manager" in FY16.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>FINANCE & ACCOUNTING</u>				
*** FULL TIME ***				
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Billing Coordinator	2.00	1.00	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
Financial Analyst	1.00	1.00	1.00	1.00
General Accountant	0.00	3.00	3.00	3.00
Payroll Specialist	1.00	1.00	1.00	1.00
General Accountant I	1.00	0.00	0.00	0.00
Meter Information System Specialist ¹	0.00	1.00	0.00	0.00
Senior Accountant	1.00	0.00	0.00	0.00
	11.00	12.00	12.00	12.00
Total Full Time	11.00	12.00	12.00	12.00
 <u>INFORMATION TECHNOLOGY</u>				
*** FULL TIME ***				
Boardbank Services Manager	0.00	0.00	0.00	1.00
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	1.00	1.00	1.00	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	1.00	1.00
Technology Director	1.00	1.00	1.00	1.00
	11.00	11.00	10.00	11.00
Total Full Time	11.00	11.00	10.00	11.00

¹ Transitioned into Utility Services in FY15.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 14	FY 15	FY 16	FY 17
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER READING</u>				
*** FULL TIME ***				
Buyer	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Facility Maintenance ¹	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	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 ²	1.00	1.00	1.00	1.00
Utility I - Warehouse & Facilities	1.00	1.00	1.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
 Total Full Time	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
 ADMIN & MARKETING TOTAL	<u>59.00</u>	<u>61.00</u>	<u>61.00</u>	<u>63.00</u>
 UTILITY SERVICES TOTAL	<u>178.00</u>	<u>173.00</u>	<u>174.00</u>	<u>177.00</u>

¹ Title changed from "Maintenance I - Warehouse/Facilities & Grounds in FY16.

² Title changed from "Grounds & Utility I" in FY16.

INTERNAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.80	0.60	0.60	0.60
Sr Network Systems Specialist	1.00	1.00	1.00	1.00
Network Systems Specialist	1.00	1.00	1.00	1.00
Technical Support - GIS	0.00	0.00	0.00	1.00
Technology Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
 Total Full Time	 <u><u>3.80</u></u>	 <u><u>3.60</u></u>	 <u><u>3.60</u></u>	 <u><u>4.60</u></u>

APPENDIX B

CAPITAL OUTLAY

- > CAPITAL OUTLAY BY SERVICE GROUP

- > CAPITAL OUTLAY - CONTROLLED ITEMS BY SERVICE GROUP

CAPITAL OUTLAY
MANAGEMENT & ADMINISTRATION

Department	Type	Description	New or Replacement	Approved Amount
CABLE TV PUBLIC ACCESS TELEVISION FUND	Machinery & Equipment	Black Magic 4K camera (lens, storage, case, mo and accessories)	New	8,000
		ATT Encoder - GOV CH	New	6,000
		Training Room LCD	Replace	<u>5,000</u>
		Total - Machinery & Equipment		<u>19,000</u>
		Total Cable TV Public Access Television Fund		<u><u>19,000</u></u>
		TOTAL MANAGEMENT & ADMINISTRATION		<u><u>\$ 19,000</u></u>

CAPITAL OUTLAY
PUBLIC SAFETY

Department	Type	Description	New or Replacement	Approved Amount
PUBLIC SAFETY POLICE SERVICES (General Fund)	Machinery & Equipment	(65/15) Duty handguns w/holsters & magazine pouches - training handguns also includes clearing barrels and red imitation handguns	Replace	16,250
		(3) X26E Taser with Holster and 5 year warranty	Replace	4,660
		Sage less lethal launchers w/training rounds	New	<u>2,000</u>
		Total - Machinery & Equipment		<u>22,910</u>
		Total Public Safety - Police Services		<u><u>22,910</u></u>
		TOTAL PUBLIC SAFETY		<u><u>\$ 22,910</u></u>

CAPITAL OUTLAY TRANSPORTATION

Department	Type	Description	New or Replacement	Approved Amount	
CENTRALIZED VEHICLE / EQUIPMENT FUND	Machinery & Equipment				
		4X4 Progator/Workman Utility Vehicle#422	Replace	34,000	
		XUV Gator #460	Replace	15,000	
		Self Propelled Sweeper #332	Replace	33,000	
		5,000 lb Forklift #176	Replace	26,000	
		Welder for Shop	Replace	9,200	
		Total - Machinery & Equipment		<u>117,200</u>	
		Vehicle			
		(3) Police Tahoes #0824, #1023, #1222	Replace	105,000	
		Police Change Overs	Additional	9,000	
		4 Door Sedan #230	Replace	26,000	
		41,000 GVW Plow/Salt/Dump Truck #105	Replace	184,600	
		18,000 GVW Flatbed/Sign Truck #148	Replace	69,800	
		18,000 GVW Crew Cab Flatbed/Cement Truck #149	Replace	46,500	
		4X4 Pickup w/Plow #142	Replace	35,000	
		(2) Plow Truck Refurbish #107, #124	Additional	13,000	
		SUV/Crossover #231	Replace	24,000	
		4X4 Small Pickup Extended Cab #200	Replace	27,000	
		4X2 Pickup #503	Replace	24,000	
		4X4 Pickup w/Plow #501	Replace	35,000	
		18,000 GVW 4X4 Truck w/Chipper Box #307	Replace	57,000	
		Ford Transit Van 15 Passenger	New	35,000	
		Total - Vehicle		<u>690,900</u>	
		Total Centralized Vehicle / Equipment			<u>808,100</u>
	TOTAL TRANSPORTATION				<u>\$ 808,100</u>

CAPITAL OUTLAY
PARKS & RECREATION

Department	Type	Description	New or Replacement	Approved Amount
CEMETERY (General Fund)	Machinery & Equipment	Aluminum 15' X 15' Roll Around Tent	Replace	<u>5,500</u>
		Total Machinery & Equipment		<u>5,500</u>
	Total Cemetery			<u><u>\$ 5,500</u></u>
WINDMILL ISLAND GARDENS FUND	Machinery & Equipment	'Molenwinkel' sales area in windmill	New	<u>5,000</u>
		Total Machinery & Equipment		<u>5,000</u>
	Total Windmill Island Gardens Fund			<u><u>\$ 5,000</u></u>
HOLLAND HISTORICAL TRUST FUND	Machinery & Equipment	2-3, Computers	Replace	<u>3,000</u>
		Total Machinery & Equipment		<u>3,000</u>
	Total Holland Historical Trust Fund			<u><u>\$ 3,000</u></u>
TOTAL PARKS & RECREATION				<u><u>\$ 13,500</u></u>

CAPITAL OUTLAY

Board of Public Works Utilities

Department	Description	Approved	
		FY2017 Amount	Multi-Year Budget
Power Plant	New combined cycle	32,340,789	228,884,766
	Snowmelt Valve Upgrades	500,000	500,000
	Snowmelt Lines Support	450,000	3,500,000
	HEP Procedure and Operator Qualification Program	125,000	125,000
	Combustible gas Detection (Units 7, 8 & 9)	100,000	100,000
	Unit 7 & 8 Station Power Relays	75,000	75,000
	Electric Forklift	65,000	65,000
	All Remaining projects	282,500	282,500
Total Power Plant		<u>33,938,289</u>	<u>233,532,266</u>
Electric Transmission and Distribution	Pine Ave Substation	3,000,000	7,000,000
	AMI Metering Project	1,800,000	6,000,000
	Underground Line and Equipment	700,000	700,000
	Township LED Replacement	350,000	350,000
	New Distribution Lines for Pine Ave Substation	300,000	300,000
	Smart Grid Updates	250,000	250,000
	Replace Bucket Truck #65	245,000	245,000
	Transformer Upgrade and Replacement	225,000	225,000
	Ottawa Circuit 131 to back up 4 circuits	200,000	200,000
	Overhead Lines and Equipment	200,000	200,000
	Lincoln Ave. UG Conversion 9th - 14th St.	180,000	180,000
	James St. Cables Replaced Recloser and Riser	100,000	100,000
	Porcelain Cutout Upgrades	100,000	100,000
	All Remaining projects	260,000	260,000
Total Electric Transmission and Distribution		<u>7,910,000</u>	<u>16,110,000</u>
Broadband	Jmaes St. Overhead to Underground Conversion	100,000	150,000
	Southshore Drive Distribution	80,000	80,000
	16th, Waverly and Country Club Distribution	75,000	75,000
	Upgrade Backbone to 40 Gbps	50,000	50,000
	Lakewood Analine Distribution	50,000	50,000
	Roosevelt - Zeeland Distribution	50,000	50,000
	HEP Cabinet	20,000	20,000
	All Remaining projects	81,000	81,000
Total Broadband		<u>506,000</u>	<u>556,000</u>

CAPITAL OUTLAY
Board of Public Works Utilities

Department	Description	Approved FY2017 Amount	Multi-Year Budget
Water Plant	Rebuild Program Logic Controller	120,000	120,000
	Rebuild Basin	100,000	100,000
	Replace High Service Valve	90,000	90,000
	Wonerware Upgrade	74,330	212,000
	All Remaining projects	<u>280,300</u>	<u>280,300</u>
Total Water Plant		<u><u>664,630</u></u>	<u><u>802,300</u></u>
Wastewater Plant	Bio-Solids	1,136,900	15,194,000
	Optimization Project	67,800	5,510,700
	Replace Disinfection Chemical Storage Tanks	100,000	100,000
	Multi-Spectral Analyzer	90,000	90,000
	New Mixing System for Thickener 3	80,000	80,000
	Wonerware Upgrades	74,200	317,500
	Replace Drive on Clarifier 6	60,000	60,000
	Replace 2 Return Activated Sludge Pumps	60,000	60,000
	Programmable Logi Controller Upgrade CP-600	45,000	45,000
All Remaining projects	<u>330,000</u>	<u>370,000</u>	
Total Wastewater Plant		<u><u>2,043,900</u></u>	<u><u>21,827,200</u></u>
Water Distribution	Water Main Replacement 9th, Kollen Pk. - 8th	1,400,000	1,900,000
	Water Main Replacement 28th, Central to Lincoln	700,000	700,000
	Replace Electric service MCC, Valves and Pump Waverly Pump Station	400,000	450,000
	Tank Repairs and Painting at Sothside Pump Station	200,000	200,000
	Water Main Replacement Central 3rd - State and 19th	150,000	2,550,000
	Water System Upgrades	125,000	125,000
	New Hydrants	50,000	50,000
	Repace Vehicle # 70	35,000	35,000
	New Meters	<u>30,000</u>	<u>30,000</u>
Total Water Distribution		<u><u>3,090,000</u></u>	<u><u>6,040,000</u></u>

CAPITAL OUTLAY
Board of Public Works Utilities

Department	Description	Approved FY2017 Amount	Multi-Year Budget
Wastewater Collection	Sewer Main Linig and Manhole Rehab	1,200,000	1,500,000
	3 Pneumatic Lifgt Staiions converted to Conventenial Lift stations	450,000	450,000
	Highland Lift Station Improvements	300,000	300,000
	Sanitary Sewer Improvements	150,000	150,000
	16th St. Nad Crescent Lift Station Improvements	150,000	600,000
	9th St. Sewer Improvements	100,000	100,000
	Manhole Abdandonemet and adjustments	50,000	50,000
	New Meters	50,000	50,000
	Convert Lift Stations form Analog to Fiber	50,000	50,000
	Camera Truck Upgrade	50,000	50,000
	Replace Vehicle 84	35,000	35,000
Total Wastewater Collection		<u>2,585,000</u>	<u>3,335,000</u>
Administration	Deploy New DAS/SAN storage backup system	200,000	250,000
	Replace Garage MakeUp Air Unit	78,000	78,000
	20 Additional User Licenses for Infor	60,000	60,000
	Sharepoint/Office upgrade	30,000	30,000
	Replace Courier Vehicle	28,000	28,000
	RFD Integration with bar Coding	25,000	25,000
	Shelter switch Stack Upgrade	20,000	20,000
	Replace crew chairs	14,000	14,000
	Fire Suppression for Communications Room	12,000	12,000
	Install SCADA Fire Protection	12,000	12,000
	Replace Halon System - Service center	12,000	12,000
	Replace service center Fire Panel	10,000	10,000
	Replace Lights in Garage and water Shop	10,000	10,000
	All Remaining projects	16,400	16,400
Total Administration		<u>527,400</u>	<u>577,400</u>
TOTAL BOARD OF PUBLIC WORKS UTILITIES		<u>\$ 51,265,219</u>	<u>\$ 282,780,166</u>

CAPITAL OUTLAY
INTERNAL SERVICES

Department	Type	Description	New or Replacement	Approved Amount
TECHNOLOGY SERVICES FUND - DATA PROCESSING	Machinery & Equipment	HPD IDENTIX Computer	Replace	7,000
		SAN Project	New	90,000
		Laserfiche	Replace	<u>15,000</u>
		Total - Machinery & Equipment		<u>112,000</u>
		Total Technology Services Fund - Data Processing		<u><u>112,000</u></u>
TECHNOLOGY SERVICES FUND - DUPLICATING/ PHOTOCOPYING	Machinery & Equipment	Assessing MFP	Replace	<u>5,000</u>
		Total - Machinery & Equipment		<u>5,000</u>
		Total Technology Services Fund - Duplicating/Photocopying		<u><u>5,000</u></u>
		TOTAL INTERNAL SERVICES		<u><u>\$ 117,000</u></u>

**CAPITAL OUTLAY
CONTROLLED ITEMS**

Department	Description	New or Replacement	Approved Amount
MANAGEMENT & ADMINISTRATION			
ELECTIONS	(16) Vinyl Pocker Table Signs SG560	New	472
	(6) US Flag w/Base	New	834
	(2) Table Top Plastic Voting Booth (8 per pack)	Replace	370
	Total Elections		<u>1,676</u>
CITY CLERK	(5) HON Office Chairs	Replace	<u>1,750</u>
CABLE TV PUBLIC ACCESS FUND	(2) Skycams	New	2,600
	Black Magic Production Switcher	Replace	2,100
	Edelkrone Slider PLUS	New	2,000
	LED Light	New	1,300
	DSL Monitor/Recorder (storage)	New	2,000
	DSLR Gimble Stableizer	New	1,300
	DSLR Body and Bag	New	1,200
	Shoe Mount Mics	New	500
	Total Cable TV Public Access Fund		<u>13,000</u>
	TOTAL MANAGEMENT & ADMINISTRATION		<u><u>16,426</u></u>
PUBLIC SAFETY			
PUBLIC SAFETY - POLICE SERVICES	(2) Kustom Signal Golden Eagle Dual Antenna Radar Units	Replace	3,090
	Evidence Technician Equipment Handheld UV Light	Replace	950
	Honor Guard Equipment	Replace	1,000
	(4) Report writing digital recorders	Replace	2,000
	(2) Brother in car printers	Replace	1,000
	Radio System Replacement Brackets & Belt Clips	Replace	4,050
	Total Public Safety - Police Services		<u>12,090</u>
PUBLIC SAFETY - FIRE SERVICES	(21) Sterling F4 Escape Kits for PPE for existing turnout ensembles	New	7,700
	(10) NFPA Compliant Turnout Coat & Pant Ensembles, with integrated safety harness to include Sterling F4 Escape Kit with Purchase	Replace	26,650
	(2) Tempest Direct Drive Positive Pressure Fan	Replace	5,300
	Ventilation Saw w/Depth Guage	Replace	2,000
	Total Public Safety - Fire Services		<u>41,650</u>
	TOTAL PUBLIC SAFETY		<u><u>53,740</u></u>

**CAPITAL OUTLAY
CONTROLLED ITEMS**

Department	Description	New or Replacement	Approved Amount
TRANSPORTATION			
CENTRALIZED VEHICLE / EQUIPMENT FUND	(2) 3/4 Air Wrench	Replace	1,300
	Storage Units / Shelving	Replace	3,500
	Air Conditioning Machine/Shop	Replace	4,000
	Diagnostic Machine	Replace	3,600
	Metal Pipe Bender/Shop	New	2,600
	(20) GPS units (includes annual fees)	New	5,000
	#156 Hedge Trimmer	Replace	300
	(2) #158/#160 20" Chain Saws	Replace	1,200
	#202 14" Chain Saw	Replace	400
	Total Centralized Vehicle / Equipment Fund		<u>21,900</u>
	TOTAL TRANSPORTATION		<u><u>21,900</u></u>
COMMUNITY & NEIGHBORHOOD SERVICES			
HOUSING & NEIGHBORHOODS	(2) Vari Desk Adjustable Desks	New	<u>1,000</u>
DOWNTOWN DEVELOPMENT AUTHORITY FUND	(6) Downtown Benches	New	<u>9,000</u>
SOLID WASTE RECYCLING FUND	Refuse Containers	New/Replace	<u>65,000</u>
	TOTAL COMMUNITY & NEIGHBORHOOD SERVICES		<u><u>75,000</u></u>
PARKS & RECREATION			
CEMETERIES	(6) Stihl FS110 Trimmer	Replace	1,800
	(2) Little Wonder Optimax Blower Honda GX270	Replace	2,800
	(2) BR600 Backpack Blower	Replace	1,000
	Ariens Walk Behind Edger	New	350
	HS82T 24" Hedger	Replace	400
	(3) Altumamats Polyethylene Boards	New	360
	(20) Cemetery Section Signs	New	4,000
	Total Cemeteries		<u>10,710</u>

**CAPITAL OUTLAY
CONTROLLED ITEMS**

Department	Description	New or Replacement	Approved Amount
PARKS & RECREATION (continued)			
RECREATION	Matt Urban Soccer/Football Scoreboard (w/installation)	Replace	5,000
	Trailer 7' X 12'	New	2,700
	(2) AED Machines	New	4,000
	Vertical Power Rake 22"	New	-
	Total Recreation		<u>11,700</u>
PARKS	(3) Stihl 110R Trimmers	Replace	1,200
	(2) Stihl MS201T 14" Arborist Saw	Replace	1,460
	(2) Stihl BR600 Backpack Blower	New/Replace	1,000
	Stihl MS261 CM 20" Saw	Replace	730
	Stihl 130R Combination Motor w/accessories	New	840
	Climbing gear, Tools, Rigging gear, Safety Equipment	New/Replace	-
	Plumbing and Structural repair to small pond in Centennial Park	Repair	1,200
	Roto-Tiller Front Tine	Replace	-
	(3) Altumamats Polyethylene Boards	New	360
	Stihl B86 Handheld Blower	New	240
	Stihl HT131 Pruning Saw	Replace	650
	Stihl HS82T Hedge Trimmer	Replace	400
	Toro 721R-C Single Stage Snow Blower	New	-
	Total Parks		<u>8,080</u>
DEGRAAF NATURE CENTER	Two Exterior Doors	Replace	3,000
	Total DeGraaf Nature Center		<u>3,000</u>
CIVIC CENTER	(8) Tables	Replace	3,600
	(45) Chairs	Replace	1,400
	Total Civic Center		<u>5,000</u>
WINDMILL ISLAND GARDENS FUND	Hot Water Heater in Shops	Replace	800
	Desktop Computer for Horticulture staff	Replace	500
	Backpack Blower	Replace	500
	Public Address System	Replace	750
	Total Windmill Island Gardens Fund		<u>2,550</u>
TOTAL PARKS & RECREATION			<u><u>38,040</u></u>

**CAPITAL OUTLAY
CONTROLLED ITEMS**

Department	Description	New or Replacement	Approved Amount
INTERNAL SERVICES			
TECHNOLOGY SERVICES FUND	(36) PC Replacements	Replace	57,600
	Business Continuity and DR Software	New	2,400
	(2) CNS 24" LCD Monitors	Replace	-
	EVH Desktop MFP	Replace	-
	CNS MS Surface	New	1,700
	Ipad CC Terminal for Matt Urban	New	800
	HR Laptop	Replace	1,700
	Transportation Computer	New	1,600
	WIG Computer	Replace	1,600
	WIG PA System	Replace	750
	WIG TV and Stand	New	1,300
	Assessing TV and Stand	Replace	1,300
	HPD Camera Conversions	Replace	3,100
	HPD ID Card Upgrade	Replace	-
	HPD New Camera	Replace	2,000
	HPD Training Software	New	2,000
	HPD TV	New	-
	HPD Projector/Cart	New	1,500
	HPD Standup Desk	New	500
	Finance Check Printer	Replace	1,200
	Managers Office MS Surface	Replace	-
	(12) Server Licenses	Replace	7,800
	Total Technology Services Fund		<u>88,850</u>
HEALTH INSURANCE CITY WELLNESS	Various workout equipment for City Facilities	Replace	<u>4,500</u>
	Total Health Insurance City Wellness		<u>4,500</u>
	TOTAL INTERNAL SERVICES FUNDS		<u><u>93,350</u></u>
TOTALS			
	GRAND TOTAL : GENERAL FUND		\$ 96,656
	GRAND TOTAL : OTHER FUNDS		<u>204,800</u>
	GRAND TOTAL : ALL FUNDS & SERVICE GROUPS		<u><u>\$ 301,456</u></u>

APPENDIX C

DEBT SERVICE

> LEGAL DEBT LIMITATION AND LEGAL DEBT MARGIN

> SUMMARY LISTING

> FUND SUMMARIES (see note below)

- ACROSS ALL LTGO BOND ISSUES
- TAXATION & CASH CONTROL
- BUILDING AUTHORITY BONDS
- SPECIAL ASSESSMENT BONDS
- PENSION OBLIGATION BONDS
- ACT 99 INSTALLMENT PURCHASE AGREEMENT

> 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, 2016

DEBT LIMITATION AT JULY 1, 2016

Total Taxable Value Across All Property Classifications	\$ 1,106,701,021
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)	10%
Debt Limitation	<u>\$ 110,670,102</u>

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2016

Total Bonded Debt at July 1, 2016 (excludes Capital Leases)	\$ 229,335,000
Less the Following:	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	(50,000)
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(175,720,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2016:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	<u>(259,759)</u>
Debt Amount Applicable to Debt Limitation	<u>\$ 53,305,241</u>

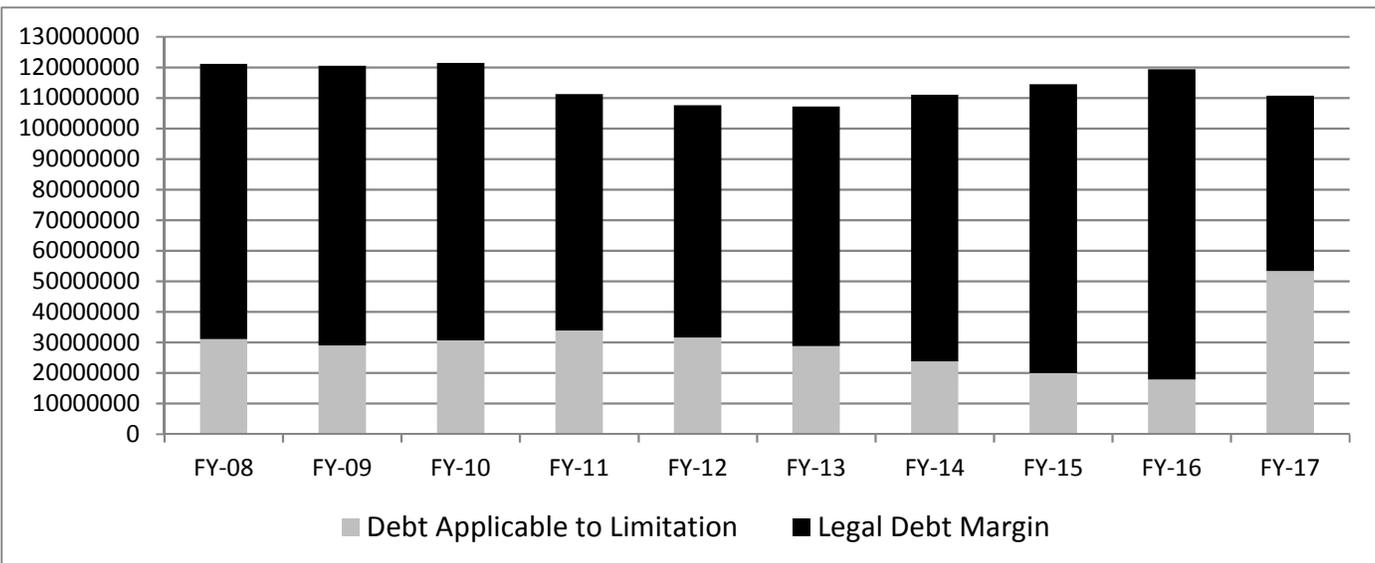
ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2016

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	<u>\$ 57,364,861</u>
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ADDITIONAL NOTE:

The City of Holland is legally indebted for the \$430,000 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 \$875,000, or \$267,030, 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 @ 07/01/16	
		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	3,465,000	1,650,845
2010 Street Improvements	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	2,690,000	171,035
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	6,155,000	1,821,880
<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	6,950,000	1,130,206
2010 Refunding Police/Transp/W.G.	Property Taxation	09-09-10	10-01-18	2.39586%	7,425,000	1,204,325	2,960,000	99,113
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	430,000	18,275
Total Building Authority Bond Issues					20,080,000	6,723,203	10,340,000	1,247,594
<u>Special Assessment Issues</u>								
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	50,000	6,831
Total Special Assessment Issues					155,000	60,720	50,000	6,831
<u>Pension Obligation, Series 2015 Issue</u>	Property Taxation & Utility Funds	11-18-15	12-01-25	2.862191%	25,000,000	4,039,168	25,000,000	3,747,426
<u>Act 99 Installment Purchase Agrmt</u>	Property Taxation	02-25-16	06-01-26	2.190000%	3,000,000	374,331	3,000,000	374,331
Total Governmental Funds					57,735,000	14,963,147	44,545,000	7,198,062
<u>Board of Public Works Issues</u>								
Water Series 2012-A Refunding	Water Fund	07-01-14	07-01-24	2.81250%	9,740,000	2,635,719	9,355,000	1,731,432
Water Series 2013-A Refunding	Water Fund	01-01-14	07-01-17	1.22000%	3,260,000	238,350	2,480,000	113,400
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	5,045,000	1,033,844
Electric Series 2014-A Revenue Bond	Electric Fund	04-22-14	07-01-39	4.06000%	158,840,000	95,900,678	158,840,000	102,522,085
Sewage Disposal Series 2015 Bond	Wastewater Fund	04-15-15	06-01-35	2.75640%	9,500,000	3,175,265	9,500,000	2,922,444
Total Board of Public Works Issues					187,366,500	103,378,780	185,220,000	108,323,205
Total Enterprise Funds					187,366,500	103,378,780	185,220,000	108,323,205
Grand Total					245,101,500	118,341,927	229,765,000	115,521,267



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	\$ 2,830,463	\$ 2,390,584	\$ 2,432,854	\$ 4,060,214
Special Assessments	88,297	49,664	35,985	7,704
Interest & Rents				
* Building Authority Rental Receipts - from Herrick District Library	529,657	505,488	482,487	448,575
* Special Assessment Interest	10,683	6,004	3,466	1,695
* Investment Income	5,080	2,888	3,260	3,260
Other	- 0 -	- 0 -	- 0 -	1,619,475
Transfers In	1,281,110	261,566	268,098	279,191
TOTAL SOURCES	\$ 4,745,288	\$ 3,216,194	\$ 3,226,150	\$ 6,420,114
FUNDING USES -				
Other Current Expenditures -				
* Other Miscellaneous	\$ (3,614)	\$ 760	\$ 1,001	\$ 1,001
Debt Service Payments -				
* Principal	3,839,000	2,389,000	2,445,000	5,126,459
* Interest	910,245	775,678	692,883	1,276,539
* Agent Fees	2,138	3,575	3,800	3,800
Transfers Out	50,292	22,136	23,981	1
TOTAL USES	\$ 4,798,061	\$ 3,191,149	\$ 3,166,665	\$ 6,407,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	\$ (52,773)	\$ 25,046	\$ 59,485	\$ 12,314
ENDING BALANCE -				
- for General Municipal Long-term Debt	\$ 182,054	\$ 187,466	\$ 244,473	\$ 259,758
- for Special Assessment Long-term Debt	17,753	37,386	39,864	36,893
TOTAL FUND EQUITY	\$ 199,807	\$ 224,853	\$ 284,337	\$ 296,651

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$2,090,057 for two related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses).



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

TAXATION & CASH CONTROL

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
FUNDING SOURCES -				
Taxes	\$ 2,830,463	\$ 2,390,584	\$ 2,432,854	\$ 4,060,214
Investment Income	4,393	2,530	3,000	3,000
Other	- 0 -	- 0 -	- 0 -	1,619,475
Transfers In	1,214,704	261,565	268,097	279,190
TOTAL SOURCES	\$ 4,049,559	\$ 2,654,679	\$ 2,703,951	\$ 5,961,879
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	\$ (3,615)	\$ 759	\$ 1,000	\$ 1,000
- Principal - Pension Bond	- 0 -	- 0 -	- 0 -	2,275,000
- Interest - Pension Bond	- 0 -	- 0 -	- 0 -	598,449
- Fees - Pension Bond	- 0 -	- 0 -	500	500
- Principal - Act 34 Capital Improvement	85,000	100,000	110,000	125,000
- Interest - Act 34 Capital Improvement	163,790	160,815	157,065	152,940
- Fees - Act 34 Capital Improvement	750	750	750	750
- Principal - Act 34 Streets	560,000	585,000	605,000	630,000
- Interest - Act 34 Streets	114,960	102,919	88,624	72,247
- Fees - Act 34 Streets	100	750	750	750
- Principal-Ottawa County Drain	64,000	64,000	- 0 -	- 0 -
- Interest-Ottawa County Drain	5,606	2,803	- 0 -	- 0 -
- Building Auth. Rent Payments	3,012,337	1,631,631	1,683,344	1,736,856
- Energy Performance Payment	- 0 -	- 0 -	- 0 -	353,201
Transfers Out	1	1	1	1
TOTAL USES	\$ 4,002,930	\$ 2,649,428	\$ 2,647,034	\$ 5,946,694
SOURCES OVER (UNDER) USES	\$ 46,629	\$ 5,252	\$ 56,917	\$ 15,185
ENDING FUND EQUITY	\$ 169,309	\$ 174,561	\$ 231,478	\$ 246,663

3.629 mills
Taxable Value
of \$1,038,008,191
(excludes Ren. Zones, includes Brownfields)



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

BUILDING AUTHORITY CONSTRUCTION BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	\$ 3,012,337	\$ 1,631,631	\$ 1,683,344	\$ 1,736,856
- from Herrick District Library	529,657	505,488	482,487	448,575
* Investment Earnings	158	161	90	100
* Other	- 0 -	- 0 -	- 0 -	- 0 -
* Transfers In	1	1	1	1
TOTAL SOURCES	\$ - 0 -	\$ 2,137,281	\$ 2,165,922	\$ 2,185,532
FUNDING USES -				
Other Current Expenditures -				
* Other	\$ 1	\$ 1	\$ 1	\$ 1
Debt Service Payments -				
* Principal	2,925,000	1,630,000	1,720,000	1,815,000
* Interest	616,331	505,319	444,031	368,631
* Agent Fees	663	1,800	1,800	1,800
TOTAL USES	\$ 3,541,995	\$ 2,137,120	\$ 2,165,832	\$ 2,185,432
SOURCES OVER (UNDER) USES	\$ (3,541,995)	\$ 161	\$ 90	\$ 100
ENDING FUND EQUITY	\$ 12,745	\$ 12,906	\$ 12,996	\$ 13,096



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SPECIAL ASSESSMENT BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	\$ 88,297	\$ 49,664	\$ 35,985	\$ 7,704
Interest & Rents:				
* Special Assessment Interest	10,683	6,004	3,466	1,695
* Investment Income	529	198	170	160
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	66,405	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	\$ 165,913	\$ 55,866	\$ 39,621	\$ 9,559
FUNDING USES -				
Debt Service Payments -				
* Principal	\$ 205,000	\$ 10,000	\$ 10,000	\$ 10,000
* Interest	9,558	3,823	3,163	2,530
* Agent Fees	625	275	- 0 -	- 0 -
Transfers Out	50,291	22,135	23,980	- 0 -
TOTAL USES	\$ 265,473	\$ 36,233	\$ 37,143	\$ 12,530
SOURCES OVER (UNDER) USES	\$ (99,560)	\$ 19,633	\$ 2,478	\$ (2,971)
ENDING FUND EQUITY	\$ 17,753	\$ 37,386	\$ 39,864	\$ 36,893



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2000A

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
FUNDING SOURCES -				
Special Assessments	\$ 12,747	\$ 1,164	\$ 1,164	\$ - 0 -
Special Assessments - Alternates	- 0 -	- 0 -	- 0 -	- 0 -
Interest on Special Assessment Installments	980	151	76	- 0 -
Investment Income	199	4	10	- 0 -
Investment Income - Market Adjustment	1	(0)	- 0 -	- 0 -
FUNDING SOURCES - TOTALS	\$ 13,927	\$ 1,319	\$ 1,250	\$ - 0 -
FUNDING USES -				
Principal Retirement	\$ 25,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest Expense	1,463	- 0 -	- 0 -	- 0 -
Paying Agent Fees	275	275	- 0 -	- 0 -
Transfer to G.O. Debt Fund	30,000	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	\$ 56,738	\$ 275	\$ - 0 -	\$ - 0 -
Excess (Deficiency) of Funding Sources over Funding Uses	(42,810)	1,044	1,250	- 0 -
ENDING FUND EQUITY	\$ 333	\$ 1,377	\$ 2,626	\$ 2,626



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2002A

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
FUNDING SOURCES -				
Special Assessments	\$ 67,583	\$ 40,042	\$ 27,117	\$ - 0 -
Interest on Special Assessment Installments	6,680	3,262	1,271	- 0 -
Bond Proceeds	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	79	- 0 -	- 0 -	- 0 -
Investment Income - Market Adjustment	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	66,405	- 0 -	- 0 -	- 0 -
FUNDING SOURCES - TOTALS	\$ 140,747	\$ 43,304	\$ 28,388	\$ - 0 -
FUNDING USES -				
Principal Retirement	\$ 170,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest Expense	4,050	285	127	- 0 -
Paying Agent Fees	350	- 0 -	- 0 -	- 0 -
Transfer out	20,291	22,135	23,980	- 0 -
FUNDING USES - TOTALS	\$ 194,690	\$ 22,420	\$ 24,107	\$ - 0 -
Excess (Deficiency) of Funding Sources over Funding Uses	(53,944)	20,884	4,281	- 0 -
ENDING FUND EQUITY	\$ (8,709)	\$ 12,175	\$ 16,456	\$ 16,456



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2006A

Description	FY-2014	FY-2015	FY-2016	FY-2017
	Final Actual	Final Actual	Final Revised Est.	Adopted Budget
FUNDING SOURCES -				
Special Assessments	\$ 7,967	\$ 8,458	\$ 7,704	\$ 7,704
Interest on Special Assessment Installments	3,023	2,591	2,119	1,695
Investment Income	177	198	160	160
Investment Income - Market Adjustment	72	(4)	- 0 -	- 0 -
FUNDING SOURCES - TOTALS	\$ 11,239	\$ 11,243	\$ 9,983	\$ 9,559
FUNDING USES -				
Principal Retirement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Interest Expense	4,045	3,538	3,036	2,530
Paying Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
Transfer to Capital Project Funds	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	\$ 14,045	\$ 13,538	\$ 13,036	\$ 12,530
Excess (Deficiency) of Funding Sources over Funding Uses	(2,806)	(2,294)	(3,053)	(2,971)
ENDING FUND EQUITY	\$ 26,129	\$ 23,835	\$ 20,782	\$ 17,811



DEBT SERVICE

ACT 99 PURCHASE AGREEMENT

ENERGY PERFORMANCE BONDS

Description	FY-2014 Final Actual	FY-2015 Final Actual	FY-2016 Final Revised Est.	FY-2017 Adopted Budget
FUNDING SOURCES -				
Interest & Rents:				
from Debt Svcs Cash Control- Taxes	- 0 -	- 0 -	- 0 -	353,201
Investment Earnings	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING SOURCES - TOTALS	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 353,201
FUNDING USES -				
Debt Service Payments				
Principal	- 0 -	- 0 -	- 0 -	271,459
Interest	- 0 -	- 0 -	- 0 -	81,742
Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
Transfer Out	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 353,201
Excess (Deficiency) of Funding Sources over Funding Uses	- 0 -	- 0 -	- 0 -	- 0 -
ENDING FUND EQUITY	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -

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
Principal and Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>2,690,000</u>	<u>171,035</u>	<u>2,861,035</u>

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Library Bond Issue)
\$5,400,000 Non-Voted Bond Issue dated May 13, 2004

Total Original Bond Issue: 13 Annual Serial Maturities from May 1, 2005 to May 1, 2017
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2016-17	430,000	18,275	448,275
Total	<u>430,000</u>	<u>18,275</u>	<u>448,275</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2006

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

\$7,255,000 Non-Voted Bond Issue dated April 13, 2006

Total Original Bond Issue: 16 Annual Serial Maturities from October 1, 2006 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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	<u>1,880,000</u>	<u>37,600</u>	<u>1,917,600</u>
Total	<u><u>6,950,000</u></u>	<u><u>1,130,206</u></u>	<u><u>8,080,206</u></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>
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>3,465,000</u>	<u>1,650,845</u>	<u>5,115,845</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>
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>2,960,000</u>	<u>99,113</u>	<u>3,059,113</u>

SPECIAL ASSESSMENT BOND ISSUE, Series 2006-A

With Limited Tax General Obligation Pledge

\$155,000 Non-Voted Bond Issue dated June 1, 2006

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2007 to June 1, 2020

Principal and Interest maturities are financed 100% by Special Assessments

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>50,000</u>	<u>6,831</u>	<u>56,831</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

PENSION OBLIGATION BOND ISSUE, Series 2015

With Limited Tax General Obligation Pledge

\$25,000,000 Non-Voted Bond Issue dated November 18, 2015

Total Original Bond Issue: 11 Annual Serial Maturities from June 1, 2016 to December 1, 2025

City Portion - Principal & Interest maturities are financed 100% by Property Taxation

HBPW Portion - Principal & Interest maturities are financed 100% by Utility Fund Revenue

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2016-17	2,275,000	598,449	2,873,449
2017-18	2,300,000	575,199	2,875,199
2018-19	2,335,000	540,280	2,875,280
2019-20	2,380,000	494,261	2,874,261
2020-21	2,435,000	439,459	2,874,459
2021-22	2,500,000	376,861	2,876,861
2022-23	2,570,000	305,967	2,875,967
2023-24	2,645,000	227,312	2,872,312
2024-25	2,735,000	141,332	2,876,332
2025-26	2,825,000	48,308	2,873,308
Total	<u>25,000,000</u>	<u>3,747,426</u>	<u>28,747,426</u>

Proceeds were utilized to pay down the unfunded accrued actuarial liability (UAL) of the 'closed' groups within the City of Holland Defined Benefit Pension Plan as administered by the Michigan Municipal Employee Retirement System (MERS).

Proceeds of bond issue were split between the City of Holland (43.64%) and Holland Board of Public Works (56.36%). Repayment will be made using the same allocation.

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

ACT 99 INSTALLMENT PURCHASE AGREEMENT

With Qualified Tax-Exempt Obligation Pledge

\$3,000,000 Non-Voted dated February 25, 2016

Total Original Issue: 10 Annual Serial Maturities from December 1, 2016 to June 1, 2026

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2016-17	271,459	81,742	353,201
2017-18	277,437	58,244	335,681
2018-19	283,546	52,135	335,681
2019-20	289,790	45,892	335,681
2020-21	296,171	39,510	335,681
2021-22	302,692	32,989	335,681
2022-23	309,358	26,324	335,681
2023-24	316,170	19,512	335,681
2024-25	323,132	12,549	335,681
2025-26	<u>330,247</u>	<u>5,434</u>	<u>335,681</u>
Total	<u><u>3,000,000</u></u>	<u><u>374,331</u></u>	<u><u>3,374,331</u></u>

To pay for numerous energy improvements on city facilities described in the scope of work in the Energy Services contract between Schneider Electric Buildings Americas, Inc. and the City of Holland, dated January 4, 2016.

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>
2016-17	190,000	294,413	(6,845)	477,568
2017-18	190,000	290,613	(6,756)	473,857
2018-19	1,145,000	275,831	(6,153)	1,414,678
2019-20	1,185,000	245,175	(5,321)	1,424,854
2020-21	1,235,000	208,875	(4,454)	1,439,421
2021-22	1,280,000	171,150	(3,556)	1,447,594
2022-23	1,325,000	132,075	(2,626)	1,454,449
2023-24	1,375,000	84,700	(1,339)	1,458,361
2024-25	1,430,000	28,600	0	1,458,600
Total	<u>9,355,000</u>	<u>1,731,432</u>	<u>(37,050)</u>	<u>11,049,382</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>
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>2,480,000</u>	<u>113,400</u>	<u>20,885</u>	<u>2,614,285</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, 2014 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>
2016-17	260,000	116,537		379,812
2017-18	265,000	113,312		378,312
2018-19	275,000	106,687		381,687
2019-20	280,000	99,812		379,812
2020-21	290,000	92,812		382,812
2021-22	295,000	85,563		380,563
2022-23	300,000	78,187		378,187
2023-24	310,000	70,687		380,687
2024-25	315,000	62,937		377,937
2025-26	325,000	55,062		380,062
2026-27	335,000	46,937		381,937
2027-28	340,000	38,562		378,562
2028-29	350,000	30,062		380,062
2029-30	360,000	21,312		381,312
2030-31	370,000	12,312		382,312
2031-32	375,000	3,062		378,062
Total	<u>5,045,000</u>	<u>1,033,844</u>	<u>0</u>	<u>6,082,119</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>
2016-17		6,621,406	6,621,406
2017-18	4,600,000	6,575,406	11,175,406
2018-19	4,690,000	6,490,513	11,180,513
2019-20	4,770,000	6,391,994	11,161,994
2020-21	4,890,000	6,283,469	11,173,469
2021-22	4,985,000	6,134,869	11,119,869
2022-23	5,185,000	5,949,994	11,134,994
2023-24	5,355,000	5,762,125	11,117,125
2024-25	5,560,000	5,576,031	11,136,031
2025-26	5,725,000	5,399,600	11,124,600
2026-27	5,915,000	5,173,847	11,088,847
2027-28	6,180,000	4,894,613	11,074,613
2028-29	6,470,000	4,607,725	11,077,725
2029-30	6,750,000	4,301,350	11,051,350
2030-31	7,085,000	3,961,444	11,046,444
2031-32	7,430,000	3,616,819	11,046,819
2032-33	7,775,000	3,264,225	11,039,225
2033-34	8,135,000	2,888,300	11,023,300
2034-35	8,525,000	2,523,750	11,048,750
2035-36	8,865,000	2,139,566	11,004,566
2036-37	9,295,000	1,701,841	10,996,841
2037-38	9,740,000	1,243,028	10,983,028
2038-39	10,210,000	762,150	10,972,150
2039-40	10,705,000	258,022	10,963,022
Total	<u>158,840,000</u>	<u>102,522,085</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 local tax base through private sector development
- 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).

GLOSSARY OF FINANCIAL TERMS

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

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:.

GLOSSARY OF FINANCIAL TERMS

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.

GLOSSARY OF FINANCIAL TERMS

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

CCDBG – 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