



# Annual Budget

Fiscal Year 2018

## **“Maximize Livability.”**

**This is the City of Holland’s mission statement.** A diverse community having a strong foundation of quality of life that provides the framework for raising a healthy family. Holland is synonymous with community.

Holland boasts 22 city parks encompassing 500 acres! Some are quiet places of greenspace perfect for reflection and taking in the beauty of the landscaping. Other parks are home to playgrounds, picnic areas, tennis courts, sledding and cross country skiing – all bringing family and friends together. At Smallerberg Park is Bouws Pool, a community magnet for kids and adults alike to take a dip and cool off during the summer months. All of the City’s parks are maintained by Holland’s Parks and Recreation Department.

Holland has begun installing a comprehensive Bike Network, a project that started in the spring of 2017 and will continue for the next two - three years. This network will serve to promote and integrate alternative transportation options that will provide easy access for non-motorized commuters to key areas throughout the City - including: parks, schools, and major economic hubs. This Bike Network, combined with the City's Snow Melt System, means many areas throughout Holland will be bike accessible all year long. Local businesses have organized monthly rides open to all level of cyclists to introduce Holland’s bike network. The City’s Community and Neighborhood Services Department created a Bike Network Map available at City Hall and various points around town.

Holland’s Department of Public Safety is comprised of the Police Department and Fire Department. Currently there are 57 police officers, 18 fire officers, 11 full time civilian support personnel and 14-part time positions. This summer the Community Police Officers unveiled their “Polar Patrol” van. The van travels to community events and the officers hand out ice cream and with it a friendly police presence to the neighborhood. The van was funded by 100% contributions from several community businesses. In addition to providing emergency fire services, the Holland Fire Department provides non-emergency services as well. The firefighters connect with the community in many ways, including providing tours of the departments, educational presentations, child car seat installation. On occasion they even will hook up the firehose to a hydrant at local park giving neighborhood kids a fun, unique way to cool off.

Michigan is a vibrant community in a beautiful lakefront setting. It is a world-class city with a small-town feel, making it one of the best places to live, work and vacation. Holland has been recognized by Forbes Magazine and Money Magazine as one of the safest and most beautiful places in the U.S. and was voted as the “Second Happiest and Healthiest Places to Live in America” by Gallup-Healthways Well-Being Index. In 2015, Holland landed the number three spot on the Livability.com list as one of the “10 Best Cities for Families.”

# CITY OF HOLLAND, MICHIGAN

## ANNUAL BUDGET

For the Fiscal Year  
July 1, 2017 - June 30, 2018

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 Klomparens  
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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# BUDGET OVERVIEW

## INTRODUCTORY

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- > ORGANIZATION VISION AND MISSION STATEMENT
- > CITY MANAGER'S BUDGET MESSAGE
- > ORGANIZATIONAL CHART
- > COMMUNITY PROFILE
- > GUIDE TO THE BUDGET PROCESS AND FINANCIAL POLICIES
- > TRENDS OF SIGNIFICANT REVENUES
- > 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.

#### **Holland City Hall**

270 South River Avenue  
Holland, MI 49423

cityofholland.com  
info@cityofholland.com

P 616 355-1300  
F 616 355-1490

# CITY MANAGER BUDGET MESSAGE:

May 3, 2017

## **Honorable Mayor Nancy De Boer and Members of the City Council:**

It is my pleasure to submit the adopted **FY 18 Budget** (July 1, 2017 to June 30, 2018). This budget and multi-year financial plan would not have been possible without the help of Finance Director Vagle, Assistant Finance Director Price, their entire Finance Team, the 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 for any questions ([t.vagle@cityofholland.com](mailto:t.vagle@cityofholland.com) 616-355-1377).

## **Executive Summary**

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 while maintaining Holland's sense of place.

The total General Fund expenditures are recommended to be \$21,284,674 to be paid for by revenues of \$21,217,182. Although the revenues in FY 18 do not cover the expenditures, the addition of \$67,492 of fund balance from FY 17 will enable next year to balance.

General Fund revenues will be 2.0% less than last year and General Fund expenditures will be 1.04% lower. The primary reason is a change in pension funding from the General Fund's operating millage despite \$290,000 of increased staff positions added on May 3, 2017.

This year's budget is intended to:

1. Address payment of unfunded accrued pension liability;
2. Fund City Council goals such as additional public safety services, a fourth K-9 dog for the Police Division, and additional Human Relations assistance;
3. Institutionalize improved training programs within the Fire Service;
4. Address succession planning in the Finance Department; and
5. Tackle deferred investments for the Civic Center via debt service for the new Civic Center Place renovations.

Despite an improving economy, FY 18 was not an easy year to fund. Growth restricted by Proposition A remained **under 1%** for a second year in a row (0.3% in FY 17 and 0.9% in FY 18).

Use of \$67,492 in funds not spent in the current fiscal year (FY 17) is needed to cover expenditures, partly due to the impact of paying off pension debt of \$19 million through pension obligation bonding. This payment will effectively eliminate the accrued liability left over after closing the City's two remaining defined benefit retirement plans (Police and Fire). Rather than achieving an overall savings which occurred with the General Group, paying off the total public safety unfunded liability actually results in \$440,000 more in expenditures being due in FY 18 -- and for the next twenty (20) years -- depending on future pension fund earnings. Stabilizing long-term pension expenditures and removing legacy costs is the primary public purpose for this action.

Forward progress toward the City Council's goals and for administrative operations this year was also made possible by adjusting fees and making operational changes.

See below for a list of new budgetary changes and recommendations for FY 18. Seeing these larger changes is intended to provide insight into the budget puzzle.

### Major Changes in General Fund Revenue Position from Last Fiscal Year

Estimated addition to General Fund Balance from last year		\$ 67,492
Property Taxes		
1. Growth in revenues permitted by Proposal A (0.9%)	\$ 75,726	
2. New Construction/Property Sales (uncapped)	<u>\$126,033</u>	
Overall growth in Taxable Value (2.4%)		\$ 201,759
Additional Dividend from the Holland Board of Public Works		\$ 446,016
New Available Debt Service Funds (One-time windfall last year)		\$ 338,211
Fees and Charges-New (approximate)		\$ 100,000
Intergovernmental (Revenue Sharing growth)		\$ 57,854
Other (Budget Stabilization Fund - One-time Transfer)		<u>\$ 50,000</u>
<b>Total Major New General Fund Revenue for FY 18</b>		<b><u>\$1,261,332</u></b>

### Major Changes in General Fund Operating Expenditures from Last Fiscal Year

New Pension Annual Debt Service via Unfunded Liability Solution	\$ 440,000
New Civic Center Debt	\$ 327,474
Health Insurance Increase (7%)	\$ 190,900
Civic Center Marketing Contract	\$ 50,000
Restoration of Fire Training & Safety Officer Position (half year)	\$ 48,200
New Interim Deputy Finance Director (Succession Plan; half year)	\$ 46,300
Re-Write Zoning Code based on new Master Plan	\$ 37,500
New K-9	\$ 22,000
New Administrative Assistance for Human Relations	<u>\$ 25,200</u>
<b>Total Major New Costs for FY 18</b>	<b><u>\$ 1,187,574</u></b>

The City Council made these following changes before adopting the budget on May 3, 2017:

Deleted Governance Training	\$ 10,000
Added Holland Film Project (Total of \$15,000)	\$ 5,000
Added Detective	\$ 90,000
Added Human Resources Specialist	\$ 80,000
Added Assistant City Manager	\$ 120,000
Deleted Municipal Capital Improvement Final Projects:	\$ 285,000
Salt Building	\$ 90,000
Street Ends	\$ 20,000
Special Waterfront Planning	\$ 25,000
James DeYoung Power Plant Decommissioning	\$ 25,000
Land Acquisition	\$ 25,000
Wayfinding Cut	\$ 50,000
Kayak Launch	\$ 50,000
Reduced Municipal Capital Improvement Fund transfer from HBPW to from \$400,000 and moved difference to General Fund and redirected Capital Millage to the Operating Levy.	\$ 295,000

The net difference between the new revenues and expenditures relate primarily to general inflationary increases and various one-time expenditures like the zoning code-rewrite.

## Key Variables

**Fund Balance:** Use of the expected last year-end fund balance of \$67,492 (FY 17) is recommended for next year (FY 18). The City has 21% of expenditures on hand within the existing fund balances. When the General Fund balance of \$3,699,295 is added to Budget Stabilization reserves (\$963,786), the total becomes \$4.7 million in reserves. An auditing rule of thumb is to maintain 15% to 25% of expenditures in reserves.

These carried-over amounts will specifically be earmarked to fund a mid-year replacement of the former Fire Training and Safety position (\$48,200) and the new (fourth) K-9 police dog (\$22,000).

A \$15,000 requested contribution to the Holland Film Group was initially included in the proposed total budgeted expenditures at \$10,000, but was later reduced to \$5,000. The City Council decided on May 3, 2017 to fully fund the \$15,000 requested after the Public Hearing.

**Debt Service Fund:** The Debt Service Fund received an unexpected windfall from the Essential Services tax true-up last fall of \$338,211. Refunding of bonds provided additional savings resulting in a Debt Service fund balance of \$690,000. It is suggested that these excess funds be used over the next three years to cover the Civic Center bond costs until FY 21, when the debt owed drops off due to repayment of a 2011 Streets bonding, and the Public Safety and Transportation buildings.

**Staffing Study:** The draft Management, Organizational, Staffing and Efficiency Study (MOSES) recommended several hundred thousand in new personnel expenditures. New operating recommendations were also recommended from the MOSES Report.

These new recommended staff positions could likely be phased in over the next five years - - depending on funds available, Council's priorities to be determined in the budget study sessions, and operating changes.

**Snowmelt:** Growing the use of snowmelt remains a long-term financial goal. Snowmelt for the College Avenue sidewalk gap from 8<sup>th</sup> Street to 7<sup>th</sup> Street is included in the Municipal Capital Improvement Fund for \$75,000. These assessments will need to increase by 2 or 3 cents/square foot (between 5-7%) for FY 18.

**Five-Year Financial Plan:** Although the Summary Chart of Overall Fiscal Health in Section II shows a decline in key fund balances, the Five-Year Financial Plan provided in Attachment B shows increased fiscal stability over last year.

## **New Council Goals to be Realized in FY 18** (As per February 15, 2017 Approval)

Shown below are the Goals and Action Steps determined by the City Council in February. **All Council goals are being addressed in one way or another within the limits of current finances.** See the bolded notes for items funded in FY 18. Most of the other items are expenditure neutral and will be done administratively.

### **Administrative Goals:**

- Develop a Structure, Staffing & Succession Plan that is fiscally sustainable and empowers the City Manager to execute City Council's goals.

#### **Action:**

- Completion of Management Organization Structure & Efficiency Study (MOSES). (Concluded and will be presented April 12, 2017)
- Study Session evaluation planned.
- Governance Model Evaluation (***A Governance Training program was included for \$10,000 in the City Council budget***); although this \$10,000 was cut on May 3, 2017 when adopted, \$5,000 for City Council professional assistance funds remain (Governance and/or Retreat).

### **Financial Goals:**

- City Council will prioritize the City buildings for staff to develop a maintenance and capital plan in the context of revenues and debt service.

#### **Action:**

- Create a full inventory of City buildings including:
  - Assessed condition of each building (example - PASER Rating Model for buildings)
  - Determine total annual cost to maintain target building quality levels AND to replace (***\$50,000 is included in the Municipal Capital Improvement Fund for formal building assessments and software. \$483,000 is included for capital maintenance of facilities in FY 18.***)
  - Provide existing revenue projections and debt service in addition to the Civic Center and Greenhouse projections.

### **Parks Goals:**

- City Council will prioritize parks projects for staff to execute a 5-year maintenance and capital plan.

#### **Action:**

- Create a Full Inventory of City Parks including:
  - Assessed condition of each park (example - PASER Rating Model for Parks) (***Included at no extra cost.***)
  - Determine total annual cost to maintain target park quality levels (***\$75,000 in the Municipal Capital Improvement Program to "Fix It First" as well as \$110,000 in basic improvements and capital maintenance.***)
  - Contextualize and rationalize NEW Capital recommendation(s) based on the current Parks Master Plan, Sustainability Framework and Accessibility. (***\$555,000***)

*is included in the Municipal Capital Improvement Program related to implementing the Five-Year Parks Plan priorities.)*

### **Public Safety Goals:**

- City Council will approve the sale of bonds to support the full funding of the remaining unfunded pension obligations.

#### **Action:**

- Research and determine cost and timing of selling bonds to fully fund the Pension Liability. *(Planned for FY 18. Debt service will adjust upward by a full 1.0 mill to enable. Net new cost to the General Fund is \$440,000 for police and fire pension obligation bonds.)*
- City Council will ensure the implementation of a fully staffed K9 unit/team. *(Included for \$22,000).*
- City council will evaluate the costs of increased Community Policing efforts, additions to Public Safety staffing (minimum shift levels), and determine if staffing increases will be funded and approved. *(A Fire Training and Safety Officer position is re-instituted at mid-year for \$48,200. Vacant since 2007.)*

#### **Action:**

- Research total annual costs and evaluate the need for additional Public Safety Headcount and Structure Changes. *(Planned for the FY 18 Public Safety Services Study to be conducted internally.)*

### **Holland Board of Public Works (HBPW) Goals:**

- HBPW Board and City Council alignment on a sustainable process, not a project, driven approach, to determine the annual transfer amount in annual dollar terms or percentages.

#### **Action:**

- Joint sessions with HBPW Board and City Council *(First one is planned for May 31, 2017).*
- Successfully implement Fiber Internet to Downtown Holland based on the business case and begin tracking results.

#### **Action:**

- Implement engineering plan and fully fund Fiber Internet Downtown Holland. *(The Holland Board of Public Works intends to complete this fall, with existing reserves to be recovered via new customers based on a 39% take rate minimum.)*

### **Street Goals:**

- Approval of a streets and sidewalk construction plan for staff to return to and maintain a 20-year maintenance and capital plan.

#### **Action:**

- 20-year Streets Plan and funding annual cost. *(Included and continued for the second year at \$4,000,000 million and 7.25 miles in the Streets Funds.)*
- Sidewalks repair and infill annual cost. *(Included at a 100% increase to \$75,000 per year in the Municipal Capital Improvement Fund.)*
- Traffic study (two-way on 7th and 9th) *(Included at a City share of approximately 25%, or \$50,000.)*
- Evaluate existing truck routes.

## **Downtown Goals:**

- Determine and align the best Downtown Management Structure including the PSD, DDA, Farmers Market, Civic Center, etc. (Fairbanks to Waterfront)

### **Action:**

- Civic Center Place Management (Economic Development potential with collaborative/expansive management) (*\$50,000 for a potential contractual marketing contract is included in the General Fund to pre-sale the facility for two-years.*)
- 6th Street Development Opportunities (*\$50,000 is included in the Streets funds for plan preparation and permitting.*)
- Waterfront Vision (*\$25,000 of special planning funds was deleted from the Municipal Capital Improvement Fund on May 3, 2017.*)
- Review Downtown management (*Included in the DDA, PSD, Civic Center line-items and 8<sup>th</sup> Street Marketplace funds for a national search of improved models and a resulting stakeholder charrette for a total of \$10,000 this summer.*)
- Review assessment of hotels.
- Find PSD outside funding/sponsorships for events.

## **Economic Development Goals:**

- Determine the appropriate level of internal vs. external involvement in Economic Development efforts within the City and set specific targets for both.

### **Action:**

- Internal Focus/Review of Lakeshore Advantage. (*Need Quarterly Meetings & City Point-of-Contact*).
- Small/local business development support.
- City-owned properties reviewed comprehensively. (*Underway*)
- 6th street development opportunity (*see above*).
- Affordable Housing (What are the right questions to ask developers?) (*Will be developed at no cost*).
- Schools: Pre-K-16, Destination Education, and Ready for School. (*From an economic standpoint*).

## **Community Relations Goals:**

- Formalize City of Holland and K-12+ Education Relationships.

### **Action:**

- Council evaluate and determine the objective(s)/structure of a formal committee.
- Review issues and pressures for the Human Relations Commission (*Additional funding is included to return to a model used for Youth and Human Relations/International Relations from pre-2012 for \$25,200 in the Human Relations budget. International Relations funding is scaled back by \$15,000 until a more robust return on investment can be determined and/or a merger occurs with Human Relations Commission.*)

### **Action:**

- Evaluate inconsistencies in language in regard to non-discrimination across the Charter and ordinances as part of current recodification.
- Review of changing requests from residents and available resources / support.

Note: Priorities from FY 17 that are still in progress and that are not in conflict with the above are shown in **Attachment A** and will be further addressed in FY 18 as well.

--End of Executive Summary--



Holland Civic Center Place

# I. Background and Bottom Lines for FY 18

## A. Revenues and Expenditures

The recommended FY 18 budget is in deficit unless balanced with a General Fund surplus use of \$67,492. A healthy fund balance is maintained (\$4.7 million or 22% of annual expenditures).

The annual inflationary rate established by the state of Michigan through Proposal A for all property was 0.9% this year. In other words, if there was no change in property ownership or major building improvements made, residential property owners would only see a 0.9% increase in their City taxes. The City's overall new development and redevelopment growth exceeded this average, yet adding these two outcomes resulted in only \$201,759 of growth. Real property taxable value growth is thereby estimated to be approximately 2.4%.

This budget continues to assume full replacement revenue of the former Personal Property tax via the Essential Services Assessment. MCL 211.1051 thru MCL 211.1061 with a slightly smaller amount than last year's original General Fund budget (\$844,694).

Total General Fund revenue is down 2.0%. This is due to the vagaries of accounting needed to properly reflect the new unfunded pension obligation payments coming from the expected pension obligation bond borrowing recommended later this year. These total revenues include state statutory revenue sharing, the \$6,296,016 million of ownership dividends from Holland Board of Public Works (HBPW), and new growth in taxable value listed in the Executive Summary.

The unfunded pension liability for the General Group employees was paid down in FY 16 and enabled the City's overall operating costs to decrease as well (by 2.7%). The opposite will occur by paying off the public safety defined benefit plans due to their greater magnitude of debt (\$19.5 million). A total of \$440,000 of new expenditures per year for twenty years (20 years) is estimated to be required.

## B. Replacement Positions and Operating Improvements

The recommended budget includes three (3) replacement positions. Given the cutbacks of the last decade and consistent with the 2016 and 2017 Retreat discussions, there is a need to strategically fund these renewed positions. The General Fund budget includes \$119,700 of new recommended funding for an increase of 2.5 full time equivalents (FTE) at mid-year:

1. A Fire Department Training and Safety Officer (replacement for a retirement in 2007);
2. An Interim Deputy Finance Director (a Succession plan for the Finance Director);
3. A part-time Administrative Aide for Human Relations (replacement of a 2012 cut).

The City Council received the MOSES report on April 12, 2017 and decided to add the following positions:

1. Detective	\$ 90,000
2. Human Resources Specialist	\$ 80,000
3. Assistant City Manager	<u>\$120,000</u>
Total	<u>\$290,000</u>

Succession planning is relevant for multiple departments and will continue to be a goal for FY 19 and FY 20.

## C. Major Capital Projects

It is important for the City to continue to reinvest in its basic infrastructure. Relentless progress toward this theme influenced the FY 15 through FY 17 budgets and remains true for the FY 18 budget.

Major recommended projects include 7.25 miles of roadway, including South Shore reconstruction (2 miles) and resurfacing (5.25 miles); the Greenhouse Replacement project (\$250,000 in FY 17 and

\$250,000 in FY 18); the Civic Center Place Renovations and Construction (\$12.75 million total, \$8.5 million from general property taxes); DeGraaf Nature Center Improvements (\$330,000); and Windmill Island Gardens replacement water line (\$410,000). The Windmill Island Gardens Connector Path and Bridge is planned with accrued funds and grants, if Holland Charter Township secures a bridge touch down location.

#### D. FY 18 Budget Sources and Uses for the Future

The total budget sources are \$186,380,474 and uses are \$172,245,928. This is a balanced budget, yet the use of \$335,681 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 \$49,657,358 in sources, excluding use of fund balances, and \$57,933,840 in uses. The City's HBPW utility funds account for \$136,723,116 in sources, excluding use of fund balances, and \$114,312,088 in uses.

#### E. FY 18 Tax Rate

The operating millage dropped to 7.5064 mills due to payback of the Police and Fire proposed closed groups and their unfunded liability through the sale of pension obligation bonds. The debt service levy increased a corresponding amount. After twenty years in operation as a District Library, a public vote to create a separate taxing entity and authorize an operating millage rate of 1.5 mills was approved by voters in August 2016, effective in the July 2017 tax year. Accordingly, this millage will no longer be shown as a City of Holland millage. 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	FY 18	Percent Change
<b>Operating Levies:</b>								
General	9.5089	9.6585	9.6585	9.5000	9.5000	8.3494	7.5064	-11.98%
<b>Total Operating</b>	<b>9.5089</b>	<b>9.6585</b>	<b>9.6585</b>	<b>9.5000</b>	<b>9.5000</b>	<b>8.3494</b>	<b>7.5064</b>	<b>-11.98%</b>
<b>Capital Levies:</b>								
Property Acquisition	0.0000	0.0000	0.0000	0.0000	0.000	0.0000	0.0000	0.000
Street Improvement Projects	1.0000	1.0000	1.0000	1.3669	1.4268	1.4268	1.4268	0.000
Sidewalk Improve. Projects	0.0500	0.0500	0.0500	.0500	0.0500	.0500	0.0500	0.000
Municipal Capital Projects**	0.2004	0.1343	0.2360	.2459	0.3128	0.0570	0.0000	0.000
Fire Station Funds (MCIF)				0.2585	0.2585	0.2585	0.1585	0.000
<b>Total Capital</b>	<b>1.2504</b>	<b>1.1843</b>	<b>1.2860</b>	<b>1.9213</b>	<b>2.0515</b>	<b>1.7923</b>	<b>1.6353</b>	<b>0.000</b>
General Obligation Debt	2.1277	2.8936	2.8069	2.3400	2.2198	3.629	4.629	27.56
<b>Total City of Holland</b>	<b>12.8870</b>	<b>13.7364</b>	<b>13.7514</b>	<b>13.7613</b>	<b>13.7713</b>	<b>13.7707</b>	<b>13.7707</b>	<b>0.00</b>
<b>HERRICK DISTRICT LIBRARY</b>								
Operation Levy *	1.1000	1.1000	1.1000	1.1000	1.1000	1.1000	0.0000	0.000
Debt Service Levy *	0.1630	0.1721	0.1571	0.1472	0.13562	.1393	0.0000	0.000
<b>Total Herrick District Library</b>	<b>1.2634</b>	<b>1.2721</b>	<b>1.2571</b>	<b>1.2472</b>	<b>1.2372</b>	<b>1.2393</b>	<b>0.0000</b>	<b>0.000</b>
<b>Airport Authority *</b>	<b>0.1000</b>	<b>0.1000</b>	<b>0.1000</b>	<b>0.1000</b>	<b>0.0992</b>	<b>0.0985</b>	<b>0.0985</b>	<b>0.000</b>
<b>TOTAL MILLAGE RATES</b>	<b>14.2500</b>	<b>15.1085</b>	<b>15.1085</b>	<b>15.1085</b>	<b>15.1085</b>	<b>15.1085</b>	<b>13.8692</b>	<b>-8.200</b>
* May be adjusted before final approval of budget.								
** Includes Fire Station reinvestment of 0.2585 mills in FY 15, FY 16, FY 17 & FY 18								

#### F. Comparative Tax Rates

A review of City tax rates to comparable communities in West Michigan is shown in **Attachment D**.

Holland is ranked 14<sup>th</sup> lowest out of 55, in the bottom one-quarter of Michigan mid-size communities. Out of seven communities that are lower in West Michigan, three (3) have a local option income tax (Muskegon, Grand Rapids and Walker).

## II. Financial Summaries for FY 18 Operations

### A. Summary of Overall City Fiscal Health for FY 18

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 will post small declines in fund balances in FY 18 with the exception of the Municipal Capital Improvement Fund and the Debt Service Fund that are intended to be used. These numbers demonstrate a managed use of fund balances with an overall fiscal stability intent.

Fund	Highest Point & Year	Actual Balances in FY 11	Actual Balances in FY 12	Actual Transfers/ Balances in FY 13	Actual Balances in FY 14	Actual Balances in FY 15	Actual Balances in FY 16	Estimated Fund Balance at 6/30/17	Estimated Fund Balance at 6/30/18	Dashboard
Budget Stabilization Fund	\$1,872,659 in 2003	\$936,026	\$720,877	\$300,000	\$983,286	\$981,213	\$963,786	\$1,113,786	\$1,038,786	↓
MCIF*	\$3,406,629 in 2016	\$1,139,894	\$352,386	\$1,644,036	\$657,005	\$1,129,257	\$3,402,171	\$1,507,701	\$472,904	↓
Legacy Funds	NA	NA	NA	NA	\$1,327,926	\$1,093,112	\$1,244,001	\$1,024,001	\$806,001	↓
General Fund	\$4,042,039 in 2013	\$3,195,836	\$3,496,281	\$4,042,039	\$3,716,988	\$4,001,230	\$3,704,962	\$3,772,454	\$3,704,962	↓
Debt Service Fund	\$975,314 in 2011	\$975,314	\$519,930	\$252,744	\$199,807	\$224,854	\$298,035	\$690,878	\$441,945	↓

### B. City General Fund Overview for FY 18

The operating millage is reduced consistent with the closed group pension payoff (7.5064 mills). The reserves remain in good shape (\$3,716,129).

The total General Fund Revenue is recommended to become \$21,217,182; this is a 2.2% reduction from the amended budget in FY 17.

General Fund expenditures compared to last year increased to \$21,284,674 or down 2.0% from FY 17 amended budget. A surplus of \$67,492 is projected to be used from June 30, 2017.

In addition, the Budget Stabilization Fund for the General Fund is estimated to end the year at \$1,038,786 compared to its former high point of \$1,016,820 in FY 10. A FY 17 transfer of \$200,000 will cover the costs of the Interim Deputy Finance Director, with corresponding planned transfers to the General Fund totaling \$200,000 in FY 18-20. 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.

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.* This is true due to the pension obligation repayment bump of \$440,000.

An operating transfer of \$80,000 from the Cable Television (CATV) Fund will be made to the General Fund in FY 18, this compares to \$115,000 in FY 17 and FY 16, \$126,900 in FY 15; and \$100,000 in FY 14. The difference is funding for a Public Information Coordinator position which will now be paid from the CATV Fund instead of the General Fund.

Another key variable is the dividend from the Holland Board of Public Works each year (\$6,296,016). Again this year, 0.25% or \$273,740 is reserved to be transferred to the Holland Energy Fund to address the Community Energy Plan's continued implementation and \$105,000 less is intended to transfer to the Municipal Capital Improvement Fund down from \$400,000 previously.

FUND	HBPW FY 12 5.5%	HBPW FY 13 5.5%	HBPW FY 14 5.5%	HBPW FY 15 5.5%	HBPW FY 16 5.75%	HBPW FY 17 5.75%	HBPW FY 18 5.25%
GEN FUND	\$3,950,000	\$4,351,200	\$4,590,804	\$4,904,000	\$4,952,000	\$5,195,000	\$5,727,276
MCIF*	\$357,040	\$300,000	\$400,000	\$440,000	\$400,000	\$400,000	\$295,000
HEF**	0	0	0	0	\$245,000	\$255,000	\$273,740
<b>TOTAL</b>	<b>\$4,307,040</b>	<b>\$4,651,200</b>	<b>\$4,990,800</b>	<b>\$5,344,000</b>	<b>\$5,597,000</b>	<b>\$5,850,000</b>	<b>\$6,296,016</b>

In addition to the above summarized statements, the Departmental Action Plans appear in the individual departmental sections later in this budget.

### C. City Outside Agencies

The Holland Historic Trust remains funded at \$100,000. Some of the Community Development Block Grant (CDBG) funding remains shifted from funding Neighborhood Connectors to low income assistance.

FY 12 Request	Agencies	Funding Category	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
\$160,750	17	Social Services	\$97,000	\$0	\$0	\$0	\$0	\$40,000*	\$40,000
\$124,080	15	Cultural Activities (4 <sup>th</sup> of July Fireworks)	\$73,600	\$8,045	\$8,045	\$8,200	\$8,200	\$8,000	\$8,200
\$235,239	1	Holland Historical Trust	\$235,239	\$117,600	\$89,000	\$250,000	\$89,000	\$100,000	\$100,000
\$47,000	1	Economic Dev. – Lakeshore Advantage	\$47,000	\$47,000	\$50,000	\$50,000	\$75,000	\$50,000	\$50,000
\$85,940	9	CDBG – Outside Agencies	\$56,250	\$48,500	\$50,000	\$52,200	\$30,000*	\$0	\$0
<b>\$653,009</b>	<b>43</b>	<b>Total</b>	<b>\$509,089</b>	<b>\$221,145</b>	<b>\$197,045</b>	<b>\$360,400</b>	<b>\$202,200</b>	<b>\$198,200</b>	<b>\$198,200</b>

\*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. Holland Board of Public Works Budgets for FY 18 (Adapted from presentation by David Koster, General Manager, to the Holland Board of Public Works on March 6, 2017.)

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 \$6,296,016 million in dividend distribution to the City on March 6, 2015 of which 0.25% (\$273,740) is due to be slated by the City Council to be placed into the Holland Energy Fund.

**Description:**

The budget for Fiscal Year 2018 has been prepared by staff and reviewed in detail by the HBPW Board of Directors' Budget Subcommittee.

During the process of developing the budget, the utilities are evaluated and a financial plan is established to meet their specific needs. For the **electric utility**, approximately 54% of the annual operating expense is the cost of fuel and purchased power (including demand). Due to the significant improvement in operating efficiency at the new plant, there is **no plan to increase rates in FY 18**. The projected increases over the four years following FY 18 are largely inflation driven, ranging from 0.5% in FY 19 to 1.0% for FY 20 – FY 22.

For the **water utility**, the capital requirements for replacing aging distribution infrastructure continue to place a large demand on cash. The capital budget for water mains replacement for FY 18 is approximately \$3.6 million, up from \$2.3 million last year. The water unit growth is expected to grow by 5.2% overall, driven primarily by production water needs at Holland Energy Park. Although cash position is improving, meeting all capital and debt obligations requires planned rate increases. Currently, the plan is a **2.0% increase** in FY 18 with similar rate increases in the following four years.

The **wastewater utility** continues with lift station improvements and sewer main relining projects. The biosolids handling and the oxygen optimization projects will be complete by April 2017. **A 4.9% increase in rates is required in FY 18** to meet the ongoing capital needs and the debt obligations. Rate increases averaging 3.6% are scheduled for the next four years. A cost-of-service study will be completed prior to the end of calendar 2017, and it is likely that higher increases will be recommended.

Following are the highlights of the proposed budget:

**Electric Utility:**

▪ Operating revenues	\$111,380,568
▪ Operating expenses	\$ 86,880,695
▪ Net income	\$ 11,906,595
▪ Fuel and purchased power (including demand) are expected to be or 54% of operating expenses.	\$ 46,029,743

**Water Utility:**

▪ Operating revenues	\$ 10,389,409
▪ Operating expenses	\$ 6,682,796
▪ Net income	\$ 3,442,342

**Wastewater Utility:**

▪ Operating revenues	\$ 11,396,322
▪ Operating expenses	\$ 11,246,227
▪ Net income	\$ 2,852,718

Contribution to the City is proposed to be \$6,296,016, 5.75% of calendar year 2016 actual sales revenue from the electric utility.

Wages and benefits represent 14.8% of combined total expenses, a decrease from 16.2% budgeted the previous year.

The capital budget cash outlay for FY 18 is projected to be \$17,815,776 with a related multiple year total project cost of \$28,086,200. The amounts, summarized by major utility area are:

▪ Various electric production related repairs	\$ 915,200
▪ Distribution upgrades and replacements	\$ 5,107,239
▪ Broadband improvements and extensions	\$ 1,145,000
▪ Water Treatment Plant capital improvements	\$ 1,207,837

▪ Water distribution improvements	\$ 4,242,000
▪ Wastewater Treatment Plant capital improvements	\$ 1,646,000
▪ Wastewater collection improvements	\$ 3,290,000
▪ Administrative Capital for all utilities combined	\$ 262,500
Total	\$17,815,776

See also:

<https://cityofholland.civicweb.net/Portal/MeetingInformation.aspx?Org=Cal&Id=344> for additional highlights of the proposed budget.

Summary: FY 18 Proposed				
	Revenues	Expenses	Net Income	Percentage (%) Income to Expenses
Electric Utility	\$111,815,672	\$99,909,077	\$11,906,595	12%
Water	\$10,520,909	\$7,078,567	\$3,442,342	49%
Wastewater	\$14,386,535	\$11,533,817	\$2,852,718	25%
Total	\$136,723,116	\$118,521,461	\$18,201,655	15%

### III. Capital Action Plan Summaries for FY 18

#### A. **Municipal Capital Improvement Program:** (The three major categories are Council Goals, Infrastructure/Deferred Maintenance and existing Strategic Plans)

The primary new **Council Goals** are to implement and fully fund the Fiber Internet Downtown Holland, include building asset and parks capital funding, and fire station long-term maintenance plans, waterfront planning, sidewalk repair and infill funding, a comprehensive regional traffic study, Sixth Street Development planning, and the second year of the 20-year streets plan. Former funding priorities for a dog park at Van Raalte Farm.

The primary **Infrastructure/Deferred Maintenance** items budgeted include greenhouse replacement with a grow house (\$250,000 for the second fiscal year); City Hall Carpet/Chairs/Blinds/Security for \$50,000; \$75,000 in sidewalk repairs; and Historic District signs (\$9,000), for example. One-time major purchases for the Police Division of \$25,000 to share in the cost of replacing the Downtown Sound System and \$190,000 for in-car camera replacements.

The primary **Strategic Plan** capital goals include repairs on salt storage building (\$40,000), new leaf recycling facility (\$25,000); and wayfinding signage (\$40,000) an overlap with the above deferred maintenance items and include street end improvements (\$5,000), 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, signage, etc. Van Raalte building improvements are also included (\$60,000).

#### B. **Capital Equipment Replacement Fund**

The Central Equipment FY 18 budget includes \$793,700 for equipment and vehicle replacement. Revenue budgeted from sale of old vehicles and equipment is \$133,500 for a net of \$660,200. The equipment reserve balance by June 2018 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 plow truck capable of being converted to a junior wing. The wing plows purchased over the last three years could enable an eventual staff reduction of two employees through attrition as per the 2015 Parks, Recreation and Transportation Strategic Plan. A replacement plotter for \$10,200 is planned in addition to a barcode tracking system (\$12,000).

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

#### IV. Action Plan Highlights for General Fund Operating Funds

- **Management and Administration:** Funding for the Michigan Municipal League conference in Holland is planned (\$6,500); Funding for the MML Host contract position is \$4,000; Middle management training in the Human Resources budget (\$5,000); FY 19 Retreat facilitation (\$5,000); Sustainability Grid implementation contract with the Sustainability Institute (\$8,000); Creation of a City Safety Committee; Co-op Program for high school students seeking a professional learning experience in Human Resources (\$7,000); Re-codification of the city ordinances with General Code (\$10,500); Continuing education for Certified and Masters Certifications in the Clerk's Office (\$3,665); Replacement E-Poll Books (15-17 Laptops) (\$6,500); Welcoming / Family Link funding for materials (\$1,000); Safety program, in collaboration with Holland Board of Public Works (\$15,000), Re-institution of Human Relations staff funding at pre-2011 FTE levels (\$24,400); Expansion of the Crisis Response team to include health care and more neighborhood collaboration (\$2,000); Support Advocacy for Everyone (S.A.F.E.)(2,000); Community Network for Education (CNE) to promote and implement a vibrant Building Community Bridges Calendar (\$2,000); Affordable Housing Neighborhood Laboratory to work with West Core neighborhood representatives (\$1,500). Note: The IRC budget is funded at FY 15 levels (\$12,000 less than FY 17) until such time as greater partnerships can be secured. Significantly, a \$63,800 utility savings is expected from the Energy Performance Contract implementation. Further savings are expected for the next ten years. Schneider Electric, given the Energy Service Company (ESCO) approach accomplished last year, guarantees these savings. Project Clarity contributions of \$60,000 were adjusted downward to a placeholder of \$1,000 due to the \$250,000 of storm water improvements included in the South Shore Reconstruction project planned this summer. (Full funding of Project Clarity for \$60,000 is intended for FY 19). A replacement Assistant City Manager position was added for \$120,000 as well as a Human Resources Specialist for \$80,000 by the City Council on May 3, 2017.
- **Fiscal Services:** Succession hiring is needed. With the Finance Director's eventual retirement, it is important to hire mid-year a person who can learn both the Assistant Director's job as well as the Finance Director's job and assist with both the FY 17 and FY 18 audits and the FY 19 and FY 20 budgets with the intent of eventually stepping into the Director's role (\$46,300).
- **Public Safety:** The FY 18 Police Division budget includes a fourth K-9 for a net of \$22,000. Reinstitution of a Fire Training and Safety Officer is included at mid-year in the Fire Division (\$48,200). A \$100,000 fire truck fund contribution, a four-officer WEMET investigative service, and a four-officer Community Policing services program is maintained. A \$16,000 line-item for assisting new potential recruits to attend the Police Academy is included for the first time ever, due to increasing competition. Community policing activities are expanded. (Partly funded by community donations of \$6,000). A new Detective position was added for \$90,000 by the City Council on May 3, 2017.
- **Transportation:** The Transportation Department will construct a permanent leaf compost site on property not needed for utility purposes off of 48<sup>th</sup>. The second year of the 20-year streets plan is funded in the Streets Capital Projects Fund. One single axle -junior wing compatible plow truck will be replaced in the Centralized Vehicle Equipment Fund. A regional traffic study will be conducted with the Macatawa Area Coordinating Council (MACC) that includes evaluation of the one-way pairs and truck routes for \$50,000 (City participation); Annual concrete sidewalk restoration and resurfacing of HMA pathways (Window on the Waterfront) and sidewalk infill in the Municipal Capital Improvements Fund will be included (\$125,000 combined); Design for the reconstruction of Lincoln Avenue between 32<sup>nd</sup> Street and US-31 in addition to the reconstruction of Hope Avenue between 16<sup>th</sup> Street and Paw Paw Drive will be done; Asset management software to track complaints and work completed by street

crews is funded (\$20,000); Design of the reconstruction of 6<sup>th</sup> Street between Columbia Avenue and River Avenue, including College Avenue between 8<sup>th</sup> Street and 6<sup>th</sup> Street will be done (\$50,000), and the full size scanner/plotter/copier combo machine (\$10,000) will be replaced.

- **Community and Neighborhood Services:** Last year the Assistant Director's position was eliminated in favor of adding a new full-time building inspector and a part-time Home Energy Retrofit Administrator. These changes remain for now. Additional recommendations are to fund a Zoning Code Re-write (\$37,500 in first year). It is anticipated that planning will be strengthened with the new Director. An administrative plan recommendation will be forthcoming to sync with the MOSES report outcomes and the operating needs of the new departmental leadership. Further, a charrette or other land planning exercise regarding future land uses and development scenarios associated with the decommissioning of the JDY Power Plant was initially included but later removed (\$25,000). Becoming a Redevelopment Ready Community (\$25,000) funding was retained.
- The CNS budget also includes the **Principal Shopping District, the Downtown Development Authority, and Parking Fund.** Holiday décor will be addressed (\$10,000 new). \$20,000 for street scape replacement is included in the Downtown Development Authority budget. The DDA plans to fully implement the parking study recommendations (\$17,000 for Parking Ambassadors) and to create a Downtown Annual Report. The PSD reduced the Ambassador program (\$8,000) and economized to grow the fund balance by \$17,700 to a total of \$61,815. The PSD will also implement changes to the assessment policy and fund new marketing initiatives. The 8<sup>th</sup> Street Market budget will pick up expenses that the Civic Center used to cover as well as provide temporary trailer space during Civic Center construction. A \$10,000 expense for a Downtown Stakeholder Charrette to review management models is shared between four of the Downtown funds.
- **Parks and Recreation:** Cemetery Fees are increased (\$9,000). New fees and sponsorship opportunities will be secured (\$102,000). A park development plan for Lakeview School Park will be developed with joint funding from Laketown Township officials (\$5,000). The Myrtle and Thomas street ends will be improved (\$5,000 in Municipal Capital Improvement Fund) and will include signage (\$1,000). More time will be charged to the Island to better reflect services provided (\$50,000).
- **Technology Services:** Implementation of an ARCGIS server to begin to push out data and applications to City employees and the public via web browser (\$10,000) and to upgrade existing backup appliance to new hardware and version (\$25,000) is planned.

## V. Snowmelt Fund

The FY 18 Budget is recommended to continue with the previously projected increases, yet will need more customers in future years for rate stability. A 5-7 % increase in revenue (2-3 cents/square foot) is thereby recommended for FY 18.

The FY 18 annual operating budget is \$385,015 with revenues of \$298,014 and \$87,001 of fund balance after the above costs are taken into account. The fund balance by June 2018 is estimated to be \$13,545.

## VI. Holland Energy Fund

The City and the Holland Board of Public Works is in the fifth 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.

To this end, the City and Holland Board of Public Works initiated home energy retrofits and on-bill financing last year. District heat at the Civic Center will be installed and operational by FY 19. Projects for FY 18 are listed below:

1. **Home Energy Retrofit Program:** This program is recommended to be incentivized while working in concert with on-bill financing for up to \$227,620 in grant amounts for participating

homeowners to overcome barriers to deep energy retrofits (also assistance with asbestos removal, wiring upgrades, lead paint abatement, etc).

**2. Holland-Hope College Sustainability Institute:**

- A. Carbon: Funded for \$5,000 in the Holland Energy Fund budget.
- B. Sustainability Grid Implementation: Funded for \$8,000 in the Office of the City Manager budget.
- C. Holland Energy Fund (HEF). See Below.

City of Holland General Fund	<b>273,740</b>
- .25% Transfer from Holland Board of Public Works	273,740
- Contribution from City	0
Unspent GUEP Funds	<b>64,520</b>
Interest Income	<b>12,000</b>
<b>TOTAL</b>	<b>\$350,260</b>
Home Energy Retrofit Program	<b>249,620</b>
- Incentives (Goal - 100 homes)	227,620
- Energy Tracking Services	12,000
- Marketing	10,000
On-Bill Loan Program	<b>65,640</b>
- Loan origination (WECC/EFS)	32,400
- Loan servicing (Concord)	21,600
- Contractor servicing, metrics (Michigan Saves)	6,640
- Marketing	5,000
Community Energy Plan	<b>10,000</b>
- Carbon footprint calculation	5,000
- Marketing	5,000
Holland-Hope College Sustainability Institute	<b>4,000</b>
- Energy education and operations	3,000
- Dashboard	1,000
Interest Expense	<b>6,000</b>
Administration (legal services, audit)	<b>5,000</b>
Loan Loss Reserve	<b>10,000</b>
<b>TOTAL</b>	<b>\$350,260</b>
Loan-Loss Reserve	<b>20,000</b>
- FY 17 Carry-over	10,000
- FY 18 Contribution	10,000
<b>TOTAL</b>	<b>\$20,000</b>

## VII. Community Development Block Grant (CDBG) Program

A change last year was to not use Community Development Block Grant funding for the Neighborhood Connectors (\$30,000). Instead, \$40,000 was paid from the General Fund for this program and a corresponding lower transfer into the Municipal Capital Improvement funds share of the Neighborhood Improvement Program was made. The total amount to be received in FY 18 is unknown as it depends on the congressional action of President Trump's budget.

## VIII. 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 2.5% fee increase to cover the 3% cost increase in the contract. Yard waste was approved to increase 5%. (Approved in December for July 2017)

Type of Service	2008 RATES	2009 RATES	2010-2013 RATES	2014 RATES (3%)	2015 RATES (3%)	2016 RATES (3%)	2017 RATES (2.5%)
1 bag/month	\$5.27	\$5.53	\$5.70	\$5.90	\$6.15	\$6.33	\$6.52
2 bags/months	\$6.84	\$7.18	\$7.40	\$7.65	\$7.95	\$8.19	\$8.44
32 gallons	\$10.00	\$10.50	\$10.82	\$11.15	\$11.55	\$11.90	\$12.26
65 gallons	\$12.62	\$13.25	\$13.65	\$14.15	\$14.60	\$15.04	\$15.49
90 gallons	\$14.72	\$15.46	\$15.92	\$16.40	\$16.95	\$17.46	\$17.98
Additional bags	\$3.00	\$3.15	\$3.25	\$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. The current seven (7) year contract will be re-bid in the coming fiscal year.

## IX. Windmill Island Gardens

This fund ended last year in the black for a second year in a row. Since good weather cannot be guaranteed, a \$50,000 General Fund potential subsidy is recommended this year (reduced from \$100,000+ budgeted in the last several years). Recent employment of a specialized Windmill Island Gardens Development Manager is working to accomplish the six major goals below.

1. Achieve active support by **all of the units of government** in the 107,000-population region;
2. Promote the Island as a **center of natural recreation** by virtue of its geographic location and viewed as equally welcoming to all from the region;
3. Ensure the Island bustles with **monthly activities year-round** that celebrate Holland's culture, environment, 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 up to \$100,000 per year** to a Capital Reinvestment Fund for the Island as per the Business Plan;
5. Maintain the DeZwaan Windmill **to perfection**;
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 increase to \$10 for Tulip Time 2018. In the meantime, 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.

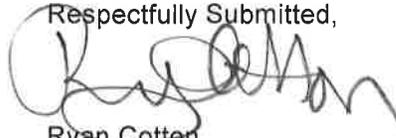
The connector bridge location is being determined by Holland Charter Township, so the grant timetables have been extended. Construction of a pathway and connector bridge is planned for FY 18 from accrued Municipal Capital Improvement funds, donations, and grants as well as a replacement waterline.

## 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 team and without the special help of Tim Vagle, Michelle Price, and Sinka Babinec.

Respectfully Submitted,



Ryan Cotten  
City Manager

### Attachments

- A. FY 17 Council Approved Action Plans (continued in FY 18)
- B. Five Year Financial Plan
- C. Long-term Debt Service with New Potential Capital Projects:
- D. 2016 Municipal Tax Rate Survey

## **Attachment A: (Former City Council Goals from FY 17 still underway that are not in conflict with FY 18 Council Goals)**

### Overall Council Strategies, Goals and Action Plans (Continued from FY 17.)

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.

#### **STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION**

**US-31 Corridor Improvements**: Work with MDOT to make the US 31 Corridor from 8<sup>th</sup> Street to 32<sup>nd</sup> Street to be more pedestrian friendly and more aesthetically pleasing and budget the City's share.

**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.

**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).

**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 acting 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.

**US-31 Corridor Redevelopment Action Plan**: A major land use initiative needed is the east side of the US-31 Corridor and improved land uses (24<sup>th</sup> to 16<sup>th</sup> 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.

#### **STRATEGY II: AREA COOPERATION**

**Regionalization Action Plan**. Work with the Macatawa Area Coordinating Council to address ways to work together as part of a bigger whole.

**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.

**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). (Construction to start in Spring 2018.)

#### **STRATEGY III: NEIGHBORHOODS**

**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.

**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.

**Rental Property Improvements Action Plan:** The City's rental inspection fees go toward this 100% annual inspection goal.

**Plant Trees and Return the Tree Canopy Action Plan:** Replacement trees remain included for \$50,000 per year. 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.

**Create a Dog Park Action Plan:** Creating a Dog Park at Van Raalte Farm is recommended in the Municipal Capital Improvement Fund.

#### **Lot 7C Due Diligence**

#### **Washington School Green**

#### **Implement Resilient Holland Master Plan**

### **STRATEGY IV: COMMUNITY AND FAMILY**

**Holland Youth Connections for At-Promise Youth:** Gang prevention is a key goal. Greater efforts to recruit a diverse seasonal, part-time and full-time work force. Funds for this summer youth employment (under 18) are included in the FY 18 budget for Fire, Streets and Parks (\$33,000 total).

**Immigration Law and Policy.** City's Human Relations Commission.

#### **Movie Night 2018**

#### **Community Policing Programs:**

- Neighborhood Cook-outs
- Shop with a Cop
- Coffee with a Cop
- Gas Station Fill-Ups
- No Ticket Day

### **STRATEGY V: PUBLIC UTILITIES**

**Replace DeYoung Coal Burning Plant Action Plan:** See the Holland Board of Public Works budget.

**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**

**Implement the Five-Year Recreation Action Plan:** This Plan outlines major park maintenance and upgrades needed.

**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.

**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.

**Fire Station Replacement/Renovation Project:** Planning for renovation options continued in FY 18 with use of existing funding streams of \$260,000 per year.

**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.

**Review the Public Art Policy** and develop incentives for public sculptures/art at City entrances. (Option Two retained the rights that government needs to be involved to the extent that is wise, as well as includes the fact that existing boards would review on a case-by case basis with the Council having the final word.)

## **STRATEGY VII: ORGANIZATION**

### **Implement the Public Safety Service Delivery Study of 2013**

**Increase community knowledge of City activities** by billboards, message boards, Facebook networks, churches, links, mobile apps, and by leveraging other technology.

## Attachment B: Five Year Financial Plan

### FY 2023 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 15-25% fund balance minimum needs to be maintained to withstand unforeseen economic or catastrophic events.

	<b>FY 15 Final Actual</b>	<b>FY 16 Final Actual</b>	<b>FY 17 Estimated</b>	<b>FY 18 Manager</b>	<b>FY 19 Projected</b>	<b>FY 20 Projected</b>	<b>FY 21 Projected</b>	<b>FY 22 Projected</b>	<b>FY 23 Projected</b>
Total Funding Sources	\$20,935,044	\$21,662,769	\$21,659,150	\$20,932,182	\$21,531,797	\$22,060,801	\$22,627,688	\$23,209,333	\$23,806,170
Total Funding Uses	\$20,650,803	\$21,833,767	\$21,580,491	\$20,999,674	\$21,462,816	\$22,041,330	\$22,634,184	\$23,252,280	\$23,903,135
Net Increase (Decrease) from Operations	\$284,241	(\$170,998)	\$78,659	(\$67,492)	\$68,982	\$19,471	(\$6,496)	(\$42,947)	(\$96,964)
Fund Equity	<b>\$4,001,230</b>	<b>\$3,830,232</b>	<b>\$3,917,299</b>	<b>\$3,849,807</b>	<b>\$3,922,250</b>	<b>\$3,941,721</b>	<b>\$3,935,225</b>	<b>\$3,892,278</b>	<b>\$3,795,313</b>



**Holland**  
MICHIGAN

## CITY OF HOLLAND - GENERAL FUND SUMMA

Description	FY-2016		FY-2017		FY-2017	
	Final		Adopted		Estimated	
	Actual		Budget			
<b>FUNDING SOURCES</b>						
Taxes	\$ 10,690,765	5.5%	\$ 9,030,988	-15.5%	\$ 9,049,451	0.2%
Intergovernmental	3,188,638	6.9%	4,061,654	27.4%	4,508,403	11.0%
Licenses & Permits	535,823	-22.9%	637,600	19.0%	626,100	-1.8%
Charges for Services	1,606,699	3.1%	1,656,300	3.1%	1,610,238	-2.8%
Fines & Forfeits	136,809	-12.5%	131,700	-3.7%	132,450	0.6%
Interest & Rents	396,200	16.0%	336,300	-15.1%	354,300	5.4%
Other Revenue	24,043	-14.4%	34,300	42.7%	46,913	36.8%
Transfers from Other Funds	<u>5,083,792</u>	0.8%	<u>5,323,220</u>	4.7%	<u>5,331,295</u>	0.2%
<b>TOTAL SOURCES</b>	<u><b>\$ 21,662,769</b></u>	<b>3.5%</b>	<u><b>\$ 21,212,062</b></u>	<b>-2.1%</b>	<u><b>\$ 21,659,150</b></u>	<b>2.1%</b>
<b>FUNDING USES</b>						
Personnel Services -						
* Salaries & Wages - Working	\$ 8,901,726	3.8%	\$ 9,407,556	5.7%	\$ 9,185,305	-2.4%
* Benefits						
- Health Insurance	1,741,105	11.2%	1,845,437	6.0%	1,774,708	-3.8%
- Pension	2,117,644	-16.0%	1,732,381	-18.2%	1,645,834	-5.0%
- Other	1,235,644	4.1%	1,100,022	-11.0%	1,220,963	11.0%
* Mandatory Employer Costs	616,728	6.6%	672,944	9.1%	669,792	-0.5%
Other Current Expenditures -						
* Supplies / Maintenance	1,025,562	-1.2%	1,068,813	4.2%	1,141,071	6.8%
* Contractual Expenditures	967,797	4.9%	1,140,000	17.8%	1,192,360	4.6%
* Other	3,345,450	1.2%	3,363,291	0.5%	3,413,133	1.5%
Capital Outlay	16,808	-79.0%	28,410	69.0%	53,700	89.0%
Transfers Out	1,865,303	112.7%	311,000	-83.3%	1,173,625	277.4%
Contingencies	<u>-</u>		<u>533,800</u>		<u>110,000</u>	
<b>TOTAL USES</b>	<u><b>\$ 21,833,767</b></u>	<b>5.7%</b>	<u><b>\$ 21,203,654</b></u>	<b>-2.9%</b>	<u><b>\$ 21,580,491</b></u>	<b>1.8%</b>
Net Increase (Decrease) from Operations	<u>(170,998)</u>		<u>8,408</u>		<u>78,659</u>	
FUND EQUITY - June 30	<u><u>\$ 3,830,232</u></u>		<u><u>\$ 3,838,640</u></u>		<u><u>\$ 3,917,299</u></u>	

### ASSUMPTIONS

Tax Revenues	FY18 millage rate reduced from 8.34 to 7.5064 due to pension bond millage. Assumes 2% growth in Property tax in FY2019 and thereafter.
Millage Rate	Assumes operating millage rate of 8.34 in FY17 and 7.5064 in FY18-20
Transfers from Other Funds	HBPW return on investment to General Fund.
Salaries and Wages	Assumes a 2.25% increase in 2018 and 19, 2.5% in 2020 with 2% thereafter consistent with tax revenue growth. FY19 includes \$100,000 additional funding for Assistant Deputy Finance Director to be funded by transfer from the Budget Stabilization fund.
Bond Proceeds	2016 Pension Bond proceeds of \$25 million are excluded (shown in CAFR)
Intergovernmental	Act 99 Energy Improvement Financing of \$3 million is excluded Payment for State PPTL in 2016-2017 exceeded 100%. FY18 is lower due to additional revenue deposited to debt service Fund.

## RY FIVE-YEAR PROJECTIONS WITH HISTORY FROM FY2016

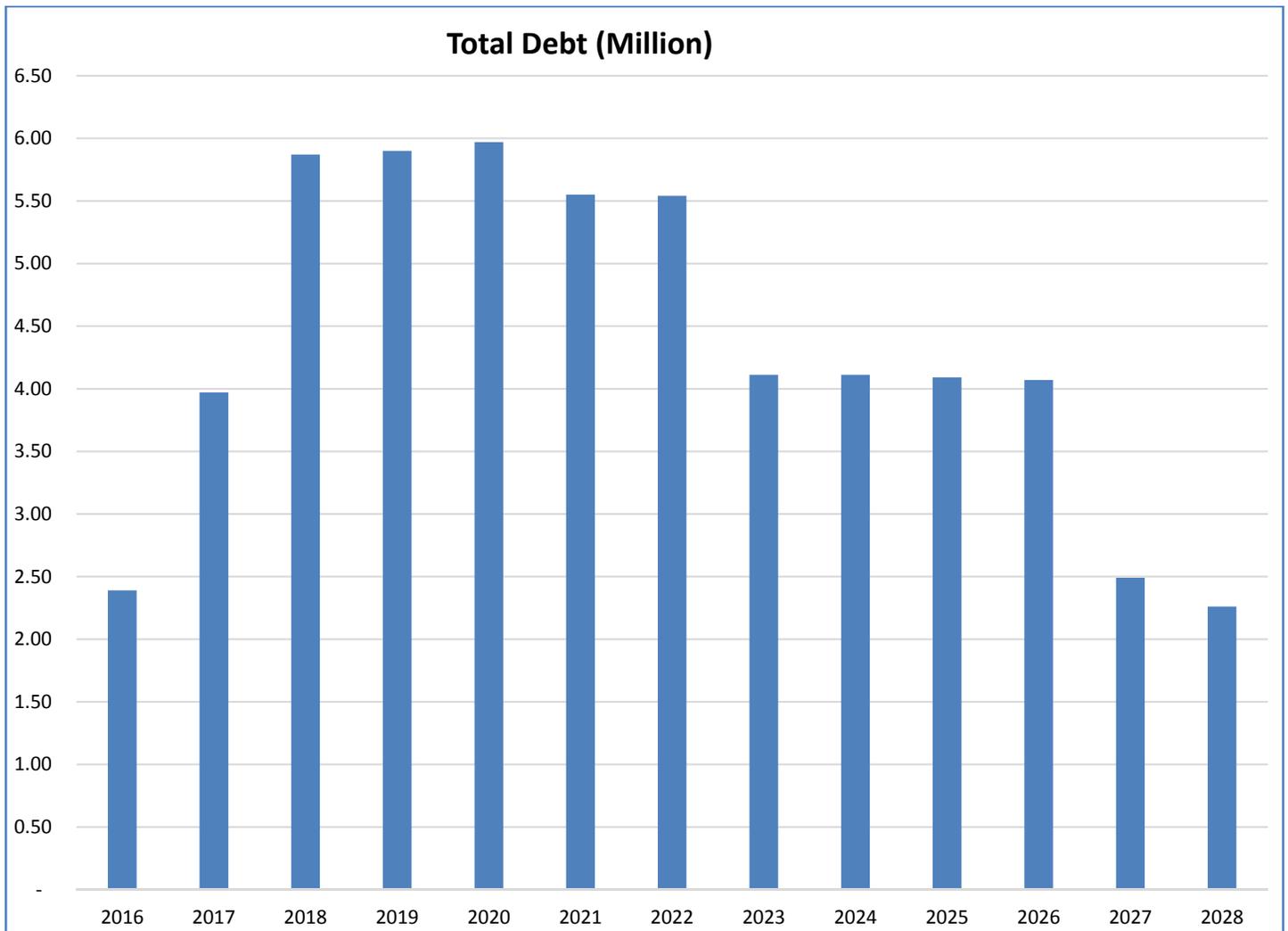
FY-2018 Budgeted		FY-2019 Projected		FY-2020 Projected		FY-2021 Projected		FY-2022 Projected	
\$ 8,415,010	-7.0%	\$ 8,583,310	2.0%	\$ 8,754,976	2.0%	\$ 8,930,076	2.0%	\$ 9,108,678	2.0%
3,974,238	-11.9%	4,053,723	2.0%	4,134,797	2.0%	4,217,493	2.0%	4,301,843	2.0%
626,800	0.1%	651,872	4.0%	677,947	4.0%	705,065	4.0%	733,267	4.0%
1,782,835	10.7%	1,854,148	4.0%	1,928,314	4.0%	2,005,447	4.0%	2,085,665	4.0%
132,500	0.0%	132,500	0.0%	132,500	0.0%	132,500	0.0%	132,500	0.0%
357,160	0.8%	425,000	19.0%	475,000	11.8%	500,000	5.3%	525,000	5.0%
56,800	21.1%	25,000	-56.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
<u>5,871,839</u>	<u>10.1%</u>	<u>6,097,994</u>	<u>3.9%</u>	<u>6,230,934</u>	<u>2.2%</u>	<u>6,417,862</u>	<u>3.0%</u>	<u>6,610,398</u>	<u>3.0%</u>
<u>\$ 21,217,182</u>	<u>-2.0%</u>	<u>\$ 21,823,547</u>	<u>2.9%</u>	<u>\$ 22,359,468</u>	<u>2.5%</u>	<u>\$ 22,933,443</u>	<u>2.6%</u>	<u>\$ 23,522,351</u>	<u>2.6%</u>
\$ 9,777,980	6.5%	\$ 10,097,985	3.27%	\$ 10,300,434	2.0%	\$ 10,506,443	2.0%	\$ 10,716,572	2.0%
2,027,255	14.2%	2,229,981	10.0%	2,452,979	10.0%	2,698,277	10.0%	2,968,105	10.0%
850,687	-48.3%	869,827	2.3%	891,573	2.5%	909,404	2.0%	927,592	2.0%
1,159,261	-5.1%	1,182,446	2.0%	1,206,095	2.0%	1,230,217	2.0%	1,254,821	2.0%
737,269	10.1%	752,014	2.0%	767,054	2.0%	782,395	2.0%	798,043	2.0%
1,129,160	-1.0%	1,151,743	2.0%	1,174,778	2.0%	1,198,274	2.0%	1,222,239	2.0%
1,212,870	1.7%	1,200,000	-1.1%	1,200,000	0.0%	1,200,000	0.0%	1,200,000	0.0%
3,533,691	3.5%	3,599,028	1.9%	3,665,018	1.8%	3,731,668	1.8%	3,798,985	1.8%
84,800	57.9%	65,000	-23.4%	75,000	15.4%	75,000	0.0%	75,000	0.0%
250,900	-78.6%	350,000	39.5%	350,000	0.0%	350,000	0.0%	350,000	0.0%
<u>520,801</u>	<u>373.5%</u>	<u>260,000</u>	<u>-50.1%</u>	<u>265,000</u>	<u>1.9%</u>	<u>270,000</u>	<u>1.9%</u>	<u>270,000</u>	<u>0.0%</u>
<u>\$ 21,284,674</u>	<u>-1.4%</u>	<u>\$ 21,758,024</u>	<u>2.2%</u>	<u>\$ 22,347,931</u>	<u>2.7%</u>	<u>\$ 22,951,678</u>	<u>2.7%</u>	<u>\$ 23,581,357</u>	<u>2.7%</u>
<u>(67,492)</u>		<u>65,524</u>		<u>11,537</u>		<u>(18,235)</u>		<u>(59,006)</u>	
<u>\$ 3,849,807</u>		<u>\$ 3,915,331</u>		<u>\$ 3,926,868</u>		<u>\$ 3,908,633</u>		<u>\$ 3,849,627</u>	

Health Insurance Pension Assumes 7% increase in premiums for FY18 and 10% increases in annual health insurance costs each year  
Significant savings in 2016 and 2017 due to pension bonds.

Other FY19 and beyond assumes normal pension costs only  
Most other revenues and expenditures are assumed to be flat  
FY2017 assumes \$200,000 in energy/maintenance savings, future years will be at \$150,000  
Additional \$30,000 Project Clarity cost added in FY18 through FY22

Contingencies FY2017 and beyond assumes additional annual contributions to WEMET.  
Transfers Out In 2016 included \$291,742 extra that was the first installment for pension bonds.  
FY16 also had large transfers to MICF for energy improvements and other capital projects

## Attachment C: Long-term Debt Service with New Capital Projects and Pension Obligation Debt



# Attachment D: 2016 Municipal Tax Rate Survey

2016 MUNICIPAL TAX RATE SURVEY (OF SELECTED MICHIGAN CITIES)						
April 3, 2017						
City	Parcel Count 2015	(Estimated) Population 2015 Census	Income Tax City <sup>2</sup>	Total City Millage Rate 2016	Rate Rank City Millage	Property Taxes 2016 (City Only) <sup>3</sup>
Inkster	11,948	24,672	No	40.0014	55	\$ 2,477.13
Oak Park	11,913	29,752	No	36.9308	54	\$ 2,286.98
Detroit *	384,597	677,116	Yes	34.0488	53	\$ 2,108.51
Warren	61,385	135,358	No	27.7703	52	\$ 1,719.70
Dearborn	37,412	95,171	No	26.6900	51	\$ 1,652.80
Allen Park	13,707	27,425	No	26.5262	50	\$ 1,642.66
Southfield	30,360	73,156	No	26.2433	49	\$ 1,625.14
Hamtramck	n/a	22,002	No	24.8564	48	\$ 1,539.26
Taylor	25,764	61,568	No	24.3413	47	\$ 1,507.36
Roseville	20,468	47,637	No	24.1083	46	\$ 1,492.93
Southgate	11,666	29,330	No	23.4826	45	\$ 1,454.18
Madison Heights	13,177	30,198	No	23.015	44	\$ 1,425.23
Wyandotte	11,421	25,156	No	22.75	43	\$ 1,408.82
Ferndale	11,192	20,177	No	22.5793	42	\$ 1,398.25
East Lansing	9,197	48,471	No	22.2107	41	\$ 1,375.42
Dearborn Heights	26,000	56,145	No	21.9848	40	\$ 1,361.43
Garden City	12,645	26,920	No	21.8707	39	\$ 1,354.36
St. Clair Shores	28,833	59,903	No	21.2278	38	\$ 1,314.55
Bay City	15,400	33,917	No	21.1865	37	\$ 1,312.00
Lincoln Park	15,358	37,012	No	21.1007	36	\$ 1,306.68
Kalamazoo	26,752	76,041	No	21.0705	35	\$ 1,304.81
Lansing *	48,101	115,056	Yes	19.7	34	\$ 1,219.94
Flint *	58,577	98,310	Yes	19.1	33	\$ 1,182.79
Eastpointe	n/a	32,657	No	19.0986	32	\$ 1,182.70
Westland	30,563	82,000	No	18.8823	31	\$ 1,169.31
Royal Oak	27,791	59,008	No	17.8761	30	\$ 1,107.00
Jackson *	15,973	33,133	Yes	17.0389	29	\$ 1,055.15
Pontiac	n/a	59,917	Yes	17.0011	28	\$ 1,052.81
Monroe	9,325	20,092	No	16.7484	27	\$ 1,037.16
Ann Arbor	36,650	117,070	No	16.3003	26	\$ 1,009.41
Mount Pleasant	6,434	26,060	No	16.25	25	\$ 1,006.30
Port Huron *	12,942	29,293	Yes	16.0869	24	\$ 996.20
Battle Creek *	23,987	51,589	Yes	15.4190	23	\$ 954.84
Marquette	7,772	21,297	No	15.2721	22	\$ 945.74
Sterling Heights	48,255	132,052	No	15.1858	21	\$ 940.40
Midland	18,602	42,200	No	15	20	\$ 928.89
Saginaw *	27,719	49,347	Yes	14.8830	19	\$ 921.64
Birmingham	11,281	20,691	No	14.7614	18	\$ 914.11
Adrian	8,137	20,857	No	14.6039	17	\$ 904.36

## 2016 MUNICIPAL TAX RATE SURVEY (OF SELECTED MICHIGAN CITIES)

April 3, 2017

City	Parcel Count 2015	(Estimated) Population 2015 Census	Income Tax City <sup>2</sup>	Total City Millage Rate 2016	Rate Rank City Millage	Property Taxes 2016 (City Only) <sup>3</sup>
Livonia	44,773	94,635	No	13.9380	15	\$ 863.12
<b>Holland</b>	<b>13,565</b>	<b>33,742</b>	<b>No</b>	<b>13.7707</b>	<b>14</b>	<b>\$ 852.76</b>
Burton	13,749	28,788	No	13.4876	13	\$ 835.23
Muskegon *	16,619	38,401	Yes	13.0905	12	\$ 810.64
Wyoming	25,652	75,275	No	11.9073	11	\$ 737.37
Romulus	11,253	23,417	No	11.5171	10	\$ 713.21
Auburn Hills	8,366	22,672	No	11.2998	9	\$ 699.75
Norton Shores	12,232	24,208	No	10.95	8	\$ 678.09
Portage	19,372	48,177	No	10.9256	7	\$ 676.58
Troy	n/a	83,280	No	10.3989	6	\$ 643.96
Novi	21,022	58,723	No	9.9500	5	\$ 616.16
Rochester Hills	27,460	73,424	No	9.6844	4	\$ 599.72
Kentwood	18,122	51,357	No	9.6066	3	\$ 594.90
Grand Rapids *	66,455	195,097	Yes	9.1166	2	\$ 564.55
Walker *	9,573	24,647	Yes	1.3360	1	\$ 82.73

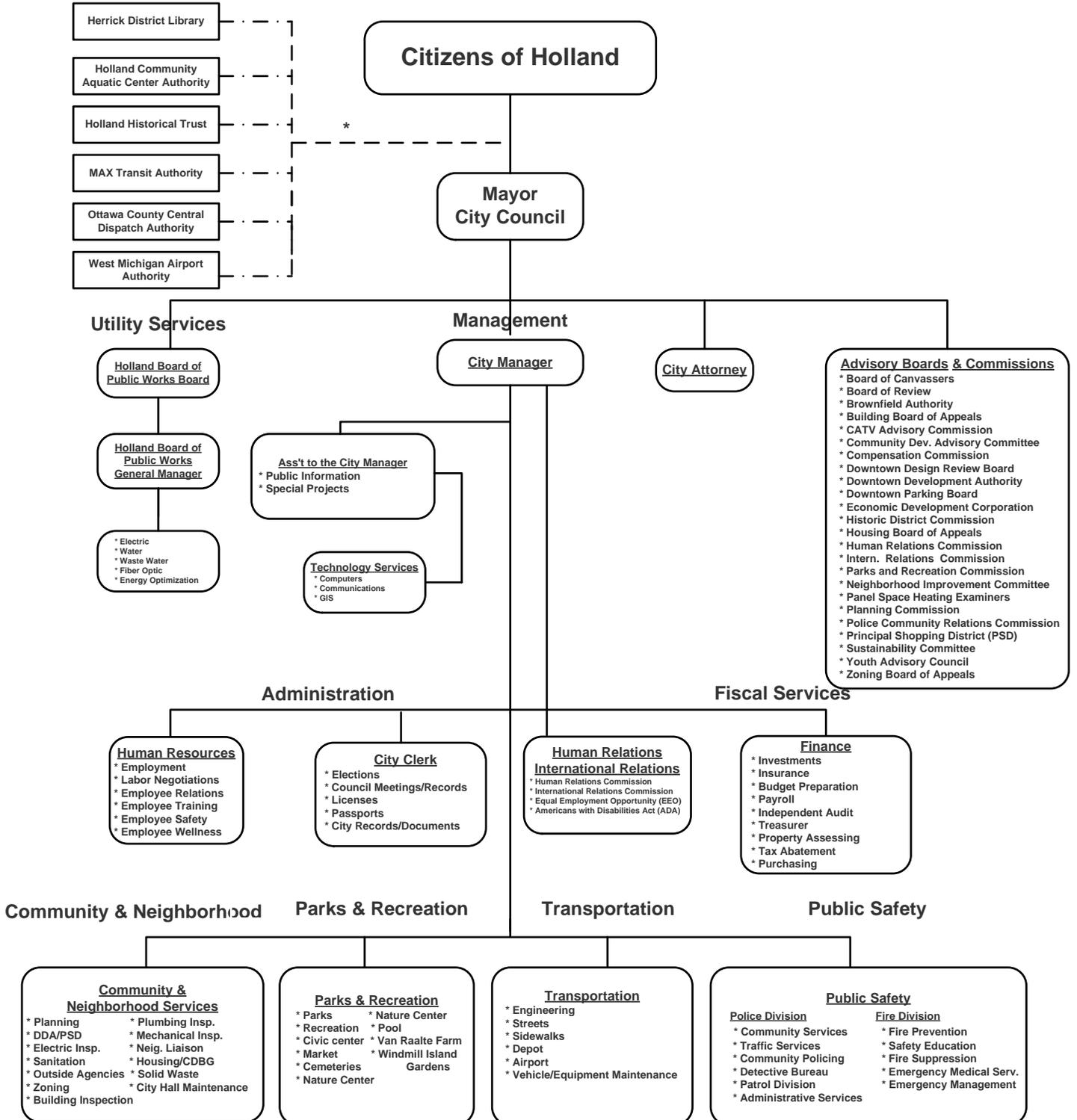
<sup>1</sup>This report was prepared by the City of Holland Assessing Office using information from the Michigan Department of Treasury for selected Michigan cities. The selection criterion was a population of at least 20,000 people. Estimated population provided by 2015 US Census Bureau. Multi-municipality millages were excluded. For example, the West Michigan Airport Authority millage was not included in the rate for Holland.

<sup>2</sup>With the exception of Detroit, Highland Park, Grand Rapids, and Saginaw, cities with an income tax levy 1% on residents and .5% on non-residents. Detroit levies 2.5% on residents and 1.25% 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.

<sup>3</sup>These taxes are based on a taxable value of **\$61,926**, which is the average taxable value of a single-family residence in the City of Holland for 2016.

# 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. According to the 2010 census the population was 33,051 people. This makes Holland the 53<sup>rd</sup> largest municipality in Michigan. It spans 17.2-square miles, with 9.1 located in Ottawa County and 8.1 in Allegan County. It is located 30 miles southwest of Grand Rapids, 186 miles northwest of Detroit and 150 northeast of Chicago Illinois.



Holland enjoys tourism during all seasons, which helps local businesses thrive. Specifically, the Tulip Time Festival is the city's most popular celebration; each May visitors from all over the world enjoy the multiple Dutch themed parades, Dutch dancers, concerts and multiple attractions. Through the main downtown area in Holland, you will find comfortable dining and shopping experiences as well as various entertainment avenues. Among the area 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, Forbes Magazine name Holland one of "America's Prettiest Towns". Impulcity listed Holland as #2 on the list of "19 Most Beautiful Towns in America" in 2014 and America in Bloom gave Holland a special award for "Coolest Downtown" in 2016.



## **History**

Holland was settled in 1847 by Dutch Calvinist separatists, under the leadership of Dr. Albertus van Raalte. Dire economic conditions in the Netherlands compelled them to emigrate, while their desire for religious freedom led them to unite and settle together as a group.

Van Raalte and his colony settled on land in the midst of the Ottawa people's Old Wing Mission Colony near the Black River where it streamed to Black Lake (now Lake Macatawa) which led to Lake Michigan. Joint occupation by the two communities was not a marriage made in heaven. Eventually, the Dutch settlers purchased the land from the natives, who moved north in an effort to preserve their way of life and culture.

## **Community Profile: Holland, Michigan**

In 1848, Michigan suffered from a smallpox epidemic. In consideration of the massive influx of settlers into the Ottawa County area, Chief Peter Waukazoo and Reverend George Smith decided to move the community as well as the Holland-area Ottawa Mission from Holland up north to Northport (on the Leelanau Peninsula) via boats and canoes.

In Holland's early history, VanRaalte was a spiritual leader, as well as overseeing political, education and financial matters. In 1847 VanRaalte established a congregation of the Reformed Church in America, which would later be called the First Reformed Church of Holland. On March 25, 1867, Holland was incorporated as a city with Isaac Cappon being the City's first mayor. The city suffered a major fire on October 8-9, 1871, the same time as the Great Chicago Fire in Illinois and the very deadly Peshtigo Fire in Wisconsin. Because of the Great Michigan Fire (which included the Port Huron Fire of 1871), Manistee and Port Huron, Michigan also burned at the same time.

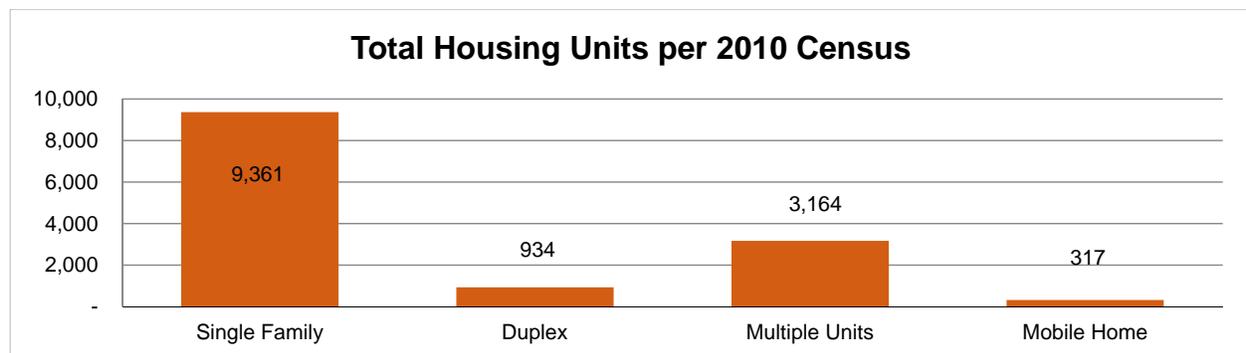
Holland was known as the "City of Churches". There are approximately 170 churches in the greater Holland area, many of which are with the Reformed Church in America and Christian Reformed Church in North America denominations. The city is the home to the church that started the trend of the "What Would Jesus Do?" bracelets in 1989.

In 1987, a 23-year old City Council member was elected mayor of Holland, becoming the youngest mayor while he was still a Hope College student.

Holland's downtown is listed in the National Register of Historic Places. The "Snowmelt Project" established pipes transporting warm water from the nearby power plant to travel underneath downtown with the purpose of clearing the streets and sidewalks in the downtown area of any snow. Capacity of the snowmelt system from the current 460,000 square feet will increase to 602,000 square feet, due to the construction of the Holland Energy Park, which is expected to be complete in the fall of 2017.

### **Housing**

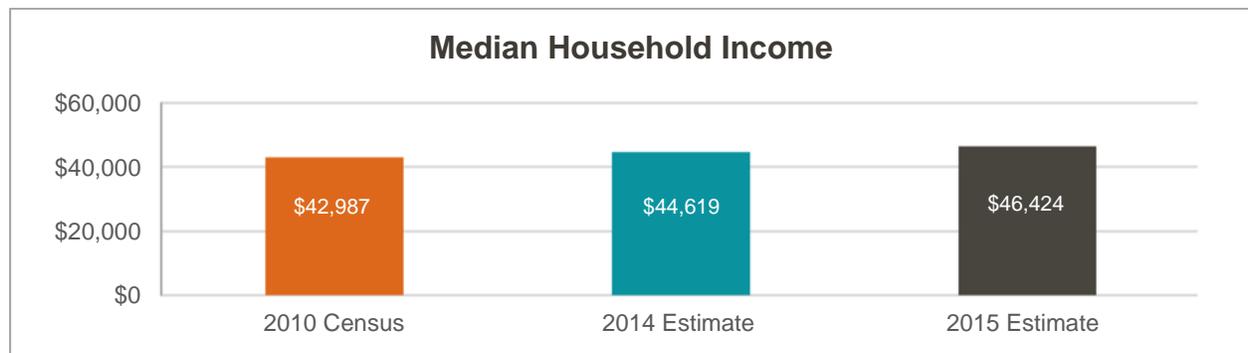
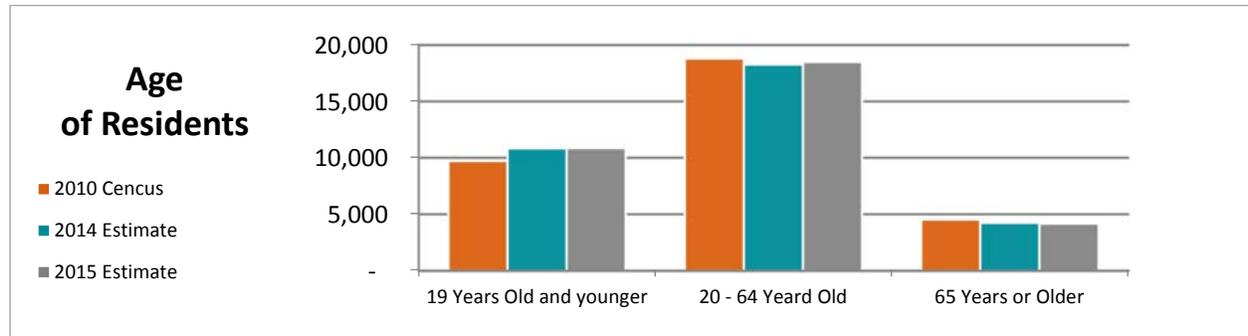
Holland offers a wide variety of housing options to meet the needs of local residents. Available housing includes single-family homes, duplexes, condominiums and multiple family apartments. Rental housing, both furnished and unfurnished, is available through the City with the units near Hope College area reserved for students.



# **Community Profile: Holland, Michigan**

## **Economy and Population Statistics**

Holland has 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. Some of the top taxpayers are Haworth, Adient, Yanfeng US Automotive Interiors, Semco Energy and H.J. Heinz. A list of the top 10 taxpayers is included in the “Property Tax” section. The city also offers accommodations for banking, insurance, realtors, advertising agencies, employment services and consulting firms to meet the needs of visitors and residents.



## **Higher Education**

There are a variety of higher education institutions located in the City of Holland. Most notably, Hope College and Western Theological Seminary. Other schools include 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.

<u>Education Levels:</u>	<u>2010 Census</u>	<u>2014 Estimate</u>	<u>2015 Estimate</u>
Percent of persons who completed four years of high school or more	83.9%	85.2%	85.6%
Percent of persons who completed four years of college or more	31.6%	30.4%	29.5%

## **Community Profile: Holland, Michigan**

### **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.

### **Transportation**

Located 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.

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. The city is also served by regularly scheduled Amtrak service (the *Pere Marquette*) east to Grand Rapids and west to Chicago with connections to all points east and west.

The city is serviced by the recreational Park Township Airport and the corporate and charter jet West Michigan Regional Airport. Neither facility is serviced by scheduled commercial carriers; the nearest airport with airline service is Gerald R. Ford International Airport in Grand Rapids.

### **Utilities**

The Holland Board of Publics Works (HBPW) 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. Natural gas is supplied by Semco Energy.

Source: City departments and [www.Wikipedia.com](http://www.Wikipedia.com) used to compile the profile, statistics from [www.census.gov](http://www.census.gov)

## **Miscellaneous Community Statistics**

Date of incorporation: 1867  
Form of government: Council – City Manager  
Population Data:

<u>Year</u>	<u>Population</u>
1950	15,858
1960	24,916
1970	26,337
1980	26,281
1990	30,745
2000	35,048
2010	33,051

### Public Services:

Number of street lights	2,615
Miles of streets	149.0
Street resurfacing	7.0 (miles)

### Fire:

Number of stations	3
Emergency responses	3,457
Inspections	224

### Police:

Physical arrests	1,498
Parking violations	4,010
Traffic violations	3,209

### Water:

Average daily consumption	13,332 (thousands of gallons)
Miles of water mains	251.9
Daily capacity	38,500 (thousands of gallons)

### Wastewater:

Average daily consumption	9,683 (thousands of gallons)
Miles of sanitary sewers	185.0
Miles of storm sewers	152.0
Daily capacity	12,000 (thousands of gallons)

### Parks & Recreation:

Number of cemeteries	2
Number of parks	2
Baseball/softball diamonds	10
Soccer fields	11
Swimming pools	1
Tennis Courts	14
Nature centers	1
Community centers	1

Source: Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2016 and U.S. Census Bureau.

# **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. Mid-year amendments are approved in December to revise wage budgets by the Cost-of-Living Allowance granted in July. 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-2018 the City's General Fund budget is balanced, with the use of fund balance.

## **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 2017 and 2018 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 2018 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2017 submission, its fourteenth 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.

# **THE BUDGET PROCESS**

The City of Holland's fiscal year covers the period of July 1 through June 30. The budgeting process begins in the month of January when City Council members and citizens meet in an informal manner, with the citizens doing all the talking. This is followed by the Leadership Team meeting for their annual retreat to discuss department priorities and concerns. From that point forward, the process closely parallels the outline as presented in the Budget Calendar.

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

## **OPERATING SERVICES**

Under the present administrative structure, operations are organized across eight groups, to include:

- Administration
- Fiscal Services
- Public Safety
- Transportation
- Community & Neighborhood Services
- Parks & Recreation
- Utility Funds (Board of Public Works)
- Internal Services

While the Leadership Team is preparing their financial budget requests, the Finance staff is working on updating the 5-year projection for the General Fund, estimating tax revenue and calculating employee fringe benefits.

## **CAPITAL PROJECTS**

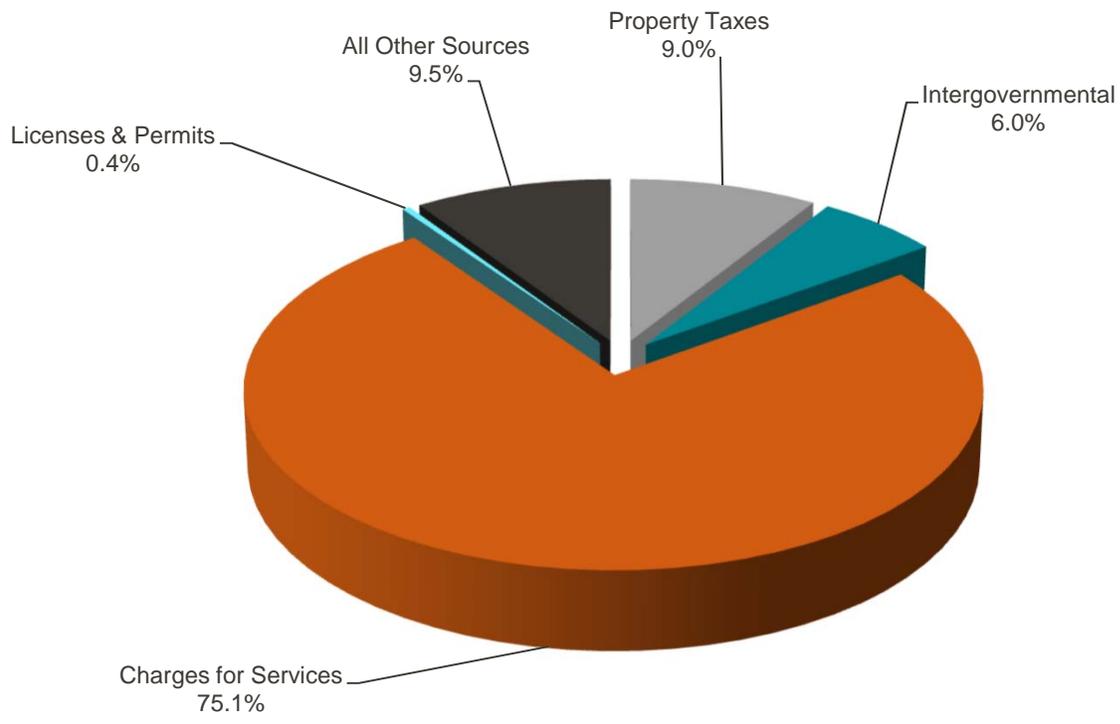
For capital improvement projects, a perpetual five-year development plan is updated annually during the months of July through December by Department Directors, City Manager, Utilities Manager, Boards & Committees, and City Council. The plan includes projects for streets, utilities, and municipal capital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

## **BUDGET CALENDAR**

### **Fiscal Year 2017-18**

Coffee with City Council & HBPW Board	Jan 14, 2017
Leadership Team Retreat	Jan 20, 2017
Budget packets distributed to Leadership Team	Jan 23, 2017
City Council meets with Leadership Team to discuss priorities	Jan 27, 2017
City Council Annual Retreat	Jan 28, 2017
Leadership Team submit Action Plans to City Manager	Feb 1, 2017
City Council approves Budget Calendar with extension	Feb 1, 2017
Computer equipment requests submitted to Tech Services	Feb 1, 2017
Personnel reclassification requests submitted to HR Director	Feb 1, 2017
City Manager and HR Director make recommendations regarding wages, reclassifications and union negotiations	Feb 10, 2017
Leadership Team submit budgets to Finance Office	Feb 10, 2017
Finance Office assembles budgets	Feb 13 – Mar 3, 2017
City Manager reviews budgets with Leadership Team members	Feb 20 – Mar 10, 2016
City Manager & Budget Team make final decisions	Mar 13 - 17, 2017
Finance Office prepares proposed budget document	Mar 13 - Apr 5, 2017
Proposed budget formally submitted to City Council and date of public hearing is set	Apr 12, 2017
City Council budget study sessions	Apr 12, 13, 18 (optional), 2017
Public hearing held on Proposed Budget; and formal adoption of FY-2018 Budget Resolution	May 3, 2017

# 2018 BUDGETED REVENUES

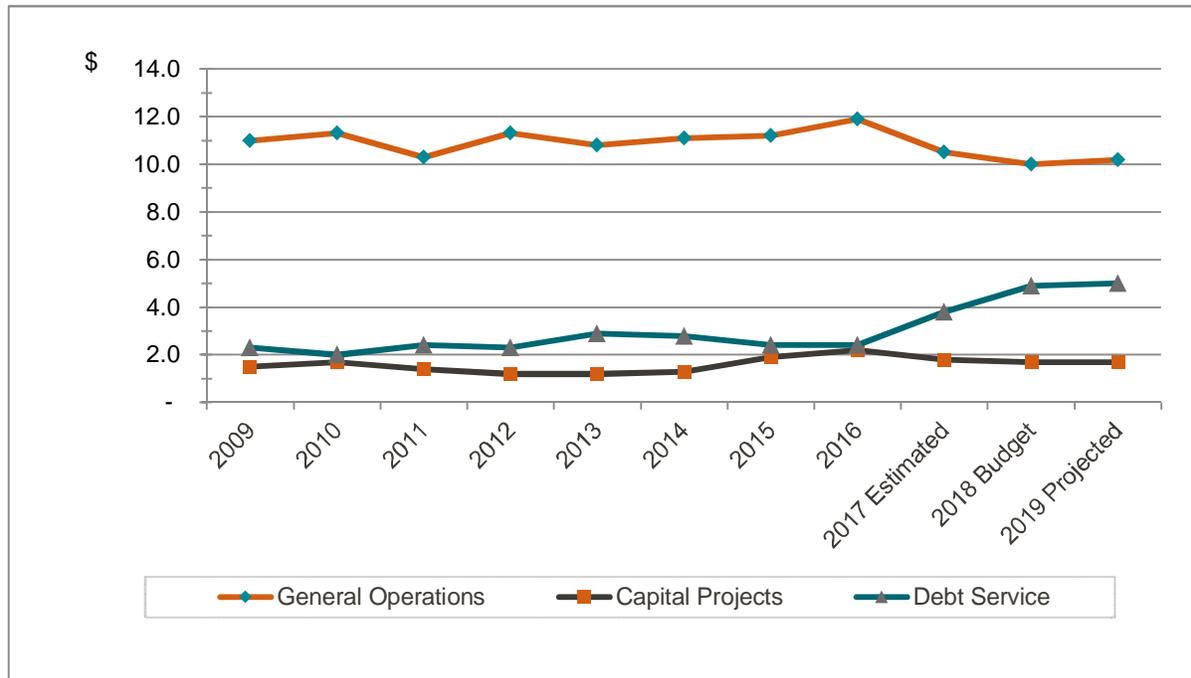


Primary revenue sources, across all funds, are grouped into the classifications listed below. The other sources include special assessments, fines & forfeitures, interest, rent and other miscellaneous revenues.

Revenue Classification	2015 Actual	2016 Actual	2017 Estimated	2018 Budget
Property Taxes	16,833,868	17,808,934	17,394,587	16,765,608
Intergovernmental	7,172,008	7,176,067	9,175,951	11,239,344
Charges for Services	126,154,435	133,097,674	140,251,728	140,050,914
Licenses & Permits	760,024	598,718	703,700	708,800
All Other Sources	13,973,457	13,973,457	14,011,642	17,615,808
<b>Total Revenues</b>	<b>\$ 164,893,792</b>	<b>\$ 172,654,850</b>	<b>\$ 181,537,608</b>	<b>\$ 186,380,474</b>

# MAJOR REVENUE SOURCE ANALYSIS

## PROPERTY TAXES (MILLIONS OF DOLLARS)



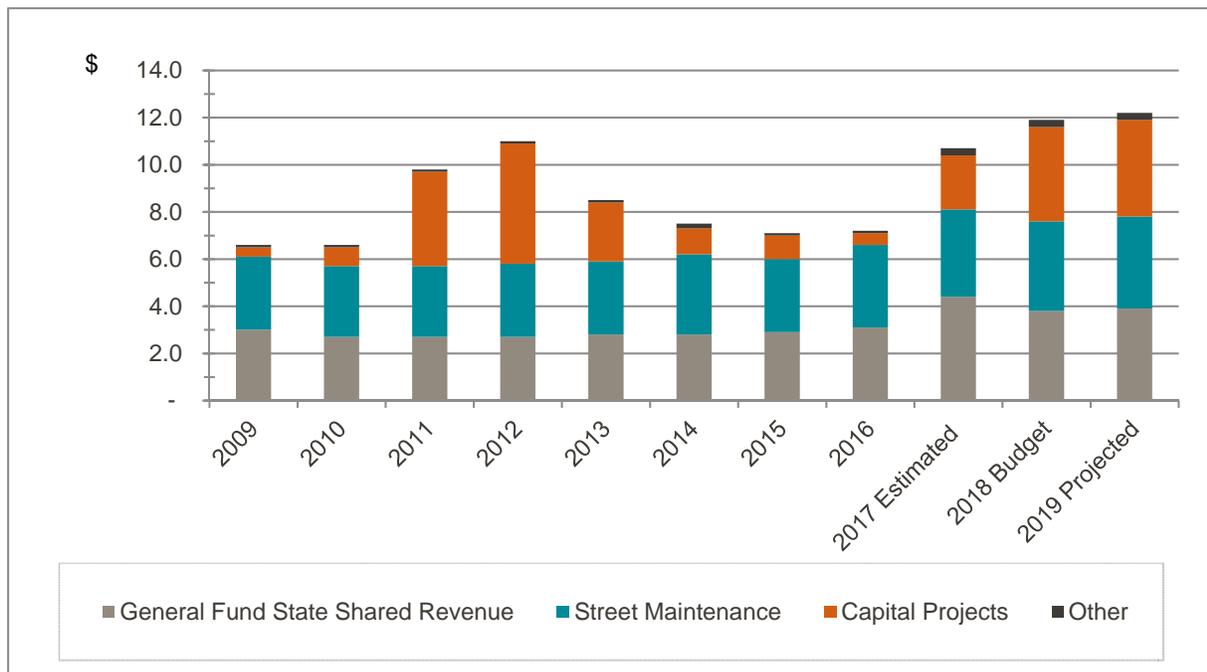
Property Taxes represent the primary revenue source for General Municipal Operations, Capital Projects for Municipal and Street Projects and General Obligation Debt Service.

The City of Holland's taxable valuation base increased 2.11% in Fiscal Year 2018 and is projected to increase 2.0% in Fiscal Year 2019. The original millage rate authorized by City Charter of 17.5 has been reduced for Fiscal Year 2018 to 15.7582 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 2018 include:

- General Operations: 7.5064 mills
- Capital Projects: 1.6353 mills
- Debt Service: 4.6290 mills

# MAJOR REVENUE SOURCE ANALYSIS

## INTERGOVERNMENTAL - REVENUE SHARING & 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 11%, with another 2.0% increase projected for Fiscal Year 2019. 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 6.9% increase for Fiscal Year 2019.
- 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 2019.

### Federal and State Grants for Capital Projects

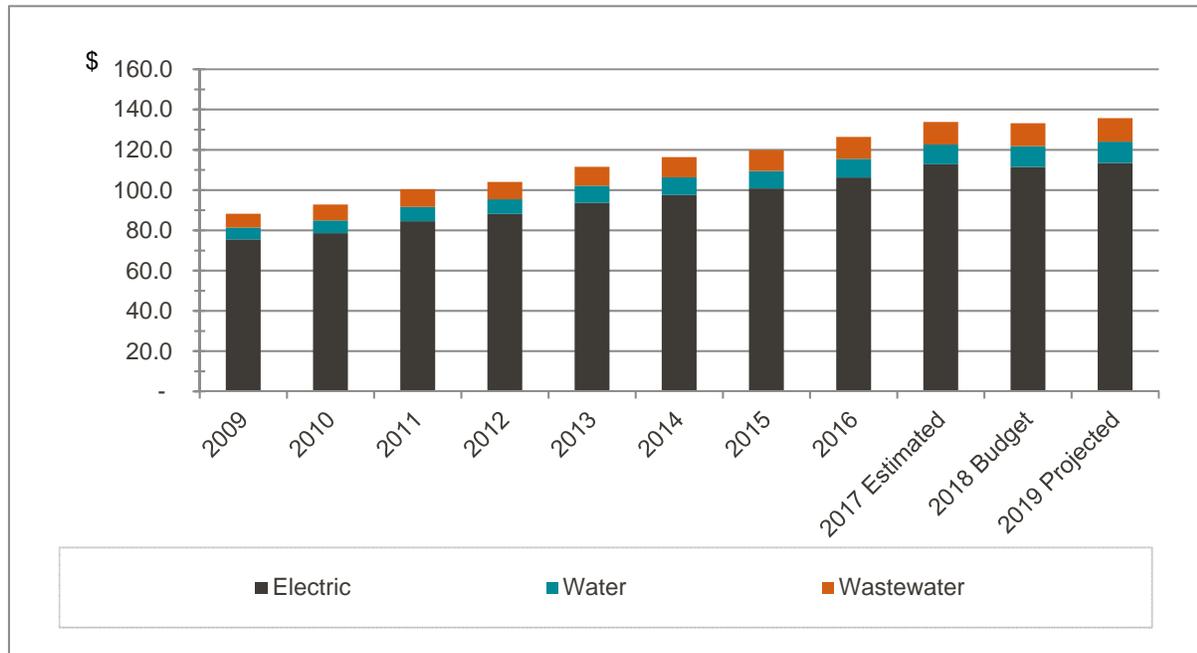
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time non-recurring in nature. The projected amount for Fiscal Year 2019 is based on an estimate included in the five (5) year plan.

### Other

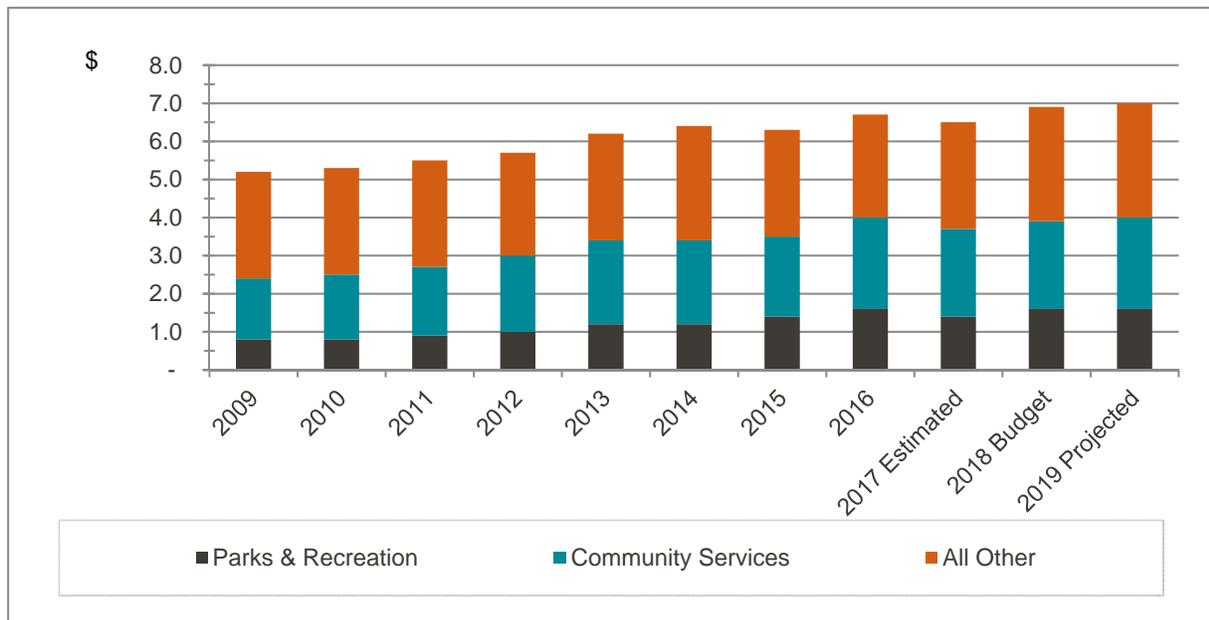
Funding for State of Michigan for Criminal Justice and the Fair Food Network for the 8th Street Market are included in this category.

# MAJOR REVENUE SOURCE ANALYSIS

## CHARGES FOR SERVICES - UTILITIES (MILLIONS OF DOLLARS)



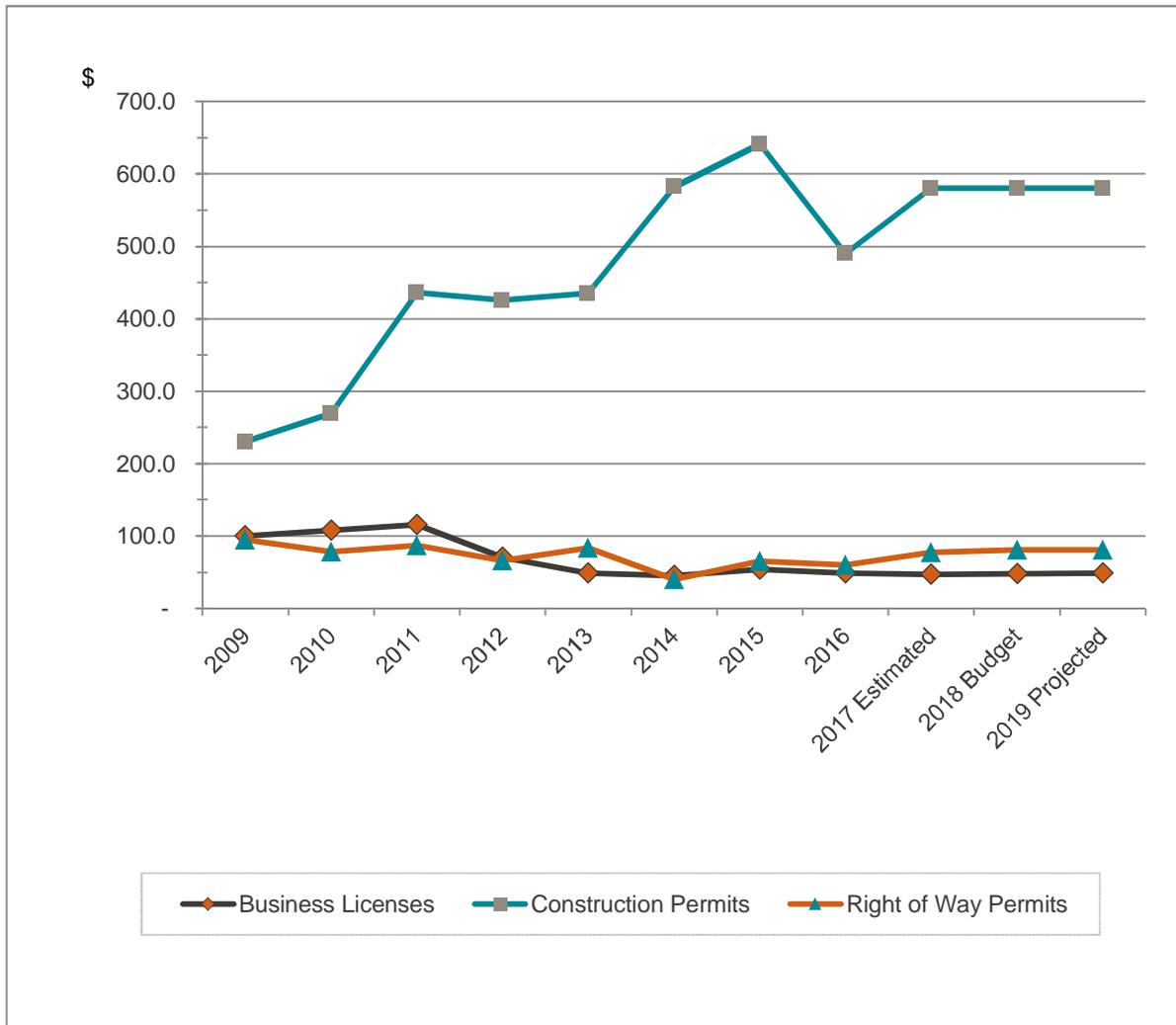
## CHARGES FOR SERVICES - OTHER THAN UTILITIES (MILLIONS OF DOLLARS)



Charges for Services is the City's largest single revenue source. Customer charges for the municipal utilities (Electric, Water and Wastewater) comprise more than 70% of all revenue sources. Anticipated increases in utility rates for Fiscal Year 2019 include 1.8% for electric, 2.5% for water and 3% for wastewater. Fiscal Year 2019 revenue is projected to increase 2% 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.

This source includes Business Licenses, Construction Permits and Right of Way Permits. Projection for Fiscal Year 2019 revenue is flat at this time.

**CITY OF HOLLAND**  
**ANNUAL BUDGET RESOLUTION**  
**FOR THE FISCAL YEAR JULY 1, 2017 - JUNE 30, 2018**

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May 3, 2017

**W**HEREAS, notification of a public hearing on the annual budget for fiscal year 2017-18 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 3, 2017 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, 2017 through June 30, 2018; 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 2016-17, to the extent that such adjustments do not exceed the *2016-17 Revised Estimates*, as outlined in the fiscal year 2017-18 annual budget; and

## ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2017 will be liquidated and re-established as of July 1, 2017. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2017-18, 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, 2017 - June 30, 2018 is adopted as follows:

Designated Purpose	Property Tax Millage	
	Rate	Amount
<b>CITY OF HOLLAND</b>		
<u>Operating:</u>		
– General Government Operations	7.5064	\$ 7,745,909
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement Projects	0.0500	51,595
– Street Development & Improvement Projects	1.4268	1,472,325
– Municipal Capital Projects	0.1585	163,557
<u>Debt Service Obligations:</u>		
– General Obligation Debt	4.6290	4,938,364
<u>Total Property Tax Millage Levy</u>	13.7707	14,371,750
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	0.0985	101,643
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	13.8692	\$ 14,473,393
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	1.6034	\$ 205,343

BE IT FURTHER RESOLVED, that the West Michigan Airport Authority (WMAA) millage rate is still subject to revision due to county equalization. If the WMAA rates are revised by County Equalization or board action prior to July 1, 2017, then the City of Holland – Municipal Capital Projects rate will also be revised an equal amount; the total millage rate will remain at 13.8692 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 2016-17: \$50,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2016).

Fiscal Year 2017-18: \$25,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2017) and \$50,000 is appropriated for a transfer to the General Fund.

BE IT FURTHER RESOLVED, that at the end of the fiscal year ending June 30, 2017, in the event that unexpended appropriations exist in the General Fund, the Finance Director, with the written approval of the City Manager, is authorized to transfer some or all of the funds from the unexpended appropriations to the Municipal Capital Improvement Fund.

### 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, 2017 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, 2017.

NOW THEREFORE BE IT RESOLVED that the City Council of the City of Holland approves the tariff rates for electric, 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 2017-18 budget as adopted by the Holland City Council on May 3, 2017.

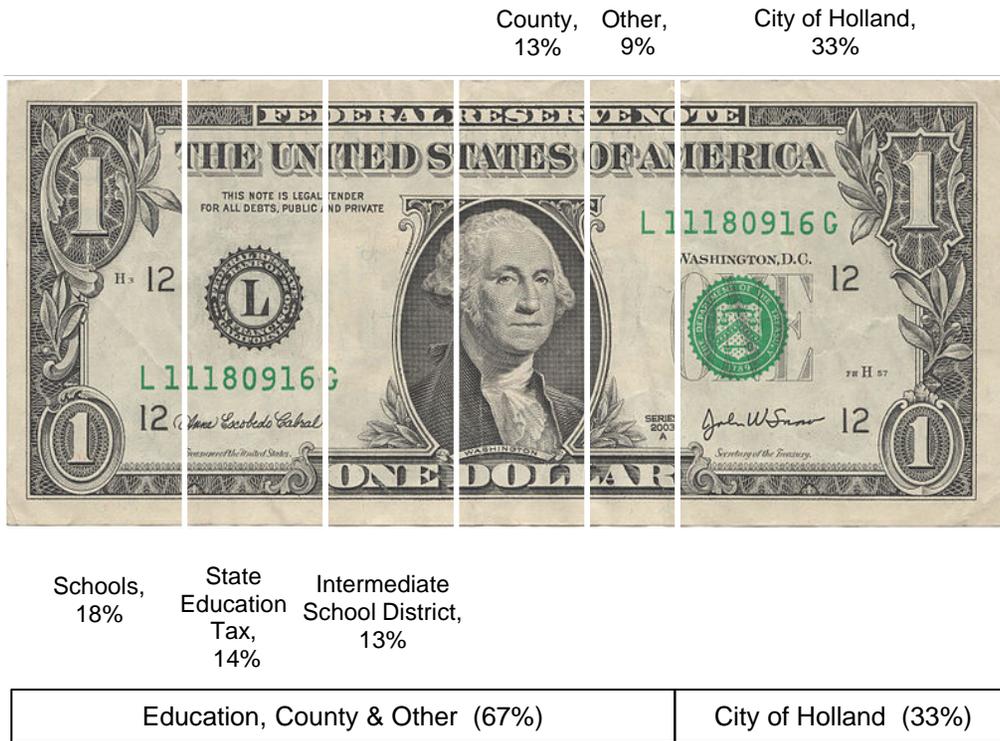


Anna Perales  
Deputy City Clerk

# City of Holland

## Average Property Tax Distribution

### Principal Resident Properties



Property taxes account for 43% of General Fund revenues. Only \$0.33 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 2016 AND 2017**

**-- BY PROPERTY CLASSIFICATION --**

	Tax Year		Increase ( Decrease )	
	2016	2017	\$	%
<b>REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION</b>				
<b><u>Residential</u></b>				
Real Property + NEZ (\$920,042)	\$ 566,196,788	\$ 589,333,160	\$ 23,136,372	4.09%
<b><u>Business</u></b>				
<b><u>Real Property:</u></b>				
- Industrial	\$ 114,671,435	\$ 119,479,496	\$ 4,808,061	4.19%
- Commercial	257,083,309	264,535,785	7,452,476	2.90%
- Agricultural	1,496,290	1,243,879	(252,411)	-16.87%
- Developmental	559,428	564,461	5,033	0.90%
- <b>Total Business Real Property</b>	<b>\$ 373,810,462</b>	<b>\$ 385,823,621</b>	<b>\$ 12,013,159</b>	<b>3.21%</b>
<b><u>Personal Property:</u></b>				
- Industrial	\$ 92,244,100	\$ 80,594,900	\$ (11,649,200)	-12.63%
- Commercial	38,226,300	41,016,100	2,789,800	7.30%
- Utilities	7,120,700	7,373,000	252,300	3.54%
- <b>Total Business Personal Property</b>	<b>\$ 137,591,100</b>	<b>\$ 128,984,000</b>	<b>\$ (8,607,100)</b>	<b>-6.26%</b>
<b>Total Business Property</b>	<b>\$ 511,401,562</b>	<b>\$ 514,807,621</b>	<b>\$ 3,406,059</b>	<b>0.67%</b>
<b>Total Regular Assessment Roll</b>	<b>\$ 1,077,598,350</b>	<b>\$ 1,104,140,781</b>	<b>\$ 26,542,431</b>	<b>2.46%</b>
<b>INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL</b>				
<b><u>@ Regular Valuations</u></b>				
<b><u>Real Property:</u></b>				
- New	\$ 17,771,760	\$ 16,106,417	\$ (1,665,343)	-9.37%
- Rehabilitated	578,040	333,140	(244,900)	0.00%
- <b>Total Real Property</b>	<b>\$ 18,349,800</b>	<b>\$ 16,439,557</b>	<b>\$ (1,910,243)</b>	<b>-10.41%</b>
<b><u>Personal Property:</u></b>				
- New	\$ 18,747,900	\$ 14,123,200	\$ (4,624,700)	-24.67%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <b>Total Personal Property</b>	<b>\$ 18,747,900</b>	<b>\$ 14,123,200</b>	<b>\$ (4,624,700)</b>	<b>-24.67%</b>
<b>Total Real and Personal Property</b>	<b>\$ 37,097,700</b>	<b>\$ 30,562,757</b>	<b>\$ (6,534,943)</b>	<b>-17.62%</b>
<b>@ Taxable Valuation Equivalency</b>	<b>\$ 18,837,870</b>	<b>\$ 15,447,949</b>	<b>\$ (3,389,922)</b>	<b>-18.00%</b>
<b>COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL</b>				
<b>Regular Assessment Roll + NEZ</b>	\$ 1,077,598,350	\$ 1,104,140,781	\$ 26,542,431	2.46%
<b>Tax Abatement Assessment Roll (IFT)</b>	18,837,870	15,447,949	\$ (3,389,922)	-18.00%
<b>Grand Total</b>	<b>\$ 1,096,436,220</b>	<b>\$ 1,119,588,730</b>	<b>\$ 23,152,510</b>	<b>2.11%</b>
<b>TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS</b>				
For tax year 2017 (fiscal year 2018), the City of Holland administers eleven individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2017 (fiscal year 2018) amount to \$34,924,361.				
<b>TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE</b>				
For tax year 2017 (fiscal year 2018), P.A. 376 Tool & Die abatements amount to \$4,513,096.				
For tax year 2017 (fiscal year 2018), P.A. 376 Michigan Strategic Fund abatements amount to \$48,217,244.				

**SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2017**

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

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<b><u>REGULAR ASSESSMENT ROLL:</u></b>				
Real Property + NEZ (\$920,042)	\$ 882,551,413	\$ 92,605,368	\$ - 0 -	\$ 975,156,781
Personal Property	74,182,800	54,793,000	8,200	128,984,000
Total	<u>\$ 956,734,213</u>	<u>\$ 147,398,368</u>	<u>\$ 8,200</u>	<u>\$ 1,104,140,781</u>
<b><u>IFT ABATEMENT ASSESSMENT ROLL:</u></b>				
New Property	\$ 16,024,041	\$ 14,205,576	\$ - 0 -	\$ 30,229,617
Rehabilitated Property	333,140	- 0 -	- 0 -	333,140
Total	<u>\$ 16,357,181</u>	<u>\$ 14,205,576</u>	<u>\$ - 0 -</u>	<u>\$ 30,562,757</u>
Valuation for Budgeting Purposes	<u>\$ 8,345,161</u>	<u>\$ 7,102,788</u>	<u>\$ - 0 -</u>	<u>\$ 15,447,949</u>
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b><u>\$ 965,079,374</u></b>	<b><u>\$ 154,501,156</u></b>	<b><u>\$ 8,200</u></b>	<b><u>\$ 1,119,588,730</u></b>

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

	<u>County Of</u>		<u>Combined</u>
	<u>Ottawa</u>	<u>Allegan</u>	
<b><u>REGULAR ASSESSMENT ROLL:</u></b>			
Real Property + NEZ (\$920,042)	\$ 678,478,943	\$ 296,677,838	\$ 975,156,781
Personal Property	45,983,600	83,000,400	128,984,000
Total	<u>\$ 724,462,543</u>	<u>\$ 379,678,238</u>	<u>\$ 1,104,140,781</u>
<b><u>IFT ABATEMENT ASSESSMENT ROLL:</u></b>			
New Property	\$ 5,551,447	\$ 24,678,170	\$ 30,229,617
Rehabilitated Property	- 0 -	333,140	333,140
Total	<u>\$ 5,551,447</u>	<u>\$ 25,011,310</u>	<u>\$ 30,562,757</u>
Valuation for Budgeting Purposes	<u>\$ 2,775,724</u>	<u>\$ 12,672,225</u>	<u>\$ 15,447,949</u>
<b><u>TOTAL TAXABLE VALUATION</u></b>	<b><u>\$ 727,238,267</u></b>	<b><u>\$ 392,350,463</u></b>	<b><u>\$ 1,119,588,730</u></b>

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

For tax year 2017 (fiscal year 2018), 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 2017 (fiscal year 2018) amount to \$34,924,361.

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2017 (fiscal year 2018), P.A. 376 Tool & Die abatements amount to \$4,513,096.

For tax year 2017 (fiscal year 2018), P.A. 376 Michigan Strategic Fund abatements amount to \$48,217,244.

**COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2016 AND 2017**

**-- BY PROPERTY TYPE --**

<u>Property Type</u>	<u>TAX YEAR 2016</u>		<u>TAX YEAR 2017</u>	
	<u>Taxable Valuation</u>	<u>% Of Total Taxable Valuation</u>	<u>Taxable Valuation</u>	<u>% Of Total Taxable Valuation</u>

**TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY**

<b><u>Residential Property</u></b>				
Regular Assessment Roll:				
- Real Property + NEZ (\$920,042)	\$ 566,196,788		\$ 589,333,160	
<b>Total - All Residential Property</b>	<b>\$ 566,196,788</b>	51.64%	<b>\$ 589,333,160</b>	52.64%
<b><u>Business Property</u></b>				
Regular Assessment Roll:				
- Real Property	\$ 373,810,462		\$ 385,823,621	
- Personal Property	137,591,100		128,984,000	
- Total	\$ 511,401,562		\$ 514,807,621	
IFT Abatement Assessment Roll:				
- Real Property	\$ 9,463,920		\$ 8,386,349	
- Personal Property	9,373,950		7,061,600	
- Total	\$ 18,837,870		\$ 15,447,949	
<b>Total - All Business Property</b>	<b>\$ 530,239,432</b>	48.36%	<b>\$ 530,255,570</b>	47.36%
<b><u>Grand Total - All Property</u></b>	<b>\$ 1,096,436,220</b>	<b>100.00%</b>	<b>\$ 1,119,588,730</b>	<b>100.00%</b>

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

<b>Total - All Real Property</b>	<b>\$ 949,471,170</b>	<b>86.60%</b>	<b>\$ 983,543,130</b>	<b>87.85%</b>
<b>Total - All Personal Property</b>	<b>146,965,050</b>	<b>13.40%</b>	<b>136,045,600</b>	<b>12.15%</b>
<b>Grand Total - All Property</b>	<b>\$ 1,096,436,220</b>	<b>100.00%</b>	<b>\$ 1,119,588,730</b>	<b>100.00%</b>

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

For tax year 2017 (fiscal year 2018), the City of Holland administers eleven individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2017 (fiscal year 2018) amount to \$34,924,361.

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

For tax year 2017 (fiscal year 2018), P.A. 376 Tool & Die abatements amount to \$4,513,096.

For tax year 2017 (fiscal year 2018), P.A. 376 Michigan Strategic Fund abatements amount to \$48,217,244.

**COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2017**

-- BY PROPERTY TYPE --

<u>Property Type</u>	<u>Assessed Valuation</u>	<u>Taxable Valuation</u>	<u>Difference</u>
<b>VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>			
<b><u>Residential Property</u></b>			
Regular Assessment Roll + NEZ:	\$ 743,563,200	\$ 589,307,662	\$ 154,255,538
Land Bank Assessment Roll:			
- Total	\$ 34,300	\$ 25,498	\$ 8,802
- Total (Taxable Equivalency)	\$ 17,150	\$ 12,749	\$ 4,401
<b>Total - All Residential Property (Taxable Equivalency)</b>	<b>\$ 743,580,350</b>	<b>\$ 589,320,411</b>	<b>\$ 154,259,939</b>
<b><u>Business Property</u></b>			
Regular Assessment Roll:	\$ 594,458,600	\$ 516,061,986	\$ 78,396,614
Land Bank Assessment Roll:			
- Total	\$ 34,200	\$ 27,863	\$ 6,337
- Total (Taxable Equivalency)	\$ 17,100	\$ 13,932	\$ 3,169
IFT Abatement Assessment Roll:			
- Real Property	\$ 21,594,100	\$ 16,439,557	\$ 5,154,543
- Real Rehab Property	\$ 333,200	\$ 333,140	\$ 60
- Personal Property	14,123,200	14,124,500	\$ (1,300)
- Total	\$ 36,050,500	\$ 30,897,197	\$ 5,153,303
- Total (Taxable Equivalency)	\$ 18,191,850	\$ 15,615,169	\$ 2,576,682
<b>Total - All Business Property (Taxable Equivalency)</b>	<b>\$ 612,667,550</b>	<b>\$ 531,691,086</b>	<b>\$ 80,976,464</b>
<b><u>Grand Total - All Property</u></b>	<b>\$ 1,356,247,900</b>	<b>\$ 1,121,011,497</b>	<b>\$ 235,236,403</b>
			Reduction Percentage 17.34%

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

For tax year 2017 (fiscal year 2018), the City of Holland administers eleven individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable value 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 the taxing unit. Total 'Captured Taxable Valuations' for tax year 2017 (fiscal year 2018) amount to \$34,924,36

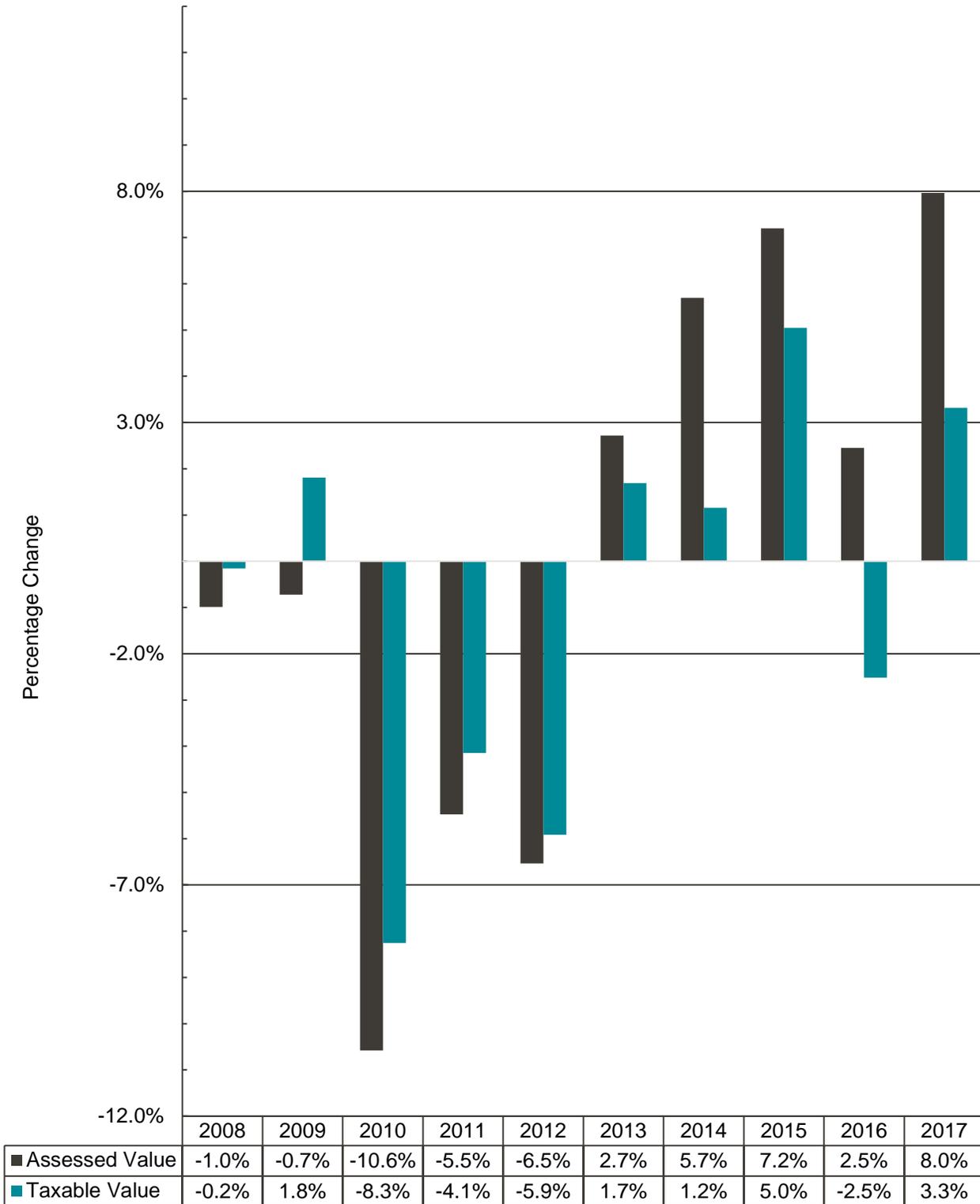
**TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE**

For tax year 2017 (fiscal year 2018), P.A. 376 Tool & Die abatements amount to \$4,513,096.

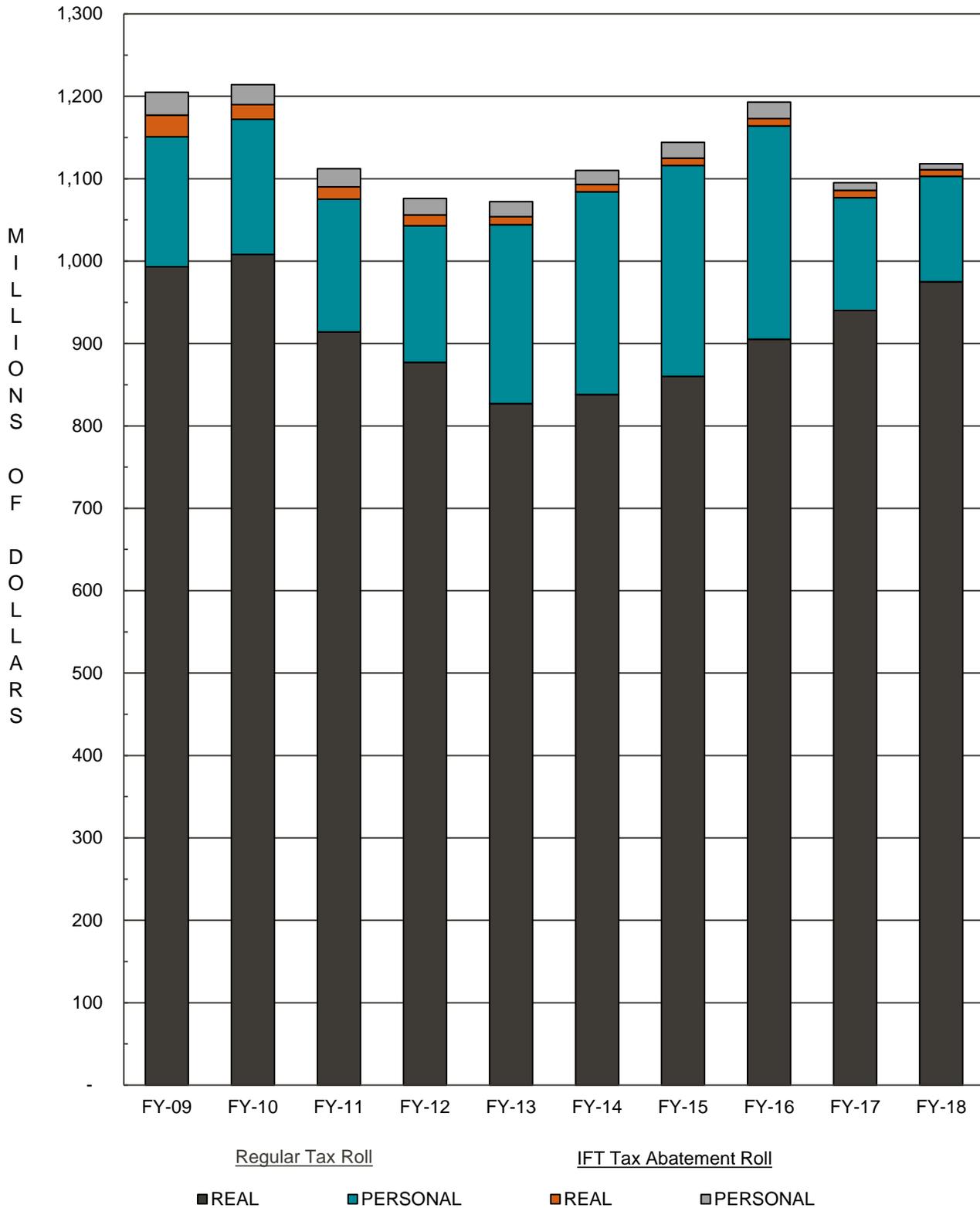
For tax year 2017 (fiscal year 2018), P.A. 376 Michigan Strategic Fund abatements amount to \$48,217,244.

## PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2008-2017

(ad-valorem parcels not including LG Ren Zone)

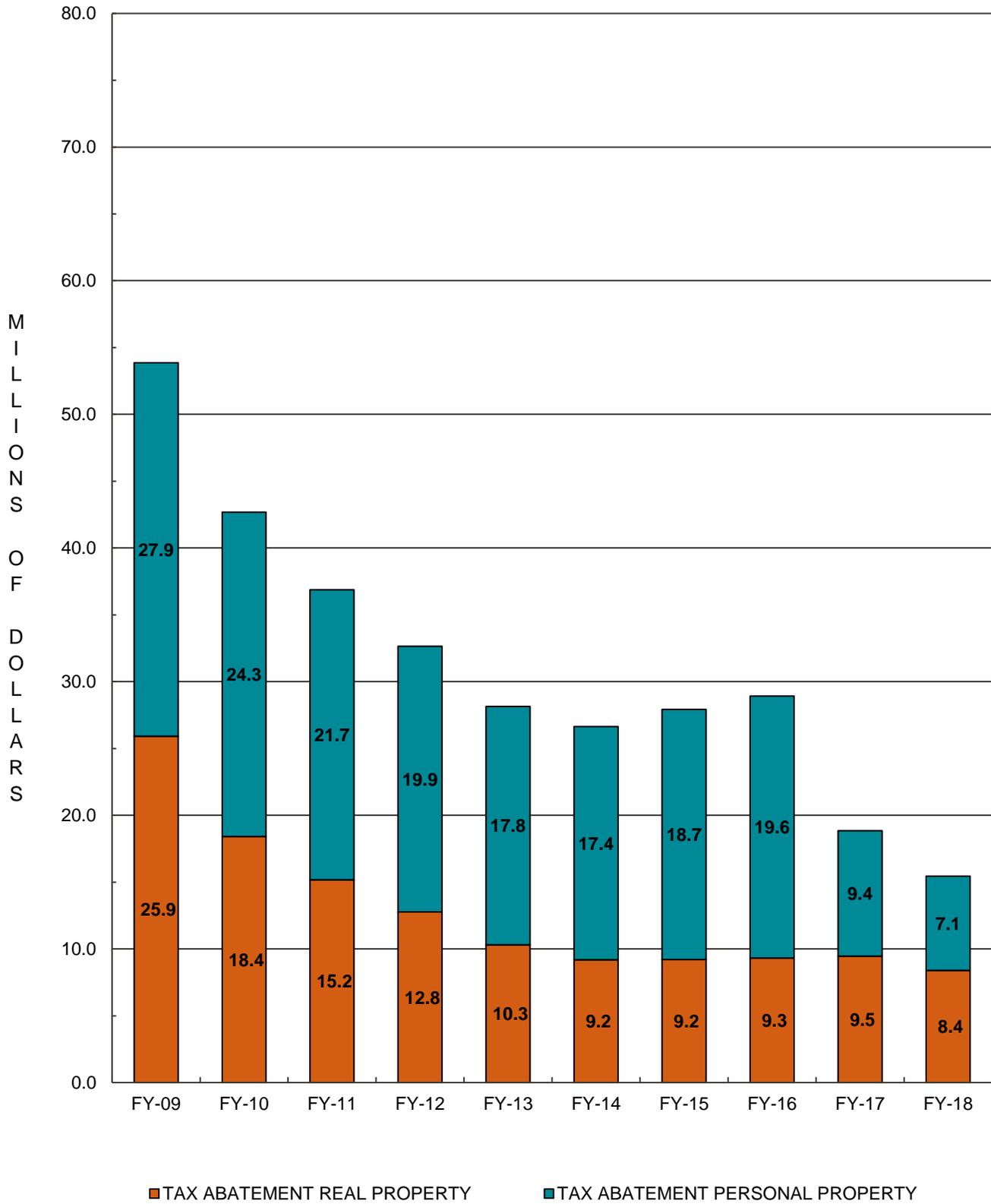


# CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



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 2017 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY**

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	29 E.6th St. (5th St Partners,LLC)		570 E.16th St. (16th St Development)		Crescent Shores (561 Crescent Dr)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
-Capital Levies:								
Property Acquisition	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
Street Improv.	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
Sidewalk Improv.	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
Municipal Cap.Improv.	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>MACATAWA TRANS. AUTH.</u>								
Operating	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	Y	149,379
Road Improvements	---	-----	---	-----	---	-----	Y	149,379
Emergency 911	---	-----	---	-----	---	-----	Y	149,379
<u>COUNTY OF OTTAWA</u>								
Operating	Y	2,920,137	Y	2,668,355	Y	3,140,918	---	-----
Parks	Y	2,920,137	Y	2,668,355	Y	3,140,918	---	-----
Emergency 911	Y	2,920,137	Y	2,668,355	Y	3,140,918	---	-----
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
Special Education	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
Vocational Education	Y	2,920,137	Y	2,668,355	Y	3,140,918	Y	149,379
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	- 0 -	N	- 0 -	Y	2,818,873	Y	139,179
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	Y	- 0 -	N	- 0 -	Y	3,140,918	Y	149,379

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2017 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
<b><u>CITY OF HOLLAND</u></b>								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
-Capital Levies:								
Property Acquisition	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
Street Improv.	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
Sidewalk Improv.	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
Municipal Cap.Improv.	Y	7,923,150	Y	191,967	Y	3,515,020	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 -
<b><u>MACATAWA TRANS. AUTH.</u></b>								
Operating	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
<b><u>WEST MI AIRPOR AUTH.</u></b>								
Operating	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
<b><u>DISTRICT LIBRARY</u></b>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
<b><u>COMMUNITY POOL</u></b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
<b><u>COUNTY OF ALLEGAN</u></b>								
Operating	---	-----	Y	191,967	---	-----	---	-----
Road Improvements	---	-----	Y	191,967	---	-----	---	-----
Emergency 911	---	-----	Y	191,967	---	-----	---	-----
<b><u>COUNTY OF OTTAWA</u></b>								
Operating	Y	7,923,150	---	-----	Y	3,515,020	Y	- 0 -
Parks	Y	7,923,150	---	-----	Y	3,515,020	Y	- 0 -
Emergency 911	Y	7,923,150	---	-----	Y	3,515,020	Y	- 0 -
<b><u>INTERMEDIATE SCHOOL</u></b>								
General Education	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
Special Education	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
Vocational Education	Y	7,923,150	Y	191,967	Y	3,515,020	Y	- 0 -
<b><u>HOLLAND SCHOOL</u></b>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	5,691,361	N	- 0 -	Y	3,515,020	N	- 0 -
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<b><u>STATE OF MICHIGAN</u></b>								
State Education Tax	Y	7,923,150	N	- 0 -	Y	3,515,020	N	- 0 -

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS**

**TAX YEAR 2017 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)		154 E 15th St. (Minit Mart)		Grand Totals
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Captured Taxable Valuation
<u>CITY OF HOLLAND</u>							
-Debt Service Levies:							
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
-Operating Levies:							
General	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
-Capital Levies:							
Property Acquisition	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
Street Improv.	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
Sidewalk Improv.	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
Municipal Cap.Improv.	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
-All Other:							
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
<u>MACATAWA TRANS. AUTH.</u>							
Operating	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
<u>WEST MI AIRPOR AUTH.</u>							
Operating	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
<u>DISTRICT LIBRARY</u>							
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
<u>COMMUNITY POOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
<u>COUNTY OF ALLEGAN</u>							
Operating	---	-----	---	-----	---	-----	341,346
Road Improvements	---	-----	---	-----	---	-----	341,346
Emergency 911	---	-----	---	-----	---	-----	341,346
<u>COUNTY OF OTTAWA</u>							
Operating	Y	1,496,126	Y	12,862,747	Y	56,562	34,583,015
Parks	Y	1,496,126	Y	12,862,747	Y	56,562	34,583,015
Emergency 911	Y	1,496,126	Y	12,862,747	Y	56,562	34,583,015
<u>INTERMEDIATE SCHOOL</u>							
General Education	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
Special Education	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
Vocational Education	Y	1,496,126	Y	12,862,747	Y	56,562	34,924,361
<u>HOLLAND SCHOOL</u>							
Debt	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,496,126	Y	12,862,747	N	- 0 -	26,523,306
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>							
State Education Tax	Y	1,496,126	Y	12,862,747	N	- 0 -	29,087,340

**PROPERTY TAX LEVY**  
**PROPOSED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2017-18**

	Tax Year 2016	Tax Year 2017	Increase ( Decrease )	
	FY 2016-17	FY 2017-18	Amount	Percent

<b>PROPERTY TAX MILLAGE RATES</b>				
<b><u>City of Holland</u></b>				
- Operating Levies:				
General	8.3494	7.5064	(0.8430)	- 10.10%
Total Operating	8.3494	7.5064	(0.8430)	- 10.10%
- 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	0.3155 (1)	0.1585	(0.1570)	- 49.76%
Total Capital	1.7923	1.6353	(0.1570)	- 8.76%
- Debt Service Levies:				
General Obligation Debt	3.6290	4.6290	1.0000	27.56%
- Total City of Holland	13.7707	13.7707	0.0000	0.00%
<b><u>Herrick District Library</u></b>				
- Operating	1.1000	0.0000	(1.1000)	- 100.00%
- Debt Service	0.1393 (1)	0.0000	(0.1393)	- 100.00%
- Total Herrick District Library	1.2393	0.0000	(1.2393)	- 100.00%
<b><u>Airport Authority</u></b>	0.0985	0.0985	0.0000	0.00%
<b><u>Total Millage Levy Rate</u></b>	15.1085	13.8692	(1.2393)	- 8.20%

<b>PROPERTY TAX MILLAGE AMOUNTS</b>				
<b><u>City of Holland</u></b>				
- Operating Levies:				
General	8,414,048	7,745,909	(668,139)	- 7.94%
Total Operating	\$ 8,414,048	\$ 7,745,909	\$ (668,139)	- 7.94%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,437,848	1,472,325	34,477	2.40%
Sidewalk Improvement Projects	50,387	51,595	1,208	2.40%
Municipal Capital Projects	317,943	163,557	(154,386)	- 48.56%
Total Capital	\$ 1,806,178	\$ 1,687,477	\$ (118,701)	- 6.57%
- Debt Service Levies:				
General Obligation Debt *	3,742,874	4,938,364	1,195,490	31.94%
- Total City of Holland	\$ 13,963,100	\$ 14,371,750	\$ 408,650	2.93%
<b><u>Herrick District Library</u></b>				
- Operating	1,108,517	- 0 -	(1,108,517)	- 100.00%
- Debt Service *	143,671	- 0 -	(143,671)	- 100.00%
- Total Herrick District Library	\$ 1,252,188	\$ - 0 -	\$ (1,252,188)	- 100.00%
<b><u>Airport Authority</u></b>	99,263	101,643	2,380	2.40%
<b><u>Total Millage Levy Amount</u></b>	\$ 15,314,551	\$ 14,473,393	\$ (841,158)	- 5.49%

\* 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**

	<b>Tax Year 2016</b>	<b>Tax Year 2016</b>		
	<b>FY 2016-17</b>	<b>FY 2016-17</b>	<b>Change</b>	
Regular Roll (Includes Frozen NEZ)	\$ 1,077,598,350	\$ 1,104,140,781	\$ 26,542,431	2.46%
- Less Renaissance Zones				
- LS Mold Tool & Die	(187,051)	- 0 -	187,051	
- STM Manufacturing Tool & Die	(426,940)	(400,485)	26,455	
- Buhler Prince	(2,099,904)	(2,420,566)	(320,662)	
- LG Chem/Compact Power	(53,674,805)	(48,217,244)	5,457,561	
- Johnson Controls - Saft APS	- 0 -	- 0 -	- 0 -	
Subtotal Renaissance Zones	<u>(56,388,700)</u>	<u>(51,038,295)</u>	<u>5,350,405</u>	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,828,994)	(2,920,137)	(91,143)	
- 665 East 48th Street (Lifesavers)	(104,556)	(149,379)	(44,823)	
- 570 East 16th Street (GE)	(2,691,725)	(2,668,355)	23,370	
- 573 Columbia Ave (Baker-Lofts)	(7,987,428)	(7,923,150)	64,278	
- 99 East 8th Street (Plaza East)	(3,421,226)	(3,515,020)	(93,794)	
- 146 River Ave (Scrap Yard Lofts)	(1,271,276)	(1,496,126)	(224,850)	
- 7th Street Project (Parking Deck)	(9,951,463)	(12,862,747)	(2,911,284)	
- 1110 Lincoln Ave (Lincolnshire)	(191,428)	(191,967)	(539)	
- 561 Crescent Drive (Crescent Shores)	(1,817,240)	(3,140,918)	(1,323,678)	
- 154 E 15th Street (Minit Mart)	- 0 -	(56,562)	(56,562)	
Subtotal Brownfields	<u>(30,265,336)</u>	<u>(34,924,361)</u>	<u>(4,659,025)</u>	
- Less Landbank	<u>(26,443)</u>	<u>(26,681)</u>	<u>(238)</u>	
<b>Subtotal Regular Roll</b>	<b>990,917,871</b>	<b>1,018,151,444</b>	<b>\$ 27,233,573</b>	<b>2.75%</b>
Tax Abatement Roll (Expressed at Equivalency)	18,837,870	15,447,949	(3,389,921)	- 18.00%
- Less Renaissance Zones			- 0 -	
- Buhler Prince	(1,499,550)	(1,367,130)	132,420	
- STM Manufacturing Tool & Die	<u>(513,336)</u>	<u>(324,915)</u>	<u>188,421</u>	
Subtotal Renaissance Zones	<u>(2,012,886)</u>	<u>(1,692,045)</u>	<u>320,841</u>	
<b>Subtotal Abatement Roll</b>	<b>16,824,984</b>	<b>13,755,904</b>	<b>\$ (3,069,080)</b>	<b>- 18.24%</b>
<b>Total - All Rolls Adjusted</b>	<b><u>\$ 1,007,742,855</u></b>	<b><u>\$ 1,031,907,348</u></b>	<b><u>\$ 24,164,493</u></b>	<b>2.40%</b>
Valuation to Add Back to Debt Levies	30,265,336	34,924,361	4,659,025	15.39%
Valuation of Brownfields/Renaissance Zones	88,666,922	87,654,701	(1,012,221)	- 1.14%

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.

FY18 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$34,924,361 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies.

The total FY18 Taxable Valuation used for Debt Service computation is \$1,066,831,709.

**CITY OF HOLLAND**  
**1% PROPERTY TAX ADMINISTRATION FEE**  
**SUMMARY OF PROJECTED REVENUES TO BE GENERATED**  
**FOR FISCAL YEAR 2017-18**

Taxing Jurisdiction	2017 Taxable Value		2017-18 Millage		Projected
	Within City of Holland	Rates	Amounts	1%	
				Administration Fee	
City of Holland	\$ 1,069,917,361	13.7707	\$ 14,733,511	\$ 147,335	
- Unfrozen NEZ Property	796,942	12.7270	10,143	101	
Special Assessments/Operating Assessments			700,000	7,000	
Downtown Development Authority	128,267,514	1.6034	205,664	2,057	
Herrick District Library	1,070,714,303	1.5000	1,606,071	16,061	
West Michigan Airport Authority	1,070,714,303	0.0985	105,465	1,055	
State of Michigan	983,353,303	6.0000	5,900,120	59,001	
- Commercial Personal Property	41,085,100	6.0000	246,511	2,465	
- Industrial Personal Property	46,275,900	- 0 -	- 0 -	0	
Holland Public School District:					
- Principal Residence Exempt Properties (a)	499,923,970	7.5373	3,768,077	37,681	
- Non-Principal Residence Properties	390,887,909	25.4419	9,944,931	99,449	
- Commercial Personal Property	35,876,650	13.4419	482,250	4,823	
- Industrial Personal Property	33,262,700	7.4419	247,538	2,475	
- Renaissance Zones - Debt Only	5,154,825	6.8000	35,053	351	
Hamilton Community School District:					
- Principal Residence Exempt Properties (a)	19,985,550	4.5000	89,935	899	
- Non-Principal Residence Properties	72,547,674	22.5000	1,632,323	16,323	
- Commercial Personal Property	5,208,450	10.5000	54,689	547	
- Industrial Personal Property	13,013,200	4.5000	58,559	586	
- Renaissance Zones - Debt Only	49,617,665	4.5000	223,279	2,233	
Zeeland Public School District:					
- Principal Residence Exempt Properties (a)	- 0 -	8.5600	- 0 -	- 0 -	
- Non-Principal Residence Properties	8,200	26.5600	218	2	
Ottawa Intermediate School District	1,070,714,303	5.5234	5,913,983	59,140	
Holland Area Community Pool Authority	959,951,229	1.6703	1,603,407	16,034	
MAX Authority	1,070,714,303	0.3969	424,967	4,250	
County of Allegan	338,014,155	6.0839	2,056,444	20,564	
County of Ottawa	648,080,144	5.1483	3,336,511	33,365	
- Unfrozen NEZ Property	796,942	4.4065	3,512	35	
Total			<u>\$ 53,379,649</u>	<u>\$ 533,796</u>	

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 2017. 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 2016-17 AND FISCAL YEAR 2017-18**

	<u>Tax Year 2016</u>	<u>Tax Year 2017</u>	<u>Increase ( Decrease )</u>	
	<u>FY 2016-17</u>	<u>FY 2017-18</u>	<u>Amount</u>	<u>Percent</u>

**PROPERTY TAXABLE VALUATION ROLL**

Regular Roll:

- Real Property	\$ 113,528,341	\$ 116,736,859	\$ 3,208,518	2.83%
- Personal Property	9,921,900	9,861,300	(60,600)	-0.61%
- Total	\$ 123,450,241	\$ 126,598,159	\$ 3,147,918	2.55%

Tax Abatement Roll

- Real Property (includes NEZ)	\$ 912,948	\$ 989,742	\$ 76,794	8.41%
- Personal Property	1,770,000	958,200	(811,800)	-45.86%
- Total:	\$ 2,682,948	\$ 1,947,942	\$ (735,006)	-27.40%
- Total (Taxing Equivalency):	\$ 1,797,948	\$ 1,468,842	(329,106)	-18.30%

Total Assessment Rolls	\$ 125,248,189	\$ 128,067,001	\$ 2,818,812	2.25%
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**PROPERTY TAX MILLAGE RATE LEVY**

Operating Rate

- For Operations & Maintenance	1.6034	1.6034	- 0 -	0.00%
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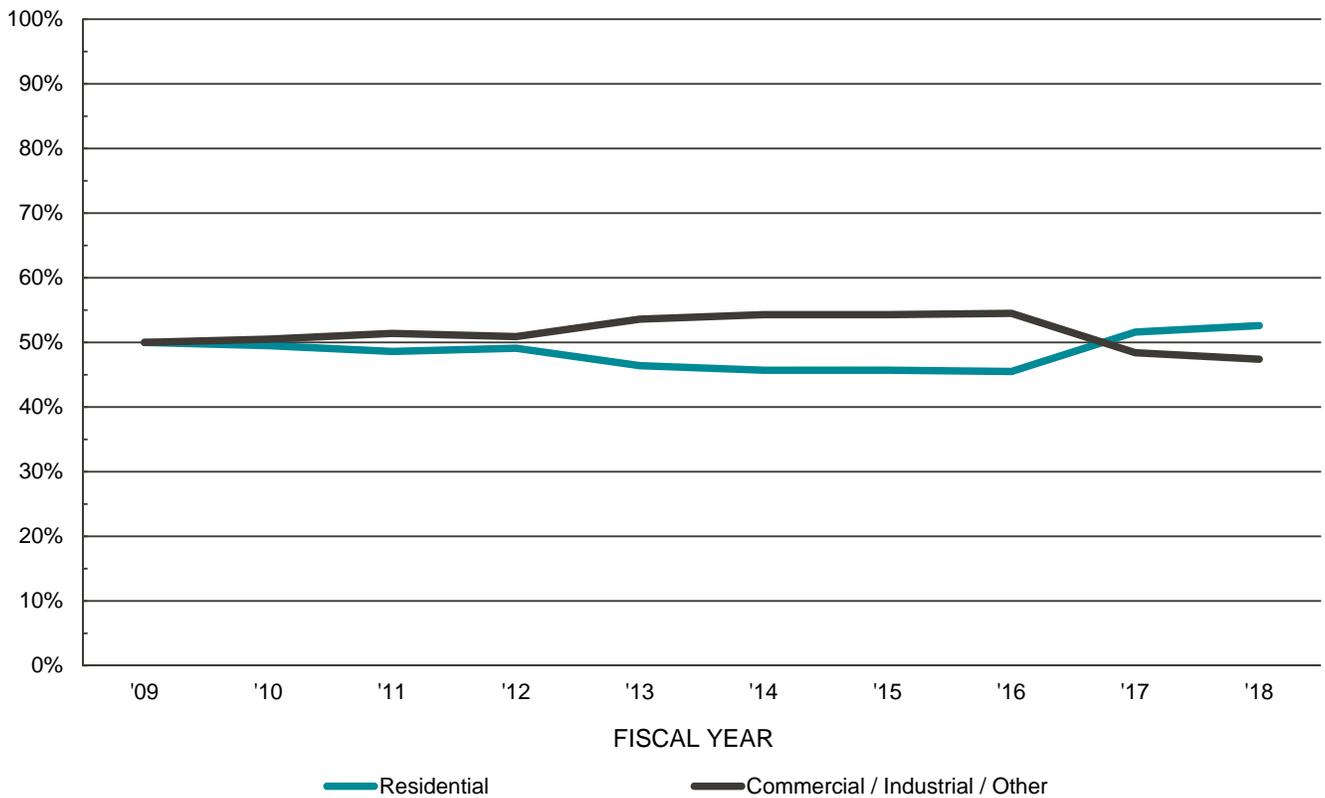
**PROPERTY TAX MILLAGE AMOUNT LEVY**

Operating Levy

- For Operations & Maintenance	\$ 200,823	\$ 205,343	\$ 4,520	2.25%
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**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)**

	TY2008 FY-09	TY2009 FY-10	TY2010 FY-11	TY2011 FY-12	TY2012 FY-13	TY2013 FY-14	TY2014 FY-15	TY2015 FY-16	TY2016 FY-17	TY2017 FY-18
Agricultural	0.2%	0.2%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%
Commercial	24.7%	24.7%	26.0%	25.3%	24.0%	23.0%	22.0%	23.4%	27.0%	27.3%
Industrial	24.7%	25.2%	24.7%	24.8%	28.6%	30.5%	31.5%	30.3%	20.5%	19.2%
Residential	50.0%	49.5%	48.6%	49.1%	46.4%	45.7%	45.7%	45.5%	51.6%	52.6%
Utility	0.4%	0.4%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%	0.7%
Developmental	0.0%	0.0%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%
<b>Total</b>	<b>100.0%</b>									



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

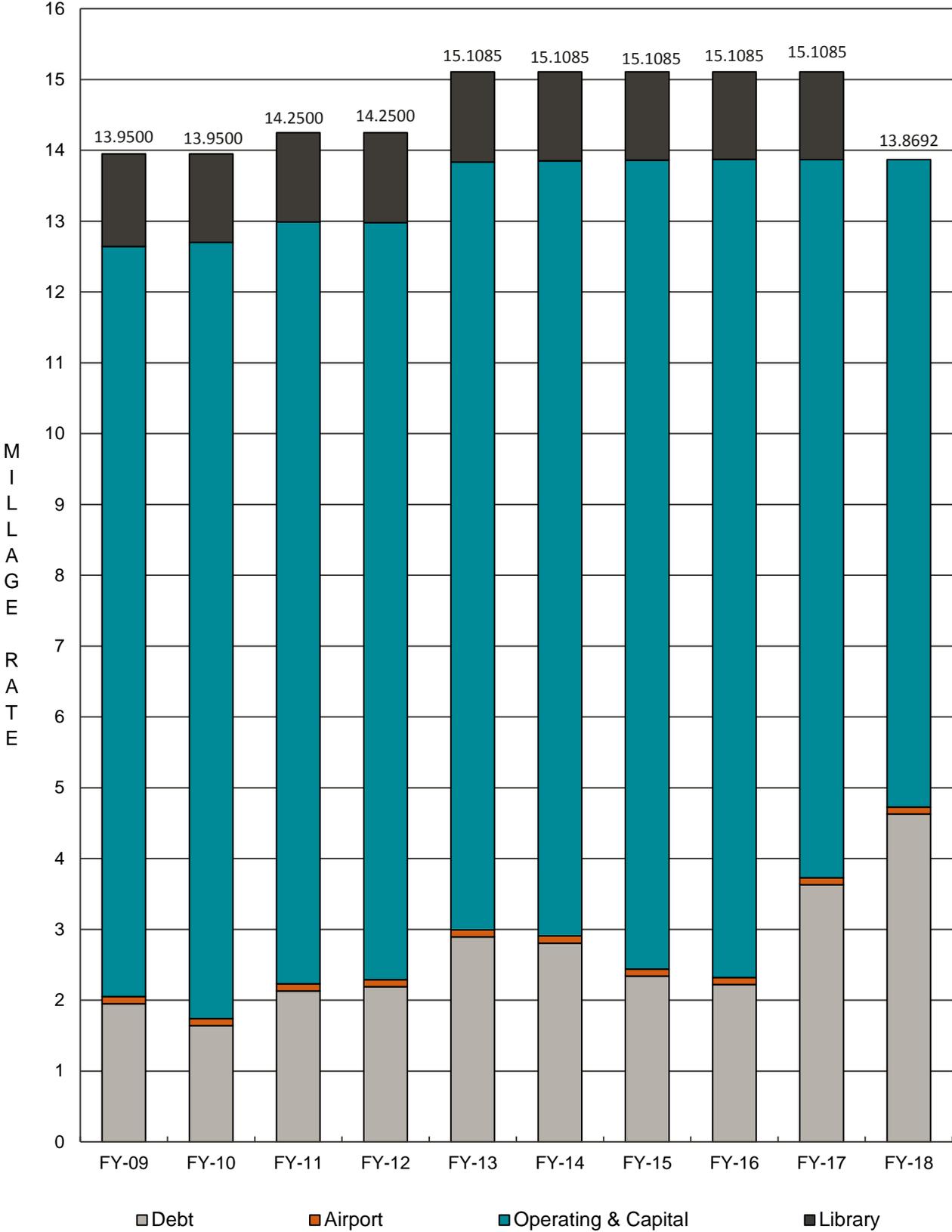
Fiscal Year	Millage Rate Levies										% Change
	LTGO Debt Service	General Operating	Property Acquis.	Street Improv.	Capital Projects Sidewalk	Municipal Projects	MAX Public Transit	West Michigan Airport Authority	Herrick District Library	Total	Increase (Decr.) In Total Rate
1999	1.2840	8.8790	0.2500	1.0000	0.2500	1.0470	0.1500	0.0000	1.3673 *	14.2273	0.00%
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%
2018	4.6290	7.5064	0.0000	1.4268	0.0500	0.1585	0.0000	0.0985	0.0000 *	13.8692	-8.20%

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

\* The Municipal Airport became West Michigan Airport Authority (area-wide) effective with calendar year 2008. The City continues to levy millage for the airport and submits payment of taxes as collected (per terms of agreement).

\* Herrick District Library became it's own taxing authority effective with calendar year 2017.

# CITY OF HOLLAND PROPERTY TAX MILLAGE RATES



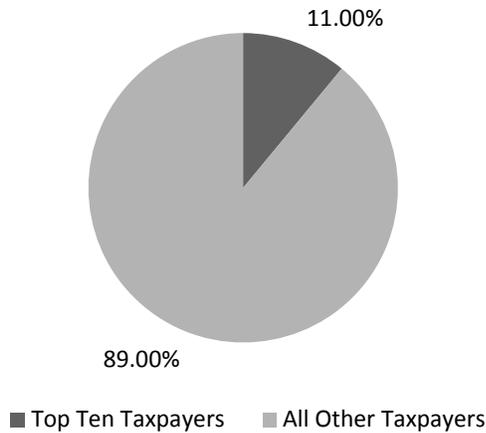
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS  
 TAX YEAR 2017 (FY-2018)  
 CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 33,446,699	3.13%
2. Haworth Inc	Office Furniture Manufacturing	16,841,634	1.58%
3. Lumir LLC	Real Estate Holdings	11,974,518	1.12%
4. Holland Waverly LLC	Automotive Parts Manufacturing	11,039,800	1.03%
5. Adient US LLC	Automotive Parts Manufacturing	9,088,083	0.85%
6. Yanfeng US Automotive Interiors	Automotive Parts Manufacturing	7,858,700	0.74%
7. Hotel Holdings Holland DTW LLC	Hotel	7,405,132	0.69%
8. Challenge Mfg Company	Automotive Parts Manufacturing	7,081,835	0.66%
9. Semo Energy	Utility	6,732,300	0.63%
10. Kraft Heinz Food Co	Misc Food Manufacturing	6,113,229	0.57%
Totals		<u>\$ 117,581,930</u>	<u>11.00%</u>

2017 Total Taxable Value is \$1,068,612,343 which includes IFT's at equivalency valuation.  
 The abatements are taxed at approximately one-half the tax rate.  
 Taxpayer valuations of Renaissance Zones are excluded.

Concentration of Taxpayers



# FUND SUMMARIES

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- > SUMMARY OF BUDGETED FINANCIAL DATA:
  - FUND DESCRIPTIONS
  - SUMMARY ACROSS ALL FUNDS
  - SOURCES & USES ACROSS ALL FUNDS
  - GOVERNMENTAL FUNDS & COMPONENT UNITS
  - ENTERPRISE FUNDS
  - INTERNAL SERVICE FUNDS
  - 3 YEAR FUND FINANCIAL SUMMARIES

# 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
- 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
- Telephony 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					
Board & Commissions	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					
Economic Development	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.

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## FUND TYPE: GENERAL FUND

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### **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.

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## FUND TYPE: PERMANENT FUNDS

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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.

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### **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.

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## **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.

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### **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-way's.

### **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 8<sup>th</sup> Street Market Area and the 7<sup>th</sup> 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.

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**FUND TYPE: SPECIAL REVENUE FUNDS**  
( continued )

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**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.

**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.

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## **FUND TYPE: DEBT SERVICE FUNDS**

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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.

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### **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.

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## **FUND TYPE: CAPITAL PROJECTS FUNDS**

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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).

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### **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.

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## **FUND TYPE: ENTERPRISE FUNDS**

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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.

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### **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.

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## **FUND TYPE: ENTERPRISE FUNDS**

( continued )

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### **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.

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## **FUND TYPE: INTERNAL SERVICE FUNDS**

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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.

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### **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.

### **TELEPHONY 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.

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## **FUND TYPE: INTERNAL SERVICE FUNDS**

( continued )

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### **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.

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## **FUND TYPE: COMPONENT UNIT FUNDS**

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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.
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### **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.

# FY2018 ADOPTED APPROPRIATIONS

## FUNDS BY TYPE

Including Basis of Budgeting & Accounting

GENERAL OPERATING
( Modified Accrual )

General Fund	
-Including Budget Stabilization	21,359,674

PERMANENT
( Modified Accrual )

Cemetery Perpetual Care	11,000
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SPECIAL REVENUE
( Modified Accrual )

Street Funds	7,523,381
Downtown Funds	893,533
CATV-Public Access TV	502,147
Herrick District Library Taxation	300
C/J Police Training	10,450
Dangerous Structures	12,900
Total	8,942,711

DEBT SERVICE
( Modified Accrual )

General Obligation LTGO	5,956,045
Building Authority	1,484,414
Energy Performance	335,681
Total	7,776,140

CAPITAL PROJECTS
( Modified Accrual )

Municipal Improvements	3,905,435
Street, Bridge, Signalization	3,835,000
Sidewalk Improvements	185,000
Total	7,925,435

ENTERPRISE
( Full Accrual )

Solid Waste Recycling	1,586,841
Windmill Island Gardens	2,866,392
Employees Benefit	8,150
Municipal Airport Facilities & Mgmt	145,265
Electric Utility	95,996,654
Water Utility	11,852,382
Wastewater Utility	12,759,068
Total	125,214,752

INTERNAL SERVICE FUNDS
( Full Accrual )

Technology Services	930,700
Fuel Dispensing	750,930
Postage Services	20,400
Telephony Services	116,850
Centralized Vehicle/Equip	2,547,003
Compensated Absences	42,000
Risk Management	6,648,505
Total	11,056,388

COMPONENT UNITS
( Modified Accrual )

Downtown Development Auth.	260,029
Brownfield Redevel. Auth.	1,123,440
Holland Historical Trust	635,225
Total	2,018,694

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.

# FUND SUMMARY

## FINANCING SOURCES, USES & FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL	PERMANENT	SPECIAL	DEBT	CAPITAL	COMPONENT
	FUND	FUNDS	REVENUE FUNDS	SERVICE FUNDS	PROJECT FUNDS	UNIT FUNDS
<b>FUND EQUITY - PROJECTED BEGINNING BALANCE</b>						
As of July 1, 2017	\$ 4,897,407	\$ 1,666,690	\$ 2,194,859	\$ 690,878	\$ 4,314,428	\$ 2,337,640
<b>FINANCING SOURCES</b>						
Taxes	8,415,010	-	1,469,950	5,470,392	213,600	1,624,248
Special Assessments	-	-	783,383	7,617	75,000	-
Intergovernmental	3,924,238	-	4,465,006	-	441,972	114,128
Licenses and Permits	626,800	-	79,000	-	-	3,000
Charges for Services	1,782,835	33,000	574,850	-	-	103,650
Fines and Forfeits	132,500	-	-	-	-	-
Interest & Rents	357,160	11,000	38,545	7,407	11,003	38,474
Other	106,800	-	832,500	1,620,744	417,000	312,555
<b>Total Financing Sources</b>	<b>15,345,343</b>	<b>44,000</b>	<b>8,243,234</b>	<b>7,106,160</b>	<b>1,158,575</b>	<b>2,196,055</b>
<b>FINANCING USES</b>						
Management & Administration	2,326,177	-	302,147	-	-	-
Fiscal Services	1,400,329	-	-	-	-	-
Public Safety	10,278,662	-	10,450	-	-	-
Transportation	1,316,650	-	3,245,509	-	-	-
Community & Neighborhood	1,781,431	-	511,598	-	-	963,227
Parks & Recreation	3,955,525	-	300	-	-	742,108
General Debt Service	-	-	-	7,776,139	-	-
Internal Services	-	-	-	-	-	-
Capital Projects	-	-	-	-	7,767,435	-
Utilities	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>21,058,774</b>	<b>-</b>	<b>4,070,004</b>	<b>7,776,139</b>	<b>7,767,435</b>	<b>1,705,335</b>
Sources Over (Under) Uses	(5,713,431)	44,000	4,173,230	(669,979)	(6,608,860)	490,720
<b>OTHER FINANCING SOURCES (USES)</b>						
Transfers In	5,871,839	-	659,685	421,047	4,618,740	184,555
Transfers Out	(300,900)	(11,000)	(4,872,707)	(1)	(158,000)	(420,242)
<b>Net Change in Fund Equity</b>	<b>(142,492)</b>	<b>33,000</b>	<b>(39,792)</b>	<b>(248,933)</b>	<b>(2,148,120)</b>	<b>255,033</b>
<b>FUND EQUITY - PROJECTED ENDING BALANCE</b>						
As of June 30, 2018	<u>\$ 4,754,915</u>	<u>\$ 1,699,690</u>	<u>\$ 2,155,067</u>	<u>\$ 441,945</u>	<u>\$ 2,166,308</u>	<u>\$ 2,592,673</u>

# FUND SUMMARY

## FINANCING SOURCES, USES & FUND EQUITY

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 376,659,603	\$ 11,196,839	\$ 403,958,344
104,600	-	17,297,800
-	-	866,000
1,439,000	-	10,384,344
-	-	708,800
135,515,029	2,041,550	140,050,914
-	-	132,500
495,686	1,906,217	2,865,492
3,960,825	6,824,200	14,074,624
<u>141,515,140</u>	<u>10,771,967</u>	<u>186,380,474</u>
-	-	2,628,324
3,500	-	1,403,829
2,500	-	10,291,612
632,815	-	5,194,974
1,586,841	-	4,843,097
979,542	-	5,677,475
-	-	7,776,139
-	10,805,588	10,805,588
-	-	7,767,435
112,225,445	-	112,225,445
<u>115,430,643</u>	<u>10,805,588</u>	<u>168,613,918</u>
<u>26,084,497</u>	<u>(33,621)</u>	<u>17,766,556</u>
50,000	253,000	12,058,866
(6,296,016)	-	(12,058,866)
<u>19,838,481</u>	<u>219,379</u>	<u>17,766,556</u>
<u>\$ 396,498,084</u>	<u>\$ 11,416,218</u>	<u>\$ 421,724,900</u>

FUND EQUITY - PROJECTED BEGINNING BALANCE  
As of July 1, 2017

### FINANCING SOURCES

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

Total Financing Sources

### FINANCING USES

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)

Transfers In  
Transfers Out

Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE  
As of June 30, 2018

(Concluded)

# FINANCIAL SOURCES & USES

ACROSS ALL FUND TYPES

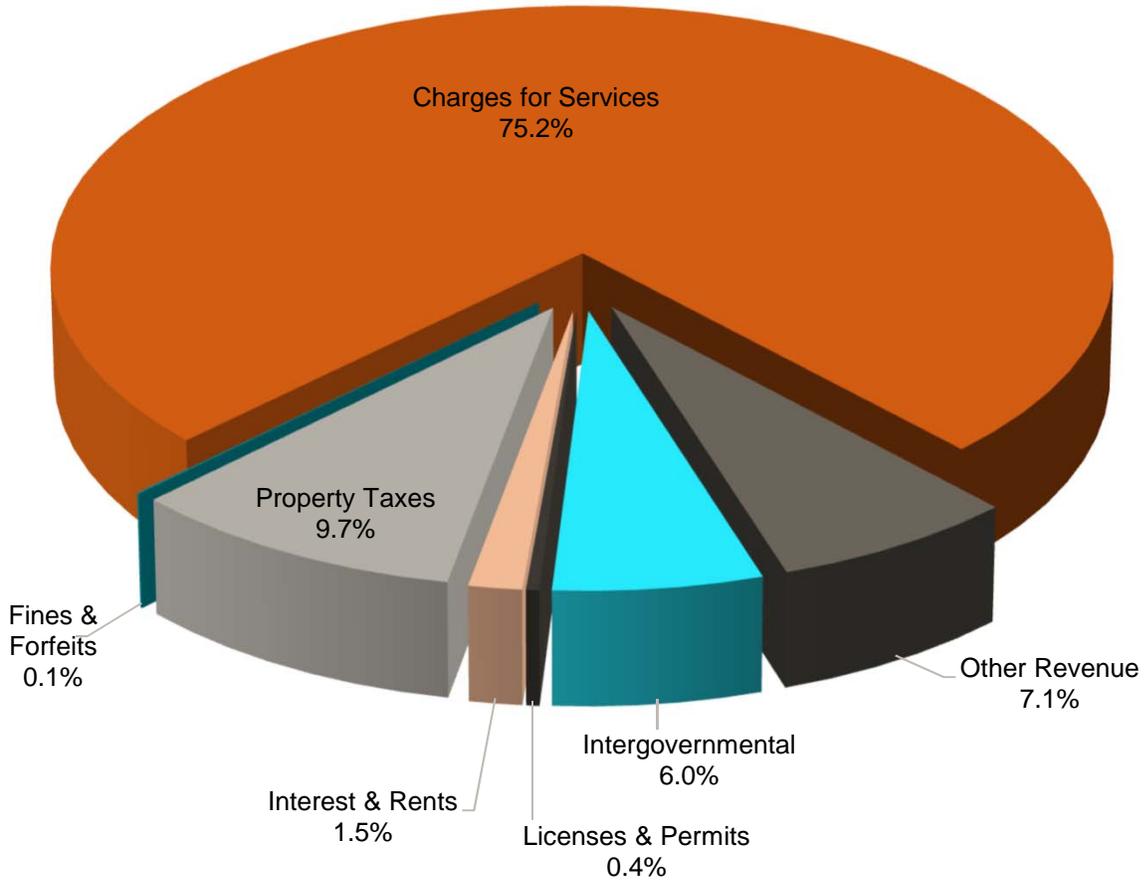
Fiscal Year July 1, 2017 - June 30, 2018

<u>SOURCES</u>	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	18,163,800	9.7%
Licenses & Permits	708,800	0.4%
Intergovernmental	11,239,344	6.0%
Charges for Services	140,092,914	75.2%
Fines & Forfeits	132,500	0.1%
Interest & Rents	2,865,492	1.5%
Other Revenues	13,177,624	7.1%
Total Sources	<u>\$ 186,380,474</u>	<u>100.0%</u>
<u>USES</u>		
Management & Administration	2,628,324	1.5%
Fiscal Services (Including Budget Stabilization)	1,403,829	0.8%
Public Safety	10,291,612	6.0%
Transportation	7,256,427	4.2%
Community & Neighborhood Services	4,843,097	2.8%
Parks & Recreation	7,457,592	4.3%
Utility Services	114,312,088	66.4%
Internal Services	8,509,385	5.0%
Capital Projects <sup>(1)</sup>	7,767,435	4.5%
Debt Service	7,776,139	4.5%
Total Applications	<u>\$ 172,245,928</u>	<u>100.0%</u>

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.

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

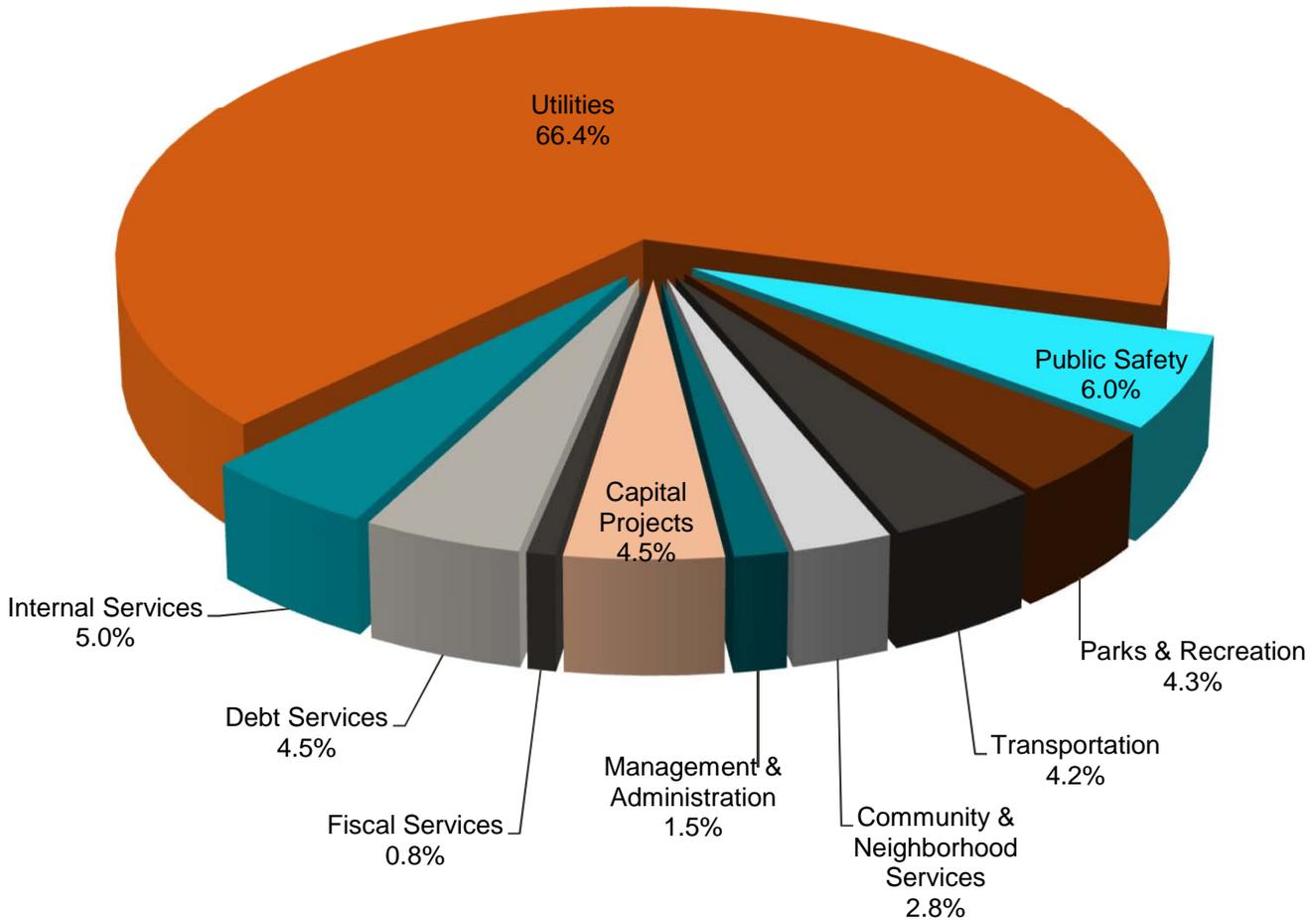
# FISCAL YEAR 2018 SOURCES ACROSS ALL FUND TYPES



**TOTAL \$186,380,474**

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

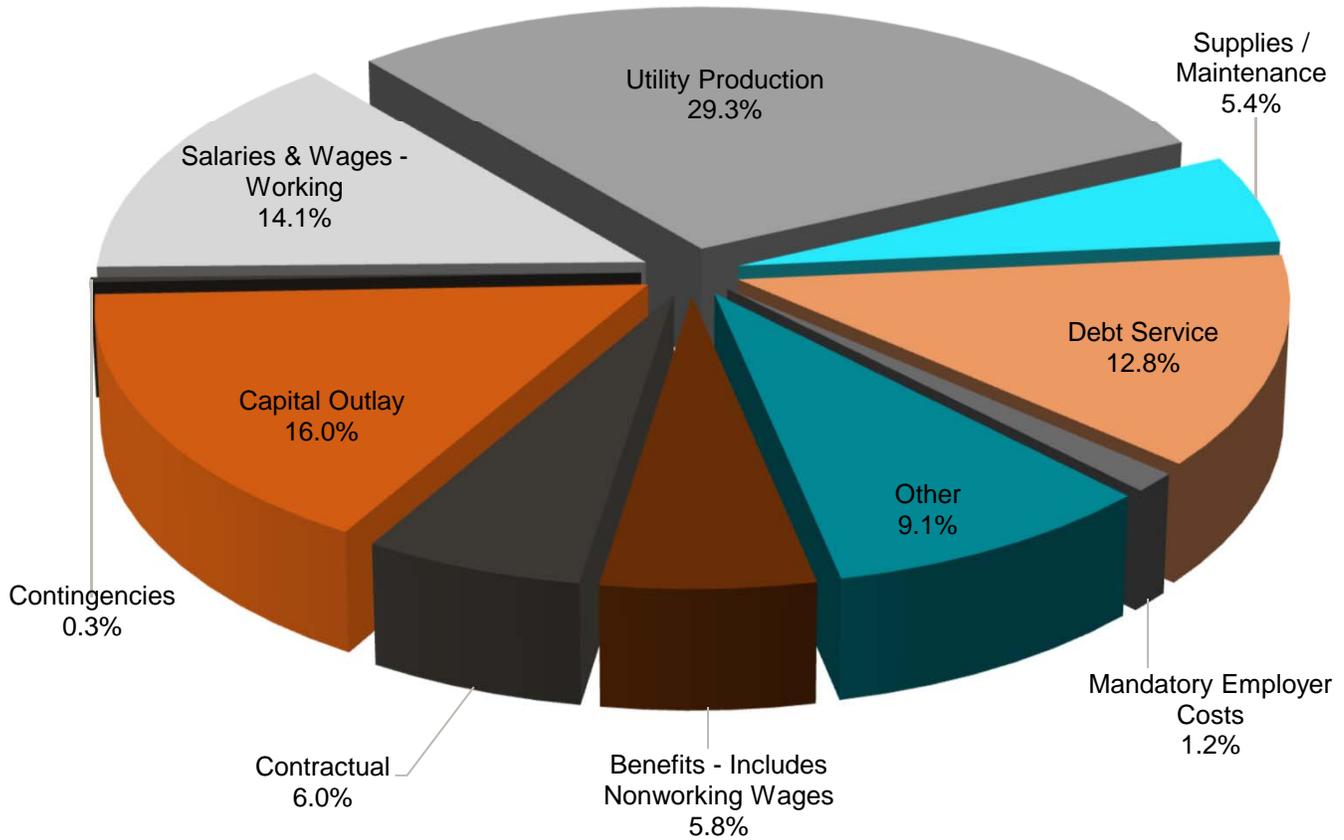
# FISCAL YEAR 2018 USES ACROSS ALL FUND TYPES



**TOTAL \$172,245,928**

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 2018 USES ACROSS ALL FUND TYPES



**TOTAL \$172,245,928**

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.

# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF REVENUES

Fund	Actual FY-2016	Revised Estimate FY-2017	Adopted Budget FY-2018
GENERAL FUND	32,572,777	21,857,089	21,217,182
<u>SPECIAL REVENUE FUNDS</u>			
MVH Major Streets	2,780,601	3,121,050	3,330,500
MVH Local Streets	1,269,859	1,396,075	1,462,025
Allegan County Road Tax	457,834	454,000	459,000
Ottawa County Road Tax	334,374	348,100	350,500
Street Improvements Reserve	3,024,649	2,350,880	1,838,090
Downtown Parking System	219,856	232,840	239,029
Downtown Snowmelt O&M	214,115	279,723	298,014
Principal Shopping District	245,103	255,786	260,100
CATV - Public Access TV	506,177	478,500	499,500
Herrick Dist. Library Taxation	1,306,593	1,250,305	-
Criminal Justice - Police Training	11,302	9,600	10,450
Revolving Cash Assistance	200,343	630,039	142,811
Dangerous Structures	67,385	52,130	12,900
Subtotal - Special Revenue Funds	10,638,191	10,859,028	8,902,919
<u>DEBT SERVICE FUNDS</u>			
General Obligation	1,032,855	4,345,421	5,698,088
Building Authority	2,165,963	2,044,282	1,484,514
Special Assessments	39,717	29,455	8,924
Subtotal - Debt Service Funds	3,238,535	6,419,158	7,191,526
<u>PERMANENT FUNDS</u>			
Cemetery Perpetual Care	52,248	45,000	44,000
TOTAL	46,501,751	39,180,275	37,355,627
Less Interfund Transfers	(7,443,341)	(7,130,224)	(6,952,571)
<b>NET REVENUES</b>	<b>39,058,410</b>	<b>32,050,051</b>	<b>30,403,056</b>

# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF EXPENDITURES

Fund	Actual FY-2016	Revised Estimate FY-2017	Adopted Budget FY-2018
GENERAL FUND	32,866,472	21,628,430	21,359,674
<u>SPECIAL REVENUE FUNDS</u>			
MVH Major Streets	5,257,955	2,690,224	3,251,356
MVH Local Streets	1,269,861	1,396,075	1,462,025
Allegan County Road Tax	532,936	178,651	650,000
Ottawa County Road Tax	330,000	330,000	350,000
Street Improvements Reserve	3,805,590	2,328,250	1,810,000
Downtown Parking System	208,224	239,108	262,146
Downtown Snowmelt O&M	214,153	179,177	385,015
Principal Shopping District	334,975	240,108	246,372
CATV - Public Access TV	549,157	462,925	502,147
Herrick Dist. Library Taxation	1,306,647	1,249,996	300
Criminal Justice - Police Training	9,462	9,600	10,450
Revolving Cash Assistance	-	658,934	-
Dangerous Structures	67,385	52,130	12,900
Subtotal - Special Revenue Funds	<u>13,886,345</u>	<u>10,015,178</u>	<u>8,942,711</u>
<u>DEBT SERVICE FUNDS</u>			
General Obligation	962,379	4,267,145	5,956,045
Building Authority	2,165,832	2,042,955	1,484,414
Special Assessments	37,143	69,416	-
Subtotal - Debt Service Funds	<u>3,165,354</u>	<u>6,379,516</u>	<u>7,440,459</u>
<u>PERMANENT FUNDS</u>			
Cemetery Perpetual Care	16,688	35,000	11,000
TOTAL	49,934,859	38,058,124	37,753,844
Less Interfund Transfers	(10,890,356)	(6,200,048)	(5,184,608)
<b>NET EXPENDITURES</b>	<u>39,044,503</u>	<u>31,858,076</u>	<u>32,569,236</u>

# GOVERNMENTAL TYPE FUNDS

## SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2017	Revenue Estimate FY-2018	Expenditure Estimate FY-2018	Estimated Balance 6/30/2018	Change in Fund Balance	% Change in Fund Balance
GENERAL FUND	4,897,407	21,217,182	21,359,674	4,754,915	(142,492)	-2.9%
<b><u>SPECIAL REVENUE FUNDS</u></b>						
MVH Major Streets <sup>(1)</sup>	452,459	3,330,500	3,251,356	531,603	79,144	17.5%
MVH Local Streets	2,000	1,462,025	1,462,025	2,000	-	0.0%
Allegan County Road Tax <sup>(2)</sup>	683,283	459,000	650,000	492,283	(191,000)	-28.0%
Ottawa County Road Tax	22,474	350,500	350,000	22,974	500	2.2%
Street Improvements Reserve <sup>(3)</sup>	39,604	1,838,090	1,810,000	67,694	28,090	70.9%
Downtown Parking System	255,516	239,029	262,146	232,399	(23,117)	-9.0%
Downtown Snowmelt System <sup>(4)</sup>	100,546	298,014	385,015	13,545	(87,001)	-86.5%
Principal Shopping District <sup>(5)</sup>	42,743	260,100	246,372	56,471	13,728	32.1%
CATV - Public Access TV	416,274	499,500	502,147	413,627	(2,647)	-0.6%
Herrick Dist. Library Taxation <sup>(6)</sup>	309	-	300	9	(300)	-97.1%
Criminal Justice - Police Training	3,772	10,450	10,450	3,772	-	0.0%
Revolving Cash Assistance <sup>(7)</sup>	175,879	142,811	-	318,690	142,811	81.2%
Dangerous Structures	-	12,900	12,900	-	-	0.0%
Subtotal - Special Revenue Funds	2,194,859	8,902,919	8,942,711	2,155,067	(39,792)	-1.8%
<b><u>DEBT SERVICE FUNDS</u></b>						
General Obligation <sup>(2)</sup>	676,514	5,698,088	5,956,045	418,557	(257,957)	-38.1%
Building Authority	14,364	1,484,514	1,484,414	14,464	100	0.7%
Special Assessments <sup>(7)</sup>	-	8,924	-	8,924	8,924	100.0%
Subtotal - Debt Service Funds	690,878	7,191,526	7,440,459	441,945	(248,933)	-36.0%
<b><u>PERMANENT FUNDS</u></b>						
Cemetery Perpetual Care	1,666,690	44,000	11,000	1,699,690	33,000	2.0%
<b>TOTAL ESTIMATED FUND EQUITY</b>	<b>9,449,834</b>	<b>37,355,627</b>	<b>37,753,844</b>	<b>9,051,617</b>	<b>(398,217)</b>	<b>-4.2%</b>

**Explanation of Change in Fund Equity Greater than 10%:**

<sup>(1)</sup> Increased intergovernmental revenue and decreased contributions to street capital projects results in a 17.5% increase in fund equity.

<sup>(2)</sup> Planned use of fund equity.

<sup>(3)</sup> Reduced contributions to street capital projects results in a 70.9% increase in fund equity.

<sup>(4)</sup> Increased operating costs following the expansion of snowmelt results in a 86.5% decrease in fund equity.

<sup>(5)</sup> A decrease in operating costs results in a 32.1% increase in fund equity.

<sup>(6)</sup> This fund is used to pay property taxes collected to Herrick District Library. Effective July 1, 2017 the Library became an taxing entity so the tax revenue and pass through to the Library will be accounted for in a different fund, resulting in a 97.1% decrease in fund equity.

<sup>(7)</sup> Currently, the special assessment installment revenue exceeds the amount needed to fund capital projects and bond debt, resulting in an increase in fund equity.

# PROPRIETARY TYPE FUNDS

## SUMMARY OF REVENUES

Fund	Actual FY-2016	Revised Estimate FY-2017	Adopted Budget FY-2018
<b><u>GENERAL CITY:</u></b>			
<b><u>Enterprise Funds</u></b>			
Solid Waste & Recycling	1,791,197	1,692,950	1,748,125
Windmill Island Gardens	889,968	981,200	2,939,908
Railroad Depot Operations	1	1	1
Municipal Airport Facilities	215,092	127,705	145,655
Public Transit Facilities & Mgmt	282	0	0
Police Employees Benefit	3,028	2,860	2,860
City Hall Employees Benefit	3,449	3,710	3,950
Transportation Employees Ben.	1,389	1,370	1,370
Park/Cemetery Employees Ben.	206	155	155
Subtotal - General City Enterprise Funds	2,904,612	2,809,951	4,842,024
<b><u>Internal Services Funds</u></b>			
Technology Services	715,813	834,290	929,150
Fuel Dispensing	474,271	601,600	781,800
Postage Services	23,028	19,530	20,530
Telephony Services	206,582	116,700	117,900
Centralized Vehicle/Equipment	2,306,142	2,445,646	2,353,187
Fire Emergency Vehicles Pool	98,195	101,500	101,500
Compensated Absences	16,106	110,000	42,000
<b>Risk Management:</b>			
Workers Comp Insurance	372,612	369,400	405,400
Employee Disability Ins.	111,844	112,800	113,000
Health/Dental Insurance	5,724,880	5,512,600	5,909,700
Vehicle Insurance	109,020	94,450	97,000
Property Insurance	27,170	27,850	27,800
Liability Insurance	113,393	123,575	126,000
Subtotal - Internal Service Funds	10,299,056	10,469,941	11,024,967
Removal Of Interfund Transfers	(355,819)	(544,359)	(303,000)
Subtotal - General City	12,847,849	12,735,533	15,563,991
<b><u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u></b>			
Electric	184,159,886	113,129,790	111,815,672
Water	10,428,009	9,938,691	10,520,909
Wastewater	18,273,530	12,150,610	14,386,535
Removal Of Interfund Transfers	0	0	0
Subtotal - HBPW Utility	212,861,425	135,219,091	136,723,116
<b>NET REVENUES</b>	225,709,274	147,954,624	152,287,107

# PROPRIETARY TYPE FUNDS

## SUMMARY OF EXPENSES

Fund	Actual FY-2016	Revised Estimate FY-2017	Adopted Budget FY-2018
<u>GENERAL CITY</u>			
<u>Enterprise Funds</u>			
Solid Waste & Recycling	1,694,994	1,522,436	1,586,841
Windmill Island Gardens	787,592	981,459	2,866,392
Depot Operations	0	0	0
Municipal Airport Facilities	214,238	127,705	145,265
Public Transit Facilities & Mgmt	252	0	0
Police Employees Benefit	3,199	2,500	2,500
City Hall Employees Benefit	3,365	3,500	3,500
Transportation Employees Ben.	1,723	2,300	2,000
Park/Cemetery Employees Ben.	162	180	150
	2,705,525	2,640,080	4,606,648
<u>Internal Services Funds</u>			
Technology Services	673,979	830,565	930,700
Fuel Dispensing	602,817	593,960	750,930
Postage Services	22,092	19,376	20,400
Telephony Services	125,624	118,200	116,850
Centralized Vehicle/Equipment	2,812,940	2,550,065	2,547,003
Fire Emergency Vehicles Pool	0	25,000	0
Compensated Absences	16,106	110,000	42,000
Risk Management:			
Workers Comp Insurance	375,899	385,000	404,300
Employee Disability Ins.	118,467	145,050	110,700
Health/Dental Insurance	5,266,002	5,646,746	5,887,705
Vehicle Insurance	94,421	80,300	84,000
Property Insurance	23,077	29,900	29,000
Liability Insurance	138,514	129,800	132,800
	10,269,938	10,663,962	11,056,388
Removal Of Interfund Transfers	(208,019)	(22,100)	0
<b>Subtotal - General City</b>	<b>12,767,444</b>	<b>13,281,942</b>	<b>15,663,036</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>			
Electric	201,067,082	131,744,869	95,996,654
Water	9,596,123	9,943,446	11,852,382
Wastewater	23,965,034	20,413,290	12,759,068
Removal Of Interfund Transfers	(5,535,000)	(5,850,000)	(6,296,016)
<b>Subtotal - HBPW Utility</b>	<b>229,093,239</b>	<b>156,251,605</b>	<b>114,312,088</b>
<b>NET EXPENSES</b>	<b>241,860,683</b>	<b>169,533,547</b>	<b>129,975,124</b>

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 7/1/2017	Revenue Estimate FY-2018	Expense Estimate FY-2018	Capital & Debt Principal FY-2018	Non-Cash Items FY-2018	Estimated Balance 6/30/2018
<b><u>GENERAL CITY: Enterprise Funds</u></b>						
Solid Waste & Recycling	716,666	1,748,125	1,586,841			877,950
Windmill Island Gardens	2,309,646	2,939,908	2,866,392	2,017,000	(130,000)	4,270,162
Railroad Depot Operations	748,432	1	0		(24,550)	723,883
Municipal Airport Facilities	9,410,639	145,655	145,265		(461,000)	8,950,029
Public Transit Facilities & Mgmt	232,962	0	0		0	232,962
Police Employees Benefit	1,610	2,860	2,500			1,970
City Hall Employees Benefit	7,533	3,950	3,500			7,983
Transportation Employees Ben.	1,620	1,370	2,000			990
Park/Cemetery Employees Ben.	418	155	150			423
<b>Subtotal - Enterprise Funds</b>	<b>13,429,526</b>	<b>4,842,024</b>	<b>4,606,648</b>	<b>2,017,000</b>	<b>(615,550)</b>	<b>15,066,352</b>
<b><u>GENERAL CITY: Internal Services Funds</u></b>						
Technology Services	486,947	929,150	930,700	173,700	(100,000)	559,097
Fuel Dispensing	296,618	781,800	750,930		(8,300)	319,188
Postage Services	7,843	20,530	20,400			7,973
Telephony Services	94,426	117,900	116,850		(7,000)	88,476
Centralized Vehicle/Equipment	4,858,198	2,353,187	2,547,003	793,700	(500,000)	4,958,082
Fire Emergency Vehicles Pool	1,430,742	101,500	0		(101,300)	1,430,942
Compensated Absences	0	42,000	42,000			0
Risk Management:						
Workers Comp Insurance	544,375	405,400	404,300			545,475
Employee Disability Insurance	111,997	113,000	110,700			114,297
Health/Dental Insurance	2,473,305	5,909,700	5,887,705			2,495,300
Vehicle Insurance	285,053	97,000	84,000			298,053
Property Insurance	385,926	27,800	29,000			384,726
Liability Insurance	221,409	126,000	132,800			214,609
<b>Subtotal - Internal Services Funds</b>	<b>11,196,839</b>	<b>11,024,967</b>	<b>11,056,388</b>	<b>967,400</b>	<b>(716,600)</b>	<b>11,416,218</b>
<b>Subtotal - General City</b>	<b>24,626,365</b>	<b>15,866,991</b>	<b>15,663,036</b>	<b>2,984,400</b>	<b>(1,332,150)</b>	<b>26,482,570</b>
<b><u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u></b>						
Electric	253,843,211	111,815,672	95,996,654	11,699,234	(15,611,657)	265,749,806
Water	44,490,631	10,520,909	11,852,382	6,868,298	(2,094,483)	47,932,973
Wastewater	64,896,235	14,386,535	12,759,068	4,985,166	(3,759,915)	67,748,953
<b>Subtotal - HBPW Utility</b>	<b>363,230,077</b>	<b>136,723,116</b>	<b>120,608,104</b>	<b>23,552,698</b>	<b>(21,466,055)</b>	<b>381,431,732</b>
<b>TOTAL ESTIMATED EQUITY -</b>	<b>387,856,442</b>	<b>152,590,107</b>	<b>136,271,140</b>	<b>26,537,098</b>	<b>(22,798,205)</b>	<b>407,914,302</b>

# PROPRIETARY TYPE FUNDS

## SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2017	Estimated Balance 6/30/2018	Change in Fund Equity	% Change in Fund Equity
<b><u>GENERAL CITY: Enterprise Funds</u></b>				
Solid Waste & Recycling <sup>(1)</sup>	716,666	877,950	161,284	22.5%
Windmill Island Gardens <sup>(1)</sup>	2,309,646	4,270,162	1,960,516	84.9%
Railroad Depot Operations	748,432	723,883	(24,549)	-3.3%
Municipal Airport Facilities	9,410,639	8,950,029	(460,610)	-4.9%
Public Transit Facilities & Mgmt	232,962	232,962	0	0.0%
Police Employees Benefit <sup>(1)</sup>	1,610	1,970	360	22.4%
City Hall Employees Benefit	7,533	7,983	450	6.0%
Transportation Employees Ben. <sup>(2)</sup>	1,620	990	(630)	-38.9%
Park/Cemetery Employees Ben.	418	423	5	1.2%
<b>Subtotal - Enterprise Funds</b>	<b>13,429,526</b>	<b>15,066,352</b>	<b>1,636,826</b>	<b>12.2%</b>
<b><u>GENERAL CITY: Internal Services Funds</u></b>				
Technology Services <sup>(1)</sup>	486,947	559,097	72,150	14.8%
Fuel Dispensing	296,618	319,188	22,570	7.6%
Postage Services	7,843	7,973	130	1.7%
Telephony Services	94,426	88,476	(5,950)	-6.3%
Centralized Vehicle/Equipment	4,858,198	4,958,082	99,884	2.1%
Fire Emergency Vehicles Pool	1,430,742	1,430,942	200	0.0%
Compensated Absences	0	0	0	0.0%
Risk Management:				
Workers Comp Insurance	544,375	545,475	1,100	0.2%
Employee Disability Insurance	111,997	114,297	2,300	2.1%
Health/Dental Insurance	2,473,305	2,495,300	21,995	0.9%
Vehicle Insurance	285,053	298,053	13,000	4.6%
Property Insurance	385,926	384,726	(1,200)	-0.3%
Liability Insurance	221,409	214,609	(6,800)	-3.1%
<b>Subtotal - Internal Services Funds</b>	<b>11,196,839</b>	<b>11,416,218</b>	<b>219,379</b>	<b>2.0%</b>
<b>Subtotal - General City</b>	<b>24,626,365</b>	<b>26,482,570</b>	<b>1,856,205</b>	<b>7.5%</b>
<b><u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u></b>				
Electric	253,843,211	265,749,806	11,906,595	4.7%
Water	44,490,631	47,932,973	3,442,342	7.7%
Wastewater	64,896,235	67,748,953	2,852,718	4.4%
<b>Subtotal - HBPW Utility</b>	<b>363,230,077</b>	<b>381,431,732</b>	<b>18,201,655</b>	<b>5.0%</b>
<b>TOTAL ESTIMATED EQUITY -</b>	<b>387,856,442</b>	<b>407,914,302</b>	<b>20,057,860</b>	<b>5.2%</b>

**Explanation of Change in Fund Equity Greater than 10%:**

<sup>(1)</sup> Planned increase in charges for services allowing for growth in fund equity, which will be used in future years.

<sup>(2)</sup> Planned use of fund equity.

# PROPRIETARY TYPE FUNDS

## SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-2016	Revised Estimate FY-2017	Adopted Budget FY-2018
<b>GENERAL CITY:</b>			
<u>Enterprise Funds</u>			
Solid Waste & Recycling	546,152	716,666	877,950
Windmill Island Gardens	253,764	253,505	327,021
Railroad Depot Operations	8	9	10
Municipal Airport Facilities	2,267	2,267	2,657
Public Transit Facilities & Mgmt	1,678	1,678	1,678
Police Employees Benefit	1,250	1,610	1,970
City Hall Employees Benefit	7,323	7,533	8,433
Transportation Employees Ben.	2,550	1,620	990
Park/Cemetery Employees Ben.	443	418	423
<b>Total Enterprise</b>	<b>815,435</b>	<b>985,306</b>	<b>1,221,132</b>
<u>Internal Services Funds</u>			
Technology Services	13,842	80,567	79,017
Fuel Dispensing	34	7,674	38,544
Postage Services	7,689	7,843	7,973
Telephony Services	22,798	21,298	22,348
Centralized Vehicle/Equipment	345,414	840,995	647,179
Fire Emergency Vehicles Pool	195,330	271,830	373,330
Compensated Absences	0	0	0
Risk Management:			
Workers Comp Insurance	544,975	529,375	530,475
Employee Disability Ins.	144,247	111,997	114,297
Health/Dental Insurance	2,607,451	2,473,305	2,495,300
Vehicle Insurance	270,903	285,053	298,053
Property Insurance	387,976	385,926	384,726
Liability Insurance	212,634	206,409	199,609
<b>Total Internal Service</b>	<b>4,753,293</b>	<b>5,222,272</b>	<b>5,190,851</b>
<b>Subtotal - General City</b>	<b>5,568,728</b>	<b>6,207,578</b>	<b>6,411,983</b>
<u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u>			
Electric	45,723,387	123,290,814	176,188,710
Water	2,126,347	19,363,524	15,057,030
Wastewater	(127,930)	27,460,246	37,500,796
<b>Subtotal - HBPW Utility</b>	<b>47,721,804</b>	<b>170,114,584</b>	<b>228,746,536</b>
<b>NET WORKING CAPITAL</b>	<b>53,290,532</b>	<b>176,322,162</b>	<b>235,158,519</b>

# COMPONENT UNIT FUNDS

## SUMMARY OF REVENUES, EXPENDITURES & FUND EQUITY ESTIMATES

<b>REVENUES</b>	Actual FY-16	Revised Estimate FY-17	Adopted Budget FY-18
Downtown Development Authority	201,166	206,084	207,950
Brownfield Redevel. Authority	1,062,630	1,342,094	1,527,777
Holland Historical Trust	447,948	575,496	644,883
	<u>1,711,744</u>	<u>2,123,674</u>	<u>2,380,610</u>
Removal Of Interfund Transfers	(165,439)	(184,498)	(184,555)
NET REVENUES	<u>1,546,305</u>	<u>1,939,176</u>	<u>2,196,055</u>

<b>EXPENDITURES</b>			
Downtown Development Authority	236,934	215,252	260,029
Brownfield Redevel. Authority	943,953	1,207,588	1,123,440
Holland Historical Trust	718,939	565,285	635,225
	<u>1,899,826</u>	<u>1,988,125</u>	<u>2,018,694</u>
Removal Of Interfund Transfers	(344,566)	(385,297)	(420,242)
NET EXPENDITURES	<u>1,555,260</u>	<u>1,602,828</u>	<u>1,598,452</u>

<b>FUND EQUITY</b>	Estimated Balance 7/1/2017	Revenue Estimate FY-2018	Expenditure Estimate FY-2018	Adjust Non-Cash Assets	Estimated Balance 6/30/2018
Downtown Development Authority	141,205	207,950	260,029		89,126
Brownfield Redevel. Authority	390,198	1,527,777	1,123,440		794,535
Holland Historical Trust	1,806,237	644,883	635,225	(106,883)	1,709,012
FUND EQUITY	<u>2,337,640</u>	<u>2,380,610</u>	<u>2,018,694</u>	<u>(106,883)</u>	<u>2,592,673</u>

<b>FUND EQUITY</b>	Change in Fund Balance	% Change in Fund Balance	Explanation of Change in Fund Equity Greater than 10%:
Downtown Development Authority <sup>(1)</sup>	(52,079)	-36.9%	<sup>(1)</sup> Planned use of fund equity.
Brownfield Redevel. Authority <sup>(2)</sup>	404,337	103.6%	<sup>(2)</sup> Expenditures fluctuate each fiscal year.
Holland Historical Trust	(97,225)	-5.4%	
FUND EQUITY	<u>255,033</u>	<u>10.9%</u>	



**Holland**  
MICHIGAN

# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2016	FY-2017	FY-2018	FY-2016	FY-2017	FY-2018
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
Fund Equity - Beginning Balance	\$ 4,982,443	\$ 4,668,748	\$ 4,897,407	\$ 1,621,130	\$ 1,656,690	\$ 1,666,690
<b><u>FINANCING SOURCES</u></b>						
Taxes	10,690,765	9,049,451	8,415,010	-	-	-
Special Assessments	-	-	-	-	-	-
Intergovernmental	3,151,582	4,458,403	3,924,238	-	-	-
Licenses and Permits	535,824	626,100	626,800	-	-	-
Charges for Services	1,606,702	1,610,238	1,782,835	35,560	34,000	33,000
Fines and Forfeits	136,809	132,450	132,500	-	-	-
Interest & Rents	396,201	354,300	357,160	16,688	11,000	11,000
Other	61,206	96,913	106,800	-	-	-
<b>Total Financing Sources</b>	<b>16,579,089</b>	<b>16,327,855</b>	<b>15,345,343</b>	<b>52,248</b>	<b>45,000</b>	<b>44,000</b>
<b><u>FINANCING USES</u></b>						
Management & Administration	1,477,843	1,813,348	2,326,177	-	-	-
Fiscal Services	12,298,617	1,352,776	1,400,329	-	-	-
Public Safety	10,600,136	10,615,450	10,278,662	-	-	-
Transportation	1,241,925	1,200,656	1,316,650	-	-	-
Community & Neighborhood Services	1,542,424	1,608,635	1,781,431	-	-	-
Parks & Recreation	3,949,224	3,863,940	3,955,525	-	-	-
Debt Service	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>31,110,169</b>	<b>20,454,805</b>	<b>21,058,774</b>	<b>-</b>	<b>-</b>	<b>-</b>
Sources Over (Under) Uses	<b>(14,531,080)</b>	<b>(4,126,950)</b>	<b>(5,713,431)</b>	<b>52,248</b>	<b>45,000</b>	<b>44,000</b>
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond Proceeds	10,910,000	-	-	-	-	-
Transfers In	5,083,688	5,529,234	5,871,839	-	-	-
Transfers Out	(1,776,303)	(1,173,625)	(300,900)	(16,688)	(35,000)	(11,000)
<b>Net Change in Fund Equity</b>	<b>(313,695)</b>	<b>228,659</b>	<b>(142,492)</b>	<b>35,560</b>	<b>10,000</b>	<b>33,000</b>
Fund Equity - Ending Balance	<b>\$ 4,668,748</b>	<b>\$ 4,897,407</b>	<b>\$ 4,754,915</b>	<b>\$ 1,656,690</b>	<b>\$ 1,666,690</b>	<b>\$ 1,699,690</b>

# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2016	FY-2017	FY-2018	FY-2016	FY-2017	FY-2018	FY-2016	FY-2017	FY-2018
Final	Final Revised	Adopted	Final	Final Revised	Adopted	Final	Final Revised	Adopted
Actual	Estimate	Budget	Actual	Estimate	Budget	Actual	Estimate	Budget
\$ 4,599,163	\$ 1,351,009	\$ 2,194,859	\$ 224,854	\$ 298,035	\$ 690,878	\$ 2,561,303	\$ 6,422,285	\$ 4,314,428
2,805,060	2,684,110	1,469,950	2,444,655	4,388,063	5,470,392	669,093	367,550	213,600
737,300	1,243,555	783,383	35,985	8,786	7,617	-	-	75,000
3,479,579	4,098,216	4,465,006	-	-	-	469,138	1,425,597	441,972
58,335	75,000	79,000	-	-	-	-	-	-
621,047	594,282	574,850	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
38,759	35,723	38,545	489,798	458,237	7,407	52,782	55,918	11,003
806,659	824,950	832,500	-	1,619,475	1,620,744	2,010,161	738,296	417,000
8,546,739	9,555,836	8,243,234	2,970,438	6,474,561	7,106,160	3,201,174	2,587,361	1,158,575
254,657	227,925	302,147	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
9,462	9,600	10,450	-	-	-	-	-	-
2,730,067	3,033,627	3,245,509	-	-	-	-	-	-
601,328	521,812	511,598	-	-	-	-	-	-
1,306,647	1,249,899	300	-	-	-	-	-	-
-	-	-	3,141,373	6,360,408	7,776,139	-	-	-
-	-	-	-	-	-	10,933,653	23,708,229	7,767,435
4,902,161	5,042,863	4,070,004	3,141,373	6,360,408	7,776,139	10,933,653	23,708,229	7,767,435
3,644,578	4,512,973	4,173,230	(170,935)	114,153	(669,979)	(7,732,479)	(21,120,868)	(6,608,860)
-	-	-	-	-	-	3,000,000	13,603,266	-
2,091,452	1,303,192	659,685	268,097	297,798	421,047	9,986,174	5,808,785	4,618,740
(8,984,184)	(4,972,315)	(4,872,707)	(23,981)	(19,108)	(1)	(1,392,713)	(399,040)	(158,000)
(3,248,154)	843,850	(39,792)	73,181	392,843	(248,933)	3,860,982	(2,107,857)	(2,148,120)
\$ 1,351,009	\$ 2,194,859	\$ 2,155,067	\$ 298,035	\$ 690,878	\$ 441,945	\$ 6,422,285	\$ 4,314,428	\$ 2,166,308

# GOVERNMENTAL FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2016	FY-2017	FY-2018	FY-2016	FY-2017	FY-2018
	Final Actual	Final Revised Estimate	Adopted Budget	Final Actual	Final Revised Estimate	Adopted Budget
Fund Equity - Beginning Balance	\$ 13,988,893	\$ 14,396,767	\$ 13,764,262	\$ 2,616,714	\$ 2,315,420	\$ 2,337,640
<b><u>FINANCING SOURCES</u></b>						
Taxes	16,609,573	16,489,174	15,568,952	1,159,901	1,437,729	1,624,248
Special Assessments	773,285	1,252,341	866,000	-	-	-
Intergovernmental	7,100,299	9,982,216	8,831,216	60,966	65,092	114,128
Licenses and Permits	594,159	701,100	705,800	4,560	2,600	3,000
Charges for Services	2,263,309	2,238,520	2,390,685	87,234	92,907	103,650
Fines and Forfeits	136,809	132,450	132,500	-	-	-
Interest & Rents	994,228	915,178	425,115	4,095	28,520	38,474
Other	2,878,026	3,279,634	2,977,044	229,549	312,328	312,555
<b>Total Financing Sources</b>	<b>31,349,688</b>	<b>34,990,613</b>	<b>31,897,312</b>	<b>1,546,305</b>	<b>1,939,176</b>	<b>2,196,055</b>
<b><u>FINANCING USES</u></b>						
Management & Administration	1,732,500	2,041,273	2,628,324	-	-	-
Fiscal Services	12,298,617	1,352,776	1,400,329	-	-	-
Public Safety	10,609,598	10,625,050	10,289,112	-	-	-
Transportation	3,971,992	4,234,283	4,562,159	-	-	-
Community & Neighborhood Services	2,143,752	2,130,447	2,293,029	836,221	1,037,543	963,227
Parks & Recreation	5,255,871	5,113,839	3,955,825	832,251	678,614	742,108
Debt Service	3,141,373	6,360,408	7,776,139	-	-	-
Capital Projects	10,933,653	23,708,229	7,767,435	-	-	-
<b>Total Financing Uses</b>	<b>50,087,356</b>	<b>55,566,305</b>	<b>40,672,352</b>	<b>1,668,472</b>	<b>1,716,157</b>	<b>1,705,335</b>
Sources Over (Under) Uses	<b>(18,737,668)</b>	<b>(20,575,692)</b>	<b>(8,775,040)</b>	<b>(122,167)</b>	<b>223,019</b>	<b>490,720</b>
<b><u>OTHER FINANCING SOURCES (USES)</u></b>						
Bond Proceeds	13,910,000	13,603,266	-	-	-	-
Transfers In	17,429,411	12,939,009	11,571,311	165,439	184,498	184,555
Transfers Out	(12,193,869)	(6,599,088)	(5,342,608)	(344,566)	(385,297)	(420,242)
<b>Net Change in Fund Equity</b>	<b>407,874</b>	<b>(632,505)</b>	<b>(2,546,337)</b>	<b>(301,294)</b>	<b>22,220</b>	<b>255,033</b>
Fund Equity - Ending Balance	<b>\$ 14,396,767</b>	<b>\$ 13,764,262</b>	<b>\$ 11,217,925</b>	<b>\$ 2,315,420</b>	<b>\$ 2,337,640</b>	<b>\$ 2,592,673</b>

# ENTERPRISE FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2016 Final Actual	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget
Fund Equity - Beginning Balance	\$ 314,280,235	\$ 346,666,059	\$ 376,659,603
<b><u>FINANCING SOURCES</u></b>			
Taxes	104,431	99,300	104,600
Special Assessments	-	-	-
Intergovernmental	-	-	1,439,000
Licenses and Permits	-	-	-
Charges for Services	128,958,387	136,012,811	135,515,029
Fines and Forfeits	-	-	-
Interest & Rents	1,159,940	465,144	495,686
Other	7,682,139	1,327,525	3,960,825
Total Financing Sources	<u>137,904,897</u>	<u>137,904,780</u>	<u>141,515,140</u>
<b><u>FINANCING USES</u></b>			
Management & Administration	-	-	-
Fiscal Services	3,365	3,500	3,500
Public Safety	3,199	2,500	2,500
Transportation	610,035	615,555	632,815
Community & Neighborhood Services	1,694,994	1,522,436	1,586,841
Parks & Recreation	816,184	879,139	979,542
Utilities	96,870,335	99,162,368	112,225,445
Total Financing Uses	<u>99,998,112</u>	<u>102,185,498</u>	<u>115,430,643</u>
Sources Over (Under) Uses	<u>37,906,785</u>	<u>35,719,282</u>	<u>26,084,497</u>
<b>OTHER FINANCING SOURCES (USES)</b>			
Transfers In	14,039	124,262	50,000
Transfers Out	<u>(5,535,000)</u>	<u>(5,850,000)</u>	<u>(6,296,016)</u>
Net Change in Fund Equity	<u>32,385,824</u>	<u>29,993,544</u>	<u>19,838,481</u>
Fund Equity - Ending Balance	<u>\$ 346,666,059</u>	<u>\$ 376,659,603</u>	<u>\$ 396,498,084</u>

# INTERNAL SERVICE FUNDS

## SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

	FY-2016 Final Actual	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget
Fund Equity - Beginning Balance	\$ 10,537,391	\$ 11,058,360	\$ 11,196,839
<b><u>FINANCING SOURCES</u></b>			
Taxes	-	-	-
Special Assessments	-	-	-
Intergovernmental	-	-	-
Licenses and Permits	-	-	-
Charges for Services	1,539,661	1,797,490	2,041,550
Fines and Forfeits	-	-	-
Interest & Rents	1,901,076	1,855,954	1,906,217
Other	6,516,539	6,396,400	6,824,200
<b>Total Financing Sources</b>	<b>9,957,276</b>	<b>10,049,844</b>	<b>10,771,967</b>
<b><u>FINANCING USES</u></b>			
Type of Internal Service:			
Technology	708,714	791,665	857,000
Fuel Dispensing	423,580	580,160	759,230
Postage	22,092	19,376	20,400
Telephony	135,111	125,200	123,850
Centralized Vehicle & Equipment	2,146,851	2,164,865	2,253,303
Fire Emergency Vehicle Replacement	101,234	101,300	101,300
Compensated Absences	16,106	110,000	42,000
Risk Management - All Coverages	6,016,380	6,416,796	6,648,505
<b>Total Financing Uses</b>	<b>9,570,068</b>	<b>10,309,362</b>	<b>10,805,588</b>
Sources Over (Under) Uses	387,208	(259,518)	(33,621)
<b><u>OTHER FINANCING SOURCES (USES)</u></b>			
Transfers In	341,780	420,097	253,000
Transfers Out	(208,019)	(22,100)	-
<b>Net Change in Fund Equity</b>	<b>520,969</b>	<b>138,479</b>	<b>219,379</b>
Fund Equity - Ending Balance	<b>\$ 11,058,360</b>	<b>\$ 11,196,839</b>	<b>\$ 11,416,218</b>

# GENERAL FUND SUMMARY

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- > FUND SUMMARY - GENERAL FUND, INCLUDING BUDGET STABILIZATION
  
- > FUND SUMMARY - GENERAL FUND ONLY
  
- > FUNDING SOURCES
  
- > FUNDING USES
  
- > HISTORY OF FUNDING SOURCES AND 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

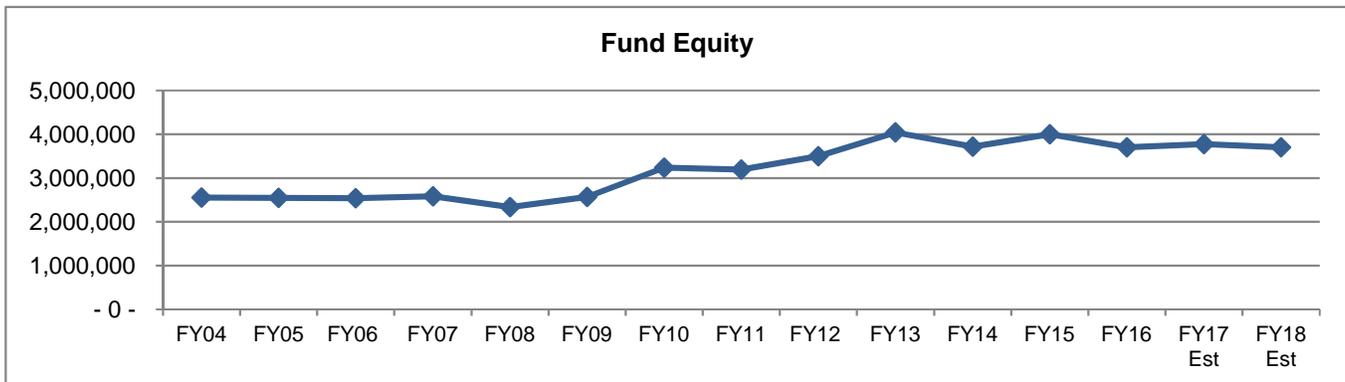
## GENERAL FUND AND BUDGET STABILIZATION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget
<b>Funding Sources:</b>					
General Fund	\$ 20,935,050	\$ 32,572,777	\$ 21,686,067	\$ 21,657,089	\$ 21,217,182
Budget Stabilization	- 0 -	- 0 -	- 0 -	200,000	- 0 -
<b>TOTAL FUNDING SOURCES</b>	<b>20,935,050</b>	<b>32,572,777</b>	<b>21,686,067</b>	<b>21,857,089</b>	<b>21,217,182</b>
<b>Funding Uses:</b>					
General Fund	20,650,808	32,869,045	21,718,525	21,578,430	21,284,674
Budget Stabilization	2,073	17,427	50,000	50,000	75,000
<b>TOTAL FUNDING USES</b>	<b>20,652,881</b>	<b>32,886,472</b>	<b>21,768,525</b>	<b>21,628,430</b>	<b>21,359,674</b>
<b>Net Increase (Decrease)</b>					
From Operations	282,169	(313,695)	(82,458)	228,659	(142,492)
<b>FUND EQUITY - June 30:</b>					
<b>Reserved:</b>					
- NIP/MSHDA Devel. Fees	\$ 12,915	\$ 5,667	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Budget Stabilization	981,213	963,786	913,786	1,113,786	1,038,786
<b>Unreserved:</b>					
- Designated-Market Adj.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Undesignated	3,988,315	3,699,295	3,672,504	3,783,621	3,716,129
<b>Total Ending Fund Equity</b>	<b>\$ 4,982,443</b>	<b>\$ 4,668,748</b>	<b>\$ 4,586,290</b>	<b>\$ 4,897,407</b>	<b>\$ 4,754,915</b>
Change from Prior Fiscal Year	6.0%	-6.3%	-1.8%	5.0%	-2.9%
<b>Fund Equity Expressed as A</b>					
A Percentage of Expenditures	24.1%	14.2%	21.1%	22.6%	22.3%

# GENERAL FUND

## FUND SUMMARY

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Revised Estimate	FY-2018 Adopted Budget
TOTAL FUNDING SOURCES	20,935,050	32,572,777 55.6%	21,673,461 -33.5%	21,798,946 -33.1%	21,217,182 -2.1%
TOTAL FUNDING USES	20,650,808	32,869,045 59.2%	21,585,334 -34.3%	21,731,454 -33.9%	21,284,674 -1.4%
Net Increase (Decrease)					
From Operations	284,242	(296,268)	88,127	67,492	(67,492)
<b>FUND EQUITY - June 30:</b>					
Reserved:					
- NIP/MSHDA Devel. Fees	12,915	5,667	- 0 -	- 0 -	- 0 -
Unreserved:					
- Designated	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Undesignated	3,988,315	3,699,295	3,793,089	3,772,454	3,704,962
<b>Total Ending Fund Equity</b>	<b>\$ 4,001,230</b>	<b>\$ 3,704,962</b>	<b>\$ 3,793,089</b>	<b>\$ 3,772,454</b>	<b>\$ 3,704,962</b>
Change from Prior Fiscal Year	7.6%	-7.4%	2.4%	1.8%	-1.8%
Fund Equity Expressed as A					
A Percentage of Expenditures	19.4%	11.3%	17.6%	17.4%	17.4%



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.

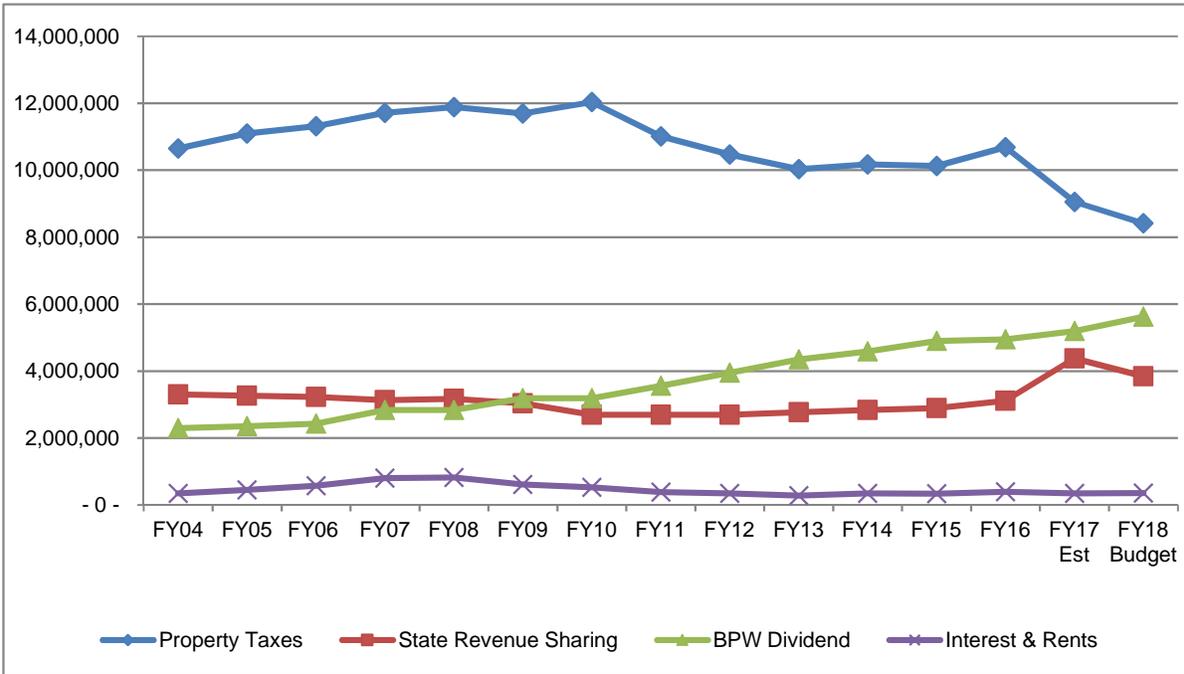
# GENERAL FUND

## FUNDING SOURCES

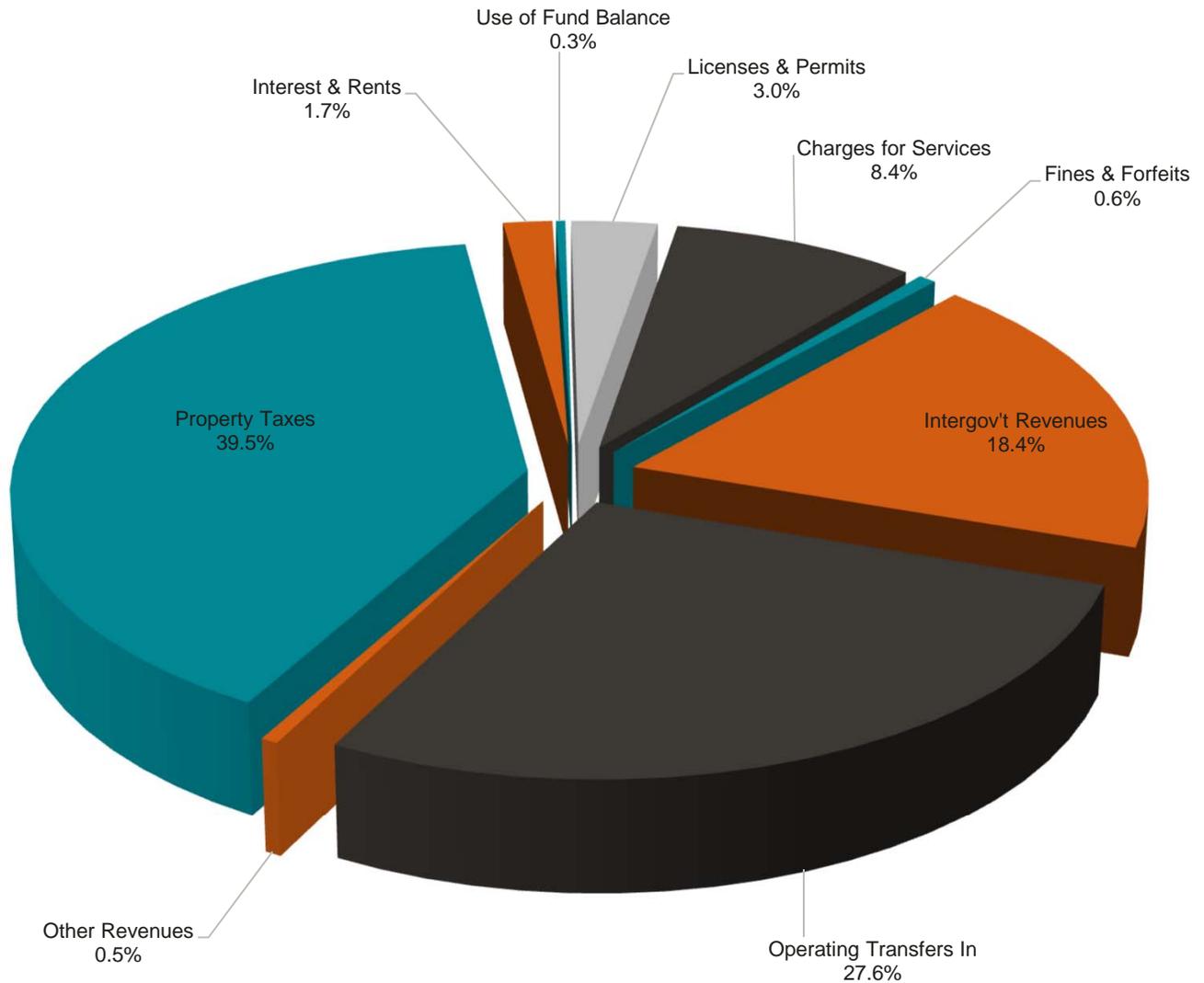
Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget	FY-17 Amended to FY-18
Taxes, Special Assessments	\$ 10,131,445	\$ 10,690,765	\$ 9,030,988	\$ 9,049,451	\$ 8,415,010	-6.8%
Licenses & Permits	694,822	535,824	637,600	626,100	626,800	-1.7%
Federal Grants	32,311	35,007	34,100	28,704	27,500	-19.4%
State Grants	- 0 -	- 0 -	- 0 -	50,000	50,000	100.0%
State Revenue Sharing	2,895,971	3,116,575	4,451,559	4,379,699	3,846,738	-13.6%
Local Unit Contributions	53,365	37,058	50,000	50,000	50,000	0.0%
Charges for Services	1,559,390	1,606,702	1,656,300	1,610,238	1,782,835	7.6%
Fines & Forfeits	156,384	136,809	131,700	132,450	132,500	0.6%
Interests & Rents	341,499	396,201	336,300	354,300	357,160	6.2%
Other Revenue	27,878	24,148	34,300	46,913	56,800	65.6%
Bond Proceeds	- 0 -	10,910,000	- 0 -	- 0 -	- 0 -	0.0%
Transfers from Other Funds	5,041,985	5,083,688	5,323,220	5,329,234	5,871,839	10.3%
<b>Total Funding Sources</b>	<b>\$ 20,935,050</b>	<b>\$ 32,572,777</b>	<b>\$ 21,686,067</b>	<b>\$ 21,657,089</b>	<b>\$ 21,217,182</b>	<b>-2.2%</b>

55.6%      -33.4%      -33.5%      -2.0%

To FY2017  
Final Revised Est.



# GENERAL FUND FY2018 FUNDING SOURCES



TOTAL \$21,284,674

# GENERAL FUND

## FUNDING USES BY FUNCTION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget	FY-17 Amended to FY-18
<u>Management &amp; Administration</u>						
City Council	163,188	175,453	184,336	244,193	210,501	14.2%
City Manager	332,988	331,908	342,269	342,976	429,701	25.5%
Elections / Voter Registration	72,613	67,142	79,167	84,269	56,921	-28.1%
City Attorney	199,784	197,270	202,600	201,600	201,600	-0.5%
City Clerk	216,273	271,666	307,013	305,462	335,247	9.2%
Human Resources	240,869	212,204	310,474	311,762	311,275	0.3%
Board & Commissions	7,303	4,321	8,106	8,354	9,958	22.8%
Economic Devel. Assistance	101,960	88,466	73,977	61,246	71,318	-3.6%
Human Relations Commission	105,906	129,413	161,753	155,547	188,855	16.8%
Contingencies Appropriation	0	0	35,000	97,939	510,801	1359.4%
<b>Total</b>	<b>1,440,884</b>	<b>1,477,843</b>	<b>1,704,695</b>	<b>1,813,348</b>	<b>2,326,177</b>	<b>36.5%</b>
<u>Fiscal Services</u>						
Finance Office	449,000	507,516	506,338	530,126	600,946	18.7%
Independent Audit	51,529	46,060	42,850	42,880	46,950	9.6%
Property Assessing Office	405,009	414,835	439,309	445,130	439,042	-0.1%
Treasurer's Office	240,946	197,712	226,391	196,832	199,391	-11.9%
Unallocated Insurance	92,809	79,798	80,000	87,808	89,000	11.3%
Pension Bonds Payment	0	11,035,269	0	0	0	0.0%
Transfers to Other Funds	537,039	1,676,303	808,805	973,625	50,900	-93.7%
<b>Total</b>	<b>1,776,332</b>	<b>13,957,493</b>	<b>2,103,693</b>	<b>2,276,401</b>	<b>1,426,229</b>	<b>-32.2%</b>
<u>Public Safety</u>						
Management	982,398	890,755	780,312	783,655	794,046	1.8%
Police Division	6,455,072	6,579,215	6,950,711	6,735,073	6,542,553	-5.9%
Fire Division	2,788,560	2,867,998	2,930,417	2,836,335	2,681,537	-8.5%
Facilities	397,683	362,168	371,378	360,387	360,526	-2.9%
<b>Total</b>	<b>10,623,713</b>	<b>10,700,136</b>	<b>11,032,818</b>	<b>10,715,450</b>	<b>10,378,662</b>	<b>-5.9%</b>
<u>Transportation</u>						
Street Division	1,126,700	1,046,673	1,007,130	1,029,767	1,112,636	10.5%
Transportation Mgmt/Engineering	183,665	195,252	213,874	170,889	204,014	-4.6%
<b>Total</b>	<b>1,310,365</b>	<b>1,241,925</b>	<b>1,221,004</b>	<b>1,200,656</b>	<b>1,316,650</b>	<b>7.8%</b>

# GENERAL FUND

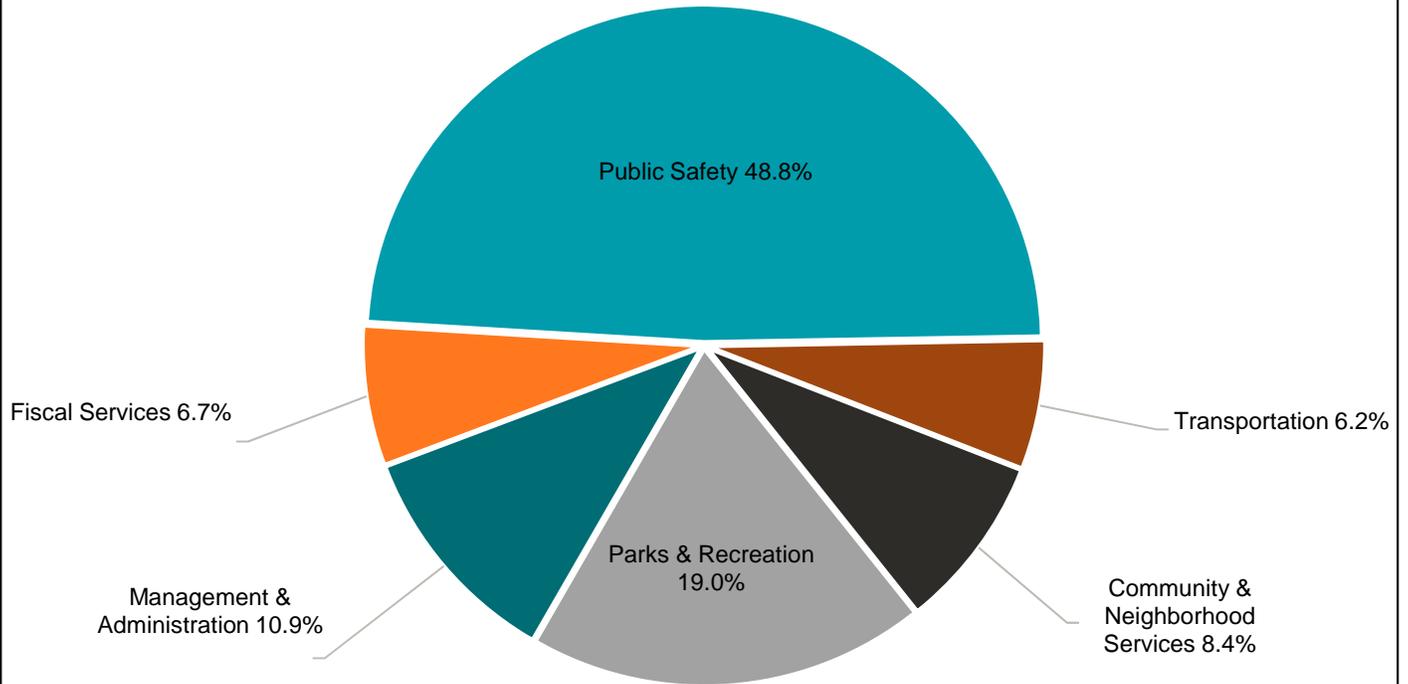
## FUNDING USES BY FUNCTION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Estimate	FY-2018 Adopted Budget	FY-17 Amended to FY-18
<u>Community &amp; Neighborhood Services</u>						
Planning & Zoning	226,349	184,335	182,520	184,138	223,842	22.6%
Environmental Health & Inspecti	463,339	410,562	430,515	392,572	417,332	-3.1%
Construction Inspections	502,786	586,485	607,081	630,600	664,175	9.4%
Social Assistance	0	0	40,000	40,000	40,000	0.0%
Housing & Neighborhoods	197,706	210,285	198,672	224,155	265,523	33.6%
8th Street Market	130,633	150,757	157,621	137,170	170,559	8.2%
<b>Total</b>	<b>1,520,813</b>	<b>1,542,424</b>	<b>1,616,409</b>	<b>1,608,635</b>	<b>1,781,431</b>	<b>10.2%</b>
<u>Parks &amp; Recreation</u>						
City Hall	233,214	196,366	171,217	185,491	191,660	11.9%
Cemeteries	448,750	434,186	495,869	509,061	516,896	4.2%
Parks & Recreation Administration	52,366	56,373	60,253	60,259	61,628	2.3%
Recreation	887,623	967,526	961,641	1,003,896	1,139,043	18.4%
Parks	1,574,316	1,697,791	1,710,123	1,588,491	1,638,600	-4.2%
DeGraaf Nature Center	268,965	269,220	355,880	310,752	335,998	-5.6%
Cultural Activities Assistance	258,685	97,780	109,200	108,950	109,200	0.0%
Civic Center	254,782	229,982	175,723	197,040	62,500	-64.4%
<b>Total</b>	<b>3,978,701</b>	<b>3,949,224</b>	<b>4,039,906</b>	<b>3,963,940</b>	<b>4,055,525</b>	<b>0.4%</b>
<b>Total Funding Uses</b>	<b>20,650,808</b>	<b>32,869,045</b>	<b>21,718,525</b>	<b>21,578,430</b>	<b>21,284,674</b>	<b>-2.0%</b>

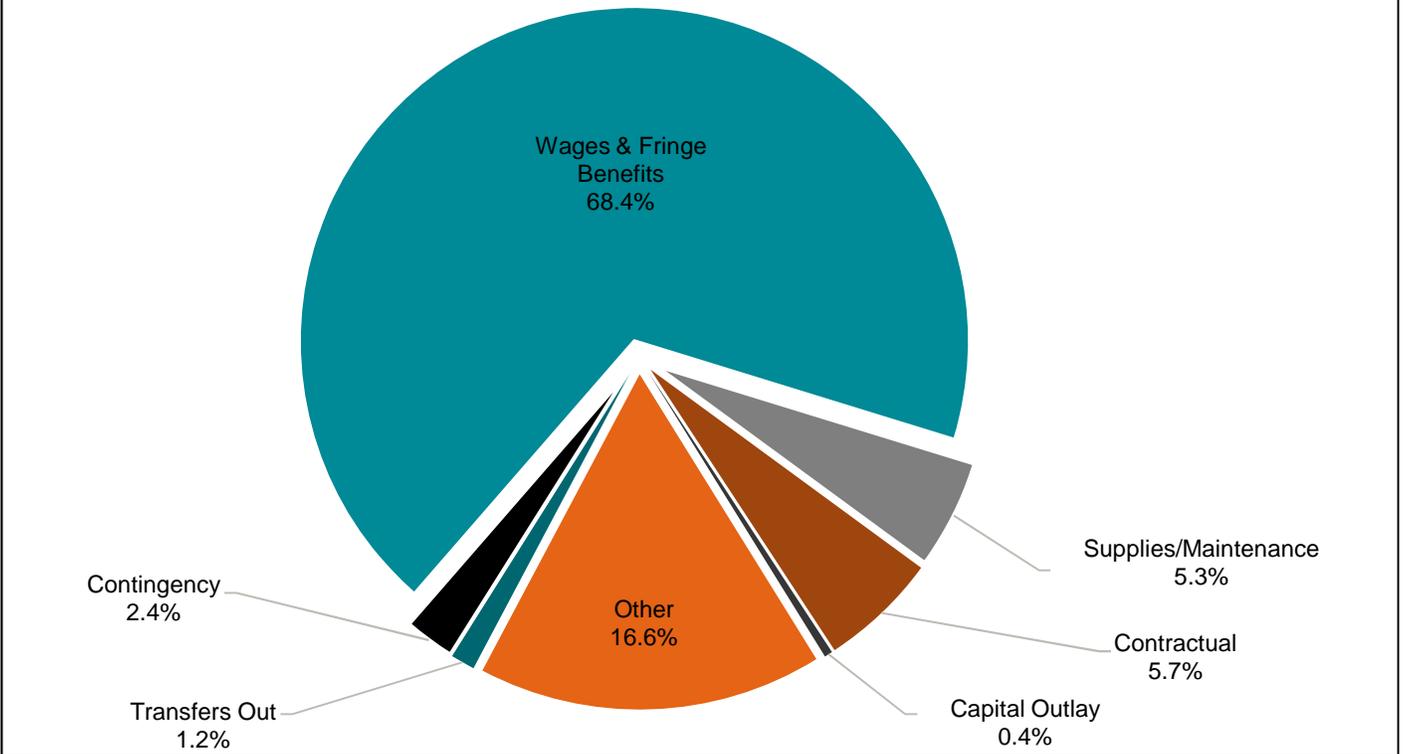
59.2%                      -33.9%                      -34.4%                      -1.4%

To FY2017  
Final Revised Est

## FY2018 FUNDING USES BY FUNCTION



## FY2018 FUNDING USES BY TYPE



**TOTAL \$21,284,674**

# GENERAL FUND

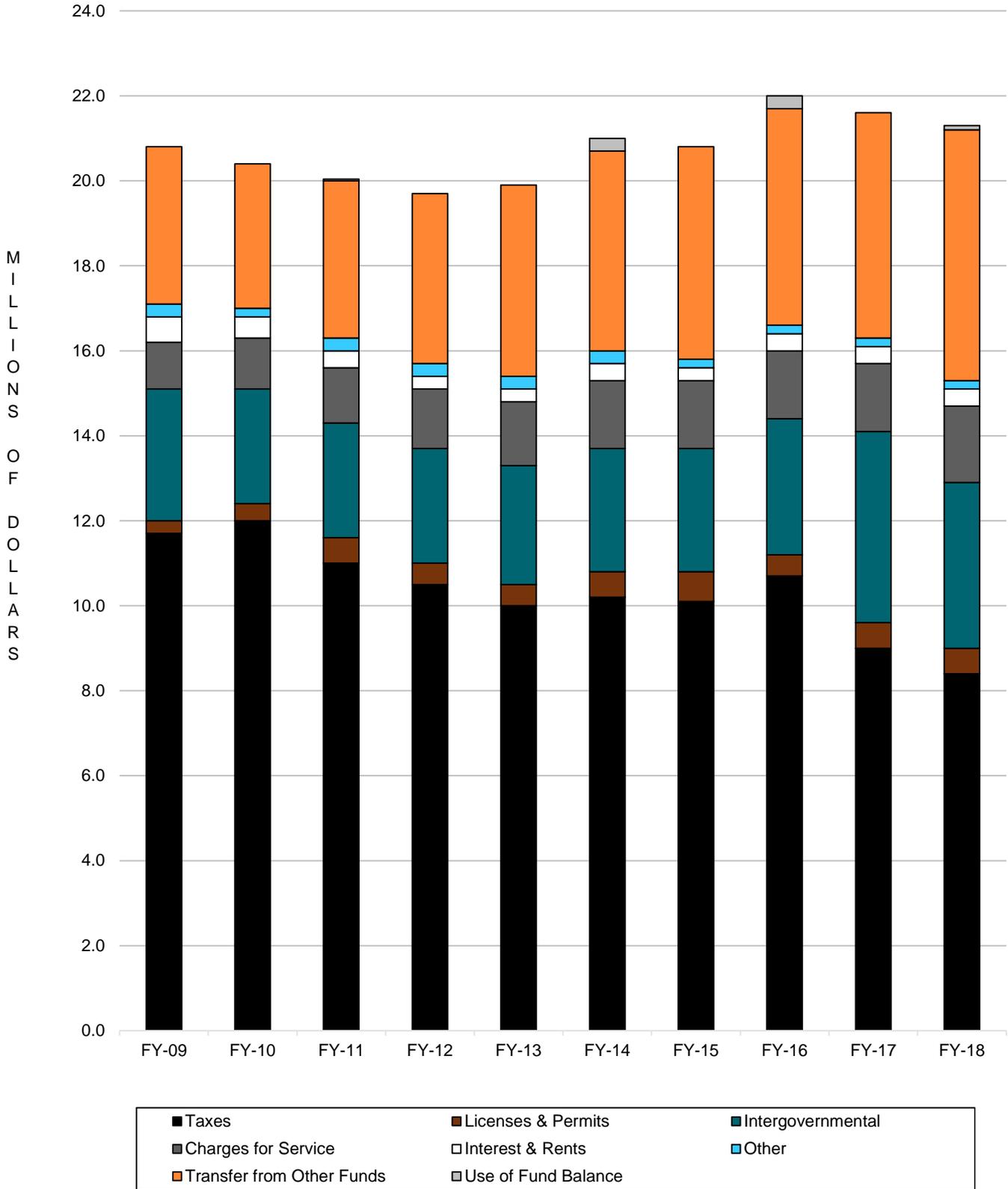
## Funding Sources Comparison by Classification

Classification	2007-08 Actual		2012-13 Actual		2017-18 Adopted	
Taxes	\$11,826,252	56.51%	\$10,033,822	50.62%	\$8,415,010	39.53%
Licenses & Permits	548,700	2.62%	484,785	2.45%	626,800	2.94%
Intergovernmental	3,211,800	15.36%	2,807,228	14.16%	3,924,238	18.44%
Local Unit Contributions	38,500	0.18%	40,865	0.21%	50,000	0.23%
Charges for Services	1,113,650	5.32%	1,490,139	7.52%	1,782,835	8.38%
Fines & Forfeits	240,000	1.15%	191,233	0.96%	132,500	0.62%
Interest & Rents	844,401	4.03%	285,575	1.44%	357,160	1.68%
Other Revenue	6,600	0.03%	18,996	0.10%	56,800	0.27%
Operating Transfers In	2,963,233	14.16%	4,467,091	22.54%	5,871,839	27.59%
Use of Fund Balance	134,580	0.64%	0	0.00%	67,492	0.32%
<b>Total Funding Sources</b>	<b>\$20,927,716</b>	<b>100.00%</b>	<b>\$19,819,734</b>	<b>100.00%</b>	<b>\$21,284,674</b>	<b>100.00%</b>

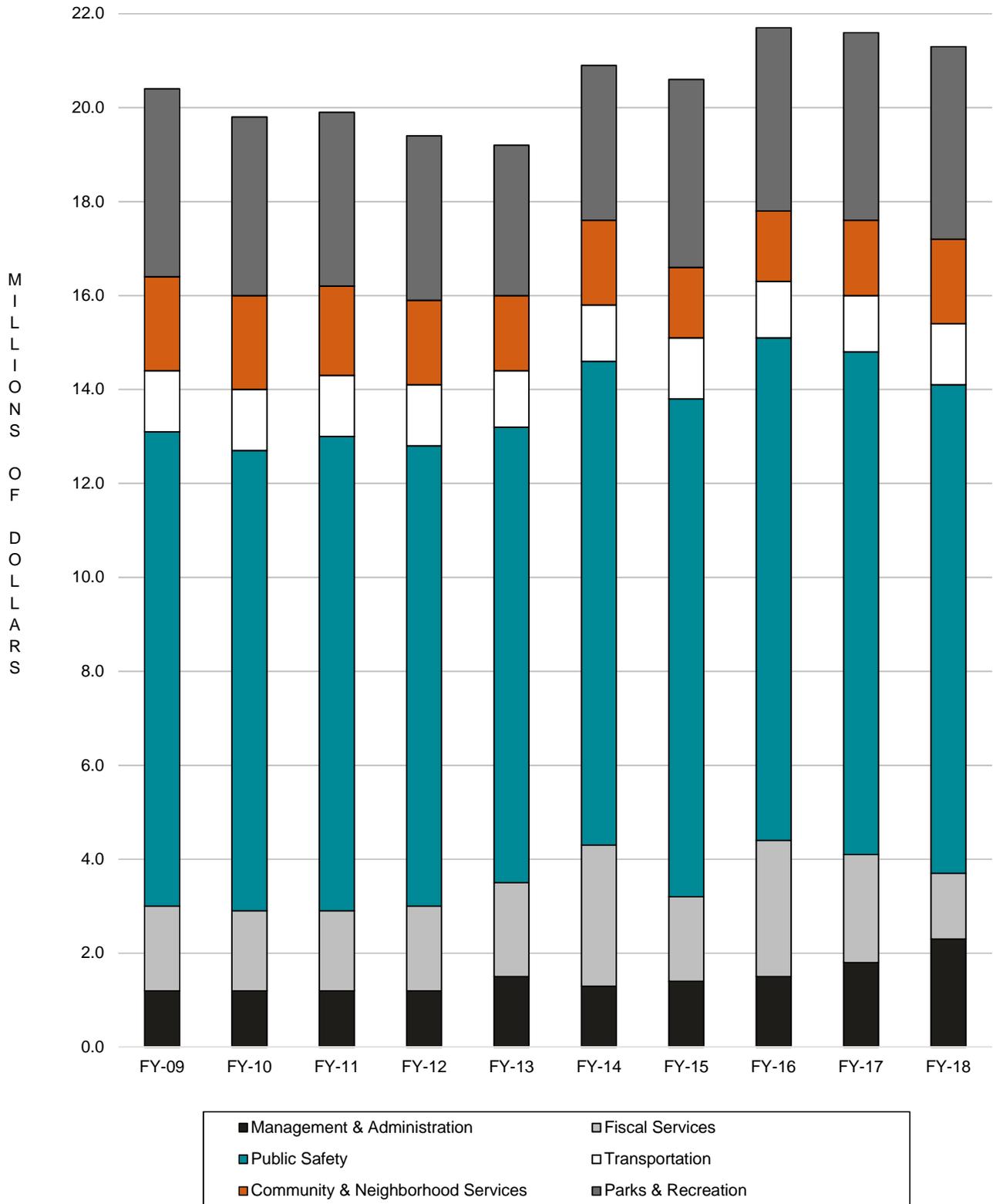
## Funding Uses Comparison by Function

Function	2007-08 Actual		2012-13 Actual		2017-18 Adopted	
Management & Administration	\$1,715,230	8.19%	\$1,519,183	7.88%	\$2,326,177	10.93%
Fiscal Services	1,887,285	9.02%	2,017,486	10.47%	1,426,229	6.70%
Public Safety	10,065,774	48.10%	9,705,583	50.36%	10,378,662	48.76%
Transportation	1,255,686	6.00%	1,205,307	6.25%	1,316,650	6.19%
Community & Neighborhood Svcs	1,942,055	9.28%	1,588,971	8.24%	1,781,431	8.37%
Parks & Recreation	4,061,686	19.41%	3,237,446	16.80%	4,055,525	19.05%
<b>Total Funding Uses</b>	<b>\$20,927,716</b>	<b>100.00%</b>	<b>\$19,273,976</b>	<b>100.00%</b>	<b>\$21,284,674</b>	<b>100.00%</b>

# GENERAL FUND - FUNDING SOURCES

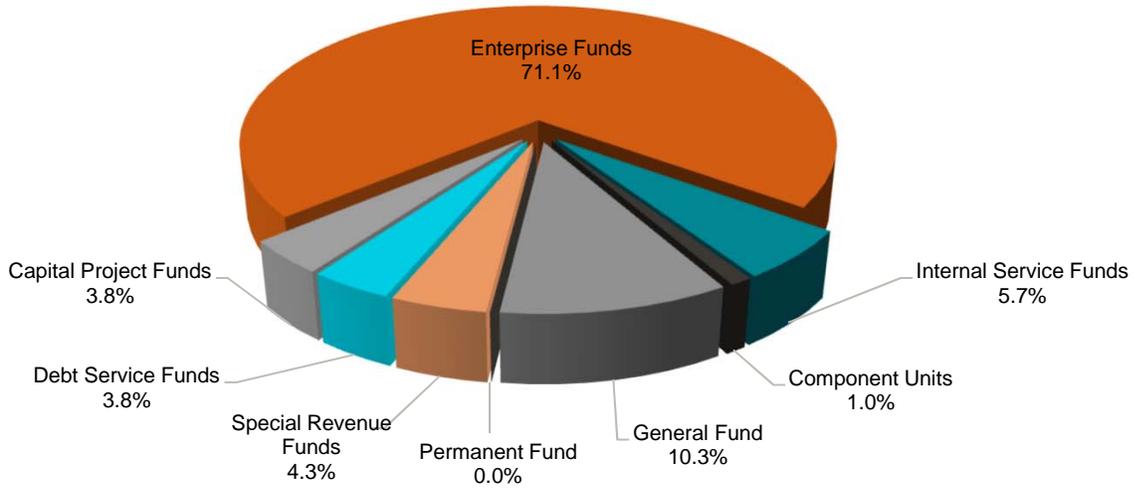


# GENERAL FUND - FUNDING USES

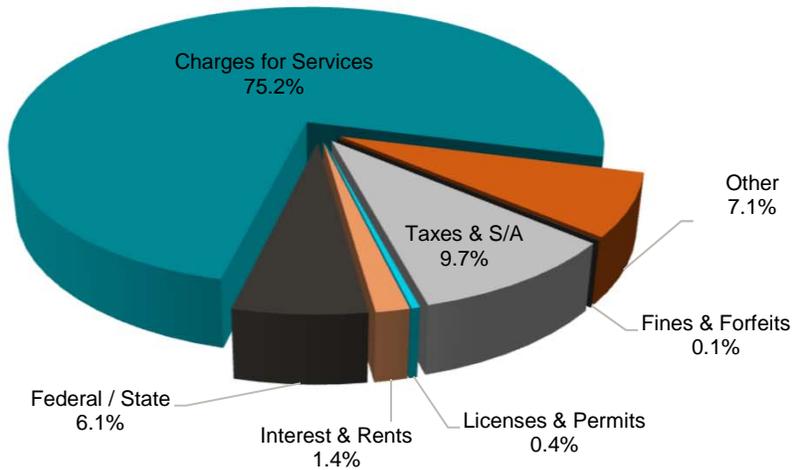


# ALL SERVICE GROUPS

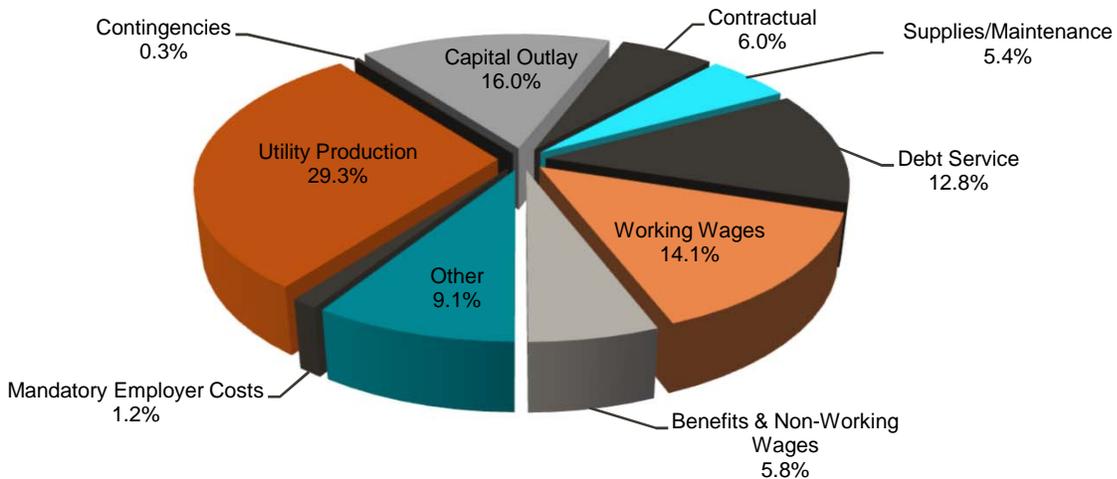
## Total Uses by Fund Type \$207,209,882 (Incl. Transfers)



## Sources: \$186,380,474 Excluding Transfers



## Uses: \$172,245,928 Excluding Transfers & Depreciation



# ALL GROUPS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2018 Adopted Budget
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>	
<b>FUND TYPES -</b>	
General	\$ 21,359,674
Permanent	11,000
Special Revenue	8,942,711
Debt Service	7,776,140
Capital Projects	7,925,435
Enterprise	147,296,357
Internal Service	11,772,988
Component Unit	2,125,577
<b>FUND TYPE - TOTALS</b>	<b>\$ 207,209,882</b>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>	
<b>FUNDING SOURCES -</b>	
Taxes & Special Assessments	18,163,800
Licenses & Permits	708,800
Intergovernmental	11,239,344
Charges for Services	140,092,914
Fines & Forfeits	132,500
Interest & Rents	2,865,492
Other	13,177,624
Transfers In	12,058,866
<b>TOTAL SOURCES</b>	<b>\$ 198,439,340</b>
<b>FUNDING USES -</b>	
Personnel Services -	
* Salaries & Wages - Working	\$ 24,352,184
* Benefits - Includes NonWorking Wages	10,039,367
* Mandatory Employer Costs	2,094,766
Other Current Expenditures -	
* Supplies / Maintenance	9,276,802
* Contractual	10,295,484
* Utility Production	50,431,652
* Other	15,632,174
Capital Outlay	27,488,357
Debt Service Payments	
* Principal Maturities	12,775,913
* Interest & Fee Payments	9,338,428
Transfers Out	12,058,866
Depreciation Expense	22,905,088
Contingencies	520,801
<b>TOTAL USES</b>	<b>\$ 207,209,882</b>

### - - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 36,486,317
* Full-Time Positions	360.95
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	59.95

# ALL GROUPS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
<b>FUND TYPES -</b>					
General		- 0 -	- 0 -	21,359,674	21,359,674
Permanent		- 0 -	- 0 -	11,000	11,000
Special Revenue		- 0 -	- 0 -	8,942,711	8,942,711
Debt Service		7,776,140	7,776,140	- 0 -	7,776,140
Capital Projects		- 0 -	- 0 -	7,925,435	7,925,435
Enterprise		- 0 -	- 0 -	147,296,357	147,296,357
Internal Service		- 0 -	- 0 -	11,772,988	11,772,988
Component Unit		- 0 -	- 0 -	2,125,577	2,125,577
FUND TYPE - TOTALS	\$ - 0 -	\$ 7,776,140	\$ 7,776,140	\$ 199,433,742	\$ 207,209,882
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments	8,415,010	5,478,009	13,893,019	4,270,781	18,163,800
Licenses & Permits	1,500	- 0 -	1,500	707,300	708,800
Intergovernmental	3,846,738	- 0 -	3,846,738	7,392,606	11,239,344
Charges for Services	57,690	- 0 -	57,690	140,035,224	140,092,914
Fines & Forfeits	- 0 -	- 0 -	- 0 -	132,500	132,500
Interest & Rents	107,000	7,407	114,407	2,751,085	2,865,492
Other	1,300	1,620,744	1,622,044	11,555,580	13,177,624
Transfers In	5,857,276	421,047	6,278,323	5,780,543	12,058,866
TOTAL SOURCES	\$ 18,286,514	\$ 7,527,207	\$ 25,813,721	\$ 172,625,619	\$ 198,439,340
<b>FUNDING USES -</b>					
Personnel Services -					
* Salaries & Wages - Working		- 0 -	- 0 -	24,352,184	24,352,184
* Benefits - Includes NonWorking Wages		- 0 -	- 0 -	10,039,367	10,039,367
* Mandatory Employer Costs		- 0 -	- 0 -	2,094,766	2,094,766
Other Current Expenditures -					
* Supplies / Maintenance		- 0 -	- 0 -	9,276,802	9,276,802
* Contractual		- 0 -	- 0 -	10,295,484	10,295,484
* Utility Production		- 0 -	- 0 -	50,431,652	50,431,652
* Other		1,001	1,001	15,631,173	15,632,174
Capital Outlay			- 0 -	27,488,357	27,488,357
Debt Service Payments					
* Principal Maturities		5,852,437	5,852,437	6,923,476	12,775,913
* Interest & Fee Payments		1,922,701	1,922,701	7,415,727	9,338,428
Transfers Out		1	1	12,058,865	12,058,866
Depreciation Expense				22,905,088	22,905,088
Contingencies		- 0 -	- 0 -	520,801	520,801
TOTAL USES	\$ - 0 -	\$ 7,776,140	\$ 7,776,140	\$ 199,433,742	\$ 207,209,882

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$1,820,094 for two related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses).

# ALL GROUPS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	General Fund	BPW Utility Funds	All Other Funds	FY-2018 Adopted Budget
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>				
<b>FUNDING SOURCES -</b>				
Taxes & Special Assessments	\$ 8,415,010	\$ -	\$ 9,748,790	\$ 18,163,800
Licenses & Permits	626,800	-	82,000	708,800
Intergovernmental	3,924,238	-	7,315,106	11,239,344
Charges for Services	1,782,835	133,166,299	5,143,780	140,092,914
Fines & Forfeits	132,500	-	-	132,500
Interest & Rents	357,160	404,600	2,103,732	2,865,492
Other	106,800	3,152,217	9,918,607	13,177,624
Transfers In	5,871,839	-	6,187,027	12,058,866
<b>TOTAL SOURCES</b>	<b>\$ 21,217,182</b>	<b>\$ 136,723,116</b>	<b>\$ 40,499,042</b>	<b>\$ 198,439,340</b>
<b>FUNDING USES -</b>				
Personnel Services -				
* Salaries & Wages - Working	\$ 9,777,980	\$ 11,883,098	\$ 2,691,106	\$ 24,352,184
* Benefits - Includes NonWorking Wages	4,037,203	4,901,371	1,100,793	10,039,367
* Mandatory Employer Costs	737,269	1,093,738	263,759	2,094,766
Other Current Expenditures -				
* Supplies / Maintenance	1,129,160	5,518,442	2,629,200	9,276,802
* Contractual	1,212,870	7,099,614	1,983,000	10,295,484
* Utility Production	-	50,431,652	-	50,431,652
* Other	3,558,691	2,415,748	9,657,735	15,632,174
Capital Outlay	84,800	16,629,222	10,774,335	27,488,357
Debt Service Payments				
* Principal Maturities	-	6,923,476	5,852,437	12,775,913
* Interest & Fee Payments	-	7,415,727	1,922,701	9,338,428
Transfers Out	300,900	6,296,016	5,461,950	12,058,866
Depreciation Expense	-	21,466,055	1,439,033	22,905,088
Contingencies	520,801	-	-	520,801
<b>TOTAL USES</b>	<b>\$ 21,359,674</b>	<b>\$ 142,074,159</b>	<b>\$ 43,776,049</b>	<b>\$ 207,209,882</b>

### - - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 14,552,452	\$ 17,878,207	\$ 4,055,658	\$ 36,486,317
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* Full-Time Positions	360.95
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	59.95

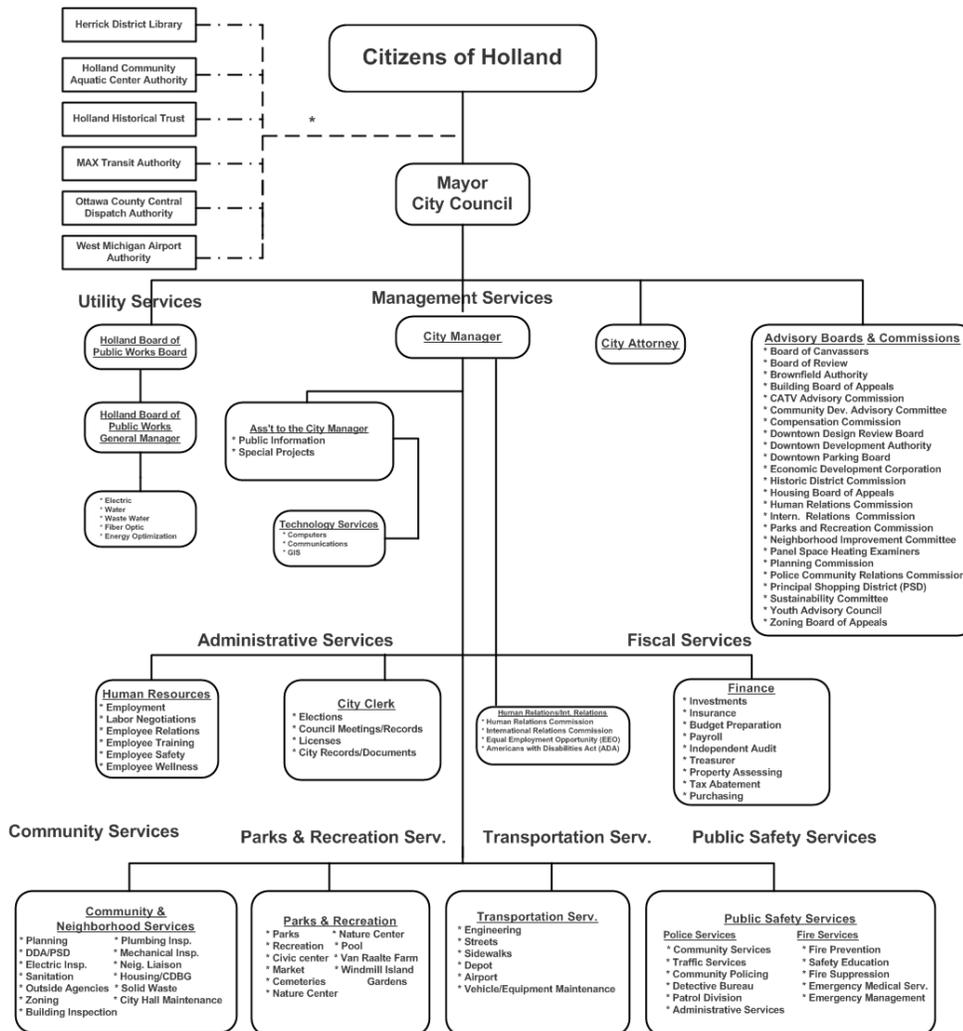
# MANAGEMENT & ADMINISTRATION

## 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.

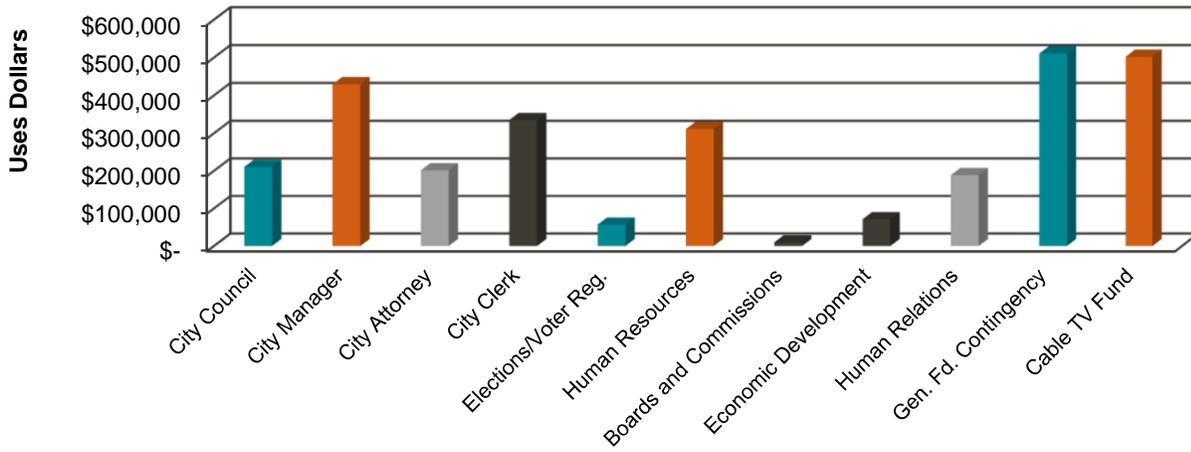
### GROUP ORGANIZATIONAL STRUCTURE



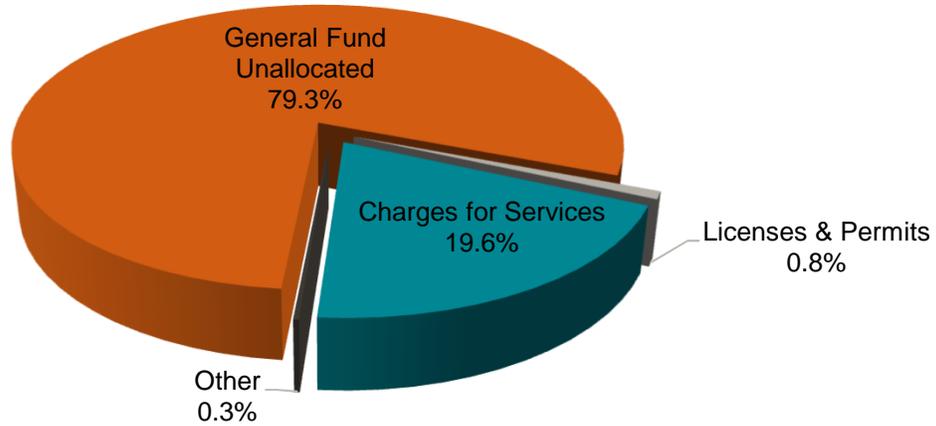
\* The City Council makes appointments to these Districts and Authorities

# MANAGEMENT & ADMINISTRATION

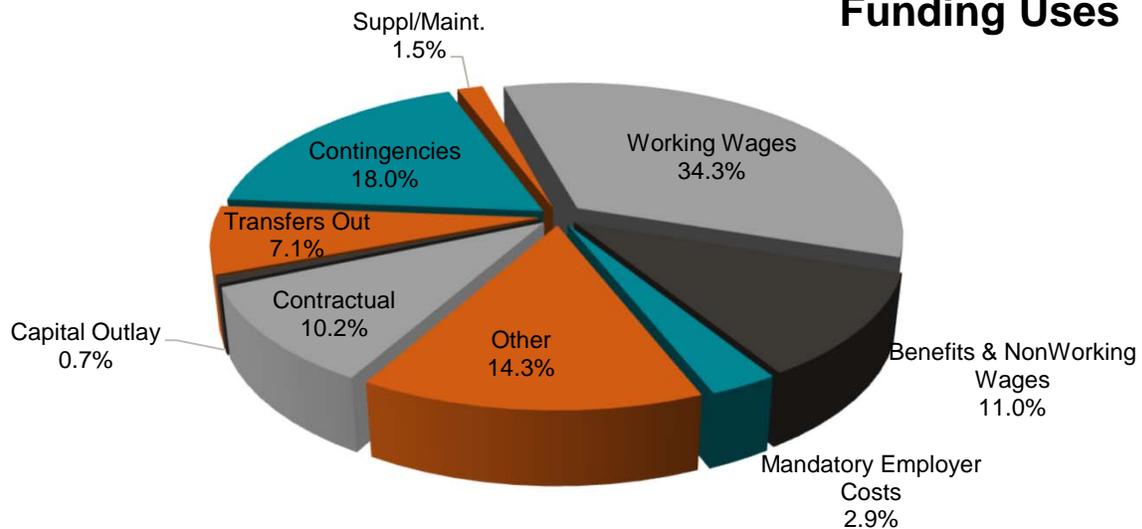
## Total Uses by Department \$2,828,324



## Funding Sources



## Funding Uses



# MANAGEMENT & ADMINISTRATION

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
-------------	----------------------------	----------------------------	------------------------------	----------------------------------	--------------------

### - - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,440,898	\$ 1,477,856	\$ 1,704,695	\$ 1,813,348	\$ 2,326,177
Special Revenue	422,513	549,157	463,442	462,925	502,147
<b>TOTAL FUND TYPE</b>	<b>\$ 1,863,411</b>	<b>\$ 2,027,013</b>	<b>\$ 2,168,137</b>	<b>\$ 2,276,273</b>	<b>\$ 2,828,324</b>

### - - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	2,550	- 0 -	- 0 -	- 0 -
Licenses & Permits	28,229	23,485	26,000	23,000	24,000
Charges for Services	518,128	569,880	543,800	525,600	553,200
Interest & Rents	2,855	4,800	3,000	3,000	3,000
Other	- 0 -	- 0 -	5,700	300	500
Transfers In	494	104	- 0 -	4,234	3,563
<b>TOTAL SOURCES</b>	<b>\$ 549,706</b>	<b>\$ 600,819</b>	<b>\$ 578,500</b>	<b>\$ 556,134</b>	<b>\$ 584,263</b>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 685,547	\$ 711,415	\$ 760,153	\$ 791,850	\$ 969,780
* Benefits - Incl. NonWorking Wages	298,969	224,389	249,178	247,287	310,348
* Mandatory Employer Costs	54,815	57,744	64,414	64,492	81,170
Other Current Expenditures -					
* Supplies / Maintenance	34,584	43,022	46,791	53,814	42,700
* Contractual Expenditures	263,080	294,754	395,850	394,138	290,370
* Other	263,001	347,523	367,216	391,753	403,655
Capital Outlay	36,515	53,666	14,535	- 0 -	19,500
Transfers Out	226,900	294,500	235,000	235,000	200,000
Contingencies	- 0 -	- 0 -	35,000	97,939	510,801
<b>TOTAL USES</b>	<b>\$ 1,863,411</b>	<b>\$ 2,027,013</b>	<b>\$ 2,168,137</b>	<b>\$ 2,276,273</b>	<b>\$ 2,828,324</b>

### - - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 1,039,331	\$ 993,548	\$ 1,073,745	\$ 1,103,629	\$ 1,361,298
* Full-Time Positions	7.25	9.17	9.17	9.25	11.50
* Part-Time Positions @ F.T.E.	6.25	4.95	5.60	6.70	5.80
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00	9.00

# MANAGEMENT & ADMINISTRATION

CITY COUNCIL

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## ADMINISTRATIVE

### Goal

- Develop a Structure, Staffing, and Succession Plan that is fiscally sustainable and empowers the City Manager to execute City Council's Goals.

### Action

- Completion of Management Organization Structure and Efficiency Study (MOSES).
- Study Session Evaluation.
- Governance Model Evaluation.

## FINANCIAL

### Goal

- City Council will prioritize the City buildings for staff to form a maintenance and capital plan in the context of revenues and debt service.

### Action

- Create a full inventory of City buildings including:
  - Assessed condition of each building (example – PASER Rating Model for buildings).
  - Determine **total annual cost to maintain** target building quality levels AND to **replace**.
  - Provide existing revenue projections and debt service projections.

## PARKS

### Goal

- City Council will prioritize Parks projects for staff in an effort to execute a 5-year maintenance and capital plan.

### Action

- Create a full inventory of City parks including:
  - Assessed condition of each park (example – PASER Rating Model for Parks).
  - Determine total annual cost to maintain target park quality levels.
  - Contextualize and rationalize NEW Capital recommendations(s) based on the current Parks Master Plan, Sustainability Framework and Accessibility.

# MANAGEMENT & ADMINISTRATION

CITY COUNCIL

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## **PUBLIC SAFETY**

### **Goal**

- City Council approve the sale of bonds to support the full funding of the remaining unfunded pension obligations.
- City Council ensure the implementation of a fully staffed K9 Unit/Team.
- City Council evaluate the costs of increased Community Policing efforts, additions to Public Safety staffing (minimum shift levels), and determine if staffing increases will be funded and approved.

### **Action**

- Research and determine cost and timing of selling bonds to fully fund the Pension Liability.
- Research total annual costs and evaluate the need for additional Public Safety Headcount and Structure Changes.

## **HOLLAND BOARD OF PUBLIC WORKS (HBPW)**

### **Goal**

- HBPW Board and City Council align on a sustainable process, not project, driven approach to determining the annual transfer \$ or %.
- Successfully implement Fiber Internet to Downtown Holland based on the business case and begin tracking results.
- Implement engineering plan and fully fund Fiber Internet Downtown.

### **Action**

- Joint sessions with HBPW Board and City Council.

## **STREETS**

### **Goal**

- Approval of a streets and sidewalk construction plan for staff in an effort to return to and maintain a 20-year maintenance and capital plan.

### **Action**

- 20-Year Streets Plan and Funding annual cost.
- Sidewalks repair and infill annual cost.
- Traffic study (two-way on 7<sup>th</sup> and 9<sup>th</sup>)
- Evaluating existing truck routes.

# MANAGEMENT & ADMINISTRATION

CITY COUNCIL

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## DOWNTOWN

### Goal

- Determine and align the best Downtown Management Structure including the PSD, DDA, Farmers' Market, Civic Center, etc. (Fairbanks to Waterfront)

### Action

- Civic Center Place Management (Economic Development potential with collaborative/expansive management).
- 6<sup>th</sup> Street Development Opportunities.
- Waterfront Vision.
- Review Downtown management.
- Review assessment of hotels.
- Find PSD outside funding/sponsorships for events.

## ECONOMIC DEVELOPMENT

### Goal

- Determine the appropriate level of internal vs. external involvement in Economic Development efforts within the City and set specific targets for both.

### Action

- Internal Focus/Review of Lakeshore Advantage. (Need Quarterly Meetings & City Point-of-Contact.)
- Small/local business development support.
- City-owned properties reviewed comprehensively.
- 6<sup>th</sup> Street development opportunity.
- Affordable housing (What are the right questions to ask developers?).
- Schools: Pre-K-16, Destination Education, and Ready for School... (from an economic standpoint).

## COMMUNITY RELATIONS

### Goal

- Formalize City of Holland and K-12+ Education Relationships.
- Review of issues and pressures for the Human Relations Department.

### Action

- Council evaluate and determine the objective(s) / structure of a formal committee.
- Evaluate inconsistencies in language in regards to non-discrimination across the charter and ordinances as part of current recodification.
- Review of changing requests from residents and available resources/support.

# MANAGEMENT & ADMINISTRATION

## CITY COUNCIL

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Regular Scheduled Legislative Sessions	24	24	24	24
	Number of Special Called Legislative Sessions	9	10	10	10
	Number of Study Sessions	19	19	19	19
	Number of Council Actions (Calendar Year)	732	701	710	715
	Number of Ordinances Adopted	20	22	20	20
	Facebook Posts on Legislative-Policy-Related	0	8	4	5
	Post Reach (Post is Viewed in Users Newsfeed)	Unk	Unk	20,091	22,000

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - CITY COUNCIL

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

**FUNDING SOURCES -**

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	163,205	175,472	184,336	244,193	210,501
<b>TOTAL SOURCES</b>	<b>\$ 163,205</b>	<b>\$ 175,472</b>	<b>\$ 184,336</b>	<b>\$ 244,193</b>	<b>\$ 210,501</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 62,852	\$ 63,449	\$ 68,474	\$ 68,525	\$ 68,700
* Benefits - Incl. NonWorking Wages	2,811	2,045	5,485	5,468	5,730
* Mandatory Employer Costs	4,937	4,840	5,377	5,152	5,371
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	1,180	3,485	1,800	2,700	2,700
* Contractual	8,249	10,263	6,200	11,618	11,000
* Other	83,176	91,390	97,000	150,730	117,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 163,205</b>	<b>\$ 175,472</b>	<b>\$ 184,336</b>	<b>\$ 244,193</b>	<b>\$ 210,501</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 70,600	\$ 70,334	\$ 79,336	\$ 79,145	\$ 79,801
* Full-Time Positions	0.20	0.20	0.20	0.20	0.20
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00	9.00

# MANAGEMENT & ADMINISTRATION

CITY MANAGER

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## DEPARTMENT MISSION STATEMENT

To improve the service and program capabilities of the City organizations through the effective and efficient forecasting and planning of financial, manpower and material needs of the City; to assist the City Council in developing the City's needs in services and programs; and implementation of such services and programs established by the City Council through continual evaluation of the organization and structure of the City as well as performance monitoring and coaching so as to maximize Holland livability.

## ACTION PLANS

- **Celebrate team success: Summer and Christmas events.**
- **Professional governance training with City Council (\$10,000).**
- **Work to implement the City Council goals from February 15, 2017 (and former goals in progress).**
  - a. Phase in the implementation of the Management, Organizational Structure, and Efficiency Study (MOSES) as well as Succession Plans. (\$TBD in the General and other funds over five years)
    - i. Administrative
      - 1. Middle-Management Leadership Academy II. (September 1, 2017-- Assuming FY18 Budget Approval)
      - 2. Citywide Recognition Program Strategic Plan. (September 30-- Human Resources Director)
      - 3. Succession Plan Identified for all Departments (by November 1, 2017) with Internal and/or External Succession Processes Initiated. (November 1, 2017)
      - 4. Succession Appointments Made when financial feasible and phase in the remainder. (January 30, 2018)
    - ii. Financial
      - 1. Assess building conditions for a PASER-type rating system and report at a study session (July 19, 2017)
      - 2. Create a sinking fund approach, or another approach, to funding building asset maintenance and repair and budget accordingly (Study Session on September 13, 2017 and FY 2018 Budget adjustments and/or FY 2019 Budget).
    - iii. Parks
      - 1. Assess park conditions for a PASER-type rating system and report at a study session (May 24, 2017)

# MANAGEMENT & ADMINISTRATION

## CITY MANAGER

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### iv. Public Safety

1. Include high priority changes (K-9) and positions in FY 2018 proposed budget. (\$22,000 in FY 18 budget)
2. Review a Five-Year Plan for Fire Station Renovations from the growing Sinking Fund. (Municipal Capital Improvement Fund Five Year Plan)

### v. Holland Board of Public Works Dividend/Transfer

1. Schedule special and joint meeting for May or June 2017.
2. Determine if satisfied with progress at the above special joint meeting and budget accordingly in successive fiscal years
3. Implement engineering plan and fully fund Fiber Internet Downtown Holland.
4. Create a financial 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 selected corridors/neighborhoods). Create a "Fiber to Neighborhoods" Strategic Plan. Work to fund in FY 19.

### vi. Streets

1. Budget the second year in a row of the 20-year Streets Plan for FY 2018 and review the proposed Five-Year Plan to continue at that funding level. (in FY 18 Budget)
2. Budget increased capital allocations toward sidewalk repair and in-fill according to a Five-Year Plan to be developed. (\$75,000 in FY18 Budget)
3. Two-Way Traffic Study and Truck Route Review Study (\$25,000 in FY 18 budget)

### vii. Downtown

1. Review a contract with private sector event management firms after a RFP/RFQ process. (Complete by June 30, 2017)
2. Conduct a "blue sky" charrette process for Downtown Structural and Funding review; meanwhile budget for the new Community and Neighborhood Services Director to administer. (July and August 2017)
3. Conduct a charrette for creation of a detailed Business Plan for the 8<sup>th</sup> Street Marketplace expansion (in numbers and types of markets) (September and October 2017).
4. Collaborate with the James De Young Decommissioning process and conduct a charrette on re-development of this site when no larger

# MANAGEMENT & ADMINISTRATION

## CITY MANAGER

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needed for any power purpose. Coordinate this outcome with West 8<sup>th</sup> Street and Lake Macatawa land ownership evolution. (\$25,000 in FY 18 Budget, Date TBD)

5. Complete paperwork for undergrounding power, snowmelt and other utilities under the CSX railroad tracks for the 6<sup>th</sup> Street innovation District Redevelopment. (By December 2017)

### viii. Economic Development

1. Coordinate the first quarterly meeting with Lakeshore Advantage. (Second quarter of 2017)
2. Clarify that the point-of-contract is the Office of the City Manager.
3. Budget for an Assistant t City Manager for Economic Development and Grants to follow-up on the above economic development goals. (FY19 Budget unless Council re-directs funding)

### ix. Community Relations

1. Determine and assign affordable housing strategies to the Community and Neighborhood Services Department's planners. (Upon start in May 2017)
2. Support the Mayor and City Council in establishing collaborative goals with Pre-K-16, Destination Education, and Ready for School. (Needs a Study Session with all stakeholders to flesh out at a time to be determined)
3. Budget for more staff assistance to the Human Relations Coordinator's efforts. (\$23,400 in FY 18 budget)
4. Assign the Deputy City Clerk to collaborate with the Human Relations Coordinator to develop consistent non-discrimination ordinance language. (By December 2017)

i.

- b. Eliminate barriers to new development and re-development.
- c. Add a water feature for Downtown and/or a neighborhood park.
- d. Create a landscape plan related to the 2017 "interpretive plan" for Windmill Island Gardens that includes a restaurant and an indoor/outdoor concert venue feasibility study (\$15,000).
- e. Increase community knowledge of City activities by billboards, message boards, Facebook networks, churches, links, community mobile apps and by otherwise leveraging links, mobile apps, visual preference surveys, etc. (No extra cost).

- **Work to complete the FY 18 City Manager's Budget Theme to focus on Master Plan 2017 Implementation and Infrastructure and Service Reinvestment by:**

# MANAGEMENT & ADMINISTRATION

## CITY MANAGER

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- Complete the Civic Center construction of the Civic Center Place while maintaining the budget in manner that ensures community satisfaction and taxpayer appreciation with a fundraising goal of \$2 million more for external site work will be sought (8<sup>th</sup> Street Marketplace improvements, ice rink, water play feature, community message boards).
  - Backfilling and/or new positions as needed will be funded and filled as determined to be fiscally responsible in the new normal mode (Fire Department Training and Safety position and Interim Deputy Finance Director funded mid-year for FY18 -- \$94,600.).
  - Overall team professional growth and middle management support by facilitating coaching, professional trainings, an orientation ambassador program, and retreats via the Human Resources budget (\$5,000).
- **Transition supervision of Downtown to the new Director of the Community and Neighborhood Services, re-establish traditional positions, and implement new activities (Downtown parking education and ambassadors, refreshed Christmas décor, wayfinding signage, proposed new events, etc.)**
  - **Contract with the Holland-Hope College Sustainability Institute for Sustainability Grid Coordination housed at Hope College (\$8,000 in the City Manager's budget, \$2,000 each). Work to grow the community contractual services and to fundraise for an endowment.**
  - **Complete the third 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 IV.**
  - **Budget for the Phase Two of the New Wayfinding Signage Construction: Downtown directional sign replacements and neighborhood commercial areas (\$90,000 in 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)**
  - **Sustain the Holland Youth Connections program and work to integrate at-promise youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$11,000 each for Fire, Streets and in the Parks Divisions) as well as two-plus community employers. Decrease the percentage of annual donated funding to less than 50%.**
  - **Ramp-up Downtown neighborhood investments via getting to 95% 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 completion in FY 18/19 with assistance from state grants, Holland Rotary Club and Holland Charter Township contributions, as well as the replacement water line (\$400,000).**
  - **Lead and bring new, non-tax resources into the community via grants, foundations, fundraisers, interns, volunteers, collaboration and cooperation prior to FY 19 Budget.**

# MANAGEMENT & ADMINISTRATION

## CITY MANAGER

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Management and Administrative / Council Action Plans	36	39	46	38
	Number of City Manager Action Plans	32	28	43	17
	Reinvestments in Existing Municipal Capital Improvements	\$633,500	\$2,260,000	\$8,250,000	\$2,516,000
	New Capital Improvements	\$0	\$642,000	\$3,100,000	\$2,820,000
	Number of Discrimination Investigations	1	2	0	1
	Number of Grants Applied for	5	5	8	8
	Amount of Grants Applied for:				
	Parks & Recreation	\$304,000	\$460,000	\$433,000	\$365,000
	Community & Neighborhood Services (1)	\$4,000	\$320,000	\$268,000	\$200,000
	Public Safety Services	\$150,000	\$0	\$50,000	\$50,000
Energy Costs (\$)	\$150,000	\$140,000	\$115,000	\$115,000	
Energy Costs (\$)	\$958,580	\$910,650	Facility Dude	PASS System	
Reduction	(12%)	(5%)	TBD	TBD	
Facebook Posts	4	3	7	7	
Effectiveness	Percentage of Council Actions Plans Achieved	36% (13)	59% (23)	67% (31)	70%
	Percentage of City Manager Action Plans Achieved	56% (18)	60% (23)	37% (16)	50%
	Management Efficiency Savings	(\$34,000)	(530,000)	(3.74 million)	TBD
	New Earned Income Donations	Unk	\$1,250,000	\$1,349,297	\$500,000
	Holland Budget Financial Snap Shot Improvements	3 for 5	3 for 5	3 for 5	2 for 5
	Energy Savings Achieved (CO <sup>2</sup> ) - Metric Tons of CO <sup>2</sup>	63,633	63,000	TBD	TBD
	Reduction	(11%)	(1%)	TBD	20% Est

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - CITY MANAGER

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	332,986	331,908	342,269	342,976	429,701
TOTAL SOURCES	<u>\$ 332,986</u>	<u>\$ 331,908</u>	<u>\$ 342,269</u>	<u>\$ 342,976</u>	<u>\$ 429,701</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 187,374	\$ 188,860	\$ 191,975	\$ 197,540	\$ 260,230
* Benefits - Incl. NonWorking Wages	97,438	80,058	77,766	79,370	104,650
* Mandatory Employer Costs	16,379	15,215	17,417	17,075	21,921
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	3,232	3,712	4,400	2,845	2,550
* Contractual	2,720	1,859	3,200	1,000	1,000
* Other	25,843	42,204	47,511	45,146	39,350
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 332,986</u>	<u>\$ 331,908</u>	<u>\$ 342,269</u>	<u>\$ 342,976</u>	<u>\$ 429,701</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 301,191	\$ 284,133	\$ 287,158	\$ 293,985	\$ 386,801
* Full-Time Positions	2.05	1.97	1.97	2.05	3.05
* Part-Time Positions @ F.T.E.	1.05	1.00	1.15	0.85	0.15

# **MANAGEMENT & ADMINISTRATION**

## **ELECTIONS AND VOTER REGISTRATION**

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### **DEPARTMENT MISSION STATEMENT**

To conduct scheduled and special elections as mandated by state law and City Charter at the lowest possible cost and as effectively and accurately as possible; to process and maintain voter registrations in cooperation with the State of Michigan Qualified Voter File; to work with and in cooperation with the Ottawa and Allegan County 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 elections in August 2017 (City Primary), November 2017 (City General), and probable May 2017 (Special - Holland Schools), as well as process voters and tabulate results.
- 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 precinct supply cases for all polling locations (\$1,914).
- To collaborate with other jurisdictions to purchase E-Poll books (15-17 laptops) to replace exiting laptops for FY 2018. (\$6,500)
- To work with all schools in the City of Holland, including Hope College, to help inform voters and prospective voters of all elections and procedures.
- To coordinate with new Allegan County Clerk.
- To establish safety plans at all polling locations.

# MANAGEMENT & ADMINISTRATION

## ELECTIONS AND VOTER REGISTRATION

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Registered Voters for November Election:	23,753	23,825	25,250	25,000
	August	23,658	N/A	24,183	25,000
	May	23,602	23,989	24,817	25,000
	Number of Elections (Total):	3	4	3	3
	Regular	3	3	2	2
	Special	0	1	1	1
	Average Number of Election Workers per Precinct	5	6	5	5
	Voting Station Election Officials:				
	Chairperson	16	17	16	16
	Election Worker	65	65	65	65
	Voter Turnout:				
	August	3,368	N/A	5,917	4,000
	November	8,702	3,732	15,260	5,000
	February	N/A	8,784	N/A	N/A
	May	4,435	2,167	4,500	N/A
	Absentee Voters:				
	August	1,046	N/A	1,576	3,200
	November	1,961	1,207	3,438	3,400
February	N/A	1,540	N/A	N/A	
May	1,230	1,078	3,000	3,000	
Efficiency	% Turnout per Election:				
	August	14.24%	N/A	24.47%	16.00%
	November	36.64%	16.00%	60.44%	20.00%
	February	N/A	36.69%	N/A	N/A
	May	18.79%	9.03%	18.10%	N/A

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - ELECTIONS / VOTER REGISTRATION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ 2,550	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	20,494	36,294	25,000	18,000	23,000
General Fund Operating Revenues	52,119	28,298	54,167	66,269	33,921
TOTAL SOURCES	<u>\$ 72,613</u>	<u>\$ 67,142</u>	<u>\$ 79,167</u>	<u>\$ 84,269</u>	<u>\$ 56,921</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 57,962	\$ 41,745	\$ 49,347	\$ 65,560	\$ 30,375
* Benefits - Incl. NonWorking Wages	80	42	100	125	116
* Mandatory Employer Costs	1,265	749	444	1,235	355

##### Other Current Expenditures -

* Supplies / Maintenance	3,494	9,932	6,776	7,574	6,400
* Contractual	3,120	9,288	16,650	3,150	6,250
* Other	6,692	5,386	5,850	6,625	13,425
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	<u>\$ 72,613</u>	<u>\$ 67,142</u>	<u>\$ 79,167</u>	<u>\$ 84,269</u>	<u>\$ 56,921</u>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 59,307	\$ 42,536	\$ 49,891	\$ 66,920	\$ 30,846
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	1.50	1.50	1.25	2.25	0.95

# MANAGEMENT & ADMINISTRATION

CITY ATTORNEY

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## ACTIVITY MISSION STATEMENT

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

## ACTION PLAN

- 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 2017)
- 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	199,783	197,270	202,600	201,600	201,600
TOTAL SOURCES	<u>\$ 199,783</u>	<u>\$ 197,270</u>	<u>\$ 202,600</u>	<u>\$ 201,600</u>	<u>\$ 201,600</u>

FUNDING USES -

Other Current Expenditures -

* Contractual	\$ 199,783	\$ 197,270	\$ 202,600	\$ 201,600	\$ 201,600
* Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 199,783</u>	<u>\$ 197,270</u>	<u>\$ 202,600</u>	<u>\$ 201,600</u>	<u>\$ 201,600</u>

### - - STAFFING - -

Positions: Not Applicable

# MANAGEMENT & ADMINISTRATION

CITY CLERK

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## 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 complete the re-codification of the city ordinances with General Code (entering third year of process) and maintain every 15 years. (\$10,500)
- To send Deputy City Clerk and Administrative Aide to conferences for continuing education to obtain Certified and Masters Certifications. (\$3,665)
- To send staff annually to Customer Service seminars. (\$440.00)
- To continue the 50% funding of Customer Service personnel with CNS and increase services to the community during all regular business hours; for equipment for location (\$6,000); transfer of current personnel and funding of position from CNS (transfer of \$TBD),
- Hold Passport Fairs annually at Hope College and at updated Civic Center. (\$0)
- Update Plat Map to be available for use online with links to property documents. (\$0)
- Additional Lobby signage indicating Customer Service location. (\$ 200)
- Increase offerings at Customer Service desk, serving all departments. (\$0)
- To include Welcoming / Family Link funding into City Clerk's budget by increasing operational line item for brochures, magnets, bags, postage, (\$1,000)

# MANAGEMENT & ADMINISTRATION

## CITY CLERK

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Licenses & Applications:				
	Business Licenses and Permits Issued	378	271	300	300
	**Passports (See footnote)	23	643	700	700
	Ordinances:				
	Ordinance Adopted	20	22	20	20
	Council - Regular, Special, Closed Meetings (Total)	55	55	55	55
	**Board of Review Meetings (See footnote)	9	*	*	*
Compensation Commission Meetings	1	0	1	0	

\*\*Passports effective June 2015

\*\*Board of Review is being attended by Assessor staff approved by resolution

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - CITY CLERK

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 28,229	\$ 23,485	\$ 26,000	\$ 23,000	\$ 24,000
Charges for Services	1,592	24,859	21,200	27,200	31,200
General Fund Operating Revenues	186,452	223,322	259,813	255,262	280,047
TOTAL SOURCES	<u>\$ 216,273</u>	<u>\$ 271,666</u>	<u>\$ 307,013</u>	<u>\$ 305,462</u>	<u>\$ 335,247</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 126,676	\$ 159,775	\$ 180,402	\$ 182,525	\$ 196,375
* Benefits - Incl. NonWorking Wages	53,889	52,923	59,151	57,112	66,852
* Mandatory Employer Costs	10,202	12,650	15,290	14,905	16,725

Other Current Expenditures -

* Supplies / Maintenance	4,280	8,317	8,700	7,900	7,600
* Contractual	3,790	8,844	11,250	11,500	8,400
* Other	17,436	29,157	32,220	31,520	39,295

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 216,273</u>	<u>\$ 271,666</u>	<u>\$ 307,013</u>	<u>\$ 305,462</u>	<u>\$ 335,247</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 190,767	\$ 225,348	\$ 254,843	\$ 254,542	\$ 279,952
* Full-Time Positions	2.00	2.00	2.00	2.00	2.25
* Part-Time Positions @ F.T.E.	1.50	1.75	2.50	2.50	2.30

# MANAGEMENT & ADMINISTRATION

## HUMAN RESOURCES

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### DEPARTMENT MISSION STATEMENT

To provide professional leadership in all areas of Human Resources for the City of Holland. Work with City leadership and all employees to promote positive employee relations through consistent and non-bias policies and procedures, facilitating clear communication, and maintaining a high level of quality performance in: employment, labor relations, safety, employee and supervisory training, benefit management and administration, employee performance evaluations, workers' compensation administration, wellness plan administration, position evaluations, succession planning, and numerous other priorities.

### ACTION PLAN

- Assist with the implementation of the Management, Organizational Structure, and Efficiency Study results, through a phased process.
- Partner with Holland Public Schools to offer a school credit Co-op Program, for high school students seeking a professional learning experience (\$7,000 in expenses).
- Retain current talent through employee development and engagement, and build a succession plan for all City departments.
- Educate our employees about the City's health insurance plans and retirement benefits, as a long-term financial benefit to the employee and the City.
- Implement a robust safety program, in collaboration with Holland Board of Public Works (\$15,000), and form a City Safety Committee (August 2017).
- Create a Short-Term Disability summary plan document, in collaboration with Holland BPW (July 2017).

# MANAGEMENT & ADMINISTRATION

## HUMAN RESOURCES

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Employees (Full-Time and Part-Time A)	174	186	190	195
	Number of New Hires (Full-time and Part-Time A)	2	10	10	15
	Number of Labor Contract Settlements	0	0	2	0
	Number of Recordable Work Compensation Claims (Calendar Year)	13	16	15	12
	Number of Lost Time Accidents (Calendar Year)	5	6	5	4
	Number of Lost Days (Calendar Year)	325	468	400	300

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - HUMAN RESOURCES

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

**FUNDING SOURCES -**

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	240,870	212,204	310,474	311,762	311,275
<b>TOTAL SOURCES</b>	<b>\$ 240,870</b>	<b>\$ 212,204</b>	<b>\$ 310,474</b>	<b>\$ 311,762</b>	<b>\$ 311,275</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 84,911	\$ 68,239	\$ 73,025	\$ 76,525	\$ 142,500
* Benefits - Incl. NonWorking Wages	80,038	29,255	42,244	40,793	63,883
* Mandatory Employer Costs	8,357	8,339	8,060	8,150	12,915
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	3,724	2,884	2,650	3,345	2,800
* Contractual	32,093	55,040	127,850	151,670	27,170
* Other	31,747	48,447	56,645	31,279	62,007
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 240,870</b>	<b>\$ 212,204</b>	<b>\$ 310,474</b>	<b>\$ 311,762</b>	<b>\$ 311,275</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 173,306	\$ 105,833	\$ 123,329	\$ 125,468	\$ 219,298
* Full-Time Positions	1.60	1.60	1.60	1.60	2.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	0.15	0.20

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - BOARDS AND COMMISSIONS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	7,304	4,319	8,106	8,354	9,958
TOTAL SOURCES	<u>\$ 7,304</u>	<u>\$ 4,319</u>	<u>\$ 8,106</u>	<u>\$ 8,354</u>	<u>\$ 9,958</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 3,869	\$ 2,965	\$ 4,180	\$ 4,250	\$ 4,325
* Benefits - Incl. NonWorking Wages	1,497	1,024	2,310	2,249	2,391
* Mandatory Employer Costs	338	257	316	355	367
Other Current Expenditures -					
* Supplies / Maintenance	1	1	400	400	400
* Contractual	321	- 0 -	700	800	1,400
* Other	1,278	72	200	300	1,075
TOTAL USES	<u>\$ 7,304</u>	<u>\$ 4,319</u>	<u>\$ 8,106</u>	<u>\$ 8,354</u>	<u>\$ 9,958</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 5,704	\$ 4,246	\$ 6,806	\$ 6,854	\$ 7,083
* Full-Time Positions	0.10	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

# **MANAGEMENT & ADMINISTRATION**

## **ECONOMIC DEVELOPMENT ASSISTANCE**

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### **ACTIVITY MISSION STATEMENT**

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

### **ACTION PLAN**

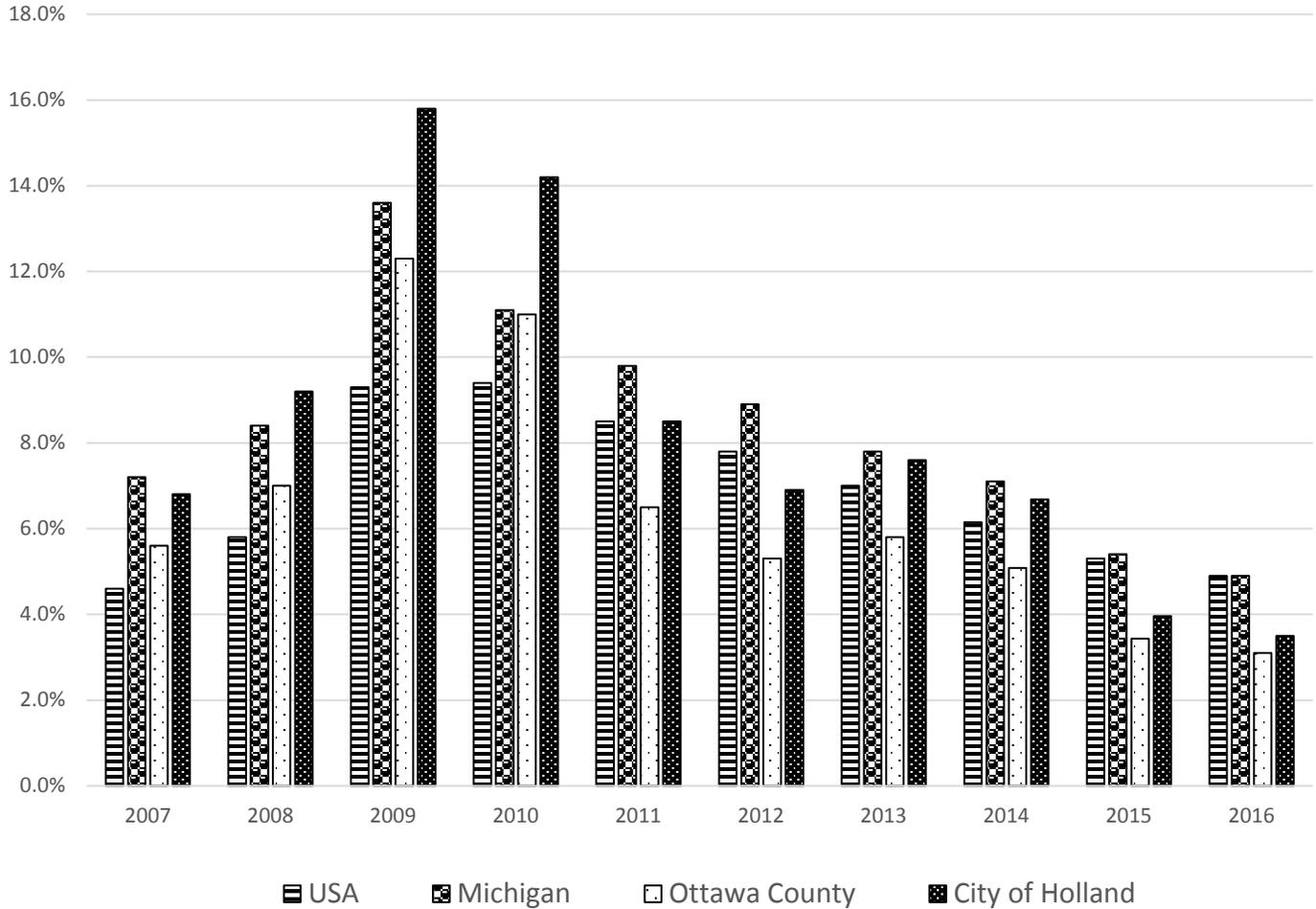
- To continue collaboration and support of Lakeshore Advantage to enhance economic opportunity in the City and area. (\$50,000).
- Provide in kind fiscal services to Lakeshore Advantage and the LDFA/SmartZone including accounting, coordination of the audit, funds management and coordination of insurance 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.

# MANAGEMENT & ADMINISTRATION

## ECONOMIC DEVELOPMENT ASSISTANCE

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Brownfield Projects Adopted / Amended	1	0	5	2
	Brownfield Projects Actively Capturing Tax Dollars	10	9	11	13
	Tax Abatement Projects	5	3	3	3
	Neighborhood Enterprise Zones Created	0	1	2	0

### Comparison of Unemployment Rates (Annual Average)



# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 7,800	\$ 7,350	\$ 3,600	\$ 5,200	\$ 3,000
Transfers In	494	104	- 0 -	4,234	3,563
General Fund Operating Revenues	93,664	81,013	70,377	51,812	64,755
TOTAL SOURCES	<u>\$ 101,958</u>	<u>\$ 88,467</u>	<u>\$ 73,977</u>	<u>\$ 61,246</u>	<u>\$ 71,318</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 4,995	\$ 5,019	\$ 4,950	\$ 4,950	\$ 4,900
* Benefits - Incl. NonWorking Wages	31,052	5,089	2,936	2,904	3,058
* Mandatory Employer Costs	404	397	441	440	460

##### Other Current Expenditures -

* Supplies / Maintenance	240	- 0 -	300	200	300
* Contractual	5,240	694	12,300	100	10,100
* Other	60,027	77,268	53,050	52,652	52,500

TOTAL USES	<u>\$ 101,958</u>	<u>\$ 88,467</u>	<u>\$ 73,977</u>	<u>\$ 61,246</u>	<u>\$ 71,318</u>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 36,451	\$ 10,505	\$ 8,327	\$ 8,294	\$ 8,418
* Full-Time Positions	0.10	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

## **MANAGEMENT & ADMINISTRATION**

HUMAN RELATIONS, INTERNATIONAL RELATIONS,  
YOUTH SERVICES & VOLUNTEER SERVICES

### **HUMAN RELATIONS COMMISSION MISSION STATEMENT**

The Human Relations Department exists to recognize and respond to inequity and injustice in our community.

### **ACTION PLAN**

The Human Relations Commission will focus on implementing initiatives that educate and bring awareness to social justice concerns facing our community. Our focus will be to facilitate constructive community dialogue.

- Add Administrative Aide to assist in developing and implementing Human Relations initiatives (\$23,400).
- Complete annual training module and execute one staff training December 2017. (\$2,500).
- Expand the Crisis Response team to include healthcare and more neighborhood collaboration September 2017 (\$2,000).
- Engage community dialogue that promote social justice, cultural understanding, and build bridges in our community. Educational/Awareness forums to include dialogue related to affordable housing, immigration, refugees, and other social justice initiatives. Launch the Support Advocacy for Everyone (S.A.F.E.) in FY 17/18 (\$2,000).
- Submit Title VI and Title VII federal mandate compliance reports (October 2017).
- Educate community on those issues that impact community vibrancy. The commission has targeted S.N.A.P., refugee/immigrant series to collaborate with the Little/Big Read, the Community Reading Project, and community education around path to citizenship (\$1,500).
- Facilitate Community Network for Education (CNE) and encourage collaboration and partnerships community-wide that celebrate our diverse community. The CNE will continue to promote and implement a vibrant Building Community Bridges Calendar (\$2000).
- Affordable Housing Neighborhood Laboratory. Explore and investigate affordable housing in the City of Holland. Survey research within city limits will occur by July 2017. The Commission is currently working with West Core neighborhood representatives to develop a grass roots neighborhood effort. Soft Launch will occur in May 2017. Hard launch in FY 2018. The Human Relations team will focus on education and awareness. (\$1,500)

## **MANAGEMENT & ADMINISTRATION**

HUMAN RELATIONS, INTERNATIONAL RELATIONS,  
YOUTH SERVICES & VOLUNTEER SERVICES

### **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**

- Increase hours from 20 to 24 hours for the Holland Youth Services Specialist (added cost to current \$5,225).
- The Holland Youth Advisory Council will send three youth leaders to the National Youth Leadership Council summer training (\$5,814)
- Collaborate with local health organizations to initiate a Mental Health Awareness campaign for youth in the community. The Sweat for your Brains 5K Run/Walk will occur on April 29, 2017. Educational Forums will be held on April 27<sup>th</sup> and 28<sup>th</sup>, 2017. This event will be a yearly event for 2018 (\$1,500).
- The Social Services committee will expand the Coffee Cup Program for the Homeless by June 2017. They will also implement a recycling container initiative at Kollen Park to expand to other park locations. 2017/2018 (\$1,500).
- The Recreation Committee will implement two recreational events for HYAC and youth in the community June 2018 (\$1,500)
- Increase the participation of students in the Teen Court process to formally accept truancy cases and expand reach to neighboring communities so student participants can have more cases to follow (July 2017). We estimate an increase of three cases.
- Increase Holland Youth Connections employer-sponsor donations by \$22,000 (increase of 20 weeks of employment).

**MANAGEMENT & ADMINISTRATION**  
HUMAN RELATIONS, INTERNATIONAL RELATIONS,  
YOUTH SERVICES & VOLUNTEER SERVICES

**INTERNATIONAL RELATIONS COMMISSION MISSION STATEMENT**

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

**International Relations Commission Vision**

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

**International Relations Commission 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.

**ACTION PLAN**

- Provide the community and government of Holland with opportunities for education, support and advice on multiculturalism and international values. The Commission sent commissioners in August 2016 and are currently leveraging the relationships they built in Queretaro.
- Renewal of Sister City Agreement with Queretaro (\$1,700).
- Quarterly Film Series: The New American Life: A Quarterly Film Series on Finding Home in a Foreign Land (\$1,000).

## **MANAGEMENT & ADMINISTRATION**

HUMAN RELATIONS, INTERNATIONAL RELATIONS,  
YOUTH SERVICES & VOLUNTEER SERVICES

### **VOLUNTEER SERVICES MISSION STATEMENT**

**Build a robust non-appointed volunteer services program to promote volunteerism for city events and special initiatives.**

### **ACTION PLAN**

- **Implement volunteer engagement promotional plan to build volunteer staff in 2017/2018 (\$500).**
- **Activate database with volunteers and volunteer position descriptions July 2017.**
- **Develop orientation process and package May/June 2017 (\$500).**
- **Plan one “Thank You” volunteer appreciation event August/September 2018 (\$2,000).**

# MANAGEMENT & ADMINISTRATION

## HUMAN RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Total Complaints and Request for Information	307	291	383	383
	Total Requests for Information and Assistance	229	212	280	280
	By Service Area:				
	Education	2	0	0	0
	Employment	13	7	14	14
	Housing	188	195	209	209
	Government/Community:	0	4	8	8
	Consumer	2	3	4	4
	Public Services / Accommodations	24	39	45	45
	Welfare Eligibility	0	0	0	0
	HRC Community Concerns			103	103
	By Service Area:				
	Education	3	0	0	0
	Employment	15	7	14	14
	Housing	30	26	40	40
	Government/Community:				
	Consumer	2	3	4	4
Public Services / Accommodations	28	39	45	45	
Welfare Eligibility	0	0	0	0	

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

**FUNDING SOURCES -**

Charges for Services	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	53,472	71,345	80,044	78,490	108,993
<b>TOTAL SOURCES</b>	<b>\$ 53,472</b>	<b>\$ 71,345</b>	<b>\$ 80,044</b>	<b>\$ 78,490</b>	<b>\$ 108,993</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 31,882	\$ 38,321	\$ 39,250	\$ 39,725	\$ 64,600
* Benefits - Incl. NonWorking Wages	9,211	16,027	13,421	13,495	13,276
* Mandatory Employer Costs	2,446	2,984	3,443	3,385	5,427
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	1,003	395	2,200	1,650	2,800
* Contractual	217	497	1,200	1,000	1,200
* Other	8,713	13,121	20,530	19,235	21,690
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 53,472</b>	<b>\$ 71,345</b>	<b>\$ 80,044</b>	<b>\$ 78,490</b>	<b>\$ 108,993</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 43,539	\$ 57,332	\$ 56,114	\$ 56,605	\$ 83,303
* Full-Time Positions	0.70	0.70	0.70	0.70	0.70
* Part-Time Positions @ F.T.E.	0.30	- 0 -	- 0 -	- 0 -	0.65

# MANAGEMENT & ADMINISTRATION

## INTERNATIONAL RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Meetings with Wayfinding Task Force for Sister City Signs	N/A	N/A	1	1
	Regular Meetings with Regional Economic Development Organizations	1	1	1	1
	Attain Coverage of IRC Programming in Traditional Media*	8	20	4	3
	Increase Social Media Presence with Regular Updates on Facebook*	6	15	14	10
	Develop & Update Website for Multicultural Festival*	1	1	0	0
	Participate in Tulip Time Parade (IRC Members Only)	3	3	3	1
	IRC Members Attend Governor's Luncheon	3	3	3	2
	Participate in World Affairs Council Programming	1	1	3	1
	Attend Mexican Consulate Activities (IRC members & Coord.)	1	1	1	2
	Host Queretaro Delegation	0	0	0	1
	Visit Queretaro with Delegation	0	0	2	2
	Promote IRC Membership	5	0	3	2
	Coordinate Multicultural Festival Fundraising	30	35	0	0
	Multicultural Festival Event Planning**	1	0	2	2
	Coordinate Efforts to Permanently Fix Queretaro Fountain	0	0	In Process	1
	* City Website, Facebook, Updates	6	20	15	20

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	29,484	30,445	44,424	39,882	31,786
TOTAL SOURCES	<u>\$ 29,484</u>	<u>\$ 30,445</u>	<u>\$ 44,424</u>	<u>\$ 39,882</u>	<u>\$ 31,786</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 17,732	\$ 16,423	\$ 16,825	\$ 17,025	\$ 17,650
* Benefits - Incl. NonWorking Wages	3,811	4,403	5,771	5,771	5,694
* Mandatory Employer Costs	1,390	1,278	1,468	1,470	1,542

##### Other Current Expenditures -

* Supplies / Maintenance	540	18	1,300	600	- 0 -
* Contractual	206	219	500	400	450
* Other	5,805	8,104	18,560	14,616	6,450

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 29,484</u>	<u>\$ 30,445</u>	<u>\$ 44,424</u>	<u>\$ 39,882</u>	<u>\$ 31,786</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 22,933	\$ 22,104	\$ 24,064	\$ 24,266	\$ 24,886
* Full-Time Positions	0.30	0.30	0.30	0.30	0.30
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

# MANAGEMENT & ADMINISTRATION

## YOUTH SERVICES

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Holland Youth Advisory Council (HYAC) members (Total):	48	57	53	53
	Females	28	36	30	26
	***Males	*	*	23	27
	Minorities	13	13	18	18
	Special Events Committee	12	12	16	12
	Recreation Committee	10	12	14	12
	Social Services Committee	8	12	13	12
	Youth on Adult Boards	18	21	19	20
	HYAC Core	*	*	16	16
	***Planned Events by HYAC Committees (see footnote)	*	*	1	1
	Recreation Committee:				
	Lip Sync Battle	*	*	1	1
	Youth Scavenger Hunt			1	1
	HYAC Social Event	*	*	1	1
	Social Services Committee:				
	Sustainability Launch at the Parks	*	*	1	1
	Special Events Committee:				
	5k Run/Walk Mental Health Awareness	*	*	1	1
	HYAC Core:				
	Mayor's Round table	*	*	1	1
Teen Court - Number of Cases	13+	12	12	14	

\*\*\* Note: HYAC core meeting have been added. Male attendance not recorded in previous years.

\*\*\*Planned events will now include events conducted by committees and HYAC Core.

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - YOUTH SERVICES

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Other	\$ - 0 -	\$ - 0 -	\$ 5,200	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	22,950	27,618	32,085	37,175	48,076
TOTAL SOURCES	<u>\$ 22,950</u>	<u>\$ 27,618</u>	<u>\$ 37,285</u>	<u>\$ 37,175</u>	<u>\$ 48,076</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 15,035	\$ 18,535	\$ 19,125	\$ 19,125	\$ 24,400
* Benefits - Incl. NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	1,178	1,447	1,510	1,500	1,912
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	469	640	700	700	750
* Contractual	- 0 -	625	900	800	900
* Other	6,268	6,371	15,050	15,050	20,114
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 22,950</u>	<u>\$ 27,618</u>	<u>\$ 37,285</u>	<u>\$ 37,175</u>	<u>\$ 48,076</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 16,213	\$ 19,982	\$ 20,635	\$ 20,625	\$ 26,312
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	0.50	0.50	0.50	0.50	0.65

# MANAGEMENT & ADMINISTRATION CONTINGENCIES

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## ACTIVITY MISSION STATEMENT

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

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

## ACTION PLAN

- 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 2018.

# MANAGEMENT & ADMINISTRATION

## GENERAL FUND - CONTINGENCIES

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -
General Fund Operating Revenues		- 0 -		- 0 -	35,000		97,939		510,801	
TOTAL SOURCES	\$	- 0 -	\$	- 0 -	\$	35,000	\$	97,939	\$	510,801

FUNDING USES -

Contingencies	\$	- 0 -	\$	- 0 -	\$	35,000	\$	97,939	\$	510,801
TOTAL USES	\$	- 0 -	\$	- 0 -	\$	35,000	\$	97,939	\$	510,801

### - - STAFFING - -

Positions: Not Applicable

## MANAGEMENT & ADMINISTRATION

### CABLE TELEVISION - PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Televised Programs:				
	Government Meetings	72	56	55	55
	Staff Produced	145	216	220	220
	Producer Shows	890	850	828	800
	Online Video Hits:				
	YouTube	91,955	113,600	160,000	170,000
	Vimeo	20,293	17,200	6,000	4,000
	Facebook (30 Seconds or More)	20,206	410,000	300,000	320,000
	Facebook (3 Seconds +)	71,149	918,000	400,000	600,000

# MANAGEMENT & ADMINISTRATION

## CABLE TV PUBLIC ACCESS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 488,242	\$ 501,377	\$ 494,000	\$ 475,200	\$ 496,000
Interest & Rents	2,855	4,800	3,000	3,000	3,000
Other	- 0 -	- 0 -	500	300	500
<b>TOTAL SOURCES</b>	<b>\$ 491,097</b>	<b>\$ 506,177</b>	<b>\$ 497,500</b>	<b>\$ 478,500</b>	<b>\$ 499,500</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 92,259	\$ 108,084	\$ 112,600	\$ 116,100	\$ 155,725
* Benefits - Incl. NonWorking Wages	19,142	33,523	39,994	40,000	44,698
* Mandatory Employer Costs	7,919	9,588	10,648	10,825	14,175

##### Other Current Expenditures -

* Supplies / Maintenance	16,421	13,638	17,565	25,900	16,400
* Contractual	7,341	10,155	12,500	10,500	20,900
* Other	16,016	26,003	20,600	24,600	30,749
Capital Outlay	36,515	53,666	14,535	- 0 -	19,500
Transfers Out	226,900	294,500	235,000	235,000	200,000

<b>TOTAL USES</b>	<b>\$ 422,513</b>	<b>\$ 549,157</b>	<b>\$ 463,442</b>	<b>\$ 462,925</b>	<b>\$ 502,147</b>
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### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ 68,584</b>	<b>\$ (42,980)</b>	<b>\$ 34,058</b>	<b>\$ 15,575</b>	<b>\$ (2,647)</b>
<b>ENDING BALANCE -</b>					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	443,679	400,699	434,757	416,274	413,627
<b>TOTAL FUND EQUITY</b>	<b>\$ 443,679</b>	<b>\$ 400,699</b>	<b>\$ 434,757</b>	<b>\$ 416,274</b>	<b>\$ 413,627</b>

### - - STAFFING - -

<b>Personnel Services Total Amount</b>	<b>\$ 119,320</b>	<b>\$ 151,195</b>	<b>\$ 163,242</b>	<b>\$ 166,925</b>	<b>\$ 214,598</b>
* Full-Time Positions	0.20	2.20	2.20	2.20	2.20
* Part-Time Positions @ F.T.E.	1.40	0.20	0.20	0.45	0.90

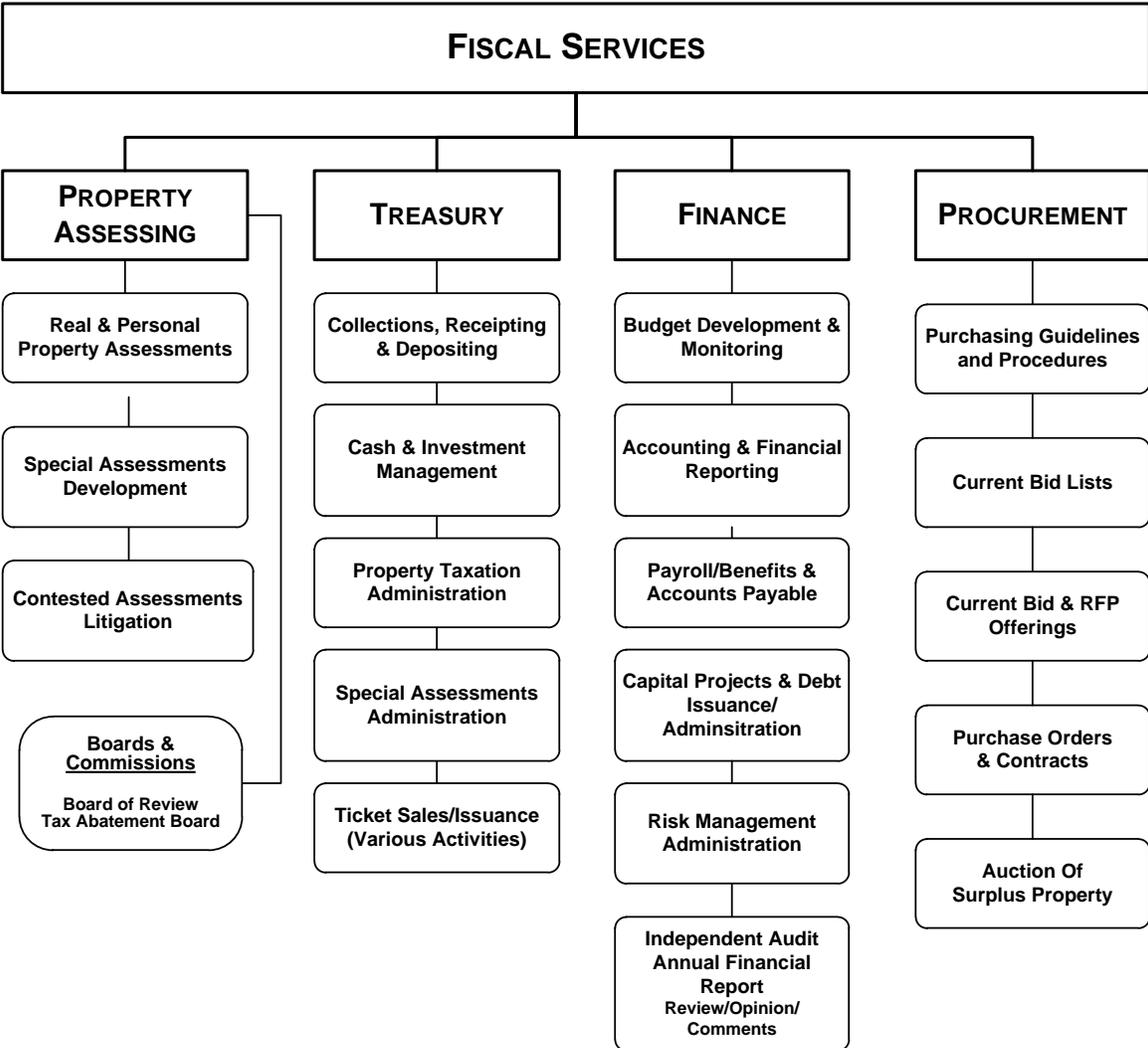
# FISCAL SERVICES

## INTRODUCTION

### GROUP MISSION STATEMENT

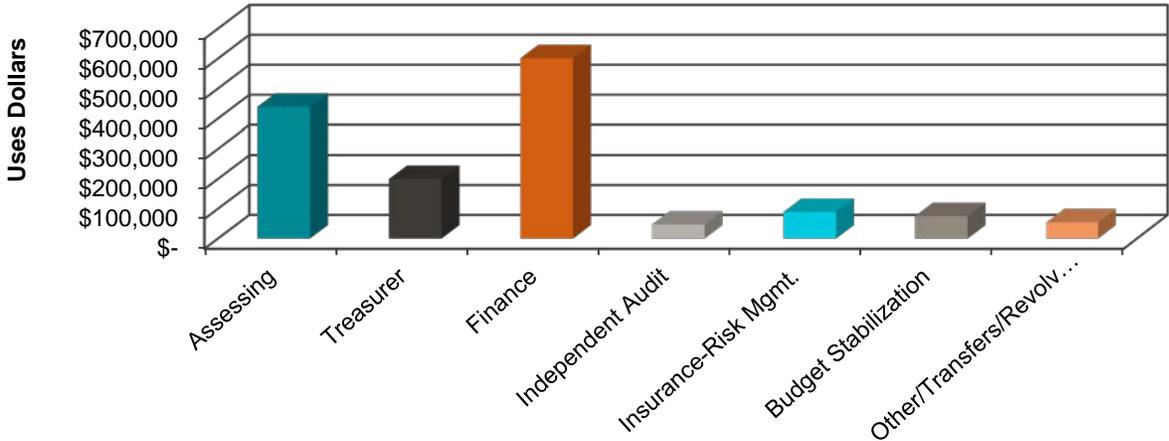
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City’s financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

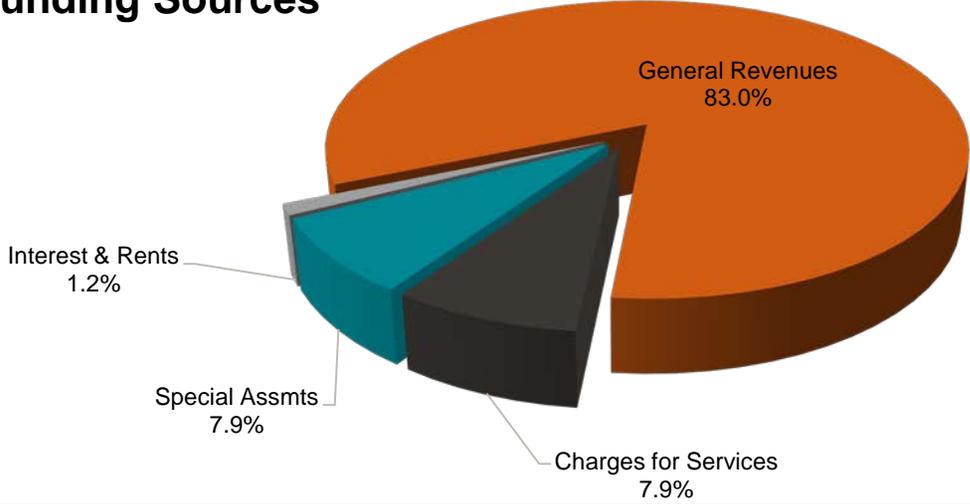


# FISCAL SERVICES

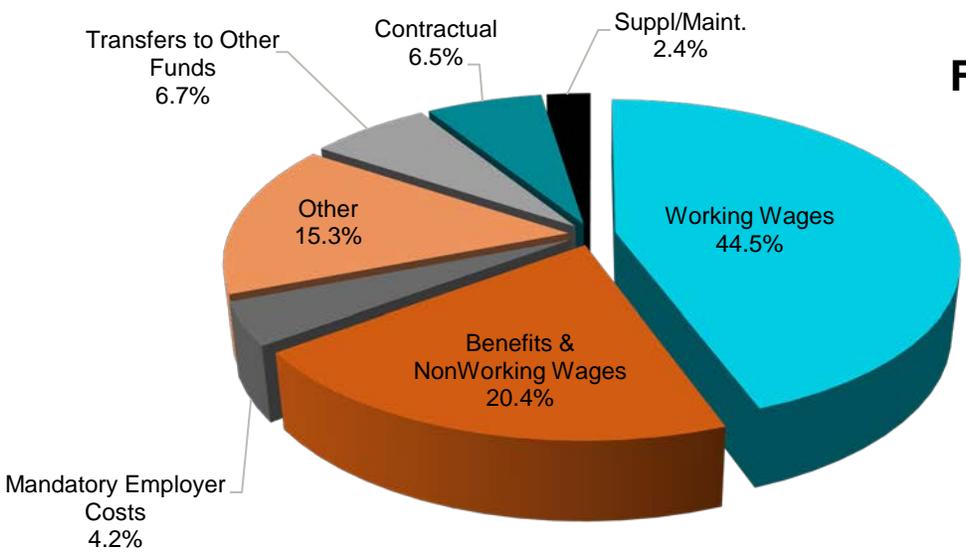
## Total Uses by Department \$1,504,729



## Funding Sources



## Funding Uses



# FISCAL SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>					
FUND TYPES -					
General Fund	\$ 1,778,401	\$ 13,974,918	\$ 2,153,693	\$ 2,326,401	\$ 1,501,229
Special Revenue Funds	- 0 -	- 0 -	- 0 -	658,934	- 0 -
Enterprise Funds	3,401	3,365	3,700	3,500	3,500
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 1,781,802</b>	<b>\$ 13,978,283</b>	<b>\$ 2,157,393</b>	<b>\$ 2,988,835</b>	<b>\$ 1,504,729</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>					
FUNDING SOURCES -					
Taxes & Special Assessments	\$ 137,359	\$ 184,556	\$ 107,481	\$ 612,388	\$ 124,766
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	128,734	132,346	127,105	127,960	124,445
Interest & Rents	18,867	15,864	17,017	17,701	18,095
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Bond Proceeds	- 0 -	10,910,000	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	200,000	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 284,960</b>	<b>\$ 11,242,766</b>	<b>\$ 251,603</b>	<b>\$ 958,049</b>	<b>\$ 267,306</b>

FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 567,464	\$ 591,871	\$ 636,179	\$ 638,494	\$ 668,309
* Benefits - Incl. NonWorking Wages	300,976	307,946	273,398	266,390	307,109
* Mandatory Employer Costs	51,061	52,881	60,783	58,320	63,347
Other Current Expenditures -					
* Supplies / Maintenance	32,256	33,454	34,800	34,600	36,750
* Contractual Items	114,280	96,994	101,414	109,150	97,750
* Other	178,725	11,148,548	242,014	249,322	230,564
Capital Outlay	- 0 -	70,286	- 0 -	- 0 -	- 0 -
Transfers Out	537,040	1,676,303	808,805	1,632,559	100,900
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,781,802</b>	<b>\$ 13,978,283</b>	<b>\$ 2,157,393</b>	<b>\$ 2,988,835</b>	<b>\$ 1,504,729</b>

<b>- - GROUP STAFFING TOTALS - -</b>					
Personnel Services Total Amount	\$ 919,501	\$ 952,698	\$ 970,360	\$ 963,204	\$ 1,038,765
* Full-Time Positions	11.95	12.90	11.90	11.90	12.40
* Part-Time Positions @ F.T.E.	1.15	0.60	1.10	1.30	1.10

# **FISCAL SERVICES**

## **FISCAL SERVICES GROUP**

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### **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**

- Issue Pension Obligation Bonds for Public Safety.
- Upgrade/outsource Finance Server.
- Implement Departmental Succession Plan. (\$50,000)
- Evaluate Holland Energy Fund duties/staffing.
- Streamline budget process.
- Create Business Analytics tool template by 12/15/17
- Eliminate difference between Proposed and Adopted document by 4/1/18

# FISCAL SERVICES

## FINANCE & TREASURER

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Financial Activities of Individual Funds	68	66	68	68
	Number of Grants Monitored	21	20	22	22
	Accounts Payable Invoices Paid - City	9,856	10,340	10,500	11,000
	Accounts Payable Invoices Paid - As Fiscal Agent	2,958	3,034	3,200	3,300
	W-2's Issued by City	734	775	750	750
	W-2's Issued as Fiscal Agent	186	191	200	200
	Purchase Orders Issued	1,186	1,191	1,330	1,350
	Bid Requests Issued	37	29	45	45
	Utility Billings Processed	3,690	3,584	3,575	3,500
	Property Tax Billings Processed *	16,349	15,506	16,700	16,700
	Dog Licenses Issued	77	84	85	85
	Special Assessment (Full Payment) Receipts	68	24	35	35
	Other Licenses, Permits, & Misc. Invoices Processed	12,333	11,688	11,700	11,700
Pursuit of Delinquent Personal Property Taxes	60	48	50	50	
Efficiency	Avg. Days to Compile Monthly Financial Statements	20	20	19	20
	Active Employees Receiving Compensation/Benefits - City	204	199	200	200
	Years Received G.F.O.A. Budget Award	13	14	15	16
	Bond Rating - Standard and Poor's	AA	AA	AA	AA
	Bond Rating - Dun & Bradstreet	Aa3	Aa3	Aa3	Aa3

\* FY15 - Tax Year 2014 - Winter millages in Ottawa Co. were billed on the summer tax statement if winter tax was under \$100.00.

\* FY15 - Tax Year 2014 - First year with revised personal property tax law.

\* FY16 & FY17- Tax Year 2015 & 2016 - Winter millages in both Allegan & Ottawa Co. were billed on summer tax statements if winter tax was under \$100.00.

\* FY17- Tax Year 2016 - Additional winter millage approved by voters in Ottawa Co. resulting in a greater number of winter tax statements mailed/processed.

# FISCAL SERVICES

## GENERAL FUND - FINANCE

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 94,890	\$ 83,250	\$ 81,350	\$ 81,350	\$ 76,140
General Fund Operating Revenues	<u>354,109</u>	<u>424,267</u>	<u>424,988</u>	<u>448,776</u>	<u>524,806</u>
TOTAL SOURCES	<u>\$ 448,999</u>	<u>\$ 507,517</u>	<u>\$ 506,338</u>	<u>\$ 530,126</u>	<u>\$ 600,946</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 244,624	\$ 295,359	\$ 296,984	\$ 315,449	\$ 342,187
* Benefits - Incl. NonWorking Wages	134,150	133,736	118,970	123,897	154,309
* Mandatory Employer Costs	21,879	26,437	28,110	28,600	32,075

##### Other Current Expenditures -

* Supplies / Maintenance	8,613	12,676	9,900	11,900	13,200
* Contractual	8,550	5,006	13,214	10,920	8,450
* Other	31,183	34,303	39,160	39,360	50,725

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 448,999</u>	<u>\$ 507,517</u>	<u>\$ 506,338</u>	<u>\$ 530,126</u>	<u>\$ 600,946</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 400,653	\$ 455,532	\$ 444,064	\$ 467,946	\$ 528,571
* Full-Time Positions	4.50	5.00	5.00	5.50	6.00
* Part-Time Positions @ F.T.E.	0.45	0.60	0.60	0.80	0.60

# FISCAL SERVICES

## INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 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	1	1	1
	Macatawa Area Transportation Authority	1	1	1	1
	West Michigan Airport Authority	1	1	1	1
	Audit Committee Meetings Held	2	2	2	2
Efficiency	Years Received G.F.O.A. CAFR Award	25	26	27	28

# FISCAL SERVICES

## GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	51,529	46,060	42,850	42,880	46,950
TOTAL SOURCES	<u>\$ 51,529</u>	<u>\$ 46,060</u>	<u>\$ 42,850</u>	<u>\$ 42,880</u>	<u>\$ 46,950</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 12	\$ 65	\$ 100	\$ 100	\$ 100
* Contractual	50,387	44,780	41,500	41,530	45,600
* Other	1,130	1,215	1,250	1,250	1,250
TOTAL USES	<u>\$ 51,529</u>	<u>\$ 46,060</u>	<u>\$ 42,850</u>	<u>\$ 42,880</u>	<u>\$ 46,950</u>

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## ASSESSING

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Total Properties	13,561	13,493	13,425	13,475
	Special Assessment Projects (New/Ongoing)	1/3	1/3	3/3	1/3
	Board of Review Appeals				
	Board of Review Meeting Minutes	-	1	3	3
	Appointments *	0	21	25	28
	Letters *	0	12	10	10
	Recommendations *	0	149	141	150
	Total Parcels Appealed	323	182	176	175
	MTT Assessment Appeal Properties				
	Full Tribunal	9	5	3	4
Small Claims Division	3	2	2	3	

\*May reflect more than one parcel being appealed.

# FISCAL SERVICES

## GENERAL FUND - ASSESSING

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 3,828	\$ 4,195	\$ 3,020	\$ 4,125	\$ 3,220
General Fund Operating Revenues	401,179	410,636	436,289	441,005	435,822
<b>TOTAL SOURCES</b>	<b>\$ 405,007</b>	<b>\$ 414,831</b>	<b>\$ 439,309</b>	<b>\$ 445,130</b>	<b>\$ 439,042</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 214,189	\$ 206,370	\$ 240,075	\$ 241,225	\$ 244,040
* Benefits - To Incl. NonWorking Wages	114,195	120,970	101,751	97,726	102,434
* Mandatory Employer Costs	19,323	18,176	22,184	21,580	22,383

##### Other Current Expenditures -

* Supplies / Maintenance	12,785	10,007	9,500	9,500	10,300
* Contractual	19,225	30,766	27,600	37,600	23,600
* Other	25,290	28,542	38,199	37,499	36,285

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 405,007</b>	<b>\$ 414,831</b>	<b>\$ 439,309</b>	<b>\$ 445,130</b>	<b>\$ 439,042</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 347,707	\$ 345,516	\$ 364,010	\$ 360,531	\$ 368,857
* Full-Time Positions	5.10	5.10	4.10	4.10	4.10
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.50	0.50	0.50

# FISCAL SERVICES

## GENERAL FUND - TREASURER

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 26,668	\$ 41,529	\$ 39,035	\$ 38,825	\$ 41,185
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
General Fund Operating Revenues	214,276	156,184	187,356	158,007	158,206
<b>TOTAL SOURCES</b>	<b>\$ 240,944</b>	<b>\$ 197,713</b>	<b>\$ 226,391</b>	<b>\$ 196,832</b>	<b>\$ 199,391</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 108,651	\$ 90,142	\$ 99,120	\$ 81,820	\$ 82,082
* Benefits - Incl. NonWorking Wages	52,631	53,240	52,677	44,767	50,366
* Mandatory Employer Costs	9,859	8,268	10,489	8,140	8,889

##### Other Current Expenditures -

* Supplies / Maintenance	9,102	8,802	13,100	11,100	11,150
* Contractual	36,118	16,442	19,100	19,100	20,100
* Other	24,583	20,819	31,905	31,905	26,804

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 240,944</b>	<b>\$ 197,713</b>	<b>\$ 226,391</b>	<b>\$ 196,832</b>	<b>\$ 199,391</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 171,141	\$ 151,650	\$ 162,286	\$ 134,727	\$ 141,337
* Full-Time Positions	2.35	2.80	2.80	2.30	2.30
* Part-Time Positions @ F.T.E.	0.70	- 0 -	- 0 -	- 0 -	- 0 -

# FISCAL SERVICES

## GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	92,809	79,798	80,000	87,808	89,000
TOTAL SOURCES	\$ 92,809	\$ 79,798	\$ 80,000	\$ 87,808	\$ 89,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ 92,809	\$ 79,798	\$ 80,000	\$ 87,808	\$ 89,000
TOTAL USES	\$ 92,809	\$ 79,798	\$ 80,000	\$ 87,808	\$ 89,000

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## GENERAL FUND - PENSION BONDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Bond Proceeds	\$ - 0 -	\$ 10,910,000	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	- 0 -	125,269	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ - 0 -</u>	<u>\$ 11,035,269</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>

FUNDING USES -

Other Current Expenditures -

* Other	\$ - 0 -	\$ 10,964,983	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	- 0 -	70,286	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ - 0 -</u>	<u>\$ 11,035,269</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	537,040	1,676,303	808,805	973,625	50,900
TOTAL SOURCES	<u>\$ 537,040</u>	<u>\$ 1,676,303</u>	<u>\$ 808,805</u>	<u>\$ 973,625</u>	<u>\$ 50,900</u>

FUNDING USES -

Transfers Out	\$ 537,040	\$ 1,676,303	\$ 808,805	\$ 973,625	\$ 50,900
TOTAL USES	<u>\$ 537,040</u>	<u>\$ 1,676,303</u>	<u>\$ 808,805</u>	<u>\$ 973,625</u>	<u>\$ 50,900</u>

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## GENERAL FUND - BUDGET STABILIZATION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Transfers In	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 200,000	\$ - 0 -
TOTAL SOURCES	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ 200,000</u>	<u>\$ - 0 -</u>

FUNDING USES -

Other	\$ 2,073	\$ 17,427	\$ 50,000	\$ 50,000	\$ 25,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	<u>\$ 2,073</u>	<u>\$ 17,427</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 75,000</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,073)	\$ (17,427)	\$ (50,000)	\$ 150,000	\$ (75,000)
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	981,213	963,786	913,786	1,113,786	1,038,786
TOTAL FUND EQUITY	<u>\$ 981,213</u>	<u>\$ 963,786</u>	<u>\$ 913,786</u>	<u>\$ 1,113,786</u>	<u>\$ 1,038,786</u>

### - - STAFFING - -

Positions: Not Applicable

### - - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 2,128,467
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	1,089,681
Combined Ending FY2018 Fund Balance General Fund and Budget Stabilization Fund	4,754,915
Percentage of FY2018 General Fund Expenditures	22.3%

# FISCAL SERVICES

## REVOLVING CASH ASSISTANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 137,359	\$ 184,556	\$ 107,481	\$ 612,388	\$ 124,766
Interest & Rents	18,818	15,787	16,967	17,651	18,045
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 156,177</b>	<b>\$ 200,343</b>	<b>\$ 124,448</b>	<b>\$ 630,039</b>	<b>\$ 142,811</b>

FUNDING USES -

Capital Outlay	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	658,934	- 0 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 658,934</b>	<b>\$ - 0 -</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 156,177	\$ 200,343	\$ 124,448	\$ (28,895)	\$ 142,811
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	4,431	204,774	329,222	175,879	318,690
<b>TOTAL FUND EQUITY</b>	<b>\$ 4,431</b>	<b>\$ 204,774</b>	<b>\$ 329,222</b>	<b>\$ 175,879</b>	<b>\$ 318,690</b>

### - - STAFFING - -

Positions: Not Applicable

# FISCAL SERVICES

## CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 3,348	\$ 3,372	\$ 3,700	\$ 3,660	\$ 3,900
Interest & Rents	49	77	50	50	50
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 3,397</b>	<b>\$ 3,449</b>	<b>\$ 3,750</b>	<b>\$ 3,710</b>	<b>\$ 3,950</b>

#### FUNDING USES -

##### Other Current Expenses -

* Supplies / Maintenance	\$ 1,744	\$ 1,904	\$ 2,200	\$ 2,000	\$ 2,000
* Other	1,657	1,461	1,500	1,500	1,500
<b>TOTAL USES</b>	<b>\$ 3,401</b>	<b>\$ 3,365</b>	<b>\$ 3,700</b>	<b>\$ 3,500</b>	<b>\$ 3,500</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (4)	\$ 84	\$ 50	\$ 210	\$ 450
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	7,239	7,323	7,373	7,533	7,983
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,239</b>	<b>\$ 7,323</b>	<b>\$ 7,373</b>	<b>\$ 7,533</b>	<b>\$ 7,983</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (4)	\$ 84	\$ 50	\$ 160	\$ 450
ENDING BALANCE	\$ 7,239	\$ 7,323	\$ 7,373	\$ 7,533	\$ 7,983

### - - STAFFING - -

Positions: Not Applicable

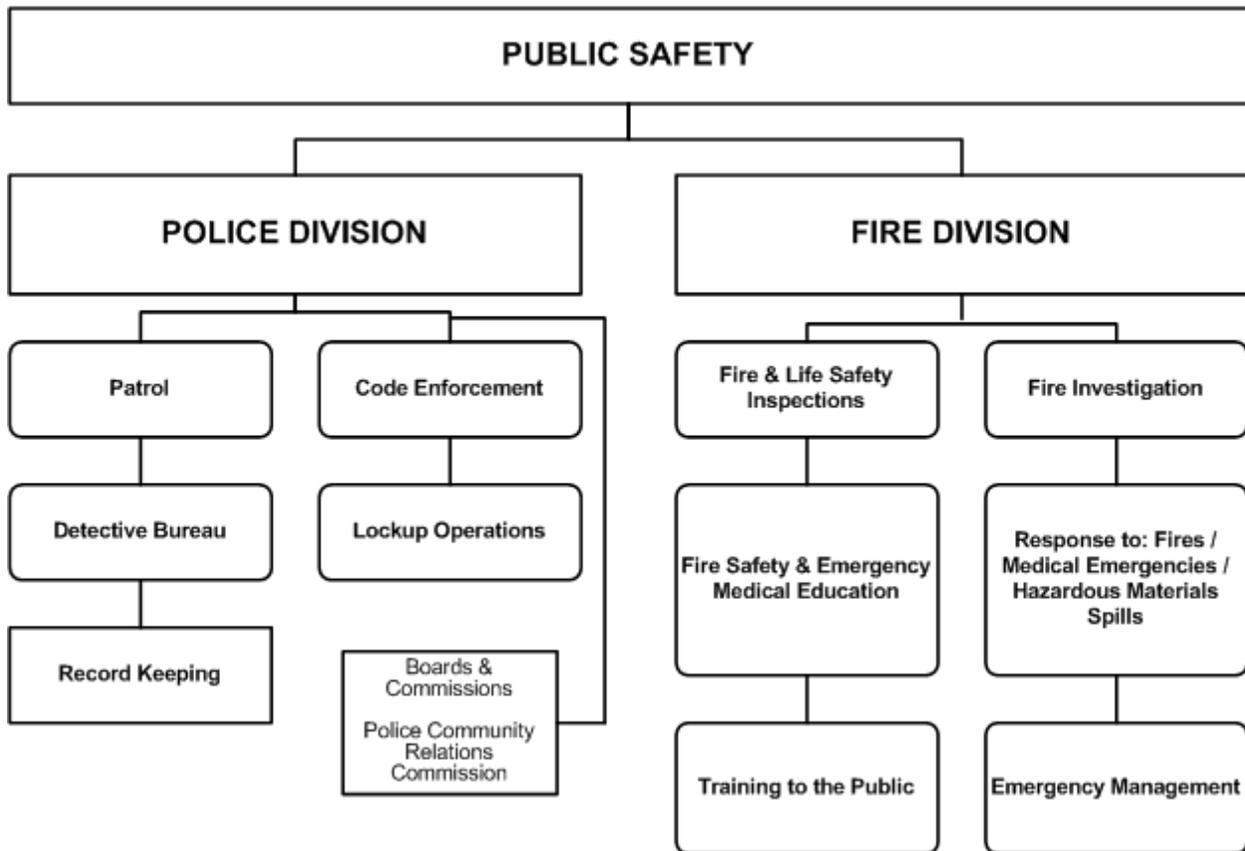
# PUBLIC SAFETY

## INTRODUCTION

### GROUP MISSION STATEMENT

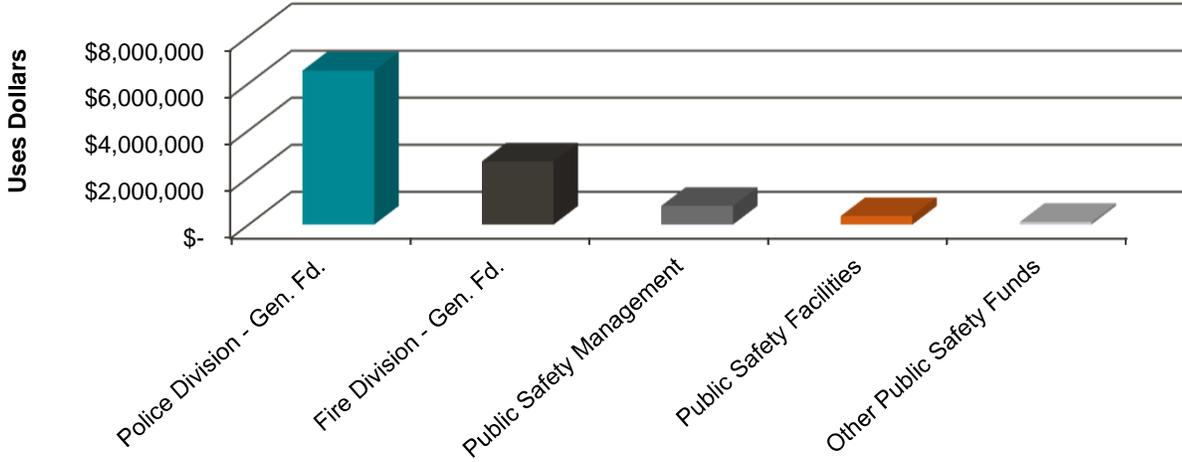
Public Safety is directed toward the coordination and integration of all of the operating functions of the Police and Fire Services. The Police Division's overall objective is to provide citizens and visitors to the community with a professional level of police service in all areas of law enforcement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

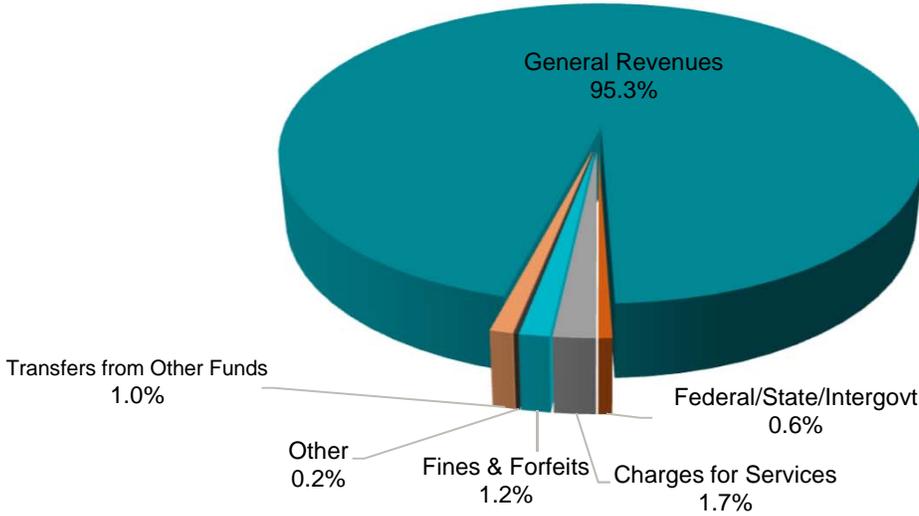


# PUBLIC SAFETY

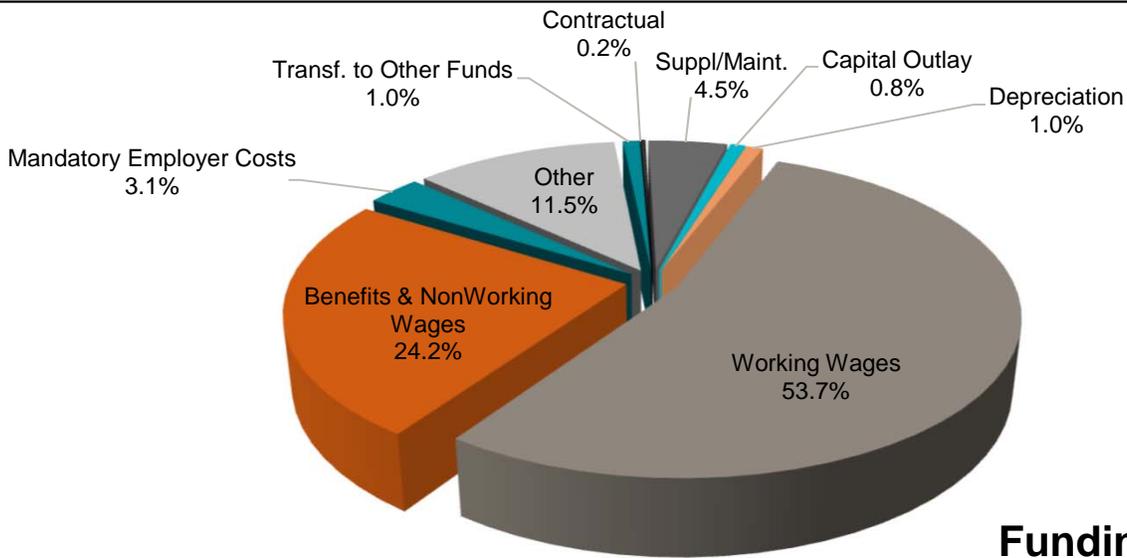
## Total Uses by Department \$10,492,912



## Funding Sources



## Funding Uses



# PUBLIC SAFETY

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - GROUP FUNDING USES ACROSS FUNDS - -

#### FUND TYPES -

General	\$ 10,623,706	\$ 10,700,128	\$ 11,032,818	\$ 10,715,450	\$ 10,378,662
Special Revenue	9,475	9,462	9,600	9,600	10,450
Enterprise	5,723	3,199	2,800	2,500	2,500
Internal Service	365,026	101,234	135,000	126,300	101,300
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 11,003,930</b>	<b>\$ 10,814,023</b>	<b>\$ 11,180,218</b>	<b>\$ 10,853,850</b>	<b>\$ 10,492,912</b>

### - - GROUP FUNDING SOURCES & USES TOTALS - -

#### FUNDING SOURCES -

Intergovernmental	\$ 64,565	\$ 48,583	\$ 60,000	\$ 60,304	\$ 60,450
Charges for Services	172,013	109,897	173,300	171,130	183,250
Fines & Forfeits	155,204	134,859	130,000	132,000	132,000
Interest & Rents	1,375	727	1,010	1,510	1,510
Other	525	(2,387)	500	500	15,500
Transfers In	90,000	100,000	100,000	100,000	100,000
<b>TOTAL SOURCES</b>	<b>\$ 483,682</b>	<b>\$ 391,679</b>	<b>\$ 464,810</b>	<b>\$ 465,444</b>	<b>\$ 492,710</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 5,092,580	\$ 5,240,334	\$ 5,595,893	\$ 5,273,150	\$ 5,645,128
* Benefits - Incl. NonWorking Wages	3,589,680	3,587,437	3,341,535	3,355,479	2,539,320
* Mandatory Employer Costs	244,733	265,447	292,984	285,010	320,498

##### Other Current Expenditures -

* Supplies / Maintenance	439,178	411,813	488,982	487,429	468,875
* Contractual Expenditures	21,604	12,492	25,600	25,500	25,000
* Other	1,106,489	1,083,699	1,177,314	1,152,782	1,207,991

Capital Outlay	329,744	11,567	47,910	73,200	84,800
Transfers Out	90,000	100,000	100,000	100,000	100,000
Depreciation Expense	89,922	101,234	110,000	101,300	101,300

<b>TOTAL USES</b>	<b>\$ 11,003,930</b>	<b>\$ 10,814,023</b>	<b>\$ 11,180,218</b>	<b>\$ 10,853,850</b>	<b>\$ 10,492,912</b>
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### - - GROUP STAFFING TOTALS - -

Personnel Services Total Amount	\$ 8,926,993	\$ 9,093,218	\$ 9,230,412	\$ 8,913,639	\$ 8,504,946
* Full-Time Positions	83.00	83.00	83.00	83.00	84.50
* Part-Time Positions @ F.T.E.	9.90	9.55	9.60	9.65	9.70
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00

# PUBLIC SAFETY

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## FUND MISSION STATEMENT

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

## ACTION PLAN

### OPERATIONAL OBJECTIVES

- Enhance fire ground and medical response training for fire staff. The original recommended organization chart for the Public Safety – Fire Services included a Captain of Services position that would have been tasked with providing training, assisting with daytime call response, and overseeing facilities, apparatus, and equipment. This position was eliminated during the final stages of the restructuring. The fire department originally had three fire captains prior to the public safety merger.

The ability to develop and provide comprehensive training for all department personnel continues to be a challenge in the absence of a formal training coordinator at the department. Consistent fire and emergency medical response training across all levels of the department is difficult to achieve at this time. This training plays a critical role in shaping the competency and quality of the services provided to our community.

We are in need of a position that is able to provide clear direction and accountability for training in the department that maximizes the skills and abilities of staff. This position would also assist with eliminating overtime cost during day shift hours and provided needed administrative support. (Funded by budget request of approximately \$100,000).

- Purchase an additional canine, train a fourth K9 Team and assign to the platoon without a K9 Team. The addition of the fourth K9 Team would complete the long-awaited goal of having full scheduled coverage, with a K9 Team assigned to all four of the patrol teams.

There would be limited expense for the addition of a K9 Team due to many community donations and fundraising events. The K9 Teams have become an important component of our community policing philosophy, as they provide great opportunities to generate positive interactions with students, community members, and a wide variety of individuals and business groups throughout the Holland area.

The presence of K9 Teams also acts as a criminal deterrent and provide a crime prevention element for the community. Just the mere fact of having K9 Teams visible on a daily basis helps to deter the number of individuals transporting controlled substances through the city, committing crimes or running from police when they know they can be tracked, and attempting to dispose of evidence when it can be located by canines. (Funded by donations, fundraiser secured funds, and budget request. Cost to the city would be \$20,000 one-time start-up costs and a \$22,000 annual cost).

## PUBLIC SAFETY

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- **Upgrade In-car Cruiser Camera and Interview Room Video/Audio Capabilities.** Our interview recording system is over 12 years old and many of our in-car cruiser cameras are nearly 8 years old.

The video and audio quality for both systems are very old technology. The software, server, and storage capabilities need upgrading as well.

The technology and multiple camera systems available now are far superior compared to our current systems. During the last several months, we have been researching the in-car cruiser camera systems that are available. We believe to adequately upgrade and modernize our recording abilities, we need to replace our current systems with new software, servers, hardware, and cameras.

To gradually upgrade two or three cameras each year will create several two system concerns such as lack of uniformity of use, training of officers and staff on both systems, FOIA retrieval differences, two different servers and the maintenance and up keep of both systems.

The complete system transition would be expensive, however, the importance of quality audio and video in the current law enforcement profession is paramount. (Funded mainly by capital projects budget and a small grant amount. Cost to the city would be approximately \$190,000)

- **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. \$4000.00 incidental cost for cruiser interior setup)
- **To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants.** (Summer 2017). Fire budget \$11,000.
- **To organize, promote and participate in at least two charity events to raise money for Holland area organizations or families in need.** (Throughout 2017-18). No cost.
- **Update the fire department vehicle replacement schedule and make necessary budget recommendations to support it with contributions to the fire vehicle replacement fund.** (July 2017). Fire Budget \$100,000.
- **Become more proactive by increasing our recruiting methods for full-time staff, part-paid firefighters, and reserve police officers.** We must also look closely at what measures can be implemented to retain our current employees. (Throughout fiscal year). \$5,000.
- **Continuing to fund unique community policing training opportunities, programs, and capital requests to facilitate community trust and relationship building.** Our goal is to continue to expand in this area through innovative ideas and community involvement. The ability to have specified funding helps tremendously with growth and innovative advancements with our community policing philosophies. (Funded by community donations and budget request of \$6000).

# PUBLIC SAFETY

## POLICE DIVISION

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Police Calls:				
	Total Police Calls	19,867	18,744	19,000	19,000
	Part I Criminal Offenses	2,692	2,478	2,450	2,450
	Part II Criminal Offenses	2,542	2,713	2,700	2,700
	Service Calls	13,196	11,966	12,500	12,500
	Accidents Reported:				
	Total Crashes Investigated	1,437	1,587	1,500	1,500
	Injury	171	178	170	170
	Property Damage	1,265	1,403	130	130
	Fatalities	1	6	4	4
	Bookings/Arrests				
	Total Bookings	2,095	2,169	2,100	2,100
	Adult Arrests	1,421	1,325	1,325	1,325
	Juvenile Arrests	293	312	300	300
	Court Commitments / Transfers	674	844	800	800
	Police Vehicle Report:				
	Total Miles Driven	419,065	415,696	420,000	420,000
	Preventable Cruiser Accidents	2	14	7	7
	Non-Preventable Accidents	0	0	0	0
	Training:				
	Total Hours-FTO, Reserve, & Regular Officers	8,990	12,285	12,000	12,000
	Domestic Animal Complaint Investigated	154	157	150	150
	Court Citations Issued	3,209	3,034	3,300	3,300
Parking Enforcement					
Overnight Violations	3,196	3,744	3,800	3,800	
Handicapped Violations	42	30	40	40	
Yard Parking	100	46	50	50	
Ordinance Violations	672	341	350	350	
Parking Fines Collected	\$39,545	\$54,155	\$55,000	\$55,000	
Park Patrol - Total Incidents	8	15	15	15	
Abandoned Vehicles - Total Processed	19	15	15	15	
Found/Recovered Bicycles - Total Processed	292	221	225	225	
Efficiency	Call Response Time % on Total Police Calls				
	10 Minutes & Under	86.3%	86.1%	86.0%	86.0%
	5 Minutes & Under	63.1%	64.5%	64.0%	64.0%

# PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES

## Total Calls



## Crime Calls



## Accident Crashes



## Sworn Officers Per 1,000 Population



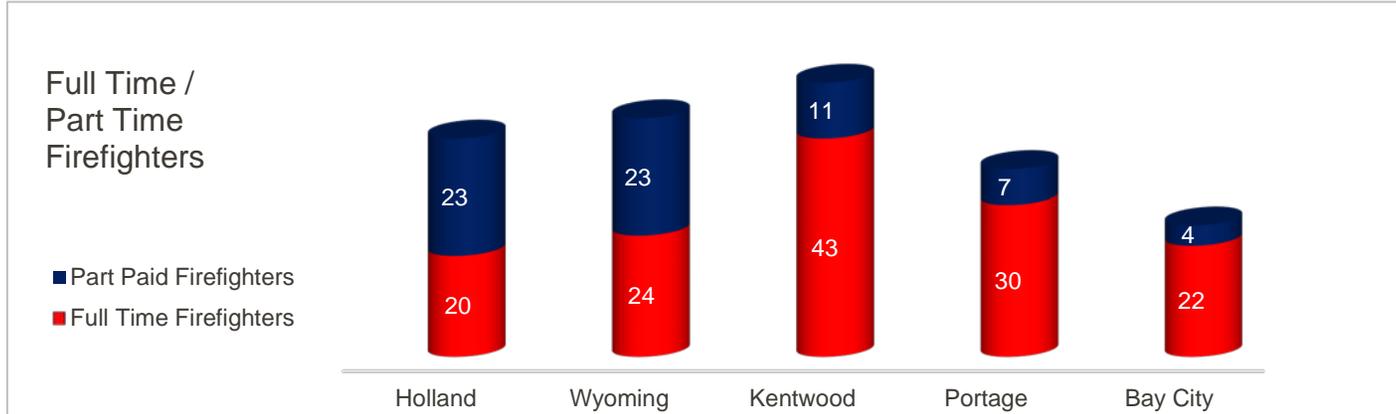
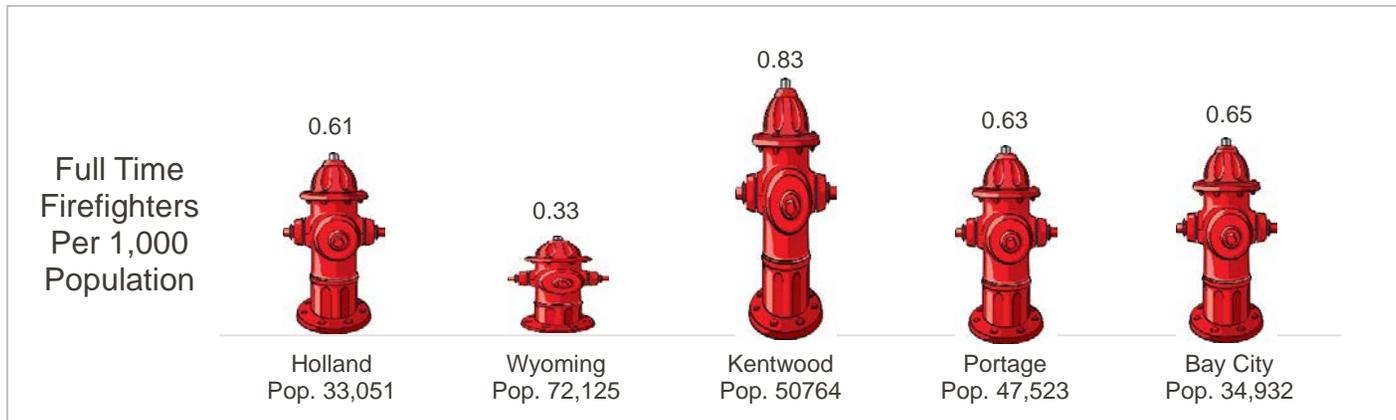
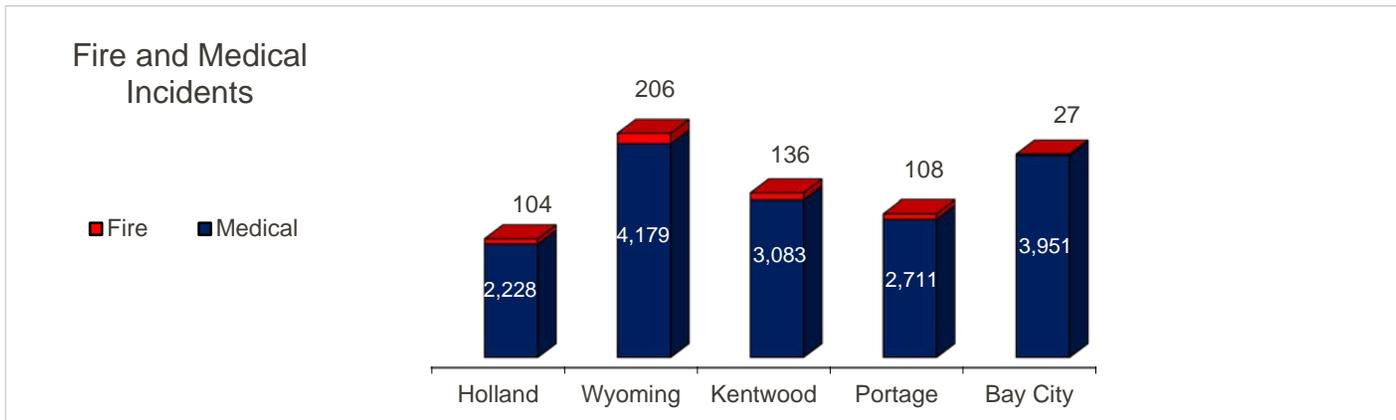
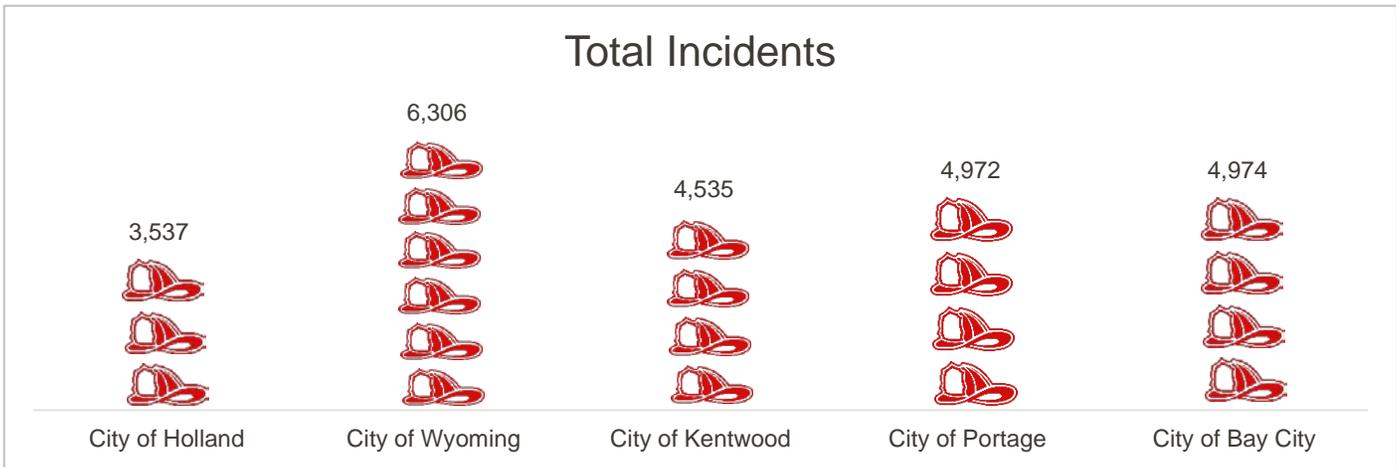
Note: Comparable Michigan Cities, Based on Calendar Year 2015 Data and 2014 Population Census.

**PUBLIC SAFETY**

**FIRE DIVISION**

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected	
Workload	Total Fire Incidents	101	101	100	95	
	Structure Fires	52	54	55	55	
	Outside of Structure Fires	1	5	3	3	
	Vehicle Fires	19	13	10	10	
	Vegetation Fires	2	5	3	3	
	Refuse Fires	13	19	15	15	
	Explosion with no After-Fire	10	3	5	5	
	Fire or Explosion not Otherwise Classified	4	2	2	2	
	Medical Emergencies	2,160	2,265	2,300	2,350	
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	112	152	140	140	
	Service Calls	255	271	275	275	
	Good Intent Calls	295	379	360	360	
	False Alarms/Alarm Malfunctions	343	355	330	330	
	Other/Miscellaneous Calls	2	2	2	2	
	<b>TOTAL INCIDENTS</b>	<b>3,369</b>	<b>3,626</b>	<b>3,600</b>	<b>3,645</b>	
	Change from Previous Year	8.64%	7.63%	-0.72%	1.25%	
	Value of Property Exposed to Fire	\$119,519,601	\$132,266,009	\$126,000,000	\$120,000,000	
	Combined Real and Personal Property Lost	\$855,565	\$550,770	\$500,000	\$500,000	
	Percent of Exposed Property Saved	99.28%	99.58%	99.60%	99.58%	
	<b>TRAINING AND SAFETY ACTIVITIES:</b>					
	Total Personnel-Hours Spent in Training	4,962	3,216	3,200	3,500	
	Civilian Fire-Related Injuries	5	7	3	3	
	Firefighter Duty-Related Injuries	2	2	0	0	
	<b>FIRE PREVENTION ACTIVITIES:</b>					
	Fire Code Inspections Performed	214	210	220	300	
	Fire Investigations Conducted	12	Est. 10	15	15	
	Outside Fire Prevention Programs Presented	95	91	90	90	
	Child Passenger Safety Seat Installations & Inspections	119	70	65	65	
	Insurance Service Office Rating	4	4	3	3	
	Number of Fire Stations	3	3	3	3	
Fire Hydrant Maintenance & Flowing	1,739	1,739	1,739	1,739		
<b>EMERGENCY MANAGEMENT</b>						
Conduct Emergency Warning Systems Tests	9	9	9	9		
Maintain and Update City Emergency Plan	1	1	1	1		
Department Head Semi-Annual Tabletop Exercises	1	0	1	1		
Plan and Implement City Emergency Plan Test Exercise	1	0	0	1		

# PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES



Note: Comparable Michigan Cities, Based on Calendar Year 2016 Data.

**PUBLIC SAFETY**

**POLICE DIVISION - COMMUNITY RELATIONS**

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	School Programs				
	College	1	2	3	3
	High School	9	9	9	9
	Middle & Elementary (K-7)	11	19	20	20
	Community Programs				
	Speaking Engagements (Fraud, K9, Safety)	30	28	30	30
	Citizen Police Academy	1	1	1	1
	Junior Police Academy	1	1	1	1
	National Night Out	1	1	1	1
	Winterim	0	1	1	1
	Victim Service Unit				
	Call-Outs	28	25	25	25
	Call-Out Hours	162	141	140	140
	Meeting/Training Hours	386	374	375	375

# PUBLIC SAFETY

## GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 53,731	\$ 37,281	\$ 50,000	\$ 50,704	\$ 50,000
Charges for Services	168,958	106,884	170,200	168,280	180,400
Fines & Forfeits	155,204	134,859	130,000	132,000	132,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Other	700	130	500	500	15,500
General Operating Revenues	<u>10,245,113</u>	<u>10,420,974</u>	<u>10,682,118</u>	<u>10,363,966</u>	<u>10,000,762</u>
TOTAL SOURCES	<u>\$ 10,623,706</u>	<u>\$ 10,700,128</u>	<u>\$ 11,032,818</u>	<u>\$ 10,715,450</u>	<u>\$ 10,378,662</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 5,092,580	\$ 5,240,334	\$ 5,595,893	\$ 5,273,150	\$ 5,645,128
* Benefits - Incl. NonWorking Wages	3,589,680	3,587,437	3,341,535	3,355,479	2,539,320
* Mandatory Employer Costs	244,733	265,447	292,984	285,010	320,498
Other Current Expenditures -					
* Supplies / Maintenance	436,743	408,814	486,482	485,229	466,675
* Contractual	21,604	12,492	25,600	25,500	25,000
* Other	1,093,726	1,074,037	1,167,414	1,142,882	1,197,241
Capital Outlay	54,640	11,567	22,910	48,200	84,800
Transfers Out	<u>90,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
TOTAL USES	<u>\$ 10,623,706</u>	<u>\$ 10,700,128</u>	<u>\$ 11,032,818</u>	<u>\$ 10,715,450</u>	<u>\$ 10,378,662</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 8,926,993	\$ 9,093,218	\$ 9,230,412	\$ 8,913,639	\$ 8,504,946
* Full-Time Positions	83.00	83.00	83.00	83.00	84.50
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.90	9.55	9.60	9.65	9.70

# PUBLIC SAFETY

## POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 10,834	\$ 11,302	\$ 10,000	\$ 9,600	\$ 10,450
TOTAL SOURCES	<u>\$ 10,834</u>	<u>\$ 11,302</u>	<u>\$ 10,000</u>	<u>\$ 9,600</u>	<u>\$ 10,450</u>

FUNDING USES -

Other Current Expenditures -

* Other	\$ 9,475	\$ 9,462	\$ 9,600	\$ 9,600	\$ 10,450
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 9,475</u>	<u>\$ 9,462</u>	<u>\$ 9,600</u>	<u>\$ 9,600</u>	<u>\$ 10,450</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,359	\$ 1,840	\$ 400	\$ - 0 -	\$ - 0 -
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,932	3,772	4,172	3,772	3,772
TOTAL FUND EQUITY	<u>\$ 1,932</u>	<u>\$ 3,772</u>	<u>\$ 4,172</u>	<u>\$ 3,772</u>	<u>\$ 3,772</u>

### - - STAFFING - -

Positions: Not Applicable

# PUBLIC SAFETY

## POLICE EMPLOYEES BENEFIT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 3,055	\$ 3,013	\$ 3,100	\$ 2,850	\$ 2,850
Interest & Rents	11	15	10	10	10
Other	2,713	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 5,779</b>	<b>\$ 3,028</b>	<b>\$ 3,110</b>	<b>\$ 2,860</b>	<b>\$ 2,860</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 2,435	\$ 2,999	\$ 2,500	\$ 2,200	\$ 2,200
* Other	3,288	200	300	300	300

<b>TOTAL USES</b>	<b>\$ 5,723</b>	<b>\$ 3,199</b>	<b>\$ 2,800</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>
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### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ 56</b>	<b>\$ (171)</b>	<b>\$ 310</b>	<b>\$ 360</b>	<b>\$ 360</b>
<b>ENDING BALANCE -</b>					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,421	1,250	1,560	1,610	1,970
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,421</b>	<b>\$ 1,250</b>	<b>\$ 1,560</b>	<b>\$ 1,610</b>	<b>\$ 1,970</b>

### - - WORKING CAPITAL - -

<b>INCREASE (DECREASE)</b>	<b>\$ 56</b>	<b>\$ (171)</b>	<b>\$ 310</b>	<b>\$ 360</b>	<b>\$ 360</b>
<b>ENDING BALANCE</b>	<b>\$ 1,421</b>	<b>\$ 1,250</b>	<b>\$ 1,560</b>	<b>\$ 1,610</b>	<b>\$ 1,970</b>

### - - STAFFING - -

Positions: Not Applicable

# PUBLIC SAFETY

## FIRE VEHICLE AND EQUIPMENT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 1,364	\$ 712	\$ 1,000	\$ 1,500	\$ 1,500
Other	(2,888)	(2,517)	- 0 -	- 0 -	- 0 -
Transfers In	90,000	100,000	100,000	100,000	100,000
TOTAL SOURCES	<u>\$ 88,476</u>	<u>\$ 98,195</u>	<u>\$ 101,000</u>	<u>\$ 101,500</u>	<u>\$ 101,500</u>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Capital Outlay	275,104	- 0 -	25,000	25,000	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	89,922	101,234	110,000	101,300	101,300
TOTAL USES	<u>\$ 365,026</u>	<u>\$ 101,234</u>	<u>\$ 135,000</u>	<u>\$ 126,300</u>	<u>\$ 101,300</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (1,446)	\$ (3,039)	\$ (9,000)	\$ 200	\$ 200
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,357,525	\$ 1,235,212	\$ 1,150,212	\$ 1,158,912	\$ 1,057,612
Undesignated / Unreserved	76,056	195,330	271,330	271,830	373,330
TOTAL FUND EQUITY	<u>\$ 1,433,581</u>	<u>\$ 1,430,542</u>	<u>\$ 1,421,542</u>	<u>\$ 1,430,742</u>	<u>\$ 1,430,942</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (186,628)	\$ 98,195	\$ 76,000	\$ 76,500	\$ 101,500
ENDING BALANCE	<u>\$ 76,056</u>	<u>\$ 195,330</u>	<u>\$ 271,330</u>	<u>\$ 271,830</u>	<u>\$ 373,330</u>

### - - STAFFING - -

Positions: Not Applicable

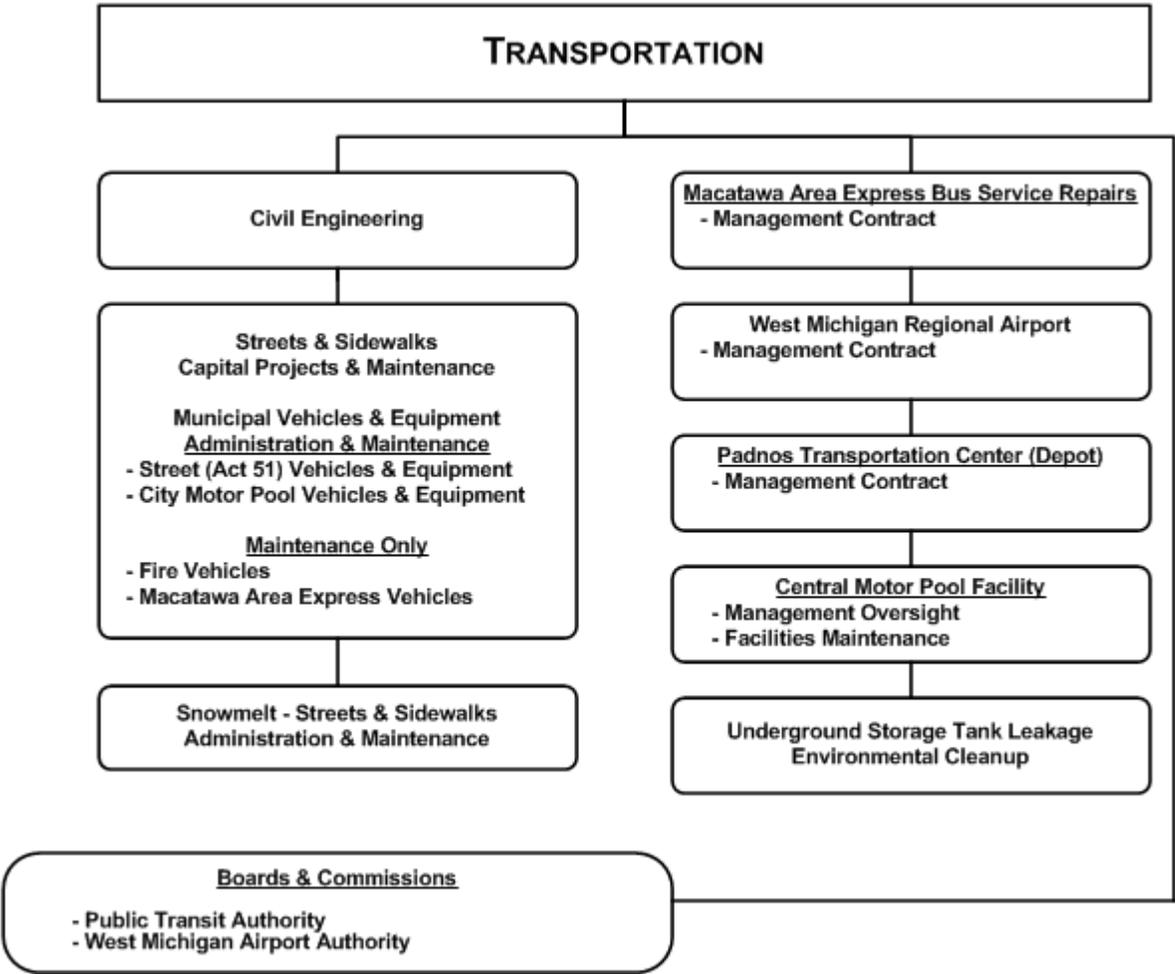
# TRANSPORTATION

## INTRODUCTION

### GROUP MISSION STATEMENT

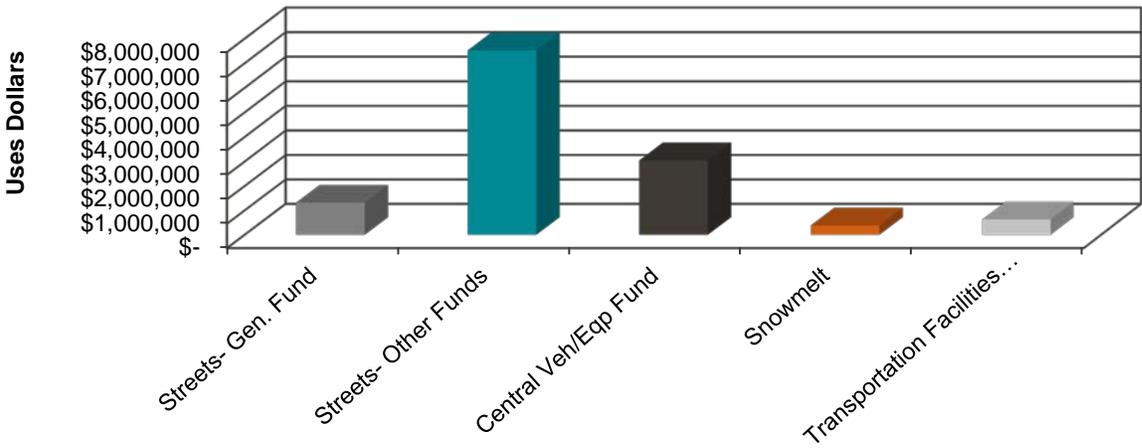
The Transportation Group has responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation network that includes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

### GROUP ORGANIZATIONAL STRUCTURE

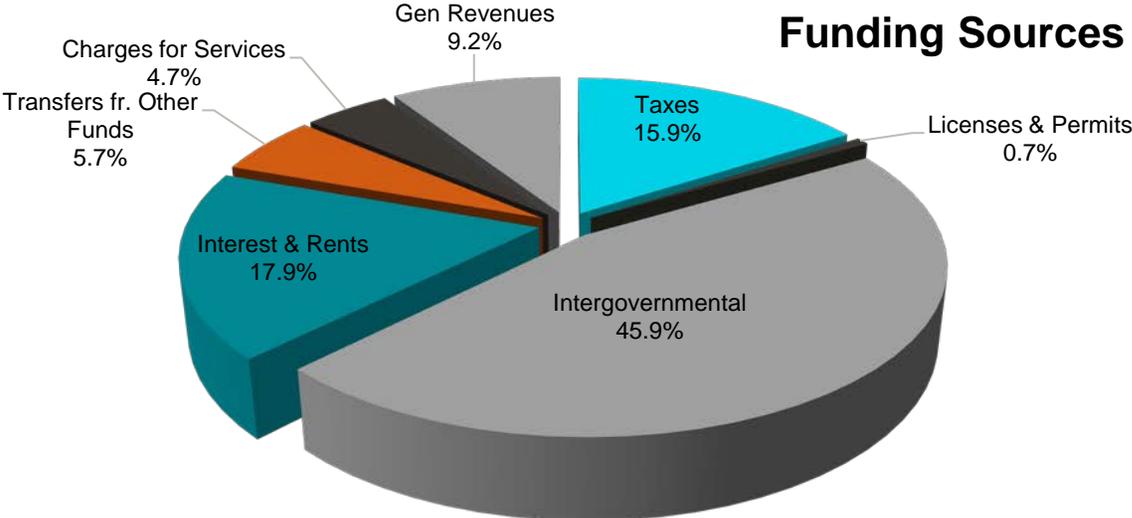


# TRANSPORTATION

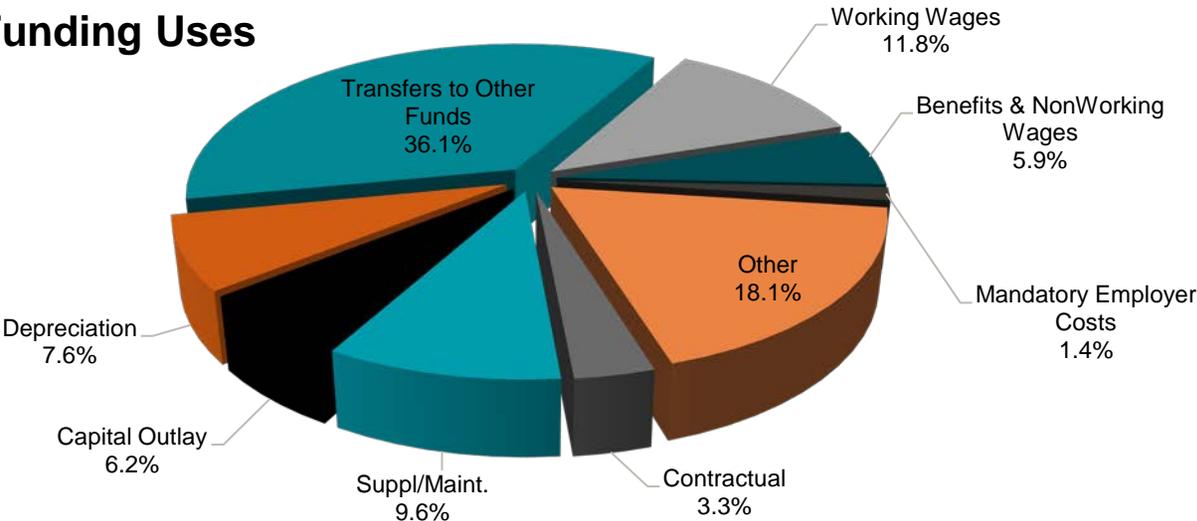
## Total Uses by Department \$12,904,864



## Funding Sources



## Funding Uses



# TRANSPORTATION

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>					
<b>FUND TYPES -</b>					
General	\$ 1,310,363	\$ 1,241,929	\$ 1,221,004	\$ 1,200,656	\$ 1,316,650
Special Revenue	7,027,992	11,410,495	7,574,887	7,102,377	7,908,396
Enterprise	616,189	702,035	632,376	615,555	632,815
Internal Service	2,883,169	3,287,040	3,255,610	3,050,065	3,047,003
<b>TOTAL - ALL FUND TYPES</b>	<b>\$ 11,837,713</b>	<b>\$ 16,641,499</b>	<b>\$ 12,683,877</b>	<b>\$ 11,968,653</b>	<b>\$ 12,904,864</b>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>					
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments	\$ 1,632,870	\$ 1,777,648	\$ 1,840,245	\$ 1,777,220	\$ 1,835,688
Licenses & Permits	65,038	60,060	65,500	77,000	81,000
Intergovernmental	3,539,915	4,256,358	4,780,572	4,936,216	5,309,556
Charges for Services	370,108	346,471	386,548	384,155	398,305
Fines & Forfeits	50	36	100	50	100
Interest & Rents	2,114,521	2,056,682	2,017,387	2,013,820	2,074,568
Other	72,937	179,789	102,500	81,050	139,500
Transfers In	852,635	2,119,792	1,346,054	1,503,289	658,785
<b>TOTAL SOURCES</b>	<b>\$ 8,648,074</b>	<b>\$ 10,796,836</b>	<b>\$ 10,538,906</b>	<b>\$ 10,772,800</b>	<b>\$ 10,497,502</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working	\$ 1,273,896	\$ 1,229,032	\$ 1,542,065	\$ 1,357,773	\$ 1,513,120
* Benefits - Incl. NonWorking Wages	856,968	777,354	716,389	706,187	764,954
* Mandatory Employer Costs	133,666	130,695	174,284	153,894	175,363
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	1,371,769	1,128,714	1,371,165	1,159,915	1,239,265
* Contractual	308,047	279,297	403,550	417,335	423,900
* Other	2,316,792	2,223,868	2,323,326	2,234,049	2,346,125
Capital Outlay	494,768	1,024,170	869,000	885,200	793,700
Transfers Out	4,111,753	8,888,447	4,286,798	4,068,750	4,662,887
Depreciation Expense	970,055	959,922	997,300	985,550	985,550
<b>TOTAL USES</b>	<b>\$ 11,837,713</b>	<b>\$ 16,641,499</b>	<b>\$ 12,683,877</b>	<b>\$ 11,968,653</b>	<b>\$ 12,904,864</b>
<b>- - GROUP STAFFING TOTALS - -</b>					
Personnel Services Total Amount	\$ 2,264,529	\$ 2,137,081	\$ 2,432,738	\$ 2,217,854	\$ 2,453,437
* Full-Time Positions	25.20	26.16	27.16	27.40	27.40
* Part-Time Positons @ F.T.E.	3.45	3.50	3.65	3.40	3.60

# TRANSPORTATION

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## DEPARTMENT MISSION STATEMENT

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

## ACTION PLAN

- Work with the Macatawa Area Coordinating Council (MACC) on a City traffic study that includes downtown and evaluation of one-way pairs. In addition, include non-motorized considerations as well as truck routes. Target Expense \$25,000 (City participation). Complete in 2018.
- Continue to place high importance on non-motorized improvements within the City. Increase annual concrete sidewalk restoration program and continue to resurface HMA pathways. Proceed with sidewalk infill where appropriate. Complete by June 2018.
- Complete the design for the reconstruction of Lincoln Avenue between 32<sup>nd</sup> Street and US-31 in addition to the reconstruction of Hope Avenue between 16<sup>th</sup> Street and Paw Paw Drive. Both Lincoln and Hope Avenue have opportunities for sidewalk infill. Ready to bid, winter 2017/2018.
- Procure asset management software to track complaints and work completed by street crews. Work with Roadsoft to beta test and develop software. Target \$20,000 deduct (avoid purchasing separate software). Complete by the end of calendar year 2018.
- Complete the survey and design of the reconstruction of 6<sup>th</sup> Street between Columbia Avenue and River Avenue and include College Avenue between 8<sup>th</sup> Street and 6<sup>th</sup> Street. Target expense \$50,000. Complete by spring of 2018.
- Procure full size scanner/plotter/copier combo machine to replace existing plotter and copier devices in order to improve efficiency of file sharing our full size plan sheets and begin to electronically archive full size plan sheets. Target Expense \$10,000. Complete by end of Calendar year 2017.

# TRANSPORTATION

## STREETS DIVISION

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles)	148.97	148.97	149.25	149.35
	Mileage per MDOT Act 51 Approved Map:				
	Major Streets	56.88	56.88	56.88	56.88
	Local Streets	92.09	92.09	92.37	92.47
	Street Cut Permits Issued For Utility Repair or New Construction	266	366	350	375
	Amount of Asphalt Used for Street Patching and Repairing (in Tons - Reflects February to February)	1,270	1,971	2,000	2,000
	Amount of Salt Used for Winter Road Maintenance (in Tons) Calendar Year 2015	2,045	3,112	2,500	2,500
	Amount Liquid Deicing Used for Winter Road Maintenance (in Gallons) Calendar Year 2015	16,680	24,507	20,000	20,000
	Number of Street Sweeper Hours Operated (Reflects February to February)	1,540	2,328	2,000	2,000
		CY2015 Actual	CY2016 Actual	CY2017 Projected	CY2018 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (Personnel and Equipment)	\$135,422	\$134,620	\$130,000	\$130,000
	Removal Costs	\$29,137	\$31,959	\$40,000	\$50,000
	Number of Hours Worked by Streets Division Personnel	2,200	2,200	2,100	2,100
	Spring Cleanup:				
	Streets Division Costs (Personnel and Equipment)	\$59,010	\$58,323	\$60,000	\$62,000
	Removal Costs	\$10,197	\$17,057	\$25,000	\$30,000
	Number of Hours Worked by Streets Division Personnel	956	923	950	950

# TRANSPORTATION

## GENERAL FUND - STREETS DIVISION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 6,574	\$ 8,721	\$ 8,500	\$ 7,000	\$ 8,500
Licenses & Permits	525	1,725	500	2,000	2,000
Fines & Forfeits	50	36	100	50	100
Interest & Rents	170,000	180,000	187,200	187,200	196,560
General Fund Operating Revenues	949,550	856,196	810,830	833,517	905,476
TOTAL SOURCES	<u>\$ 1,126,698</u>	<u>\$ 1,046,678</u>	<u>\$ 1,007,130</u>	<u>\$ 1,029,767</u>	<u>\$ 1,112,636</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 165,144	\$ 158,047	\$ 196,000	\$ 181,948	\$ 199,200
* Benefits - Incl. NonWorking Wages	127,677	69,692	4,353	5,429	45,250
* Mandatory Employer Costs	30,559	30,929	36,580	35,263	38,495

##### Other Current Expenditures -

* Supplies / Maintenance	30,438	41,660	43,240	61,690	64,290
* Contractual Expenditures	74,692	83,537	102,550	96,785	105,900
* Other	698,189	662,813	624,407	648,652	659,501

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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TOTAL USES	<u>\$ 1,126,698</u>	<u>\$ 1,046,678</u>	<u>\$ 1,007,130</u>	<u>\$ 1,029,767</u>	<u>\$ 1,112,636</u>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 323,380	\$ 258,668	\$ 236,933	\$ 222,640	\$ 282,945
Full-Time Positions	15.65	15.65	16.65	16.65	16.65
Part-Time Positions @ F.T.E.	1.10	1.10	1.10	1.05	1.00

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

# TRANSPORTATION

## MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	CY-15 Actual	CY-16 Actual	CY-17 Projected	CY-18 Projected
Workload	Construction Projects in Process (Calendar)	11	11	14	10
	Total Miles of Streets Reconstructed (Calendar)	2.44	1.43	2.00	1.16
	Total Miles of Streets Resurfaced (Calendar)	0.88	5.53	5.72	7.77
	Total Miles of Path Construction or Resurfacing (Calendar)	1.00	0.75	1.40	0.75
	Sidewalk Repair Activities in Square Feet (Calendar)	107,078	100,000	150,000	150,000

# TRANSPORTATION

## GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ 50,000	\$ 50,000
Charges for Services	- 0 -	2,016	2,000	2,000	2,000
General Fund Operating Revenues	183,665	193,235	211,874	118,889	152,014
<b>TOTAL SOURCES</b>	<b>\$ 183,665</b>	<b>\$ 195,251</b>	<b>\$ 213,874</b>	<b>\$ 170,889</b>	<b>\$ 204,014</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 81,498	\$ 100,531	\$ 137,000	\$ 90,700	\$ 114,400
* Benefits - Incl. NonWorking Wages	46,737	46,687	27,235	34,975	36,161
* Mandatory Employer Costs	8,562	10,206	14,025	10,150	12,240
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	1,872	3,192	2,250	2,100	2,450
* Contractual	13,615	2,233	2,000	2,000	2,000
* Other	31,380	32,402	31,364	30,964	36,763
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 183,665</b>	<b>\$ 195,251</b>	<b>\$ 213,874</b>	<b>\$ 170,889</b>	<b>\$ 204,014</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 136,798	\$ 157,424	\$ 178,260	\$ 135,825	\$ 162,801
Full-Time Positions	2.35	3.35	3.35	3.35	3.35
Part-Time Positions @ F.T.E.	0.30	0.30	0.35	0.25	0.40

# TRANSPORTATION

## MOTOR VEHICLE HIGHWAY MAJOR STREETS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 2,460,808	\$ 2,731,866	\$ 2,836,600	\$ 3,090,850	\$ 3,297,500
Licenses & Permits	20,456	21,382	25,000	30,000	32,000
Interest & Rents	17,717	27,353	5,000	200	1,000
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,498,981</b>	<b>\$ 2,780,601</b>	<b>\$ 2,866,600</b>	<b>\$ 3,121,050</b>	<b>\$ 3,330,500</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 316,644	\$ 266,221	\$ 362,725	\$ 311,150	\$ 376,150
* Benefits - Incl. NonWorking Wages	215,639	193,266	234,250	227,850	238,550
* Mandatory Employer Costs	27,009	22,425	35,610	29,325	37,525

##### Other Current Expenditures -

* Supplies / Maintenance	248,700	212,507	258,500	207,500	226,500
* Contractual	139,934	146,112	224,600	240,650	210,200
* Other	459,628	421,590	450,750	441,900	451,900
Transfers Out	1,320,400	3,995,834	1,336,054	1,231,849	1,710,531

<b>TOTAL USES</b>	<b>\$ 2,727,954</b>	<b>\$ 5,257,955</b>	<b>\$ 2,902,489</b>	<b>\$ 2,690,224</b>	<b>\$ 3,251,356</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (228,973)	\$ (2,477,354)	\$ (35,889)	\$ 430,826	\$ 79,144
<b>ENDING BALANCE -</b>					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,498,987	21,633	(14,256)	452,459	531,603
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,498,987</b>	<b>\$ 21,633</b>	<b>\$ (14,256)</b>	<b>\$ 452,459</b>	<b>\$ 531,603</b>

### - - 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 629,883	\$ 706,110	\$ 728,000	\$ 749,500	\$ 805,350
Licenses & Permits	44,057	36,953	40,000	45,000	47,000
Interest & Rents	1,143	1,422	1,000	800	1,000
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	588,900	525,374	699,980	600,775	608,675
<b>TOTAL SOURCES</b>	<b>\$ 1,263,983</b>	<b>\$ 1,269,859</b>	<b>\$ 1,468,980</b>	<b>\$ 1,396,075</b>	<b>\$ 1,462,025</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 320,350	\$ 306,590	\$ 394,400	\$ 332,900	\$ 370,900
* Benefits - Incl. NonWorking Wages	215,547	228,218	256,705	247,000	243,900
* Mandatory Employer Costs	27,582	25,584	37,675	31,225	37,025

##### Other Current Expenditures -

* Supplies / Maintenance	225,039	216,758	237,500	232,000	236,000
* Contractual	52,195	37,883	65,600	68,850	96,600
* Other	423,268	454,828	487,100	484,100	477,600
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 1,263,981</b>	<b>\$ 1,269,861</b>	<b>\$ 1,478,980</b>	<b>\$ 1,396,075</b>	<b>\$ 1,462,025</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2	\$ (2)	\$ (10,000)	\$ - 0 -	\$ - 0 -
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,002	2,000	(8,000)	2,000	2,000
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,002</b>	<b>\$ 2,000</b>	<b>\$ (8,000)</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

### - - STAFFING - -

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

# TRANSPORTATION

## ALLEGAN COUNTY ROAD TAX FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 449,224	\$ 453,706	\$ 450,000	\$ 450,000	\$ 455,000
Interest & Rents	3,577	4,128	4,000	4,000	4,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 452,801</b>	<b>\$ 457,834</b>	<b>\$ 454,000</b>	<b>\$ 454,000</b>	<b>\$ 459,000</b>

FUNDING USES -

Transfers Out	\$ 504,609	\$ 532,936	\$ 375,000	\$ 178,651	\$ 650,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 504,609</b>	<b>\$ 532,936</b>	<b>\$ 375,000</b>	<b>\$ 178,651</b>	<b>\$ 650,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (51,808)	\$ (75,102)	\$ 79,000	\$ 275,349	\$ (191,000)
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	483,036	407,934	486,934	683,283	492,283
<b>TOTAL FUND EQUITY</b>	<b>\$ 483,036</b>	<b>\$ 407,934</b>	<b>\$ 486,934</b>	<b>\$ 683,283</b>	<b>\$ 492,283</b>

### - - STAFFING - -

Positions: Not Applicable

# TRANSPORTATION

## OTTAWA COUNTY ROAD TAX FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ 334,374	\$ 330,000	\$ 347,600	\$ 350,000
Interest & Rents	- 0 -	- 0 -	1,000	500	500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ - 0 -</b>	<b>\$ 334,374</b>	<b>\$ 331,000</b>	<b>\$ 348,100</b>	<b>\$ 350,500</b>

FUNDING USES -

Transfers Out	\$ - 0 -	\$ 330,000	\$ 330,000	\$ 330,000	\$ 350,000
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 350,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ - 0 -	\$ 4,374	\$ 1,000	\$ 18,100	\$ 500
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	- 0 -	4,374	5,374	22,474	22,974
<b>TOTAL FUND EQUITY</b>	<b>\$ - 0 -</b>	<b>\$ 4,374</b>	<b>\$ 5,374</b>	<b>\$ 22,474</b>	<b>\$ 22,974</b>

### - - STAFFING - -

Positions: Not Applicable

# **TRANSPORTATION**

## **STREET IMPROVEMENTS RESERVE FUND**

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### **FUND MISSION STATEMENT**

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

### **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.
- In November of 2015, the State of Michigan approved a series of bills aimed at increasing road funding. Many of these bills took effect on January 1, 2017 and included increases in vehicle registration fees and gas taxes to generate the additional revenue. As a result, road funding revenues from the State are expected to increase year over year through FY 2019 and possibly beyond. Current fund balances within our streets funds are very low, in part, as a result of the once in a generation opportunity to expand our snowmelt system with a series of construction projects downtown. With the downtown projects now concluded, the aim for our streets program is to maintain a 20 year life cycle on our street network (on average). This amounts to resurfacing or reconstructing at least 7 to 8 miles per year. Our plans for road construction over the next two years and beyond meets this threshold, with the ultimate goal of obtaining an average overall passer rating of 6 (good condition) for our entire street network. In addition, balances in our street funds need to be increased from their current low levels. Moving forward, the intent is to fulfill both of these goals, improving the condition of our street network and increase balances in our streets funds.

# TRANSPORTATION

## STREET IMPROVEMENTS RESERVE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,366,547	\$ 1,498,564	\$ 1,437,845	\$ 1,433,805	\$ 1,469,950
Intergovernmental	- 0 -	30,302	435,972	248,266	351,706
Interest & Rents	13,970	(18,917)	- 0 -	2,000	3,000
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	176,000	1,514,700	620,000	666,809	13,434
TOTAL SOURCES	<u>\$ 1,556,517</u>	<u>\$ 3,024,649</u>	<u>\$ 2,493,817</u>	<u>\$ 2,350,880</u>	<u>\$ 1,838,090</u>

#### FUNDING USES -

##### Other Current Expenditures -

* Other	\$ - 0 -	\$ 132	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	2,270,544	3,805,458	2,245,744	2,328,250	1,810,000
TOTAL USES	<u>\$ 2,270,544</u>	<u>\$ 3,805,590</u>	<u>\$ 2,245,744</u>	<u>\$ 2,328,250</u>	<u>\$ 1,810,000</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (714,027)	\$ (780,941)	\$ 248,073	\$ 22,630	\$ 28,090
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	797,915	16,974	265,047	39,604	67,694
TOTAL FUND EQUITY	<u>\$ 797,915</u>	<u>\$ 16,974</u>	<u>\$ 265,047</u>	<u>\$ 39,604</u>	<u>\$ 67,694</u>

### - - STAFFING - -

Positions: Not Applicable

# **TRANSPORTATION**

## **DOWNTOWN SNOWMELT SYSTEM OPERATING FUND**

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### **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**

- Develop long-term snowmelt planning and financing strategy utilizing the downtown snowmelt vision map developed by the planning, downtown and transportation staff. Complete in 2017.
- Complete snowmelt distribution improvements along College Avenue between 7<sup>th</sup> and 8<sup>th</sup> Street. Includes extension of snowmelted sidewalk along east side and conversion of private system along west side. Target Expense \$50,000. To be completed in 2017 ahead of 2017/2018 snowmelt season.
- Plan ahead for next major construction project that will involve snowmelt improvements. Possibly reconstruction of 6<sup>th</sup> Street & College Avenue or reconstruction of Columbia Avenue south of 9<sup>th</sup> Street. 2017 and 2018 implementation.

# TRANSPORTATION

## DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 166,339	\$ 174,653	\$ 297,750	\$ 244,115	\$ 261,138
Interest & Rents	357	(76)	- 0 -	- 0 -	200
Other	21,388	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	46,600	39,538	26,074	35,608	36,676
TOTAL SOURCES	<u>\$ 234,684</u>	<u>\$ 214,115</u>	<u>\$ 323,824</u>	<u>\$ 279,723</u>	<u>\$ 298,014</u>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	260,904	197,953	242,674	179,177	242,659
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

##### Debt Service Payments -

* Principal	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	16,200	- 0 -	- 0 -	142,356

TOTAL USES	<u>\$ 260,904</u>	<u>\$ 214,153</u>	<u>\$ 242,674</u>	<u>\$ 179,177</u>	<u>\$ 385,015</u>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (26,220)	\$ (38)	\$ 81,150	\$ 100,546	\$ (87,001)
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	26,258	- 0 -	81,150	100,546	13,545
TOTAL FUND EQUITY	<u>\$ 38</u>	<u>\$ - 0 -</u>	<u>\$ 81,150</u>	<u>\$ 100,546</u>	<u>\$ 13,545</u>

### - - STAFFING - -

Positions: Not Applicable

# TRANSPORTATION

## DEPOT OPERATIONS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Rents	1	1	1	1	1
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1</b>				

#### FUNDING USES -

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

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (24,538)	\$ (24,538)	\$ (24,549)	\$ (24,549)	\$ (24,549)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 797,512	\$ 772,973	\$ 748,423	\$ 748,423	\$ 723,873
Undesignated / Unreserved	7	8	9	9	10
<b>TOTAL FUND EQUITY</b>	<b>\$ 797,519</b>	<b>\$ 772,981</b>	<b>\$ 748,432</b>	<b>\$ 748,432</b>	<b>\$ 723,883</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	-----	\$ 1	\$ 1	\$ 1	\$ 1
ENDING BALANCE	\$ 7	\$ 8	\$ 9	\$ 9	\$ 10

### - - STAFFING - -

Positions: Not Applicable

**TRANSPORTATION**

**MUNICIPAL AIRPORT FACILITIES AND MANAGEMENT FUND**

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**FUND MISSION STATEMENT**

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

**ACTION PLAN**

- To account for property tax collections that the City levies on behalf of the West Michigan Airport Authority and pay those collections over to the Authority.
- To account for City owned capital assets which are leased to the West Michigan Airport Authority.

# TRANSPORTATION

## MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 99,984	\$ 104,431	\$ 104,650	\$ 99,300	\$ 104,600
Charges for Services	18,309	18,661	28,473	28,405	41,055
Other	- 0 -	92,000	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 118,293</b>	<b>\$ 215,092</b>	<b>\$ 133,123</b>	<b>\$ 127,705</b>	<b>\$ 145,655</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 14,958	\$ 15,870	\$ 21,725	\$ 23,400	\$ 33,500
* Benefits - Incl. NonWorking Wages	2,156	2,041	4,826	3,025	4,300
* Mandatory Employer Costs	1,190	1,237	1,900	1,830	2,715

##### Other Current Expenditures -

* Other	98,573	103,090	104,650	99,450	104,750
Capital Outlay	- 0 -	92,000	- 0 -	- 0 -	- 0 -
Depreciation Expense	461,005	449,538	461,000	461,000	461,000
<b>TOTAL USES</b>	<b>\$ 577,882</b>	<b>\$ 663,776</b>	<b>\$ 594,101</b>	<b>\$ 588,705</b>	<b>\$ 606,265</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (459,589)	\$ (356,684)	\$ (460,978)	\$ (461,000)	\$ (460,610)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 10,226,910	\$ 9,869,372	\$ 9,408,372	\$ 9,408,372	\$ 8,947,372
Undesignated / Unreserved	1,413	2,267	2,289	2,267	2,657
<b>TOTAL FUND EQUITY</b>	<b>\$ 10,228,323</b>	<b>\$ 9,871,639</b>	<b>\$ 9,410,661</b>	<b>\$ 9,410,639</b>	<b>\$ 8,950,029</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ - 0 -	\$ 854	\$ 22	\$ - 0 -	\$ 390
ENDING BALANCE	\$ 1,413	\$ 2,267	\$ 2,289	\$ 2,267	\$ 2,657

### - - STAFFING - -

Personnel Services Total Amount	\$ 18,304	\$ 19,148	\$ 28,451	\$ 28,255	\$ 40,515
Full-Time Positions	0.20	0.16	0.16	0.40	0.40
Part-Time Positions @ F.T.E.	0.35	0.35	0.35	0.40	0.40

# TRANSPORTATION

## PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Charges for Services	\$ 328	\$ 252	\$ 275	\$ - 0 -	\$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	11	16	15	- 0 -	- 0 -
Other	- 0 -	14	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 339</b>	<b>\$ 282</b>	<b>\$ 290</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>					
<b>Personnel Services</b>					
* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Other	328	252	275	- 0 -	- 0 -
Depreciation Expense	11,745	11,745	11,750	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 12,073</b>	<b>\$ 11,997</b>	<b>\$ 12,025</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>- - FUND EQUITY - -</b>					
<b>INCREASE (DECREASE)</b>	<b>\$ (11,734)</b>	<b>\$ (11,715)</b>	<b>\$ (11,735)</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>ENDING BALANCE -</b>					
Net Investment in Capital Assets	\$ 243,029	\$ 231,284	\$ 219,534	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	1,648	1,678	1,693	1,678	1,678
<b>TOTAL FUND EQUITY</b>	<b>\$ 244,677</b>	<b>\$ 232,962</b>	<b>\$ 221,227</b>	<b>\$ 232,962</b>	<b>\$ 232,962</b>
<b>- - WORKING CAPITAL - -</b>					
<b>INCREASE (DECREASE)</b>	<b>\$ 11</b>	<b>\$ 30</b>	<b>\$ 15</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>ENDING BALANCE</b>	<b>\$ 1,648</b>	<b>\$ 1,678</b>	<b>\$ 1,693</b>	<b>\$ 1,678</b>	<b>\$ 1,678</b>
<b>- - STAFFING - -</b>					
Positions: Not Applicable					

# TRANSPORTATION

## TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 1,305	\$ 1,362	\$ 1,400	\$ 1,350	\$ 1,350
Interest & Rents	20	27	20	20	20
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,325</b>	<b>\$ 1,389</b>	<b>\$ 1,420</b>	<b>\$ 1,370</b>	<b>\$ 1,370</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 481	\$ 364	\$ 500	\$ 500	\$ 500
* Other	1,214	1,359	1,200	1,800	1,500
<b>TOTAL USES</b>	<b>\$ 1,695</b>	<b>\$ 1,723</b>	<b>\$ 1,700</b>	<b>\$ 2,300</b>	<b>\$ 2,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (370)	\$ (334)	\$ (280)	\$ (930)	\$ (630)
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,884	2,550	2,270	1,620	990
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,884</b>	<b>\$ 2,550</b>	<b>\$ 2,270</b>	<b>\$ 1,620</b>	<b>\$ 990</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (370)	\$ (334)	\$ (280)	\$ (930)	\$ (630)
ENDING BALANCE	\$ 2,884	\$ 2,550	\$ 2,270	\$ 1,620	\$ 990

### - - STAFFING - -

Positions: Not Applicable

# TRANSPORTATION

## CENTRALIZED VEHICLE/EQUIPMENT

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	General Motor Pool:				
	Vehicles	62	65	65	65
	Equipment	59	73	77	77
	Two Way Radios	34	37	37	37
	Street:				
	Vehicles	29	29	29	29
	Equipment	78	85	87	87
	Two Way Radios	47	47	47	47
	Police:				
	Vehicles	23	24	24	25
	Macatawa Area Express:				
	***Vehicles (Maintenance Only, not Purchased in this Fund) (see footnote)	29	38	38	38
	Fire:				
	Vehicles (Maintenance Only, not Purchased in this Fund)	8	8	8	8
	Total:				
	Vehicles (not Including MAX or Fire)	114	118	118	118
Equipment	137	158	164	164	
Two Way Radios	81	84	84	84	

\*\*\*FY17 & FY18 projected 34 buses & 4 support vehicles

# TRANSPORTATION

## CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Charges for Services	\$ 343,592	\$ 315,459	\$ 345,900	\$ 345,400	\$ 345,400
Interest & Rents	1,907,725	1,862,728	1,819,151	1,819,099	1,868,287
Other	51,549	87,775	102,500	81,050	139,500
Transfers In	41,135	40,180	- 0 -	200,097	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 2,344,001</b>	<b>\$ 2,306,142</b>	<b>\$ 2,267,551</b>	<b>\$ 2,445,646</b>	<b>\$ 2,353,187</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working	\$ 375,302	\$ 381,773	\$ 430,215	\$ 417,675	\$ 418,970
* Benefits - Incl. NonWorking Wages	249,211	237,450	189,020	187,908	196,793
* Mandatory Employer Costs	38,764	40,314	48,494	46,101	47,363
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	865,239	654,233	829,175	656,125	709,525
* Contractual	27,611	9,400	8,800	9,050	9,200
* Other	343,308	349,581	380,906	348,006	371,452
Capital Outlay	494,768	932,170	869,000	885,200	793,700
Transfers Out	16,200	208,019	- 0 -	- 0 -	- 0 -
Depreciation Expense	\$ 472,766	\$ 474,100	\$ 500,000	\$ 500,000	\$ 500,000
<b>TOTAL USES</b>	<b>\$ 2,883,169</b>	<b>\$ 3,287,040</b>	<b>\$ 3,255,610</b>	<b>\$ 3,050,065</b>	<b>\$ 3,047,003</b>

This Fund Continues On Next Page

# TRANSPORTATION

## CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (44,400)	\$ (48,728)	\$ (119,059)	\$ 280,781	\$ 99,884
ENDING BALANCE -					
Reserved for Asset Replacement	\$ 1,330,000	\$ 900,000	\$ 300,000	\$ 300,000	\$ 300,000
Net Investment in Capital Assets	2,943,519	3,332,003	3,701,003	3,717,203	4,010,903
Undesignated / Unreserved	352,626	345,414	457,355	840,995	647,179
TOTAL FUND EQUITY	<u>\$ 4,626,145</u>	<u>\$ 4,577,417</u>	<u>\$ 4,458,358</u>	<u>\$ 4,858,198</u>	<u>\$ 4,958,082</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 30,569	\$ (7,212)	\$ 111,941	\$ 495,581	\$ (193,816)
ENDING BALANCE	<u>\$ 352,626</u>	<u>\$ 345,414</u>	<u>\$ 457,355</u>	<u>\$ 840,995</u>	<u>\$ 647,179</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 663,277	\$ 659,537	\$ 667,729	\$ 651,684	\$ 663,126
Full-Time Positions	7.00	7.00	7.00	7.00	7.00
Part-Time Positions @ F.T.E.	1.70	1.75	1.85	1.60	1.80

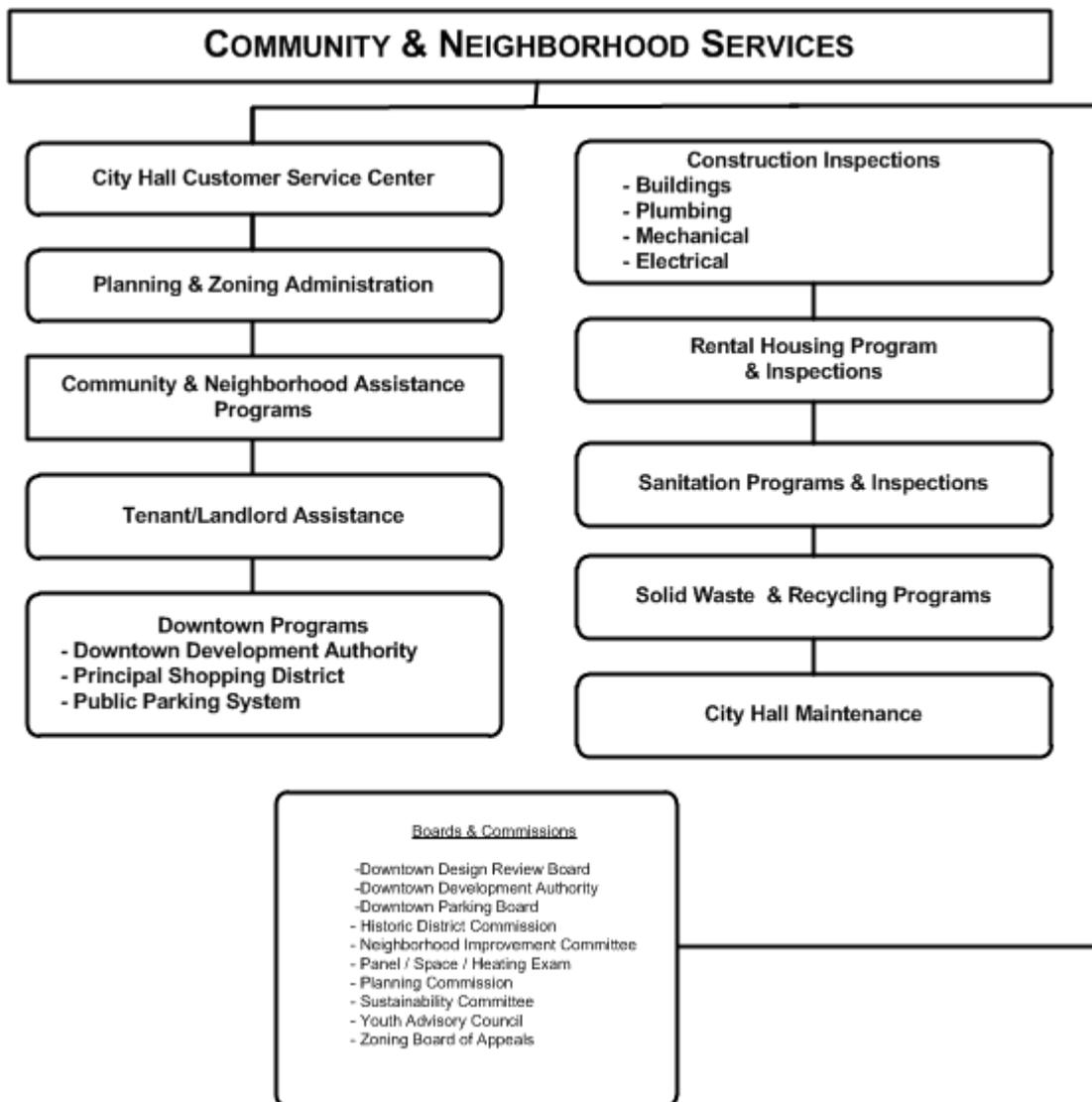
# COMMUNITY & NEIGHBORHOOD SERVICES

## INTRODUCTION

### GROUP MISSION STATEMENT

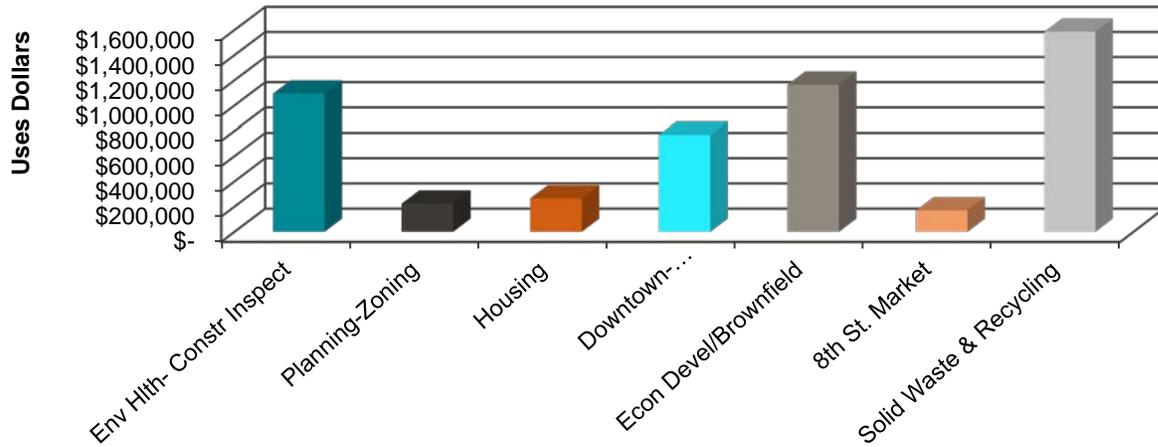
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

### GROUP ORGANIZATIONAL STRUCTURE

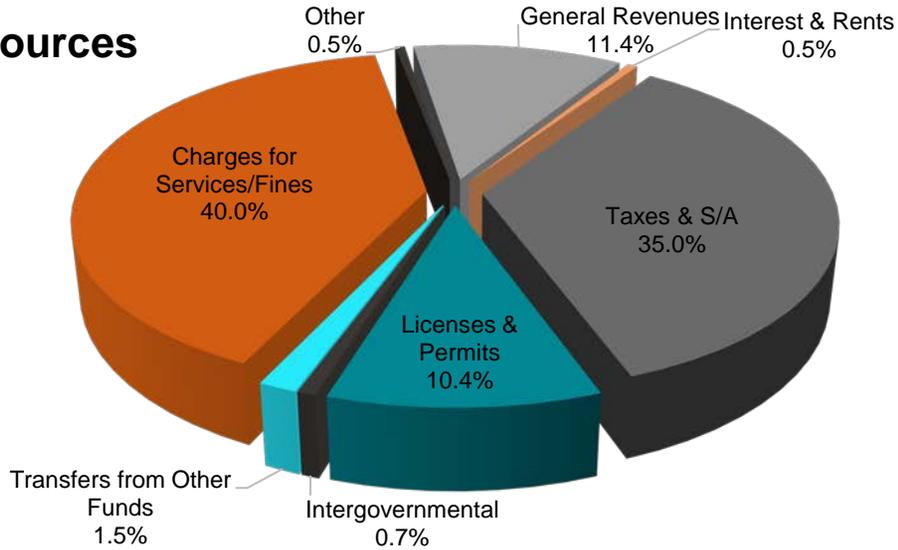


# COMMUNITY & NEIGHBORHOOD SERVICES

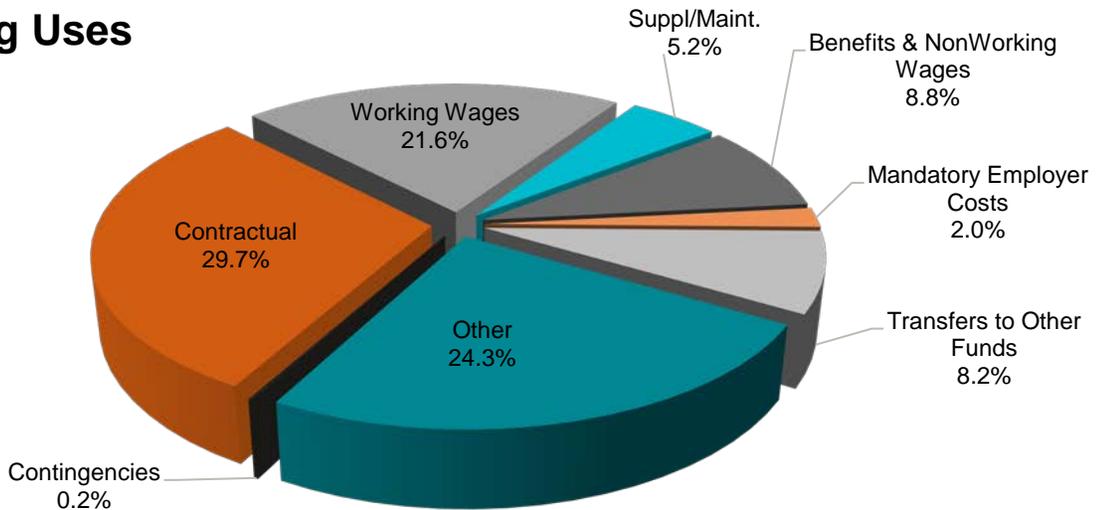
## Total Uses by Department \$5,273,159



## Funding Sources



## Funding Uses



# COMMUNITY & NEIGHBORHOOD SERVICES

## SUMMARY OF DEPT, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>					
FUND TYPES -					
General	\$ 1,520,811	\$ 1,542,422	\$ 1,616,409	\$ 1,608,635	\$ 1,781,431
Special Revenue	544,771	610,584	529,613	531,346	521,418
Enterprise	1,658,051	1,694,994	1,526,097	1,522,436	1,586,841
Component Unit	1,074,498	1,180,787	1,490,297	1,422,840	1,383,469
<b>TOTAL ACROSS FUND TYPES</b>	<b>\$ 4,798,131</b>	<b>\$ 5,028,787</b>	<b>\$ 5,162,416</b>	<b>\$ 5,085,257</b>	<b>\$ 5,273,159</b>

<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>					
FUNDING SOURCES -					
Taxes & Special Assessments	\$ 1,424,314	\$ 1,537,992	\$ 1,873,758	\$ 1,824,781	\$ 2,021,727
Licenses & Permits	665,298	513,519	612,300	602,200	602,300
Intergovernmental	31,945	43,199	42,850	43,092	41,628
Charges for Services	2,146,421	2,400,920	2,164,120	2,291,742	2,307,225
Fines & Forfeits	1,130	1,950	1,600	400	400
Interest & Rents	28,649	31,848	23,339	28,881	30,646
Other	34,324	27,999	40,500	30,050	30,000
Transfers In	72,383	88,182	83,259	84,498	85,455
<b>TOTAL SOURCES</b>	<b>\$ 4,404,464</b>	<b>\$ 4,645,609</b>	<b>\$ 4,841,726</b>	<b>\$ 4,905,644</b>	<b>\$ 5,119,381</b>

FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 990,254	\$ 1,049,729	\$ 1,103,672	\$ 1,065,844	\$ 1,138,596
* Benefits - Incl. NonWorking Wages	582,923	502,622	416,470	403,701	463,272
* Mandatory Employer Costs	88,120	91,845	103,258	95,915	104,856
Other Current Expenditures -					
* Supplies / Maintenance	202,807	260,849	252,075	267,801	272,077
* Contractual	1,584,691	1,621,959	1,477,600	1,477,982	1,566,500
* Other	995,602	1,147,961	1,411,244	1,369,183	1,287,796
Transfers Out	353,734	353,822	398,097	394,831	430,062
Contingencies	- 0 -	- 0 -	- 0 -	10,000	10,000
<b>TOTAL USES</b>	<b>\$ 4,798,131</b>	<b>\$ 5,028,787</b>	<b>\$ 5,162,416</b>	<b>\$ 5,085,257</b>	<b>\$ 5,273,159</b>

<b>- - GROUP STAFFING TOTALS - -</b>					
Personnel Services Total Amount	\$ 1,661,297	\$ 1,644,196	\$ 1,623,400	\$ 1,565,460	\$ 1,706,724
Postions: Full-Time	15.70	17.27	17.95	16.90	17.15
Positions: Part-Time @ F.T.E.	6.45	5.65	6.10	5.80	5.95

# COMMUNITY & NEIGHBORHOOD SERVICES

## PLANNING & ZONING

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### ACTIVITY MISSION STATEMENT

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

### ACTION PLAN

- Implementation of recommendations from the Master Plan to include, but not be limited to the re-write of Chapter 39 Zoning, and Chapter 33 Subdivisions. Anticipate completion by June 2018. (Budget Impact \$37,000).
- Coordination for further development of the Waverly Road/Chicago Drive/8<sup>th</sup> Street plans need to be completed with Holland Township before private consultations are to occur with area property and business owners regarding potential implementation strategies. Anticipate coordination with Holland Township and private consultations to be in process by July 2017.
- Coordination with the 6<sup>th</sup> Street Corridor stakeholders, the Transportation Department and Holland Board of Public Works to develop engineered construction plans for the redevelopment of the public infrastructure in the 6<sup>th</sup> Street right-of-way. Anticipate completion of plans by June 2018.
- Conduct a charrette or other land planning exercise regarding future land uses and development scenarios associated with the decommissioning of the JDY Power Plant (Budget Impact \$25,000).

# COMMUNITY & NEIGHBORHOOD SERVICES

## PLANNING & ZONING

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Planning Commission				
	Site Plan Reviews:				
	Approvals	13	10	15	12
	Extensions	1	1	1	1
	Amendments	1	3	4	3
	Approved Administrative Non-Res Sq. Ft.		100,240	50,000	50,000
	Approved Non-Res Sq. Ft. (PC)	168,992	46,000	300,000	100,000
	New Construction	13	4	8	6
	Additions	2	1	1	1
	Approved Residential Units	65	72	125	75
	Infill Review (Commission)	0	0	0	0
	Infill Review (by Staff)	5	11	10	10
	Recommendations to City Council				
	Rezoning	3	6	10	7
	Text Amendments	7	9	5	5
	Street Vacations	1	0	0	0
	Master Plan Amendments	0	0	1	0
	Other	0	3	4	3
	Review of Zoning Board of Appeals Referrals	0	1	1	1
	Study Session Items	23	24	20	20
	Historic District Commission				
	Community Education Sessions	1	1	1	1
	Certificates of Appropriateness Reviewed	34	40	36	35
	Certificates of Appropriateness Approved	33	37	35	34

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - PLANNING & ZONING

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Charges for Services	7,150	7,534	7,200	11,000	9,300
General Fund Operating Revenues	219,200	176,803	175,320	173,138	214,542
<b>TOTAL SOURCES</b>	<b>\$ 226,350</b>	<b>\$ 184,337</b>	<b>\$ 182,520</b>	<b>\$ 184,138</b>	<b>\$ 223,842</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 105,135	\$ 97,566	\$ 103,500	\$ 103,004	\$ 96,850
* Benefits - Incl. NonWorking Wages	89,278	56,940	41,421	42,010	50,141
* Mandatory Employer Costs	10,243	8,167	9,379	9,215	7,981

##### Other Current Expenditures -

* Supplies / Maintenance	3,022	4,743	3,000	3,650	3,700
* Contractual	5,465	2,822	6,900	9,000	41,700
* Other	13,207	14,099	18,320	17,259	23,470

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 226,350</b>	<b>\$ 184,337</b>	<b>\$ 182,520</b>	<b>\$ 184,138</b>	<b>\$ 223,842</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 204,656	\$ 162,673	\$ 154,300	\$ 154,229	\$ 154,972
Full-Time Positions	1.90	1.60	1.60	1.60	1.60
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.30	0.30

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **ENVIRONMENTAL HEALTH & INSPECTIONS**

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### **DEPARTMENT MISSION STATEMENT**

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating 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**

- Participate in the re-vamping of the zoning ordinance (Chapter 39).

#### **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 certificates.)
- Invest in staff training regarding the principles of lean engineering for the public sector with the expressed goal of applying and implementing said principles to the entire customer service process.
- Investigate unregistered short term rental properties and ensure all properties meet the City Code requirements as adopted by City Council.
- Work with the Department of Public Safety to ensure that all public lodging facilities maintain compliance with the City Ordinance.

# COMMUNITY & NEIGHBORHOOD SERVICES

## ENVIRONMENTAL HEALTH & INSPECTIONS

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Rental Housing - Inspections (Properties)	554	614	600	500
	Rental Housing - Inspections (Units)	1,315	1,885	1,600	150
	Public Lodging Facility (Annual Complaints)	7	10	10	15
	Land Use Permits	274	266	260	260
	Inoperable Vehicles - Violations Corrected	170	212	230	230
	Garbage and Rubbish - Investigations	404	379	500	400
	Weeds - Investigations	732	966	900	800
	Point of Sale Smoke Detectors	624	654	650	630
	Home Business Inspections	1	2	1	1
	Home Business Type I Renewals	4	2	4	4
	NEZ Inspections	6	3	2	2
	Vacant and Abandoned Registration	32	34	20	20
	Monthly Inspections (Fire) Vacant and Abandoned	398	255	200	200
	Vacant Recheck (Rental and Other than Vacant and Abandoned)	0	13	10	10
	Pre-Sale Inspections	37	30	25	25
	Vacant Occupancy Inspections	41	41	35	25
	Vacant Other Inspections	172	184	120	100

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Licenses & Permits	\$ 23,537	\$ 18,629	\$ 19,600	\$ 19,600	\$ 19,300
Charges for Services	314,236	323,795	313,000	313,000	315,000
Fines & Forfeits	250	1,625	800	200	200
General Fund Operating Revenues	125,315	66,513	97,115	59,772	82,832
<b>TOTAL SOURCES</b>	<b>\$ 463,338</b>	<b>\$ 410,562</b>	<b>\$ 430,515</b>	<b>\$ 392,572</b>	<b>\$ 417,332</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 218,093	\$ 215,296	\$ 226,100	\$ 200,704	\$ 210,250
* Benefits - Incl. NonWorking Wages	170,668	126,956	119,087	110,272	125,345
* Mandatory Employer Costs	19,911	20,463	21,957	18,525	20,657

##### Other Current Expenditures -

* Supplies / Maintenance	6,145	6,814	6,600	6,200	6,200
* Contractual	18,797	10,352	18,100	18,300	18,300
* Other	29,724	30,681	38,671	38,571	36,580

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 463,338</b>	<b>\$ 410,562</b>	<b>\$ 430,515</b>	<b>\$ 392,572</b>	<b>\$ 417,332</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 408,672	\$ 362,715	\$ 367,144	\$ 329,501	\$ 356,252
Full-Time Positions	4.51	4.51	4.36	4.36	4.36
Part-Time Positions @ F.T.E.	0.10	- 0 -	- 0 -	- 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**

- Determine succession planning opportunities and 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 and Zeeland City.
- 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 former leadership retirement.

# COMMUNITY & NEIGHBORHOOD SERVICES

## CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Plumbing - Permits	438	415	415	415
	Mechanical - Permits	708	649	649	649
	Electrical - Permits	737	738	738	738
	Building - Permits	661	586	586	586
	Building - Construction Valuation	\$74,490,179	\$50,932,264	\$60,000,000	\$60,000,000
	Holland Township Mechanical Inspections Contract	1000	1235	1200	1200
	Zeeland City Mechanical Inspections Contract	180	257	250	250

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Licenses & Permits	\$ 641,071	\$ 490,330	\$ 590,000	\$ 580,000	\$ 580,000
Charges for Services	61,957	80,169	62,000	77,000	77,000
Fines & Forfeits	880	325	800	200	200
General Fund Operating Revenues	(201,123)	15,659	(45,719)	(26,600)	6,975
<b>TOTAL SOURCES</b>	<b>\$ 502,785</b>	<b>\$ 586,483</b>	<b>\$ 607,081</b>	<b>\$ 630,600</b>	<b>\$ 664,175</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 223,072	\$ 276,297	\$ 311,350	\$ 328,800	\$ 333,688
* Benefits - Incl. NonWorking Wages	157,897	157,282	139,768	138,910	159,837
* Mandatory Employer Costs	19,682	23,608	29,375	28,980	31,525

##### Other Current Expenditures -

* Supplies / Maintenance	33,741	34,756	34,100	36,100	31,652
* Contractual	30,139	54,805	47,200	48,432	48,200
* Other	38,254	39,735	45,288	49,378	59,273

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 502,785</b>	<b>\$ 586,483</b>	<b>\$ 607,081</b>	<b>\$ 630,600</b>	<b>\$ 664,175</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 400,651	\$ 457,187	\$ 480,493	\$ 496,690	\$ 525,050
Full-Time Positions	3.42	5.47	5.82	5.82	6.07
Part-Time Positions @ F.T.E.	0.75	1.00	1.25	1.60	1.15

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

General Fund Operating Revenues	\$ - 0 -	\$ - 0 -	\$ 40,000	\$ 40,000	\$ 40,000
TOTAL SOURCES	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>

FUNDING USES -

Personnel Services -

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

Other Current Expenditures -

* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Other	- 0 -	- 0 -	40,000	30,000	30,000
Contingencies	- 0 -	- 0 -	- 0 -	10,000	10,000
TOTAL USES	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>

### - - STAFFING - -

Positions: Not Applicable

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **HOUSING & NEIGHBORHOODS**

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### **DEPARTMENT MISSION STATEMENT**

The Housing and Neighborhood Division of Community and Neighborhood Services provides administration to improve the physical and social structures in Holland's Neighborhoods. This Division will facilitate communication and collaboration among neighborhood based groups and 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). Funding for this program has been transferred to the general budget. We have contracts in place for 3 of the 4 Neighborhood Groups. Expect to provide partial funding for the remaining group who had a gap in staffing and will not use the entire amount allotted.
- Implement a redesigned Neighborhood Leadership Academy to focus more on City of Holland relationships with its residents. Educate residents on working with various City Departments to increase access to City services and promote citizen participation on the City's various advisory committees. Implementation prior to Tulip Time 2018. (Total Budget Impact \$3,000)
- Collaborate with local affordable housing efforts like Ottawa Housing Next to identify specific steps the City of Holland may take to facilitate affordable housing throughout the region.
- Conduct a charrette or similar land and transportation planning exercise targeting the 17<sup>th</sup> Street corridor with the expressed goal of making 17<sup>th</sup> Street more livable.

# COMMUNITY & NEIGHBORHOOD SERVICES

## HOUSING & NEIGHBORHOODS

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Social/Human Relations Activities:				
	Coordinate Fair Housing Activities				
	Fair Housing Workshop Breakfast	1	1	1	1
	Complaint Based or Survey Tests	8	6	7	7
	1-3 Hr Class fro Industry Personnel	1	1	2	2
	Number of hours of Education and outreach for Protected Classes of Social Services Agencies	13	9	13	15
	Coordinate with and Promote Visibility of Ministries Neighborhood Groups				
	Hold Meetings with Neighborhood Connectors	10	10	5	6
	Provide grants for connectors to support community development work	4	4	4	4
	City Staff Landlord/Tenant Liaison:				
	Hold 1 Tenant Workshop	1	1	1	1
	Hold 1 Landlord Workshop	1	1	1	1
	Tenant/Landlord Inquiries	60	146	180	150
	Provide Neighborhood Mini Grants:				
	Neighbor Led Initiative	3	6	4	4
	Neighborhood Celebrations (Including NNO):				
	Annual National Night Out Celebration	1	1	1	1
	Serve as a Liaison for the Neighborhood Commercial Districts:				
	Host Quarterly Business Meetings	8	8	6	3
	Graffiti Complaints	129	25	30	30

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	197,706	210,287	198,672	224,155	265,523
TOTAL SOURCES	<u>\$ 197,706</u>	<u>\$ 210,287</u>	<u>\$ 198,672</u>	<u>\$ 224,155</u>	<u>\$ 265,523</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 93,622	\$ 105,419	\$ 101,070	\$ 129,800	\$ 151,000
* Benefits - Incl. NonWorking Wages	72,756	72,793	46,970	46,330	55,648
* Mandatory Employer Costs	8,732	9,357	9,682	12,375	13,925
Other Current Expenditures -					
* Supplies / Maintenance	1,022	603	1,900	1,900	3,900
* Contractual	8,337	1,000	12,000	7,000	8,000
* Other	13,237	21,115	27,050	26,750	33,050
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 197,706</u>	<u>\$ 210,287</u>	<u>\$ 198,672</u>	<u>\$ 224,155</u>	<u>\$ 265,523</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 175,110	\$ 187,569	\$ 157,722	\$ 188,505	\$ 220,573
Full-Time Positions	1.90	1.87	1.90	1.90	1.80
Part-Time Positions @ F.T.E.	0.65	0.05	0.10	0.75	0.80

# COMMUNITY & NEIGHBORHOOD SERVICES

8<sup>th</sup> STREET MARKET

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## ACTIVITY MISSION STATEMENT

To increase the awareness and overall appeal of the Holland Farmers Market locally, regionally, and nationally to benefit vendors of the Market and provide the community with a professionally run Market that sells high-quality home-made products.

## ACTION PLAN

- Improve vendor communications through a required all vendor meeting held prior to the start of the 2017 Market season, the creation of a monthly vendor newsletter and face-to-face interactions with vendors every Wednesday and Saturday that the Market is held. (Spring 2017)
- Navigate the Civic Center Place Construction to the best of our abilities to minimize the negative effects the construction will have on the Holland Farmers Market. This effort will include meetings with the head of the project, communication with vendors, relocating vendors as necessary and increased signage for customers. (Summer 2017)
- Working alongside our partners at the Ottawa County Health Department, Michigan Farmers Market Association, USDA and State of Michigan, explore new grant opportunities to fund potential improvements to Market operations, access to low income families and promotional opportunities for the Holland Farmers Market.

# COMMUNITY & NEIGHBORHOOD SERVICES

## 8TH STREET MARKET

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Farmers Market:				
	Wednesday Market Held Each Season	29	29	30	30
	Saturday Market Held Each Season	35	35	37	38
	Total Number of Daily Stalls Rented	40	39	37	40
	Total Number of Seasonal Stalls Rented	43	44	44	44
	Total Market Stall Rental Revenue	\$ 72,865	\$ 73,386	\$ 63,982	\$ 75,000
	Market Bucks Sold	\$ 896	\$ 777	\$ 875	\$ 1,500
	Project Fresh Coupons	\$ 6,986	\$ 7,300	\$ 5,988	\$ 6,500
	EBT Program (Bridge Cards)	\$ 23,711	\$ 23,161	\$ 20,000	\$ 20,000
	Double Up Bucks	\$ 19,618	\$ 18,828	\$ 19,000	\$ 19,000
	External Events Held in Tandem with Market	8	8	8	8
	Saturday Chef Series Demonstrations Held	16	18	16	17
	Wednesday Kids Activities Held	13	12	12	12
	Special Events Held at Market	2	2	2	1
	Other Activities:				
Other Events Held at Eighth Street Market Place	15	15	13	13	
Revenue from Eighth Street Market Place Rental	\$ 16,890	\$ 18,644	\$ 12,330	\$ 12,330	

# COMMUNITY & NEIGHBORHOOD SERVICES

## GENERAL FUND - 8TH STREET MARKET

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Intergovernmental	\$ 31,945	\$ 32,233	\$ 34,100	\$ 28,000	\$ 27,500
Interest & Rents	16,890	18,644	15,000	15,000	15,000
Charges for Services	76,107	77,289	79,900	76,760	77,000
Other	16,985	7,699	13,000	3,000	3,000
General Fund Operating Revenues	(11,295)	14,888	15,621	14,410	48,059
TOTAL SOURCES	<u>\$ 130,632</u>	<u>\$ 150,753</u>	<u>\$ 157,621</u>	<u>\$ 137,170</u>	<u>\$ 170,559</u>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 27,485	\$ 47,725	\$ 43,041	\$ 36,890	\$ 53,200
* Benefits - Incl. NonWorking Wages	2,536	6,662	4,390	5,250	2,572
* Mandatory Employer Costs	2,354	4,025	3,740	3,315	4,537
<b>Other Current Expenditures</b>					
* Supplies / Maintenance	2,008	5,388	5,700	6,300	15,300
* Contractual	5,983	4,567	6,300	6,540	10,600
* Other	90,266	82,386	94,450	78,875	84,350
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 130,632</u>	<u>\$ 150,753</u>	<u>\$ 157,621</u>	<u>\$ 137,170</u>	<u>\$ 170,559</u>

### - - STAFFING - -

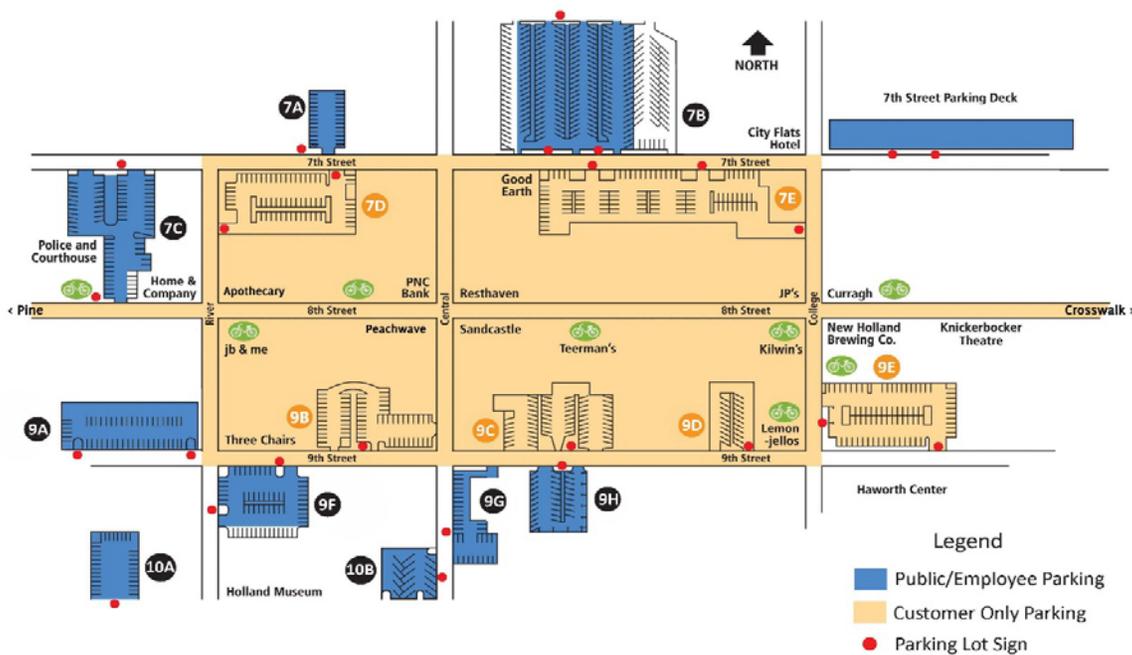
Personnel Services Total Amount	\$ 0	\$ 58,412	\$ 51,171	\$ 45,455	\$ 60,309
Full-Time Positions	0.15	0.40	0.40	0.10	0.10
Part-Time Positions @ F.T.E.	1.05	0.75	0.90	0.90	1.35

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PARKING FUND

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	135	187	140	140
	Revenue	\$10,420	\$12,670	\$11,000	\$11,000
	Deck				
	Number	10	5	0	0
	Revenue	\$3,600	\$1,750	\$0	\$0
	Public Off-Street Parking Supply Downtown				
	Lots	17	16	16	16
	Spaces	1,011	771	771	771
	Deck Spaces	256	256	256	256
	Spaces Available 24/7	10	0	0	0

### Downtown Holland Parking Zone Map



# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PUBLIC PARKING FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 193,846	\$ 199,511	\$ 226,000	\$ 206,290	\$ 212,479
Charges for Services	14,270	16,520	18,850	18,850	18,850
Interest & Rents	5,396	3,825	1,800	7,700	7,700
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 213,512</b>	<b>\$ 219,856</b>	<b>\$ 246,650</b>	<b>\$ 232,840</b>	<b>\$ 239,029</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 52,687	\$ 45,467	\$ 83,474	\$ 75,735	\$ 94,700
* Benefits - Incl. NonWorking Wages	4,322	4,263	5,599	4,836	7,342
* Mandatory Employer Costs	4,771	4,181	7,927	7,165	9,030

##### Other Current Expenditures -

* Supplies / Maintenance	37,271	35,340	47,350	48,825	49,625
* Contractual	1,942	1,413	5,500	5,200	7,700
* Other	56,414	108,304	93,075	87,813	83,929

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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##### Debt Service Payments -

* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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Transfers Out	8,900	9,256	- 0 -	9,534	9,820
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<b>TOTAL USES</b>	<b>\$ 166,307</b>	<b>\$ 208,224</b>	<b>\$ 242,925</b>	<b>\$ 239,108</b>	<b>\$ 262,146</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 47,205	\$ 11,632	\$ 3,725	\$ (6,268)	\$ (23,117)
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#### ENDING BALANCE -

Designated / Reserved (Deck O&M)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
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Undesignated / Unreserved	220,152	231,784	235,509	225,516	202,399
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<b>TOTAL FUND EQUITY</b>	<b>\$ 250,152</b>	<b>\$ 261,784</b>	<b>\$ 265,509</b>	<b>\$ 255,516</b>	<b>\$ 232,399</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 61,780	\$ 53,911	\$ 97,000	\$ 87,736	\$ 111,072
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Full-Time Positions	0.15	0.15	0.55	0.55	0.55
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Part-Time Positions @ F.T.E.	0.90	0.85	0.85	0.85	1.30
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- 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/PRINCIPAL SHOPPING DISTRICT**

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### **DEPARTMENT 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 and to increase the awareness and overall appeal of Downtown Holland on a local and national scale to benefit the PSD members, resulting in increased business values and profits for all.

### **ACTION PLAN**

- **Implement Parking program based on the results of the Parking Study. Ongoing through 2017. Approximately \$17,000 for Parking Ambassador.**
- **Determine the best Downtown Management Structure to facilitate the plan to expand Downtown from Fairbanks Avenue to the Waterfront by conducting a charrette of all Downtown Stakeholders. July and August 2017, \$10,000**
- **Refreshment of Streetscape Amenities. Fall 2017, \$20,000**
- **Refresh and expand the Holiday décor. Fall 2017, \$10,000**
- **Develop a Downtown Annual Report that would summarize initiatives, events and sponsorship results in the fiscal year 2018. December 2017**
- **Implement changes to the PSD Assessment policy and/or rate to keep up with current expenses and to fund new marketing initiatives. Summer 2017**

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN DEVELOPMENT AUTHORITY

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Building Improvement Expenditures	\$17,205,000	\$1,400,000	\$6,000,000	\$2,000,000
	Net New Downtown Businesses Recruited	8	2	0	2
	Street Performer Permits	195	152	160	160
	Number of Businesses Downtown	185	174	174	177
	***Square Footage Total (see footnote)	1,248,667	1,357,680	1,357,680	1,357,680
	Square Footage Use:				
	Office	383,427	532,067	532,067	532,067
	Retail	802,783	294,187	294,187	330,582
	Vacant / Storage / Other / Hotel	62,457	462,475	462,475	462,475
	Amenities:				
	Public Benches (Victor Stanley & Porter)	36	35	40	40
	Private Benches	25	25	25	25
	Trash Cans	53	57	57	57
	Trees Total in Tree Management District	186	186	266	266
	Trees Replaced	0	0	0	0
Bike Racks	10	10	13	13	
Bikes Accommodated	76	76	94	94	

\*\*\*Square footage reflects the C-3 district.

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 182,381	\$ 189,308	\$ 190,800	\$ 200,534	\$ 202,000
Licenses & Permits	690	4,560	2,700	2,600	3,000
Charges for Services	4,050	3,225	2,000	2,950	2,950
Interest & Rents	1,740	2,351	1,500	- 0 -	- 0 -
Other	- 0 -	1,722	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 188,861</b>	<b>\$ 201,166</b>	<b>\$ 197,000</b>	<b>\$ 206,084</b>	<b>\$ 207,950</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 56,769	\$ 68,084	\$ 54,918	\$ 52,618	\$ 52,310
* Benefits - Incl. NonWorking Wages	11,560	10,950	12,726	7,940	12,814
* Mandatory Employer Costs	4,924	5,733	4,976	4,435	4,770

##### Other Current Expenditures -

* Supplies / Maintenance	47,330	95,718	72,100	83,400	80,400
* Contractual	3,448	3,457	7,700	4,100	7,100
* Other	36,384	52,992	63,275	52,759	62,635

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	14,652	- 0 -	30,000	10,000	40,000

<b>TOTAL USES</b>	<b>\$ 175,067</b>	<b>\$ 236,934</b>	<b>\$ 245,695</b>	<b>\$ 215,252</b>	<b>\$ 260,029</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 13,794	\$ (35,768)	\$ (48,695)	\$ (9,168)	\$ (52,079)
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#### ENDING FUND EQUITY -

Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	186,141	150,373	101,678	141,205	89,126

<b>TOTAL FUND EQUITY</b>	<b>\$ 186,141</b>	<b>\$ 150,373</b>	<b>\$ 101,678</b>	<b>\$ 141,205</b>	<b>\$ 89,126</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 73,253	\$ 84,767	\$ 72,620	\$ 64,993	\$ 69,894
Full-Time Positions	0.475	0.45	0.60	0.60	0.65
Part-Time Positions @ F.T.E.	0.65	0.65	0.65	0.65	0.35

# COMMUNITY & NEIGHBORHOOD SERVICES

## PRINCIPAL SHOPPING DISTRICT

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
	Additional Revenue Sources:				
	Associate Membership	3	5	4	4
	Corporate Sponsorship	8	4	11	11
	Grants Awarded	1	0	1	1
	Revenue-Generating Events	4	3	4	4
	Marketing & Promotion Initiatives:				
	Calendar of Events Brochures	3	2	3	3
	Downtown Holland Magazine Spreads	3	3	0	0
	Downtown Holland Map & Directories	8	5	5	5
	Social Media Accounts	12	5	5	5
	Event Posters	16	5	6	6
	Installation of Seasonal Décor	1	0	0	0
	Press Releases	0	30	30	30
	Dining Guide	1	1	1	1
	Visiting Groups Coupon Booklet	1	0	0	0
	Events Organized:				
	Community Events	7	6	6	6
	Business Promotion Events	4	5	4	4
	<u>Business Advocacy:</u>				
	D-Coffee and Annual Meetings	6	6	6	6
	Member Newsletters	12	12	12	12
	Additional Workshops and Seminars	1	1	0	0

# COMMUNITY & NEIGHBORHOOD SERVICES

## DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 178,993	\$ 178,580	\$ 183,000	\$ 180,762	\$ 185,000
Charges for Services	103,039	47,508	48,070	48,102	48,000
Interest & Rents	890	437	300	(128)	100
Other	17,339	18,578	27,500	27,050	27,000
<b>TOTAL SOURCES</b>	<b>\$ 300,261</b>	<b>\$ 245,103</b>	<b>\$ 258,870</b>	<b>\$ 255,786</b>	<b>\$ 260,100</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 147,885	\$ 132,825	\$ 110,176	\$ 78,800	\$ 82,250
* Benefits - Incl. NonWorking Wages	41,565	38,689	29,702	30,025	24,827
* Mandatory Employer Costs	12,770	11,619	10,435	7,295	7,595

##### Other Current Expenditures -

* Supplies / Maintenance	7,108	7,200	5,525	5,526	3,300
* Contractual	15,530	18,928	14,700	19,080	18,000
* Other	149,346	125,714	103,350	99,382	110,400

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 374,204</b>	<b>\$ 334,975</b>	<b>\$ 273,888</b>	<b>\$ 240,108</b>	<b>\$ 246,372</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (73,943)	\$ (89,872)	\$ (15,018)	\$ 15,678	\$ 13,728
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	116,937	27,065	12,047	42,743	56,471
<b>TOTAL FUND EQUITY</b>	<b>\$ 116,937</b>	<b>\$ 27,065</b>	<b>\$ 12,047</b>	<b>\$ 42,743</b>	<b>\$ 56,471</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 202,220	\$ 183,133	\$ 150,313	\$ 116,120	\$ 114,672
Full-Time Positions	2.525	2.15	1.90	0.90	0.95
Part-Time Positions @ F.T.E.	1.35	1.35	1.35	0.75	0.70

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **DANGEROUS STRUCTURE FUND**

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### **FUND MISSION STATEMENT**

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

### **ACTION PLAN**

Respond per state statute.

# COMMUNITY & NEIGHBORHOOD SERVICES

## DANGEROUS STRUCTURES

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Dangerous Structures Public Hearings	1	3	5	5
	Number of Housing Board of Appeals Public Hearings	0	3	5	5
	Number Repaired by the Owner	0	0	1	1
	Number Repaired by the City	1	3	4	4
	City Cost of Repairs/Demolition	\$2,334	\$42,549	\$45,000	\$30,000
	Number of Vacant Properties	0	0	4	4
	Non-Rental Properties	0	1	5	5
	Residential	0	2	5	5

# COMMUNITY & NEIGHBORHOOD SERVICES

## DANGEROUS STRUCTURES FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ - 0 -	\$ 55,642	\$ 11,800	\$ 52,130	\$ 12,000
Transfers In	4,260	11,743	1,000	- 0 -	900
<b>TOTAL SOURCES</b>	<b>\$ 4,260</b>	<b>\$ 67,385</b>	<b>\$ 12,800</b>	<b>\$ 52,130</b>	<b>\$ 12,900</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 361	\$ 248	\$ 200	\$ 300	\$ 300
* Contractual	1,565	1,047	2,600	2,830	2,600
* Other	2,334	66,090	10,000	49,000	10,000
<b>TOTAL USES</b>	<b>\$ 4,260</b>	<b>\$ 67,385</b>	<b>\$ 12,800</b>	<b>\$ 52,130</b>	<b>\$ 12,900</b>

### - - FUND EQUITY - -

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

### - - STAFFING - -

Positions: Not Applicable

# **COMMUNITY & NEIGHBORHOOD SERVICES**

## **SOLID WASTE RECYCLING FUND**

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### **FUND MISSION STATEMENT**

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

### **ACTION PLAN**

- 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)
  
- Review Solid Waste Contract and determine whether to renew the current contract or go out for bid; follow through with chosen option. (Current residential contract expires June 30, 2018)
  
- Investigate “on tax” billing vs. “individual” billing for refuse collections.
  
- Study and begin preparations for a comprehensive sustainable materials maintenance plan.
  
- Implement a 3% fee increase to cover the 3% cost increase in the contract. Will add 3% as of July 1, 2017, to all sizes of curbside refuse pickup service.

# COMMUNITY & NEIGHBORHOOD SERVICES

## SOLID WASTE RECYCLING FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 1,565,612	\$ 1,789,238	\$ 1,621,300	\$ 1,691,950	\$ 1,747,125
Interest & Rents	1,039	1,959	1,000	1,000	1,000
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 1,566,651</b>	<b>\$ 1,791,197</b>	<b>\$ 1,622,300</b>	<b>\$ 1,692,950</b>	<b>\$ 1,748,125</b>

#### FUNDING USES -

Personnel Service Expenses					
* Salaries & Wages - Working	\$ 65,506	\$ 61,050	\$ 70,043	\$ 59,493	\$ 64,348
* Benefits - Includes NonWorking Wages:	32,341	28,087	16,807	18,128	24,746
* Mandatory Employer Costs	4,733	4,692	5,787	4,610	4,836
Other Current Expenses					
* Supplies / Maintenance	64,799	70,039	75,600	75,600	77,700
* Contractual	1,493,485	1,523,568	1,356,600	1,357,500	1,404,300
* Other	(2,813)	7,558	1,260	7,105	10,911
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,658,051</b>	<b>\$ 1,694,994</b>	<b>\$ 1,526,097</b>	<b>\$ 1,522,436</b>	<b>\$ 1,586,841</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (91,400)	\$ 96,203	\$ 96,203	\$ 170,514	\$ 161,284
ENDING BALANCE -					
Designated / Reserved:	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved:	449,949	546,152	642,355	716,666	877,950
<b>TOTAL FUND EQUITY</b>	<b>\$ 449,949</b>	<b>\$ 546,152</b>	<b>\$ 642,355</b>	<b>\$ 716,666</b>	<b>\$ 877,950</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (91,429)	\$ 96,203	\$ 96,203	\$ 170,514	\$ 161,284
ENDING BALANCE	\$ 449,949	\$ 546,152	\$ 642,355	\$ 716,666	\$ 877,950

### - - STAFFING - -

Personnel Services Total Amount	\$ 102,580	\$ 93,829	\$ 92,637	\$ 82,231	\$ 93,930
Full-Time Positions	0.67	0.67	0.67	1.07	1.07
Part-Time Positions @ F.T.E.	0.70	0.70	0.70	- 0 -	- 0 -

# **COMMUNITY & NEIGHBORHOOD SERVICES**

**BROWNFIELD REDEVELOPMENT AUTHORITY FUND  
(COMPONENT UNIT FUND)**

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## **FUND MISSION STATEMENT**

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

## **ACTION PLAN**

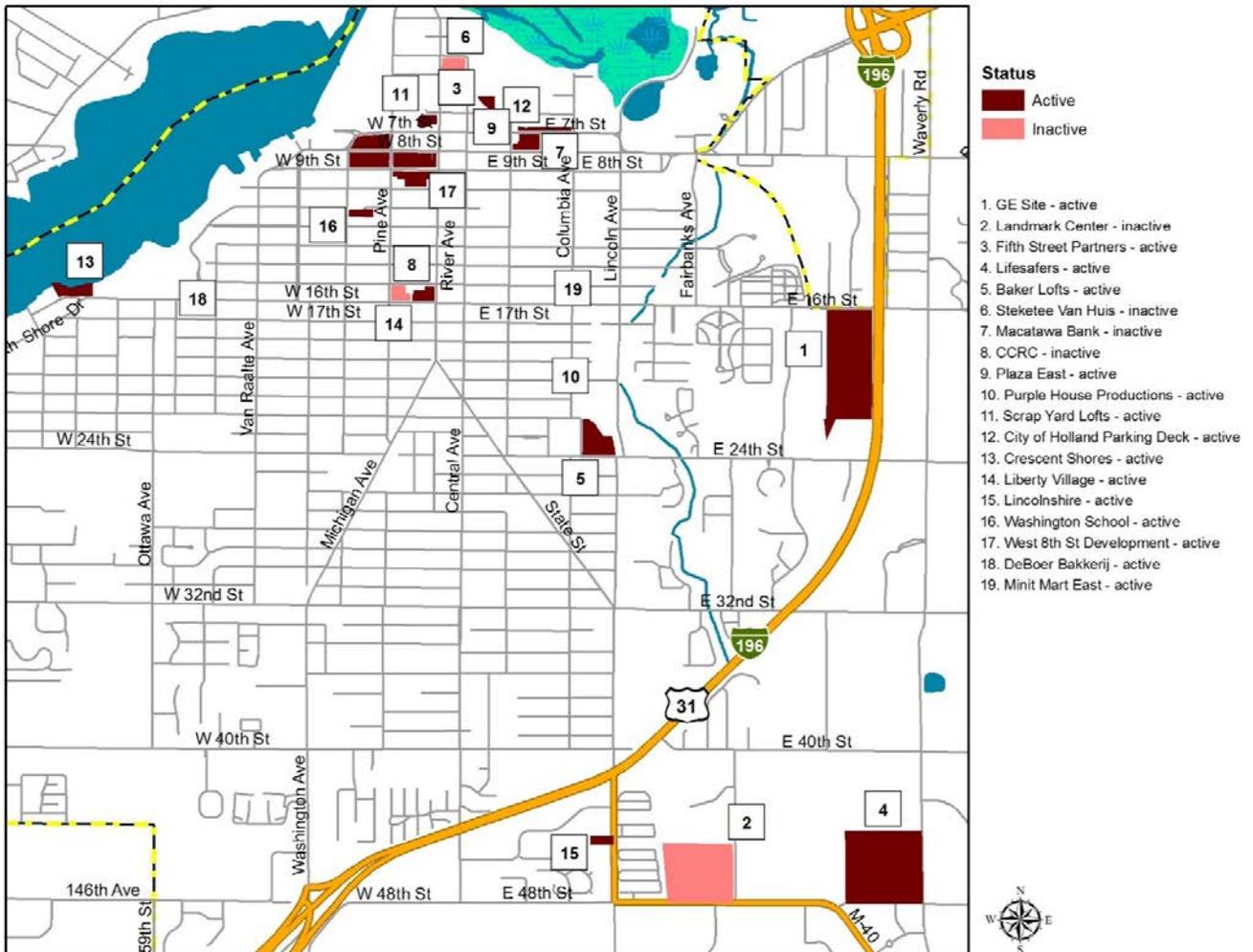
- To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.
- To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the 7<sup>th</sup> Street Downtown Parking Deck project.
- To facilitate process to consider approval of new Brownfield project applications in FY18.
- To facilitate planning and future construction of 9<sup>th</sup> Street Parking Deck including possible issuance of debt.

# COMMUNITY & NEIGHBORHOOD SERVICES

## BROWNFIELD REDEVELOPMENT AUTHORITY

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Number of Active Projects (Capturing Taxes)	10	10	9	10
	Number of Active Projects (Not Capturing Taxes)	1	1	3	4
	Total Number of Active Projects	11	11	12	14
	Taxable Valuation Capture (IFT at Equivalency)	\$19,945,731	\$23,636,069	\$30,289,778	\$34,924,361

### City of Holland - Brownfield Sites



# COMMUNITY & NEIGHBORHOOD SERVICES

## BROWNFIELD REDEVELOPMENT AUTHORITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 869,094	\$ 970,593	\$ 1,273,958	\$ 1,237,195	\$ 1,422,248
Intergovernmental	- 0 -	10,966	8,750	15,092	14,128
Interest & Rents	2,694	4,632	3,739	5,309	6,846
Transfers In	68,123	76,439	82,259	84,498	84,555
<b>TOTAL SOURCES</b>	<b>\$ 939,911</b>	<b>\$ 1,062,630</b>	<b>\$ 1,368,706</b>	<b>\$ 1,342,094</b>	<b>\$ 1,527,777</b>

#### FUNDING USES -

Other Current Expenditures -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Other	569,249	599,287	876,505	832,291	743,198
Transfers Out	330,182	344,566	368,097	375,297	380,242
<b>TOTAL USES</b>	<b>\$ 899,431</b>	<b>\$ 943,853</b>	<b>\$ 1,244,602</b>	<b>\$ 1,207,588</b>	<b>\$ 1,123,440</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 40,480	\$ 118,777	\$ 124,104	\$ 134,506	\$ 404,337
ENDING FUND EQUITY -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	136,915	255,692	379,796	390,198	794,535
<b>TOTAL FUND EQUITY</b>	<b>\$ 136,915</b>	<b>\$ 255,692</b>	<b>\$ 379,796</b>	<b>\$ 390,198</b>	<b>\$ 794,535</b>

### - - STAFFING - -

Positions: Not Applicable

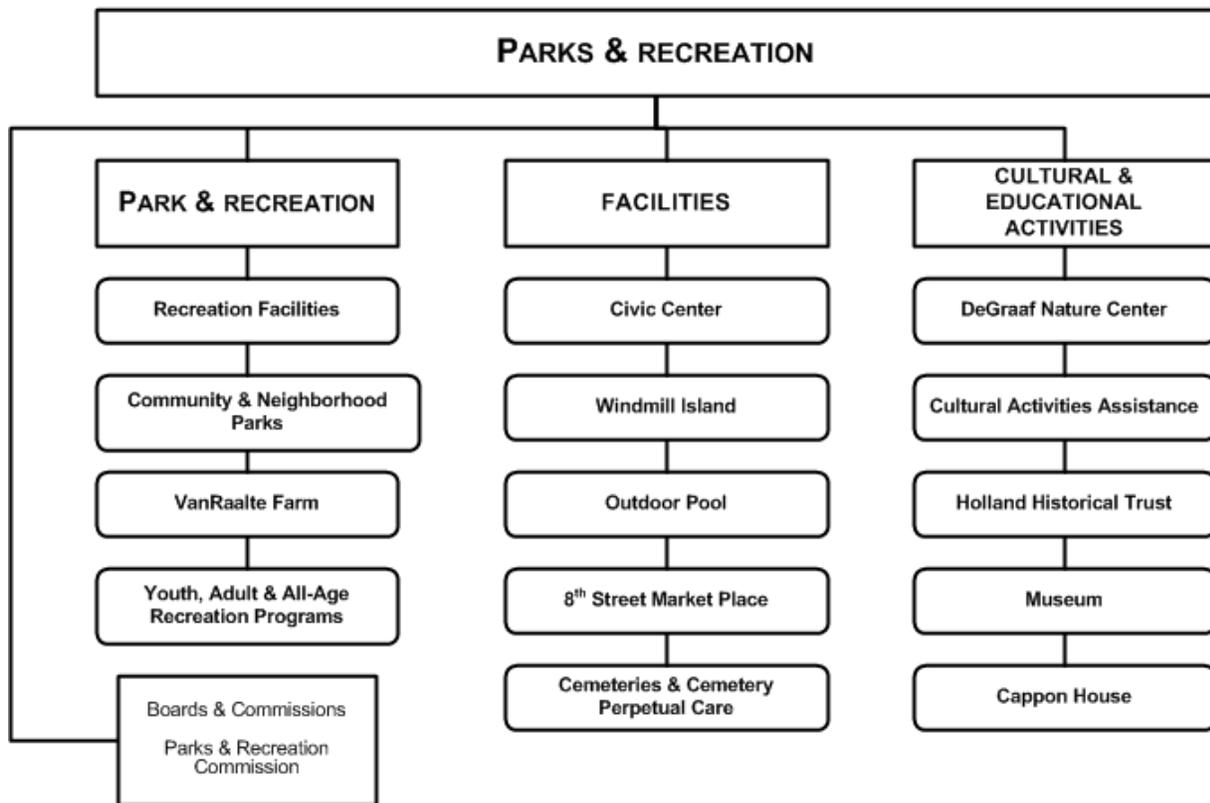
# PARKS & RECREATION

## INTRODUCTION

### GROUP MISSION STATEMENT

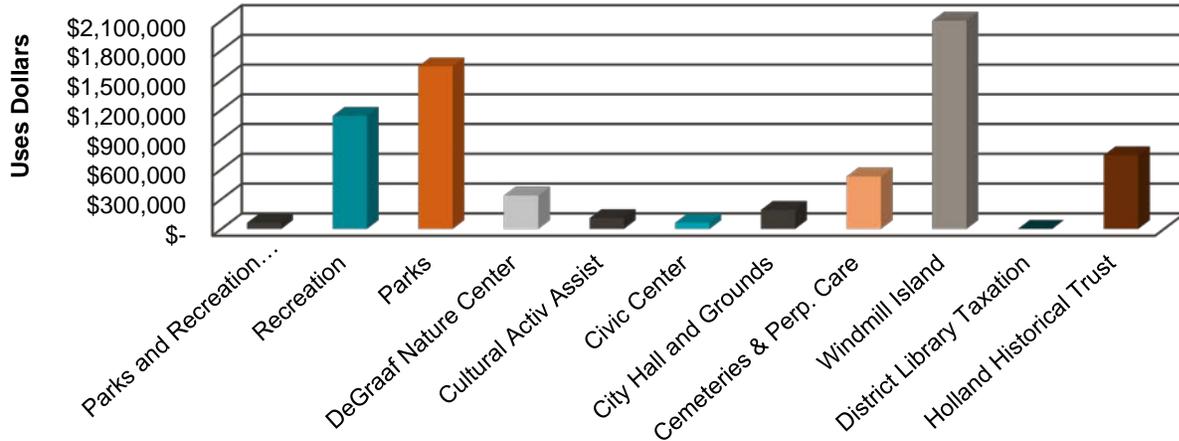
The Parks & Recreation Group has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit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

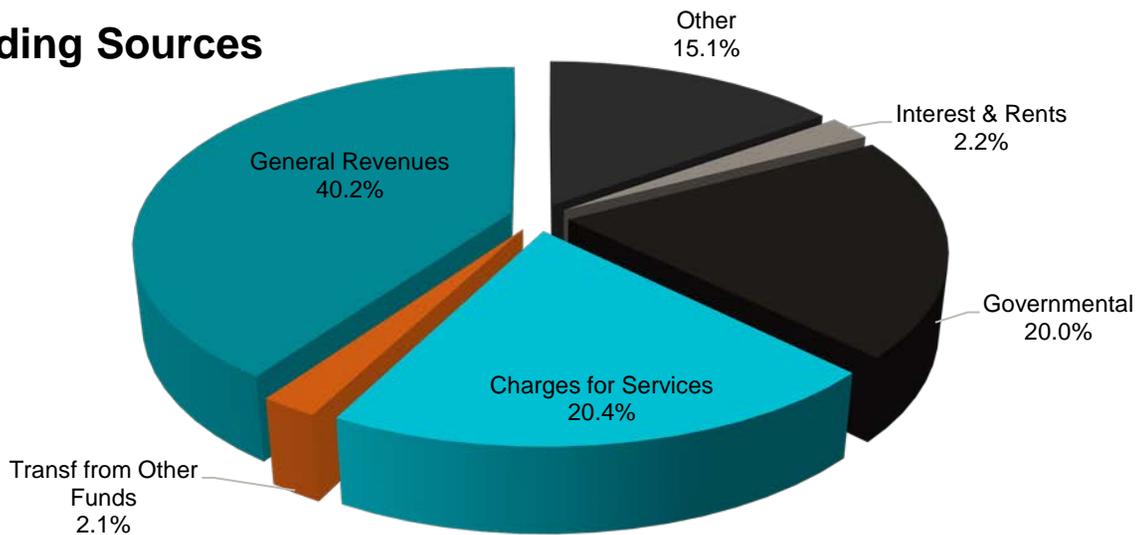


# PARKS & RECREATION

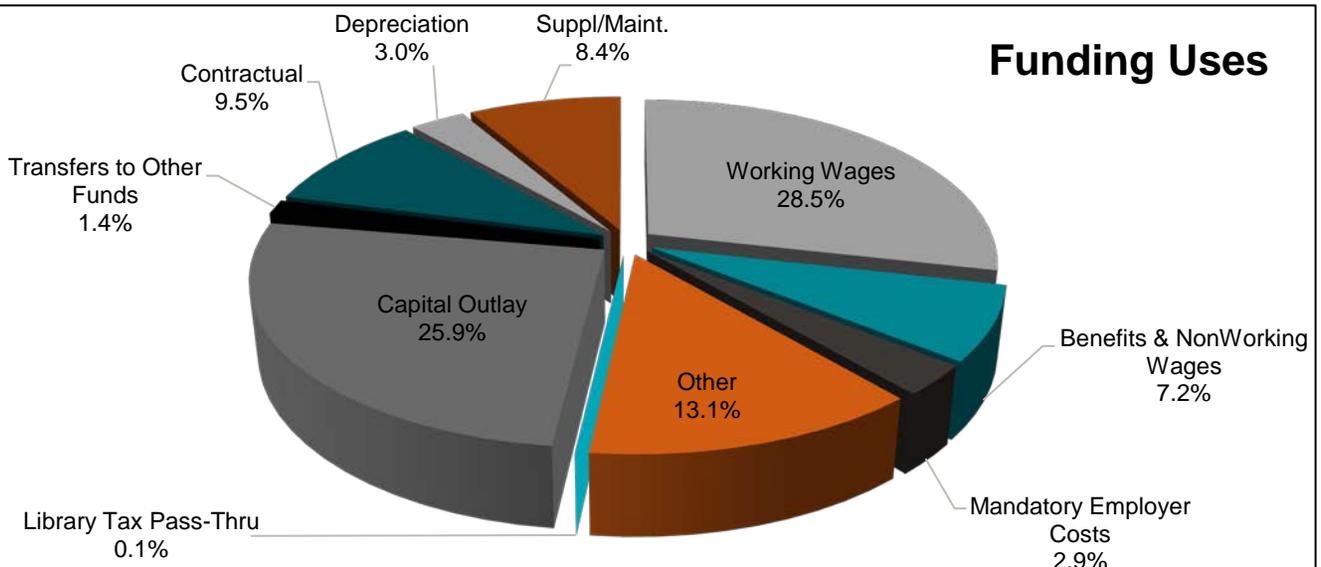
## Total Uses by Department \$7,805,475



## Funding Sources



## Funding Uses



# PARKS & RECREATION

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>					
FUND TYPES -					
General	\$ 3,978,699	\$ 3,949,213	\$ 4,039,906	\$ 3,963,940	\$ 4,055,525
Permanent	11,485	16,688	31,000	35,000	11,000
Special Revenue	1,251,468	1,306,647	1,253,100	1,249,996	300
Enterprise	895,748	890,938	2,059,313	1,086,639	2,996,542
Component Unit	918,084	832,251	785,561	678,614	742,108
TOTAL - ALL FUND TYPES	<u>\$ 7,055,484</u>	<u>\$ 6,995,737</u>	<u>\$ 8,168,880</u>	<u>\$ 7,014,189</u>	<u>\$ 7,805,475</u>
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>					
FUNDING SOURCES -					
Taxes & Special Assessments	\$ 1,251,454	\$ 1,306,496	\$ 1,253,100	\$ 1,250,305	\$ - 0 -
Intergovernmental	100,000	50,000	100,000	50,000	1,539,000
Charges for Services	1,445,896	1,616,038	1,439,137	1,370,910	1,564,350
Interest & Rents	173,560	169,861	162,816	176,416	171,233
Other	358,766	255,958	359,245	565,166	1,158,163
Transfers In	439,323	119,824	1,430,500	239,262	161,000
TOTAL SOURCES	<u>\$ 3,768,999</u>	<u>\$ 3,518,177</u>	<u>\$ 4,744,798</u>	<u>\$ 3,652,059</u>	<u>\$ 4,593,746</u>
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 2,041,345	\$ 2,111,137	\$ 2,210,654	\$ 2,180,198	\$ 2,229,200
* Benefits - Incl. NonWorking Wages	522,686	539,581	530,881	516,115	562,084
* Mandatory Employer Costs	195,527	207,224	226,793	223,537	229,423
Other Current Expenditures -					
* Supplies / Maintenance	659,175	629,505	629,250	620,338	655,393
* Contractual	510,938	575,861	698,200	666,865	738,750
* Other	2,500,755	2,530,249	2,276,273	2,240,710	1,022,742
Capital Outlay	111,795	79,996	1,222,500	213,000	2,020,000
Depreciation Expense	252,178	216,496	243,329	218,329	236,883
Transfers Out	261,085	105,688	131,000	135,097	111,000
TOTAL USES	<u>\$ 7,055,484</u>	<u>\$ 6,995,737</u>	<u>\$ 8,168,880</u>	<u>\$ 7,014,189</u>	<u>\$ 7,805,475</u>
<b>- - GROUP STAFFING TOTALS - -</b>					
Personnel Services Total Amount	\$ 2,759,558	\$ 2,857,942	\$ 2,968,328	\$ 2,919,850	\$ 3,020,707
* Full-Time Positions	24.90	25.90	26.90	26.90	27.40
* Part-Time Positions @ F.T.E.	34.62	35.93	34.80	34.15	33.30

# **PARKS & RECREATION**

## **RECREATION/CIVIC CENTER**

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### **MISSION STATEMENT**

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

### **ACTION PLAN**

- **Bring top technology equipment and programs to Holland Recreation. Example: Recreation software for registrations, league and tournament scheduling, surveys, text messaging, etc. Eliminate the extra steps/programs such as survey monkey, remind texts, all pro league scheduler, etc. (Targeted Completion date of January 2018)**
- **Create an annual report for Parks & Recreation beginning this year. (Targeted Completion date of February 2018)**

# **PARKS & RECREATION**

## **CITY HALL & GROUNDS**

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### **ACTIVITY MISSION STATEMENT**

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

### **ACTION PLAN**

- **Repair/Replace doors and hardware at north and south entrance vestibules. (\$8,000)**
- **Investigate/Repair snowmelt located in the sidewalk adjacent to City Hall.**
- **Replace secondary boiler in City Hall. Boiler is 20 years old, and has been recommended to be replaced by Schneider Electric and their contractors. (\$60,000 in Municipal Capital Improvement Fund)**
- **Remove and replace the coniferous and ornamental trees located in City Hall parking lot. Trees drop berries and sap on vehicles. Will be replaced with non-berry producing tree varieties. (\$4,000)**

# PARKS & RECREATION

## GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	233,217	196,366	171,217	185,491	191,660
TOTAL SOURCES	<u>\$ 233,217</u>	<u>\$ 196,366</u>	<u>\$ 171,217</u>	<u>\$ 185,491</u>	<u>\$ 191,660</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 37,186	\$ 25,470	\$ 15,986	\$ 16,975	\$ 22,010
* Benefits - Incl. NonWorking Wages	32,004	17,883	9,720	9,889	3,028
* Mandatory Employer Costs	4,354	2,746	2,011	2,027	2,254
Other Current Expenditures -					
* Supplies / Maintenance	26,198	16,645	35,200	35,200	43,293
* Contractual	45,113	44,853	47,700	46,700	47,800
* Other	88,362	88,769	60,600	74,700	73,275
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 233,217</u>	<u>\$ 196,366</u>	<u>\$ 171,217</u>	<u>\$ 185,491</u>	<u>\$ 191,660</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 73,544	\$ 46,099	\$ 27,717	\$ 28,891	\$ 27,292
Full-Time Positions	1.00	0.60	0.40	0.40	0.10
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	0.50

# **PARKS & RECREATION**

## **PARKS & CEMETERIES**

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### **DEPARTMENT MISSION STATEMENT**

Enhance the community by providing outstanding services and safe, functional, beautiful parks and cemeteries facilities as efficiently as possible; continue development of facilities for the preservation of the natural beauty of the City and the enjoyment of all age groups; and pursue excellence in all areas of facilities and services.

### **ACTION PLAN**

- **Make improvements to various Parks and Facilities through the fix it first program. These will include playground repairs, new doors to be installed in restrooms, signage updates/removals, pathway improvements, and irrigation system repairs. \$75,000. To be completed by June 2018.**
- **Continue to learn the operations of the HVAC units and other mechanical systems in all City buildings. Ongoing throughout 2017.**
- **Construct Dog Park to be located at Van Raalte Farm. \$75,000 budgeted from a Passport Grant. To be completed by August 2017.**
- **Complete the Myrtle Street end and Thomas street end (\$5,000 in Municipal Capital Improvement Fund), including signage (\$1,000) by July 2017.**

# PARKS & RECREATION

## CEMETERIES

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Lot Sales:					
Pilgrim Home Cemetery		75	109	74	76
Graafschap Cemetery		26	31	36	35
Burials:					
Pilgrim Home Cemetery - Annual					
Graveside Services		121	137	126	128
Drop Services		81	70	60	65
Witness Services		2	0	0	0
		204	207	186	193
Full Body Burial		160	139	126	120
Cremation Burial		44	68	60	73
		204	207	186	193
Percentage of Cremation Burial to Full Body Burial		27.50%	48.92%	47.62%	60.83%
Graafschap Cemetery - Annual					
Graveside Services		37	43	36	37
Drop Services		22	21	8	12
Witness Services		0	0	0	0
		59	64	44	49
Full Body Burial		42	51	36	39
Cremation Burial		17	13	8	10
		59	64	44	49
Percentage of Cremation Burial to Full Body Burial		40.48%	25.49%	22.22%	25.64%
Marker Foundation Installations:					
Pilgrim Home Cemetery		150	143	156	155
Graafschap Cemetery		55	42	46	43
Niche Sales					
Pilgrim Home Cemetery		0	2	4	3

# PARKS & RECREATION

## GENERAL FUND - CEMETERIES

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 240,392	\$ 237,594	\$ 221,600	\$ 222,500	\$ 272,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	11,085	16,688	11,000	15,000	11,000
General Fund Operating Revenues	197,274	179,901	263,269	271,561	233,896
<b>TOTAL SOURCES</b>	<b>\$ 448,751</b>	<b>\$ 434,183</b>	<b>\$ 495,869</b>	<b>\$ 509,061</b>	<b>\$ 516,896</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 162,870	\$ 150,042	\$ 180,550	\$ 191,275	\$ 184,525
* Benefits - Incl. NonWorking Wages	51,083	57,658	60,014	60,802	63,273
* Mandatory Employer Costs	15,914	14,599	19,890	20,100	20,042

##### Other Current Expenditures -

* Supplies / Maintenance	45,512	43,325	52,450	54,350	47,850
* Contractual	57,976	59,967	67,200	67,200	67,200
* Other	109,956	103,350	110,265	109,834	134,006
Capital Outlay	5,440	5,242	5,500	5,500	- 0 -

<b>TOTAL USES</b>	<b>\$ 448,751</b>	<b>\$ 434,183</b>	<b>\$ 495,869</b>	<b>\$ 509,061</b>	<b>\$ 516,896</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 229,867	\$ 222,299	\$ 260,454	\$ 272,177	\$ 267,840
Full-Time Positions	2.35	2.35	2.35	2.35	2.35
Part-Time Positions @ F.T.E.	2.65	3.05	3.05	3.05	3.05

# PARKS & RECREATION

## GENERAL FUND - PARKS & RECREATION ADMINISTRATION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

**FUNDING SOURCES -**

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	52,367	56,373	60,253	60,259	61,628
<b>TOTAL SOURCES</b>	<b>\$ 52,367</b>	<b>\$ 56,373</b>	<b>\$ 60,253</b>	<b>\$ 60,259</b>	<b>\$ 61,628</b>

**FUNDING USES -**

**Personnel Services -**

* Salaries & Wages - Working	\$ 31,906	\$ 34,913	\$ 36,250	\$ 36,200	\$ 35,750
* Benefits - Incl. NonWorking Wages	12,103	14,439	15,694	15,764	17,505
* Mandatory Employer Costs	2,858	3,146	3,509	3,380	3,573
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	1,707	1,703	2,100	2,100	2,100
* Other	3,793	2,172	2,700	2,815	2,700
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 52,367</b>	<b>\$ 56,373</b>	<b>\$ 60,253</b>	<b>\$ 60,259</b>	<b>\$ 61,628</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 46,867	\$ 52,498	\$ 55,453	\$ 55,344	\$ 56,828
Full-Time Positions	0.50	0.50	0.50	0.50	0.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

# PARKS & RECREATION

## RECREATION

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Youth Athletic Programs	3,262	2,783	3,093	4,000
	Adult Athletic Programs	5,902	6,990	6,173	7,000
	Family Special Events	10,568	11,081	11,500	11,500
	Non-Athletic Youth Programs	1,980	1,600	1,870	1,870
	Bouws Pool Attendance	17,000	10,250	11,000	11,000

# PARKS & RECREATION

## GENERAL FUND - RECREATION

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 321,221	\$ 346,820	\$ 348,800	\$ 322,100	\$ 398,700
Interest & Rents	13,923	20,365	15,000	20,000	23,000
Other	922	1,000	2,000	- 0 -	25,000
General Fund Operating Revenues	551,549	599,332	595,841	661,796	692,343
<b>TOTAL SOURCES</b>	<b>\$ 887,615</b>	<b>\$ 967,517</b>	<b>\$ 961,641</b>	<b>\$ 1,003,896</b>	<b>\$ 1,139,043</b>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 356,948	\$ 334,142	\$ 344,385	\$ 357,465	\$ 399,450
* Benefits - Incl. NonWorking Wages	82,560	83,631	87,972	88,508	123,621
* Mandatory Employer Costs	33,081	31,975	34,393	34,919	41,459

##### Other Current Expenditures

* Supplies / Maintenance	121,836	147,656	137,900	156,824	160,100
* Contractual	153,687	204,129	202,400	209,230	239,300
* Other	139,503	165,984	154,591	156,950	175,113

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 887,615</b>	<b>\$ 967,517</b>	<b>\$ 961,641</b>	<b>\$ 1,003,896</b>	<b>\$ 1,139,043</b>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 472,589	\$ 449,748	\$ 466,750	\$ 480,892	\$ 564,530
Full-Time Positions	3.50	3.50	4.50	4.50	5.45
Part-Time Positions @ F.T.E.	1.20	1.20	1.10	0.50	0.85

# PARKS & RECREATION

## PARKS

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
	Forestry Activities:				
	Trees Planted	119	352	135	380
	Trees Trimmed	860	922	1,036	979
	Trees Removed	602	408	358	250
	Stump Removal	551	306	208	150
	Tulip Beds & Lanes - Annual Tulip Plantings	298,500	306,500	316,500	315,000
	Greenhouse Plantings (Currently at Capacity)	100,000	100,000	100,000	100,000
	Total Area Maintained by Park Personnel	402.35 acres	385 acres	385 acres	385 acres
	Number of Events in Park Facilities:	97	93	97	95

# PARKS & RECREATION

## GENERAL FUND - PARKS

Description	FY-2015 Final Actual	FY-2015 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 31,180	\$ 37,747	\$ 29,000	\$ 35,040	\$ 32,000
Interest & Rents	13,491	14,576	7,600	18,600	15,600
General Fund Operating Revenues	1,529,645	1,645,469	1,673,523	1,534,851	1,591,000
<b>TOTAL SOURCES</b>	<b>\$ 1,574,316</b>	<b>\$ 1,697,792</b>	<b>\$ 1,710,123</b>	<b>\$ 1,588,491</b>	<b>\$ 1,638,600</b>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 575,124	\$ 678,062	\$ 741,150	\$ 672,325	\$ 699,850
* Benefits - Incl. NonWorking Wages	175,300	220,325	205,871	181,765	199,768
* Mandatory Employer Costs	56,095	67,318	77,580	69,020	73,921

##### Other Current Expenditures

* Supplies / Maintenance	217,639	202,536	188,530	188,380	199,250
* Contractual	81,670	70,682	102,400	101,400	102,800
* Other	448,369	458,869	394,592	375,601	363,011

Capital Outlay	20,119	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 1,574,316</b>	<b>\$ 1,697,792</b>	<b>\$ 1,710,123</b>	<b>\$ 1,588,491</b>	<b>\$ 1,638,600</b>

### - - STAFFING - -

Personnel Services Total Amount	\$ 806,519	\$ 965,705	\$ 1,024,601	\$ 923,110	\$ 973,539
Full-Time Positions	8.15	9.55	9.75	8.75	9.05
Part-Time Positions @ F.T.E.	14.15	14.50	14.20	14.20	13.50

A small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the Transportation Services Group.

# **PARKS & RECREATION**

## **DEGRAAF NATURE CENTER**

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### **ACTIVITY MISSION STATEMENT**

To provide nature, environmental, conservation and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it, and to provide a place for people to relax and enjoy the beauty of nature.

### **ACTION PLAN**

- In addition to parking lot and outdoor entry improvements, the nature center's main building is in need of general maintenance and improvements. These include new interior and exterior doors, new bathroom flooring, wall paint, energy smart foyers, a new roof and new air conditioning for west end. We will be making use of the "Fix it First" funds for some of these. Some should be included with the general contractors work for the entryway. Completion by September 2017.
- The center has expanded its nature tours that now range from two Ontario, Canada tours; Maine, New Brunswick and Nova Scotia; Yellowstone National Park, Kayaking camping weekend as well as a Galapagos Islands National Park Tour. Tours are now up to 6 per year. This is a result of increasing demand. All tours have filled and are generating more revenue each year. A new job description of "Tour program coordinator" will need to be created to expand our travel department. These duties will be defined and could be incorporated into an existing position. This will be assigned by October 1, 2017 when the next year's tours are being lined up.
- A nature "playscape" will be created during the summer of 2017 with the help of community volunteers. These are play areas for children that utilize natural materials. It will be located near the nature center's new picnic pavilion. Supplies and labor for this project will come from donations. This will be a start and will be added to and improved over the years.

# PARKS & RECREATION

## DEGRAAF NATURE CENTER

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	ATTENDANCE:				
	***Summer Recreation Department Classes	443	316	410	400
	School Classroom Programs	7,804	8,313	8,800	9,300
	Public Program (Special Events, Classes, etc.)	5,047	6,021	7,500	7,500
	After School Programs (Birthday Parties, Scouts, etc.)	300	300	300	300
	Natural History Tour Participants	51	36	65	65
	Outside Groups Utilizing the Nature Center	350	300	300	300
	***Expanding summer one day classes offered outside of the recreation programs to accommodate summer cottagers and tourists				

# PARKS & RECREATION

## GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 92,394	\$ 99,845	\$ 184,000	\$ 142,663	\$ 175,500
Other	9,358	9,427	12,300	11,500	12,000
General Fund Operating Revenues	167,213	159,947	159,580	156,589	148,498
TOTAL SOURCES	<u>\$ 268,965</u>	<u>\$ 269,219</u>	<u>\$ 355,880</u>	<u>\$ 310,752</u>	<u>\$ 335,998</u>

#### FUNDING USES -

##### Personnel Services

* Salaries & Wages - Working	\$ 137,409	\$ 139,144	\$ 149,625	\$ 148,150	\$ 150,315
* Benefits - Incl. NonWorking Wages	38,052	36,810	42,143	42,350	42,975
* Mandatory Employer Costs	13,375	13,862	15,626	15,301	15,820

##### Other Current Expenditures

* Supplies / Maintenance	23,550	21,488	24,350	21,350	21,350
* Contractual	32,866	31,867	99,150	58,485	78,850
* Other	23,713	26,048	24,986	25,116	26,688

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 268,965</u>	<u>\$ 269,219</u>	<u>\$ 355,880</u>	<u>\$ 310,752</u>	<u>\$ 335,998</u>

### - - STAFFING - -

Personnel Services Total Amount	\$ 188,836	\$ 189,816	\$ 207,394	\$ 205,801	\$ 209,110
Full-Time Positions	1.95	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.80	1.85	2.10	2.15	2.20

# PARKS & RECREATION

## CULTURAL ACTIVITIES ASSISTANCE

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
General Fund Operating Revenues	258,685	97,780	109,200	108,950	109,200
TOTAL SOURCES	<u>\$ 258,685</u>	<u>\$ 97,780</u>	<u>\$ 109,200</u>	<u>\$ 108,950</u>	<u>\$ 109,200</u>

FUNDING USES -

Other Current Expenditures					
* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	8,685	8,780	9,200	8,950	9,200
Transfers Out	250,000	89,000	100,000	100,000	100,000
TOTAL USES	<u>\$ 258,685</u>	<u>\$ 97,780</u>	<u>\$ 109,200</u>	<u>\$ 108,950</u>	<u>\$ 109,200</u>

### - - STAFFING - -

Positions: Not Applicable

# PARKS & RECREATION

## CIVIC CENTER

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Building Use:				
	Entire Facility	327	356	207	0
	Gymnasium Only	544	492	310	0
	North Hall	10	36	7	0

# PARKS & RECREATION

## GENERAL FUND - CIVIC CENTER

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 411	\$ 466	\$ 250	\$ 500	\$ - 0 -
Interest & Rents	42,054	36,686	10,000	12,000	- 0 -
General Fund Operating Revenues	212,318	192,831	165,473	184,540	62,500
TOTAL SOURCES	<u>\$ 254,783</u>	<u>\$ 229,983</u>	<u>\$ 175,723</u>	<u>\$ 197,040</u>	<u>\$ 62,500</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 104,236	\$ 103,538	\$ 77,825	\$ 103,675	\$ - 0 -
* Benefits - Incl. NonWorking Wages	44,127	40,387	29,749	30,095	- 0 -
* Mandatory Employer Costs	9,960	9,840	8,275	10,225	- 0 -

##### Other Current Expenditures -

* Supplies / Maintenance	38,336	25,308	31,400	19,184	- 0 -
* Contractual	2,920	2,901	1,500	3,000	50,000
* Other	55,204	48,009	26,974	30,861	12,500
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	<u>\$ 254,783</u>	<u>\$ 229,983</u>	<u>\$ 175,723</u>	<u>\$ 197,040</u>	<u>\$ 62,500</u>
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### - - STAFFING - -

Personnel Services Total Amount	\$ 158,323	\$ 153,765	\$ 115,849	\$ 143,995	\$ - 0 -
Full-Time Positions	1.45	1.45	1.45	1.45	- 0 -
Part-Time Positions @ F.T.E.	2.10	1.80	0.80	0.60	- 0 -

# PARKS & RECREATION

## CEMETERY PERPETUAL CARE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 26,200	\$ 35,560	\$ 31,600	\$ 34,000	\$ 33,000
Interest & Rents	11,085	16,688	11,000	11,000	11,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 37,285</u>	<u>\$ 52,248</u>	<u>\$ 42,600</u>	<u>\$ 45,000</u>	<u>\$ 44,000</u>

FUNDING USES -

Other Current Expenditures					
* Other	\$ 400	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Transfers Out	11,085	16,688	31,000	35,000	11,000
TOTAL USES	<u>\$ 11,485</u>	<u>\$ 16,688</u>	<u>\$ 31,000</u>	<u>\$ 35,000</u>	<u>\$ 11,000</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 25,800	\$ 35,560	\$ 11,600	\$ 10,000	\$ 33,000
ENDING BALANCE -					
Designated / Reserves	\$ 1,554,087	\$ 1,586,387	\$ 1,616,387	\$ 1,616,387	\$ 1,646,387
Undesignated / Unreserved	67,043	70,303	51,903	50,303	53,303
TOTAL FUND EQUITY	<u>\$ 1,621,130</u>	<u>\$ 1,656,690</u>	<u>\$ 1,668,290</u>	<u>\$ 1,666,690</u>	<u>\$ 1,699,690</u>

### - - STAFFING - -

Positions: Not Applicable

# PARKS & RECREATION

## HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes	\$ 1,251,454	\$ 1,306,496	\$ 1,253,100	\$ 1,250,305	\$ - 0 -
Transfers In	- 0 -	97	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 1,251,454</u>	<u>\$ 1,306,593</u>	<u>\$ 1,253,100</u>	<u>\$ 1,250,305</u>	<u>\$ - 0 -</u>

#### FUNDING USES -

##### Other Current Expenditures -

* Other - Tax Payments to Library	\$ 1,251,468	\$ 1,306,647	\$ 1,253,100	\$ 1,249,899	\$ 300
Transfers Out	- 0 -	- 0 -	- 0 -	97	- 0 -
TOTAL USES	<u>\$ 1,251,468</u>	<u>\$ 1,306,647</u>	<u>\$ 1,253,100</u>	<u>\$ 1,249,996</u>	<u>\$ 300</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (14)	\$ (54)	\$ - 0 -	\$ 309	\$ (300)
ENDING BALANCE -					
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	54	- 0 -	- 0 -	309	9
TOTAL FUND EQUITY	<u>\$ 54</u>	<u>\$ - 0 -</u>	<u>\$ - 0 -</u>	<u>\$ 309</u>	<u>\$ 9</u>

### - - STAFFING - -

Positions: Not Applicable

# **PARKS & RECREATION**

## **WINDMILL ISLAND GARDENS**

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### **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**

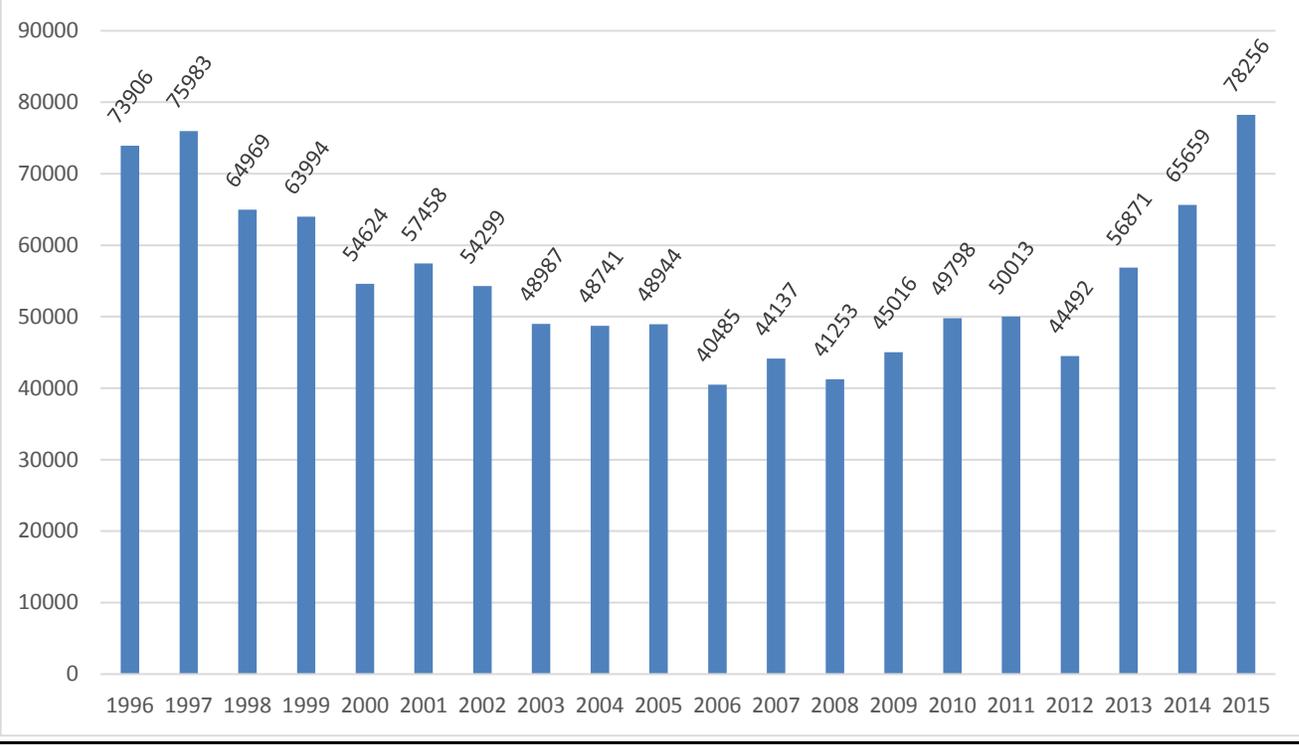
- Increase number of corporate and private (non-wedding) events in the Celebration Pavilion and elsewhere on the Island, from eleven in FY 16 to more than fourteen in FY 18.
- Continue to expand gardens/landscaped areas to enhance reputation as public garden.
- Develop a landscape plan and five year capital investment plan for greater visitor experience based on the results of the Interpretive Plan (wayfinding signage, exhibits, etc.) (\$15,000 in Municipal Capital Improvement Fund).
- Introduce new technology to enhance the visitor experience, especially for a younger generation. (\$10,000)

# PARKS & RECREATION

## WINDMILL ISLAND GARDENS

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	<b>REGULAR PAID VISITORS:</b>				
	Total Number of Paid Visitors (Excluding Spec. Events)	78,256	89,346	92,000	95,000
	Total Number of Bus Groups (Includes Student Groups)	175	203	205	205
	Visitors during Tulip Time Dates Only	38,471	43,427	44,000	45,000
	Percent of Visitors during Tulip Time	49%	49%	48%	47%
	Friends of WIG Memberships Sold	5	27	35	50
	<b>UNPAID VISITORS:</b>				
	Local Visitors, Free Admission during Opening Hours	10,334	8,348	9,000	10,000
	Visitors Community Day (Rotates between Hope College & WIG)	1,729	269	1,750	300
	<b>WEDDING &amp; FACILITY RENTAL:</b>				
	Number of Weddings	25	27	37	37
	Number of Hosted Events	13	1	12	14
	Number of Guest Visits to Windmill Island through Rentals	8,711	6,137	8,000	9,000
	<b>OTHER:</b>				
	Horticultural Volunteer Hours	487	331	400	420
Run of the Mill: Total Registrants	150	93	120	150	

### Windmill Island Gardens Yearly Attendance



# PARKS & RECREATION

## WINDMILL ISLAND GARDENS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Charges for Services	\$ 637,911	\$ 773,796	\$ 512,750	\$ 524,000	\$ 552,300
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -	1,439,000
Interest & Rents	68,781	84,429	90,000	91,600	90,000
Other	39,863	17,704	2,500	241,338	808,608
Transfers In - Specified Donations Fund	78,238	14,039	12,500	64,262	- 0 -
Transfers In - Capital Project Funds	- 0 -	- 0 -	1,197,000	- 0 -	- 0 -
Transfers In - General Fund	100,000	- 0 -	110,000	60,000	50,000
<b>TOTAL SOURCES</b>	<b>\$ 924,793</b>	<b>\$ 889,968</b>	<b>\$ 1,924,750</b>	<b>\$ 981,200</b>	<b>\$ 2,939,908</b>
<b>FUNDING USES -</b>					
<b>Personnel Services:</b>					
* Salaries & Wages - Working	\$ 365,352	\$ 393,441	\$ 379,625	\$ 417,875	\$ 443,300
* Benefits - Incl. NonWorking Wages	52,542	40,940	49,927	65,690	84,789
* Mandatory Employer Costs	34,010	36,470	36,911	39,575	44,354
<b>Other Current Expenses:</b>					
* Supplies / Maintenance	101,466	95,525	88,950	90,550	112,700
* Contractual	45,896	61,718	63,400	69,400	73,300
* Other	90,384	84,744	93,350	90,869	90,949
Capital Outlay	86,236	74,754	1,217,000	207,500	2,017,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	119,862	103,184	130,000	105,000	130,000
<b>TOTAL USES</b>	<b>\$ 895,748</b>	<b>\$ 890,776</b>	<b>\$ 2,059,163</b>	<b>\$ 1,086,459</b>	<b>\$ 2,996,392</b>

This Fund Continues On Next Page

# PARKS & RECREATION

## WINDMILL ISLAND GARDENS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ 115,281	\$ 73,946	\$ 1,082,587	\$ 102,241	\$ 1,960,516
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,982,071	\$ 1,953,641	\$ 3,040,641	\$ 2,056,141	\$ 3,943,141
Undesignated / Unreserved:	151,388	253,764	249,351	253,505	327,021
<b>FUND EQUITY - END OF YEAR</b>	<b>\$ 2,133,459</b>	<b>\$ 2,207,405</b>	<b>\$ 3,289,992</b>	<b>\$ 2,309,646</b>	<b>\$ 4,270,162</b>

<b>- - WORKING CAPITAL - -</b>					
INCREASE (DECREASE)	151,388	\$ 102,376	\$ (4,413)	\$ (259)	\$ 73,516
ENDING BALANCE	\$ 151,388	\$ 253,764	\$ 249,351	\$ 253,505	\$ 327,021

<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 451,904	\$ 470,851	\$ 466,463	\$ 523,140	\$ 572,443
Full-Time Positions	2.00	2.00	2.00	3.00	3.00
Part-Time Positions @ F.T.E.	11.40	11.70	11.70	11.80	11.35

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# PARKS & RECREATION

## PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 100	\$ 201	\$ 350	\$ 150	\$ 150
Interest & Rents	3	5	5	5	5
<b>TOTAL SOURCES</b>	<b>\$ 103</b>	<b>\$ 206</b>	<b>\$ 355</b>	<b>\$ 155</b>	<b>\$ 155</b>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ 162	\$ 150	\$ 180	\$ 150
* Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ - 0 -</b>	<b>\$ 162</b>	<b>\$ 150</b>	<b>\$ 180</b>	<b>\$ 150</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 103	\$ 44	\$ 205	\$ (25)	\$ 5
ENDING BALANCE -					
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	399	443	648	418	423
<b>TOTAL FUND EQUITY</b>	<b>\$ 399</b>	<b>\$ 443</b>	<b>\$ 648</b>	<b>\$ 418</b>	<b>\$ 423</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 103	\$ 44	\$ 205	\$ (25)	\$ 5
ENDING BALANCE	\$ 399	\$ 443	\$ 648	\$ 418	\$ 423

### - - STAFFING - -

Positions: Not Applicable

# PARKS & RECREATION SERVICES

## HOLLAND HISTORICAL TRUST

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Total Attendance at museums	19,360	16,322	16,500	21,500
	Rentals at all sites	1,897	355	7,700	15,650
	Education tours participation	834	756	875	950
	Memberships	450	423	435	525

# PARKS & RECREATION

## HOLLAND HISTORICAL TRUST FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Intergovernmental	\$ 100,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000
Charges for Services	96,087	84,009	110,787	89,957	100,700
Rental Income:					
* Armory	10,163	5,000	15,000	6,000	19,000
* Other Than Armory	6,950	500	4,000	7,000	3,000
Investment Income (Net of Market)	7,110	(8,388)	10,211	10,211	9,628
Other:					
* Other Private Contributions	295,751	227,827	342,445	312,328	312,555
* Gain on Sale of Property	12,872	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	250,000	89,000	100,000	100,000	100,000
<b>TOTAL SOURCES</b>	<b>\$ 778,933</b>	<b>\$ 447,948</b>	<b>\$ 682,443</b>	<b>\$ 575,496</b>	<b>\$ 644,883</b>

**FUNDING USES -**

Personnel Services -

* Salaries & Wages - Working	\$ 270,314	\$ 252,385	\$ 285,258	\$ 236,258	\$ 294,000
* Benefits - Incl. NonWorking Wages	34,915	27,508	29,791	21,252	27,125
* Mandatory Employer Costs	25,880	27,268	28,598	28,990	28,000

Other Current Expenditures -

* Supplies / Maintenance	82,931	75,157	68,220	52,220	68,600
* Contractual	90,810	99,744	114,450	111,450	79,500
* Other	280,918	236,877	145,915	115,115	135,000

Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	3,000
Depreciation Expense	132,316	113,312	113,329	113,329	106,883

<b>TOTAL USES</b>	<b>\$ 918,084</b>	<b>\$ 832,251</b>	<b>\$ 785,561</b>	<b>\$ 678,614</b>	<b>\$ 742,108</b>
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ALTERNATIVE PRESENTATION OF FUNDING USES					
<b>CURRENT OPERATIONS:</b>					
* Holland Historical Trust	\$ 818,789	\$ 745,144	\$ 748,641	\$ 646,694	\$ 701,228
* Armory	21,295	37,807	36,920	31,920	40,880
<b>OTHER APPLIED PURPOSES:</b>					
* Capital / Collections / Donated Facil.	78,000	49,300	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 918,084</b>	<b>\$ 832,251</b>	<b>\$ 785,561</b>	<b>\$ 678,614</b>	<b>\$ 742,108</b>

( This Fund Continues On Next Page )

# PARKS & RECREATION

## HOLLAND HISTORICAL TRUST FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ (139,151)	\$ (384,303)	\$ (103,118)	\$ (103,118)	\$ (97,225)
ENDING BALANCE -					
Non-Expendable	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Investment in Fixed Assets	1,402,103	1,294,011	1,180,682	1,180,682	1,073,799
Expendable:					
* Designated Restrictions -					
Temporary (Legal Restrictions)	310,242	253,565	225,510	225,510	220,898
Board of Directors (Board Action)	286,956	292,440	181,595	181,595	273,835
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	184,357	(40,661)	108,450	108,450	30,480
TOTAL FUND EQUITY	<u>\$ 2,293,658</u>	<u>\$ 1,909,355</u>	<u>\$ 1,806,237</u>	<u>\$ 1,806,237</u>	<u>\$ 1,709,012</u>

<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 331,109	\$ 307,161	\$ 343,647	\$ 286,500	\$ 349,125
Full-Time Positions	4.00	4.00	4.00	4.00	5.00
Part-Time Positions @ F.T.E.	1.32	1.83	1.85	1.85	1.85

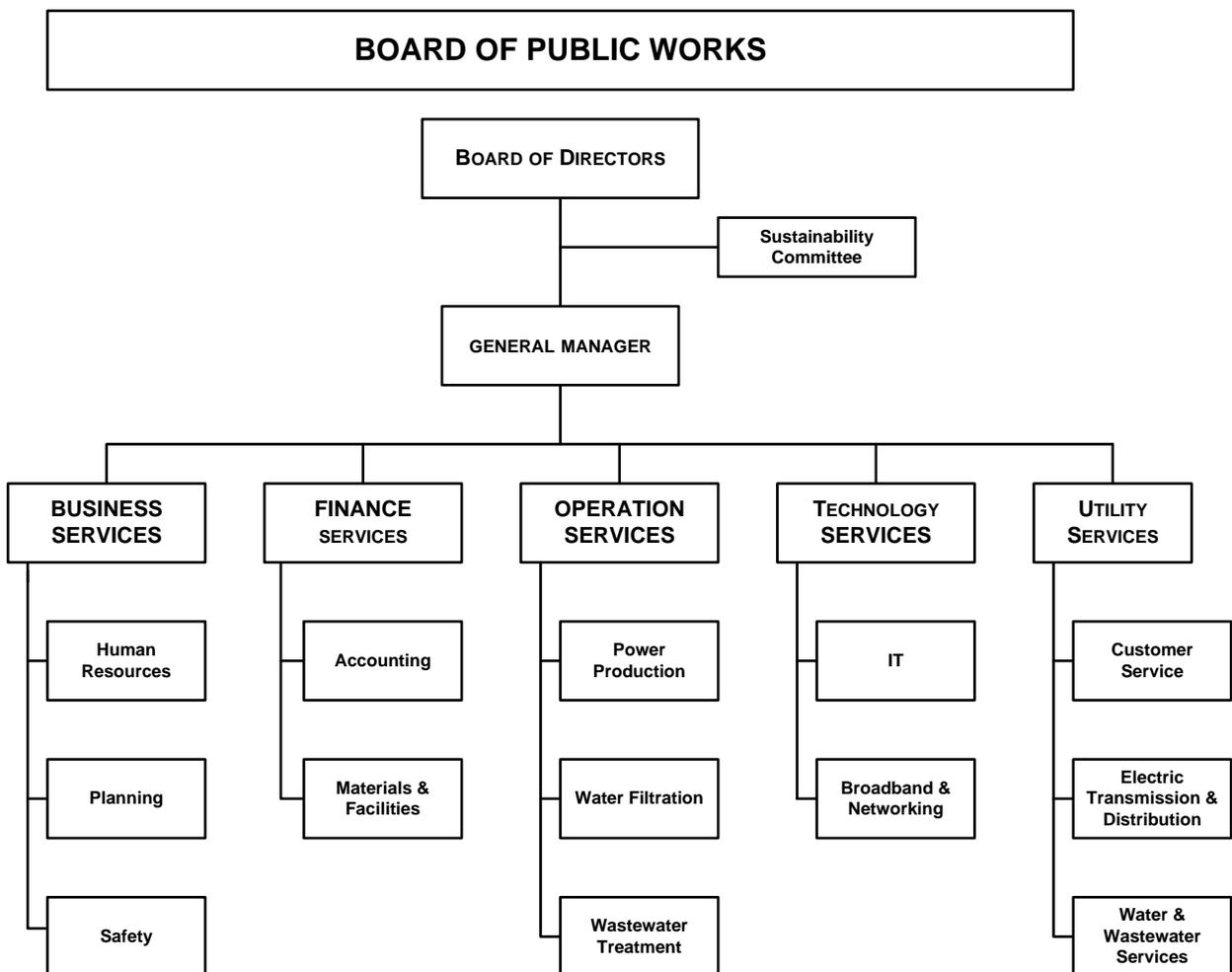
# UTILITY SERVICES

## INTRODUCTION

### GROUP MISSION STATEMENT

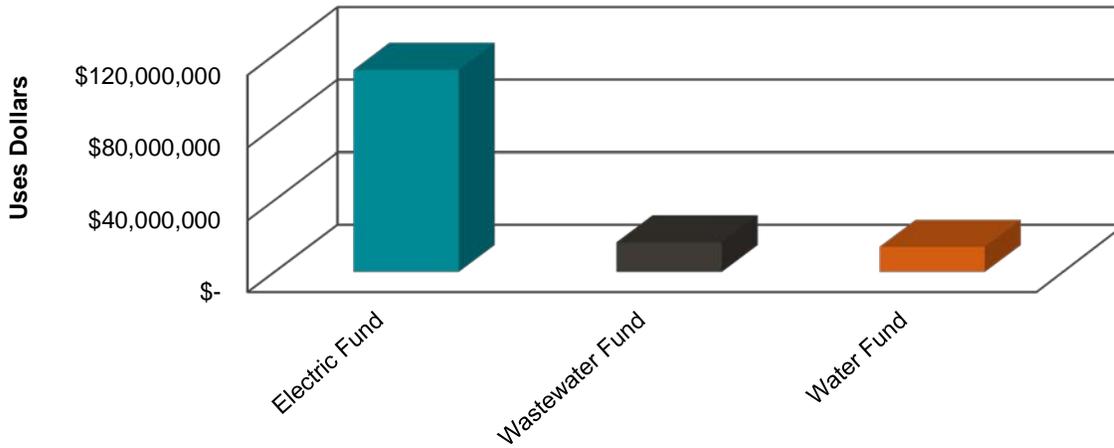
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

### GROUP ORGANIZATIONAL STRUCTURE

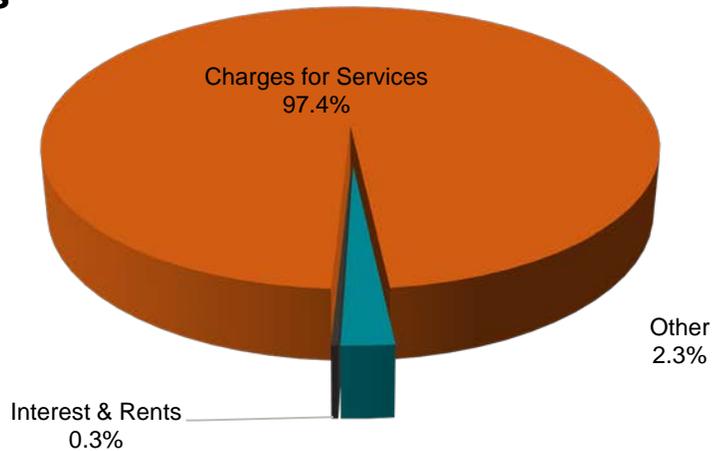


# UTILITY SERVICES

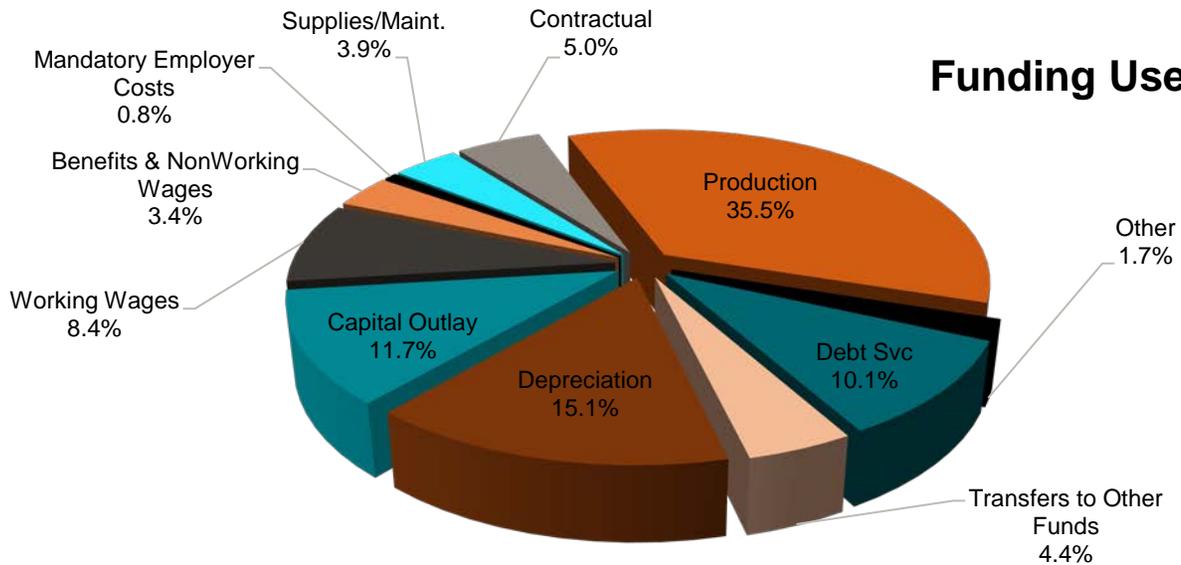
## Total Uses by Departments \$142,074,159



## Funding Sources



## Funding Uses



# UTILITY SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### ----- GROUP FUNDING USES ACROSS FUNDS -----

#### FUND TYPES -

Enterprise	\$ 215,468,521	\$ 244,594,541	\$ 162,945,580	\$ 176,687,211	\$ 142,074,159
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### ----- GROUP FUNDING SOURCES & USES TOTALS -----

#### FUNDING SOURCES -

Charges for Services	\$ 119,803,134	\$ 126,368,492	\$ 127,875,278	\$ 133,760,446	\$ 133,166,299
Interest & Rents	1,093,965	1,073,411	488,101	372,458	404,600
Other	2,025,444	7,572,421	462,275	1,086,187	3,152,217
Bond Proceeds	176,563,075	77,847,101	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 299,485,618</b>	<b>\$ 212,861,425</b>	<b>\$ 128,825,654</b>	<b>\$ 135,219,091</b>	<b>\$ 136,723,116</b>

#### FUNDING USES -

Personnel Services -					
* Salaries & Wages - Working	\$ 10,507,675	\$ 10,887,424	\$ 11,880,451	\$ 11,474,677	\$ 11,883,098
* Benefits - Incl NonWorking Wages	5,010,482	6,434,600	4,097,294	4,674,172	4,901,371
* Mandatory Employer Costs	945,244	974,086	1,088,851	1,027,784	1,093,738
Other Current Expenses -					
* Supplies / Maintenance	3,324,597	3,254,236	4,706,785	4,214,287	5,518,442
* Contractual	3,032,778	3,551,045	4,484,740	3,852,075	7,099,614
* Utility Production	60,139,973	57,792,200	50,891,214	56,352,007	50,431,652
* Other	2,203,758	3,334,476	2,604,488	2,153,595	2,415,748
Capital Outlays	113,440,919	141,070,943	51,390,979	61,923,717	16,629,222
Debt Service Payments -					
* Principal Maturities	1,105,650	1,118,263	7,429,566	7,012,450	6,923,476
* Interest & Fee Payments	460,775	675,966	3,649,406	3,566,841	7,415,727
Transfers Out	5,344,000	5,535,000	5,850,000	5,850,000	6,296,016
Depreciation Expense	9,952,670	9,966,302	14,871,806	14,585,606	21,466,055
<b>TOTAL USES</b>	<b>\$ 215,468,521</b>	<b>\$ 244,594,541</b>	<b>\$ 162,945,580</b>	<b>\$ 176,687,211</b>	<b>\$ 142,074,159</b>

### ----- GROUP STAFFING TOTALS -----

Personnel Services Total Amount	\$ 16,463,401	\$ 18,296,110	\$ 17,066,596	\$ 17,176,633	\$ 17,878,207
* Full-Time Positions	172.00	173.00	173.00	172.00	176.00
* Part-Time Positions @ F.T.E.	1.00	1.00	- 0 -	1.00	0.50

# **BOARD OF PUBLIC WORKS UTILITIES SERVICES**

## **ADMINISTRATIVE & GENERAL**

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### **MISSION STATEMENT**

To satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount at the most reasonable price. To provide timely and accurate financial reporting along with special analyses as required for decision-making and cost based rate design. To manage the external relations of the BPW including customer service, key accounts, public relations, energy and water conservation, and other marketing functions. To procure and inventory an appropriate supply of materials and equipment and provide appropriate building and grounds security and maintenance of all BPW facilities. To provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

### **FISCAL YEAR 2018 ACTION PLAN**

- To achieve regulatory compliance to protect and improve our natural environment.
- To ensure a safe work environment for all employees.
- To improve the reliability of all services including electric, water, wastewater and fiber optics.
- To increase involvement in economic development in the Holland community.
- Continue to promote energy conservation as outlined in PA 295.
- To ensure information on using services efficiently is provided to all classes of customers.
- To provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
- To develop and design rates that meet the needs of customers, remain competitive with surrounding communities, and support HBPW's cost of service to provide sustainability.
- To enhance the finance and billing systems to improve efficiency and service to external and internal customers.
- To continue to install energy efficient and green friendly components to grounds and facilities.
- To replace trailer locking devices at loading dock to improve safety
- To improve the opportunities for the growth and development of BPW employees.
- Replace Courier Vehicle
- Replace Miss Dig vehicle

# **BOARD OF PUBLIC WORKS UTILITIES SERVICES**

## **ELECTRIC TRANSMISSION & DISTRIBUTION & FIBER OPTICS**

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### **MISSION STATEMENT**

#### **POWER SUPPLY**

To provide electrical energy to meet the requirements of electric system customers; and to provide that energy at the lowest cost possible at a high level of reliability as needed by those customers.

#### **ELECTRIC TRANSMISSION & DISTRIBUTION**

To provide a 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**

- Upgrade Continuous Emissions Monitoring Analyzers.
- Upgrade Combustible Gas Detection to ensure safety.
- 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 replace Breakers 188 and 388 at the Black River Substation to increase reliability.
- To upgrade Circuit riser protection from wildlife to decrease power outages.
- Upgrade various distribution circuits to provide reliable distribution to new commercial enterprises.

# UTILITY SERVICES

## HOLLAND BOARD OF PUBLIC WORKS - ELECTRIC FUND

PERFORMANCE MEASURES		FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	<u>ELECTRIC PRODUCTION AND DISTRIBUTION</u>				
	Peak kW	220.8	221.0	230.0	230.0
	Total Number of Customers	28,208	28,345	28,476	28,500
	kWh Sales Total	1,049,754,679	1,074,861,581	1,138,320,134	1,101,575,549
	Revenue per unit	0.09501	0.09763	0.09792	0.09972
	Cost per unit	0.07699	0.00727	0.07124	0.07776
	Res. Avg.usage - kWh per month	600.1	595.7	631.6	608.5
	<u>KWH SALES</u>				
	Residential	170,027,264	169,635,521	180,885,317	174,522,942
	Commercial	324,327,100	322,678,893	329,234,560	325,697,786
	Industrial	551,287,537	578,948,079	624,601,169	597,755,732
	Street Lighting	4,112,778	3,599,088	3,599,088	3,599,089
	Total	1,049,754,679	1,074,861,581	1,138,320,134	1,101,575,549

Operational Activity	FY-17 Projected			FY-18 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
<u>ENERGY</u>									
JDY	-	-	-	-	-	-	0.00%	0.00%	0.00%
Holland Energy Pa Purchases	143,007	3,725,080	-	609,005	15,643,390	25.69			
Renewable	141,260	9,006,424	63.76	146,188	9,219,317	63.06	3.49%	2.36%	-1.09%
Non-Renewable	428,635	19,428,388	45.33	57,022	2,307,962	40.47	-86.70%	-88.12%	-10.71%
CT #6,7,8,9	25,173	1,877,357	74.58	1,805	82,987	45.98	-92.83%	-95.58%	-38.35%
Belle River	235,903	6,306,088	26.73	207,682	6,588,494	31.72	-11.96%	4.48%	18.68%
Campbell	74,277	2,130,258	28.68	79,888	2,488,391	31.15	7.55%	16.81%	8.61%
Fremont	18,526	561,901	30.33	19,370	658,169	33.98	4.56%	17.13%	12.03%
Subtotal	1,066,781	\$ 43,035,496	\$ 40.34	1,120,960	\$ 36,988,710	\$ 33.00	5.08%	-14.05%	-18.20%
<u>CAPACITY</u>									
Belle River		7,553,815			6,516,260			-13.74%	
Campbell		1,940,932			2,038,614			5.03%	
Fremont		407,274			486,159			19.37%	
TOTAL	1,066,781	\$ 52,937,517	\$ 49.62	1,120,960	\$ 46,029,743	\$ 41.06	5.08%	-13.05%	-17.25%

# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Charges for Services	\$ 100,816,653	\$ 106,199,176	\$ 107,740,361	\$ 112,767,188	\$ 111,380,568
Interest & Rents	1,001,438	941,196	420,000	262,933	340,100
Other	(30,771)	(696,588)	95,004	99,669	95,004
Bond Proceeds	165,008,000	77,716,102	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 266,795,320</b>	<b>\$ 184,159,886</b>	<b>\$ 108,255,365</b>	<b>\$ 113,129,790</b>	<b>\$ 111,815,672</b>
<b>FUNDING USES -</b>					
<b>Personnel Services -</b>					
* Salaries & Wages - Working	\$ 6,828,109	\$ 7,203,963	\$ 7,798,703	\$ 7,585,355	\$ 7,845,816
* Benefits - Incl NonWorking Wages	3,318,530	4,161,332	2,732,444	3,028,645	3,156,635
* Mandatory Employer Costs	600,501	629,141	703,404	664,820	707,013
<b>Other Current Expenses -</b>					
* Supplies / Maintenance	1,997,916	1,634,326	3,312,577	2,875,407	4,110,664
* Contractual	2,377,300	2,933,151	3,667,412	3,261,941	6,384,557
* Electric Utility Production	57,348,299	54,528,146	47,926,431	53,455,611	47,064,302
* Other	1,914,374	3,024,949	2,097,369	1,833,714	2,000,051
Capital Outlays	104,303,610	121,227,574	42,827,236	44,522,758	6,153,689
<b>Debt Service Payments -</b>					
* Principal Maturity Payments	- 0 -	- 0 -	5,446,245	5,664,245	5,545,545
* Interest & Fee Payments	250	189,500	2,981,528	3,002,373	6,732,366
Transfers Out	5,344,000	5,535,000	5,850,000	5,850,000	6,296,016
Depreciation Expense	6,430,984	6,443,446	10,201,935	9,625,463	15,611,657
<b>TOTAL USES</b>	<b>\$ 190,463,873</b>	<b>\$ 207,510,528</b>	<b>\$ 135,545,284</b>	<b>\$ 141,370,332</b>	<b>\$ 111,608,311</b>

( This Fund Continues On Next Page )

# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ 15,627,057	\$ 20,160,830	\$ 20,983,562	\$ 21,946,461	\$ 11,906,595
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 87,610,244	\$ 140,341,503	\$ 44,522,758	\$ 44,522,758	\$ 7,298,689
Designated / Reserved	16,776,204	17,393,755	17,029,994	17,029,994	17,175,185
Undesignated / Unreserved	107,349,472	74,161,492	191,327,560	192,290,459	241,275,932
TOTAL FUND EQUITY	<u>\$ 211,735,920</u>	<u>\$ 231,896,750</u>	<u>\$ 252,880,312</u>	<u>\$ 253,843,211</u>	<u>\$ 265,749,806</u>

<b>- - WORKING CAPITAL - -</b>					
INCREASE (DECREASE)	\$ (9,942,930)	\$ (71,597,011)	\$ 79,094,522	\$ 77,567,427	\$ 52,897,896
ENDING BALANCE	<u>\$ 117,320,398</u>	<u>\$ 45,723,387</u>	<u>\$ 124,817,909</u>	<u>\$ 123,290,814</u>	<u>\$ 176,188,710</u>

<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 10,747,140	\$ 11,994,436	\$ 11,234,551	\$ 11,278,820	\$ 11,709,464
* Full-Time Positions	92.00	93.00	93.00	92.00	92.75
* Part-Time Positions @ F.T.E.	1.00	1.00	- 0 -	1.00	0.50

# BOARD OF PUBLIC WORKS UTILITIES SERVICES

## WASTEWATER

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### MISSION STATEMENT

#### WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

#### WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

### ACTION PLAN

#### WASTEWATER TREATMENT

- To complete Primary Clarifier Improvements.
- To install new waste activated sludge pumps in the west plant.
- To replace Disinfection Chemical storage tanks.
- 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.
  - Southshore Old Orchard to Goldenrod.
  - 21<sup>st</sup> Street Van Raalte to Cleveland.
  - 28<sup>th</sup> Street
- To plan and construct necessary sanitary sewer improvements to meet customer needs.
- To make improvements to 16<sup>th</sup> St and Crescent Lift Stations to upgrade operations and reliability.

# UTILITY SERVICES

## HOLLAND BOARD OF PUBLIC WORKS - WASTEWATER FUND

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected	
Workload	Total gallons treated (mg)	3,279	3,194	3,680	3,450	
	Total number of customers	12,360	12,454	12,438	12,460	
	CCF Sales (Retail only)	1,591,674	1,598,808	1,623,985	1,653,397	
	Revenue per unit (Retail)	3.574	3.793	3.953	4.10	
	Cost per unit (All units)	2.288	2.378	2.343	2.550	
	Residential. Avg. usage - CCF per month	5.1	4.9	5.0	5.0	
	CCF Sales (Wholesale)	2,172,804	2,213,189	2,244,444	2,244,444	
	Revenue per unit (Wholesale)	1.183	1.199	1.224	1.056	
	<u>CCF Sales</u>					
	Residential	646,048	628,844	628,884	628,884	
	Commercial	681,970	686,826	701,768	701,768	
	Industrial	263,656	283,138	293,333	322,745	
	Wholesale	2,172,804	2,213,189	2,244,444	2,244,444	
	Total	3,764,478	3,811,997	3,868,429	3,897,841	

# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 10,305,015	\$ 10,852,692	\$ 10,862,683	\$ 11,189,327	\$ 11,396,322
Interest & Rents	37,496	69,733	27,972	64,849	33,000
Other	2,125,358	7,351,105	267,271	896,434	2,957,213
Bond Proceeds	11,555,075	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 24,022,944</b>	<b>\$ 18,273,530</b>	<b>\$ 11,157,926</b>	<b>\$ 12,150,610</b>	<b>\$ 14,386,535</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 2,059,588	\$ 2,007,322	\$ 2,248,355	\$ 2,142,616	\$ 2,286,076
* Benefits - Incl NonWorking Wages	922,784	1,235,153	752,239	909,227	975,554
* Mandatory Employer Costs	189,604	183,861	207,944	197,578	213,770

##### Other Current Expenses -

* Supplies / Maintenance	727,513	1,095,620	846,184	807,820	780,535
* Contractual	331,888	324,946	420,961	292,121	364,861
* Wastewater Utility Production	2,232,170	2,572,708	2,296,065	2,235,770	2,633,812
* Other	176,646	188,771	290,753	175,319	231,704

Capital Outlays	6,659,850	16,280,655	4,727,682	13,496,398	4,985,166
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##### Debt Service Payments -

* Principal Maturity Payments	- 0 -	- 0 -	635,116	- 0 -	- 0 -
* Interest & Fee Payments	72,463	75,998	238,221	156,441	287,590

Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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Depreciation Expense	1,974,058	1,943,444	2,878,823	3,060,233	3,759,915
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<b>TOTAL USES</b>	<b>\$ 15,346,564</b>	<b>\$ 25,908,478</b>	<b>\$ 15,542,343</b>	<b>\$ 23,473,523</b>	<b>\$ 16,518,983</b>
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# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ 3,781,155	\$ 8,645,707	\$ 978,381	\$ 2,173,485	\$ 2,852,718
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 40,084,283	\$ 47,326,548	\$ 13,496,398	\$ 13,496,398	\$ 5,001,625
Designated / Reserved	5,358,054	5,663,952	3,643,246	3,643,246	3,724,936
Undesignated / Unreserved	8,634,706	9,732,250	46,561,487	47,756,591	59,022,392
FUND EQUITY - END OF YEAR	\$ 54,077,043	\$ 62,722,750	\$ 63,701,131	\$ 64,896,235	\$ 67,748,953
<b>- - WORKING CAPITAL - -</b>					
INCREASE (DECREASE)	\$ 2,103,947	\$ (13,239,667)	\$ 34,345,262	\$ 27,588,176	\$ 10,040,550
ENDING BALANCE	\$ 13,111,737	\$ (127,930)	\$ 34,217,332	\$ 27,460,246	\$ 37,500,796
<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 3,171,976	\$ 3,426,336	\$ 3,208,538	\$ 3,249,421	\$ 3,475,400
* Full-Time Positions	44.00	43.00	44.00	44.00	45.40

# BOARD OF PUBLIC WORKS UTILITIES SERVICES

WATER

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## MISSION STATEMENT

### WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

### WATER TRANSMISSION AND DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

## 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 or replace aging Plant control and monitoring systems to ensure optimum water quality for our customers

### WATER TRANSMISSION AND DISTRIBUTION

- To replace water mains in coordination with City street improvements:
  - Southshore Old Orchard - Allen
  - 32<sup>nd</sup> St.
  - 28<sup>th</sup>, Pine to Lincoln
  - 36<sup>th</sup> St. Transmission Main and Valve Improvements.
- 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-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Peak (MG)	24,953	26,190	26,790	27,050
	Gallons Treated (MG)	4,089	4,879	4,884	5,129
	Total number of customers	13,433	13,516	13,409	13,455
	CCF Sales (Retail only)	2,466,642	2,651,623	2,761,738	3,091,294
	Revenue per unit (Retail only)	2.529	2.561	2.586	2.504
	Cost per unit	1.096	0.952	0.913	0.937
	Residential Avg. usage - CCF per month	7.39	7.76	7.92	7.92
	CCF Sales (Wholesale)	2,721,056	3,319,686	3,572,814	3,572,814
	Revenue per unit (Wholesale)	0.718	0.621	0.615	0.609
	<u>CCF Sales</u>				
	Residential	947,371	994,473	1,016,364	1,016,364
	Commercial/Industrial	1,092,524	1,078,298	1,117,519	1,117,519
	Industrial	426,747	578,852	627,855	957,411
	Resales	2,721,056	3,319,686	3,572,814	3,572,814
	Total	5,187,698	5,971,309	6,334,552	6,664,108

# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - WATER UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 8,681,466	\$ 9,316,624	\$ 9,272,234	\$ 9,803,931	\$ 10,389,409
Interest & Rents	55,031	62,482	40,129	44,676	31,500
Other	(69,143)	917,904	100,000	90,084	100,000
Bond Proceeds	- 0 -	130,999	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 8,667,354</b>	<b>\$ 10,428,009</b>	<b>\$ 9,412,363</b>	<b>\$ 9,938,691</b>	<b>\$ 10,520,909</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 1,619,978	\$ 1,676,139	\$ 1,833,393	\$ 1,746,706	\$ 1,751,206
* Benefits - Incl NonWorking Wage	769,168	1,038,115	612,611	736,300	769,182
* Mandatory Employer Costs	155,139	161,084	177,503	165,386	172,955

##### Other Current Expenses -

* Supplies / Maintenance	599,168	524,290	548,024	531,060	627,243
* Contractual	323,590	292,948	396,367	298,013	350,196
* Water Utility Production	559,504	691,346	668,718	660,626	733,538
* Other	112,738	120,756	216,366	144,562	183,993

##### Capital Outlays

	2,477,459	3,562,714	3,836,061	3,904,561	5,490,367
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##### Debt Service Payments -

* Principal Maturity Payments	1,105,650	1,118,263	1,348,205	1,348,205	1,377,931
* Interest & Fee Payments	388,062	410,468	429,657	408,027	395,771

##### Transfers Out

	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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##### Depreciation Expense

	1,547,628	1,579,412	1,791,048	1,899,910	2,094,483
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##### Amortization Expense

	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
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<b>TOTAL USES</b>	<b>\$ 9,658,084</b>	<b>\$ 11,175,535</b>	<b>\$ 11,857,953</b>	<b>\$ 11,843,356</b>	<b>\$ 13,946,865</b>
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# UTILITY SERVICES

## BOARD OF PUBLIC WORKS - WATER UTILITY FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ 2,592,379	\$ 3,802,452	\$ 2,738,676	\$ 3,348,101	\$ 3,442,342
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 23,684,927	\$ 26,804,501	\$ 3,904,651	\$ 3,904,651	\$ 5,490,367
Designated / Reserved	2,165,763	2,299,387	7,957,305	7,957,305	9,346,610
Undesignated / Unreserved	8,750,712	9,299,966	29,280,574	32,628,675	33,095,996
TOTAL FUND EQUITY	\$ 34,601,402	\$ 38,403,854	\$ 41,142,530	\$ 44,490,631	\$ 47,932,973
<b>- - WORKING CAPITAL - -</b>					
INCREASE (DECREASE)	\$ (508,279)	\$ (2,421,312)	\$ 16,587,390	\$ 17,237,177	\$ (4,306,494)
ENDING BALANCE	\$ 4,547,659	\$ 2,126,347	\$ 18,713,737	\$ 19,363,524	\$ 15,057,030
<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 2,544,285	\$ 2,875,338	\$ 2,623,507	\$ 2,648,392	\$ 2,693,343
* Full-Time Positions	36.00	37.00	36.00	36.00	37.85

# INTERNAL SERVICES

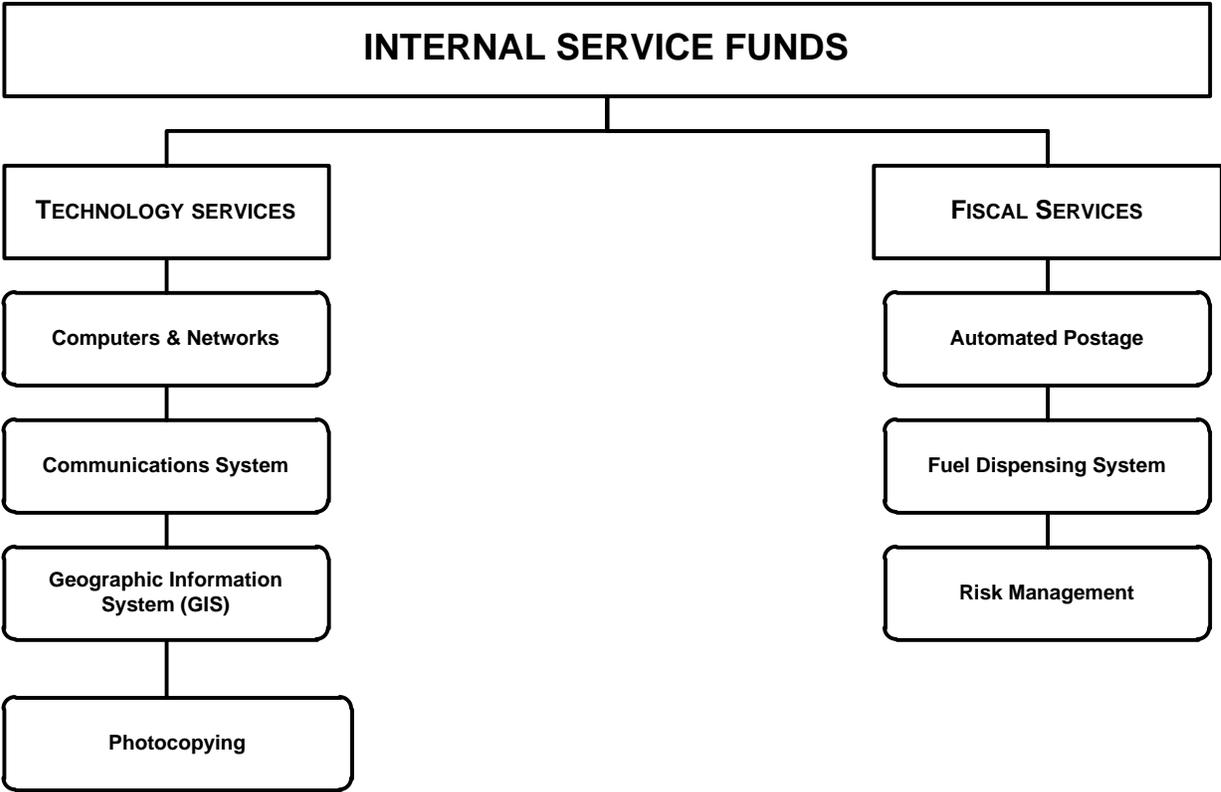
## INTRODUCTION

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### GROUP MISSION STATEMENT

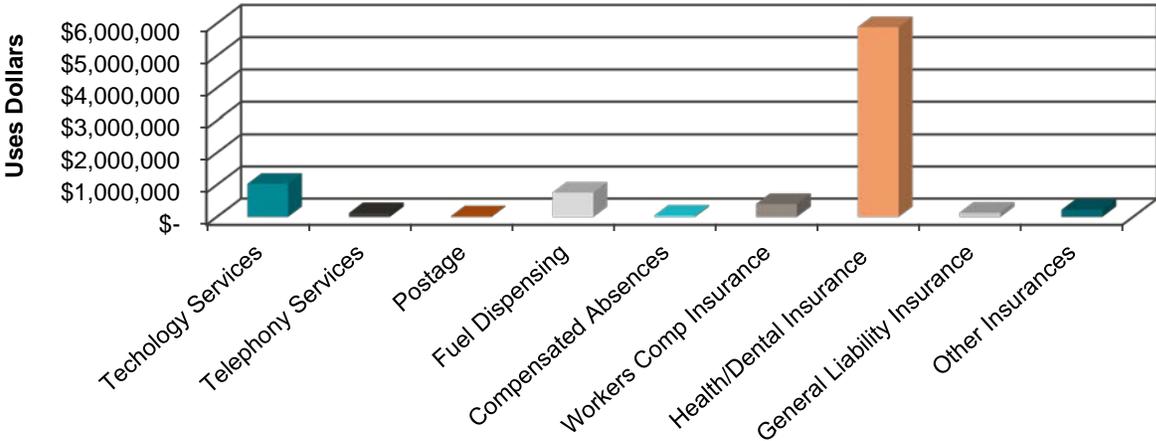
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

### GROUP ORGANIZATIONAL STRUCTURE

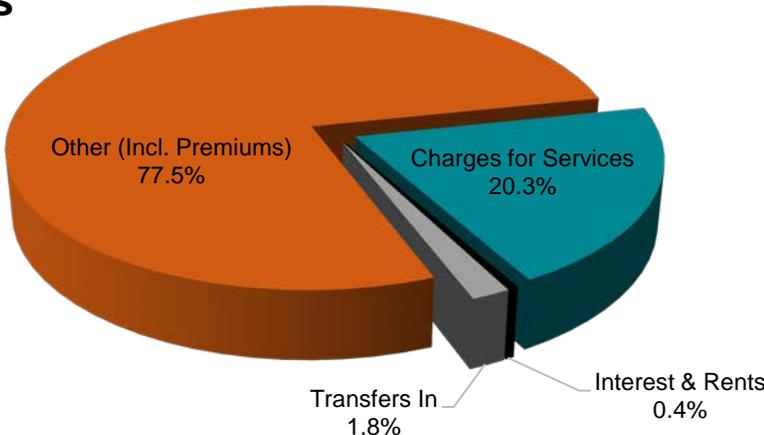


# INTERNAL SERVICES

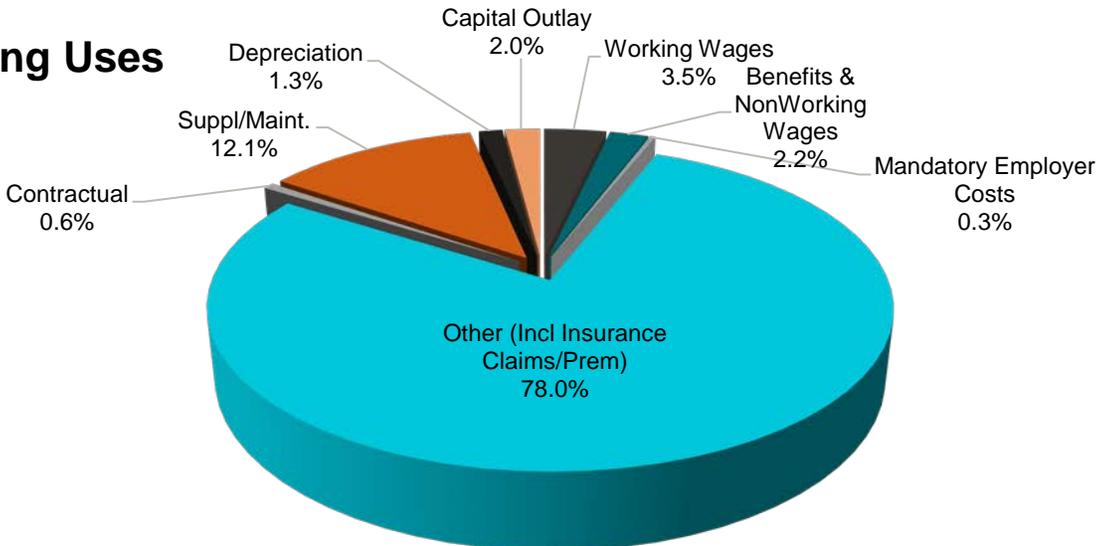
## Total Uses by Departments \$8,624,685



## Funding Sources



## Funding Uses



# INTERNAL SERVICES

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - GROUP FUNDING USES ACROSS FUNDS - -</b>					
FUND TYPES -					
Internal Service	\$ 7,390,180	\$ 7,573,610	\$ 8,339,042	\$ 8,204,197	\$ 8,624,685
<b>- - GROUP FUNDING SOURCES &amp; USES TOTALS - -</b>					
FUNDING SOURCES -					
Charges for Services	\$ 1,440,260	\$ 1,224,202	\$ 1,680,090	\$ 1,452,090	\$ 1,738,150
Interest & Rents	22,643	37,636	29,020	35,355	36,430
Other	5,901,951	6,431,281	6,418,100	6,315,350	6,642,700
Transfers In	100,000	201,600	120,000	120,000	153,000
TOTAL SOURCES	<u>\$ 7,464,854</u>	<u>\$ 7,894,719</u>	<u>\$ 8,247,210</u>	<u>\$ 7,922,795</u>	<u>\$ 8,570,280</u>
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 227,126	\$ 244,482	\$ 292,638	\$ 294,138	\$ 304,953
* Benefits - Incl. NonWorking Wages	138,466	133,809	174,401	248,655	190,909
* Mandatory Employer Costs	18,545	19,715	24,546	25,395	26,371
Other Current Expenditures -					
* Supplies / Maintenance	946,569	678,703	1,051,417	831,200	1,043,300
* Contractual Expenditures	33,134	47,611	57,800	45,150	53,600
* Other	5,710,501	6,081,551	6,486,987	6,483,359	6,716,552
Capital Outlay	215,104	251,627	163,103	138,900	173,700
Depreciation Expense	81,735	116,112	88,150	115,300	115,300
Transfers Out	19,000	- 0 -	- 0 -	22,100	- 0 -
TOTAL USES	<u>\$ 7,390,180</u>	<u>\$ 7,573,610</u>	<u>\$ 8,339,042</u>	<u>\$ 8,204,197</u>	<u>\$ 8,624,685</u>
<b>- - GROUP STAFFING TOTALS - -</b>					
Personnel Services Total Amount	\$ 384,137	\$ 398,006	\$ 491,585	\$ 568,188	\$ 522,233
* Full-Time Positions	3.60	3.60	4.60	4.60	4.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

# **INTERNAL SERVICES**

## **TECHNOLOGY SERVICES**

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### **FUND MISSION STATEMENT**

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever changing informational needs of the City.

### **ACTION PLAN**

- Implement ARCGIS server for data distribution and editing, begin to push out data and applications to City employees and the public via web browser. (December 2017-\$10,000)
- Begin moving to Office 365 for office applications hosted in the cloud. (September 2017)
- Upgrade existing backup appliance to new hardware and version. Leverage the FY17 SAN project to improve all backup processes. (November 2017-\$25,000)
- Replace Aging Hardware for the New World Financial System. (October 2017-TBD)
- Continue to promote the positive things that happen in the City of Holland through all forms of communication. (ongoing effort)

**INTERNAL SERVICES**

**TECHNOLOGY SERVICES**

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Equipment Maintained:				
	Servers	42	43	45	37
	Desktop & Mobile Computers	280	280	280	279
	Printers	75	74	74	80
	Surveillance Cameras	121	82	86	92
	Help Desk Tickets Addressed	595	591	386	280
	City of Holland Website Visitors	742,210	1,146,000	1,250,000	1,300,000
Tax Bills Viewed via Internet	90,318	103,918	100,000	100,000	

# INTERNAL SERVICES

## TECHNOLOGY SERVICES FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 520,890	\$ 617,526	\$ 731,290	\$ 713,790	\$ 775,650
Interest & Rents	465	416	- 0 -	500	500
Other	(11,059)	(2,129)	- 0 -	- 0 -	- 0 -
Transfers In	100,000	100,000	120,000	120,000	153,000
<b>TOTAL SOURCES</b>	<b>\$ 610,296</b>	<b>\$ 715,813</b>	<b>\$ 851,290</b>	<b>\$ 834,290</b>	<b>\$ 929,150</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 203,279	\$ 218,640	\$ 265,000	\$ 266,800	\$ 278,017
* Benefits - Incl. NonWorking Wages	95,913	103,790	124,466	123,920	134,412
* Mandatory Employer Costs	17,170	17,654	23,396	22,745	24,521

##### Other Current Expenditures -

* Supplies / Maintenance	191,927	229,519	246,417	237,200	266,850
* Contractual	4,266	1,819	4,000	2,000	4,000
* Other	38,567	39,054	42,800	39,000	49,200
Capital Outlay	110,621	64,003	163,103	138,900	173,700
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	79,665	98,238	80,000	100,000	100,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 741,408</b>	<b>\$ 772,717</b>	<b>\$ 949,182</b>	<b>\$ 930,565</b>	<b>\$ 1,030,700</b>
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This Fund Continues On Next Page

# INTERNAL SERVICES

## TECHNOLOGY SERVICES FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	\$ (20,491)	\$ 7,099	\$ 65,211	\$ 42,625	\$ 72,150
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 303,844	\$ 267,480	\$ 350,583	\$ 306,380	\$ 380,080
Reserved for Asset Replacement	100,000	163,000	100,000	100,000	100,000
Undesignated / Unreserved	33,379	13,842	58,950	80,567	79,017
TOTAL FUND EQUITY	<u>\$ 437,223</u>	<u>\$ 444,322</u>	<u>\$ 509,533</u>	<u>\$ 486,947</u>	<u>\$ 559,097</u>

<b>- - WORKING CAPITAL - -</b>					
INCREASE (DECREASE)	\$ (1,589)	\$ (19,537)	\$ 45,108	\$ 66,725	\$ (1,550)
ENDING BALANCE	<u>\$ 33,379</u>	<u>\$ 13,842</u>	<u>\$ 58,950</u>	<u>\$ 80,567</u>	<u>\$ 79,017</u>

<b>- - STAFFING - -</b>					
Personnel Services Total Amount	\$ 316,362	\$ 340,084	\$ 412,862	\$ 413,465	\$ 436,950
* Full-Time Positions	3.60	3.60	4.60	4.60	4.60
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

# INTERNAL SERVICES

## FUEL DISPENSING FUND

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### FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel 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.
- 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 18 which will be adjusted to final actual overhead costs at fiscal year end.
- Historical actual per gallon overhead charge:

FY 16	\$0.060000
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

# INTERNAL SERVICES

## FUEL DISPENSING FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

**FUNDING SOURCES -**

Charges for Services	\$ 772,765	\$ 452,417	\$ 808,300	\$ 602,200	\$ 782,200
Interest & Rents	1,031	(246)	(200)	(600)	(400)
Transfers In	- 0 -	22,100	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 773,796</b>	<b>\$ 474,271</b>	<b>\$ 808,100</b>	<b>\$ 601,600</b>	<b>\$ 781,800</b>

**FUNDING USES -**

<b>Personnel Services -</b>					
* Salaries & Wages - Working	\$ 4,172	\$ 4,219	\$ 4,338	\$ 4,338	\$ 3,836
* Benefits - Incl. NonWorking Wages	2,246	2,271	2,335	2,335	2,061
<b>Other Current Expenditures -</b>					
* Supplies / Maintenance	722,555	411,180	766,000	561,000	741,000
* Contractual	862	863	1,800	900	900
* Other	9,067	(3,340)	5,487	3,287	3,133
Capital Outlay	104,483	187,624	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	22,100	- 0 -
Depreciation Expense	1,108	8,387	1,150	8,300	8,300
<b>TOTAL USES</b>	<b>\$ 844,493</b>	<b>\$ 611,204</b>	<b>\$ 781,110</b>	<b>\$ 602,260</b>	<b>\$ 759,230</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 33,786	\$ 50,691	\$ 26,990	\$ (660)	\$ 22,570
<b>ENDING BALANCE -</b>					
Net Investment in Capital Assets	\$ 118,007	\$ 297,244	\$ 296,094	\$ 288,944	\$ 280,644
Undesignated / Unreserved	128,580	34	28,174	7,674	38,544
<b>TOTAL FUND EQUITY</b>	<b>\$ 246,587</b>	<b>\$ 297,278</b>	<b>\$ 324,268</b>	<b>\$ 296,618</b>	<b>\$ 319,188</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 33,786	(128,546)	28,140	7,640	30,870
ENDING BALANCE	\$ 128,580	\$ 34	\$ 28,174	\$ 7,674	\$ 38,544

### - - STAFFING - -

Positions: Not Applicable

NOTE: Time of certain positions under staffing for General Fund - Finance and General Fund - Treasurer is charged to this fund.

# **INTERNAL SERVICES**

## **POSTAGE SERVICES FUND**

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### **FUND MISSION STATEMENT**

**Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.**

### **ACTION PLAN**

- **To implement anticipated changes to postal rates in a timely manner.**
- **To deliver the mail to the U.S. Post Office in a timely manner, at least once daily (and whenever feasible, twice daily).**
- **To utilize savings by discounting postage of 1<sup>st</sup> class mail pieces that are picked up daily by a mailing service courier.**

# INTERNAL SERVICES

## POSTAGE SERVICES

	PERFORMANCE MEASURES	FY-15 Actual	FY-16 Actual	FY-17 Projected	FY-18 Projected
Workload	Mail Piece Count				
	City Hall	33,304	40,394	39,000	40,000
	Total	33,304	40,394	39,000	40,000
	Total Cost of Postage for All Fund Types	\$18,674	\$22,998	\$19,500	\$20,500

# INTERNAL SERVICES

## POSTAGE SERVICES FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 18,675	\$ 22,998	\$ 21,500	\$ 19,500	\$ 20,500
Interest & Rents	13	30	20	30	30
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 18,688</u>	<u>\$ 23,028</u>	<u>\$ 21,520</u>	<u>\$ 19,530</u>	<u>\$ 20,530</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 16,885	\$ 20,416	\$ 19,000	\$ 17,700	\$ 18,700
* Other	1,737	1,676	1,800	1,676	1,700
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 18,622</u>	<u>\$ 22,092</u>	<u>\$ 20,800</u>	<u>\$ 19,376</u>	<u>\$ 20,400</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 66	\$ 936	\$ 720	\$ 154	\$ 130
ENDING BALANCE -					
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	6,753	7,689	8,409	7,843	7,973
TOTAL FUND EQUITY	<u>\$ 6,753</u>	<u>\$ 7,689</u>	<u>\$ 8,409</u>	<u>\$ 7,843</u>	<u>\$ 7,973</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (88)	\$ 936	\$ 720	\$ 154	\$ 130
ENDING BALANCE	<u>\$ 6,753</u>	<u>\$ 7,689</u>	<u>\$ 8,409</u>	<u>\$ 7,843</u>	<u>\$ 7,973</u>

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## TELEPHONY SERVICES FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 127,930	\$ 131,261	\$ 119,000	\$ 116,600	\$ 117,800
Interest & Rents	99	192	100	100	100
Other	- 0 -	(4,371)	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	79,500	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	<u>\$ 128,029</u>	<u>\$ 206,582</u>	<u>\$ 119,100</u>	<u>\$ 116,700</u>	<u>\$ 117,900</u>

#### FUNDING USES -

##### Other Current Expenditures -

* Supplies / Maintenance	\$ 8,453	\$ 4,955	\$ 2,000	\$ 2,300	\$ 1,750
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Other	110,870	120,669	119,800	115,900	115,100
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Depreciation Expense	\$ 962	\$ 9,487	\$ 7,000	\$ 7,000	\$ 7,000
TOTAL USES	<u>\$ 120,285</u>	<u>\$ 135,111</u>	<u>\$ 128,800</u>	<u>\$ 125,200</u>	<u>\$ 123,850</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 7,744	\$ 71,471	\$ (9,700)	\$ (8,500)	\$ (5,950)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 7,496	\$ 80,128	\$ 73,128	\$ 73,128	\$ 66,128
Undesignated / Unreserved	23,959	22,798	20,098	21,298	22,348
TOTAL FUND EQUITY	<u>\$ 31,455</u>	<u>\$ 102,926</u>	<u>\$ 93,226</u>	<u>\$ 94,426</u>	<u>\$ 88,476</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 8,706	\$ (1,161)	\$ (2,700)	\$ (1,500)	\$ 1,050
ENDING BALANCE	<u>\$ 23,959</u>	<u>\$ 22,798</u>	<u>\$ 20,098</u>	<u>\$ 21,298</u>	<u>\$ 22,348</u>

### - - STAFFING - -

Positions: Not Applicable

# **INTERNAL SERVICES**

## **COMPENSATED ABSENCES FUND**

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### **FUND MISSION STATEMENT**

Provide funding for expenditures related to annual adjustment of compensated absences for full-time employees that are reported in governmental funds. Compensated absences include:

- Compensatory 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 as calculated annually at fiscal year-end (June 30).
- 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Charges for Services	\$ 29,712	\$ 16,106	\$ 35,000	\$ 110,000	\$ 42,000
TOTAL SOURCES	<u>\$ 29,712</u>	<u>\$ 16,106</u>	<u>\$ 35,000</u>	<u>\$ 110,000</u>	<u>\$ 42,000</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Benefits - Incl. NonWorking Wages	29,712	16,106	35,000	110,000	42,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 29,712</u>	<u>\$ 16,106</u>	<u>\$ 35,000</u>	<u>\$ 110,000</u>	<u>\$ 42,000</u>

### - - FUND EQUITY - -

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

### - - WORKING CAPITAL - -

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

### - - 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 reserve balance sufficient to meet the cost of commercial premiums and costs associated with claims occurring while the City was self-insured. Premiums are to individual departments/funds 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 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 applicable union contract.
- Purchase a commercial insurance policy providing long-term disability coverage for eligible employees beyond the benefit provided by the short-term disability plan.

#### **C. Health and Dental Insurance Fund**

- Maintain a reserve balance sufficient to meet the costs of health, dental and vision claims incurred by City of Holland, Board of Public Works and Macatawa Area Express Transportation Authority employees, retirees and their 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 health claims services and Delta Dental (third-party administrator) for dental claims services.
- Provide a comprehensive wellness program for employees that will help improve their overall health.

#### **D. Vehicle Insurance Fund**

- Maintain a reserve balance sufficient to meet the cost of commercial premiums and repairs or replacements resulting from damage to self-insured city-owned vehicles. A \$200 per vehicle surcharge will continue to be levied to all departments 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 2017 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

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#### E. Property Insurance Fund

- Maintain a 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 2017 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 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 2017 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 21,035	\$ 37,244	\$ 29,100	\$ 35,325	\$ 36,200
Other	5,883,298	6,421,675	6,383,100	6,205,350	6,642,700
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 5,904,333</b>	<b>\$ 6,458,919</b>	<b>\$ 6,412,200</b>	<b>\$ 6,240,675</b>	<b>\$ 6,678,900</b>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 19,675	\$ 21,623	\$ 23,300	\$ 23,000	\$ 23,100
* Benefits - Incl. NonWorking Wages	10,595	11,642	12,600	12,400	12,436
* Mandatory Employer Costs	1,375	2,061	1,150	2,650	1,850

##### Other Current Expenditures -

* Supplies / Maintenance	6,749	17,745	22,500	15,500	20,000
* Contractual	28,006	39,817	47,500	39,750	43,700
* Other	5,550,260	5,923,492	6,317,100	6,323,496	6,547,419
Transfers Out	19,000	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

<b>TOTAL USES</b>	<b>\$ 5,635,660</b>	<b>\$ 6,016,380</b>	<b>\$ 6,424,150</b>	<b>\$ 6,416,796</b>	<b>\$ 6,648,505</b>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 268,673	\$ 442,539	\$ (11,950)	\$ (176,121)	\$ 30,395
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	3,740,647	4,168,186	4,156,236	3,992,065	4,022,460
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,755,647</b>	<b>\$ 4,198,186</b>	<b>\$ 4,186,236</b>	<b>\$ 4,022,065</b>	<b>\$ 4,052,460</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	- - - - -	\$ 427,539	\$ (11,950)	\$ (176,121)	\$ 30,395
ENDING BALANCE	\$ 3,740,647	\$ 4,168,186	\$ 4,156,236	\$ 3,992,065	\$ 4,022,460

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 3,438	\$ 5,082	\$ 4,600	\$ 4,850	\$ 5,100
Other	332,995	367,530	354,000	364,550	400,300
<b>TOTAL SOURCES</b>	<b>\$ 336,433</b>	<b>\$ 372,612</b>	<b>\$ 358,600</b>	<b>\$ 369,400</b>	<b>\$ 405,400</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Other	312,711	375,899	386,000	385,000	404,300
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 312,711</b>	<b>\$ 375,899</b>	<b>\$ 386,000</b>	<b>\$ 385,000</b>	<b>\$ 404,300</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 23,722	\$ (3,287)	\$ (27,400)	\$ (15,600)	\$ 1,100
<b>ENDING BALANCE -</b>					
Designated / Reserves	\$ - 0 -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	563,262	544,975	517,575	529,375	530,475
<b>TOTAL FUND EQUITY</b>	<b>\$ 563,262</b>	<b>\$ 559,975</b>	<b>\$ 532,575</b>	<b>\$ 544,375</b>	<b>\$ 545,475</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 23,722	\$ (18,287)	\$ (27,400)	\$ (15,600)	\$ 1,100
ENDING BALANCE	\$ 563,262	\$ 544,975	\$ 517,575	\$ 529,375	\$ 530,475

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$	860	\$	1,537	\$	1,600	\$	1,200	\$	1,000
Other		103,487		110,307		107,000		111,600		112,000
TOTAL SOURCES	\$	104,347	\$	111,844	\$	108,600	\$	112,800	\$	113,000

#### FUNDING USES -

##### Personnel Services -

* Mandatory Employer Costs	\$	1,305	\$	1,982	\$	1,000	\$	2,550	\$	1,700
Other Current Expenditures -										
* Other		53,809		116,485		84,000		142,500		109,000
Contingencies		- 0 -		- 0 -		- 0 -		- 0 -		- 0 -
TOTAL USES	\$	55,114	\$	118,467	\$	85,000	\$	145,050	\$	110,700

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$	49,233	\$	(6,623)	\$	23,600	\$	(32,250)	\$	2,300
ENDING BALANCE -										
Designated / Reserves	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -	\$	- 0 -
Undesignated / Unreserved		150,870		144,247		167,847		111,997		114,297
TOTAL FUND EQUITY	\$	150,870	\$	144,247	\$	167,847	\$	111,997	\$	114,297

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$	49,233	\$	(6,623)	\$	23,600	\$	(32,250)	\$	2,300
ENDING BALANCE	\$	150,870	\$	144,247	\$	167,847	\$	111,997	\$	114,297

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 12,109	\$ 22,675	\$ 17,100	\$ 22,000	\$ 23,000
Other	5,145,047	5,702,205	5,674,900	5,490,600	5,886,700
TOTAL SOURCES	<u>\$ 5,157,156</u>	<u>\$ 5,724,880</u>	<u>\$ 5,692,000</u>	<u>\$ 5,512,600</u>	<u>\$ 5,909,700</u>

#### FUNDING USES -

##### Personnel Services -

* Salaries & Wages - Working	\$ 19,675	\$ 21,623	\$ 23,300	\$ 23,000	\$ 23,100
* Benefits - Incl. NonWorking Wages	10,595	11,642	12,600	12,400	12,436
* Mandatory Employer Costs	70	79	150	100	150

##### Other Current Expenditures -

* Supplies / Maintenance	- 0 -	5,112	4,500	2,500	5,000
* Contractual	26,665	39,817	46,000	39,750	43,700
* Other	4,893,743	5,187,729	5,601,600	5,568,996	5,803,319
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	<u>\$ 4,950,748</u>	<u>\$ 5,266,002</u>	<u>\$ 5,688,150</u>	<u>\$ 5,646,746</u>	<u>\$ 5,887,705</u>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 206,408	\$ 458,878	\$ 3,850	\$ (134,146)	\$ 21,995
ENDING BALANCE -					
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	2,148,573	2,607,451	2,611,301	2,473,305	2,495,300
TOTAL FUND EQUITY	<u>\$ 2,148,573</u>	<u>\$ 2,607,451</u>	<u>\$ 2,611,301</u>	<u>\$ 2,473,305</u>	<u>\$ 2,495,300</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 206,408	\$ 458,878	\$ 3,850	\$ (134,146)	\$ 21,995
ENDING BALANCE	<u>\$ 2,148,573</u>	<u>\$ 2,607,451</u>	<u>\$ 2,611,301</u>	<u>\$ 2,473,305</u>	<u>\$ 2,495,300</u>

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## VEHICLE INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,468	\$ 2,332	\$ 1,600	\$ 2,350	\$ 2,400
Other	122,654	106,688	109,400	92,100	94,600
TOTAL SOURCES	<u>\$ 124,122</u>	<u>\$ 109,020</u>	<u>\$ 111,000</u>	<u>\$ 94,450</u>	<u>\$ 97,000</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 6,749	\$ 12,633	\$ 18,000	\$ 13,000	\$ 15,000
* Other	96,054	81,788	83,000	67,300	69,000
Transfers Out	19,000	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 121,803</u>	<u>\$ 94,421</u>	<u>\$ 101,000</u>	<u>\$ 80,300</u>	<u>\$ 84,000</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ 2,319	\$ 14,599	\$ 10,000	\$ 14,150	\$ 13,000
ENDING BALANCE -					
Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	256,304	270,903	280,903	285,053	298,053
TOTAL FUND EQUITY	<u>\$ 256,304</u>	<u>\$ 270,903</u>	<u>\$ 280,903</u>	<u>\$ 285,053</u>	<u>\$ 298,053</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ 2,319	\$ 14,599	\$ 10,000	\$ 14,150	\$ 13,000
ENDING BALANCE	<u>\$ 256,304</u>	<u>\$ 270,903</u>	<u>\$ 280,903</u>	<u>\$ 285,053</u>	<u>\$ 298,053</u>

### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## PROPERTY INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 2,501	\$ 3,826	\$ 3,000	\$ 3,650	\$ 3,500
Other	44,556	23,344	24,300	24,200	24,300
TOTAL SOURCES	<u>\$ 47,057</u>	<u>\$ 27,170</u>	<u>\$ 27,300</u>	<u>\$ 27,850</u>	<u>\$ 27,800</u>

FUNDING USES -

Personnel Services -

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

Other Current Expenditures -

* Supplies / Maintenance	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Other	49,234	23,077	29,000	29,900	29,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

TOTAL USES	<u>\$ 49,234</u>	<u>\$ 23,077</u>	<u>\$ 29,000</u>	<u>\$ 29,900</u>	<u>\$ 29,000</u>
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### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2,177)	\$ 4,093	\$ (1,700)	\$ (2,050)	\$ (1,200)
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ENDING BALANCE -

Designated / Reserves	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	383,883	387,976	386,276	385,926	384,726
TOTAL FUND EQUITY	<u>\$ 383,883</u>	<u>\$ 387,976</u>	<u>\$ 386,276</u>	<u>\$ 385,926</u>	<u>\$ 384,726</u>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (2,177)	\$ 4,093	\$ (1,700)	\$ (2,050)	\$ (1,200)
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ENDING BALANCE	<u>\$ 383,883</u>	<u>\$ 387,976</u>	<u>\$ 386,276</u>	<u>\$ 385,926</u>	<u>\$ 384,726</u>
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### - - STAFFING - -

Positions: Not Applicable

# INTERNAL SERVICES

## LIABILITY INSURANCE FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Interest & Rents	\$ 659	\$ 1,792	\$ 1,200	\$ 1,275	\$ 1,200
Other	134,559	111,601	113,500	122,300	124,800
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 135,218</b>	<b>\$ 113,393</b>	<b>\$ 114,700</b>	<b>\$ 123,575</b>	<b>\$ 126,000</b>

#### FUNDING USES -

##### Other Current Expenditures -

* Contractual	\$ 1,341	\$ - 0 -	\$ 1,500	\$ - 0 -	\$ - 0 -
* Other	144,709	138,514	133,500	129,800	132,800
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 146,050</b>	<b>\$ 138,514</b>	<b>\$ 135,000</b>	<b>\$ 129,800</b>	<b>\$ 132,800</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (10,832)	\$ (25,121)	\$ (20,300)	\$ (6,225)	\$ (6,800)
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	237,755	212,634	192,334	206,409	199,609
<b>TOTAL FUND EQUITY</b>	<b>\$ 252,755</b>	<b>\$ 227,634</b>	<b>\$ 207,334</b>	<b>\$ 221,409</b>	<b>\$ 214,609</b>

### - - WORKING CAPITAL - -

INCREASE (DECREASE)	\$ (10,832)	\$ (25,121)	\$ (20,300)	\$ (6,225)	\$ (6,800)
ENDING BALANCE	\$ 237,755	\$ 212,634	\$ 192,334	\$ 206,409	\$ 199,609

### - - STAFFING - -

Positions: Not Applicable

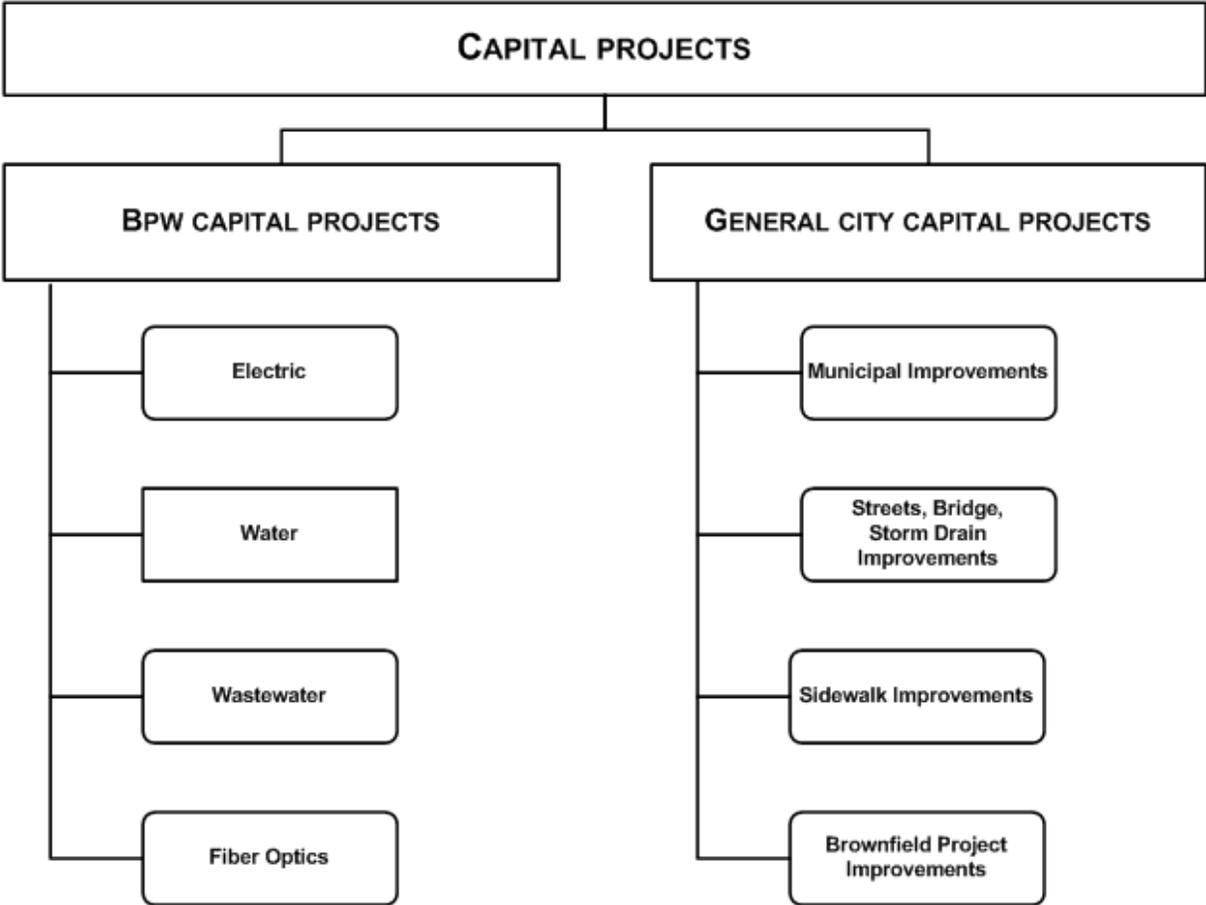
# CAPITAL PROJECTS

## INTRODUCTION

### GROUP MISSION STATEMENT

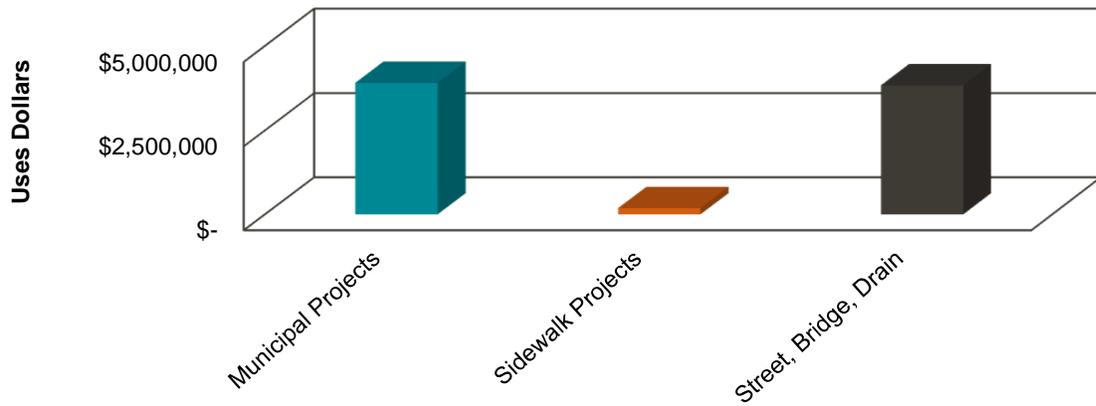
The Capital Projects Group accounts for all the City’s Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

### GROUP ORGANIZATIONAL STRUCTURE

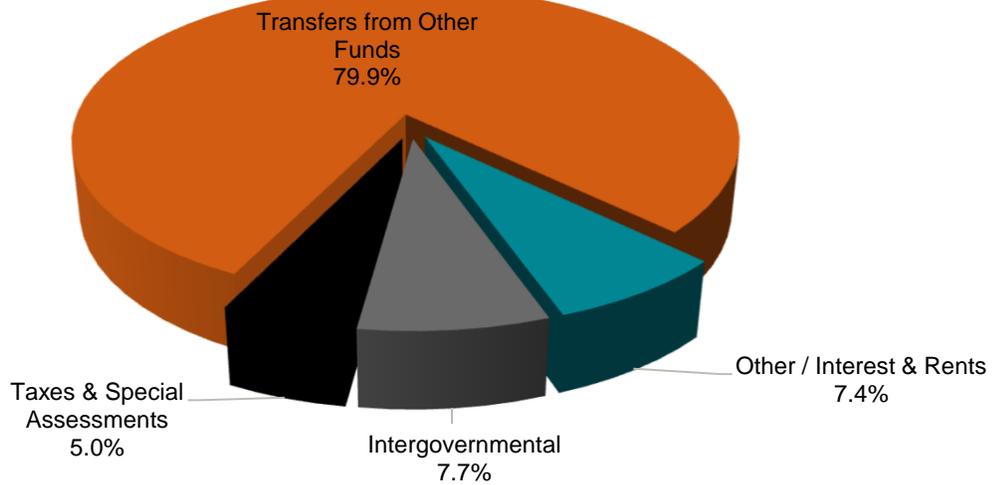


# CAPITAL PROJECTS

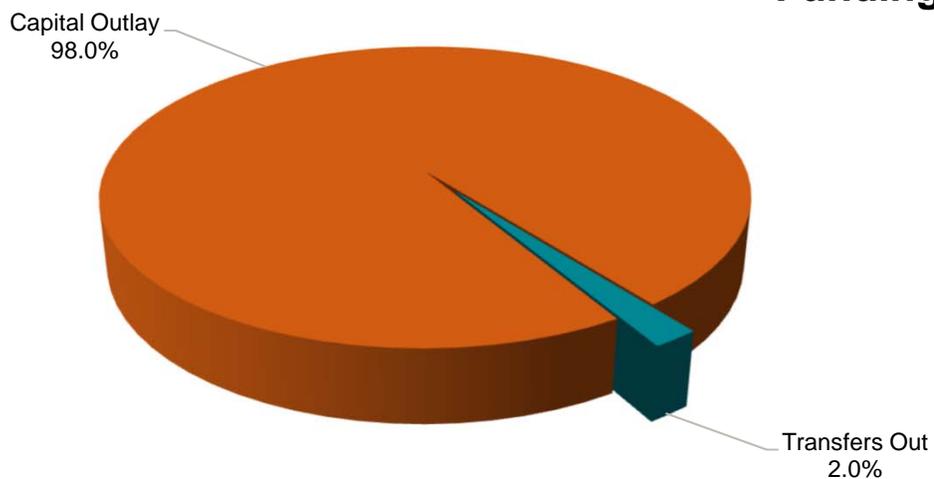
## Total Uses by Project Type \$7,925,435



## Funding Sources



## Funding Uses



# OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

## Capital Projects to be Implemented During Fiscal Year 2018

### GOVERNMENTAL - TYPE FUNDS

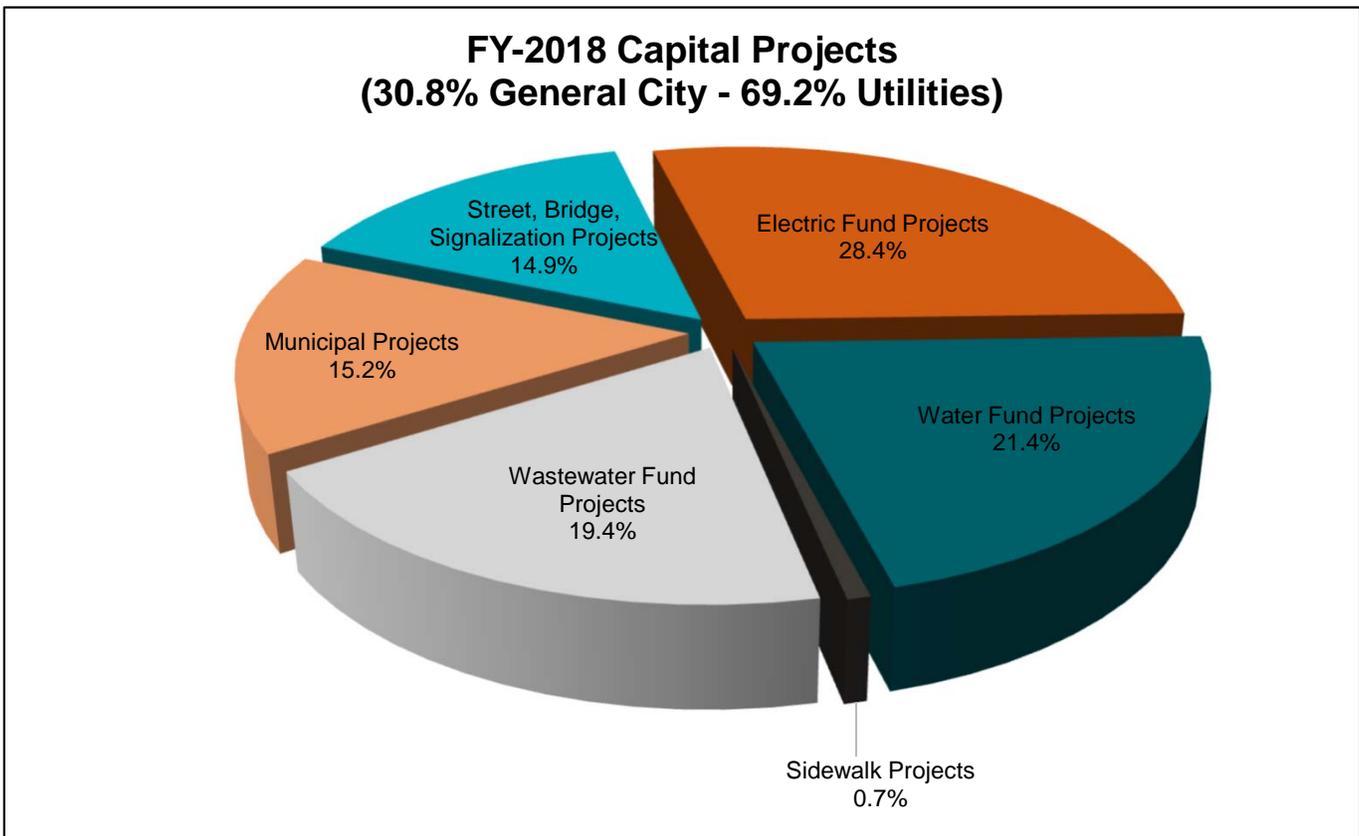
Municipal Improvements Projects:	\$	3,905,435
Street, Bridge, Signalization, Storm Sewer Projects:		
City Share		3,835,000
Sidewalk Improvements Projects		185,000

### PROPRIETARY - TYPE FUNDS

Enterprise - Fund Capital Projects:		
See Electric Utility Fund		7,298,689
See Water Utility Fund		5,515,462
See Wastewater Utility Fund		5,001,625

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$	25,741,211
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This presentation does not include smaller capital outlay purchases, such as vehicles, equipment & furniture. These type of purchases are not classified as "Capital Projects"



# CAPITAL PROJECTS

## SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Capital Projects	\$ 5,207,605	\$ 12,464,403	\$ 18,570,761	\$ 24,107,269	\$ 7,925,435
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### - - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 554,309	\$ 669,093	\$ 370,911	\$ 367,550	\$ 288,600
Intergovernmental	1,020,726	469,138	2,391,965	1,425,597	441,972
Interest & Rents	22,489	52,782	21,203	55,918	11,003
Other	4,601	2,010,161	4,209,573	738,296	417,000
Bond Proceeds	- 0 -	3,000,000	7,000,000	13,603,266	- 0 -
Transfers In	4,054,064	10,124,211	2,673,548	5,808,785	4,618,740
TOTAL SOURCES	<u>\$ 5,656,189</u>	<u>\$ 16,325,385</u>	<u>\$ 16,667,200</u>	<u>\$ 21,999,412</u>	<u>\$ 5,777,315</u>

FUNDING USES -

Other Current Expenditures -

Capital Outlay	\$ 5,165,024	\$ 11,071,690	\$ 17,083,761	\$ 23,708,229	\$ 7,767,435
Transfers Out	42,581	1,392,713	1,487,000	399,040	158,000
TOTAL USES	<u>\$ 5,207,605</u>	<u>\$ 12,464,403</u>	<u>\$ 18,570,761</u>	<u>\$ 24,107,269</u>	<u>\$ 7,925,435</u>

### - - GROUP STAFFING TOTALS - -

Positions: Not Applicable

# **CAPITAL PROJECTS**

## **MUNICIPAL CAPITAL IMPROVEMENTS**

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### **FUND MISSION STATEMENT**

Develop a comprehensive capital improvement budget that addresses short and long-term improvements to the City's infrastructure, public facilities and buildings, in order to assure the City will maximize its return on its investment and provide citizens with public facilities that improve the economic, social, and environmental quality of life in the City.

### **ACTION PLAN**

- Use fund balance to pay for new municipal capital projects as approved by City Council; the .1585 millage will be dedicated to building a reserve for Fire Station Renovation/Replacement projected to take place in FY-2021.
  
- 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
  - In-Car Video Replacement for Police Cruisers
  - Police Station Boiler Replacement
  - Greenhouse Renovation
  - Wayfinding Signage
  - DeGraaf Nature Center Entrance Improvements
  - VanRaalte Farm Improvements

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

## FY-2018 PROJECT DESCRIPTION

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### **MUNICIPAL CAPITAL IMPROVEMENT PROJECTS:**

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 FY2018 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 27, 2017.

### **PUBLIC INPUT:**

Coffee with Council and HBPW Board was held on January 14, 2017 to provide citizens with an opportunity for share ideas, remarks and concerns regarding current issues and longer-term capital needs relating to the City of Holland with elected and appointed officials. In addition, three budget study sessions open to the public with the City Council were held on April (12<sup>th</sup>, 13<sup>th</sup> and 17<sup>th</sup>), as well as the budget Public Hearing on May 3, 2017.

### **APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:**

The Municipal Capital Improvement Plan was approved on May 3, 2017, as part of the annual budget.

### **MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:**

**Redevelopment Ready Community Planning \$25,000:** For marketing/land use planning for obsolete commercial strips on US-31 and Washington Avenue.

### **DOWNTOWN PROJECTS:**

**Snowmelt Addition College 7<sup>th</sup> to 8<sup>th</sup> \$75,000:** For Extension of snowmelt on College Avenue from 7<sup>th</sup> St to 8<sup>th</sup> St.

**Broadcast System \$25,000:** The downtown portion of the Broadcast System for the downtown.

**Parking & Wayfinding Signage \$15,000:** This will continue the build out of the downtown wayfinding signage.

### **COMMUNITY ENERGY STRATEGIES PROJECTS:**

**Contribution to Holland Energy Fund \$273,740:** To pay for the contribution to the Holland Energy Fund from the HBPW dividend to fund incentives for the Home Energy Retrofit Program, to assist with 100 houses per year with the final goal of 7,000 home retrofits.

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

## FY-2018 PROJECT DESCRIPTION

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### **PUBLIC SAFETY PROJECTS:**

**Broadcast System \$25,000:** To pay for the Public Safety share of the Downtown Broadcast System.

**Fire Station Planning/Water Heater \$50,000:** Preparation for Waverly Road Fire Station Replacement/Rebuilding will begin in this fiscal year, with planning for phased in updates as well as an overall plan to move forward, with future debt service to come from the dedicated millage. Short term to replace a failing water heater.

**HPD Building Access Control and Security \$33,000:** To pay for updates to the system that manages access control to the building and the Jail at the 8<sup>th</sup> Street Facility

**HPD Boiler Replacement \$120,000:** To pay for the replacement of both boilers at the HDPS 8<sup>th</sup> street facility and tie into the Energy Performance Smart Building Automation System.

**In-Car Video Replacement \$190,000:** To pay to replace the existing, aging, In-Car video equipment and corresponding storage server with a new better resolution system.

### **PARKS, RECREATION AND TRANSPORTATION SERVICES PROJECTS:**

**Windmill Island Gardens Landscape Plan \$15,000:** To pay for the Landscape Plan for Windmill Island Gardens to implement Interpretive Plan results.

**Window on the Waterfront Renovation \$50,000:** To pay for improvements at Window on the Waterfront Park including pathway improvements.

**Civic Center Project Manager \$220,695:** To pay for Project management of the Civic Center Place Construction Manager to oversee the entire project.

**Civic Center Construction \$1,350,000:** To pay for the remainder of the renovation and construction of Civic Center Place.

**Transportation Center Compressor Replacement \$14,000:** To pay for the replacement of a failing compressor at the Transportation Center.

**Sidewalk Repair Citywide \$75,000:** To begin to dedicate Capital Improvement Funds to Sidewalk repair and infill connections. Proposed to continue in future years.

**DeGraaf Nature Center Entrance Improvements \$330,000:** To pay improvements to the DeGraaf Nature Center, including driveway improvements to allow busses to better access the center and improve aesthetics.

**Dog Parks – West and East Side \$75,000:** To pay for the Dog Parks at the West End and the VanRaalte Farm.

**City Wide Tree Planting \$50,000:** To pay for tree planting, including losses due to the Ash Borer. This is proposed to continue into future years.

**Lake Macatawa Street End \$5,000:** For City's match for a grant to construct neighborhood-led improvements at one of the 12 street ends providing community access.

**VanRaalte Farm Improvements \$60,000:** To be used for updates to the Farmhouse itself including exterior painting, flooring and barn improvements. (Legacy Funds)

**Barrier Free Trail – VanRaalte Farm \$25,000:** To pay the installation of a barrier free trail at the VanRaalte Farm, near the farm house. (Legacy Funds)

# MUNICIPAL CAPITAL IMPROVEMENTS FUND

## FY-2018 PROJECT DESCRIPTION

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### **PARKS, RECREATION AND TRANSPORTATION SERVICES PROJECTS:**

**Historic Signs Historic District \$9,000:** To purchase new signage for the historic district as part of the overall wayfinding signage update.

**Greenhouse Renovation \$250,000:** To build a new grow house near the existing Parks and Cemetery building to replace the Greenhouse that was sold to Freedom Village; with an additional \$250,000 carried over from the FY-2017 budget.

**Salt Building Roof Replacement \$40,000:** To replace the roof in the building that is used to store salt that is applied to the roads in winter.

**Leaf Recycling Land/Facility \$25,000:** To build a leaf recycling facility off of 48<sup>th</sup> Street for the disposal and composting of leaves, freeing up cemetery land.

**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. This is proposed to continue in future budgets.

**Baseline Fix It First Costs – Buildings \$25,000:** To pay for fixes to maintenance issues in City buildings that have been delayed or postponed in the past, without having to wait for the next budget cycle. This is proposed to continue in future budgets.

### **COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:**

**Cappon and Settlers Home Improvements \$5,000:** To be determined by the Holland Historic Trust.

**City Hall Carpet/Chairs/Security \$50,000:** To replace chairs that were purchased as part of the City Hall renovations in the mid 90's, and address security issues.

**PASER Rating Model for City Buildings \$50,000:** To pay for the evaluation of the maintenance of city buildings, and create a plan for maintenance priorities.

**Neighborhoods Enhancement Program \$50,000:** 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.

**Museum Repairs \$10,000:** To pay for repairs at the Holland Museum.

**City Hall Boiler \$60,000:** To replace the failing Boiler at City Hall, and add it to the Building Automation System.

**Gateway/Wayfinding Signs & Message Boards \$40,000:** This is the current year's cost for a comprehensive wayfinding, entryway signage and community value signage program. Phased implementation costs will continue.

**Chicago Drive Entryway Streetscape \$15,000:** 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes	\$ 504,204	\$ 616,462	\$ 320,361	\$ 317,000	\$ 163,036
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	75,000
Intergovernmental	4,000	37,639	1,156,898	186,897	433,272
Interest & Rents	21,985	53,138	21,000	55,915	11,000
Other	3,701	1,733,986	4,209,573	738,296	417,000
Bond Proceeds	- 0 -	3,000,000	7,000,000	13,603,266	- 0 -
Transfers In	702,331	1,951,801	1,327,687	2,646,845	658,740
<b>TOTAL SOURCES</b>	<b>\$ 1,236,221</b>	<b>\$ 7,393,026</b>	<b>\$ 14,035,519</b>	<b>\$ 17,548,219</b>	<b>\$ 1,758,048</b>

#### FUNDING USES -

Capital Outlay	\$ 744,105	\$ 2,169,375	\$ 14,451,900	\$ 19,255,289	\$ 3,747,435
Transfers Out	- 0 -	1,336,800	1,487,000	399,040	158,000
<b>TOTAL USES</b>	<b>\$ 744,105</b>	<b>\$ 3,506,175</b>	<b>\$ 15,938,900</b>	<b>\$ 19,654,329</b>	<b>\$ 3,905,435</b>

### - - FUND EQUITY - -

<b>INCREASE (DECREASE)</b>	<b>\$ 492,116</b>	<b>\$ 3,886,851</b>	<b>\$ (1,903,381)</b>	<b>\$ (2,106,110)</b>	<b>\$ (2,147,387)</b>
<b>ENDING BALANCE -</b>					
Reserved - Fire Station	\$ 254,678	\$ 472,395	\$ 592,859	\$ 718,460	\$ 831,496
Reserved - Civic Center	- 0 -	1,245,331	- 0 -	1,007,626	- 0 -
Assigned - Legacy Projects	1,093,112	1,244,001	857,942	1,024,001	806,001
Undesignated / Unreserved	1,129,257	3,402,171	3,009,716	1,507,701	472,904
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,477,047</b>	<b>\$ 6,363,898</b>	<b>\$ 4,460,517</b>	<b>\$ 4,257,788</b>	<b>\$ 2,110,401</b>

### - - STAFFING - -

Positions: Not Applicable

# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY-2018 Proposed	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential
<b>- - ESTIMATED BEGINNING FUND BALANCE AT JULY 1 - -</b>					
<b>Reserved:</b>					
- Fire Station Renovation	718,460	831,496	1,003,108	1,080,152	-
- Civic Center Place	1,007,626	-	-	-	-
Assigned - Legacy Funds	1,024,001	806,001	406,001	406,001	406,001
Unassigned	<u>1,507,701</u>	<u>472,904</u>	<u>167,839</u>	<u>(508,027)</u>	<u>(1,932,933)</u>
<b>Total</b>	<b><u>4,257,788</u></b>	<b><u>2,110,401</u></b>	<b><u>1,576,948</u></b>	<b><u>978,126</u></b>	<b><u>(1,526,932)</u></b>

### - - FINANCING SOURCES - -

**PROPERTY TAX & ASSESSMENTS:**

General Millage	-	59,935	61,134	62,357	351,841
Fire Station Renovation Millage	163,036	271,612	277,044	282,585	-
Personal Property Tax Reimbursement	18,272	30,000	30,000	30,000	30,000
Assessment - Snowmelt College 7th-8th	75,000	-	-	-	-
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	-
Passport-Dog Park	75,000	-	-	-	-
Tree Grant	100,000	-	-	-	-
Recreation - Various	25,000	25,000	25,000	-	25,000
Macatawa Greenway	-	-	-	250,000	-

**BONDS:**

Fire Station Renovation	-	-	-	4,200,000	-
Parking Deck (West 9th Street)	-	-	6,000,000	-	-
Smallenburg Recreation Center (3 Gym)	-	-	-	10,000,000	-

**PRIVATE DONATIONS:**

Civic Center Furniture	167,000	167,000	-	-	-
Civic Center Major Donor	250,000	-	-	-	-

**TRANSFERS IN FROM:**

BPW - Dividend	295,000	400,000	400,000	400,000	400,000
BPW - Dividend Holland Energy Fund	273,740	270,000	270,000	270,000	270,000
Downtown Development Authority	40,000	35,000	-	-	-
General Fund	-	275,000	275,000	275,000	275,000
Investment Income	10,000	10,000	10,000	10,000	10,000

# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY-2018 Proposed	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential
Rent-Agricultural Land Lease	1,000	1,000	1,000	1,000	1,000
Streetscape (TIF)	-	-	500,000	500,000	-
<b>TOTAL FINANCING SOURCES</b>	<b>1,708,048</b>	<b>1,606,547</b>	<b>7,911,178</b>	<b>16,542,942</b>	<b>1,374,841</b>

### - - FINANCING USES - -

#### MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Special Planning Funds: Waterfront	-	25,000	-	-	-
Redevelopment Ready Community Funds	25,000	25,000	-	25,000	-
Land Acquisition (via Land Contracts)	-	-	25,000	-	-
<b>Total</b>	<b>25,000</b>	<b>50,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>

#### DOWNTOWN PROJECTS:

Ice Rink Planning	-	-	-	18,000	-
Streetscape Refreshment	-	-	500,000	500,000	-
Parking Deck (West 9th Street)	-	-	6,000,000	-	-
Snowmelt Addition - College - 7th-8th	75,000	-	-	-	-
Downtown Broadcast System - 50%	25,000	-	-	-	-
Parking and Wayfinding Signage	15,000	10,000	10,000	10,000	-
Connections to Waterfront & Kollen Park	-	25,000	-	-	-
<b>Total</b>	<b>115,000</b>	<b>35,000</b>	<b>6,510,000</b>	<b>528,000</b>	<b>-</b>

#### PUBLIC SAFETY PROJECTS:

Downtown Broadcast System - 50%	25,000	-	-	-	-
Fire Station Planning/Water Heater	50,000	-	50,000	-	-
Fire Station Addition/Renovation	-	100,000	150,000	6,000,000	-
Outdoor Warning Siren Controller	-	25,000	-	-	-
HPD Roof Replacement	-	175,000	-	-	-
Use of Force Video Simulation	-	-	150,000	-	-
HPD Building Access Control and Security	33,000	-	-	-	-
HPD Boilers	120,000	-	-	-	-
Kollen Park Bay Heat and Door Replacement	-	-	50,000	-	-
In-Car Video Replacement	190,000	-	-	-	-
Shooting Range Renovation/Replacement	-	50,000	-	-	-
<b>Total</b>	<b>418,000</b>	<b>350,000</b>	<b>400,000</b>	<b>6,000,000</b>	<b>-</b>

# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY-2018 Proposed	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential
<b>PARKS, RECREATION &amp; TRANSPORTATION SERVICES PROJECTS:</b>					
WIG - Landscape Plan	15,000	-	-	-	-
WIG - Business Plan Completion	-	200,000	-	200,000	-
WIG - Bridge Project (Legacy)	-	400,000	-	-	-
Window-on-the-Waterfront Renovation	50,000	-	-	-	-
Civic Center - Project Manager	220,695	-	-	-	-
Civic Center - Construction	1,350,000	-	-	-	-
Civic Center - Market Awnings	-	-	-	500,000	-
Civic Center - Maintenance	-	10,000	25,000	25,000	25,000
Central and Decentralized Splash Pads (3)	-	-	100,000	200,000	-
Transportation Compressor Replacement	14,000	-	-	-	-
Sidewalk Repair City Wide	75,000	75,000	100,000	50,000	50,000
DeGraaf Nature Center Entrance Improvement	330,000	-	-	45,000	-
Dog Parks - West and East Side	75,000	-	-	-	50,000
City-Wide Tree Planting	50,000	50,000	50,000	50,000	50,000
Lake Macatawa Street Ends	5,000	25,000	-	25,000	25,000
Lakeview Park adj to Laketown Township	-	-	25,000	300,000	-
Moran Park Improvements	-	200,000	-	-	-
Kayak Launches	-	25,000	25,000	25,000	-
Tennis Court Resurfacing	-	-	50,000	50,000	50,000
VanRaalte Farm Improvements - Legacy	60,000	-	-	-	-
Barrier-Free Trail - Van Raalte - Legacy	25,000	-	-	-	-
Washington School Green Park - Legacy	50,000	-	-	-	-
Heinz Boardwalk - New Pier & Dock	-	-	100,000	-	-
Kollen Park - Outdoor Performing Facility	-	-	-	100,000	-
Historic Signs - Historic District	9,000	-	-	-	-
Greenhouse Renovation / Combination	250,000	-	-	-	-
Pickle ball Courts	-	35,000	-	-	-
Smallenburg Recreation Center Planning	-	-	150,000	-	-
Smallenburg Recreation Center (3 Gym)	-	-	-	10,000,000	-
Salt Building Roof Replacement	40,000	-	-	-	-
Repaving at Transportation Building	-	75,000	75,000	75,000	-
Leaf Recycling Land/Facility 48th St	25,000	-	-	-	-
Baseline Fix It First Costs - Parks	75,000	50,000	50,000	50,000	50,000
Baseline Maintenance Costs Facilities	25,000	25,000	50,000	50,000	50,000
Macatawa Greenway	-	-	-	250,000	-
<b>Total</b>	<b>2,743,695</b>	<b>1,170,000</b>	<b>800,000</b>	<b>11,995,000</b>	<b>350,000</b>

# MUNICIPAL CAPITAL PROJECTS

## FIVE YEAR PROJECTION SUMMARY

	FY-2018 Proposed	FY-2019 Potential	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES PROJECTS:</b>					
Cappon & Settlers Homes Improvements	5,000	5,000	5,000	5,000	5,000
City Hall Carpet/Chairs/Blinds/Security	50,000	50,000	-	-	-
PASER Rating Model for City buildings	50,000	-	-	-	-
Neighborhoods Enhancement Program	50,000	50,000	50,000	50,000	50,000
Museum Repairs	10,000	10,000	10,000	10,000	10,000
Kensington Park Planning	-	-	-	20,000	-
City Hall Boiler	60,000	-	-	-	-
City Hall Window Mortar Repair	-	35,000	-	-	-
Washington Blvd LED Street Lights	-	-	-	120,000	120,000
Gateway/Wayfinding Signs & Message Boards	40,000	90,000	90,000	-	-
Chicago Drive Entryway Streetscape	15,000	-	300,000	-	-
Holland Heights Neighborhood Initiative	-	-	50,000	-	-
<b>Total</b>	<b>280,000</b>	<b>240,000</b>	<b>505,000</b>	<b>205,000</b>	<b>185,000</b>

### COMMUNITY ENERGY STRATEGIES PROJECTS:

Contribution to Holland Energy Fund	273,740	295,000	270,000	295,000	270,000
<b>Total</b>	<b>273,740</b>	<b>295,000</b>	<b>270,000</b>	<b>295,000</b>	<b>270,000</b>

<b>TOTAL FINANCING USES</b>	<b>3,855,435</b>	<b>2,140,000</b>	<b>8,510,000</b>	<b>19,048,000</b>	<b>805,000</b>
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### - - ESTIMATED ENDING FUND BALANCE AT JUNE 30 - -

#### Reserved:

- Fire Station Renovation	831,496	1,003,108	1,080,152	-	-
Assigned - Legacy Funds	806,001	406,001	406,001	406,001	406,001
Unassigned	472,904	167,839	(508,027)	(1,932,933)	(1,363,092)
<b>Total</b>	<b>2,110,401</b>	<b>1,576,948</b>	<b>978,126</b>	<b>(1,526,932)</b>	<b>(957,091)</b>

# **CAPITAL PROJECTS**

## **STREET, BRIDGE AND DRAIN PROJECTS**

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### **FUND MISSION STATEMENT**

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

### **ACTION PLAN**

- To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2017 construction season:
  - South Shore Drive
  - MDOT M-40 Safety Project / Realignment of 64<sup>th</sup> Street
  - Drainage improvements at 29<sup>th</sup> Street & Ottawa Avenue and 24<sup>th</sup> Street & Plasman Avenue.
  - Planning for Lincoln Avenue project, 32<sup>nd</sup> Street to US-31 (2018 construction)
  - Planning for Hope Avenue project, 16<sup>th</sup> Street to Paw Paw Drive (2018 construction)
- To develop a resurfacing program for the summer of 2017 and 2018, using street ratings developed through asset management techniques.
- To develop a crack sealing program for the summer of 2017 and 2018, using street ratings developed through asset management techniques.
- To identify planning needs for additional projects included in our 5 year streets plan (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 .25 mill tax levy for sidewalk improvements. (75,000 in MCIF)

# CAPITAL PROJECTS

## STREET, BRIDGE AND DRAIN CAPITAL PROJECTS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Intergovernmental	1,016,726	431,295	1,230,000	1,230,000	- 0 -
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Other	900	276,175	- 0 -	- 0 -	- 0 -
Transfers In	3,351,733	8,052,410	1,330,861	3,151,940	3,835,000
<b>TOTAL SOURCES</b>	<b>\$ 4,369,359</b>	<b>\$ 8,759,880</b>	<b>\$ 2,560,861</b>	<b>\$ 4,381,940</b>	<b>\$ 3,835,000</b>

FUNDING USES -

Capital Outlay	\$ 4,378,007	\$ 8,742,706	\$ 2,560,861	\$ 4,381,940	\$ 3,835,000
Transfers Out	- 0 -	17,177	- 0 -	- 0 -	- 0 -
<b>TOTAL USES</b>	<b>\$ 4,378,007</b>	<b>\$ 8,759,883</b>	<b>\$ 2,560,861</b>	<b>\$ 4,381,940</b>	<b>\$ 3,835,000</b>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (8,648)	\$ (3)	\$ - 0 -	\$ - 0 -	\$ - 0 -
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	53,776	53,773	53,773	53,773	53,773
<b>TOTAL FUND EQUITY</b>	<b>\$ 53,776</b>	<b>\$ 53,773</b>	<b>\$ 53,773</b>	<b>\$ 53,773</b>	<b>\$ 53,773</b>

### - - STAFFING - -

Positions: Not Applicable

NOTE: Electric, Water and Wastewater Fund portions of these projects are not included above, but are reported in the Utility Services Group.

# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2016 - JUNE 30, 2017

## PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<u>Fiscal Year 2017</u>					
Actual Fund Balance - July 1, 2016	\$ 21,633	\$ 407,934	\$ 4,374	\$ 16,974	\$ 450,915
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,433,805	1,433,805
Intergovernmental	3,090,850	450,000	347,600	248,266	4,136,716
Fees	30,000	-	-	-	30,000
Investment Income	200	4,000	500	2,000	6,700
Transfer from Other Funds					
- Cash Assistance Fund-Special Assessments	-	-	-	658,934	658,934
- Brownfield Fund (Crescent Shores)	-	-	-	7,875	7,875
TOTAL SOURCES	<u>3,121,050</u>	<u>454,000</u>	<u>348,100</u>	<u>2,350,880</u>	<u>6,274,030</u>
FUNDING USES -					
Trunkline Maintenance	7,000	-	-	-	7,000
Admin, Engineering & Recordkeeping	19,000	-	-	-	19,000
Street Maintenance	1,432,375	-	-	-	1,432,375
Transfer to Other Funds					
- MVH Local Street Fund	600,775	-	-	-	600,775
- Snowmelt Fund	26,074	-	-	-	26,074
- Sidewalk Improvement Fund	10,000	-	-	-	10,000
- Street Projects	595,000	178,651	330,000	813,550	1,917,201
- MCIF (Temp Loan for FY-2016)	-	-	-	1,314,700	1,314,700
- CVE Fund (Temp Loan for FY-2016)	-	-	-	200,000	200,000
TOTAL USES	<u>2,690,224</u>	<u>178,651</u>	<u>330,000</u>	<u>2,328,250</u>	<u>5,527,125</u>
Estimated Fund Balance - June 30, 2017	<u>\$ 452,459</u>	<u>\$ 683,283</u>	<u>\$ 22,474</u>	<u>\$ 39,604</u>	<u>\$ 1,197,820</u>

# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2017 - JUNE 30, 2018

## PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegan County Road Tax Fund</u>	<u>Ottawa County Road Tax Fund</u>	<u>Street Improvement Reserve Fund</u>	<u>Total</u>
<hr/>					
<b>Fiscal Year 2018</b>					
Estimated Fund Balance - July 1, 2017	\$ 452,459	\$ 683,283	\$ 22,474	\$ 39,604	\$ 1,197,820
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,469,950	1,469,950
Intergovernmental	3,297,500	450,000	350,000	351,706	4,449,206
Fees	32,000	-	-	-	32,000
Investment Income	1,000	4,000	500	3,000	8,500
Transfer from Other Funds	-	-	-	-	-
- Brownfield Fund (Crescent Shores)	-	-	-	13,434	13,434
TOTAL SOURCES	<u>3,330,500</u>	<u>454,000</u>	<u>350,500</u>	<u>1,838,090</u>	<u>5,973,090</u>
FUNDING USES -					
Trunkline Maintenance	7,000	-	-	-	7,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,513,825	-	-	-	1,513,825
Transfer to Other Funds					
- MVH Local Street Fund	608,675	-	-	-	608,675
- SidewalkFund	50,000	-	-	-	50,000
- Snowmelt Fund	26,856	-	-	-	26,856
- Street Projects	<u>1,025,000</u>	<u>650,000</u>	<u>350,000</u>	<u>1,810,000</u>	<u>3,835,000</u>
TOTAL USES	<u>3,251,356</u>	<u>650,000</u>	<u>350,000</u>	<u>1,810,000</u>	<u>6,061,356</u>
Estimated Fund Balance - June 30, 2018	<u>\$ 531,603</u>	<u>\$ 487,283</u>	<u>\$ 22,974</u>	<u>\$ 67,694</u>	<u>\$ 1,109,554</u>

# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2018 - JUNE 30, 2020

## PROJECTED CASH FLOW

	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<b>Fiscal Year 2019</b>					
Estimated Fund Balance - July 1, 2018	\$ 531,603	\$ 487,283	\$ 22,974	\$ 67,694	\$ 1,109,554
<b>FUNDING SOURCES -</b>					
Property Taxation & Assessments	-	-	-	1,506,700	1,506,700
Intergovernmental	3,209,000	450,000	358,750	165,000	4,182,750
Fees	30,000	-	-	-	30,000
Investment Income	1,000	4,000	500	-	5,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
<b>TOTAL SOURCES</b>	<b>3,240,000</b>	<b>454,000</b>	<b>359,250</b>	<b>1,679,700</b>	<b>5,732,950</b>
<b>FUNDING USES -</b>					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	21,500	-	-	-	21,500
Street Maintenance	1,589,500	-	-	-	1,589,500
Transfer to Other Funds					-
- MVH Local Street Fund	639,100	-	-	-	639,100
- Snowmelt Fund	27,000	-	-	-	27,000
- Street Projects	850,000	900,000	330,000	1,675,000	3,755,000
<b>TOTAL USES</b>	<b>3,135,100</b>	<b>900,000</b>	<b>330,000</b>	<b>1,675,000</b>	<b>6,040,100</b>
Estimated Fund Balance - June 30, 2019	\$ 636,503	\$ 41,283	\$ 52,224	\$ 72,394	\$ 802,404
<b>Fiscal Year 2020</b>					
<b>FUNDING SOURCES -</b>					
Property Taxation & Assessments	-	-	-	1,544,400	1,544,400
Intergovernmental	3,300,000	450,000	367,700	165,000	4,282,700
Fees	30,000	-	-	-	30,000
Investment Income	1,000	1,000	500	-	2,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
<b>TOTAL SOURCES</b>	<b>3,331,000</b>	<b>451,000</b>	<b>368,200</b>	<b>1,717,400</b>	<b>5,867,600</b>
<b>FUNDING USES -</b>					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	1,669,000	-	-	-	1,669,000
Transfer to Other Funds					
- MVH Local Street Fund	671,100	-	-	-	671,100
- Snowmelt Fund	27,500	-	-	-	27,500
- Street Projects	1,150,000	390,000	380,000	1,750,000	3,670,000
<b>TOTAL USES</b>	<b>3,547,600</b>	<b>390,000</b>	<b>380,000</b>	<b>1,750,000</b>	<b>6,067,600</b>
Estimated Fund Balance - June 30, 2020	\$ 419,903	\$ 102,283	\$ 40,424	\$ 39,794	\$ 602,404

# STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2020 - JUNE 30, 2022

## PROJECTED CASH FLOW

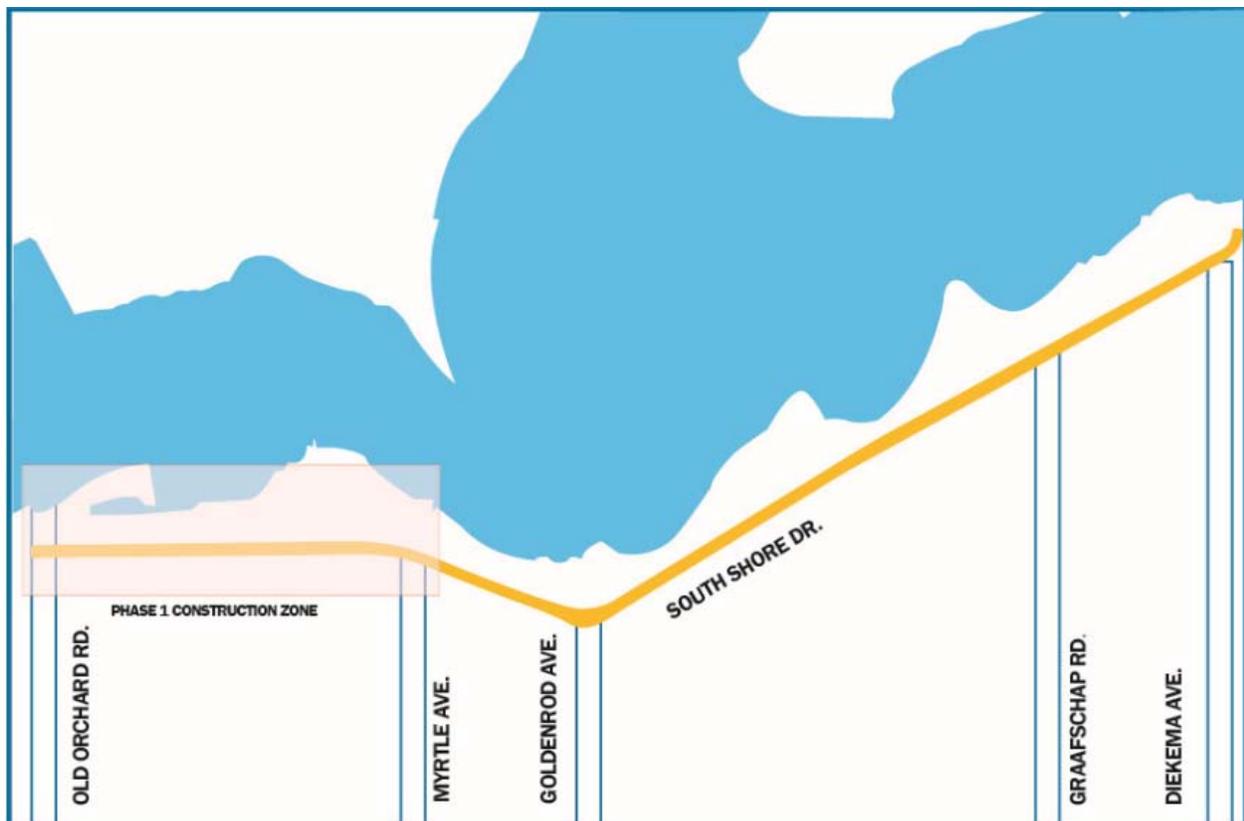
	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<b>Fiscal Year 2021</b>					
Estimated Fund Balance - July 1, 2020	\$ 419,903	\$ 102,283	\$ 40,424	\$ 39,794	\$ 602,404
<b>FUNDING SOURCES -</b>					
Property Taxation & Assessments	-	-	-	1,583,000	1,583,000
Intergovernmental	3,400,000	450,000	376,900	165,000	4,391,900
Fees	30,000	-	-	-	30,000
Investment Income	1,000	1,000	500	-	2,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
<b>TOTAL SOURCES</b>	<b>3,431,000</b>	<b>451,000</b>	<b>377,400</b>	<b>1,756,000</b>	<b>6,015,400</b>
<b>FUNDING USES -</b>					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	28,000	-	-	-	28,000
Street Maintenance	1,752,500	-	-	-	1,752,500
Transfer to Other Funds					
- MVH Local Street Fund	704,700	-	-	-	704,700
- Snowmelt Fund	28,000	-	-	-	28,000
- Street Projects	1,100,000	500,000	350,000	1,780,000	3,730,000
<b>TOTAL USES</b>	<b>3,621,200</b>	<b>500,000</b>	<b>350,000</b>	<b>1,780,000</b>	<b>6,251,200</b>
Estimated Fund Balance - June 30, 2021	\$ 229,703	\$ 53,283	\$ 67,824	\$ 15,794	\$ 366,604
<b>Fiscal Year 2022</b>					
<b>FUNDING SOURCES -</b>					
Property Taxation & Assessments	-	-	-	1,622,600	1,622,600
Intergovernmental	3,550,000	450,000	386,300	165,000	4,551,300
Fees	30,000	-	-	-	30,000
Investment Income	1,000	1,000	500	-	2,500
Transfer from Other Funds	-	-	-	-	-
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
<b>TOTAL SOURCES</b>	<b>3,581,000</b>	<b>451,000</b>	<b>386,800</b>	<b>1,795,600</b>	<b>6,214,400</b>
<b>FUNDING USES -</b>					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	28,500	-	-	-	28,500
Street Maintenance	1,840,100	-	-	-	1,840,100
Transfer to Other Funds					
- MVH Local Street Fund	739,900	-	-	-	739,900
- Snowmelt Fund	29,000	-	-	-	29,000
- Street Projects	880,000	450,000	400,000	1,775,000	3,505,000
<b>TOTAL USES</b>	<b>3,525,500</b>	<b>450,000</b>	<b>400,000</b>	<b>1,775,000</b>	<b>6,150,500</b>
Estimated Fund Balance - June 30, 2022	\$ 285,203	\$ 54,283	\$ 54,624	\$ 36,394	\$ 430,504

# South Shore Drive Reconstruction Project

Estimated Budget: \$5.4 million

Project Description - Holland Board of Public Works and the City of Holland are working jointly to upgrade infrastructure on South Shore Drive. South Shore Drive will be undergoing an extensive update including water main work, sanitary sewer and storm sewer work, ADA sidewalk ramps and reconstruction of the roadway.

Phases – Construction will be done in four phases to minimize disruption to residents and business. The project began on April 17, 2017 and is expected to be completed by October 31, 2017.



# 2017 Street Resurfacing Program

This year the City of Holland plans to mill and pave the following roads -

Washington Avenue; 19th - 31st Street

Veterans Drive; M-40 - Central Avenue

21st Street; VanRaalte - Columbia Avenue

22nd Street; VanRaalte - Pine Avenue

23rd Street; Washington - street end west of VanRaalte Avenue

25th Street; VanRaalte - street end east of Washington Avenue

26th Street; VanRaalte - street end east of Washington Avenue

27th Street; Washington - Michigan Avenue

28th Street; VanRaalte - Michigan Avenue

29th Street; VanRaalte - Washington Avenue

24th Street; VanRaalte - Ottawa Avenue. Small street improvement project to revise storm drains and add curb & gutter.

24th Street; Diekema - Graafschap Road. Revisions to storm drains and repaving.

Budget: \$630,000

Start Date – May 17, 2017

Completion Date - yet to be determined



# CAPITAL PROJECTS

## SIDEWALK IMPROVEMENTS FUND

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
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### - - FUNDING SOURCES & USES - -

#### FUNDING SOURCES -

Taxes & Special Assessments	\$ 50,105	\$ 52,631	\$ 50,550	\$ 50,550	\$ 50,564
Intergovernmental	- 0 -	204	5,067	8,700	8,700
Interest & Rents	504	(356)	203	3	3
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	120,000	15,000	10,000	125,000
TOTAL SOURCES	<u>\$ 50,609</u>	<u>\$ 172,479</u>	<u>\$ 70,820</u>	<u>\$ 69,253</u>	<u>\$ 184,267</u>

#### FUNDING USES -

Repairs	\$ 27,106	\$ 82,560	\$ 20,000	\$ 39,889	\$ 150,000
Asphalt Walkways	15,033	75,718	50,000	30,111	35,000
Brick Maintenance/Repairs	773	1,331	1,000	1,000	- 0 -
Transfers Out	42,581	38,736	- 0 -	- 0 -	- 0 -
TOTAL USES	<u>\$ 85,493</u>	<u>\$ 198,345</u>	<u>\$ 71,000</u>	<u>\$ 71,000</u>	<u>\$ 185,000</u>

### - - FUND EQUITY - -

INCREASE (DECREASE)	\$ (34,884)	\$ (25,866)	\$ (180)	\$ (1,747)	\$ (733)
ENDING BALANCE -					
Designated / Reserved	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Undesignated / Unreserved	30,480	4,614	4,434	2,867	2,134
TOTAL FUND EQUITY	<u>\$ 30,480</u>	<u>\$ 4,614</u>	<u>\$ 4,434</u>	<u>\$ 2,867</u>	<u>\$ 2,134</u>

### - - STAFFING - -

Positions: Not Applicable

# MUNICIPAL UTILITIES CAPITAL PROJECTS

## FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

### ELECTRIC - WATER - WASTEWATER

	FY-2018 Budgeted	FY-2019 Projected	FY-2020 Projected	FY-2021 Projected	FY-2022 Projected
- - FUNDING SOURCES & USES - -					

**ELECTRIC UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):**

Financing Sources:

Electric Fund - Net Revenues & Earnings	11,906,595	17,407,447	21,262,684	25,330,489	30,888,720
Financed from Cash Reserves	(4,607,906)	(10,482,447)	(19,032,684)	(23,855,489)	(27,488,720)
Bond Issue Proceeds	-	-	-	-	-
	7,298,689	6,925,000	2,230,000	1,475,000	3,400,000

Financing Uses:

Power Resources	915,200	5,255,000	650,000	-	30,000
Electric Transmission and Distribution & Allocated Admin Projects	6,383,489	1,670,000	1,580,000	1,475,000	3,370,000
	7,298,689	6,925,000	2,230,000	1,475,000	3,400,000

**WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):**

Financing Sources:

Water Fund - Net Revenues & Earnings	3,442,344	3,597,622	3,712,264	3,849,945	3,944,922
Financed from Cash Reserves	2,073,118	1,316,878	573,736	6,719,055	3,907,253
	5,515,462	4,914,500	4,286,000	10,569,000	7,852,175

Financing Uses:

Water Plant	1,207,837	907,500	544,000	8,096,000	2,179,175
Water Distribution & Allocated Admin	4,307,625	4,007,000	3,742,000	2,473,000	5,673,000
	5,515,462	4,914,500	4,286,000	10,569,000	7,852,175

**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	(5,717,639)	5,017,198	4,363,231	4,230,357	6,679,872
Bond Issue Proceeds	-	-	-	-	-
	(4,739,250)	5,320,000	4,651,000	4,607,000	7,123,000

Financing Uses:

Wastewater Plant	1,646,000	962,000	965,000	782,000	3,590,000
Wastewater Collection & Allocated Admin	3,355,625	4,358,000	3,686,000	3,825,000	3,533,000
	5,001,625	5,320,000	4,651,000	4,607,000	7,123,000

# Holland Energy Park

After breaking ground in April, 2015, Holland Energy Park is nearing completion. The state-of-the-art combined-cycle natural gas-fired power plant project will provide this public power community with a new, cleaner source of baseload power. At the same time, the project is turning a brownfield into a park and will put a new face on the city's eastern gateway.

The project will include an observation gallery and experience center where residents will be able to see firsthand how their power is produced and learn about many aspects of the electric industry through hands-on exhibits.

It will also expand Holland's snowmelt system from 460,000 square feet in 2016 to the current 602,000 square feet (plus an additional 100,000 square feet on site), using waste heat in the form of hot water from the power plant. The new equipment and innovative design make the snowmelt system expandable up to a possible 2.5 million square feet.

The Energy Park will include walking paths through the park that will eventually connect to Macatawa Greenway trail system. Environmentally sensitive landscaping and water retention features will also reduce runoff to the wetlands surrounding the Energy Park.

**Estimated Final Cost:** \$240 - \$250 Million

## **Major Milestones:**

Substantial Completion:	May 1, 2017
General Contractor demobilizes:	Mid-summer, 2017
<b>Visitor's Experience Center completion:</b>	<b>October 1, 2017</b>



An early morning view of the front of the building. Dark-sky fixtures minimize light pollution, including glare.



Seen here is a view of the red “spine” that will house the visitor’s experience center.



The pedestrian bridge and overlook deck for viewing the pond and stream are now in place along the eastern edge of the Energy Park.

# WRF Improvements Project

The Holland Area Water Reclamation Facility (WRF) is nearing final completion of major improvements that have substantially increased its efficiency to handle more waste and reduce its energy consumption. New equipment and processes have been integrated into the existing treatment infrastructure and eliminated the need to expand the facility.

Leading edge bio solids dewatering and thickening technologies allow the dewatered solids to be hauled to a local landfill which helps augment methane gas production (and in turn is used for power generation). Increased accuracy in the addition of high purity oxygen results in a more efficient aeration process and has substantially reduced the electric power needed for this process.

By replacing outdated equipment with newer, more efficient technologies, streamlining processes and automating the ability to collect more accurate data from daily operations, the WRF is ensuring effective water treatment for years to come.

**Budget:** \$20 Million

**Current Status:** Substantially Complete

## Major Milestones:

Design Completion:	December 2014
Construction Start:	April 2015
Major Equipment Deliveries:	June-October 2015
Biosolids Substantial Completion:	February 2016
Secondary Treatment Substantial Completion:	March 2017

Installed screw press equipment in operation for sludge dewatering



New pumps feeding sludge to screw press equipment



## IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

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Project Description	Amount
<b><u>Municipal Capital Improvement Projects</u></b>	
<u>Snowmelt Addition: College from 7th to 8th Street</u> - Additional utility costs	\$ 200
<u>HPD Boilers</u> - Energy efficient reducing utility costs	(100)
<u>DeGraaf Nature Center Entrance Improvement</u> - Grounds maintenance	250
<u>Dog Parks - West and East Side</u> - Grounds maintenance	800
<u>VanRaalte Farm Improvements</u> - Grounds maintenance	(500)
Total for Municipal Capital Improvement Projects	<u>\$ 650</u>
<b><u>Street Projects</u></b>	
<u>South Shore Drive</u> - Road maintenance	(1,000)
<u>2017 Resurfacing</u> - Road maintenance	(2,500)
<u>9th St. Washington to 8th St Snowmelt Expansion</u> - Additional utility costs	600
Total for Street Projects	<u>\$ (2,900)</u>
Total Impact on Operating Budgets	<u>\$ (2,250)</u>

The majority of the projects are one time expenditures and will not financially impact operating budgets.

# APPENDIX A

## PERSONNEL SCHEDULE

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- > FULL-TIME EMPLOYEE TRENDS
  
- > PART-TIME EMPLOYEE TRENDS
  
- > FULL-TIME SUMMARY BY GROUP AND FUND
  
- > PART-TIME SUMMARY BY GROUP AND FUND
  
- > DETAIL BY POSITION

# PERSONNEL SUMMARY

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State Revenue Sharing is projected to increase 2.0%, along with an estimated 7.2% increase in Gas & Weight Tax revenue. The Gas & Weight tax revenue is dedicated to funding the expenses related to the transportation group so this additional revenue did little to offset the 7.9% decrease in property tax revenue used for operating expenses. The property tax operating millage was reduced in FY-2018 due to increased debt service payments.

The number of full-time employees for FY-2018 is budgeted to increase by 9.0 FTE. Below is a summary of the departments/funds that will experience a change in staff.

<u>General Fund Departments</u>	<u>Positions</u>
City Manager	+ 1.00
Finance	+ 0.50
Human Resources	+ 1.00
Public Safety – Police Division	+ 1.00
Public Safety – Fire Division	+ 0.50
<u>Other Funds</u>	
Utilities	+ 4.00
Holland Historical Trust	+ 1.00

The revenues from the HBPW Utilities group will fund the additional 4.0 Utilities positions.

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-2018.

# PERSONNEL WORKSHEET

## FULL TIME EMPLOYEE TRENDS - GENERAL FUND

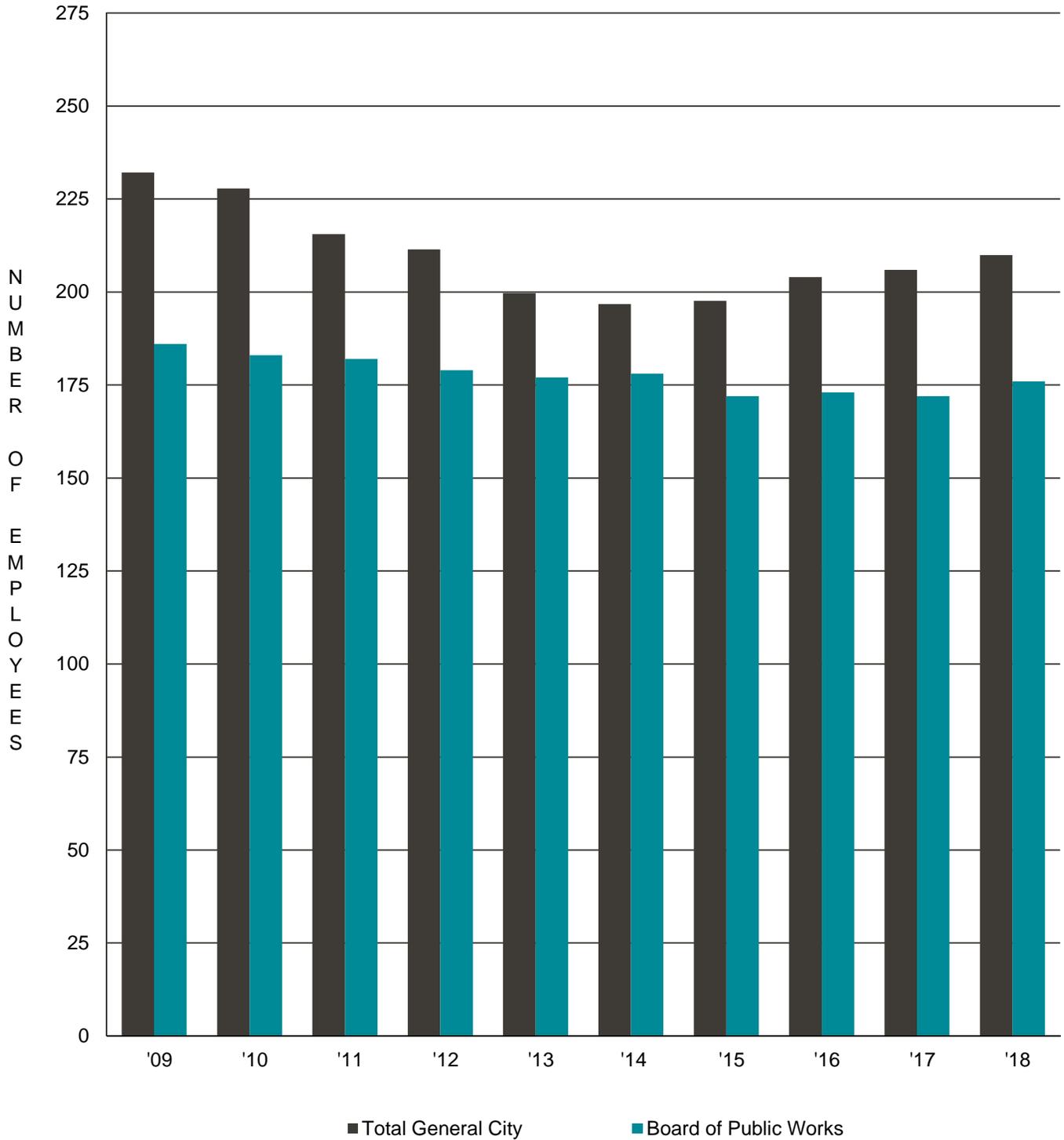
	<u>FY-09</u>	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>	<u>FY-18</u>
City Council	0.24	0.24	0.25	0.25	0.25	0.25	0.20	0.20	0.20	0.20
City Manager	2.60	2.60	2.50	2.50	2.50	2.35	2.05	1.97	2.05	3.05
Finance	5.90	5.90	6.15	6.15	6.20	6.00	4.50	5.00	5.50	6.00
Property Assessing	5.10	5.10	5.10	5.10	4.10	5.10	5.10	5.10	4.10	4.10
City Clerk	2.25	2.25	2.25	2.25	2.00	2.00	2.00	2.00	2.00	2.25
Human Resources	2.24	2.24	2.25	2.25	1.25	1.25	1.60	1.60	1.60	2.60
Procurement	0.45	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	2.85	1.90	1.90	1.90	1.85	1.85	2.35	2.80	2.30	2.30
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.60	0.40	0.10
Cemeteries	3.15	3.15	2.40	2.90	2.90	2.35	2.35	2.35	2.35	2.35
Boards and Commissions	0.24	0.24	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	3.20	3.20	2.67	2.60	2.40	1.90	1.90	1.60	1.60	1.60
Public Safety - Management	0.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	69.50	67.00	66.00	59.00	59.00	58.00	58.00	58.00	58.00	59.00
Public Safety - Fire Division	27.00	26.00	25.00	22.00	19.00	19.00	19.00	19.00	19.00	19.50
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	5.38	5.38	5.48	5.28	4.11	3.31	4.51	4.51	4.36	4.36
Construction Inspections	4.62	4.57	3.17	3.37	3.37	3.42	3.42	5.47	5.82	6.07
Streets Division	19.90	19.90	17.90	18.15	16.10	15.65	15.65	15.65	16.65	16.65
Transp. Mgmt & Engineering	3.00	3.00	2.90	2.60	2.58	2.35	2.35	3.35	3.35	3.35
Community Social Services	0.05	0.05	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Housing & Neighborhood Svcs	2.05	2.05	1.05	1.05	1.05	1.50	1.90	1.87	1.90	1.80
Economic Development	0.44	0.44	0.90	0.90	0.90	1.10	0.10	0.10	0.10	0.10
Human Relations	1.75	1.75	1.75	1.75	1.00	0.00	1.00	1.00	1.00	1.00
Parks & Recreation Admin	0.60	0.60	0.60	1.25	0.39	0.70	0.50	0.50	0.50	0.50
Recreation	4.00	4.00	4.00	3.50	3.45	3.45	3.50	3.50	4.50	5.45
Parks	10.40	9.40	9.15	8.20	7.00	8.15	8.15	9.55	8.75	9.05
Municipal Stadium	0.30	0.30	0.30	0.75	0.00	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	0.10	0.10	0.10	0.10	0.10	0.10	0.15	0.40	0.10	0.10
Civic Center	1.50	1.50	1.50	1.30	1.30	1.30	1.45	1.45	1.45	0.00
<b>General Fund Total</b>	<b>211.76</b>	<b>206.26</b>	<b>198.37</b>	<b>194.20</b>	<b>181.85</b>	<b>180.13</b>	<b>180.78</b>	<b>185.62</b>	<b>185.63</b>	<b>189.53</b>

# PERSONNEL WORKSHEET

## FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<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>	<u>FY-18</u>
Downtown Public Parking	0.30	0.20	0.20	0.20	0.30	0.15	0.15	0.15	0.55	0.55
Downtown Develop. Authority	1.00	1.10	1.10	1.10	1.45	0.475	0.475	0.45	0.60	0.65
Principal Shopping District	0.90	0.90	1.90	1.90	1.45	2.375	2.525	2.15	0.90	0.95
CATV Public Access Television	0.01	0.01	0.01	0.02	0.20	0.20	0.20	2.20	2.20	2.20
Solid Waste Recycling	0.20	0.20	0.20	0.20	0.87	0.67	0.67	0.67	1.07	1.07
Windmill Island Gardens	2.00	2.00	2.00	2.05	2.00	2.00	2.00	2.00	3.00	3.00
Municipal Airport Fac & Mgmt	0.24	0.24	0.00	0.00	0.00	0.00	0.20	0.16	0.40	0.40
Public Transp Facilities & Mgmt	2.75	4.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Technology Services	4.00	4.00	3.99	3.98	3.80	3.80	3.60	3.60	4.60	4.60
Centralized Vehicle / Equipment	8.94	8.44	7.75	7.80	7.78	7.00	7.00	7.00	7.00	7.00
Other Funds Total	<u>20.34</u>	<u>21.59</u>	<u>17.15</u>	<u>17.25</u>	<u>17.85</u>	<u>16.67</u>	<u>16.82</u>	<u>18.38</u>	<u>20.32</u>	<u>20.42</u>
General City Total	<u>232.10</u>	<u>227.85</u>	<u>215.52</u>	<u>211.45</u>	<u>199.70</u>	<u>196.80</u>	<u>197.60</u>	<u>204.00</u>	<u>205.95</u>	<u>209.95</u>
Board of Public Works	186.00	183.00	182.00	179.00	177.00	178.00	172.00	173.00	172.00	176.00
Holland Historical Trust	<u>6.00</u>	<u>6.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>
Grand Total	<u>424.10</u>	<u>416.85</u>	<u>401.52</u>	<u>394.45</u>	<u>380.70</u>	<u>380.80</u>	<u>373.60</u>	<u>381.00</u>	<u>381.95</u>	<u>390.95</u>

# 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-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>	<u>FY-18</u>
City Manager	0.00	0.00	0.00	0.00	0.05	0.10	1.05	1.00	0.85	0.15
Election	0.00	0.00	0.00	0.00	1.20	0.75	1.50	1.50	2.25	0.95
Finance	0.10	0.00	0.00	0.00	0.05	0.00	0.45	0.60	0.80	0.60
Property Assessing	0.50	0.50	0.50	0.70	0.70	0.00	0.00	0.00	0.50	0.50
City Clerk	0.50	0.40	0.45	0.50	0.50	0.70	1.50	1.75	2.50	2.30
Human Resurces	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.20
Treasurer	0.50	1.00	1.00	0.60	0.60	0.60	0.70	0.00	0.00	0.00
City Hall & Grounds	0.05	0.05	0.05	0.05	0.10	0.00	0.00	0.00	0.00	0.50
Cemeteries	1.95	2.25	2.80	2.80	2.95	2.30	2.65	3.05	3.05	3.05
Planning & Zoning	0.25	0.20	0.20	0.20	1.00	0.30	0.30	0.30	0.30	0.30
Public Safety - Management	0.00	0.00	0.00	0.65	0.65	0.65	0.65	0.65	0.75	0.70
Public Safety - Police Division	9.45	9.60	9.55	8.50	8.15	8.20	9.25	8.90	8.90	9.00
Environmental Health & Insp.	0.20	0.10	0.10	0.10	0.35	0.30	0.10	0.00	0.00	0.00
Construction Inspections	0.10	0.15	0.65	0.65	0.85	0.75	0.75	1.00	1.60	1.15
Streets Division	0.45	1.15	0.95	1.10	1.20	1.20	1.10	1.10	1.05	1.00
Transp. Mgmt & Engineering	0.10	0.10	0.50	0.45	0.35	0.30	0.30	0.30	0.35	0.40
Housing & Neighborhoods	0.60	0.60	0.65	0.65	0.40	0.65	0.65	0.05	0.75	0.80
Economic Development	0.00	0.00	0.20	0.45	0.60	0.40	0.00	0.00	0.00	0.00
Human Relations	0.50	0.50	0.50	0.50	0.50	1.10	0.80	0.50	0.50	1.30
Recreation	0.95	0.95	0.95	0.70	0.90	1.20	1.20	1.20	0.50	0.85
Parks	11.25	11.45	11.45	11.55	11.40	11.70	14.15	14.50	14.20	13.50
DeGraaf Nature Center	2.30	2.25	2.15	2.20	2.20	1.80	1.80	1.85	2.15	2.20
8th Street Market	0.80	0.80	0.85	0.90	0.90	1.00	1.05	0.75	0.90	1.35
Civic Center	2.00	2.00	2.00	1.90	1.90	1.85	2.10	1.80	0.60	0.00
<b>General Fund Total</b>	<b>32.55</b>	<b>34.05</b>	<b>35.50</b>	<b>35.15</b>	<b>37.50</b>	<b>35.85</b>	<b>42.05</b>	<b>40.80</b>	<b>42.65</b>	<b>40.80</b>
Downtown Public Parking	0.75	0.55	0.60	0.60	0.75	0.85	0.90	0.85	0.85	1.30
Downtown Develop. Authority	0.25	0.40	0.40	0.40	0.45	0.60	0.65	0.65	0.65	0.35
Principal Shopping District	1.15	1.20	0.70	0.95	2.50	1.40	1.35	1.35	0.75	0.70
CATV Public Access Television	0.00	0.00	0.00	0.00	1.40	1.40	1.40	0.20	0.45	0.90
Solid Waste Recycling	0.80	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.00	0.00
Windmill Island Gardens	12.15	12.15	11.55	11.10	11.10	11.10	11.40	11.70	11.80	11.35
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.35	0.35	0.40	0.40
Public Transp Facilities & Mgmt	2.85	1.85	0.35	0.35	0.15	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	1.00	1.00	1.05	1.00	1.15	1.15	1.70	1.75	1.60	1.80
<b>Other Funds Total</b>	<b>18.95</b>	<b>17.85</b>	<b>15.35</b>	<b>15.10</b>	<b>18.20</b>	<b>17.20</b>	<b>18.45</b>	<b>17.55</b>	<b>16.50</b>	<b>16.80</b>
<b>General City Total</b>	<b>51.50</b>	<b>51.90</b>	<b>50.85</b>	<b>50.25</b>	<b>55.70</b>	<b>53.05</b>	<b>60.50</b>	<b>58.35</b>	<b>59.15</b>	<b>57.60</b>
Board of Public Works	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.50
Holland Historical Trust	2.23	2.23	4.11	2.36	2.36	1.76	1.32	1.83	1.85	1.85
<b>Grand Total</b>	<b>53.73</b>	<b>54.13</b>	<b>54.96</b>	<b>52.61</b>	<b>58.06</b>	<b>54.81</b>	<b>62.82</b>	<b>61.18</b>	<b>62.00</b>	<b>59.95</b>

# PERSONNEL WORKSHEET

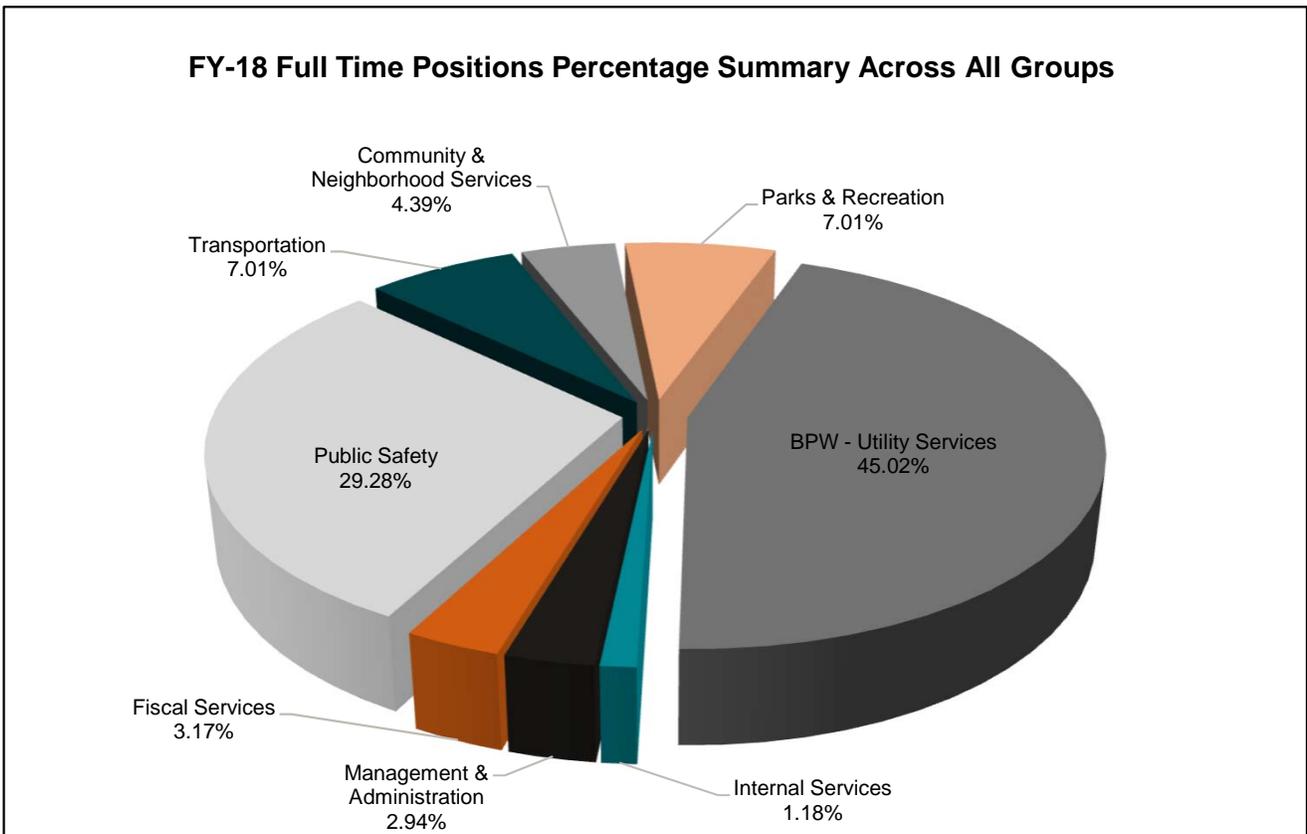
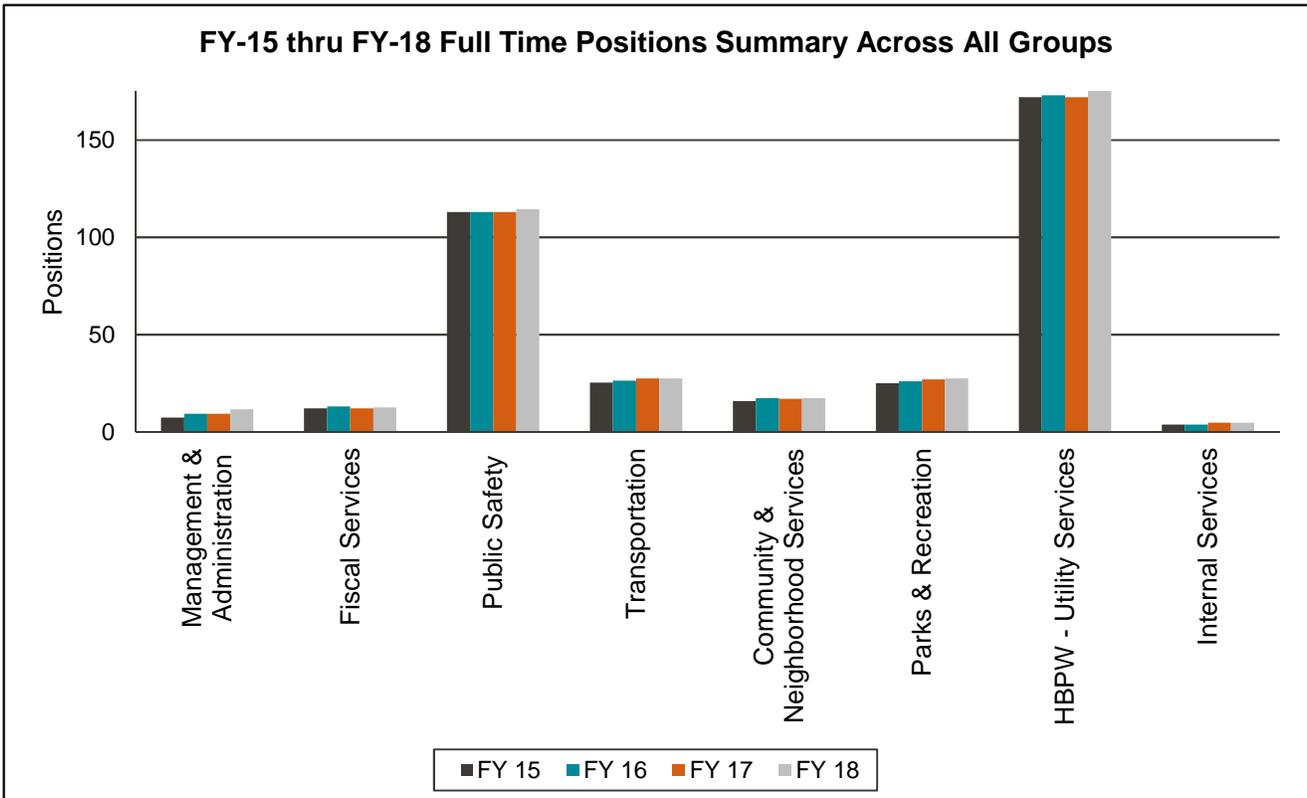
## FULL TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 18	
	FY 15	FY 16	FY 17	POSITIONS	PERCENT
Management & Administration	7.25	9.17	9.25	11.50	2.94%
Fiscal Services	11.95	12.90	11.90	12.40	3.17%
Public Safety	113.00	113.00	113.00	114.50	29.28%
Transportation	25.20	26.16	27.40	27.40	7.01%
Community & Neighborhood Services	15.70	17.27	16.90	17.15	4.39%
Parks & Recreation	24.90	25.90	26.90	27.40	7.01%
HBPW - Utility Services	172.00	173.00	172.00	176.00	45.02%
Internal Services	3.60	3.60	4.60	4.60	1.18%
<b>TOTAL</b>	<b>373.60</b>	<b>381.00</b>	<b>381.95</b>	<b>390.95</b>	<b>100.00%</b>

FUND	POSITIONS			FY 18	
	FY 15	FY 16	FY 17	POSITIONS	PERCENT
General Operating	180.78	185.62	185.63	189.53	48.48%
Downtown Public Parking	0.15	0.15	0.55	0.55	0.14%
Mainstreet/DDA	0.475	0.45	0.60	0.65	0.17%
Principal Shopping District	2.525	2.15	0.90	0.95	0.24%
CATV Public Access Television	0.20	2.20	2.20	2.20	0.56%
Solid Waste Recycling	0.67	0.67	1.07	1.07	0.27%
Windmill Island Gardens	2.00	2.00	3.00	3.00	0.77%
Municipal Airport Facilities Management	0.20	0.16	0.40	0.40	0.10%
HBPW - Utility Services	172.00	173.00	172.00	176.00	45.02%
Technology Services	3.60	3.60	4.60	4.60	1.18%
Centralized Vehicle / Equipment	7.00	7.00	7.00	7.00	1.79%
Holland Historical Trust	4.00	4.00	4.00	5.00	1.28%
<b>TOTAL</b>	<b>373.60</b>	<b>381.00</b>	<b>381.95</b>	<b>390.95</b>	<b>100.00%</b>

# PERSONNEL CHART PRESENTATION

## TOTAL FULL-TIME POSITIONS WITHIN GROUPS



# PERSONNEL WORKSHEET

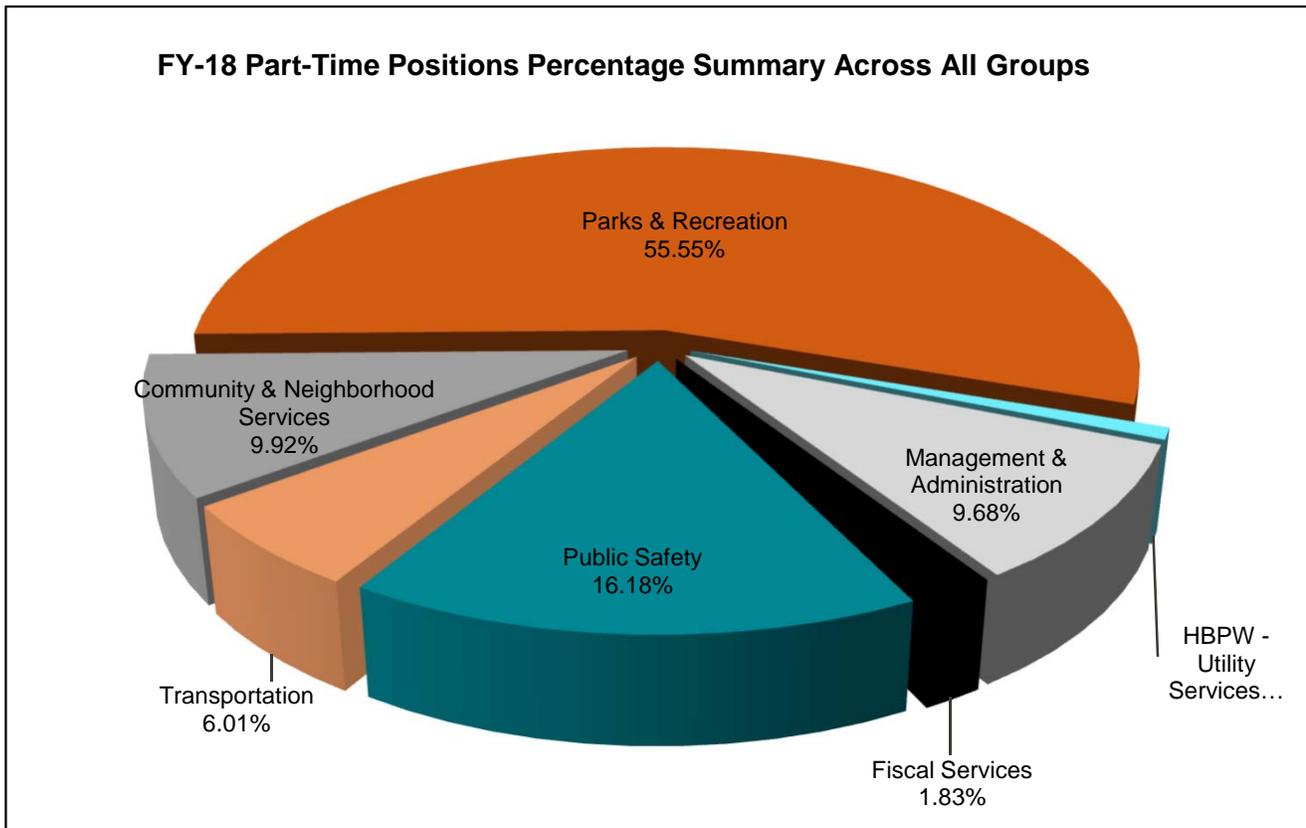
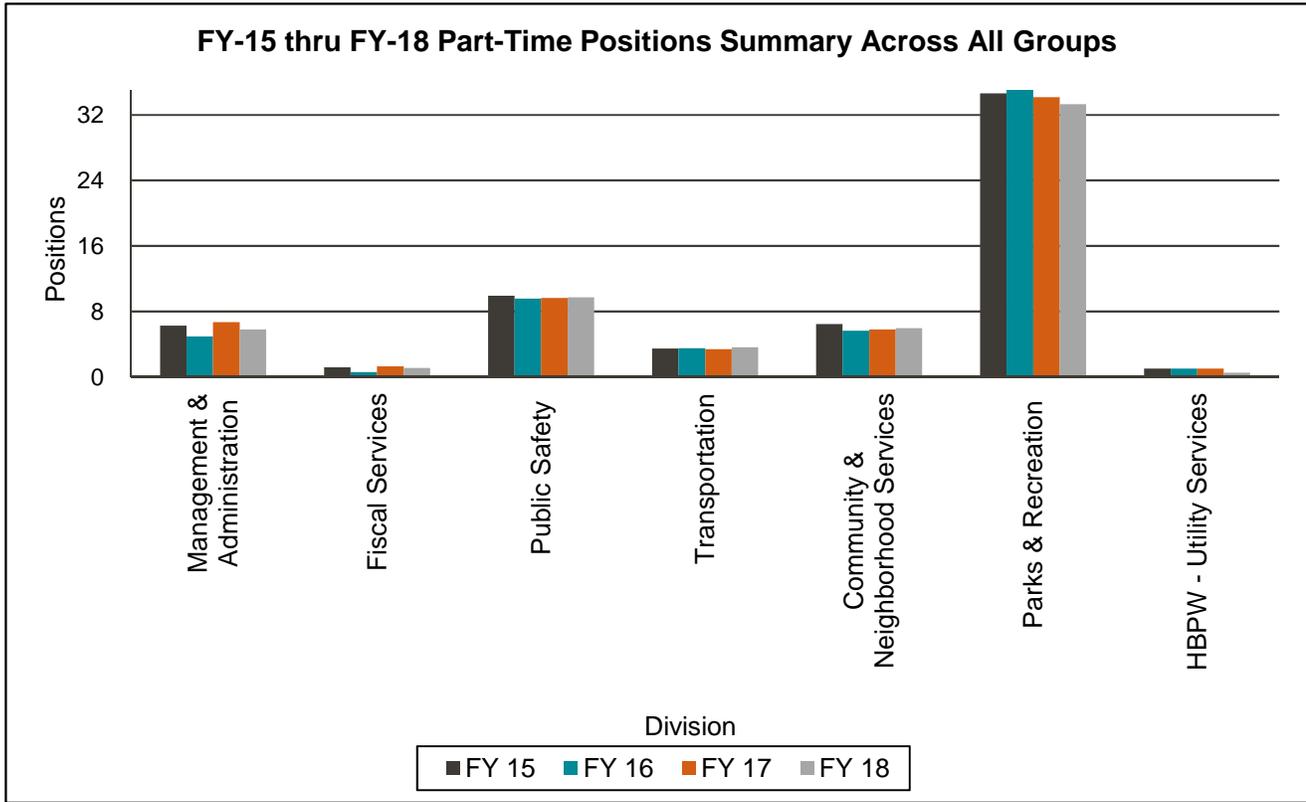
## PART TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 18	
	FY 15	FY 16	FY 17	POSITIONS	PERCENT
Management & Administration	6.25	4.95	6.70	5.80	9.68%
Fiscal Services	1.15	0.60	1.30	1.10	1.83%
Public Safety	9.90	9.55	9.65	9.70	16.18%
Transportation	3.45	3.50	3.40	3.60	6.01%
Community & Neighborhood Services	6.45	5.65	5.80	5.95	9.92%
Parks & Recreation	34.62	35.93	34.15	33.30	55.55%
HBPW - Utility Services	1.00	1.00	1.00	0.50	0.83%
<b>TOTAL</b>	<b>62.82</b>	<b>61.18</b>	<b>62.00</b>	<b>59.95</b>	<b>100.00%</b>

FUND	POSITIONS			FY 18	
	FY 15	FY 16	FY 17	POSITIONS	PERCENT
General Operating	42.05	40.80	42.65	40.80	68.06%
Downtown Public Parking	0.90	0.85	0.85	1.30	2.17%
Downtown Development Authority	0.65	0.65	0.65	0.35	0.58%
Downtown Principal Shopping District	1.35	1.35	0.75	0.70	1.17%
CATV Public Access Television	1.40	0.20	0.45	0.90	1.50%
Solid Waste Recycling	0.70	0.70	0.00	0.00	0.00%
Windmill Island Gardens	11.40	11.70	11.80	11.35	18.93%
Municipal Airport Facilities Mgmt	0.35	0.35	0.40	0.40	0.67%
HBPW - Utility Services	1.00	1.00	1.00	0.50	0.83%
Centralized Vehicle / Equipment	1.70	1.75	1.60	1.80	3.00%
Holland Historical Trust	1.32	1.83	1.85	1.85	3.09%
<b>TOTAL</b>	<b>62.82</b>	<b>61.18</b>	<b>62.00</b>	<b>59.95</b>	<b>100.00%</b>

# PERSONNEL CHART PRESENTATION

## TOTAL PART-TIME POSITIONS WITHIN GROUPS



## MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>CITY COUNCIL</u>				
*** FULL TIME ***				
Executive Assistant I	0.20	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	<u>9.20</u>	<u>9.20</u>	<u>9.20</u>	<u>9.20</u>
<u>CITY MANAGER</u>				
*** FULL TIME ***				
City Manager	0.95	0.85	0.85	0.85
Assistant City Manager	0.00	0.00	0.00	1.00
Assistant to City Manager	0.20	0.20	0.20	0.20
Executive Assistant IV	0.80	0.82	0.90	0.90
Executive Assistant I	0.10	0.10	0.10	0.10
Total Full Time	<u>2.05</u>	<u>1.97</u>	<u>2.05</u>	<u>3.05</u>
*** PART TIME ***				
Project Administrator	0.00	0.00	0.00	0.15
Intern	0.35	0.30	0.15	0.00
Public Information Coordinator	0.70	0.70	0.70	0.00
Total Part-Time	<u>1.05</u>	<u>1.00</u>	<u>0.85</u>	<u>0.15</u>
Total Full & Part Time FTE	<u>3.10</u>	<u>2.97</u>	<u>2.90</u>	<u>3.20</u>
<u>ELECTION</u>				
*** PART TIME ***				
Clerical Assistant	1.50	1.50	2.25	0.95
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	0.00	1.00	1.00	1.00
Departmental Assistant I	1.00	0.00	0.00	0.00
Departmental Assistant II	0.00	0.00	0.00	0.25
Total Full Time	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.25</u>

## MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>CITY CLERK</u>				
*** PART TIME ***				
Clerical Assistant	1.50	1.50	2.00	2.05
Customer Service Rep	0.00	0.25	0.50	0.25
Total Part-Time	<u>1.50</u>	<u>1.75</u>	<u>2.50</u>	<u>2.30</u>
Total Full & Part Time FTE	<u><u>3.50</u></u>	<u><u>3.75</u></u>	<u><u>4.50</u></u>	<u><u>4.55</u></u>
 <u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Assistant	0.00	0.00	0.00	1.00
Executive Assistant I	0.60	0.60	0.60	0.60
Total Full Time	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>	<u>2.60</u>
*** PART TIME ***				
Intern	0.00	0.00	0.15	0.20
Total Full & Part Time FTE	<u>1.60</u>	<u>1.60</u>	<u>1.75</u>	<u>2.80</u>
<u>BOARDS AND COMMISSIONS</u>				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
Total Full Time	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
<u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Executive Assistant IV	0.10	0.10	0.10	0.10
Total Full Time	<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	1.00	1.00	1.00	1.00
Total Full Time	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.50	0.65
Administrative Aide	0.30	0.00	0.00	0.65
Total Part-Time	<u>0.80</u>	<u>0.50</u>	<u>0.50</u>	<u>1.30</u>
Total Full & Part Time FTE	<u><u>1.80</u></u>	<u><u>1.50</u></u>	<u><u>1.50</u></u>	<u><u>2.30</u></u>

## MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.20	0.20	0.20	0.20
Multi-Media Specialist	0.00	2.00	2.00	2.00
Total Full Time	<u>0.20</u>	<u>2.20</u>	<u>2.20</u>	<u>2.20</u>
*** PART TIME ***				
Multi-Media Specialist	1.40	0.20	0.45	0.20
Public Information Coordinator	0.00	0.00	0.00	0.70
Total Part-Time	<u>1.40</u>	<u>0.20</u>	<u>0.45</u>	<u>0.90</u>
Total Full & Part Time FTE	<u><u>1.60</u></u>	<u><u>2.40</u></u>	<u><u>2.65</u></u>	<u><u>3.10</u></u>
 <u>MANAGEMENT &amp; ADMINISTRATIVE TOTAL</u>				
Full Time	7.25	9.17	9.25	11.50
Part Time	6.25	4.95	6.70	5.80
Elected Officials	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>	<u>9.00</u>
Total Full & Part Time FTE	<u><u>22.50</u></u>	<u><u>23.12</u></u>	<u><u>24.95</u></u>	<u><u>26.30</u></u>

## FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>FINANCE</u>				
*** FULL TIME ***				
Director of Finance	0.80	0.80	0.80	0.80
Deputy Finance Director	0.00	0.00	0.00	0.50
Assistant Finance Director	0.95	0.95	0.95	0.95
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant I	0.50	0.50	0.50	0.50
Account Clerk / Payables	0.50	1.00	1.00	1.00
Payroll Benefits Clerk	1.00	1.00	1.00	1.00
Account Clerk / Cashier	0.25	0.25	0.75	0.75
Total Full Time	<u>4.50</u>	<u>5.00</u>	<u>5.50</u>	<u>6.00</u>
*** PART TIME ***				
Municipal Accountant II	0.45	0.60	0.80	0.60
Total Full & Part Time FTE	<u>4.95</u>	<u>5.60</u>	<u>6.30</u>	<u>6.60</u>
<u>TREASURER</u>				
*** 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	0.50	0.50	0.50	0.50
Accountant / Special Projects	0.50	0.00	0.00	0.00
Account Clerk / Cashier	0.70	1.65	1.15	1.15
Total Full Time	<u>2.35</u>	<u>2.80</u>	<u>2.30</u>	<u>2.30</u>
*** PART TIME ***				
Clerical Assistant	0.70	0.00	0.00	0.00
Total Full & Part Time FTE	<u>3.05</u>	<u>2.80</u>	<u>2.30</u>	<u>2.30</u>

## FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>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-Personal Property	1.00	1.00	0.00	0.00
Appraiser I	0.00	0.00	2.00	2.00
Appraiser	2.00	2.00	0.00	0.00
Departmental Assistant I	1.00	1.00	1.00	0.00
Departmental Assistant II	0.00	0.00	0.00	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>0.50</u>	<u>0.50</u>
 Total Full & Part Time FTE	<u>5.10</u>	<u>5.10</u>	<u>4.60</u>	<u>4.60</u>
 <u>FISCAL SERVICES TOTAL</u>				
Full Time	11.95	12.90	11.90	12.40
Part Time	<u>1.15</u>	<u>0.60</u>	<u>1.30</u>	<u>1.10</u>
 Total Full & Part Time FTE	<u>13.10</u>	<u>13.50</u>	<u>13.20</u>	<u>13.50</u>

## PUBLIC SAFETY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<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	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
*** PART TIME ***				
Department Assistant III	0.65	0.65	0.75	0.70
Total Full & Part Time FTE	<u>0.65</u>	<u>0.65</u>	<u>0.75</u>	<u>0.70</u>
<u>POLICE DIVISION</u>				
*** FULL TIME ***				
Police Sergeant	14.00	14.00	14.00	15.00
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	<u>58.00</u>	<u>58.00</u>	<u>58.00</u>	<u>59.00</u>
*** PART TIME ***				
Police Desk Assistant	0.70	0.70	0.70	0.70
Police Cadet	4.30	4.75	4.75	4.75
Police Reserve Officer	2.55	1.75	1.75	1.75
School Crossing Guards	1.10	1.10	1.10	1.10
General Maintenance Worker	0.60	0.60	0.60	0.70
Total Part Time	<u>9.25</u>	<u>8.90</u>	<u>8.90</u>	<u>9.00</u>
Total Full & Part Time FTE	<u>67.25</u>	<u>66.90</u>	<u>66.90</u>	<u>68.00</u>

## PUBLIC SAFETY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>FIRE DIVISION</u>				
*** FULL TIME ***				
Training & Safety Officer	0.00	0.00	0.00	0.50
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	3.00	3.00	3.00	3.00
Total Full Time	<u>49.00</u>	<u>49.00</u>	<u>49.00</u>	<u>49.50</u>
<u>PUBLIC SAFETY TOTAL</u>				
Full Time	83.00	83.00	83.00	84.50
Part Time	9.90	9.55	9.65	9.70
Part-Paid Fire (Not @ F.T.E.)	30.00	30.00	30.00	30.00
Total Full & Part Time FTE	<u>122.90</u>	<u>122.55</u>	<u>122.65</u>	<u>124.20</u>

# TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>STREETS DIVISION</u>				
*** FULL TIME ***				
Departmental Assistant II	0.65	0.65	0.65	0.65
Street Supervisor	1.00	1.00	1.00	1.00
Lead Supervisor	0.00	0.00	1.00	1.00
Supervisor	2.00	2.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	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>16.65</u>	<u>16.65</u>
*** PART TIME ***				
Maintenance	1.10	1.10	1.05	1.00
Total Full & Part Time FTE	<u>16.75</u>	<u>16.75</u>	<u>17.70</u>	<u>17.65</u>
<u>TRANSPORTATION MANAGEMENT &amp; ENGINEERING</u>				
*** FULL TIME ***				
Transportation Services Director	1.00	1.00	1.00	1.00
Project Engineer	0.00	1.00	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>3.35</u>	<u>3.35</u>	<u>3.35</u>
*** PART TIME ***				
Technical Assistant	0.30	0.30	0.35	0.40
Total Full & Part Time FTE	<u>2.65</u>	<u>3.65</u>	<u>3.70</u>	<u>3.75</u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.10	0.08	0.00	0.00
Recycling Sustainability Coordinator	0.00	0.00	0.40	0.40
Executive Assistant IV	0.10	0.08	0.00	0.00
Total Full Time	<u>0.20</u>	<u>0.16</u>	<u>0.40</u>	<u>0.40</u>
*** PART TIME ***				
Communications Assistant	0.35	0.35	0.40	0.40
Total Full & Part Time FTE	<u>0.55</u>	<u>0.51</u>	<u>0.80</u>	<u>0.80</u>

## TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u>				
*** FULL TIME ***				
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
<b>Total Full Time</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
*** PART TIME ***				
Administrative Aide I	0.70	0.70	0.65	0.65
Mechanic Assistant	1.00	1.05	0.95	1.15
<b>Total Part Time</b>	<b>1.70</b>	<b>1.75</b>	<b>1.60</b>	<b>1.80</b>
<b>Total Full &amp; Part Time FTE</b>	<b>8.70</b>	<b>8.75</b>	<b>8.60</b>	<b>8.80</b>
 <u>TRANSPORTATION TOTAL</u>				
Full Time	25.20	26.16	27.40	27.40
Part Time	3.45	3.50	3.40	3.60
<b>Total Full &amp; Part Time FTE</b>	<b>28.65</b>	<b>29.66</b>	<b>30.80</b>	<b>31.00</b>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>PLANNING &amp; ZONING</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.70	0.00	0.00	0.00
Municipal Planner II	1.00	1.00	1.00	1.00
Municipal Planner I	0.00	0.00	0.00	0.00
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.00	0.40	0.40	0.40
Total Full Time	<u>1.90</u>	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>
*** PART TIME ***				
Preservation Planner	0.20	0.30	0.30	0.30
Intern	0.10	0.00	0.00	0.00
Total Part Time	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>	<u>0.30</u>
Total Full & Part Time FTE	<u><u>2.20</u></u>	<u><u>1.90</u></u>	<u><u>1.90</u></u>	<u><u>1.90</u></u>
<u>ENVIRONMENTAL HEALTH &amp; INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.50	0.50	0.00	0.00
Building Inspector / Zoning Administrator	0.10	0.10	0.40	0.40
Housing Inspector II	1.88	1.88	1.88	1.88
Housing Inspector I	1.00	1.00	1.00	1.00
Building Inspector I	0.00	0.00	0.05	0.05
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.53	0.53	0.53	0.53
Community Development Specialist	0.30	0.30	0.30	0.30
Total Full Time	<u>4.51</u>	<u>4.51</u>	<u>4.36</u>	<u>4.36</u>
*** PART TIME ***				
Administrative Assistant	0.10	0.00	0.00	0.00
Total Part Time	<u>0.10</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full & Part Time FTE	<u><u>4.61</u></u>	<u><u>4.51</u></u>	<u><u>4.36</u></u>	<u><u>4.36</u></u>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<b><u>CONSTRUCTION INSPECTIONS</u></b>				
*** FULL TIME ***				
City Manager	0.05	0.05	0.05	0.05
Asst Community & Nghbr Svcs Director	0.30	0.30	0.00	0.00
Building Inspector/Zoning Administrator	0.90	0.90	0.60	0.60
Building Inspector I	0.00	0.00	0.95	0.95
Plumbing Inspector	1.00	1.00	1.00	1.00
Electrical Inspector	0.00	1.00	1.00	1.00
Housing Inspector II	0.12	0.12	0.12	0.12
Permit Technician	0.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.65
Departmental Assistant I	0.60	0.60	0.60	0.60
Account Clerk / Cashier	0.05	0.10	0.10	0.10
<b>Total Full Time</b>	<b><u>3.42</u></b>	<b><u>5.47</u></b>	<b><u>5.82</u></b>	<b><u>6.07</u></b>
*** PART TIME ***				
Electrical Inspector	0.50	0.15	0.00	0.00
Clerical Assistant	0.20	0.85	1.60	1.15
Account Clerk / Cashier	0.05	0.00	0.00	0.00
<b>Total Part-Time</b>	<b><u>0.75</u></b>	<b><u>1.00</u></b>	<b><u>1.60</u></b>	<b><u>1.15</u></b>
<b>Total Full &amp; Part Time FTE</b>	<b><u>4.17</u></b>	<b><u>6.47</u></b>	<b><u>7.42</u></b>	<b><u>7.22</u></b>
<b><u>HOUSING &amp; NEIGHBORHOODS</u></b>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.05	0.47	1.00	0.90
Municipal Planner II	0.45	0.00	0.00	0.00
Housing & Neighborhood Specialist	1.00	1.00	0.50	0.50
Department Assistant I	0.40	0.40	0.40	0.40
<b>Total Full Time</b>	<b><u>1.90</u></b>	<b><u>1.87</u></b>	<b><u>1.90</u></b>	<b><u>1.80</u></b>
*** PART TIME ***				
Clerical Assistant	0.50	0.00	0.00	0.00
Graffiti Removal	0.15	0.05	0.05	0.10
Technical Assistant	0.00	0.00	0.70	0.70
<b>Total Part-Time</b>	<b><u>0.65</u></b>	<b><u>0.05</u></b>	<b><u>0.75</u></b>	<b><u>0.80</u></b>
<b>Total Full &amp; Part Time FTE</b>	<b><u>2.55</u></b>	<b><u>1.92</u></b>	<b><u>2.65</u></b>	<b><u>2.60</u></b>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<b><u>8th STREET MARKET</u></b>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Event Coordinator	0.05	0.30	0.00	0.00
Total Full Time	<u>0.15</u>	<u>0.40</u>	<u>0.10</u>	<u>0.10</u>
*** PART TIME ***				
Market Master	0.45	0.45	0.35	0.55
Assisant Market Master	0.00	0.00	0.05	0.25
Marketing Assistant	0.00	0.00	0.25	0.25
Event Coordinator	0.45	0.00	0.10	0.10
Intern	0.10	0.30	0.05	0.05
Event Maintenance	0.05	0.00	0.00	0.00
Market Ambassador	0.00	0.00	0.10	0.15
Total Part Time	<u>1.05</u>	<u>0.75</u>	<u>0.90</u>	<u>1.35</u>
Total Full & Part Time FTE	<u><u>1.20</u></u>	<u><u>1.15</u></u>	<u><u>1.00</u></u>	<u><u>1.45</u></u>
<b><u>DOWNTOWN PUBLIC PARKING</u></b>				
*** FULL TIME ***				
Downtown Manager	0.10	0.10	0.00	0.00
Downtown Development Coordinator	0.00	0.00	0.50	0.50
Irrigation Tech/Facilities Coordinator	0.05	0.05	0.05	0.05
Total Full Time	<u>0.15</u>	<u>0.15</u>	<u>0.55</u>	<u>0.55</u>
*** PART TIME ***				
Clerical Assistant	0.55	0.50	0.50	0.25
Parking Enforcement	0.25	0.25	0.25	0.25
Parking Ambassador	0.00	0.00	0.00	0.70
Maintenance	0.10	0.10	0.10	0.10
Total Part-Time	<u>0.90</u>	<u>0.85</u>	<u>0.85</u>	<u>1.30</u>
Total Full & Part Time FTE	<u><u>1.05</u></u>	<u><u>1.00</u></u>	<u><u>1.40</u></u>	<u><u>1.85</u></u>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
City Manager	0.000	0.10	0.10	0.10
Community & Nghbr Svcs Director	0.125	0.00	0.00	0.05
Downtown Manager	0.350	0.35	0.00	0.00
Downtown Development Coordinator	<u>0.000</u>	<u>0.00</u>	<u>0.50</u>	<u>0.50</u>
Total Full Time	<u>0.475</u>	<u>0.45</u>	<u>0.60</u>	<u>0.65</u>
*** PART TIME ***				
Clerical Assistant	0.550	0.55	0.55	0.25
Maintenance	<u>0.100</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
Total Part-Time	<u>0.650</u>	<u>0.65</u>	<u>0.65</u>	<u>0.35</u>
Total Full & Part Time FTE	<u><u>1.125</u></u>	<u><u>1.10</u></u>	<u><u>1.25</u></u>	<u><u>1.00</u></u>
<u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.125	0.00	0.00	0.05
Downtown Manager	0.550	0.55	0.00	0.00
PSD Marketing & Promotions Coordinator	0.900	0.90	0.90	0.90
Event Coordinator	<u>0.950</u>	<u>0.70</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time	<u><u>2.525</u></u>	<u><u>2.15</u></u>	<u><u>0.90</u></u>	<u><u>0.95</u></u>
*** PART TIME ***				
Clerical Assistant	0.200	0.20	0.15	0.10
Event Coordinator	0.000	0.00	0.25	0.25
Event Staff	0.350	0.35	0.05	0.05
Marketing Assistant	0.500	0.50	0.25	0.25
Intern	<u>0.300</u>	<u>0.30</u>	<u>0.05</u>	<u>0.05</u>
Total Part-Time	<u>1.350</u>	<u>1.35</u>	<u>0.75</u>	<u>0.70</u>
Total Full & Part Time FTE	<u><u>3.875</u></u>	<u><u>3.50</u></u>	<u><u>1.65</u></u>	<u><u>1.65</u></u>

## COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.20	0.20	0.00	0.00
Asst Community & Nghbr Svcs Director	0.00	0.00	0.60	0.60
Community Development Specialist	0.20	0.20	0.20	0.20
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.07	0.07	0.07	0.07
Total Full Time	<u>0.67</u>	<u>0.67</u>	<u>1.07</u>	<u>1.07</u>
*** PART TIME ***				
Recycle Education Coordinator	0.70	0.70	0.00	0.00
Total Part Time	<u>0.70</u>	<u>0.70</u>	<u>0.00</u>	<u>0.00</u>
Total Full & Part Time FTE	<u>1.37</u>	<u>1.37</u>	<u>1.07</u>	<u>1.07</u>
<u>COMMUNITY &amp; NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	15.70	17.27	16.90	17.15
Part Time	<u>6.45</u>	<u>5.65</u>	<u>5.80</u>	<u>5.95</u>
Total Full & Part Time FTE	<u>22.15</u>	<u>22.92</u>	<u>22.700</u>	<u>23.10</u>

## PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>CITY HALL &amp; GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	1.000	0.50	0.30	0.00
Irrigation Tech/Facilities Coordinator	<u>0.00</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
Total Full Time	<u>1.00</u>	<u>0.60</u>	<u>0.40</u>	<u>0.10</u>
*** PART TIME ***				
Maintenance	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>
Total Part Time	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.50</u>
Total Full & Part Time FTE	<u><u>1.00</u></u>	<u><u>0.60</u></u>	<u><u>0.40</u></u>	<u><u>0.60</u></u>
<u>CEMETERIES</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Irrigation Tech/Facilities Coordinator	0.15	0.15	0.15	0.15
Cemetery Maintenance II	1.00	1.00	1.00	1.00
Laborer II	0.50	0.50	0.50	0.50
Department Assistant I	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Full Time	<u>2.35</u>	<u>2.35</u>	<u>2.35</u>	<u>2.35</u>
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	0.70
Grounds Maintenance	<u>1.95</u>	<u>2.35</u>	<u>2.35</u>	<u>2.35</u>
Total Part Time	<u>2.65</u>	<u>3.05</u>	<u>3.05</u>	<u>3.05</u>
Total Full & Part Time FTE	<u><u>5.00</u></u>	<u><u>5.40</u></u>	<u><u>5.40</u></u>	<u><u>5.40</u></u>
<u>PARKS &amp; RECREATION ADMINISTRATION</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Departmental Assistant II	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
Total Full Time	<u><u>0.50</u></u>	<u><u>0.50</u></u>	<u><u>0.50</u></u>	<u><u>0.50</u></u>

## PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Recreation & Civic Center Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	0.00	0.00	1.00	1.00
Departmental Assistant II	0.45	0.45	0.45	0.40
Sr. Building Custodian	0.00	0.00	0.00	1.00
Skilled Recreation Worker	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Irrigation Tech/Facilities Coordinator	0.05	0.05	0.05	0.05
Total Full Time	<u>3.50</u>	<u>3.50</u>	<u>4.50</u>	<u>5.45</u>
*** PART TIME ***				
Maintenance/Grounds	0.35	0.35	0.00	0.00
Recreation Program Assistant	0.40	0.40	0.10	0.10
Recreation Officials Assistant	0.10	0.10	0.05	0.05
Clerical Assistant	0.35	0.35	0.35	0.70
Total Part Time	<u>1.20</u>	<u>1.20</u>	<u>0.50</u>	<u>0.85</u>
Total Full & Part Time FTE	<u>4.70</u>	<u>4.70</u>	<u>5.00</u>	<u>6.30</u>
 <u>PARKS</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Supervisor	2.00	3.00	2.00	2.00
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
Irrigation Tech/Facilities Coordinator	0.75	0.65	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	0.50	0.70	1.00
Total Full Time	<u>8.15</u>	<u>9.55</u>	<u>8.75</u>	<u>9.05</u>
*** PART TIME ***				
Grounds Maintenance	11.75	12.00	9.40	9.75
Tree Trimmer	1.00	1.10	2.05	2.35
Gardener	1.00	1.00	2.35	1.00
Security Maintenance	0.40	0.40	0.40	0.40
Total Part Time	<u>14.15</u>	<u>14.50</u>	<u>14.20</u>	<u>13.50</u>
Total Full & Part Time FTE	<u>22.30</u>	<u>24.05</u>	<u>22.95</u>	<u>22.55</u>

## PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>	<u>0.95</u>
Total Full Time	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>
*** PART TIME ***				
Grounds Maintenance	0.35	0.35	0.30	0.35
Intern Naturalist	0.20	0.20	0.50	0.50
Educational Assistant	0.65	0.65	0.70	0.70
Staff Naturalist	<u>0.60</u>	<u>0.65</u>	<u>0.65</u>	<u>0.65</u>
Total Part Time	<u>1.80</u>	<u>1.85</u>	<u>2.15</u>	<u>2.20</u>
Total Full & Part Time FTE	<u><u>3.75</u></u>	<u><u>3.80</u></u>	<u><u>4.10</u></u>	<u><u>4.15</u></u>
 <u>CIVIC CENTER</u>				
*** FULL TIME ***				
Departmental Assistant II	0.45	0.45	0.45	0.00
Sr Building Custodian	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time	<u>1.45</u>	<u>1.45</u>	<u>1.45</u>	<u>0.00</u>
*** PART TIME ***				
Clerical Assistant	0.60	0.35	0.35	0.00
Custodian	<u>1.50</u>	<u>1.45</u>	<u>0.25</u>	<u>0.00</u>
Total Part Time	<u>2.10</u>	<u>1.80</u>	<u>0.60</u>	<u>0.00</u>
Total Full & Part Time FTE	<u><u>3.55</u></u>	<u><u>3.25</u></u>	<u><u>2.05</u></u>	<u><u>0.00</u></u>

## PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Windmill Island Manager	1.00	0.00	0.00	0.00
Windmill Island Development Manager	0.00	1.00	1.00	1.00
Supervisor	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>3.00</u>	<u>3.00</u>
*** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.65	0.65
Klompen Dancer/Tour Guide	2.50	2.50	2.65	0.00
Ticket Taker	0.70	0.70	0.70	0.00
Tour Guide	0.80	0.80	0.85	3.00
Event Organizer	0.00	0.00	0.50	0.50
Assistant Event Organizer	0.20	0.20	0.20	0.20
Grounds Maintenance	5.60	5.90	5.25	5.25
Clerical Assistant	1.00	1.00	1.00	1.75
Total Part Time	<u>11.40</u>	<u>11.70</u>	<u>11.80</u>	<u>11.35</u>
Total Full & Part Time FTE	<u><u>13.40</u></u>	<u><u>13.70</u></u>	<u><u>14.80</u></u>	<u><u>14.35</u></u>
<u>HOLLAND HISTORICAL TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Registrar	0.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Facilities / Maintenance	1.00	0.00	0.00	0.00
Museum and Gallery Manager	1.00	0.00	0.00	0.00
Education & Outreach Manager	0.00	1.00	1.00	1.00
Development Assistant	0.00	0.00	0.00	1.00
Total Full Time	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>
*** PART TIME ***				
Museum Attendant	0.37	0.50	0.60	0.60
Facility Manager	0.20	0.20	0.20	0.20
Facilities / Maintenance	0.00	0.38	0.30	0.30
Volunteer & Tour Coordinator	0.75	0.75	0.75	0.75
Total Part Time	<u>1.32</u>	<u>1.83</u>	<u>1.85</u>	<u>1.85</u>
Total Full & Part Time FTE	<u><u>5.32</u></u>	<u><u>5.83</u></u>	<u><u>5.85</u></u>	<u><u>6.85</u></u>

## PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>PARKS &amp; RECREATION TOTAL</u>				
Full Time	24.90	25.90	26.90	27.40
Part Time	<u>34.62</u>	<u>35.93</u>	<u>34.15</u>	<u>33.30</u>
Total Full & Part Time FTE	<u>59.52</u>	<u>61.83</u>	<u>61.05</u>	<u>60.70</u>

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<b>POWER SUPPLY</b>				
*** FULL TIME ***				
Auxiliary Operator	4.00	4.00	1.00	1.00
Electric Production Engineer	1.00	1.00	1.00	1.00
Electric Production 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	0.00
Electric Production Operations Supervisor	1.00	1.00	1.00	1.00
Electric Production Services Supervisor	1.00	1.00	0.00	0.00
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 <sup>(1)</sup>	1.00	2.00	3.00	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 <sup>(1)</sup>	1.00	3.00	3.00	3.00
Plant Operator <sup>(1)</sup>	8.00	8.00	12.00	11.00
Regulatory Compliance Specialist	0.00	0.00	1.00	1.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility I & Utility II	3.00	4.00	2.00	2.00
Utility Operator	1.00	2.00	0.00	0.00
Coal & Ash Handler	1.00	0.00	0.00	0.00
Instrumentation & Controls Technician	1.00	0.00	0.00	0.00
Mechanical Maintenance B	2.00	0.00	0.00	0.00
Total Full Time	36.00	37.00	35.00	33.00

<sup>(1)</sup> Includes apprentices in this job classification.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<b><u>ELECTRIC TRANSMISSION &amp; DISTRIBUTION</u></b>				
*** FULL TIME ***				
Electric Dispatch Coordinator <sup>(1)</sup>	1.00	1.00	1.00	1.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Electric Distribution Engineering Specialist	3.00	3.00	3.00	3.00
Electric Distribution Technician <sup>(2)</sup>	3.00	3.00	3.00	3.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Electric Transmission & Distribution Superintendent	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	3.00	2.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker <sup>(2)</sup>	8.00	7.00	8.00	7.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
System Operations Technician	5.00	5.00	5.00	6.00
Vegetation Management Technician	0.00	0.00	0.00	1.00
Total Full Time	27.00	27.00	27.00	28.00
ELECTRIC UTILITY TOTAL	63.00	64.00	62.00	61.00

<sup>(1)</sup> Title changed from "Administrative Coordinator" in FY17

<sup>(2)</sup> Includes apprentices in this job classification.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Administrative Assistant - Operations <sup>(1)</sup>	1.00	1.00	0.60	0.60
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician <sup>(2)</sup>	1.00	1.00	1.00	1.70
Laboratory Analyst	1.00	1.00	1.00	1.00
Lead Maintenance - WWTP	1.00	1.00	1.00	1.00
Maintenance - WWTP <sup>(3)</sup>	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 <sup>(4)</sup>	1.00	1.00	1.00	1.00
Utility - WWTP O&M <sup>(5)</sup>	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	18.60	19.30
 <u>WATER TREATMENT</u>				
*** FULL TIME ***				
Administrative Assistant - Operations <sup>(1)</sup>	0.00	0.00	0.40	0.40
Industrial Electrician <sup>(2)</sup>	1.00	1.00	1.00	1.10
Lead Maintenance - WTP	1.00	1.00	1.00	1.00
Maintenance - WTP <sup>(6)</sup>	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	11.40	11.50

<sup>(1)</sup> Full-time employee with split duties at Water Reclamation and Water Treatment.

<sup>(2)</sup> One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

<sup>(3)</sup> Title changed from "Maintenance II in FY16; includes apprentices in this classification.

<sup>(4)</sup> Title changed from "Utility II - Custodian" in FY16.

<sup>(5)</sup> Title changed from "Utility II - Operator Assistant" in FY16.

<sup>(6)</sup> Includes Maintenance I and apprentices in this classification.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	FY 15	ACTUAL FY 16	FY 17	APPROVED FY 18
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Cross-Connection & Asset Management Supervisor <sup>(1)</sup>	0.00	0.00	0.00	1.00
Engineering Field Technician	2.00	2.00	3.00	4.00
GIS Specialist	1.00	1.00	1.00	1.00
Industrial Electrician <sup>(2)</sup>	0.00	0.00	0.00	0.20
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance <sup>(3)</sup>	7.00	7.00	6.00	8.00
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 Services Engineering Specialist	2.00	2.00	1.00	1.00
W / WW Services Superintendent	1.00	1.00	1.00	1.00
Asset Management Specialist <sup>(4)</sup>	0.00	0.00	1.00	0.00
 Total Full Time	19.00	19.00	19.00	22.20
 WATER & WASTEWATER UTILITY TOTAL	49.00	49.00	49.00	53.00

<sup>(1)</sup> Revised from Asset Management Specialist classification.

<sup>(2)</sup> One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

<sup>(3)</sup> Includes apprentices in this job classification.

<sup>(4)</sup> Replaced with Cross-Connection and Asset Management Supervisor in FY18.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<b>ADMINISTRATION</b>				
*** 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
<b>BUSINESS SERVICES</b>				
*** FULL TIME ***				
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	3.00	3.00	3.00	2.00
Planning Engineering Manager	1.00	1.00	1.00	1.00
Planning Specialist	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Total Full Time	10.00	10.00	10.00	9.00
*** PART TIME ***				
Administrative Assistant - Business Services <sup>(1)</sup>	1.00	1.00	1.00	0.50
Total Full & Part Time FTE	11.00	11.00	11.00	9.50

<sup>(1)</sup> Moved to Part Time in FY17.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<u>CUSTOMER SERVICE, MARKETING &amp; ENERGY OPTIMIZATION</u>				
*** FULL TIME ***				
Administrative Assistant - Conservation Programs	1.00	1.00	1.00	1.00
Community Energy Services Manager <sup>(1)</sup>	1.00	1.00	1.00	1.00
Conservation Programs Specialist	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	6.00	6.00	6.00	6.00
Energy Efficiency Engineer	1.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Lead Customer Service Representative <sup>(2)</sup>	1.00	1.00	1.00	1.00
Meter Information Systems Specialist	0.00	1.00	1.00	1.00
Total Full Time	14.00	15.00	15.00	15.00
<u>FINANCE &amp; 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	1.00	2.00	2.00	2.00
Finance Director	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00
General Accountant	3.00	3.00	3.00	3.00
Payroll Specialist	1.00	1.00	1.00	1.00
Meter Information System Specialist <sup>(3)</sup>	1.00	0.00	0.00	0.00
Total Full Time	11.00	11.00	11.00	11.00

<sup>(1)</sup> Title changed from "Communications & Customer Programs Manager" in FY16.

<sup>(2)</sup> Title changed from "Customer Accounts Representative".

<sup>(3)</sup> Transitioned into Utility Services in FY15.

# BOARD OF PUBLIC WORKS - UTILITY SERVICES

## ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 15	FY 16	FY 17	FY 18
<b><u>INFORMATION TECHNOLOGY</u></b>				
*** FULL TIME ***				
Business Systems Specialist <sup>(1)</sup>	1.00	1.00	1.00	1.00
Boardband Services Manager	0.00	0.00	1.00	1.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Field Services Specialist	0.00	0.00	0.00	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	1.00	1.00
Outside Plant (OSP) Engineer	0.00	0.00	0.00	1.00
Programmer / Analyst	2.00	1.00	1.00	1.00
Systems Specialist	0.00	0.00	1.00	1.00
Technology Director	1.00	1.00	1.00	1.00
<b>Total Full Time</b>	<b>12.00</b>	<b>11.00</b>	<b>12.00</b>	<b>14.00</b>
<b><u>PURCHASING, FACILITIES, WAREHOUSING AND METER READING</u></b>				
*** FULL TIME ***				
Buyer	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Facility Maintenance <sup>(2)</sup>	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 <sup>(3)</sup>	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
<b>Total Full Time</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>ADMINISTRATION &amp; GENERAL TOTAL</b>	<b>61.00</b>	<b>61.00</b>	<b>62.00</b>	<b>62.50</b>
<b><u>UTILITY SERVICES TOTAL</u></b>				
Full Time	172.00	173.00	172.00 <sup>(4)</sup>	176.00
Part Time	1.00	1.00	1.00	0.50
<b>Total Full &amp; Part Time FTE</b>	<b>173.00</b>	<b>174.00</b>	<b>173.00</b>	<b>176.50</b>

<sup>(1)</sup> Moved from Finance in FY17; formerly Finance Systems Specialist.

<sup>(2)</sup> Title changed from "Maintenance I - Warehouse/Facilities & Grounds" in FY16.

<sup>(3)</sup> Title changed from "Grounds & Utility I" in FY16.

<sup>(4)</sup> Original FY17 budget included 177.

# INTERNAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 15</u>	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.60	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	1.00	1.00
Technology Specialist	1.00	1.00	1.00	1.00
Total Full Time	<u>3.60</u>	<u>3.60</u>	<u>4.60</u>	<u>4.60</u>

# APPENDIX B

## CAPITAL OUTLAY

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- > CAPITAL OUTLAY - CONTROLLED ITEMS BY SERVICE GROUP
- > CAPITAL OUTLAY BY SERVICE GROUP

# CAPITAL OUTLAY

## CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
<b>MANAGEMENT &amp; ADMINISTRATION</b>			
ELECTIONS (GENERAL FUND)			
	(2) Precinct Supply Cases	New	300
	(6) Boulee Voting Booths, Double	New	<u>1,600</u>
	Total Elections (General Fund)		<u>1,900</u>
CABLE TV PUBLIC ACCESS FUND			
	Projector Lens	New	3,500
	Tilt Shift Lens	New	3,000
	Intern/Tulip Time Camera	New	2,500
	Black Magic SSD Recorder	New	1,700
	Tripod	New	1,600
	Drone Batteries and Charger	New	1,500
	Drone Lens	New	1,000
	Projector Bulb	New	750
	IPAD	New	<u>750</u>
	Total Cable TV Public Access Fund		<u>16,300</u>
	TOTAL MANAGEMENT & ADMINISTRATION		<u>18,200</u>
<b>FISCAL SERVICES</b>			
FINANCE (GENERAL FUND)			
	(4) Stand up work stations	New	<u>2,000</u>
	TOTAL FISCAL SERVICES		<u>2,000</u>
<b>PUBLIC SAFETY</b>			
POLICE SERVICES (GENERAL FUND)			
	(2) Magnum Spike Strip Systems	New	920
	800 Mhz Radio System Miscellaneous Equipment	Replace	4,000
	Garret CSI Metal Detector	Replace	980
	Kustom Signal Golden Eagle Dual Antenna Radar Unit	Replace	1,540
	Simunitions Training Protective Equipment	Replace	900
	(14) 800 MHZ Tactical Team Radiomics	Replace	<u>7,000</u>
	Total Police Services (General Fund)		<u>15,340</u>

# CAPITAL OUTLAY

## CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
<b>PUBLIC SAFETY (continued)</b>			
POLICE SERVICES (GENERAL FUND)			
	(25) Structural Firefighting Helmets	Replace	9,250
	(10) Voice Pagers for Paid on Call and Off Duty Personnel	Replace	6,000
	Electronics pkg for 1182 (2000 Pursuit boat)	New	9,000
	(3) Flir K2 Thermal Camera Kits	New	4,750
	(6) Active Assailant Response Kits with Level III Vests	New	7,200
	Amkus Extrication Cutter	Replace	5,600
	Total Fire Services (General Fund)		<u>41,800</u>
	TOTAL PUBLIC SAFETY		<u><u>57,140</u></u>
<b>TRANSPORTATION</b>			
CENTRALIZED VEHICLE & EQUIPMENT FUND			
	(3) Air Tools	Replace	1,500
	Storage Units/Shelving	New	2,200
	Shop Pie Set for Iron Worker	New	2,000
	Cut Off Saw	Replace	1,500
	(2) Parts Washers	Replace	3,000
	Total Centralized Vehicle & Equipment Fund		<u>10,200</u>
	TOTAL TRANSPORTATION		<u><u>10,200</u></u>
<b>COMMUNITY &amp; NEIGHBORHOOD SERVICES</b>			
DOWNTOWN DEVELOPMENT AUTHORITY FUND			
	(3) Bike Racks	New	3,000
	(2) Trash Cans	New	2,000
	Total Downtown Development Authority Fund		<u>5,000</u>
SOLID WASTE/RECYCLING FUND			
	Refuse Containers	New	<u>67,000</u>
	TOTAL COMMUNITY & NEIGHBORHOOD SERVICES		<u><u>72,000</u></u>

# CAPITAL OUTLAY

## CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
<b>PARKS &amp; RECREATION</b>			
CITY HALL & GROUND (GENERAL FUND)			
	(5) Non-functioning water heater	Replace	<u>3,645</u>
CEMETERIES (GENERAL FUND)			
	(6) Stihl FS130 Trimmers	Replace	2,400
	(2) Little Wonder Optimax Blowers	Replace	2,800
	(2) BR600 Backpack Blowers	Replace	<u>1,000</u>
	Total Cemeteries (General Fund)		<u>6,200</u>
RECREATION (GENERAL FUND)			
	(30) Lacrosse Jerseys	New	2,700
	Matt Urban Maintenance Shed Roof	Replace	3,000
	Matt Urban Softball Field Stone Dust	New	<u>14,000</u>
	Total Recreation (General Fund)		<u>19,700</u>
PARKS (GENERAL FUND)			
	(7) Stihl FS130 Trimmers	Replace	2,800
	(2) Stihl MS201T 14" Arborist Saws	Replace	1,450
	Lil Wonder Bed Shaper	New	3,800
	Climbing gear and Safety Equipment	New/Replace	1,000
	(4) BR600/BR700 Backpack Blowers	Replace	2,000
	Lil Wonder Push Edger	New	900
	Stihl HT131 Pruning Saw	Replace	650
	(4) Picnic Tables at Rosa Park Green	Replace	3,400
	Stihl MS880 with 47" bar	Replace	1,800
	Electric Pressure Washer	New	<u>1,000</u>
	Total Parks (General Fund)		<u>18,800</u>

# CAPITAL OUTLAY

## CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
<b>PARKS &amp; RECREATION (continued)</b>			
WINDMILL ISLAND GARDENS FUND			
	(2) Dutch Province Flags	Replace	4,000
	State Historical Marker	New	3,000
	Replacement Tables/Chairs for Wedding Events:		
	(6) 60" Round Tables	Replace	1,200
	(2) 48" Round Tables	Replace	200
	(6) 8' Banquet Tables	Replace	500
	(6) 6' Banquet Tables	Replace	400
	(15) High Top Tables	New	900
	(48) White Indoor/Outdoor Chairs	Replace	1,200
	Furniture for Conservatory Refurbishment	New	4,000
	Island Security Cameras	New	4,000
	Audio/Visual Equipment for Conservatory (TV & Sound)	New	3,000
	Total Windmill Island Gardens Fund		<u>22,400</u>
	TOTAL PARKS & RECREATION		<u><u>70,745</u></u>

## INTERNAL SERVICES

### TECHNOLOGY SERVICES FUND

	Digital Forensics Computer	Replace	6,000
	(3) UPS for Server Room	Replace	1,950
	(3) Police 2-N-1 Laptops	Replace	4,800
	Transportation Desktop	New	1,600
	CNS Laser Printer	New	300
	CNS (Peter Boogart)	Replace	1,600
	Transportation Server License	Replace	600
	(17) Election Laptops	Replace	6,800
	Clerk Laptop (Brenda Katerberg)	Replace	1,800
	Clerk Laptop (Customer Service Area)	Replace	1,800
	CNS Desktop (Amanda Cole)	Replace	1,600
	CNS Desktop (New Planner)	New	1,600
	(33) PCS	Replace	52,800
	Total Technology Services Fund		<u><u>83,250</u></u>

# CAPITAL OUTLAY

## CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
<hr/>			
INTERNAL SERVICES (continued)			
<hr/>			
HEALTH/DENTAL INSURANCE FUND - WELLNESS CITY			
	Weight Set for Kollen Park Fire Station	Replace	1,500
	Rowing Machine	New	2,000
	Fitness Bike	Replace	<u>1,500</u>
	Total Health/Dental Insurance Fund		<u>5,000</u>
	TOTAL INTERNAL SERVICES		<u><u>88,250</u></u>
<hr/>			
TOTALS			
<hr/>			
	GRAND TOTAL : GENERAL FUND		109,385
	GRAND TOTAL : OTHER FUNDS		<u>209,150</u>
	GRAND TOTAL : ALL FUNDS & SERVICES GROUPS		<u><u>\$ 318,535</u></u>

**CAPITAL OUTLAY  
MANAGEMENT & ADMINISTRATION**

Department	Type	Description	New or Replace	Approved Amount
CABLE TV PUBLIC ACCESS	Machinery & Equipment			
		Encodex point to point	New	8,000
		Wireless Video Transmitter	New	6,500
		Movie Screen	New	<u>5,000</u>
		Total - Machinery & Equipment		<u>19,500</u>
		Total Cable TV Public Access Fund		<u><u>19,500</u></u>
		TOTAL MANAGEMENT & ADMINISTRATION		<u><u>\$ 19,500</u></u>

**CAPITAL OUTLAY**  
**PUBLIC SAFETY**

Department	Type	Description	New or Replace	Approved Amount
PUBLIC SAFETY - POLICE SERVICES (GENERAL FUND)	Machinery & Equipment			
		E/Z Rider K9 Cruiser Platform	New	6,900
		(3) X2 Tasers with Holster & 5 yr warranty	Replace	<u>5,000</u>
		Total - Machinery & Equipment		<u>11,900</u>
		Total Public Safety - Police Services (General Fund)		<u><u>11,900</u></u>
PUBLIC SAFETY - FIRE SERVICES (GENERAL FUND)	Machinery & Equipment			
		(2) Automatic Chest Compression Devices	New	<u>22,900</u>
		Total - Machinery & Equipment		<u>22,900</u>
	Buildings & Additions			
		Kollen Park Station Apparatus Bay Improvements	Replace/New	<u>50,000</u>
		Total - Building & Additions		<u>50,000</u>
		Total Public Safety - Fire Services (General Fund)		<u><u>72,900</u></u>
		TOTAL PUBLIC SAFETY		<u><u>\$ 84,800</u></u>

# CAPITAL OUTLAY TRANSPORTATION

Department	Type	Description	New or Replace	Approved Amount
CENTRALIZED VEHICLE & EQUIPMENT	Machinery & Equipment			
		(4) Season use mt Sidewalk Plow, Snow Blower & Broom #133	Replace	138,000
		72" 2 Mowers 377 & 670	Replace	16,400
		60" Z-Mower / Mulching	Replace	16,400
		60" Z-Mower / Mulching	Replace	16,400
		Small Tractor with Loader & Snowblower #351	Replace	55,500
		Dump Box for #307	Replace	7,000
		Message Board	Replace	19,000
		Cat Walk System for Bulk Tanks	Additional	11,000
		XUV Gator	Replace	<u>15,500</u>
		Total - Machinery & Equipment		<u>295,200</u>
	Vehicle			
		4 - Police Tahoes #09,19,20,21	Replace	140,000
		Police Change Overs	Additional	16,000
		AWD/SUV #100	Replace	25,000
		41,000 GVW Plow Truck #116	Replace	185,000
		4X4 Pick Up With Service Body	Replace	54,000
		4X4 Pick up Plow Truck #146	Replace	35,000
		16500 GVW Small Dump Truck #109	Replace	<u>43,500</u>
		Total - Vehicle		<u>498,500</u>
		Total Centralized Vehicle & Equipment Fund		<u>793,700</u>
		TOTAL TRANSPORTATION		<u>\$ 793,700</u>

## CAPITAL OUTLAY PARKS & RECREATION

Department	Type	Description	New or Replace	Approved Amount
WINDMILL ISLAND GARDENS	Buildings & Additions			
		(7) Windows for Shop Building	Replace	<u>7,000</u>
		Total Building & Additions		<u>7,000</u>
	Land Improvements			
		Water line	New	<u>410,000</u>
		Total Land Improvements		<u>410,000</u>
		Total Windmill Island Gardens Fund		<u><u>417,000</u></u>
		TOTAL PARKS & RECREATION		<u><u>\$ 417,000</u></u>

**CAPITAL OUTLAY**  
**INTERNAL SERVICES**

Department	Type	Description	New or Replace	Approved Amount
TECHNOLOGY SERVICES FUND	Machinery & Equipment			
		BSA Replacement Server	Replace	53,000
		2 - Cisco Switches City Hall	New	7,100
		Police Com-Tech with EPS Readers	Replace	32,800
		Pictometry 2017	New	7,700
		Technology Plotter	Replace	5,000
		Replacement Hyper - V Host Server	Replace	20,000
		SQL 2016 (LaserFiche/ArcGis)	Replace	12,900
		Unitrend Backup Appliance	Replace	25,000
		Transportation Scanner/Plotter	Replace	10,200
		(17) Election Laptops	New	-
		Total - Machinery & Equipment		<u>173,700</u>
		Total Technology Services Fund		<u>173,700</u>
		TOTAL INTERNAL SERVICES		<u><u>\$ 173,700</u></u>

# CAPITAL OUTLAY

## Board of Public Works Utilities

Department	Description	FY2018 Amount	Multi-Year Budget
Power Plant	Continuous Emmissions Monitoring Analyzers	120,000	120,000
	Combustible Gas Detection Replacement	100,000	100,000
	Units 7, 8 and 9 Station Power relays	75,000	75,000
	HEP Procedure and Operator Qualification Program	60,000	120,000
	Unit 9 Generator Protection Relay	75,000	75,000
	Unit 7 & 8 Fuel Tank repainting	60,000	60,000
	Unit 7 Load Gear repair	50,000	50,000
	All Remaining projects	<u>375,200</u>	<u>375,200</u>
Total Power Plant		<u><u>915,200</u></u>	<u><u>975,200</u></u>
Electric Transmission and Distribution	Replace Breakers 188 and 388 Black River Sub	1,000,000	1,200,000
	Underground Lines and Equipement replacements James St Building	700,000	700,000
	Transformer Upgrade and Replacement	400,000	400,000
	Distribution System Cutout replacements	300,000	300,000
	Transmission Poles replacements	300,000	300,000
	Circuit Riser Wildlife Protection	250,000	250,000
	Overhead Lines and Equipment	250,000	250,000
	Streetlight Upgrade to LED	200,000	200,000
	Ottawa Circuit 131 to back up 4 circuits	200,000	200,000
	Lincoln Ave. UG Conversion 9th - 14th St.	200,000	180,000
	Smart grid Upgrades	62,239	250,000
	Overhead Underground conversions	150,000	150,000
	All Remaining projects	<u>915,000</u>	<u>1,025,000</u>
	Total Electric Transmission and Distribution		<u><u>5,107,239</u></u>
Broadband	Northside Fiber Acquisition	540,000	540,000
	Distribution Expansion Underground	100,000	100,000
	GPON - Expansion	80,000	80,000
	Distribution Fiber 16th, Waverly and Country Club	75,000	75,000
	Distribution Roosevelt Zeeland	50,000	50,000
	Fiber Termination Cabinets	50,000	50,000
	OAISD Jenison Fiber Acquisition	50,000	50,000
	All Remaining projects	<u>200,000</u>	<u>200,000</u>
Total Broadband		<u><u>1,145,000</u></u>	<u><u>1,145,000</u></u>

# CAPITAL OUTLAY

## Board of Public Works Utilities

Department	Description	FY2018 Amount	Multi-Year Budget
Water Plant	Plant Controls System Upgrades	495,000	495,000
	Programmable Logic Controls Upgrade	240,000	240,000
	Replace High Service Valve	90,000	90,000
	Wonderware Upgrade	144,337	212,000
	All Remaining projects	<u>238,500</u>	<u>238,500</u>
Total Water Plant		<u><u>1,207,837</u></u>	<u><u>1,275,500</u></u>
Wastewater Plant	Primary Clarification Improvements	1,000,000	1,800,000
	New Waste activated Sludge Pump for West Plant	135,000	135,000
	New Pumps for Thickeners 1 and 2	90,000	90,000
	Multi-Spectral Analyzer	80,000	80,000
	Replace Drive on Clarifier 6	60,000	60,000
	Replace Solid Handling Building Boiler	60,000	60,000
	Replace Disinfection Chemical Storage Tanks	50,000	100,000
	Programmable Logic Controls upgrade CP600	45,000	45,000
	Irrigation Systems Restoration	25,000	25,000
	All Remaining projects	<u>101,000</u>	<u>101,000</u>
Total Wastewater Plant		<u><u>1,646,000</u></u>	<u><u>2,496,000</u></u>
Water Distribution	Water Main Replacement South Shore Old Orchard - Allen	2,000,000	2,500,000
	36" Transmission Main and Valve replacement	750,000	6,000,000
	Water Main Replacement 32nd St American Bottling and Thermotron reliability	600,000	600,000
	Water Main Replacement 28th St Pine - Lincoln	200,000	900,000
	Water Main Replacement Cypress Ave	150,000	150,000
	Water System Upgrades	150,000	150,000
	Service Replacements	100,000	100,000
	New Meters	100,000	100,000
	All Remaining Projects	<u>192,000</u>	<u>192,000</u>
Total Water Distribution		<u><u>4,242,000</u></u>	<u><u>10,692,000</u></u>

# CAPITAL OUTLAY

## Board of Public Works Utilities

Department	Description	FY2018 Amount	Multi-Year Budget
Wastewater Collection	Sewer Main Lining and Manhole Rehab	1,000,000	1,000,000
	3 Pneumatic Lift Stations converted to Conventional Lift stations	350,000	450,000
	16th St and Crescent Lift Station Improvements	600,000	2,000,000
	Sewer Main Replacement Southshore Old Orchard to Goldenrod	300,000	595,000
	Replace Tving Truck	200,000	200,000
	Sewer Main Replacement 28th	200,000	200,000
	Various Sewer Improvements	150,000	150,000
	Sewer Main Replacement 21st Van Raalte to Cleveland	100,000	400,000
	Eliminate Dual Mains 10th - College - Columbia	100,000	300,000
	New Meters	100,000	100,000
	All Remaining Projects	<u>190,000</u>	<u>240,000</u>
Total Wastewater Collection		<u>3,290,000</u>	<u>5,635,000</u>
Administration	Replace garage Doors	90,000	90,000
	Sharepoint Office Exchange Upgrade	75,000	75,000
	Replace Vehicle 74 for Miss Dig	35,000	35,000
	Replace Vehicle 19 for Courier	32,000	32,000
	Replace Truck Trailer Devices at Loading Docks	16,500	16,500
	Replace Sidewalk and Sign Lighting with LED	7,500	7,500
	Add on and repair the Service Center Emergency Notification System	<u>6,500</u>	<u>6,500</u>
Total Administration		<u>262,500</u>	<u>262,500</u>
<b>TOTAL BOARD OF PUBLIC WORKS UTILITIES</b>		<u><b>\$ 17,815,776</b></u>	<u><b>\$ 28,086,200</b></u>

# APPENDIX C

## DEBT SERVICE

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> 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, 2017**

**DEBT LIMITATION AT JULY 1, 2017**

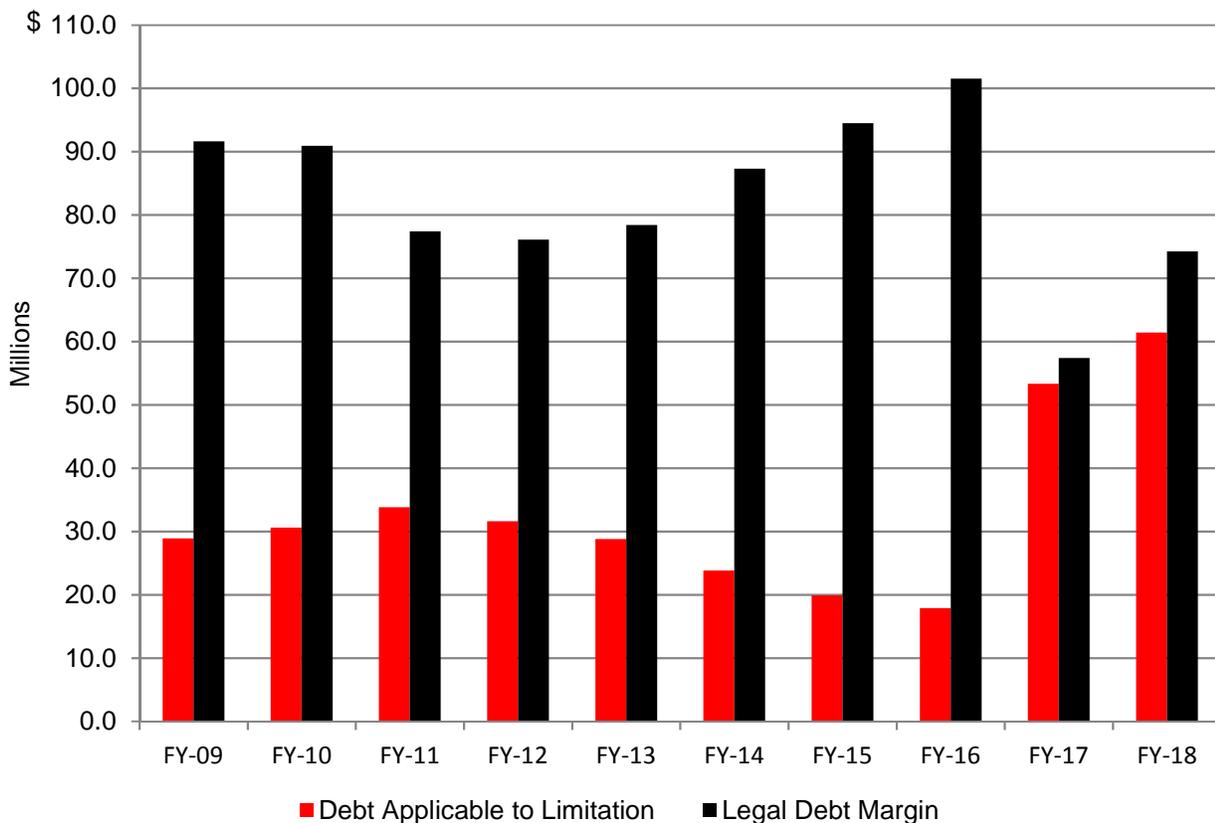
Total State Equalized Value Across All Property Classifications	\$ 1,356,247,900
Percentage Limit of Total Value (In Accordance with the City Charter)	10%
Debt Limitation	\$ 135,624,790

**DEBT APPLICABLE TO LIMITATION AT JULY 1, 2017**

Total Bonded Debt at July 1, 2017 (excludes Capital Leases)	\$ 236,336,041
Less the Following:	
- Debt Items Not Subject to Limitation :	
Special Assessment Bonded Debt	-
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	( 174,475,000 )
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2017:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	( 433,021 )
Debt Amount Applicable to Debt Limitation	\$ 61,428,020

**ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2017**

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	\$ 74,196,770
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# 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 @ 07/01/17	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>Act 34 Capital Improvements Bond Issues</u>								
Parking Deck, Series 2008	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	3,340,000	1,497,905
Street Improvements, Series 2010	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	2,060,000	98,788
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	5,400,000	1,596,693
<u>Building Auth Issue Police/Transp/WG Refunding Series 2010</u>								
	Property Taxation	09-09-10	10-01-18	2.39586%	7,425,000	1,204,325	1,610,000	25,913
Pension Obligation, Series 2015 Issue	Property Taxation & Utility Funds	11-18-15	12-01-25	2.862191%	25,000,000	4,039,168	22,725,000	3,148,977
Act 99 Installment Purchase Agrmt	Property Taxation	02-25-16	06-01-26	2.190000%	3,000,000	374,331	2,728,541	292,589
Refunding Issue, Series 2016	Property Taxation	08-18-16	04-01-22	1.460000%	6,975,000	365,511	6,975,000	307,805
Civic Center Issue, Series 2016A	Property Taxation	12-08-16	08-01-26	2.275000%	3,475,000	905,063	3,475,000	905,063
Civic Center Issue, Series 2016B	Property Taxation	12-08-16	02-01-37	0.980000%	9,835,000	1,195,445	9,835,000	1,195,445
Total Governmental Funds					65,210,000	11,849,568	52,748,541	7,472,485
<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	9,165,000	1,437,019
Water Series 2013-A Refunding	Water Fund	01-01-14	07-01-17	1.22000%	3,260,000	238,350	1,685,000	50,925
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	4,785,000	953,558
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	95,900,678
Sewage Disposal Series 2015 Bond	Wastewater Fund	04-15-15	06-01-35	2.75640%	9,500,000	3,175,265	9,112,500	2,690,261
Total Board of Public Works Issues					187,366,500	103,378,780	183,587,500	101,032,441
Total Enterprise Funds					187,366,500	103,378,780	183,587,500	101,032,441
Grand Total					252,576,500	115,228,348	236,336,041	108,504,926

# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>- - FUNDING SOURCES &amp; USES - -</b>					
<b>FUNDING SOURCES -</b>					
Taxes	\$ 2,390,584	\$ 2,444,655	\$ 4,398,425	\$ 4,388,063	\$ 5,470,392
Special Assessments	49,664	35,985	7,704	8,786	7,617
Interest & Rents					
* Building Authority Rental Receipts -					
from Herrick District Library	505,488	482,488	448,575	448,575	- 0 -
* Special Assessment Interest	6,004	3,466	1,695	1,698	1,257
* Investment Income	2,892	3,845	3,260	7,964	6,150
Other	- 0 -	- 0 -	- 0 -	1,619,475	1,620,744
Transfers In	261,566	268,097	279,191	297,798	421,047
TOTAL SOURCES	<u>\$ 3,216,198</u>	<u>\$ 3,238,535</u>	<u>\$ 5,138,850</u>	<u>\$ 6,772,359</u>	<u>\$ 7,527,207</u>
<b>FUNDING USES -</b>					
<b>Other Current Expenditures -</b>					
* Other Miscellaneous	\$ 760	\$ 190	\$ 1,001	\$ 601	\$ 1,001
<b>Debt Service Payments -</b>					
* Principal	2,389,000	2,445,000	5,126,459	5,166,459	5,852,437
* Interest	779,253	696,183	1,280,339	1,193,348	1,922,701
Transfers Out	22,136	23,981	1	19,108	1
TOTAL USES	<u>\$ 3,191,149</u>	<u>\$ 3,165,354</u>	<u>\$ 6,407,800</u>	<u>\$ 6,379,516</u>	<u>\$ 7,776,140</u>
<b>- - FUND EQUITY - -</b>					
INCREASE (DECREASE)	<u>\$ 25,049</u>	<u>\$ 73,181</u>	<u>\$ (1,268,950)</u>	<u>\$ 392,843</u>	<u>\$ (248,933)</u>
<b>ENDING BALANCE -</b>					
- for General Municipal Long-term Debt	\$ 187,467	\$ 258,074	\$ 611,570	\$ 690,878	\$ 433,021
- for Special Assessment Long-term Debt	37,387	39,961	36,990	(0)	8,924
TOTAL FUND EQUITY	<u>\$ 224,854</u>	<u>\$ 298,035</u>	<u>\$ 648,560</u>	<u>\$ 690,878</u>	<u>\$ 441,945</u>

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$1,820,094 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-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Taxes	\$ 2,390,584	\$ 2,444,655	\$ 4,398,425	\$ 4,388,063	\$ 5,470,392
Investment Income	2,530	3,447	3,000	8,000	6,000
Other	- 0 -	- 0 -	1,619,475	1,619,475	1,620,744
Transfers In	261,565	268,097	279,190	278,690	421,046
<b>TOTAL SOURCES</b>	<b>\$ 2,654,679</b>	<b>\$ 2,716,199</b>	<b>\$ 6,300,090</b>	<b>\$ 6,294,228</b>	<b>\$ 7,518,182</b>
<b>FUNDING USES -</b>					
Other Current Expenditures -					
* Other					
- Miscellaneous	\$ 759	\$ 189	\$ 1,000	\$ 600	\$ 1,000
- Principal - 2015 Pension Bond	- 0 -	- 0 -	2,275,000	2,275,000	2,300,000
- Intr & Fees- 2015 Pension Bond	- 0 -	- 0 -	598,949	598,949	575,699
- Principal - Act 34 Cap Improvement	100,000	110,000	125,000	125,000	130,000
- Intr & Fees- Act 34 Cap Improve	161,565	157,815	153,690	153,690	148,690
- Principal - Act 34 Streets	585,000	605,000	630,000	630,000	660,000
- Intr & Fees - Act 34 Streets	103,669	89,374	72,997	72,997	54,600
- Principal-Ottawa County Drain	64,000	- 0 -	- 0 -	- 0 -	- 0 -
- Interest-Ottawa County Drain	2,803	- 0 -	- 0 -	- 0 -	- 0 -
- Principal - 2016A Civic Bond	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Intr & Fees - 2016A Civic Bond	- 0 -	- 0 -	- 0 -	- 0 -	134,569
- Principal - 2016B Civic Bond	- 0 -	- 0 -	- 0 -	- 0 -	175,000
- Intr & Fees - 2016B Civic Bond	- 0 -	- 0 -	- 0 -	- 0 -	87,447
- Principal - 2016 Refunding Bond	- 0 -	- 0 -	- 0 -	- 0 -	120,000
- Intr & Fees - 2016 Refunding Bond	- 0 -	- 0 -	- 0 -	57,707	101,709
- Principal - 2017 Pension Bond	- 0 -	- 0 -	- 0 -	- 0 -	730,000
- Intr & Fees - 2017 Pension Bond	- 0 -	- 0 -	- 0 -	- 0 -	737,330
- Building Auth. Rent Payments	1,631,631	1,683,344	1,736,856	1,595,606	1,484,413
- Energy Performance Payment	- 0 -	- 0 -	353,201	353,201	335,681
Transfers Out	1	1	1	1	1
<b>TOTAL USES</b>	<b>\$ 2,649,428</b>	<b>\$ 2,645,723</b>	<b>\$ 5,946,694</b>	<b>\$ 5,862,751</b>	<b>\$ 7,776,139</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 5,252</b>	<b>\$ 70,476</b>	<b>\$ 353,396</b>	<b>\$ 431,477</b>	<b>\$ (257,957)</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 174,561</b>	<b>\$ 245,037</b>	<b>\$ 598,433</b>	<b>\$ 676,514</b>	<b>\$ 418,557</b>

# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### BUILDING AUTHORITY CONSTRUCTION BONDS

#### (SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Interest & Rents:					
* Building Authority Rental Receipts -					
- from Debt Svc Cash Control-Taxes	\$ 1,631,631	\$ 1,683,344	\$ 1,736,856	\$ 1,595,606	\$ 1,484,413
- from Herrick District Library	505,488	482,488	448,575	448,575	- 0 -
* Investment Earnings	161	132	100	100	100
* Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
* Transfers In	1	- 0 -	1	1	1
<b>TOTAL SOURCES</b>	<b>\$ 2,137,281</b>	<b>\$ 2,165,963</b>	<b>\$ 2,185,532</b>	<b>\$ 2,044,282</b>	<b>\$ 1,484,514</b>
<b>FUNDING USES -</b>					
Other Current Expenditures -					
* Other	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Debt Service Payments -					
* Principal	1,630,000	1,720,000	1,815,000	1,815,000	1,460,000
* Interest & Fees	507,119	445,831	370,431	227,954	24,413
<b>TOTAL USES</b>	<b>\$ 2,137,120</b>	<b>\$ 2,165,832</b>	<b>\$ 2,185,432</b>	<b>\$ 2,042,955</b>	<b>\$ 1,484,414</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 161</b>	<b>\$ 131</b>	<b>\$ 100</b>	<b>\$ 1,327</b>	<b>\$ 100</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 12,906</b>	<b>\$ 13,037</b>	<b>\$ 13,137</b>	<b>\$ 14,364</b>	<b>\$ 14,464</b>

# DEBT SERVICE

## ACT 99 PURCHASE AGREEMENT

### ENERGY PERFORMANCE BONDS

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Interest & Rents:					
from Debt Svcs Cash Control- Taxes	- 0 -	- 0 -	353,201	353,201	335,681
Investment Earnings	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 353,201</b>	<b>\$ 353,201</b>	<b>\$ 335,681</b>
<b>FUNDING USES -</b>					
Debt Service Payments					
Principal	- 0 -	- 0 -	271,459	271,459	277,437
Interest & Fees	- 0 -	- 0 -	81,742	81,742	58,244
Transfer Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 353,201</b>	<b>\$ 353,201</b>	<b>\$ 335,681</b>
Excess (Deficiency) of Funding Sources over Funding Uses					
	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>ENDING FUND EQUITY</b>					
	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

# DEBT SERVICE

## LIMITED TAX GENERAL OBLIGATION (LTGO)

### SPECIAL ASSESSMENT BONDS

#### (SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Taxes & Special Assessments:					
* Special Assessment Principal	\$ 49,664	\$ 35,985	\$ 7,704	\$ 8,786	\$ 7,617
Interest & Rents:					
* Special Assessment Interest	6,004	3,466	1,695	1,698	1,257
* Investment Income	201	266	160	(136)	50
Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	19,107	- 0 -
<b>TOTAL SOURCES</b>	<b>\$ 55,869</b>	<b>\$ 39,717</b>	<b>\$ 9,559</b>	<b>\$ 29,455</b>	<b>\$ 8,924</b>
<b>FUNDING USES -</b>					
Debt Service Payments -					
* Principal	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ - 0 -
* Interest & Fees	4,098	3,163	2,530	309	- 0 -
Transfers Out	22,135	23,980	- 0 -	19,107	- 0 -
<b>TOTAL USES</b>	<b>\$ 36,233</b>	<b>\$ 37,143</b>	<b>\$ 12,530</b>	<b>\$ 69,416</b>	<b>\$ - 0 -</b>
<b>SOURCES OVER (UNDER) USES</b>	<b>\$ 19,637</b>	<b>\$ 2,574</b>	<b>\$ (2,971)</b>	<b>\$ (39,961)</b>	<b>\$ 8,924</b>
<b>ENDING FUND EQUITY</b>	<b>\$ 37,387</b>	<b>\$ 39,961</b>	<b>\$ 36,990</b>	<b>\$ (0)</b>	<b>\$ 8,924</b>

# DEBT SERVICE

## SPECIAL ASSESSMENT BOND SERIES 2000A

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Special Assessments	\$ 1,164	\$ 1,164	\$ - 0 -	\$ - 0 -	\$ - 0 -
Special Assessments - Alternates	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Interest on Special Assessment Installment	151	76	- 0 -	- 0 -	- 0 -
Investment Income	4	15	- 0 -	14	- 0 -
Investment Income - Market Adjustment	(0)	5	- 0 -	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 1,319</b>	<b>\$ 1,260</b>	<b>\$ - 0 -</b>	<b>\$ 14</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>					
Principal Retirement	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Fees	275	- 0 -	- 0 -	- 0 -	- 0 -
Transfer Out	- 0 -	- 0 -	- 0 -	2,651	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 275</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ 2,651</b>	<b>\$ - 0 -</b>
Excess (Deficiency) of Funding Sources over Funding Uses	1,044	1,260	- 0 -	(2,637)	- 0 -
<b>ENDING FUND EQUITY</b>	<b>\$ 1,377</b>	<b>\$ 2,637</b>	<b>\$ 2,637</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

# DEBT SERVICE

## SPECIAL ASSESSMENT BOND SERIES 2002A

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Special Assessments	\$ 40,042	\$ 27,117	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest on Special Assessment Installment	3,262	1,271	- 0 -	- 0 -	- 0 -
Bond Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income - Market Adjustment	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 43,304</b>	<b>\$ 28,388</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>
<b>FUNDING USES -</b>					
Principal Retirement	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -	\$ - 0 -
Interest & Fees	285	127	- 0 -	- 0 -	- 0 -
Transfer Out	22,135	23,980	- 0 -	16,456	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 22,420</b>	<b>\$ 24,107</b>	<b>\$ - 0 -</b>	<b>\$ 16,456</b>	<b>\$ - 0 -</b>
Excess (Deficiency) of Funding Sources over Funding Uses	20,884	4,281	- 0 -	(16,456)	- 0 -
<b>ENDING FUND EQUITY</b>	<b>\$ 12,175</b>	<b>\$ 16,456</b>	<b>\$ 16,456</b>	<b>\$ - 0 -</b>	<b>\$ - 0 -</b>

# DEBT SERVICE

## SPECIAL ASSESSMENT BOND SERIES 2006A

Description	FY-2015 Final Actual	FY-2016 Final Actual	FY-2017 Amended Budget	FY-2017 Final Revised Est.	FY-2018 Adopted
<b>FUNDING SOURCES -</b>					
Special Assessments	\$ 8,458	\$ 7,704	\$ 7,704	\$ 8,786	\$ 7,617
Interest on Special Assessment Installment	2,591	2,119	1,695	1,698	1,257
Investment Income	198	205	160	(150)	50
Investment Income - Market Adjustment	(4)	41	- 0 -	- 0 -	- 0 -
Transfer In	- 0 -	- 0 -	- 0 -	19,107	- 0 -
<b>FUNDING SOURCES - TOTALS</b>	<b>\$ 11,243</b>	<b>\$ 10,069</b>	<b>\$ 9,559</b>	<b>\$ 29,441</b>	<b>\$ 8,924</b>
<b>FUNDING USES -</b>					
Principal Retirement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ - 0 -
Interest & Fees	3,538	3,036	2,530	309	- 0 -
Transfer Out	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
<b>FUNDING USES - TOTALS</b>	<b>\$ 13,538</b>	<b>\$ 13,036</b>	<b>\$ 12,530</b>	<b>\$ 50,309</b>	<b>\$ - 0 -</b>
Excess (Deficiency) of Funding Sources over Funding Uses	(2,294)	(2,967)	(2,971)	(20,868)	8,924
<b>ENDING FUND EQUITY</b>	<b>\$ 23,835</b>	<b>\$ 20,868</b>	<b>\$ 17,897</b>	<b>\$ 0</b>	<b>\$ 8,924</b>

## DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES  
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

### ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)  
\$5,500,000 Non-Voted Bond Issue dated May 26, 2010

Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019  
Principal and Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
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>2,060,000</u>	<u>98,788</u>	<u>2,158,788</u>

### 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>
2017-18	1,460,000	23,663	1,483,663
2018-19	150,000	2,250	152,250
Total	<u>1,610,000</u>	<u>25,913</u>	<u>1,635,913</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>
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>3,340,000</u>	<u>1,497,905</u>	<u>4,837,905</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>
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	<u>2,825,000</u>	<u>48,308</u>	<u>2,873,308</u>
Total	<u>22,725,000</u>	<u>3,148,977</u>	<u>25,873,977</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>
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	330,247	5,434	335,681
Total	<u>2,728,541</u>	<u>292,589</u>	<u>3,021,130</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.

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**2016 REFUNDING BOND ISSUE, Series 2016**

With Limited Tax General Obligation Pledge

\$6,975,000 Non-Voted Bond Issue dated August 18, 2016

Total Original Issue: 6 Annual Serial Maturities from April 1, 2017 to April 1, 2022

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017-18	120,000	100,959	220,959
2018-19	1,510,000	89,060	1,599,060
2019-20	1,755,000	65,226	1,820,226
2020-21	1,785,000	39,384	1,824,384
2021-22	1,805,000	13,177	1,818,177
Total	<u>6,975,000</u>	<u>307,805</u>	<u>7,282,805</u>

**CIVIC CENTER BOND ISSUE, Series 2016A**

With Limited Tax General Obligation Pledge

\$3,475,000 Non-Voted Bond Issue dated December 21, 2016

Total Original Issue: 10 Annual Serial Maturities from August 1, 2017 to August 1, 2026

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017-18	0	133,819	133,819
2018-19	0	120,438	120,438
2019-20	0	120,438	120,438
2020-21	195,000	118,244	313,244
2021-22	200,000	113,550	313,550
2022-23	600,000	102,050	702,050
2023-24	615,000	83,825	698,825
2024-25	615,000	62,300	677,300
2025-26	615,000	37,700	652,700
2026-27	635,000	12,700	647,700
Total	<u>3,475,000</u>	<u>905,063</u>	<u>4,380,063</u>

**DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS ( continued )**

**CIVIC CENTER BOND ISSUE, Series 2016B**

**With Limited Tax General Obligation Pledge**

**\$9,835,000 Non-Voted Bond Issue dated December 21, 2016**

**Taxable - Qualified Energy Conservation Bonds**

**Total Original Issue: 20 Annual Serial Maturities from August 1, 2017 to February 1, 2037**

**Principal & Interest maturities are financed 74% by Property Taxation**

**Principal & Interest maturities are financed 26% by District Snowmelt Assessment**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Net Interest</u>	<u>Total</u>
2017-18	175,000	86,697	261,697
2018-19	175,000	77,855	252,855
2019-20	175,000	77,649	252,649
2020-21	275,000	77,333	352,333
2021-22	275,000	76,904	351,904
2022-23	275,000	76,427	351,427
2023-24	275,000	75,898	350,898
2024-25	275,000	75,329	350,329
2025-26	285,000	74,717	359,717
2026-27	300,000	73,899	373,899
2027-28	725,000	71,573	796,573
2028-29	730,000	67,435	797,435
2029-30	730,000	62,190	792,190
2030-31	730,000	56,032	786,032
2031-32	735,000	48,825	783,825
2032-33	735,000	40,862	775,862
2033-34	735,000	32,530	767,530
2034-35	740,000	23,802	763,802
2035-36	740,000	14,600	754,600
2036-37	750,000	4,888	754,888
Total	<u>9,835,000</u>	<u>1,195,445</u>	<u>11,030,445</u>

**WATER FUND**  
**DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS**  
**FOR REMAINING MATURITIES**

**WATER SUPPLY REFUNDING BOND ISSUE, Series 2012-A**

Without Limited Tax General Obligation Pledge  
**\$9,740,000 Non-Voted Bond Issue dated June 6, 2012 with 11 Annual Serial Maturities**  
**from July 1, 2014 to July 1, 2024**  
**Principal and Interest maturities are financed 100% by Water Utility Fund Revenues**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2017-18	190,000	290,613	(6,756)	473,857
2018-19	1,145,000	275,831	(6,153)	1,414,678
2019-20	1,185,000	245,175	(5,321)	1,424,854
2020-21	1,235,000	208,875	(4,454)	1,439,421
2021-22	1,280,000	171,150	(3,556)	1,447,594
2022-23	1,325,000	132,075	(2,626)	1,454,449
2023-24	1,375,000	84,700	(1,339)	1,458,361
2024-25	1,430,000	28,600	0	1,458,600
				0
Total	<u>9,165,000</u>	<u>1,437,019</u>	<u>(30,205)</u>	<u>10,571,814</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>
2017-18	830,000	38,100	7,030	875,130
2018-19	855,000	12,825	0	867,825
Total	<u>1,685,000</u>	<u>50,925</u>	<u>7,030</u>	<u>1,742,955</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>
2017-18	265,000	115,729		378,312
2018-19	275,000	109,104		381,687
2019-20	280,000	102,229		379,812
2020-21	290,000	95,229		382,812
2021-22	295,000	87,979		380,563
2022-23	300,000	80,604		378,187
2023-24	310,000	73,104		380,687
2024-25	315,000	65,354		377,937
2025-26	325,000	57,479		380,062
2026-27	335,000	49,354		381,937
2027-28	340,000	40,979		378,562
2028-29	350,000	32,479		380,062
2029-30	360,000	23,729		381,312
2030-31	370,000	14,729		382,312
2031-32	375,000	5,479		380,479
Total	<u>4,785,000</u>	<u>953,558</u>	<u>0</u>	<u>5,704,723</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>
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>95,900,678</u>	<u>0</u> <u>254,740,678</u>

**WASTEWATER FUND  
SCHEDULE OF PRINCIPAL AND INTEREST REQUIREMENTS  
FOR REMAINING MATURITIES**

**HOLLAND AREA SEWAGE DISPOSAL SYSTEM 2015 IMPROVEMENTS**

**The Wastewater Fund is responsible for 50% (indicated below) of this County of Ottawa Issue  
\$19,000,000 Non-Voted Bond Issue dated April 15, 2015 with 20 Annual Serial Maturities  
from December 1, 2015 to June 1, 2035  
Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Refunding Discount Amortization</u>	<u>Total Requirements</u>
2017-18	395,000	229,276		619,683
2018-19	405,000	225,129		624,276
2019-20	417,500	220,066		630,129
2020-21	427,500	214,013		637,566
2021-22	437,500	206,959		641,513
2022-23	450,000	198,865		644,459
2023-24	462,500	189,640		648,865
2024-25	472,500	179,465		652,140
2025-26	485,000	168,598		651,965
2026-27	500,000	156,958		653,598
2027-28	512,500	144,208		656,958
2028-29	532,500	130,626		656,708
2029-30	550,000	115,716		663,126
2030-31	570,000	99,766		665,716
2031-32	590,000	82,096		669,766
2032-33	612,500	63,216		672,096
2033-34	635,000	43,310		675,716
2034-35	<u>657,500</u>	<u>22,355</u>		<u>679,855</u>
Total	<u><u>9,112,500</u></u>	<u><u>2,690,261</u></u>	<u><u>0</u></u>	<u><u>11,744,134</u></u>

# GLOSSARY OF FINANCIAL TERMS

## A

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: 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

**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.

**Designated / Reserved Fund Balance (Equity):** A portion of the fund's equity legally restricted for a specific purpose.

## E

**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

**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, 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 Type:** 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:

# GLOSSARY OF FINANCIAL TERMS

## Incentive for 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.

## Incentive for 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 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: 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 on the types of transactions and events reflected in the operating statement of a fund:

- For Governmental-Fund types - the focus is upon current financial resources.
- For Proprietary-Fund types - the focus is upon total economic resources.

Modified Accrual Basis of Accounting: A methodology used for accounting and financial reporting of Governmental Type Funds whereby revenues are recognized in the accounting period in which they become available and measurable; and expenditures are recognized in the accounting period in which the liability is incurred, if measurable (exceptions include: unmatured interest on long-term debt and certain similar accrued obligations, which are recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions will, in turn, reflect the desired 'measurement focus' on the financial statement.

## N

Neighborhood Enterprise Zone (NEZ): The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

Net Investment in Capital Assets: Fixed Assets less accumulated depreciation.

## 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.

## 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.

Personnel Services: Expenditures representing wages, fringe benefits and mandatory employer costs (i.e. Social Security, Medicare, Unemployment Compensation and Workers Compensation).

# GLOSSARY OF FINANCIAL TERMS

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: 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).

## S

Special Assessment:

For Capital Improvements -

A 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 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: Movement 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 the use of the transferred money by the recipient fund.

## U

Undesignated / Unreserved Fund Balance (Equity): Available financial resources that are not restricted for a specific purpose.

## 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

<b>CAFR</b>	– Comprehensive Annual Financial Report
<b>CATV</b>	– Cable Access Television
<b>CCF</b>	– Cubic Foot
<b>CDBG</b>	– Community Development Block Grant
<b>DDA</b>	– Downtown Development Authority
<b>FTE</b>	– Full Time Equivalent
<b>FY</b>	– Fiscal Year (July 1 – June 30)
<b>GAAP</b>	– Generally Accepted Accounting Principles
<b>GASB</b>	– Governmental Accounting Standards Board
<b>GFOA</b>	– Government Finance Officer Association
<b>HBPW (or BPW)</b>	– Holland Board of Public Works
<b>HRC</b>	– Human Relations Commission
<b>IRC</b>	– International Relations Commission
<b>KWH</b>	– Kilowatt Hour
<b>LTGO</b>	– Long Term General Obligation
<b>MAX</b>	– Macatawa Area Express
<b>MCIF</b>	– Municipal Capital Improvement Fund
<b>MERS</b>	– Municipal Employees Retirement System
<b>MDOT</b>	– Michigan Department of Transportation
<b>MG</b>	– Million Gallons
<b>MML</b>	– Michigan Municipal League
<b>MSHDA</b>	– Michigan State Housing Development Authority
<b>MVH</b>	– Motor Vehicle Highway
<b>MWH</b>	– Megawatt Hour
<b>NIP</b>	– Neighborhood Improvement Program
<b>PSD</b>	– Principal Shopping District
<b>SEV</b>	– State Equalized Value
<b>TIF</b>	– Tax Increment Financing
<b>WEMET</b>	– West Michigan Enforcement Team
<b>WMAA</b>	– West Michigan Airport Authority